

HBS Social Enterprise Faculty Publications
2008-2009 Academic Term
(July 2008 – June 2009)

New Books

Christensen, Clayton M., Michael B. Horn, and Curtis W. Johnson. *Disrupting Class: How Disruptive Innovation Will Change the Way the World Learns*. McGraw-Hill, 2008.

Retsinas, Nicolas P., and Eric S. Belsky, eds. *Revisiting Rental Housing: Policies, Programs, and Priorities*. Brookings Institution Press and Joint Center for Housing Studies at Harvard University, 2008.

Published Papers, Articles, and Book Chapters

Ashraf, Nava, Xavier Giné, and Dean Karlan. "Finding Missing Markets (and a Disturbing Epilogue): Evidence from an Export Crop Adoption and Marketing Intervention in Kenya." *American Journal of Agricultural Economics* (March 2009).

Austin, James E., and Herman B. "Dutch" Leonard. "Can the Virtuous Mouse and the Wealthy Elephant Live Happily Ever After?" *California Management Review* 51, no. 1 (fall 2008): 77-102.

Chance, Zoe, and Rohit Deshpandé. "Putting Patients First: Social Marketing Strategies for Treating HIV in Developing Nations." Special Issue on Metric and Interpretive Explorations of Macromarketing. *Journal of Macromarketing* 29, no. 3 (2009).

Delmas, Magali, and Michael W. Toffel. "Organizational Responses to Environmental Demands: Opening the Black Box." *Strategic Management Journal* 29, no. 10 (October 2008).

Reinhardt, Forest L., Robert N. Stavins, and Richard H.K. Vietor. "Corporate Social Responsibility Through an Economic Lens." *Review of Environmental Economics and Policy* 2, no. 2 (summer 2008).

Werker, Eric D., and Faisal Z. Ahmand. "What Do Nongovernmental Organizations Do?" *Journal of Economic Perspectives* 22, no. 2 (spring 2008).

Werker, Eric. "Power to the People." *Foreign Policy* (November – December 2008).

Working Papers/New & Revised

Austin, James E., and Herman B. Leonard. "Can the Virtuous Mouse and the Wealthy Elephant Live Happily Ever After?" Harvard Business School Working Paper, No. 09-047, September 2008.

Austin, James, and Ezequiel Reficco. "Corporate Social Entrepreneurship." Harvard Business School Working Paper, No. 09-101, March 2009.

Reid, Erin M., and Michael W. Toffel. "Responding to Public and Private Politics: Corporate Disclosure of Climate Change Strategies." Harvard Business School Working Paper, No. 09-019, August 2008. (Revised April 2009.)

HBS Course Materials

Applegate, Lynda M. "Work Is Good: Branding the Employ+Ability Mission." Harvard Business School Case 809-028.

Bell, David E., and Brian Milder. "Alliance for a Green Revolution in Africa (AGRA)." Harvard Business School Case 509-007.

Casadesus-Masanell, Ramon, and Jordan Mitchell. "Greenpeace." Harvard Business School Case 708-418.

Childress, Stacey, and Andrea Alexander. "The Posse Foundation: Implementing a Growth Strategy." Harvard Business School Case 309-056.

Childress, Stacey, and Geoff Marietta. "College Summit." Harvard Business School Case 309-088.

Childress, Stacey, and Geoff Marietta. "Invest Early: Early Childhood Development in a Rural Community." Harvard Business School Case 309-089.

Childress, Stacey, Geoff Marietta, and Sara Suchman. "Boston Teacher Residency: Developing a Strategy for Long-Term Impact." Harvard Business School Case 309-043.

Childress, Stacey, Scott Benson, and Sarah Tudryn. "New Schools for New Orleans 2008." Harvard Business School Case 308-074.

Childress, Stacey. "If We Blew It Up, Then We Could...." Harvard Business School Exercise 309-042.

Elberse, Anita, and Crissy Perez. "The Metropolitan Opera (A)." Harvard Business School Case 509-033.

Goldberg, Ray A., Djordjija Petkoski, and Kerry Herman. "Fighting Malnutrition and Hunger in the Developing World." Harvard Business School Note 909-406.

Grossman, Allen S., Thomas J. Steenburgh, Lauren Susan Mehler, and Matthew Benjamin Oppenheimer. "Planned Parenthood Federation of America in 2008." Harvard Business School Case 309-104.

Grossman, Allen, and Geoff Marietta. "Montgomery County Business Roundtable for Education." Harvard Business School Case 309-105.

Grossman, Allen, and Naomi Greckol-Herlich. "Note on the Nonprofit Sector." Harvard Business School Note 308-033.

Grossman, Allen, and Naomi Greckol-Herlich. "Year Up." Harvard Business School Case 308-032.

Grossman, Allen, and Stacey Childress. "Note on the Nonprofit Coherence Framework." Harvard Business School Note 309-035.

Grossman, Allen, Catherine Ross, and William Foster. "Youth Villages." Harvard Business School Case 309-007.

Grossman, Allen, Naomi Greckol-Herlich, and Catherine Ross. "The Bridgespan Group: Chapter 2." Harvard Business School Case 309-020.

Herzlinger, Regina E., and Michael S. Sherman. "HealthAllies (A)." Harvard Business School Case 302-019.

Isenberg, Daniel J. "Lapdesk Goes Global—Africa First." Harvard Business School Case 809-066.

Kaplan, Robert Steven, and Sophie Hood. "Bob Beall at the Cystic Fibrosis Foundation." Harvard Business School Case 409-107.

Kaplan, Robert Steven, Chris Marquis, and Brent Kazan. "The Miami Project to Cure Paralysis." Harvard Business School Case 408-003.

Khanna, Tarun, Sonali R. Bloom, and David E. Bloom. "Sex, Drugs, and Rock 'n Roll: The MTV Approach to Tackling HIV/AIDS." Harvard Business School Case 709-429.

Koehn, Nancy F., Marya Lisl Hill-Popper Besharov, and Katherine Miller. "Starbucks Coffee Company in the 21st Century." Harvard Business School Case 808-019.

