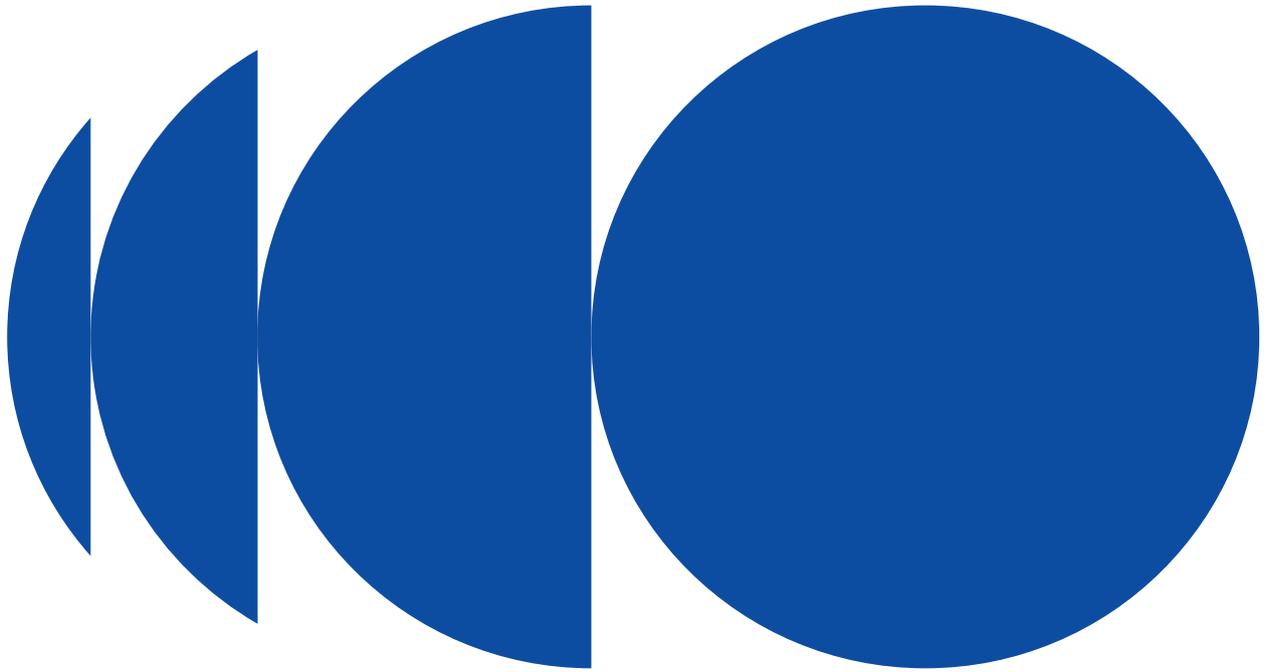
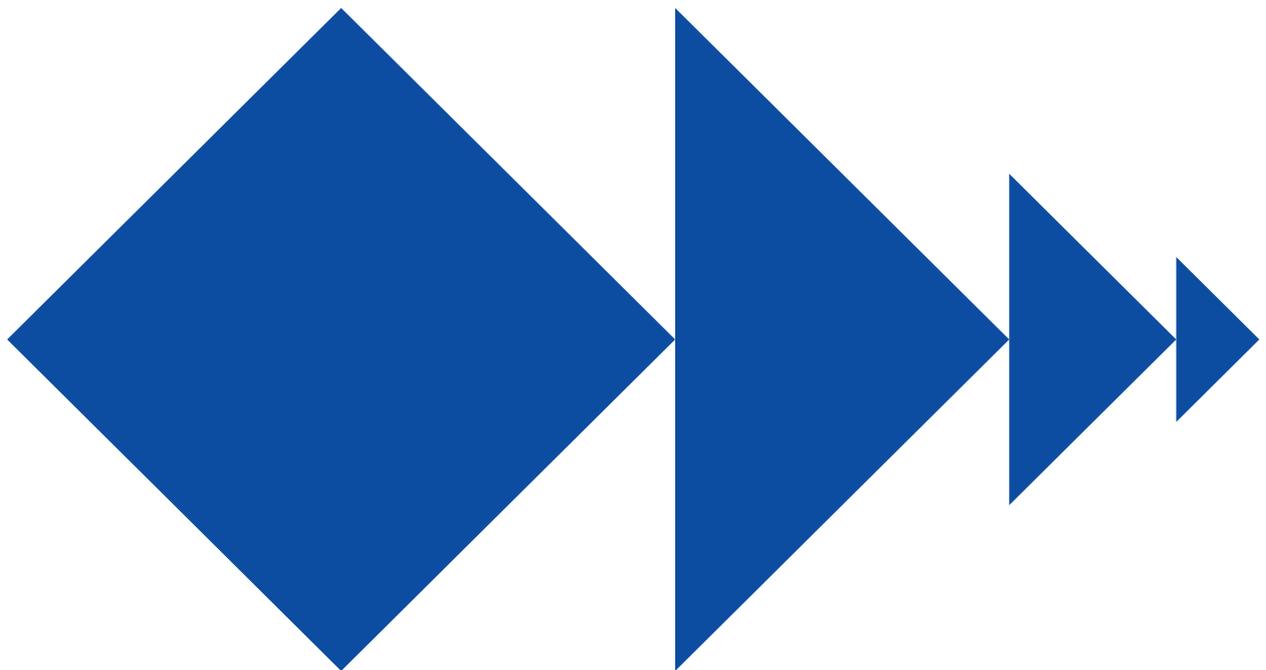


Academia Report 2020 on Social Business



NO GOING BACK



Yunus Centre

YUNUS + YOU
THE YY FOUNDATION



Studio Nima

“2020 is a very critical year because we probably have only 10 years left to take the right actions. The whole world has to take a sharp U-turn. Whatever actions we have to take, we have to take them now, by 2030 it is getting too late.”

Prof. Muhammad Yunus

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Forewords

How has your educational background shaped your way of thinking? What would you like to have learned from your teachers? What do you consider the most relevant skills for our future world? At Studio Nima, it is a dedicated pillar of our activities to shape the educational landscape. There is an increasing amount of universities and schools that integrate more innovative and impact-oriented ways of thinking in their curricula. Business schools discover concepts like social business and launch research centers or chairs dedicated to the topics. Organizations like the Yunus Centre, Yunus + You - The YY Foundation and The Grameen Creative Lab have done a tremendous job in the last years in spreading the word about social business and support all types of players to find the best way of getting involved and creating social and environmental impact.

Yet, we are far from saying that social business has reached a mainstream level. Educational systems around the world keep being rather traditional with little focus on teaching students how to become shapers of a better future. Movements like Fridays for Future clearly demonstrate the longing of young generations for purposeful action and change.

Social business is a tangible concept that as many students and academics as possible and from all kinds of disciplines should know. Our experience shows: particularly young people are highly receptive to social business, often feeling thankful for receiving an alternative to traditional career paths.

With 2020 being a very special year, we have decided to put the focus of the Academia Report on Social Business 2020 on a particular motto: "No Going Back". During these times that deeply challenge our way of living and doing business, we want to reflect on aspects of the academic landscape that can and should be adapted in order to emphasize the role of social business. We are very thankful for the inspiring contributions that academic and social business experts have shared with us for this report. We invite you to read them and share your thoughts, ideas and plans with us so that we can join forces on our mission.

Leonhard Nima
Dr. Aline Laucke





Dominique V. Dauster

Dominique V. Dauster is serving as the Managing Director of Yunus + You - The YY Foundation and Special Advisor for International Relations to Prof. Muhammad Yunus. Dominique advocates the social business movement in various European and Asian countries as well as in Colombia and serves as Prof. Yunus' United Nations Sustainable Development Goals Sherpa.

The development of social business in academia becomes clear when you look at the state of our world. The systems that we have put in place are not inclusive. They have left many behind, large numbers of our global population are excluded from development and well-being. That's why frameworks like the United Nations Sustainable Development Goals, particularly SDG #4 "Quality Education", have been devised. Integrating social business into education is one way of increasing the needed quality of it, offering students alternative paths. Education is key in bringing social business to life.

All kinds of disciplines from business administration to health care, from technology to philosophy are interested in including the concept into their fields of research and application. This shows that the contribution of existing Yunus Social Business Centers (YSBC) already spilled over to others. At the same time, we observe that social business keeps being a radical concept, even in academia. Moreover, there are many institutions that have not found their way into the social business movement so far. The challenge next to funding or bureaucracy is building up consciousness about the fact that a YSBC is not only a small task force but can and should be a considerable part of a faculty. As soon as a YSBC is acknowledged as one of the major components of a university, the awareness about social business will increase automatically.

For 2030 I see a strong and powerful YSBC network that functions as an open source database. It will be a global knowledge platform - accessible for All - that supports the ongoing development and dissemination of the social business concept. Together with our many partners, the Yunus Centre and Yunus and You - The YY Foundation is committed and looks forward to continuously support this growing academia network.

A Moment of No Going Back

An Interview with Prof. Muhammad Yunus -
Nobel Peace Prize Laureate, Founder of Grameen Bank

Leonhard Nima: Prof. Yunus, this year certainly is a very special year. There is a global health crisis as we have never seen before. And you have recently stated, this should also be a moment of “no going back”. So I would like to know: What do you mean by this?

Prof. Yunus: Well, as the coronavirus expanded, it has taken over the whole world. People were shocked to see that suddenly they are back in their own home, that they couldn't go outside. And in the process, the economic machine has stopped, it was put to sleep. There is a tremendous amount of attention on how to make this big economic engine start again. People are worried that this period will be prolonged. Their immediate interest is to get it started and go back to where they were coming from before the coronavirus derailed them. There is this train going on and suddenly the coronavirus derailed the train. They want to put the train back on track and move back again at the same speed as before.

I got very worried about that kind of speed and the kind of attention because it is worrisome to think of going back to where we are coming from. I tried to remind people: Why do you want to go back? The world that you came from was a terrible world, it was a very unhappy world. So don't try to put it back on track and go back to the same destination as we had before, being in the same position that we had before.

The world that we have been coming from before the coronavirus is being taken by global warming. We were told that the countdown has begun, and that there are very few years left to do something drastic to stop this. There is no way we can go back to this ultimate disaster of making this planet unlivable for human beings. Even the young people every-

where around the world, the teenagers were marching on the streets.

Young people felt they have no future, that's why they called the movement Fridays for Future. They insisted that their parents' and grandparents' generation make some adjusting decisions, so that the world can be saved. And we have seen many statements that the decade of 2020-2029 is the decade of last chance. If we don't do anything in this decade, nothing can be done to save the planet.

And then at the same time, it was the world of extreme wealth concentration. All the wealth is concentrated in fewer and fewer hands, and the process of centralization of wealth is getting faster and faster. This is also a ticking time bomb. It will explode because of social and political unrest everywhere. This is not a happy world that we are facing, it is a world of extreme hostilities. This is something we do not want to go back to.

The third point of the world we are coming from is a world of massive unemployment because of artificial intelligence. It displaces all human beings from their jobs, this is the direction that we are moving towards. So, going back very clearly is a suicidal decision.

Now we need to build a new track and a new train to take us to some other place. And it can be done. We have a chance now to go in any direction and build a new world for ourselves, a world of 3 Zeros: zero net carbon emissions, there will be no global warming anymore. It is possible and we know how to do that. The same for zero unemployment and zero concentration of wealth as well. We know what kind of world we want, so let's do that! If we decide, we can take the first step during this time and move in a different direction.

We don't want to go back, that is the decision we have to make right now. Although technically there is actually no choice. Really no choice. People think they can still go back. But there is no choice for us, if you want to survive, if you want to stay alive, you have to make the world safer for our children, the future generation.

Leonhard Nima: And I think one of the tools to proceed to this positive future is social business. You mentioned before, many companies around the world are struggling. Many businesses are struggling, and many social businesses do so as well. You are involved in social business activities all around the world, how are social businesses dealing with this specific crisis? How do they handle this?

Prof. Yunus: First of all, the coronavirus has stopped the engine. It does not distinguish whether you are a profit-making company or a social business. Whatever business you are in, the business engine in general has stopped.

We have to make sure that we create a world where justice is happening. We have to take a chance that social business will be on the center stage now. We have enormous experience with social businesses, and we have seen how it works. We see the strength in it, and we see very robust parts that can be built on. We are looking forward to the next steps. And when restarting a conventional business, we need to check: Are you creating global warming? If you are involved in global warming, we need to say, "your business is left here, you have to come with renewable energy, not with fossil fuel energy". We do not want to accept anything that is creating problems of global warming, unemployment and wealth concentration.

Leonhard Nima: I like the idea of putting social business on the center stage. When we think about not going back, this requires a mindset shift. I would say this mindset shift would not appear out of the blue. So, what is the role that education can play to enable this mindset shift?

Prof. Yunus: The mindset shift involves everything. The way we think, the way we perceive, the way we design things for ourselves. So that is a 180-degree change. It is not just a minor change. And education is on the list, the banking and financial system is on the list, we totally need to overhaul and redesign it completely. Rethinking has to begin at every step of it, it is not a minor tweaking of the system, it is rather an undoing and building it new.

There the social business idea comes in very handy. We have to redesign the concept of business itself. There are two kinds of businesses: the self-interest driven business and the common interest driven business, this is what we are calling social business. We need lots of very powerful social businesses coming up. You mentioned education. Education comes in two ways, one is to reeducate people who have been educated in a wrong way. This is much harder than educating from the beginning. The way you were taught, the way you believed in, you find it extremely difficult to accommodate new things into it.

Our eyes see the things the way our education has accepted it to see. We don't see the reality, we see what the lens

has put on our eyes by the education system. These two things have to go simultaneously; on the one hand the reeducation, on the other hand the education of the young people who are learning things for the first time.

