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- 01 what's happening + in the news
- 02 is growth necessary?
- 03 business model design for scaling ~ what's your endgame?
- 04 transformative scale
- 05 Assignment 3 ~ CleanStart BC

TODAY'S CLASS

2

 **REUTERS®**

Pharmacies' appeal of \$650M opioid judgement ("public nuisance" ruling)

September 12 2023



CVS, Walmart, Walgreens agree to pay \$13.8B to settle US Opioid claims November 2022

Three major plaintiffs: 1. Drug manufacturers, 2. Distributors, and 3. Pharmacies

Opioid crisis was fueled by "reckless, profit-driven dispensing practices"

2012-2016
~ 80M dispensed Trumbull County, Ohio = 400/resident
~61M dispensed in Lake County, Ohio 265/resident

<https://www.reuters.com/legal/litigation/pharmacies-appeal-650-mln-opioid-judgment-heads-ohio-top-court-2023-09-12/>
<https://www.reuters.com/business/healthcare-pharmaceuticals/cvs-walmart-walgreens-reach-tentative-12-bln-opioid-pact-bloomberg-news-2022-11-02/>
<https://www.aljazeera.com/economy/2022/5/10/us-judge-to-decide-what-pharmacies-owe-in-fueling-opioid-crisis>

IN THE NEWS

3

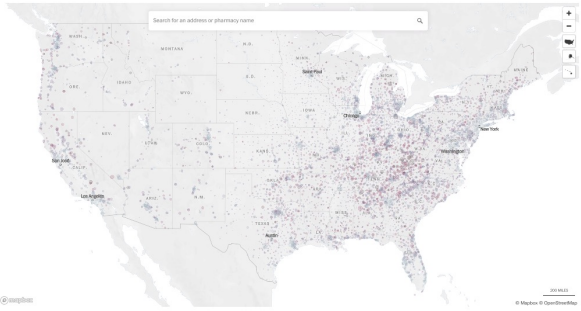
How many pain pills went to your pharmacy

Updated February 25 2020

Circles in the map are scaled by the total number of pills shipped to each pharmacy from 2006 through 2014.

Circles are colored by the total number of pills per person within a five-mile radius of the pharmacy per year.*

0 25 75 150 300+



Nearly 35 billion opioids (1/2 of distributed pills) handled by 15% of pharmacies.

2006 - 2014

The Washington Post
<https://www.washingtonpost.com/graphics/2019/investigations/pharmacies-pain-pill-map/>

WEBSITE

4

THE HILL

McKinsey employees angered over firm's work with world's top polluters

October 27 2021



~ 1100 McKinsey employees signed open letter (2020) asking firm to disclose carbon emissions of clients.

"Our positive impact in other realms will mean nothing if we do not act as our clients alter the earth irrevocably."

Clients included 43 of top 100 most environmentally damaging polluters (over 50 year span – equaling over 1/3 of global carbon emissions since 2018).

<https://thehill.com/business-a-lobbying/578802-mckinsey-employees-angered-over-firms-work-with-worlds-top-polluters?rl=1>

IN THE NEWS

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The New York Times

INTERNAL ONLY
March 23, 2021

☆ *Want to join this letter?* [USE THIS LINK](#) ☆

Open Letter on Climate Action at McKinsey

We, the undersigned, are ready for McKinsey to fully embrace its purpose “to help create positive, enduring change in the world” through climate action. The climate crisis is the defining issue of our generation. Our positive impact in other realms will mean nothing if we do not act as our clients alter the earth irrevocably. Our values mandate that we “help our clients make distinctive, lasting, and substantial improvements in their performance,” a call that encourages us to look at our clients’ most significant impacts to society as well as that impact’s sustainability. Such a calling can only be accomplished by helping our clients shift to a more sustainable trajectory that preserves our planet, our clients’ businesses, and our shared legacy.’

We must be honest that there is significant risk to McKinsey and our values from pursuing the current course. Our inaction on (or perhaps assistance with) client emissions poses serious risk to our reputation, our client relationships, and our ability to “to build a great firm that attracts, develops, excites, and retains exceptional people.” Our clients, firm members, and prospective hires all want to believe that we act on principle, and we need to cultivate their trust.

An excerpt from a letter McKinsey employees sent to the firm's top partners.
<https://www.nytimes.com/2021/10/27/business/mckinsey-climate-change.html>

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US Plastics Production to Outpace Coal in Driving Climate Change by 2030

October 2021



Plastics on tract to contribute more climate change emissions than coal plants by 2030.