Leonard, Herman B., Marc J. Epstein, and Melissa Tritter. "Absolute Return for Kids." Harvard Business School Case 309-036.

Marquis, Chris, V. Kasturi Rangan, and Alison Comings. "Shaklee Corporation: Corporate Social Responsibility." Harvard Business School Case 509-031.

McGinn, Kathleen L., Deborah M. Kolb, Anne Acosta, and Cailin B. Hammer. "Congo River Basin Project: Role for Dr. Campos." Harvard Business School Exercise 909-040.

McGinn, Kathleen L., Deborah M. Kolb, Anne Acosta, and Cailin B. Hammer. "Congo River Basin Project: Role for Dr. Beni." Harvard Business School Exercise 909-041.

Mikes, Anette, Peter Tufano, Eric Werker, and Jan-Emmanuel de Neve. "The World Food Programme during the Global Food Crisis (A)." Harvard Business School Case 709-024.

Moon, Youngme, Michael Norton, and David Chen. "(PRODUCT) RED (A)." Harvard Business School Case 509-013.

Moon, Youngme, Michael Norton, and David Chen. "(PRODUCT) RED (B)." Harvard Business School Supplement 509-014.

Narayanan, V.G., and Pamela Freed. "Ujjivan: A Microfinance Institution at a Crossroads (A)." Harvard Business School Case 108-057.

Narayanan, V.G., and Pamela Freed. "Ujjivan: A Microfinance Institution at a Crossroads (B)." Harvard Business School Supplement 108-083.

Paine, Lynn S., and Lara Adamsons. "Business and Human Rights." Harvard Business School Note 309-097.

Perold, André F., Forest L. Reinhardt, and Mikell Hyman. "The Carbon Market in 2008." Harvard Business School Note 209-064.

Rangan, V. Kasturi, and Katharine Lee. "Merck: Global Health and Access to Medicines." Harvard Business School Case 509-048.

Rangan, V. Kasturi, and Katharine Lee. "Who Killed Bhavani Manjula?—A Story of Microfinance in Andhra Pradesh." Harvard Business School Case 508-021.

Rangan, V. Kasturi, and Regina Garcia-Cuellar. "Grupo Bimbo: Growth and Social Responsibility." Harvard Business School Case 509-025.

Reinhardt, Forest, and Nazli Uludere. "Buildings and Energy." Harvard Business School Case 708-024.

Retsinas, Nicolas P., Arthur I. Segel, and Ben Creo. "The Big Easy, Not So Easy." Harvard Business School Case 208-068. (December 2008).

Retsinas, Nicolas P., and Ben Creo. "The Big Easy, Not So Easy: The Letter." Harvard Business School Supplement 208-125.

Retsinas, Nicolas P., Arthur I Segel, Marc Diaz, and John Shepherd. "Kibera and the Kenya Slum Upgrading Project (A)." Harvard Business School Case 207-017.

Simons, Robert L., and Kathryn Rosenberg. "American Cancer Society: Access to Care." Harvard Business School Case 109-015.

Spar, Debora L., and Brian DeLacey. "The Coartem Challenge (A)." Harvard Business School Case 706-037.

Sucher, Sandra J., and Daniela Beyersdorfer. "Note on Socially Responsible Investing." Harvard Business School Note 609-060.

Vietor, Richard H. K., and Juliana Seminerio. "Note on the Global Wind Industry." Harvard Business School Note 709-005.

Vietor, Richard H.K., and Juliana Seminerio. "The Suzlon Edge." Harvard Business School Case 708-051.

Other Publications

Childress, Stacey, and Geoff Marietta. A Problem-Solving Approach to Designing and Implementing a Strategy to Improve Performance. Public Education Leadership Project at Harvard University Series. Harvard Business School Publishing, 2008.

Petkoski, Djordjija B., V. Kasturi Rangan, and William S. Laufer. "Business and Poverty: Opening Markets to the Poor." Development Outreach: World Bank Institute, June 2008.

ABSTRACTS

New Books

Christensen, Clayton M., Michael B. Horn, and Curtis W. Johnson. *Disrupting Class: How Disruptive Innovation Will Change the Way the World Learns*. McGraw-Hill, 2008.

According to recent studies in neuroscience, the way we learn doesn't always match up with the way we are taught. If we hope to stay competitive—academically, economically, and technologically—we need to rethink our understanding of intelligence, reevaluate our educational system, and reinvigorate our commitment to learning. In other words, we need “disruptive innovation.”

Retsinas, Nicolas P., and Eric S. Belsky, eds. *Revisiting Rental Housing: Policies, Programs, and Priorities*. Brookings Institution Press and Joint Center for Housing Studies at Harvard University, 2008.

Rental housing is increasingly recognized as a vital housing option in the United States. Yet government policies and programs continue to grapple with widespread problems, including affordability, distressed urban neighborhoods, poor-quality housing stock, concentrated poverty, and exposure to health hazards in the home. These challenges can be costly and difficult to address. The time is ripe for fresh, authoritative analysis of this important yet often overlooked sector. In *Revisiting Rental Housing*, leading housing researchers build on decades of experience, research, and evaluation to inform our understanding of rental housing challenges and what to do about them. The authors look at contributing factors and problems generated by the operation of rental markets, and assess whether existing policies and programs have helped and what lessons have been learned. Finally, the authors suggest new directions for housing policy, including the integration of best practices from past lessons into existing programs and innovations for

large-scale, long-term market and policy solutions that can get to the root of rental housing challenges.

