



HARVARD | BUSINESS | SCHOOL

Social Enterprise Initiative



SOCIAL ENTERPRISE: INDUSTRY 101

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October 29, 2007



What is social enterprise?

- **Social Enterprise \neq an industry**
 - It is comprised of many industries
- 1. **Social Enterprise blurs sector boundaries**
 - For-profit entities in which social purpose is an integral component
 - Public-sector agencies
 - Nonprofit organizations
 - Cross-sector collaborations
- 2. **SE encompasses a multitude of functional roles**
- 3. **Social Enterprise = organizations or activities dedicated to social impact**



This is social enterprise...



Cindy Ko, MBA '05, joined Endeavor as an HBS Leadership Fellow and now serves as vice president of International Expansion, supporting high-impact entrepreneurs in emerging markets and leading strategic efforts to open new offices around the globe...

...this is Social Enterprise

Over the course of his career, John Read, MBA '71, has moved between the government, private, and nonprofit sectors, serving under President Ford, managing a truck-parts manufacturing plant, working in private equity, and currently serving as president and CEO of Outward Bound USA...

...this is Social Enterprise





Social Enterprise Industry Week

- **What we're covering today**
 - Overview of social enterprise in all sectors
 - MBA career paths
 - Approaching the job search
 - Resources
 - HBS recruiting trends in social enterprise
 - Upcoming programs

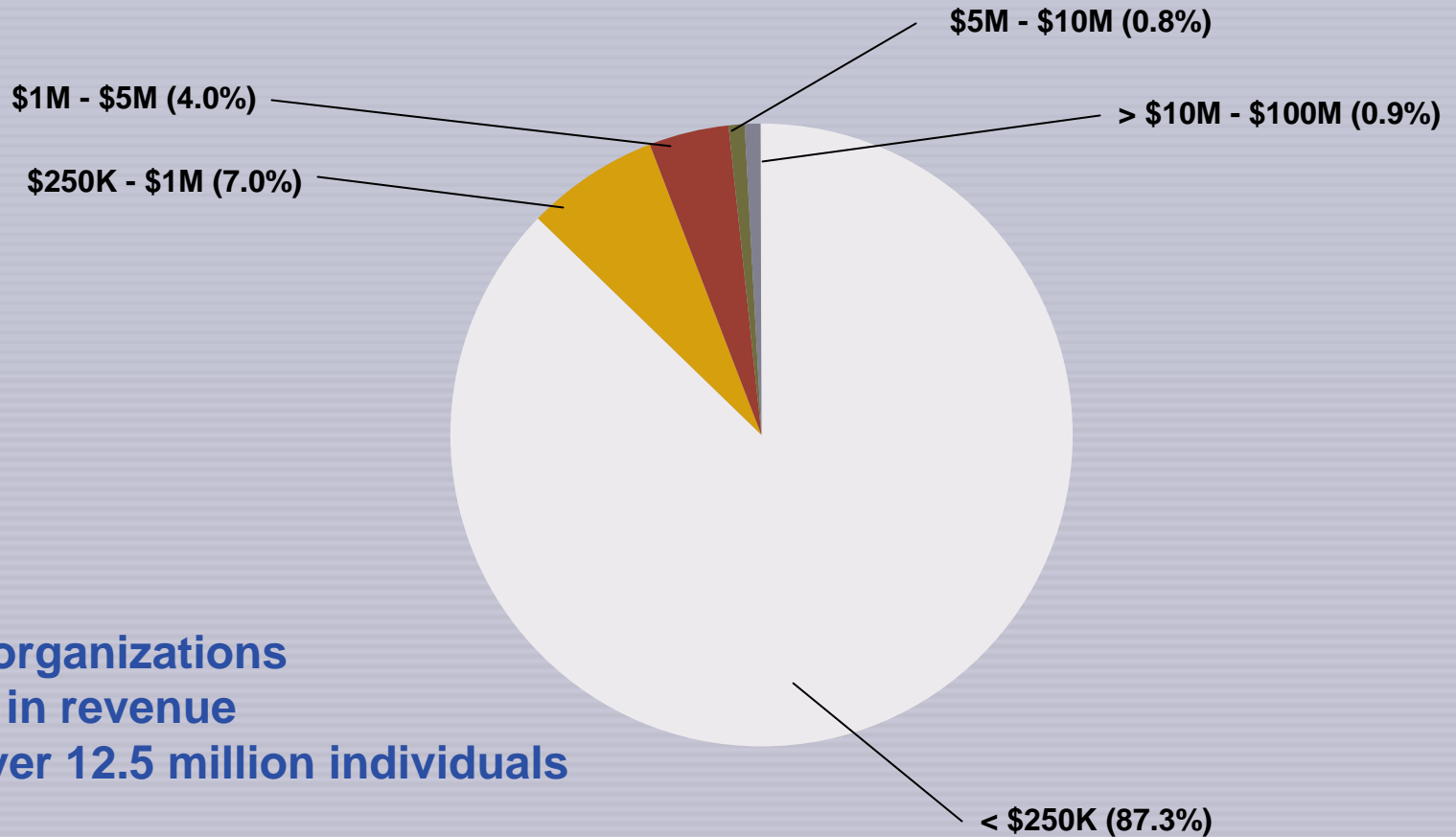
- **Later this week: select industries**
 - CSR
 - Education
 - Environment
 - Foundations and philanthropy
 - Government
 - International development



Who is in the room?



Snapshot of Nonprofit Sector

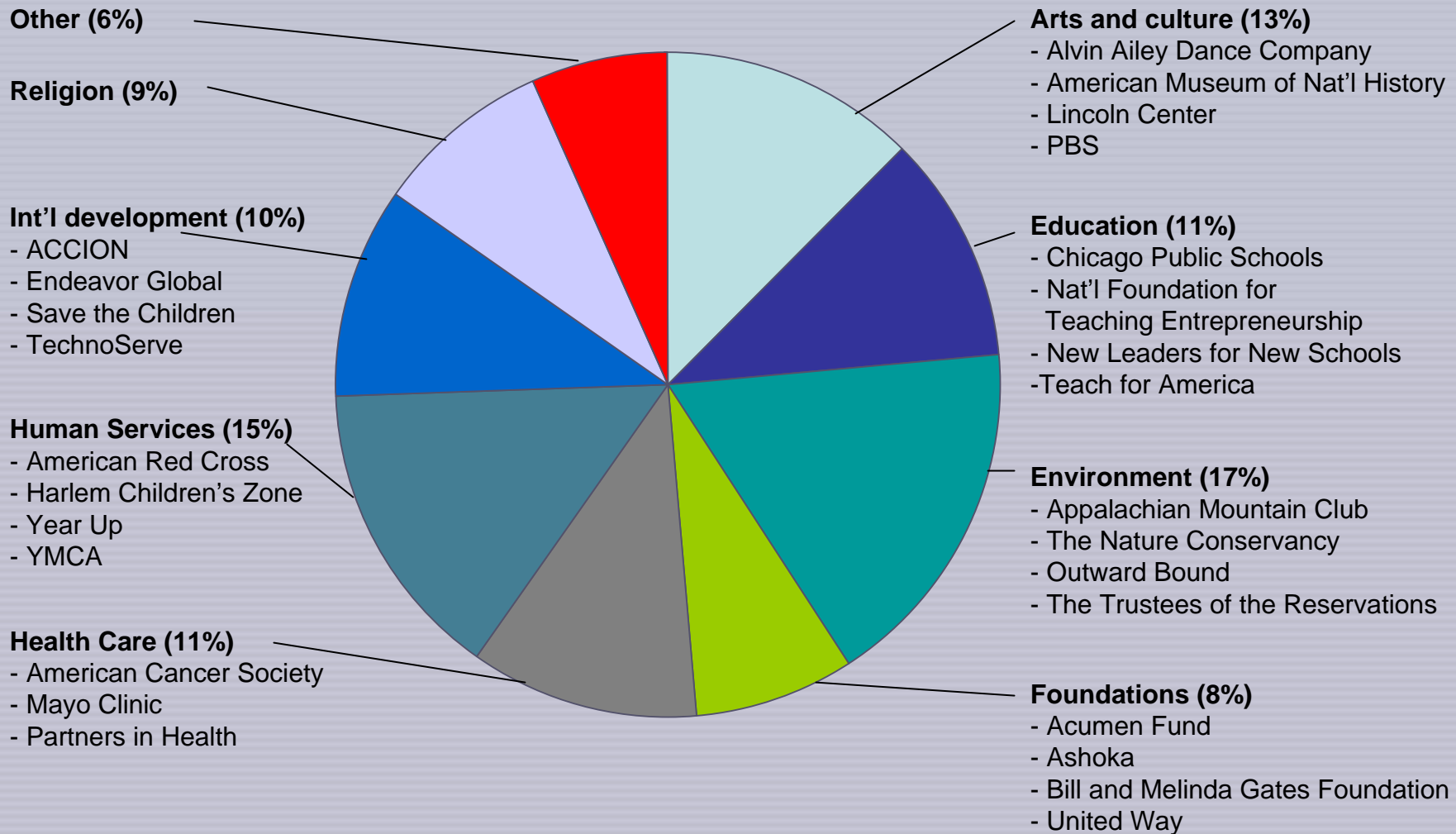


- 1.4 million organizations
- \$2.1 trillion in revenue
- Employs over 12.5 million individuals

Sources: The Johns Hopkins Comparative Nonprofit Sector Project, based on 1995 data; The New Nonprofit Almanac, published by Independent Sector and Urban institute, based upon 1998 data; National Center for Charitable Statistics (NCCS) based upon 2004 data.