According to Beyond Plastics report, fossil fuel companies seek to recoup falling profits by increasing plastic production. Resulting in cancelling out GHG reductions gained from closure of 65 coal-fired plants.

<https://sustainablebrands.com/read/defining-the-next-economy/report-us-plastics-production-to-outpace-coal-in-driving-climate-change-by-2030>

<https://sustainablebrands.com/read/from-purpose-to-action-building-a-sustainable-future-together/clearing-the-way-for-action-the-need-for-coordination-consistency-to-close-the-loop-on-plastics>

IN THE NEWS

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Clearing the Way for Action: The Need for Coordination, Consistency to Close the Loop on Plastics

October 2021



PLASTIC MAKERS SUPPORT A GLOBAL AGREEMENT TO ELIMINATE PLASTIC WASTE

Need global standardization (metrics) and alignment on plastics.

What counts as WASTE? What qualifies as RECYCLED?

UN treaty to end plastic pollution (March 2022)

1. Have all nations agree to eliminate plastic waste
2. Achieve widespread access to waste collection
3. Recognize role plastics play in lower carbon future
4. Support innovation in product design + recycling tech
5. Measure progress.

Dow Chemical, LyondellBasell

<https://sustainablebrands.com/read/from-purpose-to-action-building-a-sustainable-future-together/clearing-the-way-for-action-the-need-for-coordination-consistency-to-close-the-loop-on-plastics>

<https://www.plasticmakers.org/files/f844022f219e9f85633604e9d4fb6c1b2dcd2e35.pdf>

IN THE NEWS

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Creating a Circular Plastics Supply Chain

October 2022



FROM PURPOSE TO ACTION: BUILDING A SUSTAINABLE FUTURE TOGETHER

Accelerating Circularity Requires Creating a Viable Marketplace for Advanced Recycling

15% plastics mechanically recycled

Mechanical recycling cannot recycle many household plastics + disparate recycling infrastructures.

Advanced recycling has massive, untapped market potential for food-grade and medical-grade packaging (usually incinerated or landfills).

Scalable circularity = mechanical recycling + advanced recycling (Dow + Mura) + design for recyclability and waste access (Dow + Valoregen)

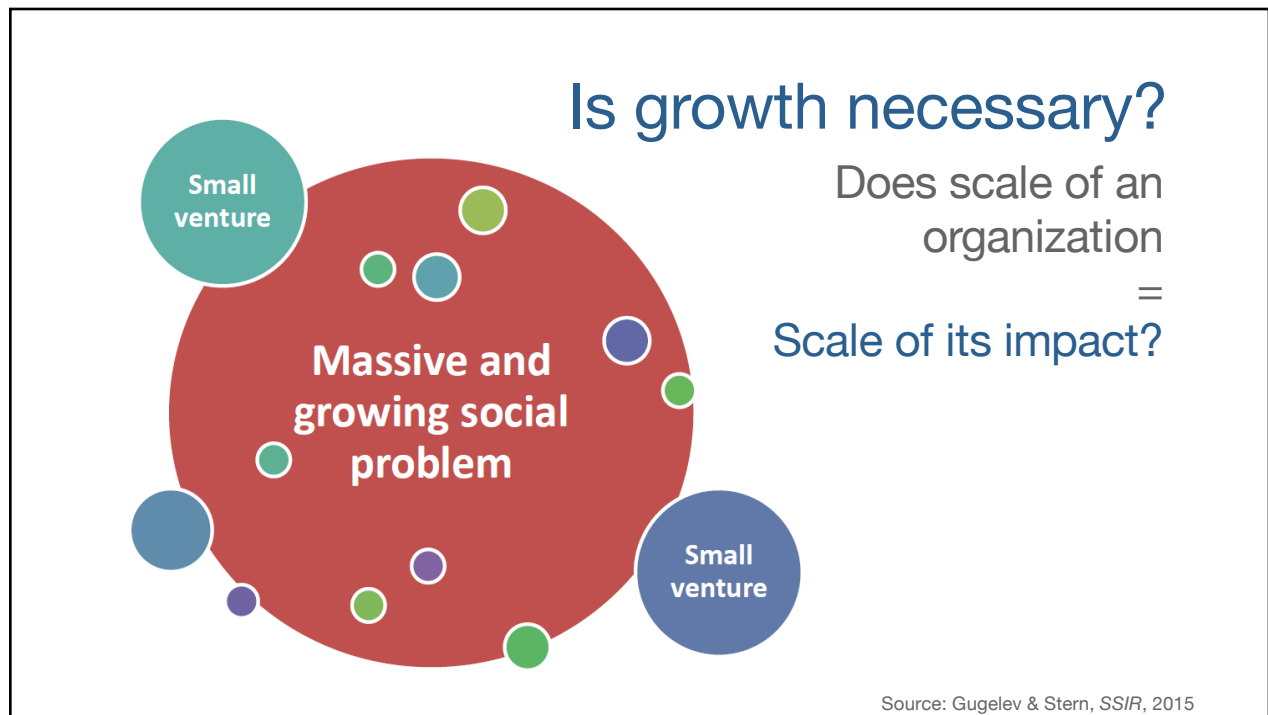
<https://sustainablebrands.com/read/from-purpose-to-action-building-a-sustainable-future-together/accelerating-circularity-requires-creating-a-viable-marketplace-for-advanced-recycling>