Because behind all education, there is something very fundamental, which has to be implanted in education: What is the purpose of all life? Once you discover your own purpose, then everything else falls in place. If you just go to school to learn chemistry, physics, history, all separately, it doesn't make any sense.

Schools give us the first opportunity to reflect on ourselves, reflect on the world and what kind of world we want to build. We think together and build together, so that socialization and thinking together is the most important part of education. And there is a purpose. What do we want to do? There is a goal that we want to achieve, and there will be differences within opinions. But we should have a common goal of what we want, the safety and security of the world. And we don't want to have a world with extreme poverty and extreme wealth at the same time.

A new education system should be built, not focusing on shaping you to serve or work for somebody else. You are not a slave. You are a free independent human being. And you can be whatever you want, and these are options to you. And as a human being you're born as an independent entrepreneur. So be an entrepreneur and see the world through the entrepreneur's lenses! Find out what is the purpose of your business. Why are we training ourselves? Why are we educating ourselves? To create the world that we want. And how do we prepare ourselves? Parallel thinking will be most important: the demolition of the old thinking and the building up of the new thinking has to go side by side.

Leonhard Nima: Social business education is bringing the purpose into academia. With our Social Business Academia Report, we have a strong focus on how universities can actually contribute to this. Last year you mentioned that when it comes to social business and academia, you still see mixed results, some universities are taking the lead and progressing quite fast while others are not yet at full speed. How do you see the situation of social businesses in academia this year?

Prof. Yunus: Well, it has changed in many ways. Universities are supposed to be the place where new ideas are born. But the normality is more of a passing on of old ideas to the new generation. People are not as enthusiastic about changing this, because they don't want to move away from their conventional way of thinking. So, it takes time.

And that's when the YSBCs come in. They are not immediately redesigning everything. What we do is to just quietly introduce our ideas. This takes time. As I said last year, we didn't see many enthusiastic responses coming from the universities at first. But things are changing. This year is much more robust in that sense for two reasons: one, because people are getting more deeply involved in social business ideas and thoughts. Two, the coronavirus has played a role because universities are looking for ideas about what can be done.

We even see this in the corporate world, now we see corporates being involved in a much stronger way because of the pressure of the situation they are facing. And the coronavirus has done something very remarkable and fundamental. It revealed all the weaknesses of the societies everywhere. We never noticed it. We knew it but we didn't notice.

But stopping the machine suddenly revealed everything. You saw how poor people suddenly became helpless. No income, no food, nothing. And not only for millions, but billions of people. And you don't know how to deal with them, how to help them, how to make sure they don't suffer from hunger and so on.

So, these are some of the things that we have to address in the social business centers to raise people's awareness. And because of the great interest we have launched the YSBC web lecture series. This will be addressing the students all around the 87 YSBCs that we have globally in 32 countries. There is so much interest in listening to this kind of presentation to discover more about social business. This could become permanent lecture material where social business leaders will be interviewed by people who are familiar with their work so that the essential features are brought out. And some critical questions are asked, so that the social business experts can explain how it is done, how they started the whole thing. I invite everybody to watch, not only the students, although it is addressed to students. Also, during the annual Social Business Day, we had a cluster of online meetings of the YSBCs, and the quality of the discussions was much better than we ever had before.

Leonhard Nima: Great to hear about the progress that is happening. So how do we bring social business to the academia center stage? You mentioned we currently have 87 centers. If we want to make this big, we're probably talking about more than a hundred centers in the future, ideally. So how do we get there that it is really reaching the mass when it comes to academia?

Prof. Yunus: If people see that these are the things which are really working, people become very curious. We then go and explain social business to them. And if the circumstances change, people will see that the social business path is the only path. People will then want to find out how to do that.

This is why I'm emphasizing that the circumstances are very different now. Either we make this decision to go in a different direction or just disappear. Before we disappear, there will be a survival effort. That survival effort will make people conscious and bring these ideas into classrooms. It

is not something in a book, to read and discuss the pros and cons about it and close the book and go home. It is an action program. So, the action program has to excite you to do an action. Otherwise, this has no meaning. You need to master the skill, understand the depth of the issue, then you go ahead and implement it and put it into action, then it becomes important. With the new circumstance that I'm emphasizing, I see the possibility that we will change completely.

Leonhard Nima: You mentioned the web lectures, all the online formats. Maybe on a personal note, Professor Yunus, you're on back to back calls right now, are you already looking forward to being back in the real classroom soon?

Prof. Yunus: I don't miss it. If I had to go to Germany, for example, I have to travel, I have to make preparations, I have to wait for my visa, it takes lots of preparation and time to go there to make one speech or to give a lecture. Today, in one day, I have spoken at five different events on four different continents. It is more efficient, that I can make myself available to so many people who can tune in, record it, and share it with other people. That has revealed a new dimension of communication. And that's why we're talking about web lectures. It's so easy. You don't do it for one class. You do an entire global class.

There is the advantage of going to some place. Physically meeting people and networking are very important things to do. You go for one purpose, then you achieve other purposes also. Those other purposes are sometimes more important than the immediate purposes that you had. So, you sacrifice this in a way. But you can reach out to many more people in an efficient way of using your time.

Leonhard Nima: But safe to say Professor Yunus, we will be very happy to welcome you in Germany again soon.

Prof. Yunus: I look forward to it. Thank you.

Leonhard Nima: One final question. You said this is also the decade of action. So fast forward into the year 2030. This is where the Sustainable Development Goals should be due when we aim to achieve all these 17 objectives that we have there. What will be the situation then? What is your wish in 2030? What would you like to see?

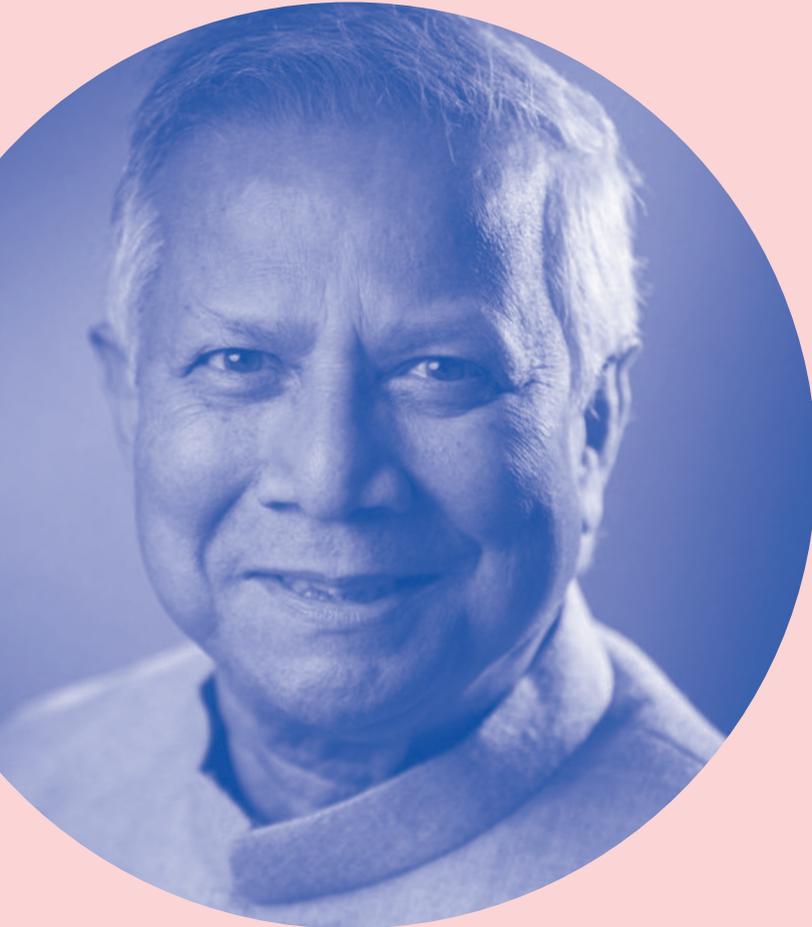
Prof. Yunus: Well, looking from 2020 to 2030 is a long way ahead. But during this period, you can accomplish a complete transformation. If you put your actions in the right way, I see 2030 would be the beginning, the unveiling of the new world.

Behind all education, there is something very fundamental, which has to be implanted in education: What is the purpose of all life? Once you discover your own purpose, then everything else falls in place.

Right now is the preoperative phase, completely conceptual preparations, taking the first steps, showing the way how it is done, the real speed will come by 2030. When we get there then we see that from now, all we do is the unveiling of the world that we always dreamt about, the world where there will be no more global warming. We can make it happen because we set the direction to make it happen. Wealth concentration is already on the way down, it is no longer how it used to be.

The 17 goals are important, but the world is much bigger than the 17 goals. This will be an important part of the new world, but we have to redesign the new world itself by designing our mind, we have to create that world inside of our mind, building goals in institutions to make that happen. We will have new institutions, new thinking processes, new educational processes, new ways of discovering ourselves as a human being on our planet, discover the true human beings in us, rather than money-making robots. We finally start our life as a true human being taking care about the world, about other people, about the way we live with each other, with dignity, peace, and harmony. That is what the beginning of 2030 will be.

Leonhard Nima: Thank you very much Prof. Yunus. I think this was a great way to end our interview with this positive outlook into the future. Again, big thanks for taking the time and sharing all the insights.



Prof. Muhammad Yunus

Founder Grameen Bank,
Nobel Peace Prize Laureate

In 1983 Prof. Muhammad Yunus founded Grameen Bank, beginning a micro-finance revolution for which Prof. Yunus and Grameen Bank were jointly awarded the Nobel Peace Prize in 2006. Professor Muhammad Yunus is internationally recognized for his work in poverty alleviation and the empowerment of poor women. Grameen grew from a bank into a network of many organizations, each dedicated to solving social problems not only in Bangladesh, but all around the globe. Many of them have been created with the specific intention of reinvesting all profits back as a social business.

Prof. Yunus has received many national and international honours. He is one of only seven individuals to have received the Nobel Peace Prize, the Presidential Medal of Freedom, and the Congressional Gold Medal. He is the author of many bestselling books including "Banker to the Poor" and "Building Social Business". His latest book "A World of Three Zeros - The new economics of zero poverty, zero unemployment and zero net carbon emissions" has been published in 2018 and is currently available in 13 languages (as of April 2019).

About the YSBC Network

Today, 87 universities have implemented Yunus Social Business Centers (YSBCs) at which social business is being researched, taught, and incubated. Thus, they have a direct impact that reflects in the creation of concrete social businesses today and in the future. In addition, they also create impact on a second level as they act as first-movers and show others the many ways of integrating social business into an educational system. The continuing growth of this network even during the pandemic shows that academic institutions consider the concept of social business to be meaningful and that there is a demand from students, researchers and academic staff to integrate social business in their work.

“Every business student should be presented with social business as an option. There are so many ways how universities and educational institutions can integrate social business. Students are demanding for more purposeful topics and concepts, as part of courses from Oxford to Stanford to Berkeley. This movement is going fast because the time for it has definitely come.”

The Yunus Centre intends to facilitate a platform around which university networks can emerge autonomously. They give support and counsel, rather than simply navigating academic institutions along a specific guideline. On the one hand, this enables the creation of a diverse network of institutions that can follow their own impulses and put together resources in their very specific way. On the other hand, it also comes with limited control about the way social business is integrated in academia and the pace at which it happens.

“I think we are approaching a tipping point after which the idea of social business will spread really, really quickly. So many people all over the world are now realizing that we can’t keep doing business like we used to. The pandemic has highlighted that even more. Business organizations are relevant for solving the needs of people and the problems of society. In my opinion, this is no longer something that people can argue about. The more we are approaching the tipping point, the more likely it is that every university in the world will have a social business department, a master’s program, a social business course, or any other social business initiative.”



Lamiya Morshed

Lamiya Morshed is the Executive Director of the Yunus Centre since its inception as the Yunus Secretariat in 2006 and its formal incorporation in 2008. She is also the Executive Director of the Grameen Healthcare Trust.

The Yunus Centre is the global hub for social business activities of Nobel Laureate Professor Muhammad Yunus. There are a couple of ways in which the Yunus Centre enhances the integration of social business into Academia, including the publication of the Academia Report on Social Business, the promotion of the Yunus Social Business Center (YSBC) network within universities and the organization of an annual Social Business Academia Conference.



Yunus Centre



Yunus Centre

UNDERSTANDING **THE SOCIAL BUSINESS WORLD** FROM THE PIONEERS OF SOCIAL BUSINESS

YSBC WEB LECTURE SERIES

45 Minutes



Twice A Month



Open to the public

Starting in August 2020, the YSBC Web Lecture Series is an endeavor of the Yunus Centre Social Business Academy. It aims at spreading knowledge and creating easily accessible resources on the subject of social business through online videos. The different lectures will take the form of interactive face-to-face discussions with leaders of the social business movement. They will help students to learn about social business, entrepreneurs to get interested in initiating social businesses, and individuals, foundations, and businesses to invest in social businesses.

SPEAKERS / CONTENT

Jean Bernou

CEO of McCain Europe

Dr. Aseem Chauhan

President of Amity University Mumbai

Emmanuel Faber

CEO and Chairman of the Board of DANONE

Andrea Jung

CEO of Grameen America

Md. Ashraful Hassan

Managing Director of Grameen Telecom

Jean-Luc Perron

Vice President of Yunus Centre Paris

Sajid Rahman

CEO of Digital Healthcare Solutions

Hans Reitz

Managing Director of Grameen Creative Lab

Saskia Bruysten

CEO of Yunus Social Business

Dr. Kerstin Humberg

Founder of Yune1

And many more to come!