Snapshot of Nonprofit Sector : By Sub-Sector





Snapshot of Nonprofit Sector : Some alumni examples

- Lionel Bony, MBA 2006, Consultant, Rocky Mountain Institute
- Iris Chen, MBA 2001, President and CEO, I Have a Dream Foundation
- Elaine Aglipay Delio, MBA 2004, Senior Manager, World Resources Institute
- Sasha Dichter, MBA 2002, Director of Business Development, Acumen Fund
- Amy Golden, MBA 1988, Director of Membership, The Nature Conservancy
- John Kalafatas, MBA 1999, Portfolio Manager, Edna McConnell Clark Foundation
- Dan Katzir, MBA 1991, Managing Director, The Broad Foundation
- Andrew Kendall, MBA 1998, Exec. Director, The Trustees of Reservations
- Shivam Mallick Shah, MBA 1999, Senior Program Officer, Bill and Melinda Gates Foundation
- Emily McCann, MBA 1999, Chief Operating Officer, Citizen Schools
- Roshini Moodley Naidoo, MBA 2007, Special Advisor Private Sector Team, Oxfam America
- Amy Rabinowitz, MBA 2003, Managing Director of Recruitment, Teach for America
- Thomas Tierney, MBA 1980, Chairman and Founder, The Bridgespan Group
- Adam Weinstein, MBA 1989, President and CAO, Phipps Houses



Snapshot of For-Profit: Where do SE Positions Exist?

- **Private, “socially responsible” companies**
- **Large corporations (consumer products, financial services, etc.)**
- **Consulting**
- **Your imagination: the entrepreneurial approach**



Snapshot of For-Profit: Some Alumni Examples

Some top companies known for CSR

- Adobe Systems Inc.
- Cisco Systems Inc.
- Dell Inc.
- Gap Inc.
- General Mills Inc.
- Green Mountain Coffee Roasters
- IBM
- Intel Corp.
- Johnson & Johnson
- Kimberly-Clark Corp.
- Motorola Inc.
- NIKE Inc.
- Salesforce.com Inc.
- Starbucks Coffee Co.
- Timberland Co.

Some examples of alumni roles

- Colin Brady, MBA 2004, COO (PRODUCT)RED
- Heidi Brooks, MBA 2003, Director, John Hancock Funds
- Carly Janson, MBA 2003, Director of Social Enterprise, BCG
- Lance Friedmann, MBA 1978, VP of Wellness and Sustainability, Kraft
- Katherine Cousins MBA 2002, Director, Strategic Initiatives, The Timberland Co.
- Robin Berholz, MBA 2004, Pricewaterhouse Coopers Consulting
- Nicole Hanrahan, MBA 2002, Senior Consultant, Community Wealth Ventures



Snapshot of Public Sector: How do you Employ Your Skills?

- **Government**
 - Staff, appointed, elected
 - Local, state, and federal
- **Bilateral and multilateral organizations**
 - e.g. United Nations, World Bank, etc.



Snapshot of Public Sector: Some Alumni Examples

- **Suzanne Bishopric, MBA 1979, Treasurer, United Nations**
- **Michael Bloomberg, MBA 1966, Mayor, City of New York**
- **George W. Bush, MBA 1975, President of the United States of America**
- **Elaine Chao, MBA 1979, U.S. Secretary of Labor**
- **Paul Connolly, MBA 1980, First Vice President and COO, Federal Reserve Bank of Boston**
- **Renee Fry, MBA 1999, Director of Business and Technology, Commonwealth of Massachusetts**
- **David Margalit, MBA 2001, Deputy Commissioner, City of New York**
- **David Schlendorf, MBA 2003, Special Advisor, Federal Bureau of Investigation**
- **Meredith Weenick, MBA 2002, Associate Director of Administration and Finance, City of Boston**



How MBA Skills Apply: The Types of Challenges You May Address

- **Performance measurement/management and accountability**
- **Sustainability and income generating strategies**
- **Multi-sector collaboration**
- **Going to scale**
- **Capacity building – human and physical capacity**
- **Role of volunteers**



Where Do Graduates Tend to Go?

- **Mid-large organizations**
- **Follow other MBAs**
- **General management roles**
 - Early career: program director, strategy, new business development, operations; bias to CFO, fundraising
 - Later career: COO, CEO
 - Start their own organizations
- **Multiple sector careers**



MBA Paths: What We Know

- **At any given point, more than 1/3 of HBS alumni are actively involved on nonprofit boards**
- **5% of alumni report that they are employed within a social enterprise**
- **Of those employed fulltime in the nonprofit sector:**
 - 40% are in a CEO role; others in general management roles (program director, CFO, COO, etc.)
 - 50% have been able to move back and forth between sectors
 - Of those who transitioned into SE from private sector, 60% within 5 years of HBS graduation
 - Most full-timers used their personal networks and HBS resources during their job searches
- **Many alumni in public sector and strategic corporate citizenship roles**



Alumni Career Paths: Some Examples

Nonprofit	Carter Roberts, MBA 1988, <i>President and CEO, World Wildlife Fund</i>	HBS → Procter & Gamble and Gillette → The Nature Conservancy → World Wildlife Fund
For-Profit	Colin Brady, MBA 2004, COO, (PRODUCT) RED	Discovery Channel, MTV → HBS → Endeavor Agency and McKinsey → (PRODUCT) RED
Public Sector	Marisa White, MBA 2005, <i>Associate Director, Office of Accountability, NYC Department of Education</i>	Sibson & Company Consulting → Electronic Arts → HBS → NewSchools Venture Fund → NYC Department of Education



Approaching the Job Search: Some Considerations

Benefits

- Exposure to diverse and complex situations and people
- High-impact application of business skills
- High levels of responsibility
- Compelling opportunities/need for management skills
- Make a difference in the world with a focus on your passions

Challenges

- Lower average salaries
- Less clear career paths and fewer mentors
- Less developed networks (HBS, intermediaries, etc.)
- Potential difficulty re-entering the private sector
- Resources vs. objectives
- Decision-making processes



Approaching the Job Search: Defining Your Interests

Understanding near-term goals

- What do I want to be doing 5 years out?
- What job do I want right after graduation?
- How does my summer job fit into this?
- Previous experience and other HBS opportunities

Defining interests

- Issue/industry
- Type of organization
- Function within the organization
- Location

→ Within context of long-term goals (different roles; path throughout career)

→ View this as a building process that will last throughout your career



Approaching the Job Search: First Steps

- **Take self-assessment test**
- **Talk to career coach, mentors, classmates and other students**
- **Conduct informational interviews with people in the sector/those who have transitioned**
- **Identify your goals and passions—create and prioritize list of “ideal job” characteristics**
- **Explore potential paths through volunteer, summer, and academic activities**



Approaching the Job Search: Getting Started

- **Research trends and organizations within sectors of interest**
 - Trade journals, conferences, on-campus presentations, etc.
- **Identify list of target organizations**
- **Monitor the jobs/opportunities that become available within those organizations**
 - HBS Job Bank and other Job Boards
- **Tailor your resume to link your experience to your desired role**
- **Develop and practice your positioning statement**
- **Network, network, network: Informational and practice interviews**



Approaching the Job Search: What are Organizations Looking For?