IN THE NEWS

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“growth” vs *“scale”*

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SOLE FOOD
STREET FARMS

HOME OUR FOOD ▾ WHO WE ARE BOOKS & MEDIA CONTACT **DONATE**

<https://solefoodfarms.com/>

Founded in 2009, Sole Food Street Farms transforms parking lots and urban land into productive agricultural landscapes. We have grown to become one of North America's largest urban farms, producing up to 30 tons of fresh food annually that is sold to the public and donated to community partners.

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Local Case: Scaling Deep vs. Scaling Up



<https://solefoodfarms.com/>

1. What are the trade-offs of scaling "deep" vs. scaling up?
2. What are the challenges of growing the impact – and how do you see the organization succeeding?

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To scale or not to scale: What's Your Endgame

https://ssir.org/articles/entry/whats_your_endgame#

(NOTE: Also available in the LOCR via Canvas)

“endgame” =

*“specific role that non-profit intends to play in overall solution to social problem,
once proven effectiveness of core model or intervention”*

source: Gugelev & Stern, SSIR, 2015

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“endgame” = consider social targets + operational model

shift from *scale* to *impact*

product users differ from *revenue providers*

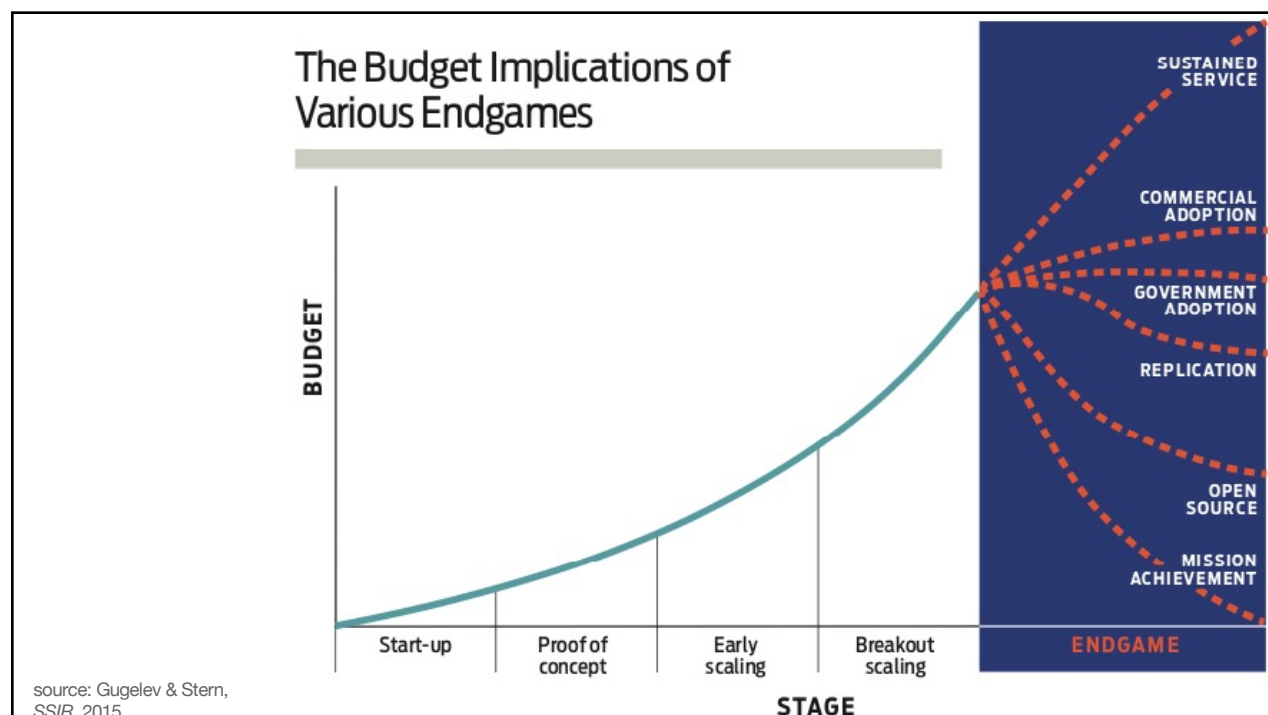
focus on *intended impact* and *theory of change*