Key success factors, challenges, and future plans of concrete social businesses

Reasons to start social businesses

Possible ways of structuring, financing and growing social businesses

Advice for aspiring social business entrepreneurs

Insights responding to questions of the audience

FORMAT

- bi-weekly fireside chat
- Possibility for the audience to submit questions in advance
- two lectures of 45 minutes per month

AUDIENCE

Students and academics of universities with Yunus Social Business Centres

All interested groups, associations, businesses, policy-makers or social activists, are welcome to join and stay connected!

**“Building the bridge from
practice to theory –
It is obvious that we don’t
have a technical problem,
but we have a social and
environmental conscience
challenge.**

That's why we need to make social science the driving force in our holistic transformation process. The Social Business Academia Network is a super tool to make it happen.“

Hans Reitz

Managing Director of The Grameen Creative Lab,
Creative Advisor to Prof. Muhammad Yunus

Promoting Tech4Impact Insights from EPFL

What are the most promising tech solutions for developing and emerging economies and what are the main requirements that they have to meet?

When talking about the most promising tech solutions for countries that lack basic infrastructure, there is no silver bullet. A good example of a solution that had a strong leap-frogging potential is M-PESA – more than 40% of Kenya's GDP flows through this technology. It has fueled Africa's quiet cryptocurrency revolution and empowered millions of beneficiaries to take part in a financial system that was previously not accessible. However, it is also paramount to put the needs first and the technology second. Too often, tech solutions fail in responding to beneficiaries' needs on the ground because they are not adapted to a specific context. The needs assessment and the context are, therefore, key in terms of the requirements these "Tech4Dev" solutions need to meet.

How can innovative technologies be made available to as many people as possible?

In order for technologies to reach the highest number of people, their inventions/patents need to be made available to as many people as possible. At EPFL, the Essentialtech Centre has created a social licensing agreement in collaboration with the University's Technology Transfer Office (TTO). This is based upon the fact that the patent will be distributed to as many actors/stakeholders as possible in proportion to the impact the technology is envisioned to have.

How can the funding gap to support impactful technology solutions be overcome?

A 2020 survey by the Global Impact Investing Network (GIIN) values the maturing worldwide impact investing market at \$715 billion. However, if we compare the capital available for impact investing versus the capital available for for-profit investment, the former still represents a very small percentage. As a result, this emphasizes the gap in such investments and in order to overcome it, there is not one path but several. The establishment of comprehensive impact investment ecosystems is key. For example, Geneva as the home of the world's leading international

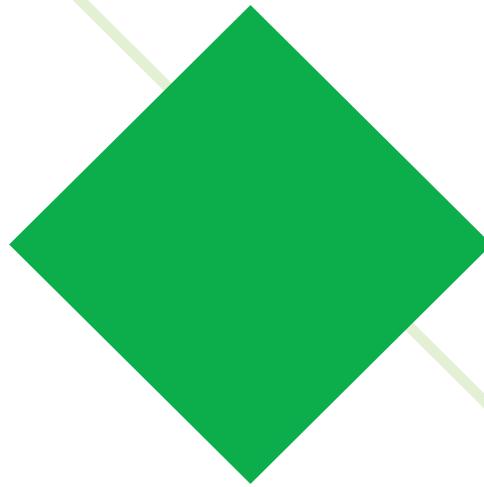
organizations and at the same time being the headquarters of major financial institutions could be a perfect ecosystem to kick-off a "Tech4Dev" fund of this type.

Are there enough innovative tech solutions in the context of social business?

Social business and social entrepreneurs are the front-line actors that have a key role to play in bringing innovative tech solutions to beneficiaries around the world. If we speak about innovative tech solutions it depends on how we define 'innovation' – if we mean solutions that can be used at scale then the social business model can potentially cause a hurdle but if we have seen how far social business has paved the way in the social entrepreneurship domain until now we have a reason to be very positive.

How does EPFL – as an academic institution – support Tech4Impact?

As one of the worldwide leading technical universities and a key player for disruptive innovation in Switzerland and beyond, EPFL has launched Tech4Impact three years ago in order to make its unique technological expertise and innovation competencies available to society and in order to realize innovative and entrepreneurial solutions that have the potential to achieve sustainable impact. In this regard, EPFL is in the unique position to create the type of open and inspiring platform that is required for breakthrough solutions and actionable outcomes to emerge. To address the major challenges of our time, EPFL provides a common platform to engage with students, researchers, entrepreneurs, corporates, NGOs, international organizations, foundations, as well as society at large. Moreover, last December, EPFL officially launched Tech4Dev, Tech4Impact's dedicated global South program. Tech4Dev focuses on innovation acceleration and aims at bridging the theory-practice gap in order to develop and implement innovative technological solutions that can scale and reach a growing number of beneficiaries, especially in the global South. The program will focus on providing experience-based education, promoting impactful entrepreneurial solutions, as well as innovative cross-sector research projects – all focused on the beneficiaries' needs and opportunities in countries of the global South.



Beatrice Scarioni

École polytechnique fédérale de Lausanne - EPFL

Beatrice is Head of Tech4Dev, Tech4Impact's dedicated Global South program housed at the Vice-Presidency for Innovation (VPI), EPFL where she is bridging the gap between technology, innovation and social impact.

All business should be social business

**An Interview with Prof. Jeffrey Sachs –
World-renowned and highly decorated economics professor
at Columbia University**

Leonhard Nima: Prof. Sachs, in your latest book, you speak about three great issues that we are facing in our time. The first one is about shared prosperity, social inclusion, and environmental sustainability, the second one is about multilateral governance, and the third one on global peace. Starting with the first of these issues, you described that we are in times of an era of convergence. Basically, since World War II, many countries have caught up quite a lot when it comes to economic development. However, at the same time, we have high levels of income inequality and social inequality. How do these things go hand in hand? What's going on, and maybe also what's going wrong?

Jeffrey Sachs: There has been a tendency for poor countries to narrow the income gap with richer countries, mainly by closing the gap in technologies. When poor countries harness new technologies and improved education, they speed their economic development. China, in this way, eliminated extreme poverty during the forty years from 1980 to 2020. Yet at the same time, inequality has soared within many countries, including both China and the United States. Technological advances have not only raised national incomes but have also raised the incomes of skilled workers relative to unskilled workers and have favored capital owners over workers. Thus, we live in a world in which around 1 billion people are still unable to meet their basic needs, and in which even rich societies like the U.S. have

large numbers of poor people. Moreover, most of the world has not yet come to grips with environmental destruction caused by the high-income world, and especially by the massive use of fossil fuels. Thus, we face a paradox: a rich world with many poor people, and a world with advanced technologies rapidly destroying nature.

Leonhard Nima: As you mentioned, this is a paradox somehow. Would you say that this is also an inherent flaw within our free-market capitalism? It leads to convergence and there are of course great achievements that come from capitalism, but is that a paradox that lies in capitalism?

Jeffrey Sachs: Free-market capitalism is neither a realistic nor desirable set of institutions. The marketplace should never be “free”; it needs regulation. It needs moral responsibility; it needs to operate within the bounds of human decency. The rich need to be taxed so that the government has the resources to provide universal services such as healthcare and education. In other words, free-market capitalism is just the wrong starting point for a decent society. A market economy, together with a strong civil society, together with an effective government is the mixed system that we need, so that we can combine economic development and prosperity with social inclusion and with environmental sustainability. The most successful system, therefore, is social democracy, which combines markets with social solidarity and environmental sustainability. The

United States has an ideology of free markets—this has a long intellectual heritage from British thinking, actually going back to the 17th century—but it is not the right idea. It leads to white supremacist leaders like Donald Trump. The right idea is a mixed system, not a free-market system.

Leonhard Nima: The concept of social business is all about creating organizations that tackle one of the many global challenges out there, ideally in a financially self-sustainable way. What do you think is the role that social businesses can play when it comes to achieving sustainable development?

Jeffrey Sachs: There are two points about social business that I would like to emphasize.

One is that all business should be social business. No business should say, “I want to maximize profits, and I don’t care what values I violate to do that.” Companies need social responsibility; they need to operate first and foremost under the principle of “Do no harm.” They need to be aware that if they are creating social conflicts, ill-health among their consumers, poverty within their communities of operation, or pollution and other environmental ills. Those are not acceptable ways to make money, even if they might be legal in some places because of poor regulations or corruption.

There is a second dimension of social business, which I think is Prof. Yunus’ theme also, which is that particular businesses can go even beyond the standard of “Do no harm” and focus on doing good by directing their attention and skills and resources to unmet challenges or to helping especially vulnerable communities, and by being creative, can do so in a financially self-sustaining manner.

Those businesses may perhaps not earn every last dollar or euro that might have been achieved in a less socially aware business. This kind of social business is really vital because even socially responsible, but still profit-oriented businesses neglect so much of what we should be doing in this world to help vulnerable groups, to seek out the places where sustainable development is not working, or to take special creative actions to protect ecosystems or supply what we call public goods. This is what governments should do, but often simply don’t do.

We have so much political failure in the world. I live in a country with massive political failure, the United States, where the rich run the politics. We need social businesses to do things that the government in principle, in the textbook, would naturally be doing but isn’t doing because of massive political failure.

Leonhard Nima: There is also a third dimension that is a bit more specific according to Prof. Yunus’ definition. That is the reinvestment of profits, meaning that everything that you make as a social business in terms of profit should be reinvested. Is that too ambitious to be a realistic alternative to capitalism?

Jeffrey Sachs: It is a really interesting point that in our “not-for-profit-world” in the United States there are no payments of dividends, but there are often salary levels that are absolutely out of sight. Not-for-profit health systems in the US often pay their managers many millions of dollars per

year. Rather than multi-million dollar salaries, it would be good for social companies to invest their surpluses. That is a very important and constructive approach.

Leonhard Nima: Prof. Yunus is also constantly promoting the three zeros: zero poverty, zero unemployment, and zero net carbon emissions. There is, of course, a strong overlap with your work. In your book *The End of Poverty*, you mention that we are able to end extreme poverty. There is also one quote when you said “human history is subject to accidents and randomness.” Now we have this major setback with COVID-19. What is the impact on the Sustainable Development Goals, given that we have 10 years left until 2030?

Jeffrey Sachs: We’ve known and have warned for a long time of the risks of dire epidemics, because after all, COVID-19 is not the first of the emerging diseases in our centuries. We had SARS, we had Ebola, we had the Middle East Respiratory Syndrome (MERS) and others, but we have not taken care properly. This is another kind of political failure. Despite the warnings of the ecologists and the scientists and the evidence in front of our eyes, governments have neglected these realities and exposed the world to this massive, massive setback.

In my country, the United States, Donald Trump has failed badly on many things, but in this area, in stopping the epidemic, we have more than 185,000 deaths (as of August 28, 2020). In Brazil, we see similarly a failure of governance and that has led to massive suffering. The setbacks that we are experiencing are terrible bad luck on one side, but also a reflection of terrible governance to a very significant extent. If we are going to end poverty or going to have social inclusion, if we are going to stop environmental destruction, we need good governance. We need a quality government that is for the public good, not just for private power or for private wealth, and this is a fundamental point that we are seeing once again.

There is nothing automatic to achieving good outcomes. In social business the idea of the entrepreneur is to identify a problem that needs addressing and then spend a lot of active time mobilizing the resources, the talents, the colleagues, the ideas, and the technologies to get it done. We have to have the same seriousness and entrepreneurial zeal to solve our collective action problems, whether stopping pandemics or recovering from what is really a massive setback. We are going to need a deliberate, globally cooperative strategy for a green and inclusive recovery, and fortunately, that discussion is well on the way in many parts of the world, even as the epidemic continues. There is a very important and fruitful global discussion on how to rebuild after COVID-19 by a reinvigorated commitment to the SDGs and the Paris Climate Agreement.

Leonhard Nima: Do you feel we can still be on track to achieve the SDGs by 2030? How is the situation post COVID-19? Were we actually on track and did we make good progress? Will we be able to make good progress now with these changes? What keeps you positive?

Jeffrey Sachs: What keeps me optimistic is that I know the

SDGs are achievable. We can see the pockets of success with our own eyes. In the context of COVID-19, for example, many countries in the Asia-Pacific region have really suppressed the epidemic, even though in most of Europe, the United States, and Latin America we have not seen that kind of success so far. So, one thing that keeps me optimistic is that it is feasible to do all of these things. The thing that makes me pessimistic is how bad our politics are in many countries including my own, and the amount of time we can lose when there are nasty people in power who should not be in power.

This is a real difficulty; we need effective governance, whether it is in businesses or civil society, and crucially in our governments, and we need global cooperation. We don't want another cold war, such as the one that Trump is trying to create with China. We don't want more geopolitical games played at the global level. We need cooperation and a shared commitment to the foundational ideas of the UN Charter and the Universal Declaration of Human Rights, and the immediate challenge is stopping the pandemic and the goals that we have set ourselves with the Paris Climate Agreement, the SDGs, and the Convention on Biological Diversity to save the ecosystems. This can be done, in fact, there are good roadmaps of how to do it, but we need to double down on good governance throughout society in order to achieve these objectives.

Leonhard Nima: As you said, there is the challenge of multilateral collaboration. You mentioned the UN plays a significant role, but it is also limited in the way that it is set up. Is the UN also key in the way forward or should it be on other levels as well?

Jeffrey Sachs: The UN is a wonderful idea and a wonderful set of institutions, celebrating its 75th birthday in 2020. For a 75-year-old it has a lot of work to do right now on the pandemic, but it is also weakened when powerful countries like the United States say that they don't want to play by international rules. It is very hard to constrain a superpower and say that they have to follow the rules. Following the rules has to be a voluntary choice seen as the right thing to do. You would expect the United States to understand it is the right thing to do to support the UN because the US in 1945, with Franklin D. Roosevelt's and Eleanor Roosevelt's brilliant leadership, brought the UN to life. But now Trump fights the UN, withdraws from WHO, withdraws from the Paris Climate Agreement, threatens the International Criminal Court, endangers multilateralism, breaks the rules of the World Trade Organization. This is why it is a real challenge right now. People all over the world have to stand up for the United Nations because otherwise, we are not going to be able to solve any of our major problems.