- **Demonstrated commitment to field and issues**
- **Cross-sector “sensitivity”**
- **Evidence of ability to function in multidisciplinary environment**
- **Specific functional skills**
 - e.g. strategic planning, analytical skills, financial management, project implementation, managing change, managing teams, etc.
- **Enterprise view**
- **Flexibility and adaptability in context of:**
 - Multiple stakeholders
 - Resource constraints



Approaching the Job Search: Evaluating Opportunities

- **Evaluate the organizational fit**
 - Organizational structure and culture
 - Key issues facing senior management

- **Will the role be challenging and interesting?**

- **Will it advance me down the right path?**

- **Does it fit with and add to my skills?**

- **How will this play in my future job search(es)?**

- **Does the organization know how to use MBAs?**

- **What kind of impact will I have?**

- **Does it fit with my overall goals?**



HBS Resources

Social Enterprise Initiative Website: www.hbs.edu/socialenterprise

- Resources by topic: www.hbs.edu/socialenterprise/resources
- Careers and recruiting: www.hbs.edu/socialenterprise/careers

Baker Library Research Guide: www.library.hbs.edu/guides/socialenterprise

- Including Guidestar, *Chronicle of Philanthropy*, *Nonprofit Times*, CSR Wire, The Corporate Social Ratings Monitor (from KLD)

Working Knowledge articles: <http://hbswk.hbs.edu/topics/nonprofit.html>

Alumni Navigator Database: www.alumni.hbs.edu

- Search under key words such as: arts/culture, community/economic development, education, foundation/grant-making, general government, health services, international development/relief, other nonprofit, social services, etc.



Gaining Exposure/Expertise Through the Curriculum: Electives and Field-Based Opportunities

SE Elective Courses

- Authentic Leadership Development
- Business and the Environment
- Business at the Base of the Pyramid
- Customers, Commerce, and Society: Business Approaches to the Private Creation of Social Value
- Economic Strategies of Nations
- Effective Leadership of Social Enterprise
- Energy
- Entrepreneurship and VC in Healthcare
- Entrepreneurship in Education Reform
- Entrepreneurship in the Social Sector
- Globalization of Emerging Markets
- Innovating in Healthcare

SE Elective Courses (cont'd)

- Institutions, Macroeconomics, and the Global Economy
- Managing Change
- Managing Medicine
- Microeconomics of Competitiveness
- The Moral Leader
- Real Estate Options in Emerging Markets
- Strategies Beyond the Market

Field-Based Opportunities

- Course papers
- Field study/independent student research project
- Immersion Programs



Pursuing Student-Led SE Activities

- **Social Enterprise Club**
 - Social Enterprise Conference
 - HBS Board Fellows
 - Interest Groups
 - Net Impact
- **Business and Environment Club**
- **Harbus Foundation**
- **Healthcare Club**
- **International Development Club**
- **Volunteer Consulting Organization**
- **HBS Volunteers**



Social Enterprise Career Development Opportunities and Programs

- **Resources**
 - MBA Career Services career coaching
 - Industry and informational presentations
 - Speakers and recruiters
 - HBS Loan Assistance Program

- 1. **In the Field**
 - HBS Social Enterprise Summer Fellowship Program
 - Social Enterprise Business Plan Contest
 - HBS Leadership Fellows Program



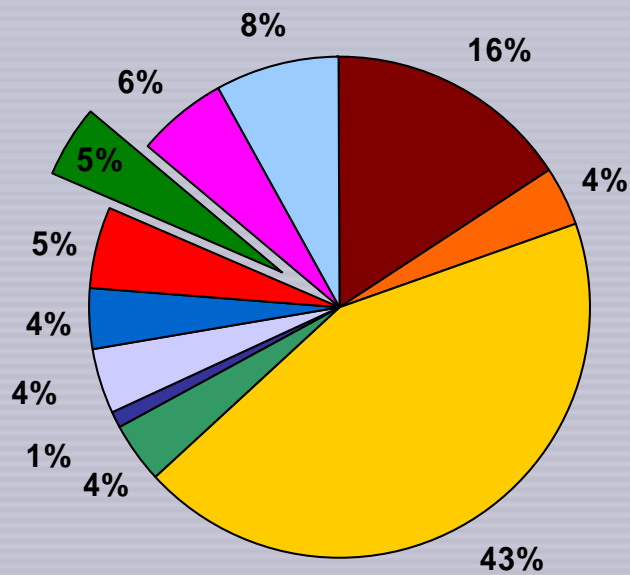
Your Engagement in Social Enterprise

FIRST YEAR	SUMMER	SECOND YEAR	POST-GRAD
<p><u>Required Curriculum</u></p> <ul style="list-style-type: none"> ▪ Leadership and Corporate Accountability ▪ Cases in other courses <p><u>Programs and Activities</u></p> <ul style="list-style-type: none"> ▪ Student Clubs ▪ January Break Immersion <p><u>Careers</u></p> <ul style="list-style-type: none"> ▪ Coaching ▪ Presentations, speakers, and recruiters 	<p><u>Careers</u></p> <ul style="list-style-type: none"> ▪ Social Enterprise summer internships and fellowship support 	<p><u>Elective Curriculum</u></p> <ul style="list-style-type: none"> ▪ SE focused and related course ▪ Field based learning and funding <p><u>Programs and Activities</u></p> <ul style="list-style-type: none"> ▪ Student Clubs ▪ January Break Immersion ▪ Social Enterprise Track of Business Plan Contest <p><u>Careers</u></p> <ul style="list-style-type: none"> ▪ Coaching ▪ Presentations, speakers, and recruiters 	<p><u>Programs and Activities</u></p> <ul style="list-style-type: none"> ▪ HBS Social Enterprise Alumni Association ▪ Local alumni clubs and reunion activities <p><u>Careers</u></p> <ul style="list-style-type: none"> ▪ HBS Leadership Fellows ▪ Loan assistance

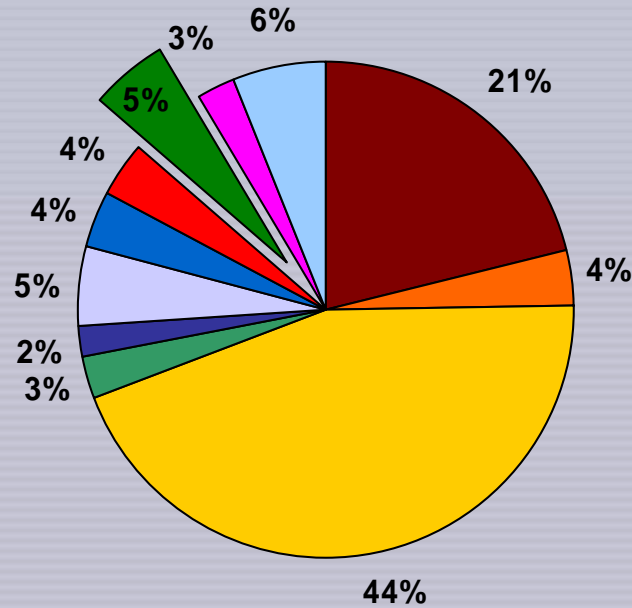


Industry Destinations

Summer - Class of 2008



Career - Class of 2007



- Consulting
- Media/ Ent
- Fin Svcs
- Non-Prof/ Gov't
- Real Estate
- Retail
- Other Svcs
- Bio/Pharma
- CPG
- Other Mfg
- Tech/Telecom

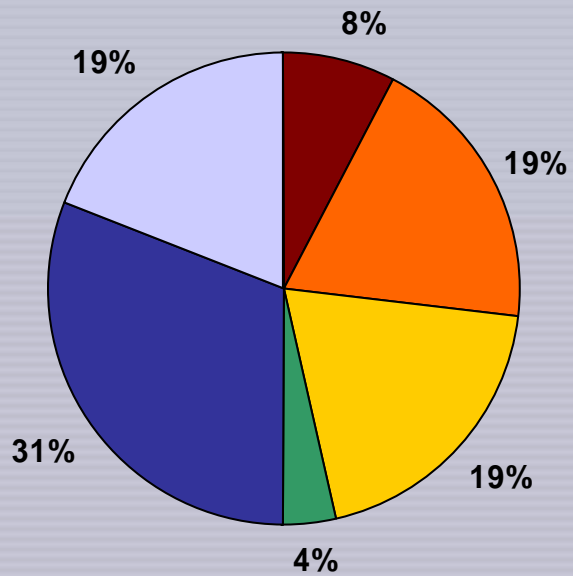
88.5% received 1st choice Industry vs 80.8% for Class of 2007 as a whole