Published Papers, Articles, and Book Chapters

Ashraf, Nava, Xavier Giné, and Dean Karlan. "Finding Missing Markets (and a Disturbing Epilogue): Evidence from an Export Crop Adoption and Marketing Intervention in Kenya." *American Journal of Agricultural Economics*. (March 2009)

Farmers may grow crops for local consumption despite more profitable export options. DrumNet, a Kenyan NGO that helps small farmers adopt and market export crops, conducted a randomized trial to evaluate its impact. DrumNet services increased production of export crops and lowered marketing costs, leading to a 32% income gain for new adopters. The services collapsed one year later when the exporter stopped buying from DrumNet because farmers could not meet new EU production requirements. Farmers sold to other middlemen and defaulted on their loans from DrumNet. Such experiences may explain why farmers are less likely to adopt export crops.

Austin, James E., and Herman B. "Dutch" Leonard. "Can the Virtuous Mouse and the Wealthy Elephant Live Happily Ever After?" *California Management Review* 51, no. 1 (fall 2008): 77-102.

What happens when small iconic socially oriented businesses are acquired by large corporations? Such mergers create significant opportunities for creating both business value and substantially expanded social value, but they also pose unusually difficult challenges because the merging entities are often strikingly different in philosophy and operating styles as well as in scale. This article examines three examples—Ben and Jerry's acquisition by Unilever, Stonyfield Farm by Groupe Danone, and Tom's of Maine by Colgate—to ascertain what is distinctive about the merger process and to analyze the elements critical to success. The article offers suggestions on how other companies considering similar arrangements might best manage the process of courtship, developing agreements, and executing effectively within the newly merged entities.

Chance, Zoe, and Rohit Deshpandé. "Putting Patients First: Social Marketing Strategies for Treating HIV in Developing Nations." Special Issue on Metric and Interpretive Explorations of Macromarketing. *Journal of Macromarketing* 29, no. 3 (2009).

It is more than mere coincidence that the highest rates of HIV occur in the world's poorest countries. Of the over 40 million people currently living with HIV, 95 percent are in the developing world. The first part of this paper explores the economics of HIV and treatment from a social marketing perspective. The second part of the paper uses three specific case histories of successful social marketing organizations in Africa, Asia, and South America to inductively generate a consumer (patient)-centric marketing model. The focal organizations are unique in that they all identify patient needs first, then work backwards to develop economically viable solutions. These solutions are not without flaws, and the future of these programs remains uncertain, but we hope that illuminating these particular

cases within the consumer-centric marketing paradigm will shed light on ways in which other organizations may be able to serve the poor profitably.

Delmas, Magali, and Michael W. Toffel. "Organizational Responses to Environmental Demands: Opening the Black Box." *Strategic Management Journal* 29, no. 10 (October 2008).

This paper combines new and old institutionalism to explain differences in organizational strategies. We propose that differences in the influence of corporate departments lead their facilities to prioritize different external pressures and thus adopt different management practices. Specifically, we argue that external constituents—including customers, regulators, legislators, local communities, and environmental activist organizations—who interact with influential corporate departments are more likely to affect facility managers' decisions. As a result, managers of facilities that are subjected to comparable institutional pressures adopt distinct sets of management practices that appease different external constituents. We test our framework in the context of the adoption of environmental management practices using an original survey and archival data obtained for nearly 500 facilities. We find support for these hypotheses.

Reinhardt, Forest L., Robert N. Stavins, and Richard H.K. Vietor. "Corporate Social Responsibility Through an Economic Lens." *Review of Environmental Economics and Policy* 2, no. 2 (summer 2008). (February 2009)

Business leaders, government officials, and academics are focusing considerable attention on the concept of "corporate social responsibility" (CSR), particularly in the realm of environmental protection. Beyond complete compliance with environmental regulations, do firms have additional moral or social responsibilities to commit resources to environmental protection? How should we think about the notion of firms sacrificing profits in the social interest? May they do so within the scope of their fiduciary responsibilities to their shareholders? Can they do so on a sustainable basis, or will the forces of a competitive marketplace render such efforts and their impacts transient at best? Do firms, in fact, frequently or at least sometimes, behave this way, reducing their earnings by voluntarily engaging in environmental stewardship? And finally, should firms carry out such profit-sacrificing activities (i.e., is this an efficient use of social resources)? We address these questions through the lens of economics, including insights from legal analysis and business scholarship.

Werker, Eric D., and Faisal Z. Ahmand. "What Do Nongovernmental Organizations Do?" *Journal of Economic Perspectives* 22, no. 2 (spring 2008).

Nongovernmental organizations are one group of players who are active in the efforts of international development and increasing the welfare of poor people in poor countries. Nongovernmental organizations are largely staffed by altruistic employees and volunteers working towards ideological, rather than financial, ends. Their founders are often intense, creative individuals who sometimes come up with a new product to deliver or a better way to deliver existing goods and services. They are funded by donors, many of them poor or anonymous. Yet these attributes should not be unfamiliar to economists. Development NGOs, like domestic nonprofits, can be understood in the framework of not-for-profit

contracting. It is easy to conjure up a glowing vision of how the efforts of NGOs could focus on problem solving without getting bogged down in corruption or bureaucracy. But the strengths of the NGO model have some corresponding weaknesses—in agenda setting, decision making, and resource allocation. We highlight three factors in explaining the increased presence of NGOs in the last few decades: a trend towards more outsourcing of government services; new ventures by would-be not-for-profit "entrepreneurs"; and the increasing professionalization of existing NGOs.

Werker, Eric. "Power to the People." *Foreign Policy* (November – December 2008).

One of the most confounding global problems today is the skyrocketing cost of food. Prices for staple crops such as rice and wheat have more than doubled since 2006, putting an enormous strain on the 1.2 billion people living on a dollar a day or less. Non-governmental organizations (NGOs) and relief agencies are on the front lines of this global crisis, distributing food and other forms of assistance to the hardest-hit victims. But food handouts may be the last thing that poor countries need right now. Instead of more advice or another bag of rice, the poor should be given relief vouchers, says Eric Werker, assistant professor at Harvard Business School.