Leonhard Nima: Regardless of the major crisis right now, it is also about the UN Security Council, which needs structural reforms regarding its veto power. It feels like we are trapped in a situation in which nobody wants to give away their power. How do we get out of this situation?

Jeffrey Sachs: We don't know how to reform the international system effectively because the United States and other powerful countries in 1945 put in the clause that five countries—the US, China, Russia, France, and the United

Kingdom—have the power to veto any change in the UN Charter. This has become a real bottleneck. We need to make the UN Security Council more reflective of the world as it is today. Asia is deeply underrepresented, for example. The veto power of the P5 countries has really forestalled the reform for a while. One should hope that the advent of this profound disruption (the epidemic) could force a common rethinking of the need for reform. Maybe with a new president elected in the fall in the United States, as I so much hope will be the case, it will become easier to reform the UN.

Leonhard Nima: I want to come back to the topic of inequality with which we started the interview. We see this rising level of inequalities right now in OECD countries. It is the highest level for decades; we have similar situations that we had at the beginning of the 20th century. Inequalities lead to friction, to conflicts, and ultimately sometimes also to war. You mentioned global peace as one of the great issues. How can we achieve global peace and what makes you confident?

Jeffrey Sachs: We reach global peace when we recognize the utter futility, disaster, and potential ultimate catastrophe of war. Several times in the 20th century, very propitious and talented thought-leaders said how dangerous war was, but the politicians took the world to war anyway. Logic said don't do it, but fear and human nature and despotic, irresponsible leaders created conditions of war, sometimes led by psychopathic individuals who lacked the moral framework of any sort gained power and created mass destruction. It is our job, every generation, to do everything we can to stop this folly, especially in the era of thermonuclear weapons. It's unthinkable, unimaginable and unacceptable that we even talk in terms of cold wars or these kinds of divisions or that the US threatens multilateral treaties and institutions.

We should understand how fragile our existence is, how precious the world is, and how much global peace is at the core of everything we want and aspire to and hope for our world. So, whether this is enough given our follies of our own make-up, that's the existential question of humanity. I often come back to what John F. Kennedy said in his inaugural address on January 20, 1961: "The world is very different now. For man holds in his mortal hands the power to abolish all forms of human poverty and all forms of human life." That is our reality right now. We can end poverty, we can stop the environmental destruction, but we also have the destructive power to end all human life. Our fundamental mission is to stay peaceful and cooperative so that we achieve the good lives that we seek for the world.

Leonhard Nima: And I think we share the optimism that we have all the tools to end poverty, to end all the big social illnesses that we have on our planet and hopefully have a peaceful planet for generations to come. Thank you very much, Prof. Sachs, for this interview. It has been a great pleasure talking to you about this diversity of topics.

Jeffrey Sachs: Thank you and congratulations on all your wonderful work. I am really grateful for it.



Prof. Jeffrey D. Sachs

Prof. Jeffrey D. Sachs is a world-renowned economics professor, bestselling author, innovative educator, and global leader in sustainable development. He is widely recognized for bold and effective strategies to address complex challenges including debt crises, hyperinflations, the transition from central planning to market economies, the control of AIDS, malaria, and other diseases, the escape from extreme poverty, and the battle against human-induced climate change.

Sachs serves as the Director of the Center for Sustainable Development at Columbia University, where he holds the rank of University Professor, the university's highest academic rank. He is President of the UN Sustainable Development Solutions Network, a commissioner of the UN Broadband Commission for Development, and an SDG Advocate for UN Secretary General Antonio Guterres. Sachs has authored and edited numerous books, including three New York Times bestsellers: *The End of Poverty* (2005), *Common Wealth: Economics for a Crowded Planet* (2008), and *The Price of Civilization* (2011).

Sachs was the co-recipient of the 2015 Blue Planet Prize, the leading global prize for environmental leadership. He was twice named among *Time* magazine's 100 most influential world leaders and has received 32 honorary doctorate degrees. The *New York Times* called Sachs "probably the most important economist in the world," and *Time* magazine called Sachs "the world's best-known economist." A survey by *The Economist* ranked Sachs as among the three most influential living economists. Prior to joining Columbia, Sachs spent over twenty years as a professor at Harvard University, most recently as the Galen L. Stone Professor of International Trade.

What are your future thoughts...?

Adapting to Global Dynamics

The fault lines in the economic systems of large corporations have been bluntly exposed during the pandemic, and MeToo and BLM movements. To survive the change, and be relevant to challenges such as climate change and rising inequality, business schools must transform their business models and integrate a social business agenda into their research and curriculum.

Embracing Multidisciplinary Innovation

The more we can mainstream social business research and teaching into academic sub-fields such as leadership, human resources, organizational behavior, strategy, and so on, the faster social business will be seen as a mainstream option for the business community rather than a niche area. It will be helpful, too, to work with academics from other disciplines (e.g. sociology, labor relations, anthropology, urban planning, and developmental studies) to approach the study of social business from a multidisciplinary perspective.

Increasing Practical Relevance

Apart from the obvious solution of adding social business curricula, academia must work with entrepreneurs and students to recognize in what other new ways social problems could be turned into social business opportunities. Robust social impact measurement and documentation is needed to highlight to students (our future business leaders) the vitality of and opportunities in the social business field.



Majid Ghorbani

Renmin University of China

Dr. Majid Ghorbani is an associate professor of International Business and Strategy. He is currently the Academic Director of the International MBA program and Deputy Director of the Yunus Centre for Social Business & Microfinance at the Renmin University of China. Numerous years of work experience at various United Nations' organizations in China were the grounds for his interest in research on Entrepreneurship & Innovation in the international context, as well as on Corporate Social Responsibility.

10 Lessons Learned for Social Business in Academia

- 1** Create knowledge: Aim for excellence in research.
- 2** Build bridges between academia and practice.
- 3** Get your colleagues on board.
- 4** Build a strong team.
- 5** Spread the word and talk to journalists.
- 6** Teach Social Business in mandatory courses.
- 7** Invite the best researchers.
- 8** Involve students.
- 9** Involve Alumni.
- 10** Do it with joy!



Prof. Dr. Karin Kreutzer

EBS University of Business and Law
Karin Kreutzer is professor of Social Business and head of the Impact Institute at EBS University of Business and Law. She holds a doctoral degree from the University of St. Gallen, a Masters' degree from the University of Passau and a Masters' degree in Management of Nonprofit Organizations from Bocconi University. She does research on social business which was published in leading academic journals, including Academy of Management Journal, Journal of Management Studies, Human Relations, Journal of Business Ethics, Voluntas, Nonprofit and Voluntary Sector Quarterly and Nonprofit Management and Leadership. She spent time as a Senior Visiting Research Scholar at the Center for Social Innovation at ESADE Business School in Barcelona. Karin Kreutzer teaches undergraduate, graduate, MBA and PhD courses on corporate social responsibility, social business and qualitative research methods.

Every Woman who Desires to Be an Entrepreneur Should Have Access to Capital

An Interview with Andrea Jung - President and CEO of Grameen America

Aline Laucke: Grameen America is the fastest-growing microfinance institution in the United States. What is the success story behind the institution and what makes it different from others?

Andrea Jung: We are the fastest-growing and largest-scale microfinance organization in the United States right now. Professor Yunus launched the program in the United States in New York City in 2008. I think it was a really fascinating time because that was during the last big crisis in the US. It was not a health crisis, but it was the last global economic crisis. There were many people that were skeptical in the United States, that bringing a well-known microcredit program from Bangladesh wasn't going to work in the United States, the richest market in the world. Giving low-income women entrepreneurs access to capital with no recourse and no collateral was unthinkable at that time. All the traditional financial lenders were pulling back, saying this would be extremely risky. There was a tremendous amount of skepticism. I think that Professor Yunus believed, no different here in the United States than he did decades ago, when

he began the Grameen Bank and the march towards successful social businesses, that this is exactly the disruption that the system needed and at the right time. This is exactly when women were going to need the capital the most and the rest over the last 12 years has proven to be true.

We have stuck very much to many of the principles that made the Grameen Bank microcredit program successful as a social capital model. Just like in Bangladesh, our members in the United States meet weekly to repay their loans and receive peer support. It is a group lending model, which very much mirrors the structure of the program started by the Grameen Bank. There are many differences that are specific to the United States, including the size of a loan, the interest rate, and the surrounding programs. We are actually required to be regulated in the United States, even as a nonprofit lender. It's a state by state decision. Because of that, there are some unique differences from the Grameen Bank. The technology platforms are also very different, but all in all the basic tenet is very much the same: If you trust women who need access to capital, you have to give them

that equal right, enable them to have not only a loan, but also a credit score in the United States, which is very important, as well as savings and asset building. You can help them in the pathway out of poverty. That has proven equally true and powerful in the United States as it did decades ago in Dhaka and in so many other places around the world, where the Grameen program has expanded. Specifically in the United States, Grameen America is the only upscale group lending program that follows the Grameen model. We are expanding because we have proven sustainability and that the social business proposition is true. Fourteen out of our twenty-three locations have met branch sustainability in four to five years. That is why we have been able to reach scale, because the economic model of a social business works. It's not depending on charity, but they are able to self-sustain them.

Aline Laucke: You just mentioned that it was launched in the United States during an economic crisis and we are today in the middle of another crisis, which is not only a health crisis but also an economic crisis. How has the demand for micro-loans developed and how do you deal with the changes in demand during the pandemic?

Andrea Jung: Yes, we have had to pivot the model completely. Once we got into March 2020, 100% of our program was digital and virtual. From the disbursement of the loan, to the meetings that go on every week on Zoom, there are 30 women at a time attending at 7:00 o'clock in the morning. If they used to attend in someone's home, now they are attending on Zoom. We have over 90% attending because they want that connection, even in social isolation, which has been really inspiring. It has been quite a heartbreaking time to see the impact both on the health and the economic state of our members. They are low-income women of color and it has been proven that these are the communities that are more disadvantaged, and that have been impacted more seriously by COVID-19. I think this is true, not just in the United States, but worldwide. It has affected the poor to a much greater degree and that has amplified the issue that we all knew before the pandemic. This is why I think that Muhammad Yunus is right to say that we have to take this moment to reshape history. The legacy of the leadership of social businesses in this moment is to finally amplify the need to work quickly to address the social and societal issues that the pandemic amplified. We have had these issues before, even when the economy for the rich was healthy. The income inequality and the disparity has just been put under a microscope since March of 2020 in every country around the world.

For Grameen America, on the one hand, we have had 25% of our membership in the early days who either had that virus or witnessed how someone very close to them did. 40% of them were worried about food insecurity, 80% plus were worried that their businesses wouldn't survive through the summer because of the social distancing and the stay at home orders that shut down many of their businesses in the early spring. But slowly, as they were able to reopen carefully, they needed to buy PPE and the personal protection plexiglass if they were running a salon, they had to learn how to adjust and have business expenses that weren't anticipated before the pandemic. Of course they had to destroy inventory and rebuild that, so the need was great. As

a consequence, Grameen America established a COVID-19 relief and recovery effort. We were able to raise a tremendous amount of philanthropic and debt capital. We began to give out relief loans, recovery loans, and we have given out 42,000 of them just since August. This is extraordinary, 100 million dollars of relief and recovery loans, which are being repaid at 99.6%. This is amazing and on historic levels because the need is so great to rebuild and recover their businesses. I'm inspired by these women. They are coming out of probably the biggest economic and health crisis that they could imagine, and yet they are not only resilient, but determined and optimistic to rebuild their lives, rebuild their family lives. Without access to capital, it would be impossible. So Grameen America stands in a position to be able to give money. These members generally did not receive stimulus money from the US government in the first or second round. They are not able to access capital from the formal traditional banks and that's only worse in this 2020 environment. The need for Grameen America has amplified to the nth degree because we know that our mission to provide that equal fair access to affordable capital to all women entrepreneurs, based on their commitment and not their history, has been part of the magic of Grameen, and same is true at Grameen America.

Aline Laucke: This is very impressive. What is your experience, how did this pandemic affect the success of the Grameen America model? Is it more difficult now to maintain the same discipline? Did you have to relax some principles?

Andrea Jung: I think this is a really important question. I think we have tried to not relax any of the disciplines but adjust to a very different world. Before the pandemic we would meet you and have the opportunity to decide whether you would be interested to be part of a Grameen America Group. We would be able to do that in person, and so all of the pre-loan, social interaction, continuous group training, a house visit, an ability to go visit your business, all of that can not be done physically anymore. So, the question becomes, how do we continue to maintain the same quality standard during a virtual model? Through technology, being able to do health visits with computers and videos, still being able to establish the trust that you and I might have in a personal relationship when we see each other every week, when we can only see each other this way. These are things we are adapting to that I think are the new world order. I think long after the pandemic we are going to have extraordinarily new ways of approaching trust and quality and relationships that are going to be virtual, not just physical. I think while we hope to have physical branches open and physical contact and meetings somewhere down the road, hopefully after there is a vaccine, I don't think it will be a hundred percent. We are learning every day how to adapt in a virtual environment to keep the quality, the rigor of the program, the discipline still in place, and very importantly, the relationship and the trust, but virtually, as opposed to in person. But I am feeling very optimistic that we have been able to replicate the majority of what made Grameen America work, and why the program is so successful. As remarkably translated in a virtual environment ahead of our expectations.

Aline Laucke: That is very good to hear. I would like to explore the role of academia for your activities. You have recently done a study based on

randomized control trials. The results provide quite positive evidence about the impact that Grameen America is creating. Where do you still see research gaps that need to be filled in order to prove the impact in its entirety, including income generation, poverty alleviation, and women empowerment?