72.2% received 1st choice Industry vs 80.7% for Class of 2007 as a whole



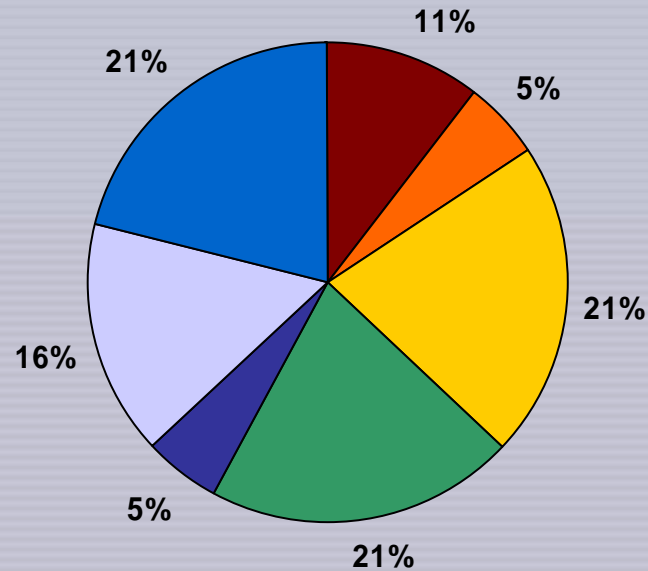
Nonprofit/Government | *Function Destinations*

Summer - Class of 2008



80.8% received 1st choice Function vs 84.1% for Class of 2007 as a whole

Career - Class of 2007



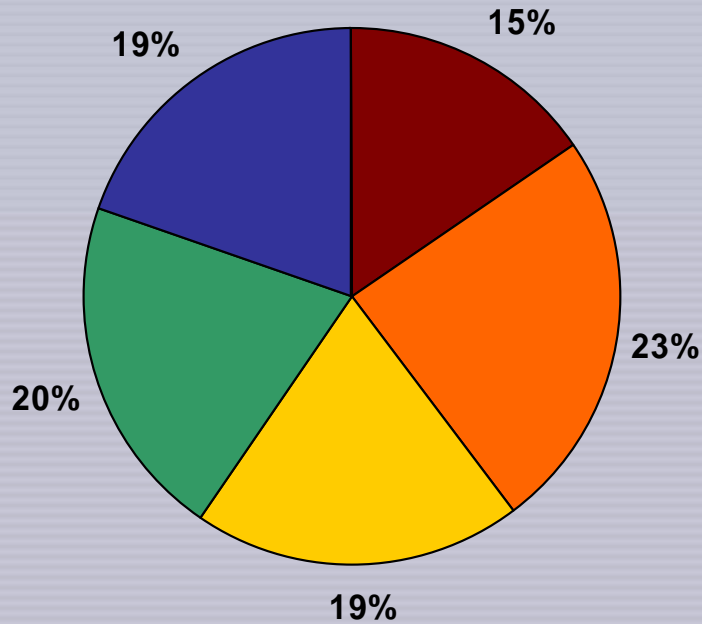
72.2% received 1st choice Function vs 86.4% for Class of 2007 as a whole

- Bus Dev'p
- Consulting
- Finance
- Gen Mgmt
- Marketing
- Strategic Planning
- Other



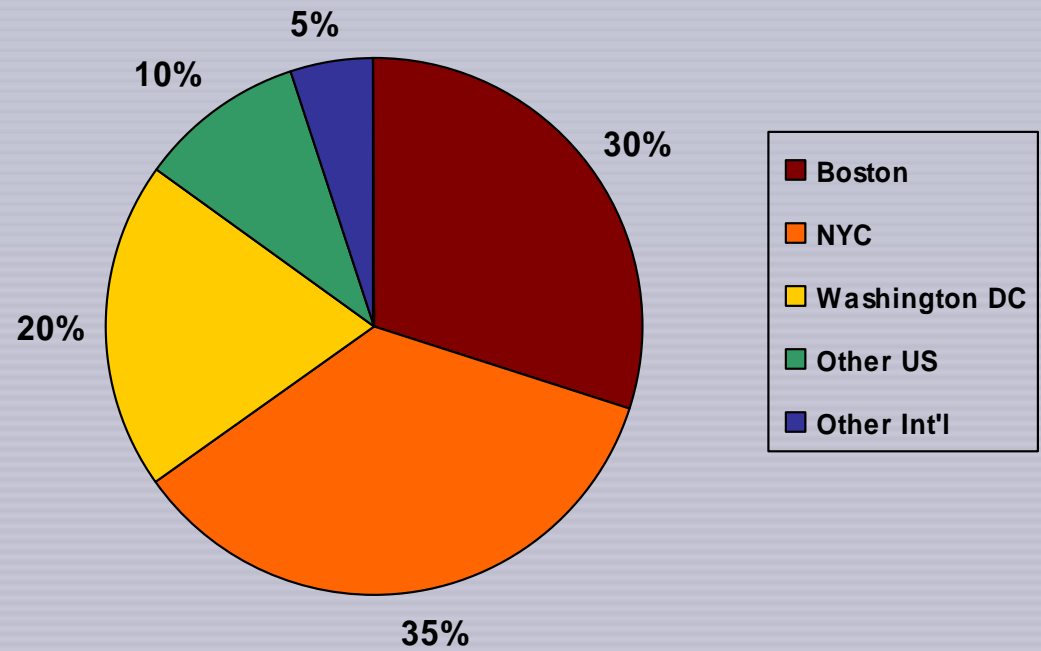
Nonprofit/Government | Location Destinations

Summer - Class of 2008



73.1% received 1st choice Location vs 70.9% for Class of 2007 as a whole

Career - Class of 2007



72.2% received 1st choice Location vs 76.9% for Class of 2007 as a whole



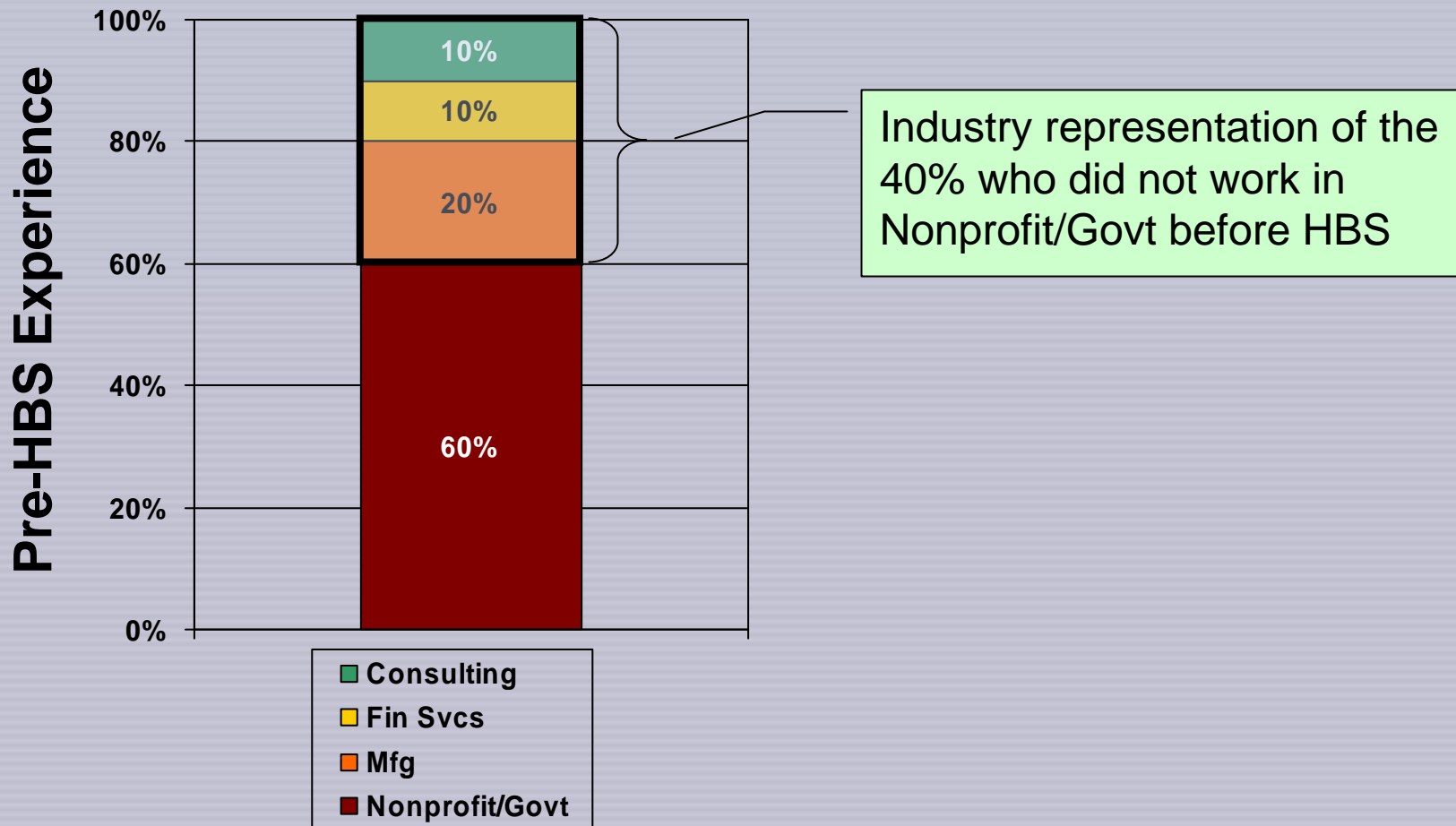
Class of 2007 | *Nonprofit/Government – Industry Accessibility*

