

MGMT5730

Social Entrepreneurship & Venture Philanthropy

Previous Course Code(s): FINA 5970, SBMT 6010G.
Exclusion(s): FINA 4929G

Overview

Social entrepreneurship uses business methods to address social and environmental problems, often in innovative ways. Venture philanthropy uses venture capital funding tools to promote start-up and growth of social ventures.

This course combines lectures, case studies, industry expert guest speakers and project work to involve students in social entrepreneurship and venture philanthropy with real social impact as a result. Student teams work with social enterprise partners to develop a growth plan and funding proposal for grant funding to be awarded to one of the social venture partner organizations at the end of the course. The course is MBA as well as inter-disciplinary, and open on a selective basis to non-MBA from other PG/UG programs.

Through the application of business principles and market-based funding practices, mission-driven businesses can bring transformational social and environmental benefits. Social entrepreneurship is catalytic by nature; requiring visionary and resourceful entrepreneurs to think out of the box and take calculated risks in creating new business practices, market norms and customer experiences. Venture philanthropy takes investment funding to a new, impact-driven level of accountability and results-orientation, with the ultimate aim of creating sustainable and scalable social ventures with confident and engaged stakeholders, who, without such funding and other support, would be deprived of developmental opportunities. Social entrepreneurship and venture philanthropy have been rapidly emerging around the world in recent years, not least in Hong Kong.

This course is targeted at students who are interested in the growing social impact business opportunities in Hong Kong and globally.

Fall 2019
(Sept 3rd – Dec 10th)

Instructor: Marie Rosencrantz
Adjunct Associate Professor

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Office hours: By appointment before class (email)

Course credits: 3

Teaching assistant: Andrea Fung
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Venue

HKUST Business School
Central, 15/F, The Hong Kong
Club Building, 3A Chater Road,
Central

Website

www.nsm.hk

Materials

The course materials include:

- Mandatory and recommended materials (readings, websites and videos)
- Case studies
- Course instructor lecture notes
- Social venture partners' presentations, websites and other materials
- Guest speakers' presentations and other materials

Benefits to students

- Meet social entrepreneurs and learn about their businesses
- Learn about venture philanthropy and expand funding networks

Goals

The objective of this course is to provide students with the opportunity to analyse and help develop innovative approaches to businesses that bring benefits to society. Students will meet practitioners in social entrepreneurship and venture philanthropy. Students will also work in multi-disciplinary teams to help existing social venture organizations develop plans for growth and development, and associated funding pitches to venture philanthropists.

This is a practitioner-driven experiential learning course with a student-directed venture philanthropy fund sponsored by the Yeh Family Philanthropy, from which grant funding will be awarded to one of the social ventures that the student teams work with throughout the term. The funding decision is determined by scoring from a judging panel, which includes independent experts as well as the students taking this course, during a Funding Committee Meeting organized at the end of the course when student teams pitch on behalf of their social venture partner organizations.

Expectations

This is an action-based experimental-learning course that approaches social entrepreneurship from a practical work / study and social enterprise/ venture philanthropy perspective. Students should be prepared to **apply** their skills and knowledge through practical problem solving, working with real social enterprises to help them develop growth plans and associated funding proposals. There will be no exams; instead, students will be graded on their class participation, individual due diligence reports, individual participation in team-work, and the quality of the team deliverables.

Technical skills development, such as “how to make financial projections” will not be covered in depth during the course. Those who are already working in the social innovation space and want to further their career through this course may find that they know some of the materials already. Do not expect to be equipped with the full knowledge, skills and tools to run and/or to fund a social enterprise at the end of the course; this is a continuous learning experience. The course aims to provide an overview of the social entrepreneurship and venture philanthropy ecosystem, globally and locally for Hong Kong, illustrate the challenges and opportunities for social enterprises with case studies and guest speakers, provide practical work experience, network opportunities, and open doors for further opportunities in this field.

