Social Entrepreneurship Assignments

**Assignment 1:**

**Cinepop: Bringing Movies to the PeopleIs**

Going to the movie theater is a privilege or a right that even people who are poor or who live in rural areas or shanty towns in cities should also enjoy?The economic evidence suggests that poor people do not have access to movie theaters because of the price of movie tickets and the lack of disposable income. To address this issue, Ariel Zylbersztejn, a native of Mexico and entertainment ‘master’, launched Cinepop (www.cinepop.com.mx) in Mexicoin 2004. Cinepop offers free outdoor movie screenings to low-income families in Mexico. Zylbersztejn realized that over 90% of people had no access to the movies because of the high price of movie tickets. Therefore he explored the idea of bringing the movies to the people. Indeed, he pondered the following question. If people cannot go to the movies, why not bring the movies tothem.1 Cinepop operates as a for-profit social venture. It offers free outdoor movies on giant inflatable screens. Cinepop’s business model consists of using sponsorship from large, medium-size and small corporations to fund its operations and generate a profit. In return, the corporations use Cinepop events as promotional venues to expose their products, sell some of them and directly communicate with potential customers. The events are a means of reaching bottom-of-the pyramid customers. Cinepop also benefits from the support of local governments that provide the venues, usually, public places in the communities where the events are held. The local governments also provide electrical hook-ups, security, and sanitation services. In return, these local governments can use the venues to promote social issues, such as health and diet. Cinepop also provides them with a database that they can use to understand the needs of these communities.Cinepop has three key stakeholders, the beneficiaries who do not pay for the movies, the sponsoring corporations that use the venues to promote their products or services, and the local governments that promote social issues.The events also help create an emotional connection for beneficiaries and atailored value proposition for each stakeholder. Cinepop has clear incentives for each partner and can demonstrate to some extent measurable benefits for each of them. For example, sponsors can use the venues to brand themselves and even sell their products. A slight refinement of Cinepop’s business model consists now in the addition of the Opportunity Tent, a form of mobile mall in which companies buy a three-by-three-meter space to promote products and services. More than 20,000 people per week come through the OpportunityTent and are offered health, housing, clothing, micro-credit, consulting, and coaching services.3Although viewing movies may not be perceived as a basic need or an endemic social problem, such as poverty, that must be alleviated, it is appropriate to acknowledge that Cinepop helps these families experience moments of entertainment and happiness. The events bring together family and community members and could represent a morale booster. Cinepop Provides bottom-of-the pyramid customers the opportunity to enjoy the amenities that life offers.Zylbersztejn received several awards for the success of his social venture including being named the Social Entrepreneur of the Year in 2006 by theSchwab Foundation. In 2009, he was invited to participate in the WorldEconomic Forum’s Global Agenda on the future of entertainment. Cinepopwas named the most innovative company in Mexico in 2007.4Cinepop has reached more than 10 million people and has an annual budget of more than 21 million dollars. It has 100% of earned income. Frilled with the success of Cinepop in Mexico, Zylbersztejn is now exploring the possibility of scaling his social venture in other countries, such as Brazil,China and India.

**Case Questions:**

1. Explain Cinepop’s business.
2. Identify Cinepop’s key stakeholders. And What do each of the stakeholders gain from Cinepop’s activities?
3. Identify the potential challenges of scaling Cinepop in the three countries identified in the case. How can these potential challenges be addressed?
4. What other benefits do you think offering free movies provide to the beneficiaries? Explain.
5. What are the potential SDGs in this case?

**Assignment 2:**

**Aakar Innovations**

Sombodhi Ghosh and Jaydeep Mandal, two friends, saw a problem in Indiaand decided to create Aakar Innovations, a social venture, to address an issue relating to women’s health. They found that many women in India did not use menstruation hygiene items for one or a combination of four reasons:• awareness;• affordability;• availability;• and disposability.Because of these reasons and traditional Indian taboos, women were using traditional means that could lead to infections, maternal complications, andeven cancer. To remedy these problems, the pair started Aakar Innovations,which manufactures sanitary napkins for rural and poor women. It is worth mentioning that their initiative was inspired by ArunachalamMuruganantham’s idea of making sanitary pads in India. According to the findings of a comprehensive nationwide survey carried out by AC Nielsen and reviewed and endorsed by Plan India, only 12 percent of the 355 million menstruating women in India use sanitary napkins; and usage in rural areas is even lower, at 2–3 percent.Most of these women are poor and cannot afford the sanitary napkins sold by multinationals, such as Procter & Gamble. Thus, Aakar Innovations is facilitating the production of low-cost sanitary napkins in rural areas using agro-wastes, including banana fiber, bagasse, bamboo, and water hyacinth.The napkins are marketed under the brand name Anandi—meaning “joy and happiness”—and are priced at 40 percent less than the cheapest regular sanitary napkins sold by mainstream manufacturers. Aakar Innovationssupplies the machines to the women, sets up production centers, supplies raw materials, offers technical support, and advises on marketing. The napkins are safe and sterilized by ultraviolet light and meet all of the quality requirements of the BIS (Bureau of Indian Standards).Aakar Innovations is a hybrid social venture. Its non-profit arm—AakarSocial Ventures—is involved in community engagement, capacity-building,and increasing awareness of menstrual hygiene. Its for-profit component manufactures the sanitary napkin machines and sells them to rural women. Onits website, Aakar Innovations claims that it transforms lives by distributing high-quality, compostable sanitary pads to girls and women throughout ruralIndia. It also identifies the problem it intends to solve and the solution it provides. The problem is embarrassment and low self-esteem as a result of not using sanitary pads during menstruation. The napkins provide a solution because they are cheaper than the commercial alternatives and produced by the women themselves.