Question 1:

Of the people who went into Nonprofit/Govt, what did they do before coming to HBS?



Class of 2007 | Nonprofit/Government – Industry Accessibility





Class of 2007 | *Nonprofit/Government – Industry Accessibility*

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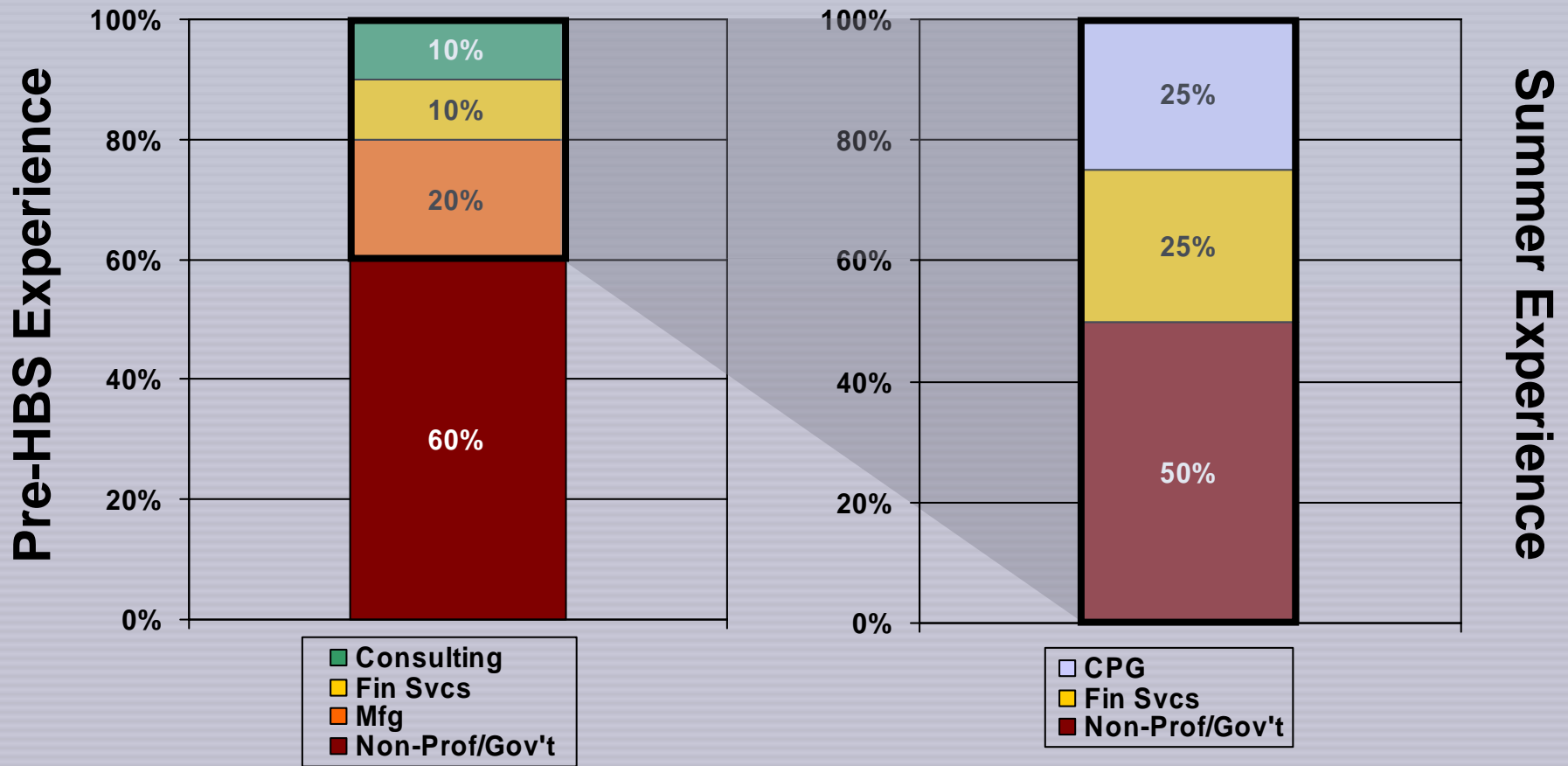
Question 2:

Of the people who did not work in Nonprofit/Govt before HBS, what did they do for their summer?