Andrea Jung: I think that there are just years and years of more research that would benefit this. With any randomized control trial, there is always sort of a finite time period, there are finite resources, they are not inexpensive, this was a ten million dollar research project and I think that the 18 month and then the further 36 month study will certainly illuminate some of the very key impacts that particularly surround the entrepreneur, her business income, her ability to reduce what we call “material hardship”, which are the measures of poverty alleviated, how much her savings differ, how they have improved the families’ lives and have specifically helped to build credit and have it in terms of her ability to access other things from rent, home loans, utility bills etc. There are many pragmatic aspects of impacts that are being studied. We are going to look at asset building in the 36 month study which really looks at wealth accumulation, not just income.

And I think there are many who believe that certainly a prognosticator of poverty alleviation and one of the issues is not just income, but a generational lack of ability to build wealth. On the contrary, if there can be asset building in addition to how much they are earning, what does that do to the family opportunity, one generation, two generations and beyond. I think there are many things that would be interesting to study; impact on health, impact on education, impact on empowerment. We are beginning to see a little bit of that, even attitudinally, confidence-wise, and those are things that are very attributable to the specifics of the Grameen America model, where there is social capital and meeting in groups, mentoring each other and having trust in others within the group and the center, has changed their confidence in themselves. And the power of that is something that is actually being measured in the study as ‘I can trust somebody to help me out’, one of the people in my group can help me out and support me. Right now during the pandemic, what we are seeing is, if I have a hair salon, all the other Grameen members, if I am going to get my haircut, I am going to support her. I trust her, I want to help her business. And I run a restaurant and she is going to support mine. And that co-support that comes from the social capital of the Grameen Group, is invaluable, particularly in a crisis and this is something that we are seeing. There are many more things we would love to study and I am sure would have a great impact. But if I look out at what will be studied in terms of the raw impacts and data through the 36 months, I think that they will give us a good enough picture of the material difference that Grameen America is making on the program group versus the control group.

***Aline Laucke:* Are you proactively approaching universities or do you rather wait until they want to conduct studies with Grameen America?**

Andrea Jung: At this point we have not but I think it’s a good opportunity. Because, we are in a moment now where the program is far, the proof of concept and the proof of impact is there. There is a huge change and movement that needs

to happen to fulfill the vision that all women in poverty who have a desire to be entrepreneurs should have equal access to capital. That there shouldn’t be structural barriers, traditional system barriers that disadvantage her in any country, including the United States. What we’ve learned from that has major implications to policy, to government thinking, financial policy, bank regulations and things far broader than just Grameen America’s ability to be able to raise capital. It has been a fantastic year for supporters, we were able to receive a \$25m investment and partnership with McKenzie Scott who selected Grameen America as an organization that would drive economic empowerment and access to capital to low-income women. And there are many more. We were very successful. Our capital raise will be close to \$60m within this year, which is extraordinary. But it’s still not enough. We need hundreds of millions and billions of dollars to satisfy the demand in the United States. And that’s where academia can help in terms of educating and advocacy.

***Aline Laucke:* One final question: You’re a board member in various very large corporations. What are your experiences and impressions in terms of how open are these corporations for social business? If not, why? And how could academia help?**

Andrea Jung: My first thought is that this is the moment to seize. I think there has been a lack of understanding it or focus, for the most part. So I think education and really understanding what social business is and how large corporations could get involved and do their part. I do think that this year, between the pandemic and all the issues on racial injustice that have come to the forefront, put us in a point where there has never been a greater readiness, authentic readiness, not just to check a box, or not to be shamed and to being a bad corporation. But I think there is an openness to really understanding stakeholder capitalism, as they call it, not shareholder capitalism, not just for profits. But how do the employees, how does the community benefit? That has never been of greater importance for me. And I have been watching the corporate world, I have been part of it for decades. So I think this is the time. There has to be a lot more education. I think if you ask an average company what exactly is social business? It is different from corporate social responsibility – that’s an obvious one. What does actually running a social business mean? I think there are pockets of understanding, but not broadbased enough and that’s why I think academia can play a huge role. The time is now. There has never been a more urgent time. If not now, then when?

***Aline Laucke:* Thank you very much, Andrea! This has been a very inspiring talk.**

Andrea Jung: Was good to do it. Thanks so much.



Andrea Jung

Andrea Jung is the President and CEO of Grameen America. She is the former Chairman and Chief Executive Officer of Avon Products, Inc., where she served as CEO from 1999 to 2012, and as Chairman from 2001 through 2012. Throughout her career, Ms. Jung ranked consistently among the top leaders on lists including Fortune's "Most Powerful Women in Business," Forbes' "Most Powerful Women in the World," and the Financial Times' "Top Women in World Business." Ms. Jung is a graduate of Princeton University. She is a member of the Board of Directors of Apple Inc., Unilever, Rockefeller Capital Management, Wayfair Inc., and JUST Capital. She previously served on the boards of General Electric and Daimler AG.

TEXT&GRAPHIC
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TIME IS CHANGE AND BRINGS CHANGE. TIME HAS THE POWER TO BRING THE STATUS QUO OUT OF BALANCE, ITS PURPOSE IS TO CREATE MOVEMENT. JUST LIKE LIFTING ONE FOOT OFF THE GROUND BREAKS THE BALANCE OF STANDING, MAKES YOU WALK AND MOVE FORWARD.

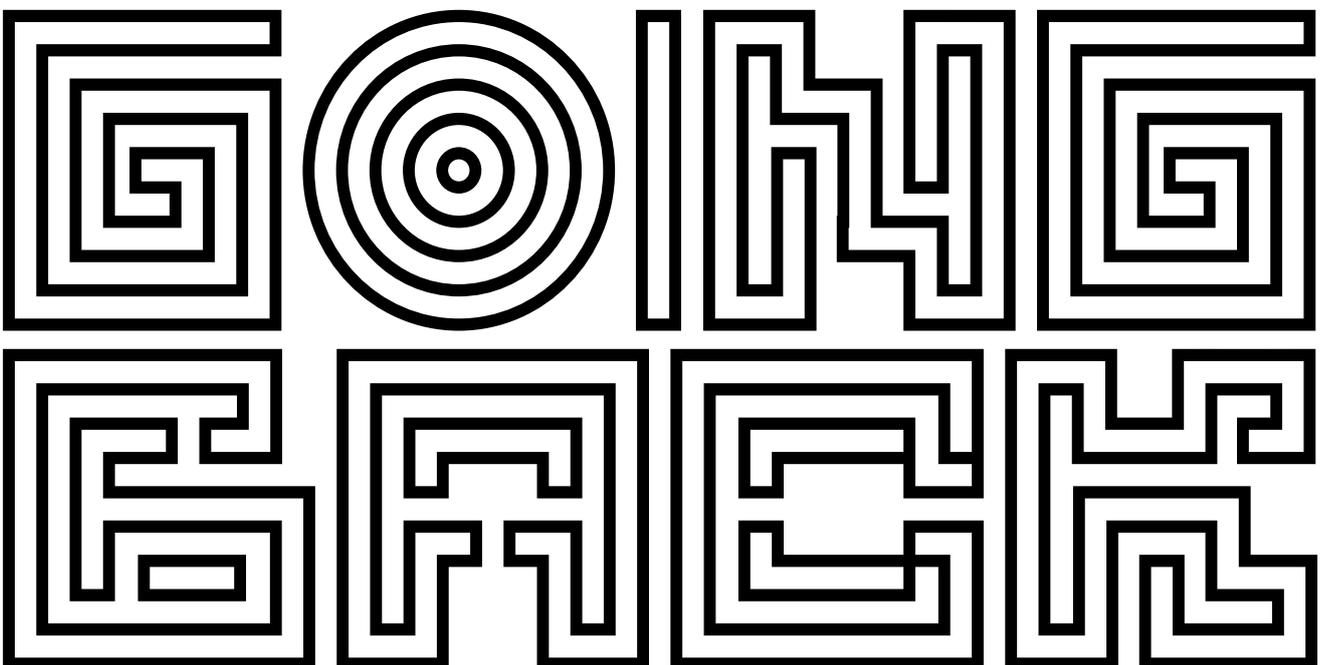
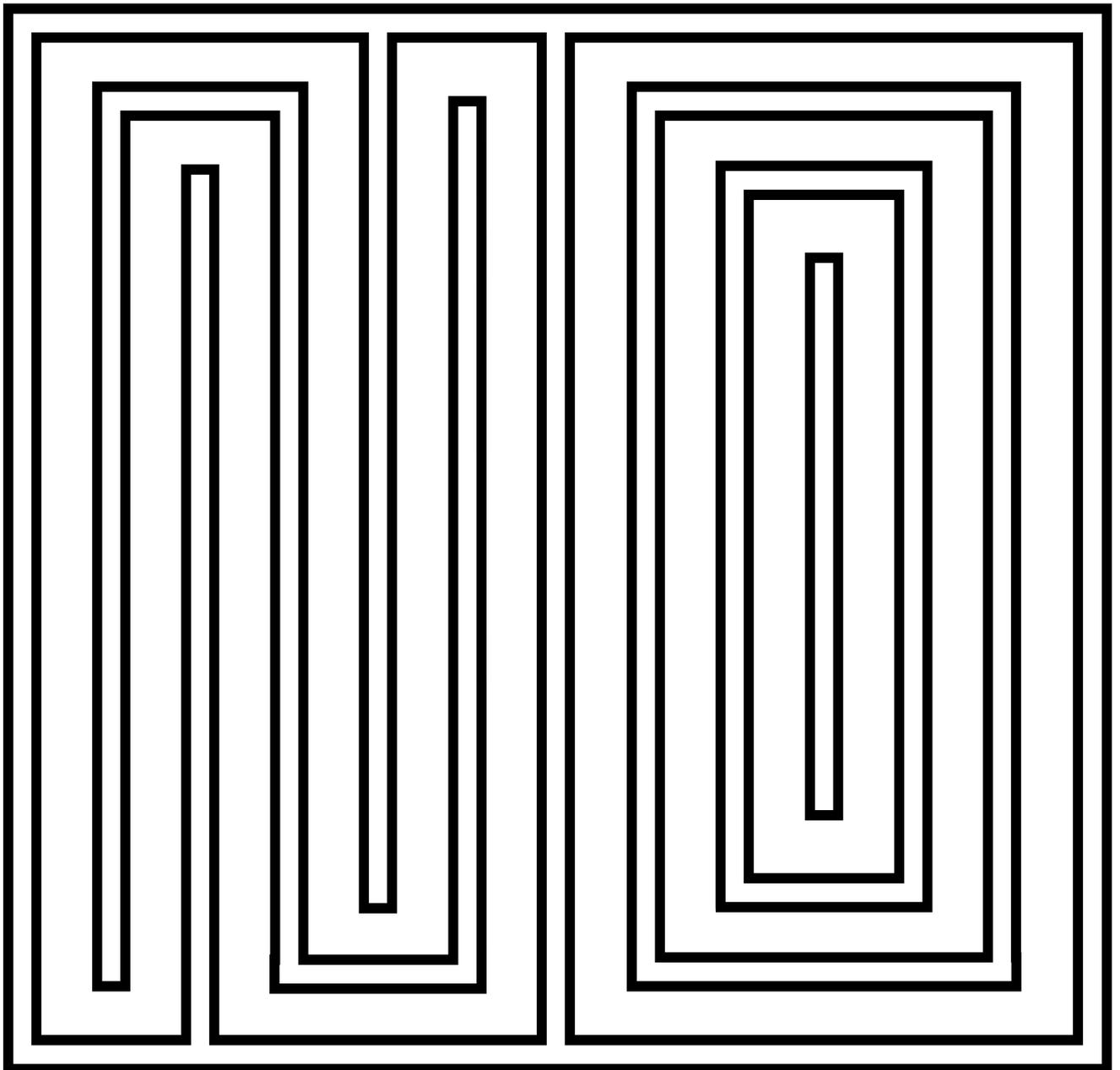
It is complex to handle constant change, but what makes it complicated is that we are not trained in differentiating between what our perception wants us to believe is going on and what time is actually changing. To understand the nature of time, we first need to stop ignoring that the concept of past and future are illusions of the human mind. We have to accept that past and future are creations of our imagination, personal attempts to make sense of the world. Past and future are not »physically« connected with each other, they are stories and can change from one moment to the other. Need examples for a moment that can change everything in your reality from head to toe? Negative: Your partner breaks up with you, you get fired from your job or you lose somebody you love. Positive: Moving out from your parent's home, the kiss from the most wonderful person in the world or becoming a loving parent. These are only some of the moments when time hits us with its full power and becomes obvious. But the moment is always there and gives us all the material there is, the material to shape time. This can only happen in the moment of now. This moment may come from the past, but it has not been build by your personal past. Just like learning to plan better doesn't enable us to predict the future. Yes, you can train your precision to be in line with time by learning from the past, but you will never be able to predict the future. You can only assume the direction in which the moment of now is moving to.

But as mentioned before, the direction of time has little to do with the stories we tell ourselves or others. Stories are always fueled by either hope for the better or fear the

worse. They help us to understand the world we live in on an emotional level. They might be important for us but they are irrelevant to understand the rhythm of time and what we can do with it. From a general perspective, one could say that living in the future or in the past means living in your head. Why? Because imagination happens inside of you. Imagination by itself has little effect on the outside. Especially if it doesn't result in action. Why? Because action can only touch time if it happens in the outside. The outside is the only field on which we can join time to play the game. Sure we need stories to commit for a better future. Stories connect people. But we need more. We need a common ground. The smallest step could be to keep the fantastic nature of past and future in mind when we communicate with others to find solutions.

