

Strategy and Sustainability: Business Models for Social Innovation

SYLLABUS

Christian Seelos
Director, IESE Platform for Strategy and Sustainability (IPSS)
cseelos@iese.edu

Language: English

“Strategy is the art of enacting the future”

INTRODUCTION

Markets in developed countries succeeded in catering efficiently to many if not most basic human needs and increasingly sophisticated customer wants. At the same time, the persistence and severity of global poverty indicates a number of economic and social hurdles to achieving a global form of sustainable development. Progress requires innovation in technologies, products and services but mostly also in the process of how to engage the poor and how to build business models able to satisfy the needs of the poor while being financially sustainable. These solutions are not limited to the non-profit sector or to social entrepreneurs but provide a viable concept for profit oriented firms as well. Creating these solutions involves recognizing opportunities, combining and mobilizing resources, triggering positive change in various domains, and building sustainable business models that ensure access and scale of impact.

OBJECTIVES

In this module we will discuss the challenges of making social and economic development happen – as individual citizens, as entrepreneurs and as managers of companies. In group discussions we will reflect on organizations from different countries to learn from various entrepreneurial approaches aimed at achieving a more inclusive and sustainable form of development. A short hands-on workshop will introduce an analytical technique for evaluating, understanding and designing inclusive business models – you will also find this technique fruitful for understanding, improving and communicating your own businesses.

What you will learn

Learning requires that you come with an attitude of actively engaging with all participants to better understand:

- the main dimensions of “sustainable development” that create opportunities as well as threats for entrepreneurs and established organizations
- the challenges of enacting and sustaining social innovations and some creative and inspiring examples for how to make it happen
- how you can use strategic tools to analyse and design organizations that wish to cater to important social needs

Readings	
	<p>Required Readings: (You are expected to read the cases carefully before the start of the sessions and to think through the assigned questions (see below for details).</p> <ul style="list-style-type: none">○ Sekem: liberando una visión. Un enfoque artístico de la iniciativa emprendedora" (IESE DG-1466)

	<ul style="list-style-type: none"> ○ Telenor in Bangladesh (A + B), (INSEAD 304-147-1 and 304-148-1) <p><u>Background Readings in case you want to go deeper after the course - no pre-reading required:</u></p> <ul style="list-style-type: none"> ○ Seelos, Ch., Mair, J. (2005) Sustainable Development, Sustainable Profits. <i>European Business Forum</i> (20): 49-53 ○ Seelos, Ch. (2010) Theorizing and Strategizing with Models. IESE Working Paper.
<p>Course Agenda Day 1</p>	
<p>Session 1</p>	<p><u>Part I - Building Blocks of Inclusive Business Models</u></p> <p>Introduction to the Case Method and the Sessions</p> <p>Case Discussion - Sekem</p> <p><u>Required Reading:</u> Case Study: "Sekem: liberando una visión. Un enfoque artístico de la iniciativa emprendedora" (IESE DG-1466)</p> <p>During your pre-reading of the Sekem case please reflect on the following questions and be ready to share your views during the session:</p> <ol style="list-style-type: none"> 1. What were some of the major hurdles that Abouleish faced to making progress in the first couple of years? How do you evaluate Abouleish's strategies to overcome them? 2. How does Sekem create value? What types of or dimensions of value does Sekem create? Who benefits from Sekem? 3. Is Sekem a "blueprint of the organization for the 21st century"? Evaluate if Sekem could be replicated in other countries and how. <p>We will analyze the Sekem case in a systematic manner with everyone participating to share and develop insights.</p>
<p>Session 2</p>	<p>Sekem Wrap-up and Learnings</p> <p>Discussion</p> <p>Introduction to Business Models as Strategy Tools</p> <p>Videos, Cases and Mini-Lecture</p>
<p>Session 3</p>	<p><u>Part II – Dynamics of Innovative Business Models for Social and Economic Development</u></p> <p>Study Time</p>

	<p>Session 2 prepared you for working with business models as analytical tools. You will get a case study hand out that you need to read individually. Identify the main elements of the business model of the focal organization and make notes of these elements and how they fit together.</p> <p>Study Group Workshop – Modeling a Business Model</p> <p>In your designated study group, you will compare your individual insights and work together on a visual map of the business model of the case study organization you have just read and analyzed. Instructions will be given in the introduction and throughout the workshop.</p> <p>Group Presentations of Business Models</p> <p>Every group will present their analysis of the business model they have prepared and we will discuss the various perspectives and distill some tips and tricks of how to fine-tune this analytical technique. We will also discuss how this can be used for analyzing any type of organization including your own.</p>
<p>Sessions 4 and 5</p>	<p>Telenor, Case Discussion and Wrap Up</p> <p><u>Required Reading:</u> Case: Telenor in Bangladesh A (INSEAD 304-147-1) and B (INSEAD 304- 148-1)</p> <p>During your pre-reading of the Telenor case please reflect on the following questions and be ready to share your views during the session:</p> <ol style="list-style-type: none"> 1. Put yourself in the shoes of Telenor's CEO Tormod Hermansen in the mid 1990s. How would you evaluate Bangladesh as a business opportunity for Telenor? What are the potential benefits and what are the risks of going to Bangladesh? 2. Why did Telenor choose a not-for-profit partner, the Grameen Bank, for the overall business model? Could/should Telenor have done it alone or partner with the IMF or other mainstream development organizations? 3. What are the elements of the emerging business model? Is the model a success? If not, how could it be improved? If yes, what are the success factors? 4. What is the long-term impact for the major stakeholders of this project? <p>We will analyze the case in a systematic manner with everyone participating to share and develop new insights.</p> <p>Wrap-Up Discussion</p>