

# Future of Social Enterprise

December 7, 2022

image source: philiphorvath.com



- 01 what's happening + in the news
- 02 teaching/course evaluations
- 03 current state/future state of social entrepreneurship
- 04 assignment + iPeer 2
- 05 highlights

TODAY'S CLASS





## From system shock to system change ~ time to transform



Forum for the Future's latest Future of Sustainability report explores **5 key dynamics**, considers interconnected nature of human + planetary health, and reveals 4 trajectories emerging from the COVID-19 crisis.

1. Biosphere breakdown
2. Economic crisis + reform
3. Tech & governance nexus
4. Equitable transitions
5. Regenerative approaches

Transform trajectory must become dominant version of our future if we are to deliver systemic change needed. (businesses, investors, government, civil society orgs + philanthropy)

[https://www.thefuturescentre.org/fos/?utm\\_source=Forum+Master+List&utm\\_campaign=44f47f79e7-EMAIL\\_CAMPAIGN\\_2020\\_FOS\\_LAUNCH&utm\\_medium=email&utm\\_term=0\\_9ea8748c55-44f47f79e7-157468053&mc\\_cid=44f47f79e7&mc\\_eid=e470e91d0b](https://www.thefuturescentre.org/fos/?utm_source=Forum+Master+List&utm_campaign=44f47f79e7-EMAIL_CAMPAIGN_2020_FOS_LAUNCH&utm_medium=email&utm_term=0_9ea8748c55-44f47f79e7-157468053&mc_cid=44f47f79e7&mc_eid=e470e91d0b)

<https://www.thefuturescentre.org/wp-content/uploads/2020/10/Future-of-Sustainability-Time-to-transform.pdf>

# WHAT'S HAPPENING





## Reduce food waste & create more circular supply chain

December 2021

A close-up photograph of a POM Wonderful 100% Pomegranate Juice bottle. The bottle is dark and reflective, with the 'POM' logo prominently displayed in white and red. The word 'WONDERFUL' is in red, and '100% POMEGRANATE JUICE' is in white at the bottom of the label. A green pomegranate is visible in the background to the left.

**WASTE NOT**

### \$1M Innovation Challenge to Fuel Upcycled Solutions to Pomegranate Waste

**The Wonderful Company + ReFED**

ReFED a national nonprofit working to end food loss and waste across US food system.

50,000 annual tons pomegranate husks  
2 winners of innovation challenge

Upcycled food top 10 trend in 2021  
\$46.7 B



[sustainablebrands.ca](https://sustainablebrands.ca)

<https://sustainablebrands.com/read/waste-not/1m-innovation-challenge-to-fuel-upcycled-solutions-to-pomegranate-waste>

# IN THE NEWS





# SB Oceans Showcases Solutions Aimed at Restoring Our Abundance

November 2019



Alexandra Cousteau  
The Plastic Bank  
AI  
Doconomy  
Searious Business

[sustainablebrands.ca](https://sustainablebrands.ca)

<https://sustainablebrands.com/read/product-service-design-innovation/sb-oceans-showcases-solutions-aimed-at-restoring-our-aquatic-abundance>