Committing to one future is not easy because we kind of understand that things always turn out different from how we plan them. But the idea of going back to normal is not only nostalgic, it denies the nature of time and turns it into an enemy. To look for the future in ancient or previous history has nothing to do with the possibilities and opportunities time is providing us with right now. We should make time our friend. We should accept that there is no going back. Look forward, embrace the moment and connect with the rhythm of time. Just as the bright future won't turn into reality, the holy past will never come back. The past only lives in your imagination. In reality, it is over and gone. In reality, there is no going back.

DON'T GO BACK, IT'S A TRAP.



The Orbital Perspective Broadens our Awareness

An Interview with Ron Garan - Former NASA astronaut

Leonhard Nima: Ron, first of all, great to have you with us for our interview for the Academia Report on Social Business, it is my pleasure to speak with you. As a NASA astronaut, you have been in space. You have this very unique perspective on our planet. You call this the “Orbital Perspective”. When you were working in space, what did you actually observe and what did this trigger in your thinking?

Ron Garan: I think when you see the planet from space, you face an undeniable reality that everyone, every single person, and every living thing on the planet is part of one interdependent, interconnected ecosystem. We are literally all in this together. There are all kinds of artificial boundaries and borders on the planet. They kind of blur into insignificance, when you zoom out to that perspective. And a number of things occur, one is you realize the fragility of the world we live in, when you see the paper-thin atmosphere, when you see the ecological damage that humans have caused on the planet, clearly visible from space. We take the world for granted, and there is no guarantee that the life support systems of the planet are going to be around decades to come

and so there is the sense that we need to protect it. When we look down on an area, you are just amazed at the indescribable beauty, in every single part of the planet, for one reason or another, the beauty is just breathtaking. At least in my case it hit me with the sobering contradiction between the beauty of our planet on one hand and the unfortunate realities of life on our planet. We all know that life on our planet is not always as beautiful as our planet appears from space. And it fills me with a sense of injustice, a sense that it does not have to be this way. If you look down at a beautiful part of the sub-Saharan African continent and realize that thousands of children die every day on that continent through water-borne diseases, clearly preventable, clearly avoidable. We have a responsibility and obligation to protect these children. These are our children, and we somehow are ok with the status quo that allows thousands to die every day worldwide. And so, from space we look ridiculous, all things that we quarrel over, all things that we fight about, all the things that seem so incredibly important on the surface of the earth blur into insignificance, when we see it from that perspective.

But what the orbital perspective really means, though, is zooming out to that big picture. But as we zoom out, we need to, in the words of Prof. Yunus, keep the worm's eye details of the individual people and other living things on the ground in our focus as well. The analogy I use to describe that is a dolly zoom, which is a technique in cinematography where the camera is rolled back, or dollied back, while at the same time it is zoomed in or vice versa. This challenges the viewers' perception of reality, it broadens their awareness and that is what we need to do here. But the orbital perspective is not just a geographic technique where we zoom out while we zoom in at the same time. It is also looking at things from a long-term perspective, a multi-generational perspective, but again, we have to dolly-zoom. We need to zoom out to the multigenerational perspective, while not losing the short term in the process. We can't put all our focus on the long term and then have catastrophic results happen in the short term. There has to be a balance between long-term and short-term needs. There needs to be a balance between planetary needs and local needs as well, and that's what the orbital perspective is all about.

Leonhard Nima: And you mentioned your view of the planet showed that we have a fragile planet. When you are up in space, space exploration is not only about exploring other galaxies, other planets, the moon and so on. It is a lot about research, so all the work that has been done in space, how can you actually translate these findings and the learnings and apply them to some of the major challenges that we have here on our planet?

Ron Garan: The International Space Station is an orbiting laboratory, it has a laboratory from many different areas of the earth, there is a European Laboratory, a Japanese Laboratory, US Laboratory, there are Russian Laboratories on board. Throughout the space station we work as a combined, integrated crew. There is not the Japanese crew or the European crew or the Russian crew, there is just the crew. And we work together as an international crew to better understand things like how we can produce energy more efficiently, better understand the human body, how we can develop better medicines, better materials, the list goes on and on. And the space station itself is a microcosm of the earth, we have life support systems on the international space station, we work together as unified international crew, to maintain and protect the life support systems of the space station and we also need to work together here on the ground as an international unified international planetary crew to maintain and protect the life support systems of 'spaceship earth'. Pretty much all the research that has been conducted on board of the space station not only will help us to better explore the solar system, but it will also help life here on the planet.

Leonhard Nima: One of the tools we have here on the planet is social business. And maybe, from that orbital perspective onto our planet, I would like to hear from you about your perspective on the social business world. You have been a social entrepreneur yourself, how do you perceive, how do you evaluate the global social business movement?

Ron Garan: Pretty much since the dawn of time, the purpose of business was exploitation, especially colonial ex-

ploitation where the European powers basically went out and colonized the world, and for one specific purpose to make use of the resources including human resources that were contained in those areas, and exploit them, basically for the benefit of the few. Even within the European nations that initiated the colonization and then later even within the US that was involved as well it wasn't even to benefit all the citizens, it just benefited the selected few citizens, and that's the sad history of business. But business has the incredible power to either destroy our planet by continuing the same focus on conquest and competition and profit maximization and exploitation at all cost, or business has the power to save our planet by embracing a new way of doing business.

And the social business movement is in line with that and when we flip the purpose on its head, when the purpose doesn't become exploitation for the benefit of a few but rather if first and foremost the purpose of the business becomes to serve society, to serve civilization, to serve people, to serve the planet, and in the process create jobs, and grow the economy, then we can still get all the benefits from a thriving economy but those benefits are not derived from greed or exploitation, but they are derived from cooperation, empathy, compassion, and our realization that we are all in this together. If our system is not working for everyone then in the long term it is not going to work for anyone. So it either works for everyone or it works for no one. The social business movement will enable us to start a course correction of our business enterprise to put it on the path where it's truly sustainable. "Truly sustainable" is a buzzword but what I mean by truly sustainable is that it takes off exponentially, that we really thrive as a species, we thrive as an integrated ecosystem, as a biosphere and business with the right foundation, with the right ethos, with the right DNA, which could be the catalyst to bring us to a future that we all want to be a part of.

Leonhard Nima: But do you feel when we take the orbital perspective that the social business movement is still a drop in the ocean? Or are we actually getting into the mainstream, that we are actually transforming capitalism? How do you perceive this?

Ron Garan: It is still a drop in the ocean... I'll be really honest, back in 2011 in Vienna, when I was first exposed to the concept of social business in a real way, I thought it was a really interesting concept. I thought it was wonderful but I did not think it would ever work because it is just not the way people do business, right? What I realized after I learned more about social business is that as a collective, we are not completely ready for it yet. I think the reason why we are not ready for it yet, and the reason why business has been the way business is since the dawn of business is that we are still wrapped up in our own, individual and collective egos. I think we are starting to see an awakening unity on the planet, where one by one, people start to realize that there is more to them than just their egos, that they are connected to something larger, bigger, more important, more beautiful, more real, and as the critical mass of people who realize this fundamental truth reaches the critical point, you will see things like social business take off exponentially. What is stopping that from happening right now is the collective insanity of our planet that thinks that we are all completely separate and that we can do whatever we want

and it is not going to affect anything else. For the most part, corporations exist to take advantage of workforces, to manipulate consumer groups, and to exploit natural resources and everything else. A lot of companies are trying to do the right thing but I think for the most part, what they are doing, is simply giving the appearance of doing something really meaningful. But things are going too far downhill too fast. What is required is fundamental systemic change to the entire economic system.

Leonhard Nima: How do we reach the critical mass then? And what is the role of education? Can we bring social business more into education, will that help us reach a critical mass?

Ron Garan: The greatest education is not necessarily speaking but doing, it is setting the example, it is actually having tremendously successful social businesses that provide incredible services that become household names, not because of the social business aspect but because they provide a service or a good that people want to have and when they realize wow, this product that I love, that I can't live without was made by a social business, what is this all about, why is this so successful? I think that is the education that we need. We need an education of case studies, of really spectacular social business success stories.

Leonhard Nima: Where people actually get inspired by and really can see that this can have a big impact. This year 2020 is, let's say, a quite unique year, with a global crisis that has been unprecedented in history. You mentioned in the beginning that we have this interconnected ecosystem, the global planet being connected is something that we feel right now. Also, we feel how fragile it is. What keeps you positive that we get out of the situation even stronger?

Ron Garan: First of all, what keeps me positive is, looking at things for what they really are. The various crises that we are facing right now are not global crises. If we treat them as global crises they are never going to be solved, they are planetary crises. What that means is "global" treats everything, every person as a number in a spreadsheet, a member of a workforce of a consumer group, of a race, of a nation, and it doesn't take into account the very important part of the equation which is the biosphere of the planet itself. If we treat things from a planetary perspective the underlying word planetary is imbued with the unity that is the reality, the interconnected, interdependent unity that is the reality of the world we live in. And that each and every person, that every living thing on the planet is a valued member of this ecosystem, of our planetary community. And when we attack the crisis and try to solve problems and overcome challenges from that perspective, proposed solutions become a lot different.

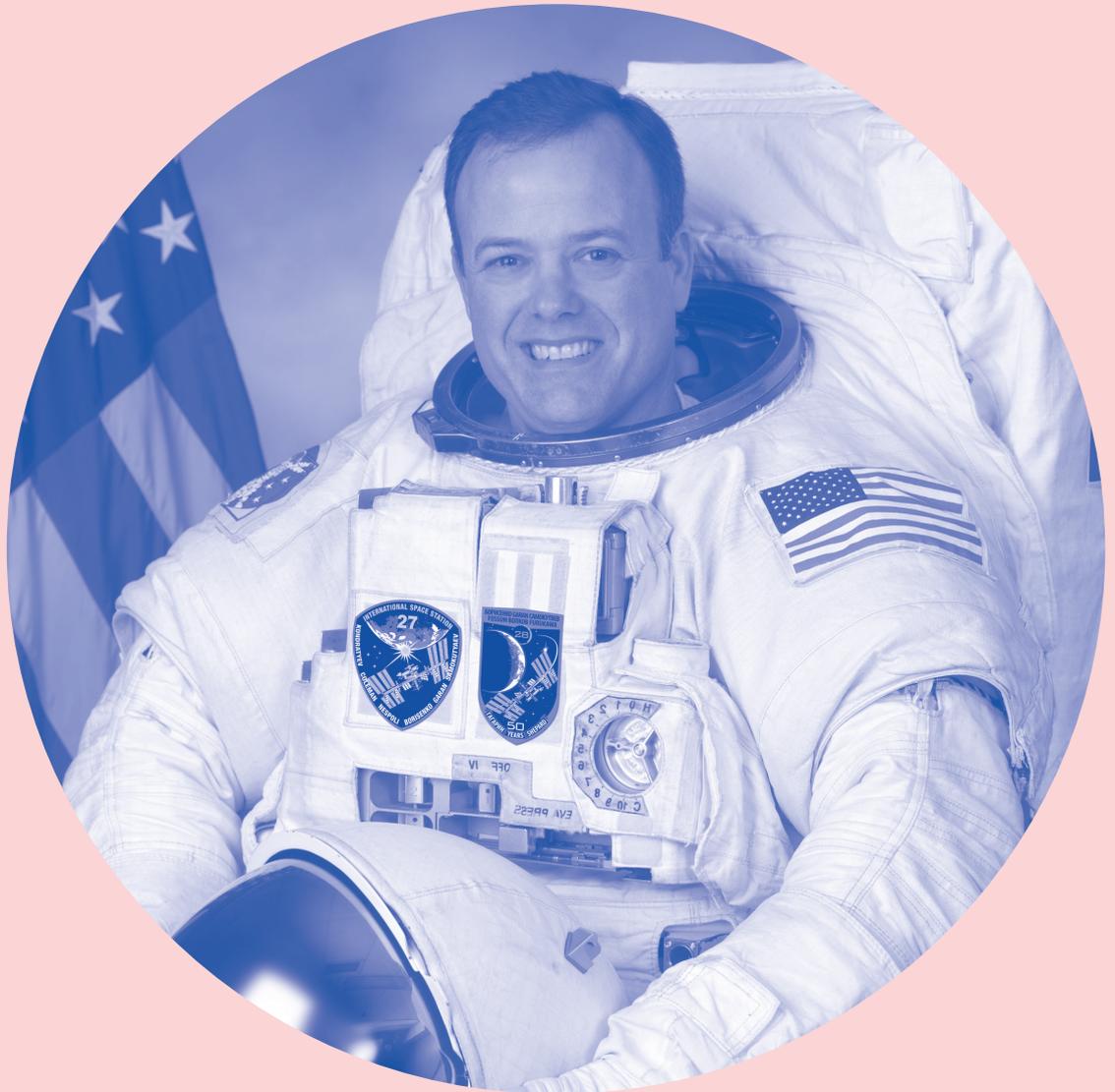
2020 is shaping out to be a really tough year, there is a lot of heartache, we are paying a tremendous price for everything that is going on. But I believe it will probably go down in history as the great transition where humanity was presented an opportunity to take two potential paths, one that spirals down to destruction and more separation and more us versus them or one in which we decide we had enough of that, we tried that for thousands of years and we are going to go

on the path of unity. We are faced with very real challenges and problems and the only way we are going to overcome them is by solving them in the context of the real world. And the real world is not two dimensional, the earth is not flat, I have seen it from space. We live in multi-dimensional, multi-variable existence. And our problems are very, very complex, they deal with millions of dependent, independent, and interdependent variables. We have a population of almost 8 billion people on the planet, and the only way we are going to solve this is by working together as a planetary community, using the best that we have to offer as a human family, and taking in real, evidence-based, science-based data and coming up with those solutions. I am confident that we are going to go down the right path and come out more unified, and all of the noise that you hear right now I think are the death throes of the old ways, of the old human epoch and we are about to enter it to a new human epoch with a much greater level of cooperation and collaboration than we have ever seen before. What is required right now for life on the planet to survive is to figure out how to cooperate on a planetary scale. We need to define our community as the earth, and when we do that, we will be able to solve the problems that we face.