Format

Course lectures are delivered by the instructor as well as by industry practitioners as guest speakers. Students will request priority selection for their social venture partner organization the first week

- Action-based experimental learning through project work with social venture partner organizations
- Multi-disciplinary team work
- Career opportunities

Key dates fall 2019

Sept 3rd

Welcome class.
Introduction to social venture partner organizations for student team projects

Sept 10th

Confirmation of social venture partners and student teams

Sept 24th

Team project concept presentations

Oct 8th

Individual due diligence reports due

Oct 1st, 15th and 22nd

No classes. Team project work to continue.

Oct 29th

Team funding concept presentations due

Nov 17th

Funding proposals and presentations due
Pitch practice session hosted by Goldman Sachs (optional)

Dec 3rd

of the course, be allocated into teams by the course instructor, and then work with their social venture partners on growth plans and funding proposal projects in parallel with class sessions. Separate group meetings between students and the social venture partner organizations should be arranged to advance project work, in addition to the class sessions. Tutorials will be incorporated into the class sessions to help ensure that team project work proceeds smoothly.

At the end of the course, the funding proposal deemed to have most merit will be awarded HKD 250,000 from the student-directed venture philanthropy fund which is sponsored by the Yeh Family Philanthropy foundation. The grant should be used to grow and develop the social venture as per the plan developed in partnership with the student team. It is the social venture partner who will receive the grant, not the students, but the students may wish to continue to work with their partners to help implement their growth plan.

Funded social enterprises from previous terms will be invited to share their experiences in working successfully with previous students and in implementing their business plans proposed by the winning student teams.

The funding decision is subject to assessment by the Funding Committee on Dec 3rd. Details about the funding assessment can be found in *Appendix A*.

Following the Funding Committee Meeting, the winning student team will work with the funded social enterprise to fine-tune and further develop the funding proposal implementation plan. Other teams will continue working with their social venture partners to develop alternative funding plans. Continuous engagement is expected from all students until the end of the course.

Social venture partners

Students request priority for which social venture partner organization that they will work with during this course from a list of four or more partner organizations selected by the Yeh Family Philanthropy, which provides the grant, and the course instructor.

For the fall 2019 course, the following five social enterprises will work with the student teams:

- **BNet Tech:** Smart walking stick for elderly
<http://bnet-tech.com>
- **Child Development Centre:** Support for SEN children
<https://www.cdchk.org>
- **ImpactHK:** Outreach to the homeless
<https://impacthk.org>
- **Inclusive Impact:** Workshops with para-athletes
www.inclusiveimpact.hk

Funding Committee Meeting

Dec 10th

Closing reception or dinner

Dec 17th

Final team deliverables due

Multi-disciplinary

This Business School MBA course is also open to students from all other schools and departments at HKUST. We accept enrollment by MBAs, other graduate programs (PGs) and selected qualified undergraduates (UGs), including but not limited to entrepreneurship, engineering, biochemistry, environmental science, environmental health and safety, global finance, marketing, etc.

The Interdisciplinary Office has been engaged and consulted for this course.

Enrolment

- MBAs will be admitted on a first-to-register basis up to a set quota and will normally represent a majority of class enrolment
- TLE students will be admitted on a first-to register basis up to a set quota
- An enrollment quota is reserved for other selected PG and UG students.

- **KELY:** Empowering young people to reach their full potential <https://kely.org>

Students *should not* request a potential social venture partner that they have an existing relationship with, e.g., as founders, advisors, interns, etc., as the purpose of this course is to partner with and learn from a social enterprise, not create one, as well as in the interest of fairness to all students.

A basic due diligence report should be completed by each individual student for their allocated social venture partner organization as the only written individual deliverable of the course. Individual class and team participation is a significant grading component.