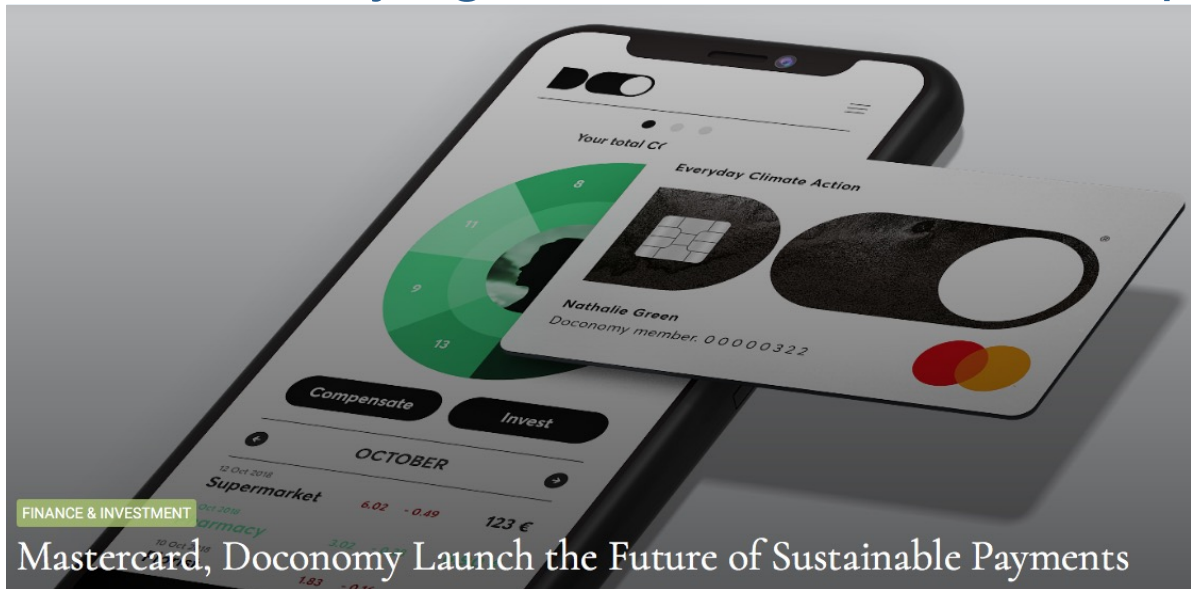
## IN THE NEWS





# Transaction declined: The credit card that will stop you buying stuff that is bad for the planet

November 2019



## DO Black credit card

- **Doconomy** + Mastercard
- world's 1<sup>st</sup> credit card w carbon limit stopping overspending based on levels of CO2 emissions based on your consumption
- Finish **Bank of Aland**
- Innovative way of bringing climate action directly to consumers.
- carbon calculator

Mastercard, Doconomy Launch the Future of Sustainable Payments

[sustainablebrands.ca](https://sustainablebrands.ca)

<https://doconomy.com>

## IN THE NEWS



# Hellmann's Feeds a Stadium Food Waste Real Food Waste

October 2018



[realfoodrescue.ca](http://realfoodrescue.ca)

## Canada 2<sup>nd</sup> worst country food waste

- 396 Kg wasted annually – \$30 billion

## Experiential campaign

- Reach out directly making personal connection
- Food lost every minute can feed a stadium
- Free food handed out to spectators – food was prepared from rescued food.
- Half-time video captured people's expressions eating – built awareness.
- Mini digital site w/ rescue tips, recipes, facts

# IN THE NEWS



*Oh, the places you are going.....*  
*(please share on the discussion board on Canvas)*



thank you



*“enthusiasm”*

*to be inspired*

God within

*“enthusiasm is a quality that nourishes success”*

Wayne W. Dyer





# **Course Evaluations**





# MODO PROJECT FEEDBACK

image source: talentformula.ca



Current challenges and  
opportunities in  
Social Entrepreneurship?

Future challenges and  
opportunities in  
Social Entrepreneurship?



# How to...

- Collaborate with big business without being overly influenced by it.
- Find money without losing mission.
- Build strong, local ecosystems without insulating ourselves from the world around us.
- Fuel adoption without falling victim to the “greenwashing” effect