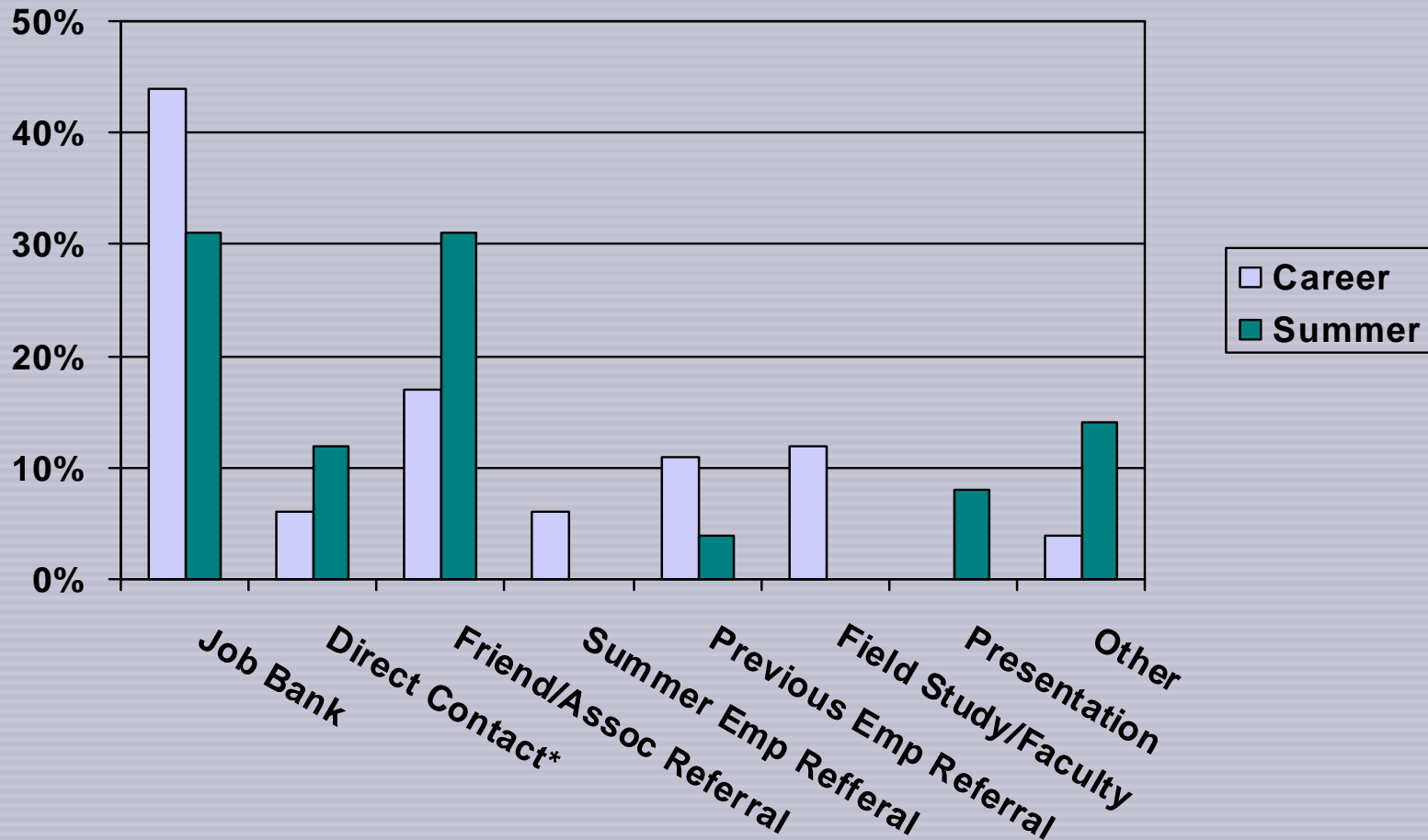
Class of 2007 | Industry Accessibility

NON PROFIT/GOVERNMENT



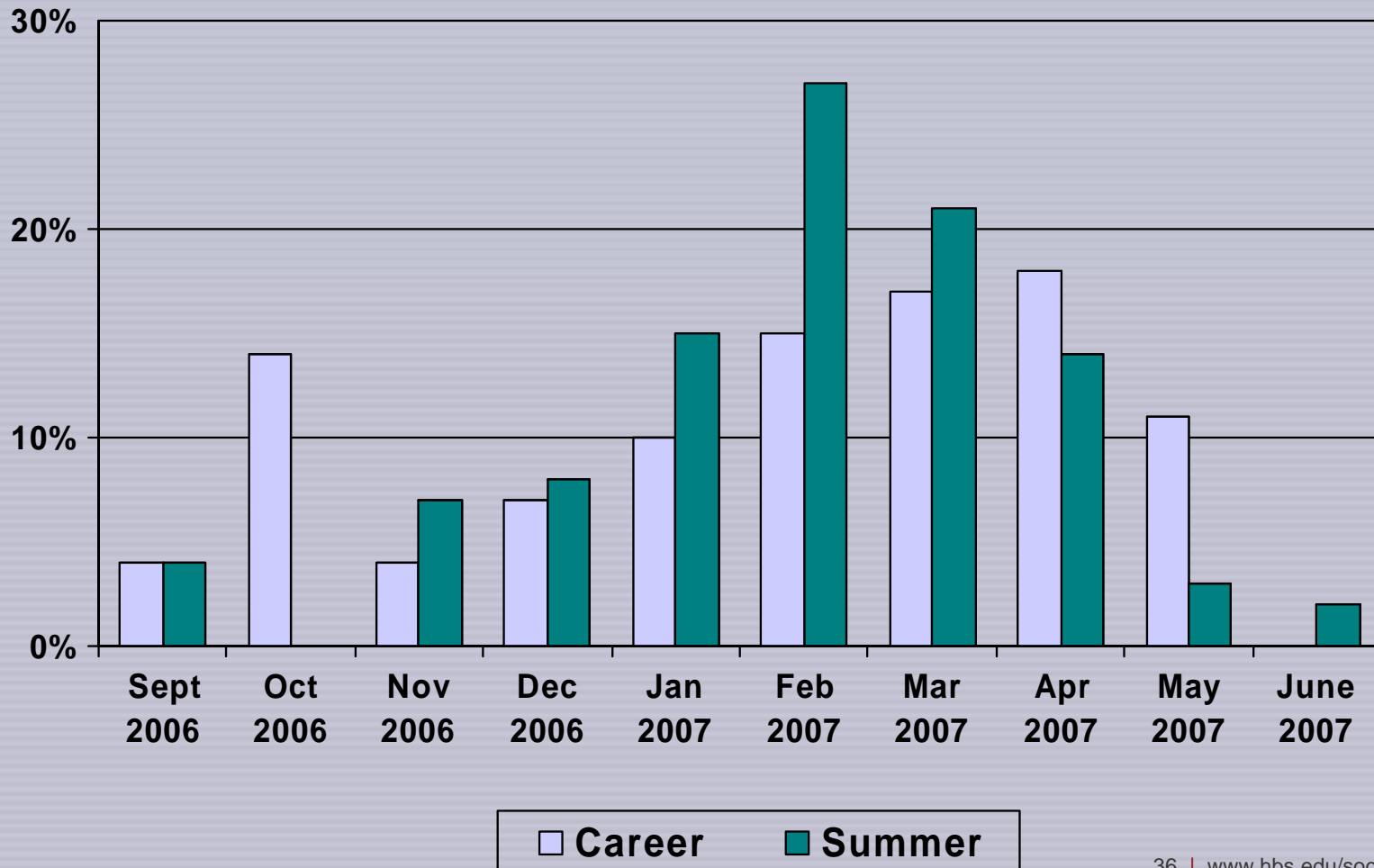


2006-07 | Nonprofit/Government – First Point of Contact



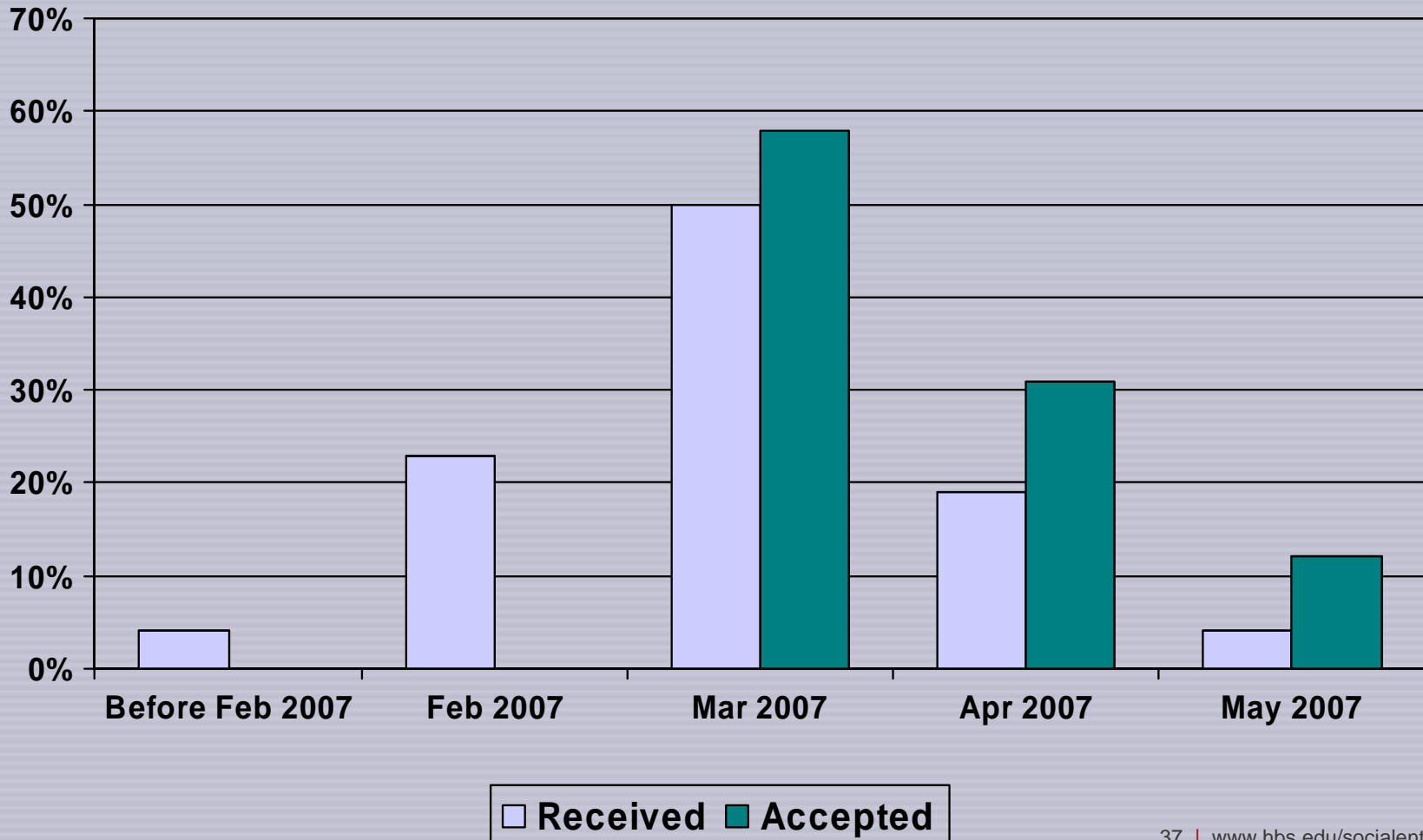


Nonprofit/Government | Job Posting Timing



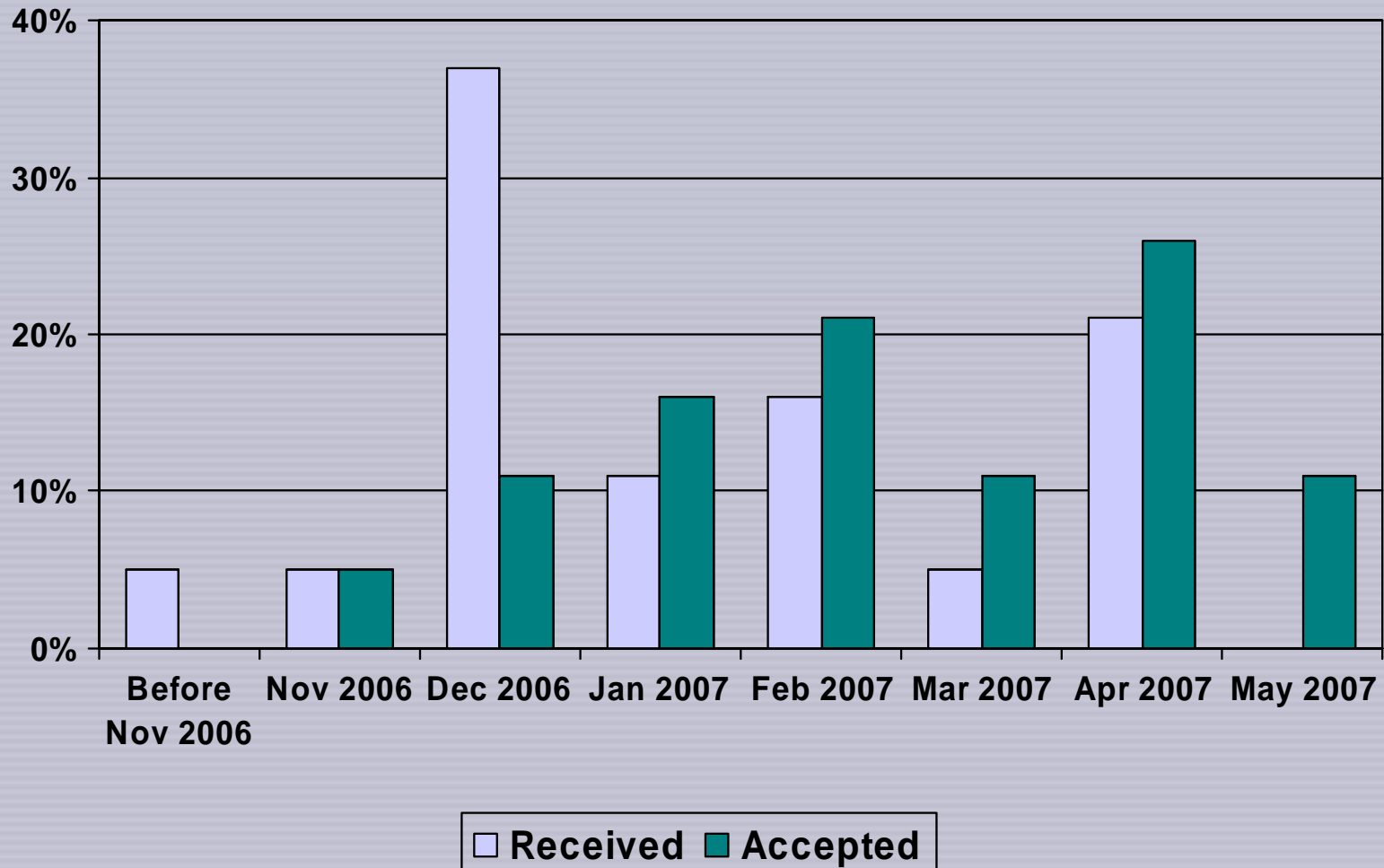


Nonprofit/Government | *Summer Offer Timing*





Nonprofit/Government | Offer Timing





Class of 2008 | Nonprofit/Government – *Summer Postings in MBA Job Bank*

Academy for Educational Development

Academy of Business Leadership

Acumen Fund, Inc.

Advanced Energy Corporation

Aspen Institute

Ashoka Innovators for the Public

Blue Ridge Foundation

New York

Boston Community Capital

Calvert Foundation

CAMBA (Church Avenue Merchants Block Association)

Chicago Public Schools

Common Good Ventures

Community Foundation for Palm Beach and Martin Counties

Community Vocational Enterprises

Corporation for Public Broadcasting

EcoLogic Finance

Endeavor

Family Health International

Good Morning Africa

Grameen Foundation USA

Headwaters Economics

Healey Development LLC

Heritage Foundation (The)

Institute for OneWorld Health

Joslin Diabetes Center (Harvard Medical School)

Jumpstart

Junior Achievement China

Latino Economic Development Corporation

Mercy Corps

Lincoln Center for the Performing Arts, Inc.

Nancy Barry Associates

National Parks

Conservation Association (NPCA)

Natural Resources Defense Council

Nature Conservancy (The)

New England College of Optometry

New Jersey Institute for Social Justice

New Sector Alliance

OK International

The Pittsburgh Foundation

Public Broadcasting Service

Rapid Results Institute

Robertson Foundation

Sesame Workshop