**Case Questions:**

1. identify the problem(s) that Aakar Innovations is solving. How effective has it been in finding a solution?
2. Do some research on Aakar Innovations’ two founders, Sombodhi Ghoshand Jaydeep Mandal. What competencies do you think they possess? Howdid these competencies help them start Aakar Innovations? How will these competencies help them grow and scale Aakar Innovations?
3. Watch Aakar Innovations’ video at [www.youtube.com/watch?v=40C32F\_K4eE](http://www.youtube.com/watch?v=40C32F_K4eE) . How has Aakar Innovations affected the lives of the beneficiaries of its services?
4. What role do you think passion played in the creation of AakarInnovations?
5. What are the potential SDGs in this case?

**Assignment 3:**

**Ciudad Saludable**

Albina Luiz, a social entrepreneur from Lima, Peru, has an impressiverésumé. She was the only woman in her class at the National University ofEngineering in Lima, where she majored in industrial engineering. She then went on to earn a Master’s degree in Ecology and EnvironmentalManagement from the Ricardo Palma University and a Ph.D. in Chemistryfrom Ramon Llull University in Barcelona, Spain. At an early age, she started to work on waste issues in Lima. In 2001, she founded a social venture,Ciudad Saludable (Healthy City), to address the issue of waste collection.Ciudad Saludable started its work in the neighborhood of El Cono Norte inLima and then expanded throughout the city and eventually to other cities. Itnow covers 20 cities, employs about 150 people, and serves over 3 million residents in Peru.Ciudad Saludable recruits micro entrepreneurs who are generally from the community to collect and process the garbage. This helps to solve two critical issues at once: it removes garbage and provides a cleaner environment; and it reduces unemployment. Each of these microbusinesses is charged a monthly fee of $1.50. Ciudad Saludable has organized more than 1,500 waste collectors, creating employment and improving health and living conditions for over 6 million people in rural and poor urban regions in Bolivia, Brazil,Colombia, Mexico, Venezuela, and India in addition to Peru.These efforts have led to recognition of Ciudad Saludable as a leader in waste management around the world. Ruiz herself and Ciudad Saludable have received a number of honors, including a 1995 fellowship from the AshokaFoundation, a 2006 fellowship from the Skoll Foundation, the 2007 EnergyGlobe Award, the 2006 Dubai International Award for Best Practices toImprove the Living Environment, the 2006 Global Development NetworkAward, and the 2006 Bravo Award from Latin Trade as Environmentalist of the Year in Latin America. Ruiz’s ultimate goal is to change the way people think. She sees opportunities where most people see problems.

**Case Questions:**

1. How would you describe Albina Ruiz? What traits best characterize her?
2. List Albina Ruiz’s chief competencies.
3. What type of social change has Albina Ruiz brought to Peru?
4. Watch the Ciudad video at: <https://www.youtube.com/watch?v=x0LgwcAsNB4> . What impresses you about this social venture?
5. What are the potential SDGs in this case?

**Assignment 4:**

**Global Health Corps**

Global Health Corps (GHC) is a nonprofit enterprise co-founded by BarbaraBush, daughter of former President George W. Bush, to tackle global health issues. Barbara Bush was struck by what she saw when she arrived in Africain 2003, at a time when her father was unveiling a plan to combat AIDS.Hundreds of people were waiting in the streets for antiretroviral drugs that had been readily available in the United States for years. As Barbara Bushdeclared, “I think that enraged me ... and that experience really is what opened me up to considering global health as a career path for myself.”Thereafter, she worked for the Red Cross Children’s Hospital in Cape Town,South Africa, and interned with UNICEF in Botswana.Armed with this experience, she started Global Health Corps in 2008 withher twin sister, Jenna Bush Hager, and four others. She is the CEO of GHCand sits on the boards of other organizations, such as Covenant HouseInternational and Friends of the Global Fight against AIDS, Tuberculosis, andMalaria. GHC offers fellowships to young professionals and recent college graduates in health organizations in the United States and Africa for a year to improve access to healthcare.On its website (http://ghcorps.org), GHC describes its mission “to mobilize a global community of emerging leaders to build the movement for healthequity. We are building a community of changemakers who share a common belief. Health is a human right.” The organization provides opportunities for young professionals from diverse cultural and professional backgrounds to work on global health issues in Burundi, Malawi, Rwanda, Uganda, theUnited States, and Zambia. For example, architects in Rwanda designed betterair-flow systems at a health center to prevent the spread of tuberculosis. The Plan is now to implement this system across the country. Meanwhile, inMalawi, supply-chain experts reduced the problem of running out of prescription drugs in one district by 28 percent. GHC expects its fellows—of which there have been more than 450 thus far—to go on to occupy leadership positions in the field of global health.

**Case Questions:**

1. Describe the experience that led to the creation of the Global Health Corps.
2. Would this experience have triggered the same interest in you (yes or no)?Explain.
3. Use some of the concepts introduced in this chapter to describe BarbaraBush’s motivation to start the Global Health Corps.
4. Visit the website of Global Health Corps <http://ghcorps.org> and read the mission and vision statements. What do they tell you about the organization?
5. What are the potential SDGs in this case?