**Funding**

**Education/  
Engagement**

**Collaboration**

**[Insert *your*  
ideas here]**

source: Shackleford, *FastCompany*, 2015; Yunus, 2010



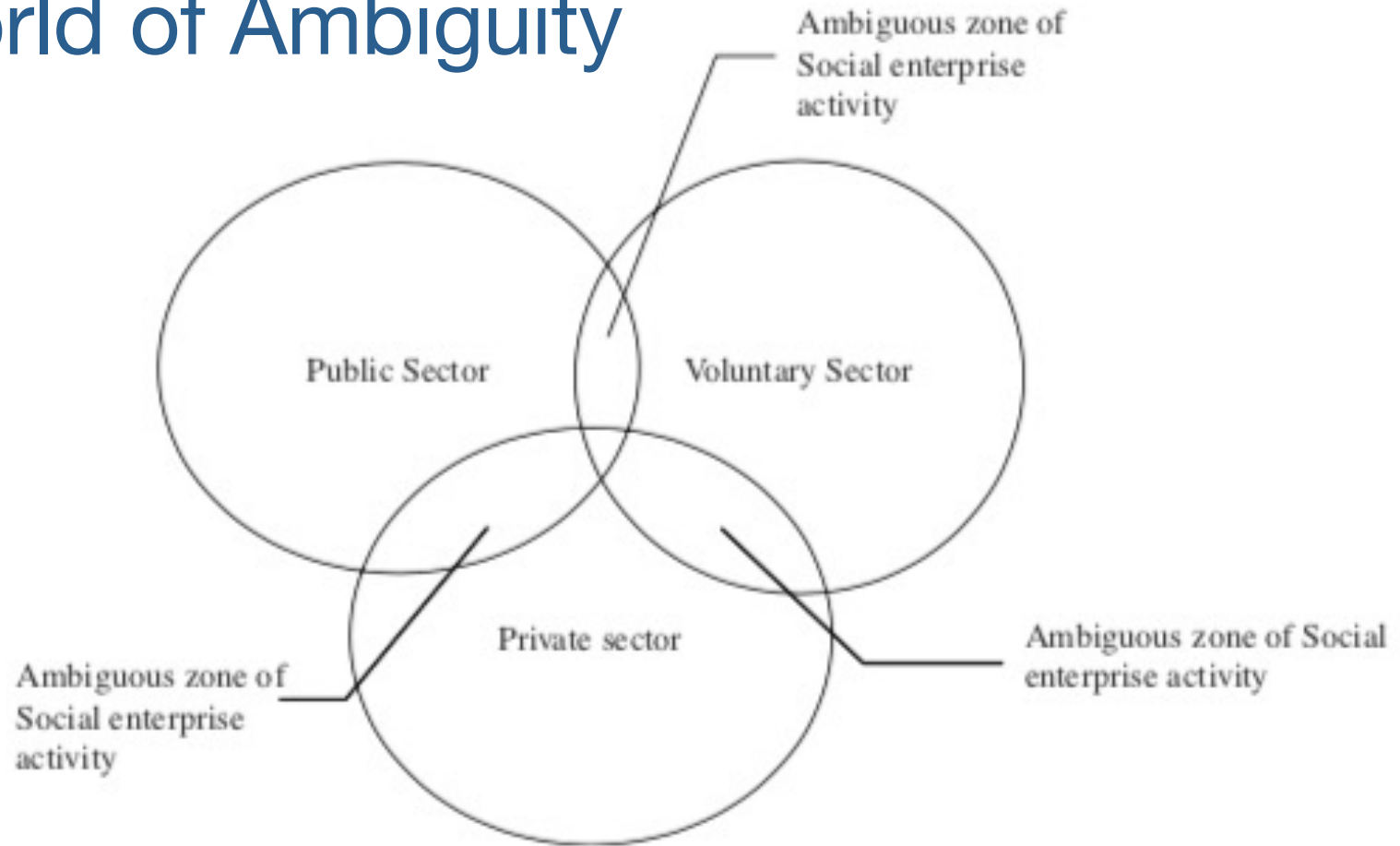
# Key Questions in the SocEnt Research World

- What are the long-term effects of social entrepreneurial practices?
- How do organizational actors sustain their social values in times of economic pressure? (avoid “mission drift”)
- Which hopes and expectations motivate clients to participate in social entrepreneurial projects?
- Under what circumstances do these initiatives fail or succeed?

source: Doherty, *Journal of Social Enterprise*, 2015



# World of Ambiguity



Seanor and Meaton, Social Enterprise Journal 2008




# Some Themes to Watch

- Automation; Universal Basic Income
- A.I., Internet of Things, Blockchain (digital fragmentation)
- Human Mobility/Migration, Trade, and Populism
- Decolonization and greater respect and value for Indigenous culture and values
- Pandemics
- (Social) Isolation



# The Rise of the Social Enterprise

2018




2018 Global Human Capital Trends

## The rise of the social enterprise

[View Introduction >](#)


## Deloitte Human Capital Trends 2018

Business less as a “company” ...  
more as an “**institution**”, integrated into  
social fabric of society




The symphonic C-suite:  
Teams leading teams

[View Trend >](#)




The workforce ecosystem:  
Managing beyond the  
enterprise

[View Trend >](#)



New rewards:  
Personalized, agile, and  
holistic

[View Trend >](#)



From careers to  
experiences: New  
pathways

[View Trend >](#)

[hctrendsapp.deloitte.com](http://hctrendsapp.deloitte.com)

## IN THE NEWS



# The Rise of the Social Enterprise: A New Paradigm for Business

- 65% companies surveyed rate “inclusive growth” in top 3 goals (vs. “growing market” or “being category leader”)
- “citizenship + social impact” rated critical by 77% respondents
- Companies must be “social” in a truly external sense
- Teams leading teams – “symphonic C-suite”



## The evolution of the social enterprise



Source: Deloitte Global Human Capital Trends survey, 2018.