Working Papers

Austin, James E., and Herman B. Leonard. "Can the Virtuous Mouse and the Wealthy Elephant Live Happily Ever After?" *Harvard Business School Working Paper, No. 09-047*. (September 2008)

What happens when small iconic socially oriented businesses are acquired by large corporations? Such mergers create significant opportunities for creating both business value and substantially expanded social value, but also pose unusually difficult challenges because the merging entities are often strikingly different in philosophy and operating styles as well as in scale. We examine three examples—Ben and Jerry's acquisition by Unilever, Stonyfield Farm by Groupe Danone, and Tom's of Maine by Colgate—to ascertain what is distinctive about the merger process and to analyze the elements critical to success. We develop suggestions about how other companies considering similar arrangements might best manage the process of courtship, developing agreements, and executing effectively within the newly merged entities.

Austin, James, and Ezequiel Reficco. "Corporate Social Entrepreneurship." *Harvard Business School Working Paper, No. 09-101*, March 2009.

Corporate Social Entrepreneurship (CSE) is a process aimed at enabling business to develop more advanced and powerful forms of Corporate Social Responsibility (CSR).

Reid, Erin M., and Michael W. Toffel. "Responding to Public and Private Politics: Corporate Disclosure of Climate Change Strategies." *Harvard Business School Working Paper, No. 09-019*, August 2008. (Revised April 2009.)

The challenges associated with climate change will require governments, citizens, and firms to work collaboratively to reduce greenhouse gas emissions, a task that requires information on companies' emissions levels, risks, and reduction opportunities. This paper explores the conditions under which firms participate in this endeavor. Building on theories of how social activists inspire changes in organizational norms, beliefs, and practices, we hypothesize that shareholder actions and regulatory threats are likely to prime firms to adopt practices consistent with the aims of a broader social movement. We find empirical evidence of direct and spillover effects. In the domain of private politics, shareholder resolutions filed against it and others in its industry increase a firm's propensity to engage in practices consistent with the aims of the related social movement. Similarly, in the realm of public politics, threats of state regulations targeted at a firm's industry as well as regulations targeted at other industries increase the likelihood that the firm will engage in such practices. These findings extend existing theory by showing that both activist groups and government actors can spur changes in organizational practices and that challenges mounted against a single firm and an industry can inspire both firm and field-level changes.

HBS Course Materials

Abdelal, Rawi, and Thomas Koelble. "Londolozi: Towards a Sustainable Business Model and Ecological Integrity in Southern Africa." Harvard Business School Case 709-001.

The Londolozi game viewing reserve in South Africa became a defining icon of ecotourism during the 1990s and early 2000s—that is, a tourist business promoting ecological land management and, at the same time, local economic development. The reserve was in a region in the northeastern part of the country, not far from Mozambique, that sorely called out for progress in both these dimensions. The Sabi Sand Game reserve (within which Londolozi was located) was initially created by the government to provide hunters with an area in which to hunt wildlife. The government retained a portion of the reserve as the Kruger National Park, which allowed visitors to view wildlife, but banned hunting, in an effort to boost wildlife populations. The KNP was initially fenced off from the Sabi Sands Game reserve to prevent hunters from moving into the wildlife reserve. The fence, however, also prevented traditional east-west migration of animals across the region. Through the 1980s and 1990s, the farms within the Sabi Sand Game reserve converted their functions from hunting to wildlife viewing, and the fence was taken down. The new challenge for the farms while transforming into wildlife viewing became land management and local economic development.

Applegate, Lynda M. "Work Is Good: Branding the Employ+Ability Mission." Harvard Business School Case 809-028.

Employ+Ability, a small company employing developmentally disabled adults, finds itself competing with low-cost producers of its core products—therapeutic hot and cold packs. How might an innovative branding campaign, centered on the company's core value of "Work Is Good," enable it to effectively compete with them?

Bell, David E., and Brian Milder. "Alliance for a Green Revolution in Africa (AGRA)." Harvard Business School Case 509-007.

In 2006, the Bill and Melinda Gates Foundation and the Rockefeller Foundation joined together to form a new organization, AGRA, to tackle the historic challenge of increasing agricultural production in Africa. Launched with much fanfare and led by former U.N. Secretary-General Kofi Annan as chairman of the board, AGRA sought to help millions of African farmers and their families achieve food security and lift themselves out of poverty. By 2008, AGRA had assembled a strong leadership team and had funded numerous small projects ranging from seed development to education. However, it needed to secure additional funding from public and private donors, gain the cooperation of governments, and catalyze private markets to achieve its goals.

Casadesus-Masanell, Ramon, and Jordan Mitchell. "Greenpeace." Harvard Business School Case 708-418.

Nearly all environmental organizations have a similar aim: to stop the degradation of the natural environment. However, the strategies which environmental organizations choose to employ are sometimes starkly different. Compares the models of two dissimilar environmental powerhouses: Greenpeace and World Wildlife Fund for Nature (WWF). Active in 100 countries, WWF works with governments, businesses, other NGOs, and communities to set up conservation programs to preserve natural habitat. In contrast, Greenpeace works to campaign for environmental change against governments and corporations and accepts funding only through individuals and foundation grants. Explores the detailed history and business models of both organizations.

Childress, Stacey, and Andrea Alexander. "The Posse Foundation: Implementing a Growth Strategy." Harvard Business School Case 309-056.

The Posse Foundation selected high-potential, non-traditional students to attend selective colleges as part of a group of 10 from the same city. The organization had developed an ambitious growth plan, but because it focused on the most selective colleges, the pool of available university partners was somewhat limited. Some members of Posse's board wondered if the organization should broaden the criteria for potential partner colleges in order to more quickly grow the number of students it served. If Posse defined its impact as helping as many non-traditional students as possible enter and graduate from college, expanding the list of acceptable partners might make sense. But CEO Deborah Bial believed that selective colleges provided Posse scholars with more than just superior career opportunities—they were a gateway to influential leadership positions and powerful networks. If Posse defined its impact as changing the demographic makeup of the leadership of professions such as law, business, medicine, and education, then perhaps it should continue to target only the most selective colleges. The case provides an opportunity for readers to be in the CEO's shoes and weigh the consequences of each approach.