Outcomes

Upon successful completion of this course, students are expected to:

- Understand the current landscape of the social entrepreneurship and venture philanthropy industry (in Hong Kong and globally).
- Have acquired hands-on knowledge in social entrepreneurship and venture philanthropy through their project work.
- Have the ability to conduct basic due diligence of a social enterprise.
- Think out-of-the-box to develop new business opportunities, market norms and customer experiences with positive social impact.
- Have the ability to research, write and present a professional, credible and convincing social venture funding proposal, including a credible implementation plan.
- Have gained an understanding of how to work with a variety of stakeholders with different mindsets e.g. start-ups, social enterprises, businesses, non-profits, government agencies.
- Have demonstrated the ability to work in a culturally and academically / professionally diverse team.
- Show leadership, compassion and innovative approaches to social business.

Deliverables

- **Pre-course survey** (Sept 10th): Individual
- **Team project plan** (Sept 15th) Format as selected by team
- **Project concept presentation** (Sept 27th) Team – Short (5 min) presentation of the direction and areas of analysis to be completed for the project work. Power-point format.

- Interested non-MBA students are requested to send their CVs and a brief motivation statement, explaining why they wish to take the course and any relevant experiences, to the course TA.
- In case of more demand than space in the course, the course instructor would give students priority based on their focus of studies, relevant experiences, and / or factors to promote student diversity.

Application timeframe

July

Course draft syllabus available.

July - Aug

Enrollment requests from non-MBA students accepted.

Aug 22nd

Enrollment start

Sept 5th

Add/drop deadline

Teams for project work

Composition

5-8 students in each team

Expertise

Ideally from different disciplines / technical background / work

- **Due diligence report** (Oct 8th): Individual - Assess the business and revenue model of the social venture partner organization for the team work. Word format
- **Mid-term course review** (Oct 15th): Individual – Experience review and comments on speakers. Suggestions.
- **Mid-course peer review** (Oct 15th) Individual – Experience review and comments on team mates
- **Funding proposal concept presentation** (Nov 5th) Team – Short (5 min) updated presentation of basic concept for funding pitch. Power-point format.
- **Funding proposal** (Nov 17th): Team – Overview of funding purpose, milestones, resource requirements (including financial projections), key performance indicators (KPIs) for social impact measurement and basic implementation plan (including required capacity building and time frame). Word format. *Updates allowed / encouraged / required as per feedback from instructor and others before the Funding Committee meeting.*
- **Funding presentation** (Nov 17th): Team – Pitch document based on the content of the funding proposal. Power-point format. *Updates allowed / encouraged / required as per feedback from instructor and others before the Funding Committee meeting.*
- **Course completion review** (Dec 13th): Individual – Lessons learnt, personal / team contributions, expectations versus results.
- **Detailed implementation plan** (Dec 17th): By winning student team for the funded social venture – Further details of the changes and capacity building required to deliver the intended social impact. Time frame and critical paths. Format as selected by team
- **Alternative funding plans** (Dec 17th): Other student teams - Alternative plans for other funding opportunities for their social venture partner organizations. Format as selected by team
- **Final peer review** (Dec 17th): Individual – Experience review and comments on team mates

Detailed weekly class schedule & readings

The course instructor reserves the right to make changes to this syllabus at any time. Any updates to readings or other class preparations would be announced at least one week before each class. Changes or cancelations of guest speakers may occur without prior announcement.

Class 1

experience. Ideally equal # of MBAs / team.

Language

At least one native Cantonese speaker. Ideally also at least one native English speaker.

Nationalities

Mixed teams preferred

Gender

Mixed teams preferred

Student directed venture philanthropy fund

The Yeh Family Philanthropy supports the student directed venture philanthropy fund and has committed a total of HK\$ 2.25 million to the 2013-19 social venture partner organizations selected by the HKUST courses' Funding Committees to-date. HKD 250,000 has been granted to one social venture partner organization each semester.

The Yeh Family Philanthropy further commits another HK\$250,000 for fall 2019.

Funding Committee

The Funding Committee is composed of the students of the course and independent senior professionals (votes weighted 50/50 for funding decision).