Social Ventures Australia

The Center for Sustainable Environments

The Grand Canyon Trust

The Ocean Conservancy

The United Way

21st Century Group Fund

American Society of Mechanical Engineers

BroadReach Healthcare, LLC

Financial Services

Volunteer Corps

Harlem Children's Zone

IFMR Trust

National Math and Science Initiative

Outward Bound USA

Robin Hood Foundation

Room to Read

Touch Foundation



Class of 2007 | Nonprofit/Government – *Career Postings in MBA Job Bank*

Charter School Growth Fund

Community Development Venture Capital Alliance
Education Pioneers, Inc.
Environmental Defense FSG Social Impact Advisors

Harvard Business School Initiative for a Competitive Inner City (ICIC)

International Business Ethics Institute

Johns Hopkins Health Systems

Marine Aquarium Council
New Leaders for New Schools

Teach For America

Victory Schools

Bill and Melinda Gates Foundation

Bridgespan Group

California Environmental Associates

Carnegie Corporation of New York

Centro Latino de Chelsea
Citizen Schools

City Year, Inc.

CLF Ventures, Inc

Clinton Foundation
HIV/AIDS Initiative

Collective Roots

College Summit

Community Wealth Ventures

Defenders of Wildlife
DonorsChoose

EdTec Inc.

Habitat for Humanity Int'l

Hill House, Inc.

IMIFAP: Instituto Mexicano de Investigacion de Familia y Poblacion

Inner City Education Foundation

Juilliard School

KaBOOM!, Inc.

London Business School
Management Leadership for Tomorrow

Massachusetts General Hospital

National Institute for Play

New Orleans College Prep Charter School

New Schools for New Orleans

New York City Department of Education

NewSchools Venture Fund

Oxfam America

Perkins School for the Blind

Positive Coaching Alliance

Prize4Life, Inc.