Leonhard Nima: One final question: Let's travel into the year 2030, you go back into space, and your task is to do the dolly zoom again and look onto earth. What is your wish? What would you want to see on the planet then?

Ron Garan: Between now and 2030 it is not that far away. I want a critical mass of people on this planet to realize that we are one human family, and when I say, one human family, what that literally means is, if you go back far enough, literally every single person on the planet came from the same mother and father. We are literally from the same family. But we are connected on a level much much deeper than the physicality of DNA. There is an underlying unity that is usually just outside of our perception, but by the year 2030, I hope that a critical number of people reach the realization that we are deeply interconnected, that we are in fact one and that that infuses itself in our economics, our governance, our ways of doing business, our ways of problem solving and for the first time in human history we really start to tackle the seemingly intractable problems that we have and we actually lift all of the earth's population out of poverty. One of the SDGs is to rid the world of poverty, but the way poverty is normally defined is ridiculous. It is something like nobody in the world should be living on less than 2 dollars a day, or 1,75 dollars a day, which is absolutely ridiculous, that is not a life — 2 dollars a day is not sufficient for people to reach their potential. So we need to make sure that we accomplish the SDGs but we actually lift everyone out of real poverty, by realizing that every single person is a valued member of the human family and every single person counts, and if all of us are not living up to our potential, then we as a species are not living up to our potential.

Leonhard Nima: Ron I would say let's schedule another call for 2030 and check whether we have that feeling of unity on our planet. And whether we have been able to eradicate poverty completely. Thanks a lot for your time.



Ron Garan

Ron Garan is a decorated NASA astronaut, fighter pilot, test pilot, humanitarian, and social entrepreneur. He champions his “orbital perspective” message to improve life on Earth. Ron spent 178 days in space traveling more than 71 million miles during 2,842 orbits of our planet and has accomplished four spacewalks. He also spent 18 days at the bottom of the ocean in the world’s only undersea research lab.

Ron is the author of the critically acclaimed book, *The Orbital Perspective*, and is releasing two new books, *Floating in Darkness* and *Railroad to the Moon*. You can find him at <https://www.rongaran.com/>

What are your future thoughts...?

Boosting the Role of Social Corporate Governance

Social business will increasingly integrate in mainstream academia, in correspondence with the increasingly important role it will play in the economic system that will emerge from the post COVID-19 social and economic crisis. It is important to recognize that social business is an integral part of the economic system and in some cases the only tool, to solve economic and social problems.

Transforming the Vision for the Economic System

The importance of social business lies above all in the fact that it requires, even in academia, a radical change in the overall vision of the economic system and in the concept of the nature of human beings that underlies it. Social business presupposes acknowledging that economic agents are moved not only by the selfish pursuit of profit, but that they are human beings also animated by feelings of generosity, altruism and collaboration.

Pursuing a Truly Interdisciplinary Approach

It is necessary that the traditional visions of mainstream economics open up to the contributions of those disciplines that deal with humanity in all its many facets: not only history, sociology and psychology, but also all artistic, cultural and philosophical disciplines that have a lot to tell about the complex and spiritual nature of human beings.



Dr. Elisabetta Righini

Università degli Studi di Urbino

Elisabetta Righini is on the board of Biesse SpA and UnipolSai Assicurazioni SpA and Full Professor of Commercial Law at Università degli Studi di Urbino. In her past career, Dr. Righini held the position of Member of the Ethics Commission at Coop Adriatica. Dr. Righini received a graduate degree in Laws from the University of Bologna and one in Clinical Psychology from the University of Urbino, an undergraduate degree from the University of Urbino in Religious Sciences and one in Psychological Sciences, and a doctorate in Commercial Law from the University L. Bocconi of Milan.

“It is getting more and more of a problem for large companies to gain the trust of young people, as business as usual does not seem to provide enough meaningfulness to them, and as they worry about the impact they may have. Research about factors that enhance the attractiveness and motivation within the companies might help large corporations to transform themselves in a way they can provide sense, especially to the young generation, taking into account the consequences of their activity on nature and people, and trying to have a positive impact.”

Bénédicte Faivre-Tavignot
Affiliate Professor HEC Paris

CSR after Corona: An Opportunity to Gain Competitive Advantages or a Cost to Avoid?

“To prosper over time, every company must not only deliver financial performance, but also show how it makes a positive contribution to society” wrote Larry Fink, CEO of BlackRock, in his letter to all S & P 500 CEOs in 2018. During the 2020 World Economic Forum, the calls for a more sustainable world where companies make a positive contribution to society and reduce their ecological footprint were repeated and echoed by many business leaders. It seemed that CSR was on its way to becoming a core strategic function within the successful firm of the future, and not just a budget line in a marketing department. Then came Corona, and according to the German chancellor Angela Merkel, the biggest challenge since World War II. The COVID pandemic slowed down most economic transactions around the world, and cost cutting became the dominant strategy for many firms, simply to protect their cash basis. Many argued that firms in a crisis will look at the bottom line and neither social nor ecological impact. In the short run, this might be the dominant strategy. However, there might be another perspective if one allows to, for a thought experiment, escape from the current crisis, and take a longer-term perspective.

I want to outline that, even though the future has perhaps never been more uncertain, that there is a true business opportunity in what I call CSR 4.0. Not because we should – as business actors – have an intrinsic motivation to strive for social and ecological impact besides making profit, but because there are true business opportunities in combining economic viability with social and ecological impact. Let me outline two major reasons amongst many why social and ecological impact become even more important after the current crisis:

First, the young talents that companies need to master the digital transformation, to gain or maintain competitive advantages, and who will become clients with high purchase power in the future, care about purpose and sustainable business practices. Many C-level managers and recruiters can tell that a lack of talent or a lack of good strategies to retain talent is a major issue for the successful company of the future. Unilever’s CEO Alan Jope, for instance, justified the plan to halve the amount of new plastic used within his

company prominently with the need to appeal to the younger generations that look for purpose and positive impact as future employees and even more so as consumers.

Second, the current COVID crisis links globalization and worldwide business activities to the vulnerability of the planet. As a reaction, many governments have immediately started to issue new laws, and to shift political support to industries that will guide their country into a more sustainable future. With new regulation and shifting political agendas, there are strong economic incentives to focus on sustainable practices. An illustrative example is that Germany recently unveiled a big support package for car sales that is solely focused on electric cars, thereby rejecting the German automobile industry’s request to support combustion engine cars, which represent roughly 90 percent of the total car market. A maneuver that is in line with the EU regulation that sets CO2 emission performance standards for passenger cars, and which imposes fines on car producers that exceed fleet-wide emission standards set by the regulation since January 2020.[1] Therefore, it might be less costly to focus on sustainable practices in the long run because new regulation will make unsustainable practices too expensive.

In this context, strategically used CSR strategies can create competitive advantages. I call those effective strategies CSR 4.0. But let me first outline a brief history of different CSR approaches before I highlight important dimensions of CSR 4.0.

I call the oldest approach CSR 1.0. It stands for philanthropic models. In other words, companies make profit based on their business model, and use parts of their profits to support a social cause. Most of today’s multi-national companies applied that CSR strategy in the past, when they started implementing CSR strategies, or still apply it today. For CSR 1.0 strategies, it is not important what a company’s business model looks like, or in other words, how the company makes money. What is important is that the result of the business model – the profit – is in parts used for social or ecological projects. A software company sponsors sports events for socially disadvantaged children or a brewery company builds schools in third world countries,

and a pharmaceutical company supports museums and arts events. In that model, there is no connection between the core business of the firm, and its social and/or ecological impact. The business model simply generates enough cash to do some good. CSR 1.0 models do not work to generate competitive advantages. In the worst case, companies are criticized for green washing activities.

CSR 2.0 stands for operational social or ecological impact initiatives. They are somewhat connected to how the company operates, but those initiatives also have an internal, often cost cutting perspective. Examples of those initiatives include the reduction of emissions through business trips, recycling of materials used in the production cycle, reduction of energy consumption, and many more that have a positive measurable social or ecological impact. However, less and less companies report them prominently in their CSR reports, perhaps with the exception of emission-related numbers, as they do not represent competitive advantages, and investors and clients regard those initiatives simply as standard tools today.

CSR 3.0 is a kind of risk management approach. The company is mapped in a way that social or ecological company risks become visible, and then they are managed to avoid scandals, respect the law, or to be compliant with anticipated future standards. This type of CSR is more strategic than the aforementioned approaches, but it is a very negative view on CSR. It is simply done to manage and/or avoid risks, but not necessarily to gain competitive advantages. Supply chain audits are probably the most prominent example here. While some companies still report that they perform supply chain audits, others do avoid prominently promoting those practices. One reason is that if something goes wrong, even though supply chain audits are performed, then this can be perceived as a signal of bad risk management or even of greenwashing. Finally, CSR 3.0 does not apply a customer-centric approach to social and ecological impact. The latter would require that those impacts form part of the service and product perception of the customer.

The latter point is exactly the starting point for what I call CSR 4.0 strategies. The first pillar of CSR 4.0 strategies is an understanding of social and ecological impact as an inherent part of the service or product. Ecosia – the Google-like search engine offers sustainable decision-making assistance as their search algorithm is created to help people make more sustainable decisions. Besides, Ecosia also plants trees with 80% of their profits. bKash, M-Pesa and others that provide mobile money transfer services offer a bank account on mobile phones to people who would otherwise not be able to virtually save and transfer money. The social impact offered by bKash et al. is financial inclusion. A social impact that attracted the Bill & Melinda Gates Foundation to become an investor into Bkash. Patagonia sells outdoor equipment with an integrated ecological impact and can ask for a significant price premium for its products. And even for many people who buy a Tesla car today, one of the main purchase reasons is that they believe they buy a more sustainable car compared to regular combustion engine vehicles. Hence, CSR 4.0 strategies implement social and ecological impact into any product or service innovation, and pimp existing services or products with additional social or ecological value. Most of the practical CSR 4.0 strategies make use of the 17 Sustainable Development

Goals (SDGs) either to show where exactly they contribute with their product or service, or to directly link the positive impact that they generate and measure to the indicators behind the SDGs.

Companies that wish to implement CSR 4.0 strategies need to follow a long, and perhaps very challenging transformation, that includes changing processes of innovation, the corporate culture, reporting to the market and external stakeholders, and promoting people who stand for that new triple-impact mindset which generates economic profits together with positive social and ecological impacts. The examples of successful social entrepreneurs around the world and international companies like Patagonia show that talents find this CSR 4.0 perspective attractive, and that many do not strive to maximize their salary but instead look for purpose in the workplace. We also know that a great deal of clients pay more for products and services with an integrated social and ecological impact. A trend that might become even more relevant when the Fridays for Future generation reaches the peak of their purchase power. Even if companies do not see how their daily business can reach the ideal of CSR 4.0, it is an opportunity to experiment with that approach. In the minimum, to comply with new laws and regulation.



Dr. Florian Hoos

Florian Hoos is Affiliate Professor in the Department of Accounting and Management Control, and was the Scientific Director of the Master in Sustainability and Social Innovation at HEC Paris (2016-2018). He joined HEC Paris as an Assistant Professor in 2011. From 2017-2019, Florian served as the Director of the Centre for Entrepreneurship at the Technical University Berlin (Germany). During the academic year 2014-15, Florian was a Visiting Assistant Professor at MIT Sloan School. Before joining HEC Paris, he earned his Ph.D. from HEC Lausanne (Switzerland) in 2010 and holds an M.Sc. (Diplom-Kaufmann) in business administration from the University of Giessen (Germany).

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[1] See https://ec.europa.eu/clima/policies/transport/vehicles/cars_en.v

Research as a Catalyst for Corporate Social Impact

Results of a Virtual Discussion

On 23rd of July 2020, Yunus & You – The YY Foundation, Yunus Centre, and Studio Nima hosted a virtual discussion on “Research as a Catalyst for Corporate Social Impact”. Renowned academics and social business experts elaborated on how research and education can foster corporate engagement in social impact creation:

Dr. Zhao Meng

(Senior Research Fellow, Nanyang Center for Emerging Markets / Visiting Professor, Nanyang Business School)

Lamiya Morshed

(Executive Director, Yunus Centre & Grameen Healthcare Trust)

Daniel Nowack

(Managing Director, Yunus Social Business)

Dr. Vinika Rao

(INSEAD Executive Director Emerging Markets Institute & Gender Initiative and Director of the Hoffman Global Institute for Business & Society)

Dr. Aline Laucke

(Chief Impact Officer, Studio Nima)

The discussion did not only focus on effective strategies to be used to create impact, but also on major challenges and valuable recommendations when doing social business in and with corporates.

HOW CAN CORPORATES BE CONVINCED TO ENGAGE IN SOCIAL BUSINESS AND WHAT'S THE ROLE OF RESEARCH IN THIS REGARD?

Lamiya Morshed: Quite often it's the companies that have come to us or to Professor Yunus to collaborate because they feel very strongly that the time has come for them to do something beyond the traditional CSR and try something bolder. But usually Professor Yunus recommends corporates to not just try to increase impact through their core work but to create a social business on the side with a whole new different set of rules and a whole different logic. Often companies then find that they can do something much more rapidly and much more radically than they thought they could. Research is very important when it comes to convincing more conservative companies that need to see that there are ways to do this without reinventing the wheel, without risking too much and moving out of their comfort zone.

There's already a growing body but really not enough research or case studies on how these social businesses are created, how they are built, how they are invested into, how they market their sales, what have been the success factors.