Commitment

Sept 3rd, 7 – 10:30 pm

Introduction: Context and introduction to course social venture partner organizations

- Introduction of the course and its context. Definition of social entrepreneurship & venture philanthropy (vs. charity work and business donations) / the global poverty situation / social needs that are being unmet and could be alleviated through social entrepreneurship & venture philanthropy / examples of successful social businesses & venture philanthropy.
- Overview of the course and its logistics.
- Presentations by social venture partner organizations. Q&A.
- “Speed-dating” mingling session for students and social venture partner organizations after class.

Guest speakers:

Kenny Cheung, Program Executive, the Yeh Family Philanthropy foundation

Representatives from the course social venture partner organizations fall 2019.

- **BNet Tech:** Brian Lam, Co-Founder and Director
- **Child Development Centre:** Yonne Becher, CEO
- **ImpactHK:** Jeff Rotmeyer, Founder and Director
- **Inclusive Impact:** Tom Chui, Founder and Director
- **KELY:** Sky Siu, CEO

Recommended readings:

HKUST Helps Build the Eco-system to Support Social Entrepreneurship and Innovation in Hong Kong and Beyond (draft 2019) to be published in Biz@UST
Business Solutions to Social Problems (2018) Biz@UST, also published in the South China Morning Post
Yvette Yeh Fung and Kenny Cheung (2017) *Partnering for Impact*
Stanford Social Innovation Review

Class 2

Sept 10th, 7 – 10:30pm

Social innovation, entrepreneurship & impact

- Different types of social innovation and entrepreneurship; it doesn't have to start “green-field”
- Impact: social and environmental benefits achieved in a business-like and often at least partly self-sustaining manner (not on-going grant / public funding)
- **Case study:** SELCO – Solar energy for India's poor
- Confirmation of student teams and social venture partners.

Guest speaker

Students will behave according to the highest level of ethics and professionalism, with demonstrable contributions to team work and pre-class preparation when required. Plagiarism is not tolerated.

The course instructor will grade each student according to his / her team and individual efforts, and team and individual deliverables, in a fair and transparent manner.

Assessment criteria

This is a standard letter graded course. Grades are determined by class attendance, class and team participation and the quality of deliverables as follows:

Class attendance: 5%.
Students are not expected to miss more than 1 class during the semester as per standard MBA guidelines.
Class participation: 15%
Pre-course, mid-course and final course surveys: 5%
Individual due diligence report: 15%
Team project concept presentation: 5%
Team funding proposal concept presentation: 5%
Team funding proposal: 15%
Team funding pitch presentation: 15%
Fine-tuned implementation plan for

Bosco Ng, Director, WEDO Global, winner of course grant spring semester 2019, and members of the student team that worked with WEDO Global www.wedoglobal.com

Mandatory preparations:

Preference for social venture partner organization to be sent to TA by COB Sept 4th for team allocation
Pre-course survey to be sent to course TA by Sept 6th
Signed Engagement Guidelines and Non-Disclosure Agreement to be sent to the course TA by Sept 6th

Mandatory readings:

Kayser, O. & Budinich, V. (2015) *Scaling up: Business solutions to social problems. A practical guide for social and corporate entrepreneurs*. Chapters 1-3 & 5
Case study: SELCO – Solar energy for India’s poor *SELCO 2009: Determining a path forward* Yale School of Management
<http://vol10.cases.som.yale.edu/selco>

Recommended reading:

Martin, R. L., & Osberg, S. (2007). *Social entrepreneurship: The case of definition*
Dewolf, C. (2015) *For love and for money* The Peak Magazine

Class 3

Sept 17th, 7 – 10:30pm

Establishing a social enterprise, including practical guidance for Hong Kong. Practical guidance for consulting work for social venture partners and project management.