Plotting an Endgame: Six Options

ENDGAME	CHARACTERISTICS	CORE APPROACH	FUTURE ROLE
Open source ex. AA	A breakthrough idea that is easy for other organizations to adopt and integrate	Conducting research and development, and sharing knowledge	Serving as a knowledge hub for research related to a breakthrough idea
Replication ex. Charter schools	A breakthrough product or model that is easy for other organizations to adopt and deliver	Defining a replicable operating and impact model, demonstrating its efficacy, and sharing it with other organizations	Providing certification of franchise programs and training services, and serving as a center of excellence
Government adoption ex. kindergarten	A model with high coverage potential, along with a capacity for integration into public sector programs	Delivering results at a sufficient scale and level of efficiency to make a case for public sector involvement	Offering services to government agencies, and maintaining research and advocacy efforts
Commercial adoption ex. microfinance	A product or service with profit potential that solves a market failure or reduces market risk	Demonstrating the impact and the profitability of a product or service, and reducing associated risks	Maintaining advocacy and monitoring efforts, targeting hard-to-reach market segments, and working to ensure commercial delivery
Mission achievement ex. March of Dimes	Defined and achievable outcomes related to solving a discrete problem	Maintaining a focus on targeted intervention	Applying (where relevant) unique assets and capabilities to additional issue areas
Sustained service	A strong organization, with a proven ability to sustain funding, that fills a market or public service gap	Creating a cost-effective model, building a strong organization, and making efficiency improvements.	Continued provision of a core service at an ever-increasing level of efficiency

source: Gugelev & Stern, *SSIR*, 2015

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		'Payers'			
		Customers	Taxes	Aid	Philanthropy
'Doers'	You				
	NGOs				
	Businesses				
	Governments				

Key Q's about your model:

1. Is it cheap enough?
2. Is it simple enough?
3. Is it adaptable enough?

source: Starr & Hattendorf, SSIR, 2015

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Designing for Transformative Scale: Global Lessons in What Works

The magnitude of the social problems we are facing requires innovative solutions suitable for massive deployment.

By Jeri Eckhart-Queenan, Abe Grindle, Jacquelyn Hadley and Roger Thompson

source: Eckhart-Queenan et al., Rotman Magazine, 2015

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Transformative Scale

Same size, reach more

1. Distribute through partner's network (ex. BRAC)
2. Recruit and train other organizations (ex. Akshaya Patra)
3. Unbundle key components and scale them (ex. UNICEF)
4. Deploy technology to reach a large audience (ex. I Paid a Bribe)

Build the field

5. Build and strengthen a critical mass in the field (ex. microfinance)
6. Change public systems (ex. Teach for All)
7. Influence policy change (ex. CHAI)
8. Build on for-profit models (ex. VisionSpring)
9. Alter attitudes, behaviours, and norms (ex. Tostan)

source: Eckhart-Queenan et al., *Rotman Magazine*, 2015

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beneficiary engagement
affordability
scalability

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 VisionSpring

Our Impact

Eyeglasses are a powerful social and economic development tool. We provide affordable eyeglasses, vision screening and training so that non-profits, social entrepreneurs, government agencies, and corporate clients can bring the wonder of clear vision to their communities.

LEARN MORE



Glasses Sold

8.7 million



Productivity Increases up to

22-32%



Income Potential Increases by

20%




Economic Impact Generated

\$1.8 Billion

<https://visionspring.org/>

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 UBC SAUDER
SCHOOL OF BUSINESS

COMM 485 SOCIAL ENTREPRENEURSHIP
APPLIED SOCIAL ENTERPRISE TEAM PROJECT

Assignment 3: APPLIED SOCIAL ENTERPRISE TEAM PROJECT

One of the most effective ways to integrate and synthesize course concepts is to apply them in real practice. The Applied Social Enterprise Team Project is a defined assignment for which students will conduct research and develop focused recommendations for a local social venture facing real business opportunities and challenges. This project is the main "hands-on" element of the course that allows students to integrate and apply course concepts to benefit a real organization. For this term, the participating partner organization is CleanStart - <https://cleanstartbc.ca/>.