Public Radio International
Rainforest Alliance

San Francisco Museum of Modern Art (SFMOMA)

TechnoServe

The Broad Center for the Management of School Systems

The Ethical Investment Research Services (EIRIS)

The Food Project

The Times Square Alliance

TransFair USA

Uncommon Schools

Women's Campaign Forum

Women's Edge Coalition

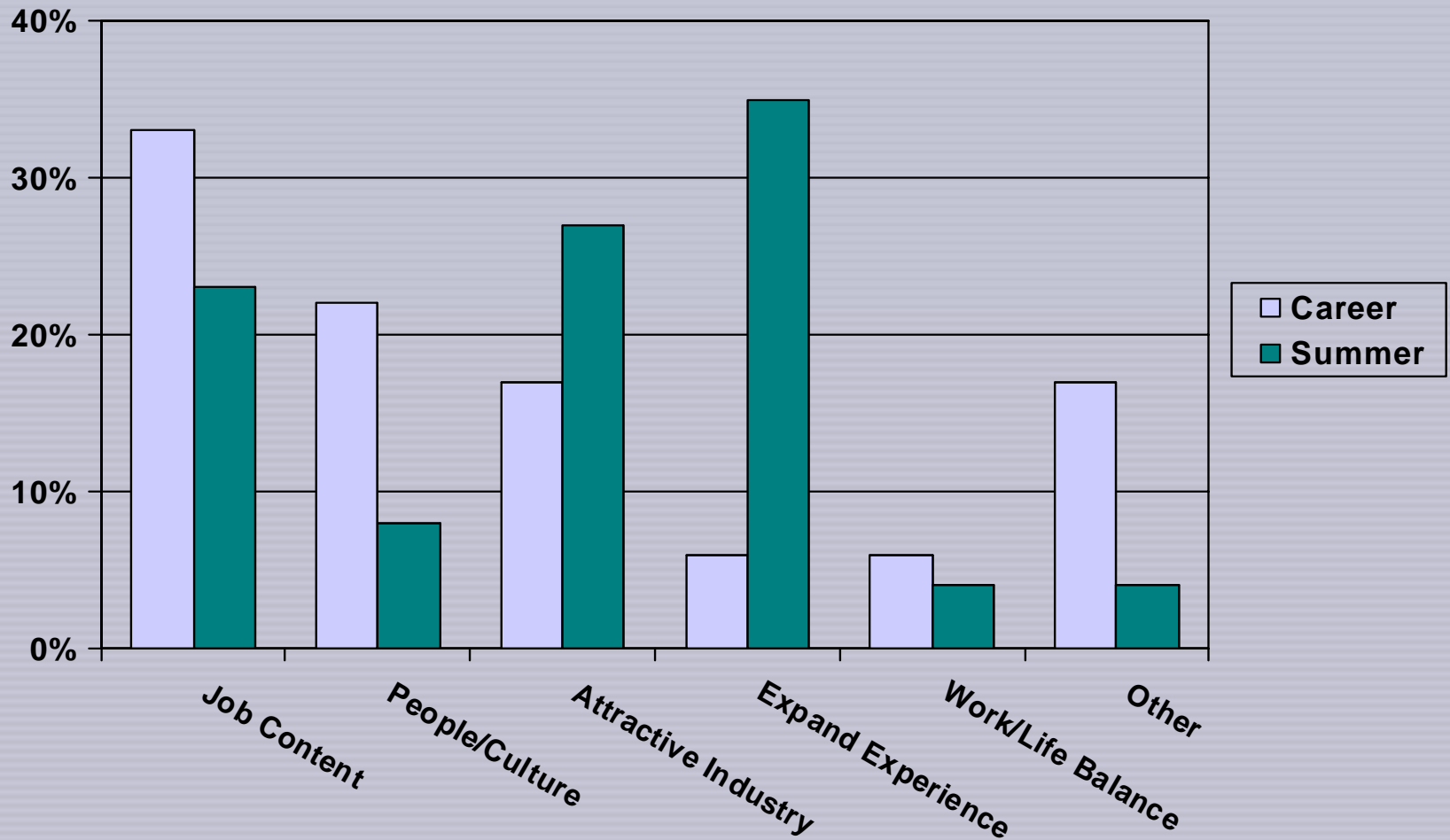
Women's World Banking

World Wildlife Fund

Year Up



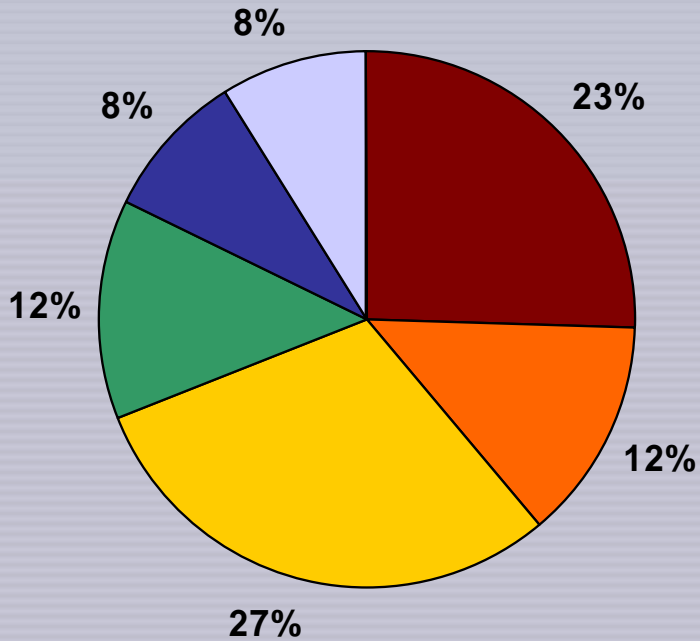
2006-07 | Nonprofit/Government – Job Selection Criteria



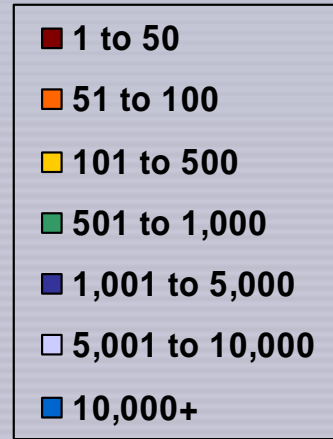
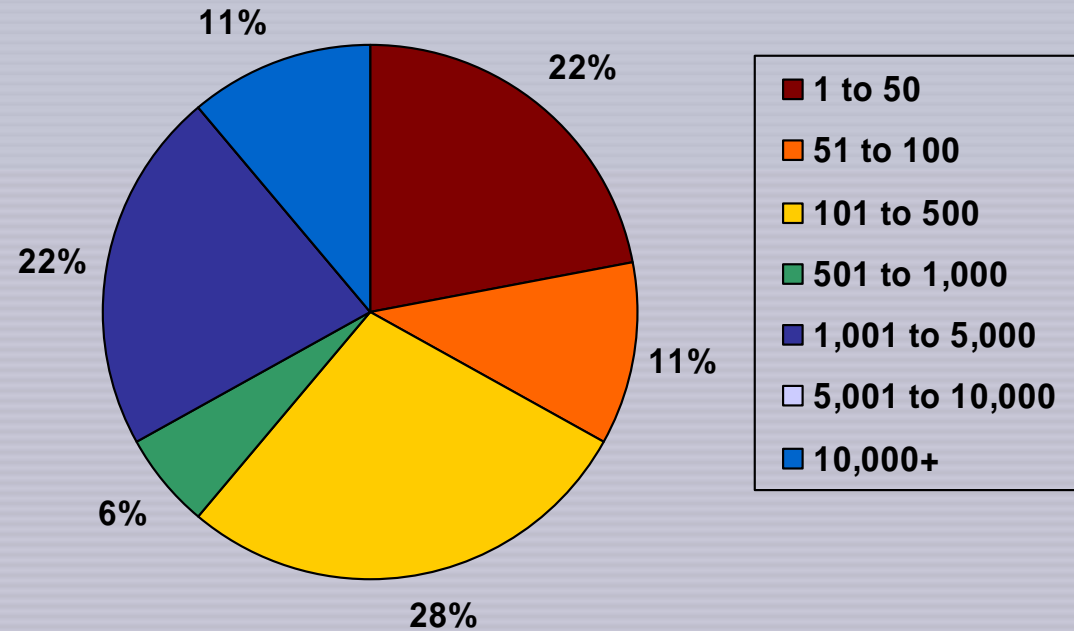


Nonprofit/Government | Size of Company

Summer - Class of 2008



Career - Class of 2007





Class of 2007 | Nonprofit/Government – Compensation Data





SE Industry Week

Monday, October 29	Tuesday, October 30	Wednesday October 31
<p>Industry 101 <i>3:00 - 4:00 pm</i></p>	<p>“Perspectives from the Field” Panel Discussions and Q+A <i>4:30 - 8:00 pm</i></p> <p>Topics include:</p> <ul style="list-style-type: none">▪ Corporate Social Responsibility▪ Education▪ Environmental Organizations▪ Foundations and Philanthropy▪ Government▪ International Development	<p>Student Internship Experiences <i>3:00 - 4:00 pm, Aldrich 7</i></p>