- How to practically set up a social enterprise, with a focus on social ventures in Hong Kong
- Guidance for consulting work & analytical frameworks
- Guidance on course deliverables (team work and individual due diligence report)
- Tutorial on team work and managing a consulting project
- Action plan for project work due Sept 15th for instructor to review ahead of the class

Guest speaker

Karola Horvath, Co-Founder, TwoPresents, course grant winner spring of 2015 www.twopresents.com

Mandatory preparations:

Team project plan due Sept 15th
Assign team leader and deputy team leader and notify course TA by Sept 15th.

Mandatory readings:

Horvath, K., Co-Founder, TwoPresents: (2015) *Quick guide to start your own business in Hong Kong*

the winning team /
Alternative funding proposals for other teams: 10%
Team peer reviews: 10%

Weekly class schedule (subject to change)

Class 1 (Sept 3rd):
Introduction: Context and introduction to the course and the social venture partner organizations. 7 – 10:30pm

Class 2 (Sept 10th): Social innovation, entrepreneurship & impact. 7 – 10:30pm

Class 3 (Sept 17th):
Establishing a social enterprise. Practical guidance for consulting work for social venture partners. 7 – 10:30pm

Class 4 (Sept 24th):
Growing a social enterprise: Scaling up. Social business “franchises” and other models. Project concept presentations. 7 – 10:30pm

No class Oct 1st

Class 5 (Oct 8th): 7 – 10:30pm. Funding and other support for social businesses. Business plan and financial model

No classes Oct 15th and 22nd

Module on Social Change in the *Toolkit on Social Investment* developed by Mark Cheng, Ashoka, with UBS:
<https://www.ubs.com/microsites/social-investment-toolkit/en.html>

Recommended readings:

Austin, J., Stevenson, H., & Wei-Skillern (2006). *Social and commercial entrepreneurship: Same, different or both?* *Entrepreneurship Theory and Practice* 30(1): 1-22. (2)
Modules on Legal Basics and Structure in the *Toolkit on Social Investment* developed by Mark Cheng, Ashoka, with UBS:
<https://www.ubs.com/microsites/social-investment-toolkit/en.html>

Further guidance on developing business plans for social enterprises to be provided as part of the course lecture notes.

Class 4

Sept 24th, 7 – 10:30pm

Growing a social enterprise: Scaling-up. Social business associations / franchises and other models.

- Scaling-up. How to overcome key challenges to reach scale for social enterprises.
- There is a multitude of successful social ventures that can be replicated / scaled-up; no need to “re-invent the wheel”. Social purpose organizations can learn from successful examples and “localize” winning concepts
- The social venture needs to be supported by a business plan, just like any start-up, with clear cost / revenue forecasts. Social enterprises may be supported by grants or other concessional funding, in addition to own revenues. What to include in a credible business plan.
- **Case study:** Teach for All: How can Teach for America expand its successful model of education beyond the United States?
- Project concept presentations due: Short (5 min) presentation of project work including direction, planned areas of analyses, surveys / interviews to be conducted, etc. Feedback from instructor and other student teams.

Guest speaker:

Arnold Chan, Founder and CEO, Teach4HK

Mandatory preparations

Project concept presentation (power point format; recommended length: 5-10 slides). To be sent to TA and instructor before class on Sept 24th. One printed copy to be brought to instructor in class. *Please decide which team member(s) will present your team's project concept in front of the class.*

Mandatory readings:

Class 6 (Oct 29th): Impact measurement & KPIs. 7 – 10:30pm.

Class 7 (Nov 5th):

Funding and other support for social businesses (continued). Funding proposal concept presentations. 7 – 10:30pm

Class 8 (Nov 12th): Venture philanthropists and impact investors. 7 – 10:30pm

Funding proposal and pitch presentations due (Nov 17th)

Pitch practice session hosted by Goldman Sachs (Nov 17th; optional). 10am – 4pm

Class 9 (Nov 19th):

Bridging the business-citizen-public sector divide through hybrid value chains and financing. 7 – 10:30pm

Class 10 (Nov 26th)

Individual team feedback from instructor to funding proposal and pitch. 7 – 10pm

Funding Committee meeting (Dec 3rd): 7 – 10:30pm

Closing reception or dinner (Dec 10th) 7 – 10pm

Final team deliverables due (Dec 17th): Detailed

Module on Scaling Strategies in the *Toolkit on Social Investment* developed by Mark Cheng, Ashoka, with UBS:

<https://www.ubs.com/microsites/social-investment-toolkit/en.html>

Case study: Teach for All: How can Teach for America expand its successful model of education beyond the United States. Yale School of Management

<http://som.yale.edu/faculty-research/our-centers-initiatives/program-social-enterprise/case-studies>

implementation plan due from winning team.