Childress, Stacey, and Geoff Marietta. "College Summit." Harvard Business School Case 309-088.

College Summit, a nonprofit organization "committed to the day when every student who can make it in college makes it to college," was faced with an important strategic decision. After growing rapidly at more than 30% a year for the last several years, founder and CEO, J.B. Schramm; Chief Strategy Officer, Mora Segal; and the College Summit team must now decide whether or not to dramatically redefine their organization's theory of change. College Summit could continue to "get results and grow real fast" or make the bold choice to re-conceptualize its strategy to focus on system-level change. While there were numerous risks to pursuing the alternative strategy for Schramm and Segal, the possibility of helping redefine the purpose of secondary education might be too significant to ignore.

Childress, Stacey, and Geoff Marietta. "Invest Early: Early Childhood Development in a Rural Community." Harvard Business School Case 309-089.

Invest Early was an early childhood development partnership in rural northern Minnesota between 14 different organizations, which worked together through an advisory board, governing board, and leadership team in order to deliver coordinated early childhood services to young children living in poverty and just above poverty. Initial results showed that Invest Early children were better prepared for kindergarten than their low-income counterparts and the proficiency gap between Invest Early and high-income children had decreased significantly. Integrating and sustaining such a complicated network of individuals and organizations was not easy; it had taken over 10 years and thousands of hours of meetings. Issues such as the continued availability of funding and leadership turnover still threatened the effectiveness of the collaboration, and the economic recession would almost certainly impact future leadership team decisions. Furthermore, the longstanding Head Start Education Manager, Dolores Bretti, was set to retire. Future challenges, such as declining budgets and Bretti's retirement, would require many more hours of meetings and collaborative solutions. Invest Early Director, Jan Reindl, felt that she and the Leadership Team members were ready for anything but also wondered how new personalities and a different operating environment would influence Invest Early. What would need to change? What should remain the same? How could Invest Early and the Leadership Team be prepared for it all?

Childress, Stacey, Geoff Marietta, and Sara Suchman. "Boston Teacher Residency: Developing a Strategy for Long-Term Impact." Harvard Business School Case 309-043.

In June 2008, Jesse Solomon, the founding director of the Boston Teacher Residency (BTR), faced an important decision about the organization's strategic direction. Since its founding in 2003, 125 of its graduates had joined the Boston Public Schools (BPS) and BTR had established a reputation as a provider of some of the district's best-prepared new teachers. Yet Solomon wondered if their approach so far was optimal going forward. Carol Johnson, the new superintendent for BPS, was developing a district-wide improvement strategy that prioritized accelerating the performance of the district's lowest performing schools. But, relatively few BTR graduates joined these schools—they were free to pursue teaching openings at any school in the district. Solomon knew the potential to partner more closely with the new superintendent was a time-sensitive opportunity with a number of questions. What were the implications of moving from an open hiring market to the

placement of cohorts of BTR graduates in high-priority schools? Was BTR's model sufficient to prepare new teachers to join struggling schools in the absence of a comprehensive turnaround strategy? How could BTR continue to strengthen the quality of its program while supporting the new superintendent's priorities?

Childress, Stacey, Scott Benson, and Sarah Tudryn. "New Schools for New Orleans 2008." Harvard Business School Case 308-074.

Founded in the wake of Hurricane Katrina as a catalyst for the transformation of the public education system in New Orleans, President Sarah Usdin and CEO Matt Candler must adapt their strategy to respond to a continuously shifting local context. By 2008, conditions on the ground begin to stabilize, creating a new set of challenges in realizing the organization's vision to provide excellent public schools for every child in New Orleans.

Childress, Stacey. "If We Blew It Up, Then We Could...." Harvard Business School Exercise 309-042.

By setting up a thought experiment, this exercise challenges students to examine their own assumptions about the meaning of the word "public" in public education, as well as to understand competing assumptions held by others.

Elberse, Anita, and Crissy Perez. "The Metropolitan Opera (A)." Harvard Business School Case 509-033.

In April 2007, the New York City Metropolitan Opera's general manager Peter Gelb looks back on the first season of a daring experiment to broadcast performances live in high-definition to movie theaters across North America. While the "Live in HD" program has received mostly positive reviews, there are lingering concerns. Do the benefits of the simulcasts continue to outweigh the possible drawbacks and the significant operational and financial resources?

Goldberg, Ray A., Djordjija Petkoski, and Kerry Herman. "Fighting Malnutrition and Hunger in the Developing World." Harvard Business School Note 909-406.

The millennium objectives of reducing poverty and malnutrition are not being met. How do the private, public, and NGO sectors of society work together to achieve better results and include the recipients in the process?

Grossman, Allen S., Thomas J. Steenburgh, Lauren Susan Mehler, and Matthew Benjamin Oppenheimer. "Planned Parenthood Federation of America in 2008." Harvard Business School Case 309-104.

As with many national non-profits, Planned Parenthood is organized as 100 separate 501(c)3 organizations. What is the best structure for Planned Parenthood to fulfill its mission?

Grossman, Allen, and Geoff Marietta. "Montgomery County Business Roundtable for Education." Harvard Business School Case 309-105.

Montgomery County Business Roundtable for Education (MCBRE) was a business-public education partnership with Montgomery County Public Schools (MCPS) that promoted cross-sector knowledge sharing and academic excellence. Its suite of core student programs, such as "720," where business leaders addressed nearly half of the ninth-grade class about the importance of achievement in high school, and the Young Professionals Conference, an event for juniors that highlighted exciting business practices, allowed businesses to connect with students at the individual level. At the same time, the creation of platforms for business-education learning brought system-level improvements. In particular, MCBRE's board of advisors meetings brought together top executives from companies such as Lockheed Martin, NASDAQ, and PricewaterhouseCoopers with MCPS leaders to learn about management and leadership practices. After leading MCBRE for the past five years, first as executive director and now as board chair, Jane Kubasik was leaving. While the newly hired executive director, Heather Schwager, was more than qualified to take over, there were some concerns. Kubasik had planned and implemented most of MCBRE's current initiatives and single-handedly recruited nearly all of MCBRE's current members. Would MCBRE be able to retain its impressive membership without Kubasik? With its selective invite-only criteria for new members, would MCBRE be able to continue to grow? Should growth even be a goal?