Logistics:
Approximately one week before the Client Introduction/Briefing, a *Client Brief* will be released, outlining some background information about the organization, a description of the challenges and/or opportunity the organization faces and possibly some early resources for teams to review. Students are expected to use the Client Brief to conduct initial research and to prepare for the upcoming Client Introduction/Briefing (which is scheduled for November 1, 2023).

After the Client Brief has been released, four classes will be dedicated to the project:

- **Day 1 (Wednesday November 1): Client Introduction/Briefing** - The client partner will introduce the organization, area of collaboration and present the brief. Every group will have an opportunity to ask questions.
- **Day 2 (Monday November 20): Project Coaching/Work Day** - The teaching team (and possibly a guest mentor) will be available to coach teams; no readings or pre-assessments due that class.
- **Day 3 + 4 (Wednesday November 29 + Monday December 4): Team Presentations** - All teams will submit written proposals (details on next page) by 5:00pm on Tuesday November 28 and deliver a brief (i.e. max 10 minute) presentation to outline their key recommendations to the class on November 29 + December 4; class discussion of the project and the various teams' recommendations will follow. **Note: The client partner will attend the presentations.**

Student Teams:
This is a team assignment. The diverse teams formed for Assignment 2 will continue to work together for this project. Students will complete **Team Evaluations** on iPEER after completion of each team assignment to report on each team member's (including their own) contribution to the assignment. Evaluating all members of your team is important to show the instructor how effectively your group worked together. If there were team members who engaged in uncooperative behaviour or did not pull their weight in project work, you should give this feedback in your evaluations. This confidential feedback will be reviewed by the teaching team.

DELIVERABLES
1. Team Written Proposal:
The main deliverable for the Applied Social Enterprise Team Project is a written proposal of recommendations to address the client partner's opportunities and challenges. There is no page limit, and this will depend on the format you choose. Ensure that you communicate your ideas clearly and the piece is well-written, concise and uses images to support your ideas. Clear structure, communication and grammar are essential.

Please note that you may wish to use appendices to support your recommendations. Please ensure that appendices add value to your proposal and are not simply "padding". See Written Format Specifications below.

While the proposals will be graded by the teaching team, you should consider the client partner as the intended audience. Your recommendations should use plain language and represent a professional reflection of the client's communication style; in other words, do not use overly technical, academic language unnecessarily in

Assignment 3

Applied Social Enterprise Team Project

Due Tuesday November 28

Note:
Integrate concepts and ideas discussed/learned throughout the course.

kurt@cleanstartbc.ca
subject line ~ Sauder UBC

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About Us

CleanStart provides comprehensive property services while offering employment opportunities to those who need it.



Our Mission

To provide professional services for the most difficult jobs while staffing a team facing barriers to traditional employment.

ASSIGNMENT 3

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01	Ioano, Isaiah, Mate, Olivia, William	05	Paahul, Riya, Touseha, Riya, Zuhayr
02	Amber, Emma, Jas, Julia, Tavish	06	Jaryd, Jasleen, Jonathan, Shaurya, Ziyaan
03	Alexi, Hana, Julian, Pam, Surucha	07	Jose, Lauren, Mary-Joy, Natalie, Sarah
04	Alma, Lavanya, Mackenzie, Ramy, Samar	08	Carson, Cesar, Erica, Huihui, Kyra

TEAMS (Assignments 2 + 3)

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		individual / partner	team
prep:	Pre-assessments	10%	
assignment 1:	Social Problem Situational Analysis	20%	
assignment 2:	Selected Case Study + Presentation		15%
assignment 3:	Applied Social Enterprise Project		30%
assignment 4:	Reflection Paper	10%	
Participation*:	Participation + Engagement	15%	
total		55%	45%



ASSESSMENT

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		due	present
prep:	Pre-assessments	ongoing	
contribution:	In-class Participation + Engagement	ongoing	
assignment 1:	Social Problem Situational Analysis	oct 3	
assignment 2:	Selected Case Study + Presentation	oct 22	oct 23 - nov 1
assignment 3:	Applied Social Enterprise Project	nov 28	nov 29* + dec 4*
assignment 4:	Reflection Paper	dec 8	

DATES

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	<i>"If trees could speak" ~ Elif Shafak</i>	October 2020
		Turkish writer and poet
<div data-bbox="193 779 293 821">TED</div> <div data-bbox="193 831 789 873">https://www.ted.com/talks/elif_shafak_if_trees_could_speak?language=en&referrer=playlist-countdown_session_2_leadership</div> <div data-bbox="820 898 1401 957"><h1>WHAT'S HAPPENING</h1></div>		