Alternative funding options due from other teams.

Recommended readings:

Gugelev, A. & Stern, A. (2015) *What's Your Endgame?* Stanford Social Innovation Review

Trelstad, B. & Katz, R. (2011) *Mission, Margin, Mandate: Multiple Paths to Scale*. *Innovations: Technology, Governance, Globalization* 6(3): 41-53

Kayser, O. & Budinich, V. (2015) *Scaling up: Business solutions to social problems. A practical guide for social and corporate entrepreneurs*. Chapters 4, 6-7, 9

No class Oct 1st

Class 5

Oct 8th, 7 – 10:30pm

Funding and other support for social businesses. Business plan and financial model

- Social ventures can be financed through various sources, depending on stage of development, focus of activities and geography.
- What do funders look for? Business plan and financial model tutorial by Mark Cheng, Director, Ashoka
- Individual due diligence reports due (max 3 pages).
- Mid-term course and team peer reviews due

Guest speaker:

Mark Cheng, Director, Ashoka

Mandatory preparations:

Individual due diligence report of social venture partner organization (word format; max 3 pages)

Mandatory readings:

Modules on Business Model and Financial Model in the *Toolkit on Social Investment* developed by Mark Cheng, Ashoka, with UBS:

<https://www.ubs.com/microsites/social-investment-toolkit/en.html>

Review Ashoka website www.ashoka.org

No classes Oct 15th and 22nd

Class 6

Oct 29th, 7 – 10:30pm

Impact measurement & KPIs.

- Funders of social enterprises expect to see social impact results from their investments, just like regular investors expect financial returns.
- Overview of impact monitoring and evaluation (M&E) systems, including the logical framework, theory of change, and social return on investment (SROI) models.

Guest speaker:

Arian Hassani, Vice President, Global Philanthropy, JPMorgan Chase

Mandatory reading:

Lecture notes on impact measurement and KPIs to be reviewed before class.

Recommended readings:

Module on Measuring Impact in the *Toolkit on Social Investment* developed by Mark Cheng, Ashoka, with UBS:

<https://www.ubs.com/microsites/social-investment-toolkit/en.html>

Venture Philanthropy Practices in Asia: A Guide to Effective Impact Assessment, 2016, AVPN www.avpn.asia

Theory of change guidance

https://en.wikipedia.org/wiki/Theory_of_change

and <http://diytoolkit.org> Tools – Theory of Change (Worksheets also available in Chinese)

HKSEC 2012 *Guidelines for Social Impact Assessment*

SROI guides and templates: As uploaded on canvas and as found on:

<http://socialvalueuk.org/what-is-sroi>

Class 7

Nov 5th, 7 – 10:30 pm

Funding and other support for social businesses (continued).**Micro-finance. Funding concept presentations**

- Funding proposal concept presentations due: Short (5 min) presentation of basic concept for funding pitch. Feedback from instructor and other student teams.
- **Case study:** Micro-finance. The Grameen Bank and other models to provide access to finance for the BoP

Guest speaker:

TBC

Mandatory preparation:

- Team funding concept presentation (power point document; recommended length: 5-10 slides)
- Kayser, O. & Budinich, V. (2015) *Scaling up: Business solutions to social problems. A practical guide for social and corporate entrepreneurs*. Chapter 8.