Grossman, Allen, and Naomi Greckol-Herlich. "Note on the Nonprofit Sector." Harvard Business School Note 308-033.

This note introduces students to the current state of the nonprofit sector around the world. It also provides insight into the sector's origin and purpose as well as the identifying important current trends. The note draws on numerous sources to provide a single resource for readers to gain understanding of this complex sector. The intended audience includes students, prospective professional leaders, those considering joining a board, consultants to the sector, or anyone wishing to learn more about the field.

Grossman, Allen, and Naomi Greckol-Herlich. "Year Up." Harvard Business School Case 308-032.

Year Up, a nonprofit job-skills training program for low-income, urban youth has run four successful programs in four cities for the past seven years. Now, after an ambitious capital campaign, the organization is poised to grow into a national program in an attempt to reach the 4.3 million disconnected youth in the United States, but will the organization be able to maintain high-quality results as it goes to scale?

Grossman, Allen, and Stacey Childress. "Note on the Nonprofit Coherence Framework." Harvard Business School Note 309-035.

This note presents the Nonprofit Coherence Framework. It helps nonprofit leaders identify the key elements that support an organizational strategy focused on attaining high performance, bring those elements into a coherent relationship with the strategy and each other, and help guide the actions of people throughout an organization in the pursuit of high levels of individual and organizational achievement. This note proposes that to attain high performance, a nonprofit organization must have all of its organizational elements—

culture, structure, systems, resources, stakeholders, and the operating environment—working together to drive strategy.

Grossman, Allen, Catherine Ross, and William Foster. "Youth Villages." Harvard Business School Case 309-007.

Tennessee-based nonprofit Youth Villages had an impressive record of serving emotionally and behaviorally troubled youth and their families, with higher success rates and lower costs than most child services providers. Yet expanding to offer its services on a broader scale proved challenging.

Grossman, Allen, Naomi Greckol-Herlich, and Catherine Ross. "The Bridgespan Group: Chapter 2." Harvard Business School Case 309-020.

The Bridgespan Group was launched in 2000 by management consulting group Bain & Company as a nonprofit focused on strategy consulting for nonprofits and philanthropists. Over the next eight years, Bridgespan expanded its services to include executive search, knowledge sharing, and a web-based job matching service. While its growth was welcome, Bridgespan's leaders and board wanted to strengthen Bridgespan's positive impact on the nonprofit sector as a whole.

Herzlinger, Regina E., and Michael S. Sherman. "HealthAllies (A)." Harvard Business School Case 302-019.

This case describes a "do good and do well" firm that enables individuals to buy health care services at discounted prices. It delineates the characteristics of the uninsured and others who are the primary targets for the firm. "HealthAllies (B)" provides information about subsequent events.

Isenberg, Daniel J. "Lapdesk Goes Global—Africa First." Harvard Business School Case 809-066.

Shane Immelman, founding CEO of the Lapdesk Company of South Africa, is facing a number of challenges in taking Lapdesk from South Africa into the rest of the African continent. How should the African strategy be different from that of South Africa? What is the appropriate structure?

Kaplan, Robert Steven, and Sophie Hood. "Bob Beall at the Cystic Fibrosis Foundation." Harvard Business School Case 409-107.

Bob Beall is the Chief Executive Officer of the Cystic Fibrosis Foundation (CFF). CFF is an extremely successful organization, but Beall has to determine how to manage the organization through the financial crisis of 2008–2009. In this situation, donations are likely to decline, investment surplus has declined and biotech partners are challenged to finance joint projects as well as their own operations. Beall is striving to find a cure for cystic fibrosis while also determining what priorities he must emphasize and what trade-off decisions he must make in managing through the current period. He is preparing for a

meeting with his board of trustees where he plans to discuss the current situation and the key decisions the organization needs to make.

Kaplan, Robert Steven, Chris Marquis, and Brent Kazan. "The Miami Project to Cure Paralysis." Harvard Business School Case 408-003.

Marc Buoniconti is the co-founder of the Miami Project to Cure Paralysis, a nonprofit medical research organization. The project was founded in 1985 by Marc and his father Nick, a former Hall of Fame football player, when Marc suffered a spinal cord injury. In 2007, Marc was still confined to a wheelchair, but the Miami project had developed into the world's largest spinal cord injury research and treatment center. It had 250 employees, operated from a \$37 million state of the art facility located on the University of Miami Miller School of Medicine campus, and had raised in excess of \$275 million since its inception. However, there was still no cure for spinal cord injury, and many of the project's supporters were becoming anxious for a substantial clinical breakthrough. Fundraising was always a concern, particularly as government spending on research was declining. Marc and his father were keenly aware of the challenge of maintaining the enthusiasm and financial backing of the Miami Project's supporters. Yet they needed to avoid over-promising regarding the likelihood of potential breakthroughs, which required painstaking research and stringent clinical trials. The leadership also questioned whether the mission should remain focused on spinal cord injury, or whether it should broaden to include brain trauma and other neurodegenerative diseases such as Alzheimer's and Parkinson's. Case provides an opportunity to discuss the challenges of non-profit management, medical research and to debate appropriate strategy for the Miami Project in 2007.

Khanna, Tarun, Sonali R. Bloom, and David E. Bloom. "Sex, Drugs, and Rock 'n Roll: The MTV Approach to Tackling HIV/AIDS." Harvard Business School Case 709-429.

This case explores the role that MTV, with its heavy diet of music and general youth-oriented media content, plays in spreading public-service messaging to contain the scourge of HIV/AIDS worldwide. There is a focus especially on its efforts in several emerging markets, particularly the parts of Africa that have a heavy disease incidence. MTV has developed a DNA of public service announcements that it claims are of central relevance to its high-risk customer base. How core is this to the strategy of a for-profit firm like MTV? What role can a multinational play in helping develop the health care "soft" infrastructure in such emerging markets?

