



Course and Examination Fact Sheet: Spring Semester 2015

8,680: Social Entrepreneurship Venture Lab

ECTS credits: 3

Overview examination/s

(binding regulations see below)

Decentral - Group examination paper with presentation (all given the same grades) (70%)

Decentral - Active participation (30%)

Attached courses

Timetable -- Language -- Lecturer

[8,680,1.00 Social Entrepreneurship Venture Lab](#) -- English -- [Martin Maximilian D.](#)

Course information

Course prerequisites

This course assumes a basic knowledge of business models, a reasonable command of English and a willingness to learn.

Attendance is mandatory at all regular class meetings. This course is directed toward young professionals interested in impact venturing, seeking potential involvement in this field in either an entrepreneurial or a managerial capacity. The course's key goals are:

- To understand impact venturing requirements
- To develop an ability to spot impact business opportunities and to screen them
- To work as a team to develop a business plan; and
- To enhance business planning skills

Course content

COURSE CONTENT AND DESCRIPTION

This course focuses on sustainable value creation via the creation of an original business plan for an impact venture developed by a group of three to four students. Student groups will write an original business plan for an impact venture that they could in fact launch in the foreseeable future (e.g. upon graduation), and will use the Impact Starter platform (www.impactstarter.ch) to source information needed to launch a professional social business.

As you devise your venture, be as ambitious as you possibly can without losing sight of what is realistically feasible as well as consistent with your skill set and passion – thus better to err on the side of a more modest venture that you have the guts and skills to see through, rather than a more grandiose one which is alas likely out of reach.

Moreover, your “impact venture” needs to plan for at least double bottom line return (financial and extra-financial) and will typically seize on business opportunities in the emerging world of impact, defined as the landscape of organizations, market mechanisms, entrepreneurial methods and institutional incentives providing goods and services to, or use the productive capabilities of poor or otherwise disadvantaged sections of the population or consumers at the top of the pyramid willing to pay a premium for sustainable products and services, and thereby making an important contribution to wider social transformation and sustainability objectives.

Also, part of the (social) entrepreneurial process consists of attracting a talented team to be able to execute your objectives. Thus, your ability to inspire a wide range of stakeholders such as clients, advisors, funders, service providers, (strategic) partners, friends and family is key to raise the prospects of successful venture launch. Once your initial ideas have been vetted, students will “pitch” their impact venture to the class and students will rank their top three choices (other than their own ideas) anonymously. Venture teams will then be formed based on pitches drawing the most votes, and we will work through the



several components of the ventures over the three days of coursework, with an eye toward developing a business plan, which constitutes the course's main written assignment.

Students will make use of Impact Starter (www.impactstarter.ch) to help them in the process of putting together their business plan. Impact Starter is an online support platform that gives talents in Switzerland the opportunity to network amongst each other, be informed and inspired by online resources, receive professional advice from experts through online chats and have an opportunity to kick-start their social business. There is a possibility that outstanding projects will be featured on the platform and promoted to its online community, which makes up a large part of the Swiss Social Entrepreneurship network.

COURSE CONTEXT

The course is set within the larger context of value creation characterized by the convergence of business, government and social sectors and a shift from single to double bottom line business models, as well as four main investment themes. First, the emergence of a green economy to facilitate green growth that significantly reduces environmental risks and ecological scarcities. Second, the emergence of the "Bottom of the Pyramid" (BOP) markets representing an under-tapped opportunity to enable a large portion of the world population to act as consumers and producers. Thirdly, the rise of the "Lifestyle of Health and Sustainability" consumers who are willing to spend more on products designed to be environmentally conscious, sustainable, and socially responsible. Fourth, the overburdened welfare state that opens opportunities for the private sector to invest in the provision of new and better public good solutions.

Course structure

DAY I: GETTING STARTED

- **Spotlight:** business innovation
- Elevator Pitches
- Team selection
- Target markets
- Competition

DAY II: THE ORGANIZATION AND WHAT IT DOES

- **Spotlight:** The emerging middle class at the BOP – a sustainable value creation opportunity
- Exploring venture ideas (I)
- Company
- Products & services
- Sales & marketing

DAY III: WRAPPING UP

- **Spotlight:** Impact venture screening
- Exploring venture ideas (II)
- "Executive Summary"
- Operations
- Financials
- Draft business plan presentations

Contextual Studies are considered part of **Contact Learning**; thus, taking part properly implies **regular attendance**. It is the students' own responsibility to ensure that there is **no timetable clash** between the courses they have chosen.



*Only the current timetable as published on **Stundenplan Online** does apply

Course literature

You are expected to complete the readings and cases assigned for each session in advance of that session, and to attend class prepared to discuss the ideas set forth in the texts. In case you would like to read further, there will be background readings. Background readings are recommended, but not mandatory.

The key reading to set the context for the course is:

- Martin, Maximilian 2014. "Building Impact Businesses through Hybrid Financing: Special Impact Starter Edition". *Impact Economy Working Paper*, 6. <http://www.impacteconomy.com/en/publications.php>
- Any literature found on www.impactstarter.ch that is necessary for successful completion of a business plan. Instead of purchasing a textbook, it is mandatory for students to purchase access to all Impact Starter resources for the reduced price of CHF 49. More information will be provided in the course.