Recommended readings:

Kayser, O. & Budinich, V. (2015) *Scaling up: Business solutions to social problems. A practical guide for social and corporate entrepreneurs*. Chapters 14-17

Class 8

Nov 12th 7 – 10:30pm

The spectrum of social finance: ESG investment to venture philanthropists to impact investors

- Overview and examples of the wide range of funders for social ventures: individual venture philanthropists, to foundations, to impact investors, to international development organizations; their visions and strategies, and how they allocate funding.
- What is ESG strategies for “mainstream” investors and how does this relate to funding for social businesses?
- **Case study:** Sanishop – Making home toilets desirable in Cambodia

Guest speaker:

TBC

Mandatory preparations:

- Case study: Sanishop – Making home toilets desirable in Cambodia

Recommended readings:

Hystra (2014) *Designing the Next Generation of Sanitation Businesses* <http://hystra.com>

Team projects due by Nov 17th (on canvas or by email to course TA)

Funding proposal (ca 10 page word document, plus unlimited appendices) and funding pitch presentation (power point for 10 min presentation plus 10 min Q&A)

Pitch tutorial hosted by Goldman Sachs at their office in Central (optional)

Nov 17th, 10 am – 4 pm (TBC)

Class 9

Nov 19th, 7 – 10:30pm

Hybrid value chains and financing

- Hybrid value chains / creating shared value
- Examples of new alliances businesses / social ventures / public sector / charities
- **Discussion:** How to bring existing products and services to disadvantaged populations (“Marketing for the BoP”).

Guest speaker:

TBC

Mandatory readings:

Ashoka's Hybrid Value Chain: Revving the Engine of Sustained Global Prosperity and Social Value (2012)

Porter, M. and Kramer, M. (2011) *Creating Shared Value* Harvard Business Press

Hystra (2013-17) *Marketing for the BoP*; various publications & events <http://hystra.com/m4bop-1/>

Recommended readings:

Kayser, O. & Budinich, V. (2015) *Scaling up: Business solutions to social problems. A practical guide for social and corporate entrepreneurs*. Chapter 12-13

The Economist (Aug 1st-7th 2015) *The \$1-a-week school* p. 7, 17-20, 43, 71.

Class 10

Nov 26th, 7 – 10:30pm

- Tutorial: Individual team feedback from course instructor. Teams to attend time allocated by instructor for individual feedback / advise on funding proposal and pitch presentation.

Funding Committee meeting

Dec 3rd, 7 – 10:30 pm

- Presentations of student teams' / social venture partners' funding proposals.
- Funding Committee members and students to score each funding presentation from A (highly recommended) to E (not recommended). See Appendix A for further guidance.

Funding Committee members

TBC

Closing reception and dinner

Dec 10th, 7 – 10pm

- Celebration of winning student / social venture project.
- Sharing of project overviews and lessons learned by all student teams

Speakers:

All student teams and their social venture partner organizations

Final team deliverables due by Dec 17th (on canvas or by email to course TA)

- Detailed implementation plan due from winning student team
- Alternative funding plans due from other student teams
- Final team peer reviews and course completion reviews due

Additional recommended readings:

- Martin, R. and Osberg, S (2015) *Getting Beyond Better: How Social Entrepreneurship Works*
- Bornstein, D. *How to Change the World: Social Entrepreneurs and the Power of New Ideas* Oxford University Press
- Bornstein, D. and Davis, S. *How to Social Entrepreneurship: What Everyone Needs to Know*
- Elkington, J. and Hartigan, P. (2008) *The Power of Unreasonable People: How Entrepreneurs are Changing Markets to Change the World* Harvard Business Press
- Hammond, A. (2005) *The Next Four Billion World* Resource Institute and the International Finance Corporation
- Prahalad, C. K. (2004) *The Fortune at the Bottom of the Pyramid* Prenti PA: Wharton School Publishing
- Muhammad Yunus *Banker to the Poor: Micro-Lending and the Battle Against World Poverty*
- Keating, G. and Schoning, M. (2012) *Investing for Impact: How Social Entrepreneurship is Redefining the Meaning of Return* Credit Suisse
- World Economic Forum (2013) *From the Margins to the Mainstream: Assessment of the Impact Investment Sector and Opportunities to Engage Mainstream Investors* A Report by the World Economic Forum Investors Industries prepared in collaboration with Deloitte Touche Tomatsu

APPENDIX A
Funding assessment guidelines for Funding Committee meeting

Objective

These funding assessment guidelines provide the details of the funding assessment criteria, and the content that should be included for each judging input for the participating social enterprises at the funding committee meeting.