Koehn, Nancy F., Marya Lisl Hill-Popper Besharov, and Katherine Miller. "Starbucks Coffee Company in the 21st Century." Harvard Business School Case 808-019.

The case explores the opportunities and challenges confronting Starbucks in the early 21st century. For more than 15 years, Starbucks has grown swiftly and successfully, helping create a large, dynamic market for specialty coffee, building one of the world's most powerful brands and forging a new business model based on industry disrepair and responsible global citizenship. In 2008, Starbucks leadership faces a range of issues—

inside and out of the company—related to that success. This case examines these issues in the context of a changing economy, increased competition, evolving consumer priorities, and the organization's place on the larger global stage.

Leonard, Herman B., Marc J. Epstein, and Melissa Tritter. "Absolute Return for Kids." Harvard Business School Case 309-036.

Absolute Return for Kids [ARK] is a charity with strong financial support—what are the constraints on its growth and impact? ARK seeks to transform the lives of children who are victims of abuse, disability, illness, and poverty. As one of the 50 largest fundraising charities in the United Kingdom, the organization's trustees wrestle with how to meet the needs of this vast and most vulnerable population through program expansion and delivery in Eastern Europe, South Africa, and the United Kingdom. How can the organization replicate its existing successful programs faster, both within and existing new countries? How can it best identify new areas into which ARK should expand over the near term and further down the road—and recognize the ones that would overstretch ARK's organizational capacity and risk failing to maintain the highest quality of delivery?

Marquis, Chris, V. Kasturi Rangan, and Alison Comings. "Shaklee Corporation: Corporate Social Responsibility." Harvard Business School Case 509-031.

Having bought Shaklee Corporation from Yamanouchi, Roger Barnett, its owner and CEO, wrestled with the question of how to grow the company and its reputation for environmental sustainability. In addition to preserving the "network marketing" nature of its sales channel (because it creates jobs and entrepreneurs), Barnett wished to take the business model to sub-Saharan Africa and South Asia.

McGinn, Kathleen L., Deborah M. Kolb, Anne Acosta, and Cailin B. Hammer. "Congo River Basin Project: Role for Dr. Campos." Harvard Business School Exercise 909-040.

The director of a research coalition and the founder/coordinator of an NGO consortium meet to discuss the possibility of jointly drafting a proposal for an integrated research and development project in the Congo River basin. Approved projects will receive an annual operating budget of \$2 million. Together they must develop a joint plan for how the money should be spent.

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Mikes, Anette, Peter Tufano, Eric Werker, and Jan-Emmanuel de Neve. "The World Food Programme during the Global Food Crisis (A)." Harvard Business School Case 709-024.

Rising food prices threatened an unprecedented number of people around the world with malnutrition or starvation in 2008. The new Executive Director of the United Nations' World Food Programme (WFP)—the world's largest food relief agency—must not only address this challenge but also must rethink the WFP's strategy in the rapidly changing world of humanitarian assistance.

Moon, Youngme, Michael Norton, and David Chen. "(PRODUCT) RED (A)." Harvard Business School Case 509-013.

Describes the launch and initial results of the (PRODUCT) RED campaign, a social marketing initiative conceived by U2's Bono and Bobby Shriver to combat AIDS in sub-Saharan Africa. The company licensed the (RED) brand to partner companies, which initially included Gap, Apple, Motorola, Armani, and American Express. The business model was structured to benefit partner companies by increasing consumer purchases—of (RED)-branded products such as red iPods and phones—while also resulting in increased donations to the Global Fund.

Moon, Youngme, Michael Norton, and David Chen. "(PRODUCT) RED (B)." Harvard Business School Supplement 509-014.

Updates the (PRODUCT) RED (A) case through early 2008, including announcements of new partner relationships (with Hallmark, Microsoft, and Dell) as well as new communications initiatives.

Narayanan, V.G., and Pamela Freed. "Ujjivan: A Microfinance Institution at a Crossroads (A)." Harvard Business School Case 108-057.

Samit Ghosh, the CEO and founder of Ujjivan, a major microfinance provider in Bangalore, wants to grow his business rapidly and become financially sustainable, but he's struggling with staff fraud, high costs, and how to stay true to Ujjivan's mission of poverty alleviation, while simultaneously reaching out to higher-income customers. The case explores how Ujjivan can grow, looking at such issues as new technology, diversifying product offerings, and how to hire the best staff.

Narayanan, V.G., and Pamela Freed. "Ujjivan: A Microfinance Institution at a Crossroads (B)." Harvard Business School Supplement 108-083.

Case (B) of "Ujjivan: A Microfinance Institution at a Crossroads" addresses some of the actions Ujjivan, a microfinance provider in Bangalore, has taken with regard to issues raised in the (A) case, particularly regarding fraud and establishing financial sustainability. For example, the CEO of Ujjivan, Samit Ghosh, decides to strengthen the Audit Team and implements new loan products.

Paine, Lynn S., and Lara Adamsons. "Business and Human Rights." Harvard Business School Note 309-097.

This note addresses some of the most frequently asked questions about the relation between human rights and business. Topics include the definition of human rights, the business leader's role regarding human rights, and legal liability of companies and executives for violating human rights.

Perold, André F., Forest L. Reinhardt, and Mikell Hyman. "The Carbon Market in 2008." Harvard Business School Note 209-064.

The carbon market has emerged in response to concerns about global climate change. This note characterizes the market in 2008, describing each segment and how it operates.

Rangan, V. Kasturi, and Katharine Lee. "Merck: Global Health and Access to Medicines." Harvard Business School Case 509-048.

The case describes the effort of Merck, a global leader in pharmaceuticals, in making available its medicines to the poor. The challenge for the company (or for that matter, any pharmaceutical company) is how to integrate its business strategy with its corporate social responsibility, especially when operating in "lower income" countries.