Deloitte Insights | [deloitte.com/insights](https://deloitte.com/insights)

Two dimensions of a Social Enterprise DELOITTE

X

network of teams

Y

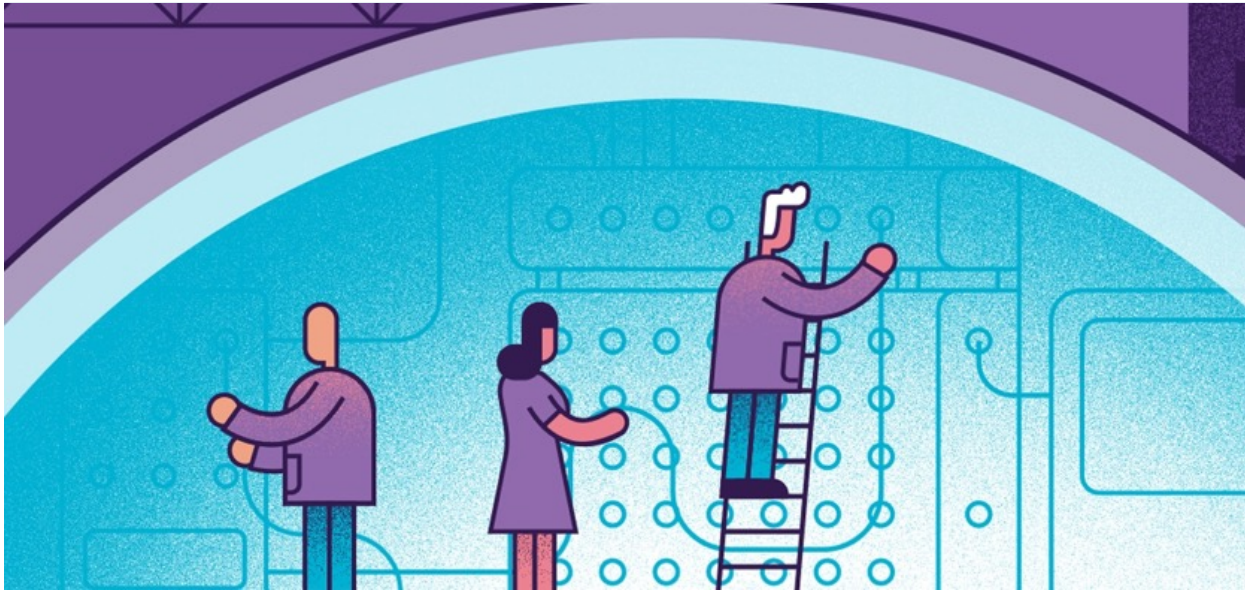
impact of external factors

- Companies must be “social” in a truly external sense
- Teams leading teams – “symphonic C-suite”



## Leading the social enterprise: Reinvent with a human focus

2019



### Deloitte Human Capital Trends 2019

85% of employees globally are not engaged or are actively disengaged.

[hctrendsapp.deloitte.com](https://hctrendsapp.deloitte.com)