29

	<i>30 Under 30 Social Entrepreneurs in Europe</i>	March 2020
<div data-bbox="201 1251 315 1388"></div> <div data-bbox="331 1226 708 1612"></div> <div data-bbox="708 1226 928 1451"><div data-bbox="721 1402 909 1440">Lorcan O'Cathain, 27 Chief Operating Officer, 4G Capital</div></div> <div data-bbox="461 1562 846 1593">SOCIAL ENTREPRENEURS</div>	<p>Lorcan O'Cathain</p> <p>guest speaker class 20 ~ November 8</p>	
<div data-bbox="193 1633 370 1686">Forbes</div> <div data-bbox="193 1696 898 1738">https://www.forbes.com/30-under-30/2020/europe/social-entrepreneurs/#126c55ce41b8 https://www.irishtimes.com/business/innovation/six-irish-people-included-on-forbes-30-under-30-list-1.4205031</div> <div data-bbox="820 1745 1401 1803"><h1>WHAT'S HAPPENING</h1></div>		

30

01

iPeer 1 due tonight

02

next class guest speaker ~ Lorcan O'Cathain (nov 8)

03

mini fall reading week ~ no classes (nov 13-15)

04

A3 project coaching session ~ CleanStart BC (nov 20)

05

assignment 3 ~ *due November 28*
applied social enterprise team project

REMINDERS



Image source: imgarcade.com

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Tim Hortons launches new sustainability initiatives including 'smart' waste bins

November 1 2021



Tims For Good new initiatives:

1. AI waste bins pilot ~ in partnership with Vancouver-based **Intuitive AI**, in 12 restaurants across Canada.
2. Compostable + recyclable cups ~ in partnership with **WestRock**.
3. Reusable + returnable cups pilot ~ partnering w/ TerraCycle's zero-waste platform **Loop**.

Tim Hortons

<https://www.franchiseinfo.ca/news/tim-hortons-launches-new-sustainability-initiatives-including-smart-waste-bins/>

IN THE NEWS

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Canadian Case: Commercial Adoption




1. What are the pros and cons of scaling for commercial adoption?
2. What are the social mission challenges of growing this way – and how to overcome them?

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VERTICAL INTEGRATION




LEATHER Premium cow and goat leather from Ethiopia. Free-range and hormone-free. Sourced from local tanneries. Main tannery has the world's only chrome-recycling system



RUBBER Natural rubber sourced from African countries such as Liberia, South Africa, Kenya, and Ethiopia, depending on availability.




MACHINERY Machines such as the rubber-making machine and sole moulds are sourced in Africa (South Africa). Whenever possible, machines are purchased within the continent.



FABRIC Our tags and insole labels are made in Mauritius, and all fabric used in bags is sourced locally.

Oliberte




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SHOP


OUR STORY


HELP



SIGN IN




 (0)