Rangan, V. Kasturi, and Katharine Lee. "Repositioning CARE USA." Harvard Business School Case 509-005.

CARE USA, a large (\$600 million) international nonprofit/NGO, had recently revamped its external branding and positioning in support of its international development work. The case lays out the challenges facing its new CEO, Helene Gayle, as she manages through the organization's transition.

Rangan, V. Kasturi, and Katharine Lee. "Who Killed Bhavani Manjula?—A Story of Microfinance in Andhra Pradesh." Harvard Business School Case 508-021.

Rangan, V. Kasturi, and Regina Garcia-Cuellar. "Grupo Bimbo: Growth and Social Responsibility." Harvard Business School Case 509-025.

Bimbo, headquartered in Mexico with 2008 sales of \$7 billion, was one of the largest bakery companies in the world. Even as it had grown spectacularly in the last several decades, the company had earned a stellar reputation for its corporate social responsibility (CSR). As the company set its sights on international expansion, its third generation CFO, Daniel Servitje, wondered how to keep its growth and CSR objectives neatly aligned.

Reinhardt, Forest, and Nazli Uludere. "Buildings and Energy." Harvard Business School Case 708-024.

Presents data on opportunities to conserve energy in buildings, which account for about a third of all energy use. Encourages readers to think about the impediments to energy

efficiency in the buildings sector and the ways in which entrepreneurs can profitably surmount the obstacles.

Retsinas, Nicolas P., Arthur I. Segel, and Ben Creo. "The Big Easy, Not So Easy." Harvard Business School Case 208-068.

Enterprise Community Partners must determine whether to rebuild the Lafitte housing projects in hurricane-ravaged New Orleans and, if so, how to mitigate the risks. Set in January 2007, more than a year after Hurricane Katrina made landfall, the case examines how Enterprise has a number of environmental, contractual, reputational, and legal risks to overcome in making the project a success. Given these risks, Enterprise is unsure whether to rebuild in New Orleans at all and whether to renovate the site or redevelop it into a mixed-income community.

Retsinas, Nicolas P., and Ben Creo. "The Big Easy, Not So Easy: The Letter." Harvard Business School Supplement 208-125.

A short, supplemental case to "The Big Easy, Not So Easy" (208-068). Doris Koo must respond to new challenges at Lafitte in New Orleans.

Retsinas, Nicolas P., Arthur I Segel, Marc Diaz, and John Shepherd. "Kibera and the Kenya Slum Upgrading Project (A)." Harvard Business School Case 207-017.

Kenya's Minister of Housing faces tremendous pressures in dealing with the pervasive housing troubles in his country. Kibera is the largest slum in Africa and home to more than 800,000 residents, yet only measures two square kilometers, roughly half the size of Manhattan's Central Park. Most homes are single-story structures and the density is 3,000 persons per hectare (compared to 43 in London, 100 in New York City, and 143 in Tokyo), making this one of the most densely populated areas in the world. The slum's living conditions are abysmal by Western standards and gets little to no support from the local government due to the entrenched bureaucracy that has seemingly misaligned interests in the slum.

Simons, Robert L., and Kathryn Rosenberg. "American Cancer Society: Access to Care." Harvard Business School Case 109-015.

CEO John Seffrin decides to radically change the strategy of the American Cancer Society. The new Access to Care strategy relies on advocacy to change public policy and increase the number of Americans eligible for cancer prevention and treatment. The new strategy brings with it considerable political risk. Leveraging an organization with three million volunteers, this case describes how he skillfully transforms the organization (structure, control systems, staff, shared values, etc.) to implement the new strategy.

Spar, Debora L., and Brian DeLacey. "The Coartem Challenge (A)." Harvard Business School Case 706-037.

In November 2005, Novartis, a major global pharmaceutical firm, is reviewing its Coartem program, an ambitious attempt to deliver life-saving malaria drugs, at cost, to millions of

poor Africans. The company is deeply committed to the project, but it is also struggling with the organizational issues involved in dealing with international institutions like the World Health Organization and fitting nonprofit objectives into a for-profit structure.

Sucher, Sandra J., and Daniela Beyersdorfer. "Note on Socially Responsible Investing." Harvard Business School Note 609-060.

This note describes Socially Responsible Investing, providing a brief history, description of different socially responsible investing approaches, and overview of selected players and institutions involved in the socially responsible investing field. It has been written to provide background for the case study on Generation Investment Management.

Vietor, Richard H. K., and Juliana Seminerio. "Note on the Global Wind Industry." Harvard Business School Note 709-005.

This note provides background information on the global wind industry and is meant to accompany HBS cases "The Suzlon Edge" (708-051); "Cape Wind: Offshore Wind Energy in the USA" (708-022); and "Supergrid" (707-016).

Wei-Skillern, Jane, and Kerry Herman. "World Wildlife Fund US." Harvard Business School Case 308-035.

World Wildlife Fund US is a leading international conservation nonprofit that operates within a global network of WWF organizations. This case examines WWF US's strategy to achieve its mission of protecting natural wildlife and resources. In contrast to traditional approaches in which WWF country programs operated relatively independently, the new strategy involves integrating WWF US more fully within the global WWF network, and fostering longer-term, trust-based relationships among all partner organizations toward their shared conservation goals. The case highlights the Tesso Nilo conservation project, which brought together various WWF partners to stop illegal logging in Sumatra and revive its wildlife environment to illustrate a network approach within a global multisite nonprofit.

Other Publications

Childress, Stacey, and Geoff Marietta. A Problem-Solving Approach to Designing and Implementing a Strategy to Improve Performance. Public Education Leadership Project at Harvard University Series. Harvard Business School Publishing, 2008.

This note helps teams work through a problem-solving process that facilitates the design and implementation of a strategy for continuous improvement.

Petkoski, Djordjija B., V. Kasturi Rangan, and William S. Laufer. "Business and Poverty: Opening Markets to the Poor." Development Outreach: World Bank Institute, June 2008.