## IN THE NEWS



## Human principles for the social enterprise: Benchmarks for reinvention

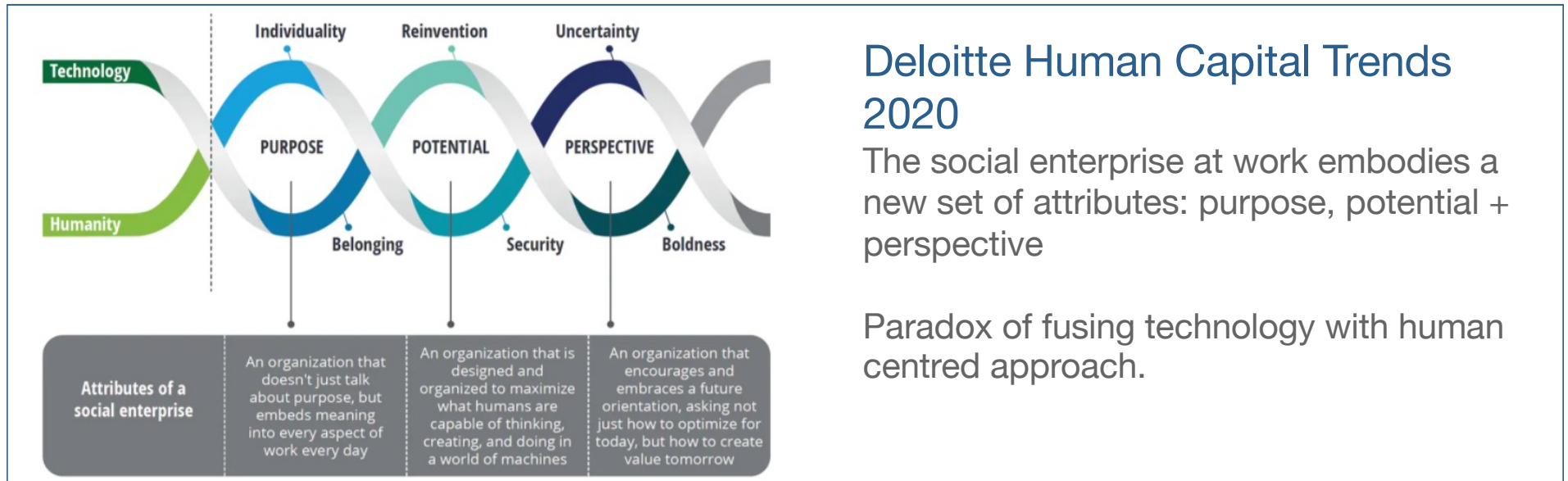
Design principle	What it means
Purpose and meaning	Giving organizations and individuals a sense of purpose at work; moving beyond profit to a focus on doing good things for individuals, customers, and society
Ethics and fairness	Using data, technology, and systems in an ethical, fair, and trusted way; creating jobs and roles to train systems and monitor decisions to make sure they are fair
Growth and passion	Designing jobs, work, and organizational missions to nurture passion and a sense of personal growth; affording people the opportunity to create and add their own personal touch
Collaboration and personal relationships	Building and developing teams, focusing on personal relationships, and moving beyond digital to build human connections at work
Transparency and openness	Sharing information openly, discussing challenges and mistakes, and leading and managing with a growth mindset

Source: Deloitte Global Human Capital Trends survey, 2019.



# The Social Enterprise at Work ~ Paradox as a path forward

2020



[hctrendsapp.deloitte.com](https://hctrendsapp.deloitte.com)

<https://www2.deloitte.com/ca/en/pages/human-capital/articles/hctrends2020.html>

## IN THE NEWS





Cannot make enough impact w current model (taxes, donations)

SCALE ~ we cannot scale with the scarcity of resources  
WEALTH ~ created by business.  
PROFIT ~ allows the solution to be infinitely SCALED,  
the solution becomes self-sustaining

<https://www.youtube.com/watch?v=0ilh5YYDR2o>



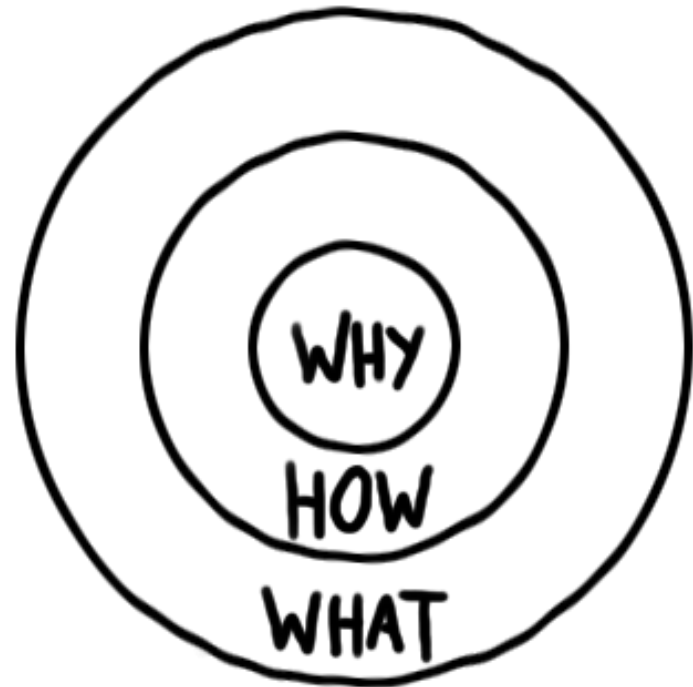
“business solutions to achieve public good”

Source: Seonor and Meaton, Social Enterprise Journal 2008



## **Purpose:**

Has your WHY  
evolved in any  
way?