Additional course information

Instructor

Dr. Maximilian Martin is the Founder and Global Managing Director of Impact Economy SA. He also serves as Founding Faculty in Residence at Ashoka U & Lecturer in Social Entrepreneurship at the University of St. Gallen. He previously served as Founding Global Head and Managing Director of UBS Philanthropy Services, Head of Research at the Schwab Foundation, Senior Consultant with McKinsey & Company, instructor at Harvard's Economics Department, and Fellow at the Center for Public Leadership, Harvard Kennedy School. He holds an MA in anthropology from Indiana University, a MPA from Harvard University and a Ph.D. in economic anthropology from the University of Hamburg. Dr. Martin created the first university course on social entrepreneurship in Europe, the first philanthropic services and social finance department for a bank in Europe, created the brand Impact Economy, and has led or participated in numerous advisory and investment projects in the impact sector. He was invited in 2013 to write the primer on impact investing for the G8 policy makers' conference considering the potential and development options for this new branch of the financial industry. He has authored over one hundred articles on social entrepreneurship, social business and philanthropy, corporate responsibility, impact investments, and related topics, many of which can be downloaded at <http://ssrn.com/author=794432>.

About IMPACT ECONOMY

Impact Economy is a global impact investing and strategy firm headquartered in Switzerland providing strategy advisory, investment services and corresponding research to companies and professional investors. Whether creating value from business innovation and investments in the USD 5 trillion Base of the Pyramid economy, the USD multibillion "Lifestyles of Health and Sustainability" virtuous consumer segment, accelerating green growth around the world, or the mobilization of private capital for innovative public-private partnerships, we provide the holistic view and execution capabilities for clients to benefit from new opportunities in the emerging paradigm of impact capitalism, creating both economic value added and social impact.

Impact Economy has outstanding access to impact investing deal flow and a track record of sector-shaping work. Impact Economy's work has been featured in media such as the [Business of Fashion](#), [Alliance Magazine](#), [Dowser](#), [Myanmar Business Today](#), [Dhaka Tribune](#), [Daily Sun](#), Triple Pundit, GreenBiz, SupplyChain247, CSR Wire, Maximpact [Apparel Magazine](#), [Ecotextile](#), [Le Temps](#), [Die Zeit](#), [Stanford Social Innovation Review](#), [Hürriyet Daily News](#), [Youphil](#), [The Guardian](#) and [International Business Daily](#). WWW.IMPACTECONOMY.COM

Examination information



Examination sub part/s

1. Examination sub part (1/2)

Examination time and form

Decentral - Group examination paper with presentation (all given the same grades) (70%)

Remark

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Examination-aid rule

Term papers

- Term papers must be written without anyone else's help and in accordance with the known quotation standards, and they must contain a declaration of authorship.
- The documentation of sources (quotations, bibliography) has to be done throughout and consistently in accordance with the APA or MLA standards. The indications of the sources of information taken over verbatim or in paraphrase (quotations) must be integrated into the text in accordance with the precepts of the applicable quotation standard, while informative and bibliographical notes must be added as footnotes (recommendations and standards can be found, for example, in METZGER, C. (2013), *Lern- und Arbeitsstrategien* (11th ed., 3rd printing). Aarau: Sauerländer).
- For any work written at the HSG, the indication of the page numbers both according to the MLA and the APA standard is never optional.
- Where there are no page numbers in sources, precise references must be provided in a different way: titles of chapters or sections, section numbers, acts, scenes, verses, etc.
- For papers in law, the legal standard is recommended (by way of example, cf. FORSTMOSER, P., OGOREK R. et SCHINDLER B. (2014), *Juristisches Arbeiten: Eine Anleitung für Studierende* (5. Auflage), Zürich: Schulthess, or the recommendations of the Law School).

Supplementary aids

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Examination languages

Question language: English

Answer language: English

2. Examination sub part (2/2)

Examination time and form

Decentral - Active participation (30%)

Remark

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Examination-aid rule

Practical examination

No examination-aid rule is necessary for such examination types. The rules and regulations of the University of St. Gallen apply in a subsidiary fashion.

Supplementary aids

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Examination languages

Question language: English

Answer language: English

Examination content



- Attendance and Seminar Participation: 30%. Attendance for all three core sessions is mandatory.
- Final business plan project and presentation: 70%

Examination relevant literature

All required readings are relevant and necessary for the examination.

Please note

We would like to point out to you that this fact sheet has absolute priority over other information such as StudyNet, faculty members' personal databases, information provided in lectures, etc.

When will the fact sheets become binding?

- Information about courses and examination time (central/decentral and grading form): from the start of the bidding process on 22 January 2015
- Information about decentral examinations (examination-aid rule, examination content, examination relevant literature): after the 4th semester week on 16 March 2015
- Information about central examinations (examination-aid rule, examination content, examination relevant literature): from the start of the enrolment period for the examinations on 6 April 2015

Please look at the fact sheet once more after these deadlines have expired.