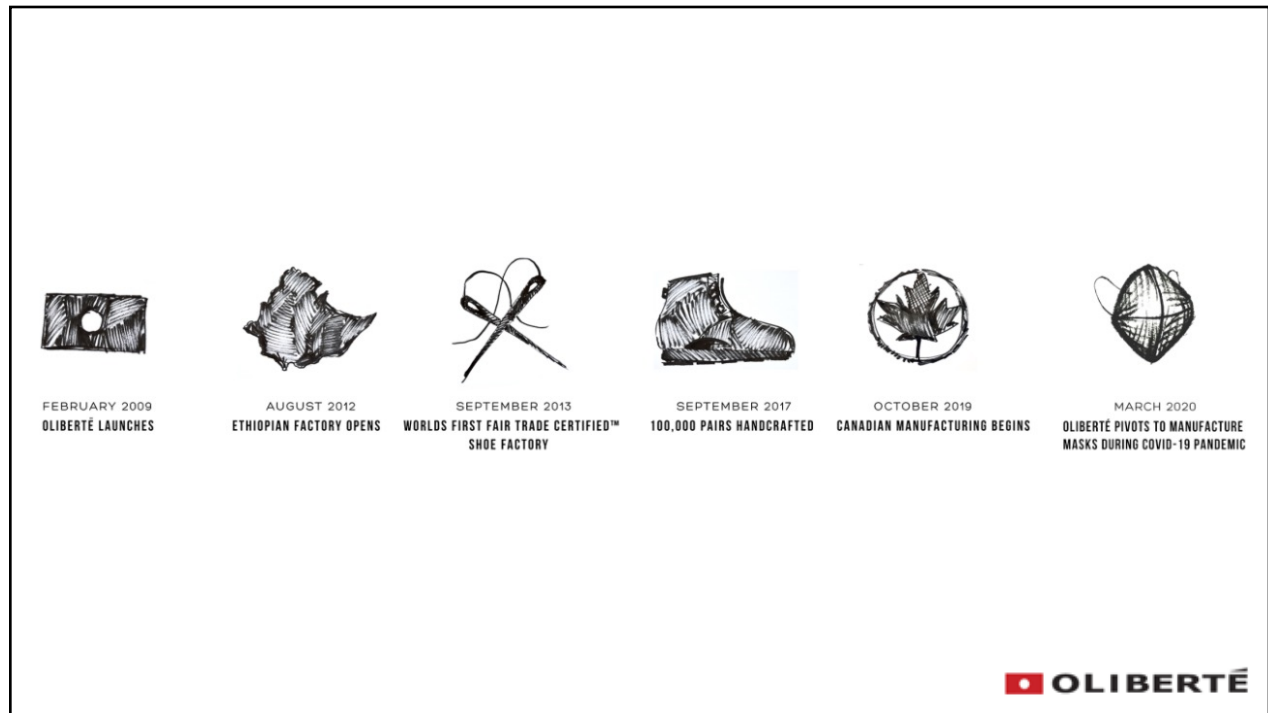


FOR ALMOST A DECADE, OLIBERTÉ HAS HANDCRAFTED FOOTWEAR IN ETHIOPIA, CHAMPIONING WORKERS' RIGHTS AND ENVIRONMENTAL STEWARDSHIP

NOW CREATING EACH PAIR IN CANADA, WE'RE CONTINUING TO FINE-TUNE OUR CRAFTSMANSHIP, OPERATE WITH INTEGRITY, AND ABOVE ALL ELSE: TREAT EVERYONE INVOLVED WITH RESPECT FROM THE FIRST STITCH TO THE FIRST STEP.



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A Future Without Waste:
Mobilizing for Success in the Circular Economy

Vancouver BC, October 30-31, 2019



October 25, 2019
BRINGING IT ALL
TOGETHER: CIRCULAR
CANADA



October 23, 2019

October 11, 2019
4 REASONS WHY YOU
NEED TO BE AT THE 2019
ZERO WASTE
CONFERENCE

The 2019 Zero Waste Conference is fast approaching! With an agenda stacked with entrepreneurs, experts and thought leaders, #ZWC19 is your opportunity to learn what the Circular Economy means for your sector and to meet the people making it happen. Here are 4 big reasons to be at this year's Zero Waste Conference: 1. Practical...

zwcblog.org



ZWC.CA

WHAT'S HAPPENING

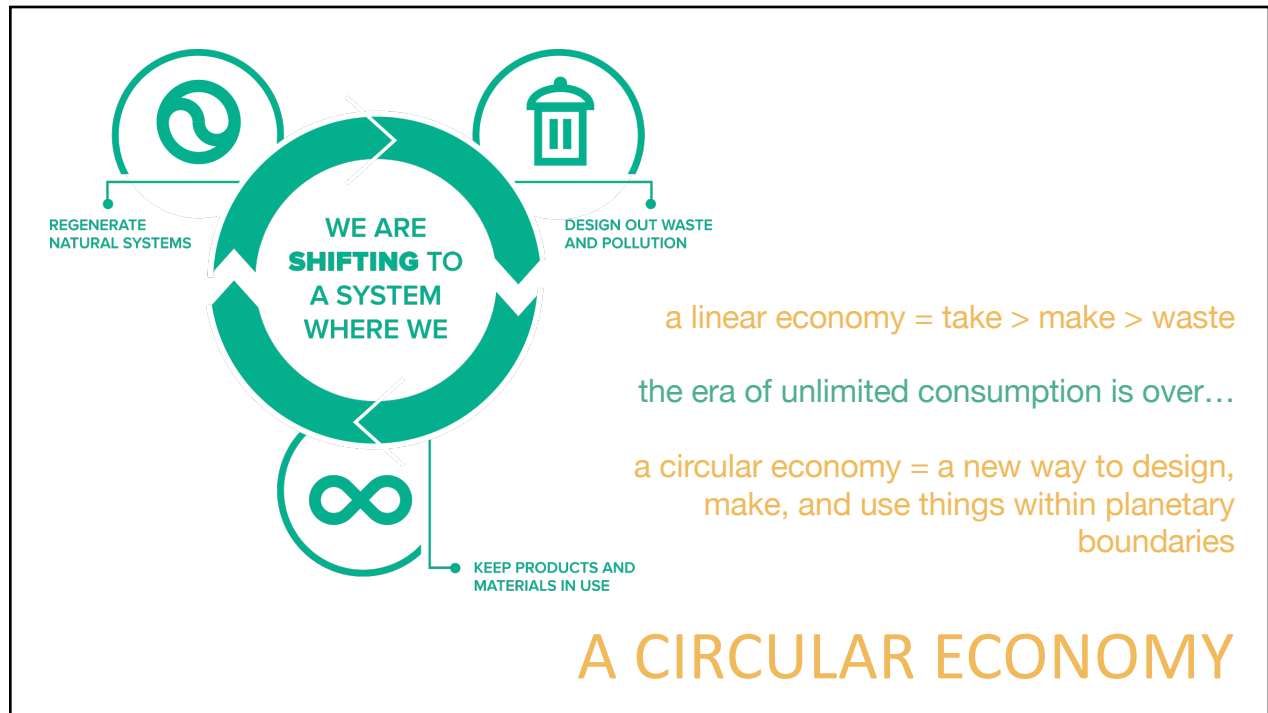
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Valerie Craig – National Geographic Society
Tom Szaky – TerraCycle & Loop
Harald Friedl – Circle Economy
Skylar Tibbits – Self-Assembly Lab
Jeremy Douglas – Ocean Wise
Nolwenn Foray – Ellen MacArthur Foundation
Mike Wilson – Smart Prosperity Institute
Arran Stephens – Nature's Path Foods
Anni Sinnemäki – Deputy Mayor, City of Helsinki
Kari Herlevi – The Finnish Innovation Funds SITRA
...Canadian Tire, Subaru, Unilever