# UN Sustainable Development Goals



These problems have been solved,  
or are close to it,  
somewhere in the world.

– Yunus





Tamar Milne

Garth Yule

Sean Condon

Bruno Lam

Charlotte Lewthwaite

Lorcan O Cathain

Bavidra Mohan

Lauren Tjoe

and...

All of you!

ACKNOWLEDGEMENTS





**Thank you. Congrats.  
Now go change the world.**



### Assignment 4: REFLECTION

Active learning is about reflecting on the concepts presented in the readings and discussed in class and reflecting on the knowledge gained through the assignments and the applied projects. This integrated, interdisciplinary environment encourages communication of various types: writing, speaking, presenting...

It is also about incremental learning – learning from each other and from your experiences. The Reflection Paper will be in the form of a written submission (with graphic material, if desired), and other media can also be included. This reflective process is an opportunity to ask questions, to take risks, to allow yourself to explore how your learning over the past months has influenced your perspective. Use the Reflection as a place for constructive critique and self-reflection.

#### DELIVERABLE

The typical length of the Reflection is approximately 600 -1000 words and we encourage the use of visual images and references (readings, guest speakers, videos, etc.) to support your ideas. This is not just a "free-write" – it is a considered response to your experiences and learning throughout the term.

**NOTE:** Linking your ideas, observations, analysis and experience to concepts learned (whether through readings, videos, guest presentations, in class discussions, etc.) demonstrates a deeper understanding of the ideas.

As always, it is important to communicate your ideas in writing clearly, concisely and articulately. Some guidelines for writing effectively include, but are not limited to the following:

- Use clear structure, effective communication and proper grammar.
- Be creative! Select page layout, font, line spacing, etc. to best support the Reflection.
- Please remember to proofread, include your name, number all pages and clearly label images and graphics, where appropriate.
- Cite all sources, either in-text or with footnotes.
- Include a "References" list or bibliography in an appendix.

#### DEADLINE

Individual Written Reflection ~ Due 6pm Friday December 9, via Canvas.

**PLEASE NOTE:** This is an individual assignment and represents 10% of the final grade.

#### ASSESSMENT RUBRIC

+	-	ENGAGEMENT: Reflections demonstrate engagement with key learnings and concepts discussed in class, raising insightful questions and considering issues, which emerge in class, from projects and from readings.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
+	-	INTROSPECTION / REFLECTION: Reflections show evidence of your personal learning evolution through the course, providing examples of how your experiences have been integrated into your thinking and behaviour.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
+	-	COMMUNICATION: Reflections are a written and graphic expression, which allow you to articulate insights and observations, clearly exhibiting an excellent command of English (with flair and originality), as well as making linkages to other information. To ensure the Reflection flows well, it is important that the piece is well organized and ideas are supported by compelling examples.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Assignment 4

# INDIVIDUAL REFLECTION PAPER

Due Friday December 9

#### Note:

Integrate concepts and ideas discussed/learned throughout the course.

# ASSIGNMENT 4



		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



\*Participation + Engagement ~  
*Participation “Portfolio”*

- 1: in class speaking (synchronous)
  - 2: discussion boards (asynchronous) ~ 1 week
- 

PARTICIPATION





		due	present
prep:	Pre-assessments	ongoing	
contribution:	In-class Participation + Engagement	ongoing	
assignment 1:	Social Problem Situational Analysis	Oct 2	
assignment 2:	Selected Case Study + Presentation	Oct 23	Oct 24 - Oct 31
assignment 3:	Applied Social Enterprise Project	Nov 29	Dec 5 + Dec 7*

assignment 4: Reflection Paper	Dec 9
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note\* clients attend

# DATES



01

email Modo

02

SEI teaching/course evaluation

03

iPEER 2 evaluation

04

assignment 4 ~ *due December 9*  
individual reflection

05

discussion board ~ key course takeaways +  
*what will you be doing next?*

## REMINDERS



Image source: imgarcade.com