Score scale

Each participant will be asked to score five distinct criteria for each social business partner organization that student teams have worked with during the course, with the following scale of up to 100 points each (Table 1). Specific scores should be given for each criterion. The final score of each social enterprise will be readjusted to 100%.

Clarification: If a score belongs to Highly Recommended, either one of the 85, 90, 95 or 100 scores should be given. Participants should not put something out of the scale intervals, for example, 21, 57, 83 or 89. Scores out of 100 points should be allocated for *each* of the five criteria.

Table 1

Grade	Category	Score
A	Highly Recommended	85 90 95 100
B	Recommended	65 70 75 80
C	Average	45 50 55 60
D	Below Average	25 30 35 40
E	Not Recommended	0 5 10 15 20

Score sheet

Each participant is given a score sheet with the five assessment criteria set out in Table 2.

Table 2

Criteria	%	Description
Concept	20%	The proposed business or project concept addresses a local, national, regional and/or global social and/or environmental need. The

Date: Dec 3th 2019

Participants

All students attending the course are entitled to score – one score sheet for each social venture partner organization for each student. Students *will not* score the organizations that their team has worked with.

There will be no more than five judges on the independent judging panel and one score sheet for each enterprise for each judge.

The course instructor will not participate in the assessment and scoring, but will ensure that it is conducted fairly and professionally.

Independent volunteer students will calculate the final score, supervised by the course TA and instructor.

Funding result will be announced at the end of the Funding Committee meeting unless there is an issue with the scoring process.

Funding

The social venture partner with the highest aggregate score shall be entitled to grant funding of HK\$250,000.

The release of the grant will be coordinated via the finance department of HKUST.

The funded enterprise needs to comply with the university's documentary requirements for the funding to be released.

Funding is expected to be released within two months after the funding decision has been announced.

		concept should reflect an innovative and feasible approach to address the identified need.
Market readiness	20%	Market assessment study to reflect current and potential social / environmental needs and potential impact in the intended market for the business or project. Details on the size of opportunity, competition, risk and opportunities; pilot and scale up products and services. Regulation, tax and political assessment, etc., may also be relevant.
Team composition & human resources	20%	Demonstrate that the social enterprise team members (<i>not</i> the student team) have (or have credible plans to acquire) the required skills, knowledge and expertise to perform the tasks required to deliver the business growth / development plan. Develop plans to fill any gaps through staffing plans, leveraging partnership, collaboration networks, etc.
Impact & value	20%	Qualitative and quantitative impact measures and key performance indicators (“KPIs”), with appropriate and reliable data sources, collection methods and frequency.
Sustainability	20%	The revenue model should be sustainable within a proposed timeframe. The final projected year may involve ending the business project, continuing operations at a stable growth rate, transferred ownership and control, or replicating the business in other locations.

APPENDIX B
Score sheet

Objective

This score sheet is provided to the independent judges and the students for the purpose of scoring potential grantees that are taking part in the Social Entrepreneurship & Venture Philanthropy fall 2019 course as social venture partner organisations.

The assessors will complete one score sheet for each organisation. Scores out of 100 points should be allocated for *each* criteria.

Score table

Criteria	Score	Notes
Concept		
Market readiness		
Team composition		
Impact & value		
Sustainability		

Name of social venture partner organisation

Name of assessor

Remarks

Note: The course instructor will decide whether there is tactical voting amongst student teams. Any team in breach would be disqualified.