55% Government + 35% Corporate + 10% Academic

2019: NATIONAL ZERO WASTE CONFERENCE

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World Business Council for Sustainable Development (WBCSD)

- “Circular Transition Indicators” (coming January 2020)
- Working on creating a set of metrics and measurements so that companies can have a central and comparable framework for monitoring circularity

Metrics & measurement for honest reflection on where we are today and transparent goal setting for the future.

TAKEAWAY 1

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Support your small startups that are moving in the right direction and taking action- even if they cost a bit more up-front.

Lower costs come with scale, and they won't reach scale without consumer support.

There are more ways to support these businesses than by buying their products/services. Spread the word, volunteer, etc.

We vote with our wallets every day for the future we want.
Take that vote seriously.

TAKEAWAY 2

43

Share with others - "Unprecedented collaboration and openness among competitors" (Canadian Tire, CSO).

Harmonized approaches that reduce complexities.
Industries, governments, solutions, and systems are currently isolated.

Easy to say what businesses and governments *should* be doing.
Instead: How can we *help each other do it*?

Collaborate. Solutions need to scale fast.
Scale is impossible if you try to do it on your own.

TAKEAWAY 3

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Prevention, not clean-up.

How do you balance the tension between better end-of-life solutions and convincing individuals to consume less in the first place?

Material recovery initiatives (i.e. collecting electronic waste) are great, but what has that done to improve the entire system?
NOTHING!

Are you designing a band-aid solution?
The importance of addressing the root problem.

TAKEAWAY 4

45

About TerraCycle®

TerraCycle® is a social enterprise on a mission to eliminate the idea of waste.

Realizing that using recycled materials over virgin materials was a short-term solution and not addressing the root cause of waste, TerraCycle created Loop.

“How do we solve the unintended consequences of disposability while maintaining its virtues (i.e. convenience, affordability)?”

Result: Durability also allows for design that is not possible with disposability.



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Get beyond conversation, to action and decisions for change.

*"We gotta get s*** done, and we have to get it done faster!"*

THINKING

Strategy
Planning
Awareness
Talking

ACTING

Execution
Collaboration
Experimentation
Resourcefulness

The time for thinking was yesterday. We need action today.

TAKEAWAY 5

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PIG = Problem with Instant Gratification

Do we always have to have the newest thing?

Resource Resourcefulness

How can we get more value out of the resources we already have?

Key factors in the shift to a circular economy:

Smarter regulation (not more regulation), investment, and incentives.

Globalization vs. Localization

Neighborhoods, communities, and cities are different. We need place-based solutions.

There is still disconnect between individuals, business, and government...

with no one taking the responsibility to lead.

FINAL THOUGHTS

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IF WE ALL AGREE THAT CHANGE
HAS TO BE MADE, WHAT ARE THE
TRUE NEXT STEPS?