Vinika Rao: We know that companies that have successfully integrated social impact into their value chains are able to use this to their advantage in many ways. They can create more differentiated offerings that their customers will value. They can make a foray into new markets. They can win the war for talent by attracting and retaining the best of young talent because today they have a stronger social conscience and they're rightfully concerned for the future of the planet that they will inherit from us. Organizations can enjoy the many benefits of building better relationships with the communities that they operate in, as well as with the regulatory authorities that they have to deal with in the course of business. So it would seem like everyone should be comfortable with this, everyone should understand this. But the challenge continues to lie in getting the buy-in of the business decision makers by convincing them to mainstream social impact, rather than just making it a public relations ploy. And that's where I really think data can make a difference. We need to link the company's social entrepreneurship activities to key performance metrics.

It's a difficult lesson to learn for a lot of business leaders. But it's perhaps even more important under conditions of extreme disruption like we're facing at the moment due to COVID-19, where the tendency can often be only to focus on business survival and profitability.



Lamiya Morshed

Executive Director of the Yunus Centre

WHAT CAN WE DO TO ACCELERATE THE SPREAD OF SOCIAL BUSINESS AND RELATED CONCEPTS INTO ACADEMIA & BUSINESS? AND WHAT'S THE ROLE OF CORPORATES HERE?



Dr. Zhao Meng

Dr. Zhao Meng is visiting associate professor at the Nanyang Business School (NBS), senior research fellow at the Nanyang Centre for Emerging Markets (NCEM). He founded the Yunus Center for Social Business & Microfinance at Renmin University of China.

His research interests include social entrepreneurship, corporate social responsibility and organizational value. He leads a research initiative on business sustainability at NCEM.

Zhao Meng: There are some trends happening very fast that can help scholars to become more impactful with their research. For example, an increasing number of scholars in business schools are organizing themselves around a common purpose and provide a stronger voice about how to do responsible research. One example is a network called RRBM, Responsible Research in Business & Management. This network was founded in 2014. About 20 senior business scholars who got together try to transform the research culture towards more meaningful scholarship. Last year, they had the first global summit on responsible research. Furthermore, scholars can more actively work together with professional intermediaries like Yunus Social Business, the YY Foundation, or the Aspen Institute. These organizations are fully committed to bridging the business world and the academic world. They have a great access to data. They can help starters to build trust with managers, they can help spread the message. Finally, a Research Center can also be a beautiful design for any university to encourage young scholars to work in the area of corporate social impact. If business schools or universities really care about the center, adequate expectations can be negotiated about scholars' research outcomes.

I think many scholars are interested in being involved in such activities. But you need a particular type of person who has reached a certain stage, with appropriate institutional support, but also one with personal passion. This is kind of a rare combination. We need "intermediary scholars" who can transfer knowledge from research to a broader business community and can connect this community with more relevant and committed scholars and knowledge producers.

Vinika Rao: Within INSEAD, the Hoffman Institute for Business & Society actually plays the role of a social intrapreneur. A dedicated team of professionals are tasked with finding innovative ways to ensure that the maxim of "business as a force for good" becomes integral to every part of the school, in what we teach and what we do as an organization. As an academic institute, we are in the business of using academic research to answer real business world issues.

Lamiya Morshed: It is very difficult, I think, to impose it from the outside. We found often that, rather than the top level of the university, it is the students and the young faculty who drive social business because they think that this is something that is needed and relevant to this world. More than ever, academic institutions are feeling that there's a need to bring alternative business models into their curricula. Just like companies who feel that their customers

increasingly demand products that contribute to keeping the environment safe or paying people in the supply chain properly.

We just have to do more and more so that there's more interchange between all the different actors. Corporates can support such efforts. At HEC Paris, for example, Danone provided an endowment for a social business chair. Together with other corporates, Danone is also highly involved in an innovative action tank at HEC on poverty alleviation. This is mutually beneficial for both sides. They benefit from the learnings that are fed back into the companies and the academics have access to case studies.

HOW CAN (ACADEMIC) RESEARCH CREATE IMPACT? AND HOW CAN IT BE MEASURED?

Daniel Nowack: With our “Business as unusual” study, our goal was to make the business case for companies to understand why they should engage in this space. Showing that it does have an impact on their performance, their employee retention or their innovative potential.

We've actually conducted an impact measurement survey just recently on our research, reaching out to 2000 people who were in some way exposed to the research. We tried to understand how the study changed their current perception of the field itself. And we've seen that almost two thirds of the respondents said that the research actually led, or is expected to lead to shorter time frames for implementing social businesses in the future, and a higher likelihood for them to engage senior executives to actually start social business activities. But we need to continue measuring the impact for quite some time to have more statistically robust evidence. We've developed standard experiments, structures that companies could implement to find out what the impact is on their business. And that's something that we're hoping to continue to implement, because a lot of the companies that were in our first cycle, have not been able to implement it in that timeline.

Zhao Meng: I think the best way scholars can become effective catalysts to generate social impact, is to balance the two roles of researchers as social impact generators and seekers for truth.

Scholars can follow up on the findings of YSB's research, just like a hammer and go deeper and deeper right into the existing findings to challenge and validate them and also relate them to other factors. If you tell me there's a causal relationship between employees' commitment and social intrapreneurship activities in a company, I would have a lot of questions like: How to make that happen and whether or not it is applicable to other companies? I think we need a larger group of scholars who can work together on this.

Daniel Nowack: Yes, I agree. Also, understanding capital allocations in the business world, ultimately is one of the next big points for us. There are lots of CEOs that are driving their companies towards sustainability and transformation, but they're always struggling in their relationships, even with shareholders. And so it needs a concept to really transform that and look at what's keeping shareholders back from



Vinika Devasar Rao

Vinika Devasar Rao is Executive Director of the INSEAD Emerging Markets Institute and Gender Initiative, and Director of the Hoffman Global Institute for Business & Society, Asia.

INSEAD's Emerging Markets Institute creates and disseminates knowledge that helps to improve social and economic development in emerging nations, whereas the INSEAD Gender Initiative seeks to integrate business research and pedagogy to engage the full potential of women. The Hoffman Global Institute for business and society trains business leaders in making decisions in ways that deliver positive outcomes for businesses, for people, and for the planet.

overcoming short-termism.

However, this all feeds into one road which tries to promote social businesses, to make the business case for it, and to talk in the old language about financial returns, about impact on the bottom line of a company, and that's all good. But another question is: is that all that should be relevant to a company or should we actually relook and reassess how society values value creation? Are there hidden values that we haven't really monetized yet? So for example, should there be more value to child education and bringing up kids, more than financial returns that maybe our daycare providers are getting? Research, to me, has a responsibility to look at innovation beyond financial returns, beyond how we measure value creation into new avenues and understanding what it really means to create value for our society and our people.



Dr. Aline Laucke

The interview was conducted by Dr. Aline Laucke. Aline is the Chief Impact Officer of Studio Nima.

SOCIAL BUSINESS IS AN INNOVATIVE FIELD. HOW CAN RESEARCHERS FOCUS ON THAT FIELD AND SUPPORT ITS DEVELOPMENT WHILE AT THE SAME TIME COMPLYING WITH ACADEMIC RULES?

Vinika Rao: With our different research centers we try exactly that, to create a liaison between serious academic research and real business world questions. We keep a pragmatic business hat on. INSEAD faculty publish research in the leading academic journals that few business practitioners will read. But we also publish practitioner-friendly articles in business journals and INSEAD Knowledge, which get great feedback from business readers looking for easily understandable and actionable ideas.

Daniel Nowack: We work in a space that isn't defined yet, that is so disruptive and innovative that we can't really understand how big that market is going to be. Because of the speed of disruption and speed of innovation that's going on in the world, I don't think that we have the luxury to look at three or four year research projects as a standalone because that is then just reacting to a development that is long past. When we started the research project initially, a lot of researchers told us "you're crazy, you can't do that within less than a year, you have to take three to four years for it". And we said, "yes, we know". If we want to publish it in scientific journals, we won't be able to do it. But what we want to do in that one year is to get to a solid space where we can

actually make recommendations to other practitioners and surface that as quickly as possible, while at the same time still offering the data so that researchers can do a proper scientific publishing cycle. I think the two things need to go hand in hand, we need to react to disruptive innovation in the field and make it relevant to practitioners while not neglecting scientific rigor in the long term.

Zhao Meng: Researchers have totally different agendas in their interests and evaluation systems. It really depends on the institution. Faculty evaluations depend on publications in top academic and practical journals, among others. It's very important to understand that this work may be more costly to some faculties than others, maybe more costly to young faculties, more costly to faculties in the institution that only care about top journal publications.

But on the other hand, I think there's another good point, if you really have passion in this research, if you are well connected, if you want to develop the connection with professional intermediaries, you might be able to have this unique data. Combined with the intrinsic commitment, researchers can accumulate good assets over time and that can really hit very well journals and publications.

HOW CAN WE LEVERAGE EXISTING DATA SETS ON CORPORATE SOCIAL IMPACT TO ENABLE OTHER RESEARCHERS TO USE THEM?



Daniel Nowack

Daniel Nowack is Managing Director at Yunus Social Business which tackles poverty from the bottom up with Philanthropic Venture Funds and the top down with Corporate Innovation. Daniel works with corporate partners to inspire purpose-driven innovation and transformation of value chains through social business initiatives. Together with partners Daniel and his team develop Joint Ventures with corporations to solve social or environmental problems through business means.

Yunus Social Business has recently published the study “Business as unusual”, which aims at making companies understand why they should engage in the social impact space. As involvement does have a positive impact on performance, employee retention and innovative potential, results of the study illustrate that corporate engagement can generate sustainable benefits.

Daniel Nowack: We need to find legally possible ways to make the data accessible for the scientific community. Because I think the one thing you don’t want is that the few intrapreneurs and few social business examples out there are being over leveraged by research all the time, because it’s always the same people being interviewed then. And we were fortunate enough to have the Porticus Foundation behind it that wants to take the leadership role and plays a part in the coordination process. Another thing we need to push is annual surveys on the sector.

Lamiya Morshed: I understand that it is an issue for some companies, because a couple of the social businesses had cases written when they were just getting started. And they felt like they were kind of damned before they could even get that project going. So I understand they’re very nervous. But at the same time, there’s a general conservatism with even a lot of our partners in wanting to give out data, and we can never impose it on them. They’re independent companies, they will decide whether they share or not.

Daniel Nowack: In general, we were quite surprised that we’ve received a 75% response rate from the intrapreneurs, so we’ve reached out to a few hundreds of entrepreneurs and 75% actually agreed to an interview, of course, with a premise of anonymity that we would clear their names or their cases when publishing. And so in the end, we had 16 cases where we were able to mention names and mention the companies. So it does tell a little bit about their willingness, but also the procedural willingness of the companies to actually clear the case studies. And when it came to experiments, unfortunately, or fortunately, here in Europe, the main blocking point were the unions, because when you collect employee data, you have to go through to the union, or the workers council here, and that takes ages and that just killed the time for many of them.

Young People Have to Be Part of Global Decision-Making

**An Interview with Michael Møller -
Former Under-Secretary-General of the United Nations**

Leonhard Nima: Michael, thanks a lot for being one of our interview candidates for the Academia Report on Social Business. I would like to start with a reference to an interview with Professor Yunus that we did for the report, where he said, that this moment in time is the moment of no going back. I would like to start and ask you, what is your interpretation of “no going back”?

Michael Møller: Well, I couldn't agree with him more. I have recently been saying to some of my former colleagues and others who are using the slogan “build back better” that I fundamentally disagree with that slogan and that it doesn't make any sense because we're not going back. We have to “build forward better” and really learn from what we have gone through now as well as from the past, but we certainly need to look ahead in order to come up with something that makes a lot more sense. And to see who is going to be part of the collaborative action and the decision making. We are moving into a very different governance structure. We are in the middle of a transition now. I think that there is absolutely

no way we are going to go back and those who try will fail. And for those who insist, their businesses, organizations or political careers, whatever it is they are in, will fail.

Leonhard Nima: “Build forward better” is definitely a great slogan. What is the role that young people actually can play to build a better future?

Michael Møller: It is not only what they can, it is what they must do! They have to be part of the conversation, they have to be part of the decision-making processes that we are being shaped, and that we have to make more sustainable. They have to be part of the future. It's their future. And my experience is that most young people across the globe today are very eager to be part of building that future. I think we have seen enough examples of their ability to change the conversation, certainly on climate change over the past couple of years. And they just need to be part of it. And we need to empower them. We need to facilitate their inclusion into that conversation and give them a place at the decision-making table. In order to do that, it is very

important that we put in place intergenerational conversations. They are asking for it as well. Most young people understand that their own level of expertise and knowledge is not sufficient to face the challenges that we have today and that they need to have a partnership with the elders in order to move forward in the most appropriate way. This touches on education as well. I think we need to take a very serious look at how we educate young people today. In too many cases, we are still educating them for yesterday. And not for tomorrow.

We were talking about the quality of education today and the need for recalibrating that to be much better across the board to educate our kids for tomorrow. It is a challenge because when you look at what is happening now and what has already been projected, we see a lot of today's jobs disappear very quickly. And we don't really know many of the new jobs that are going to be created will look like.

But notwithstanding that there is plenty of scope for giving them the tools to be able to navigate this new and very different world that we are going into now.

We have seen a very rapid evolution in the use of technology over the last three to four months, where it has leapfrogged into our lives in a way that is quite spectacular to where it would have been in 10 years if it hadn't been for the pandemic. All of these things show us what is possible. A lot of the things that we were told were impossible just a few months ago, became possible in a manner of days.

I think that there are some very interesting lessons to be learned from this. I think we can adapt, but we can only really adapt if we do it together. Most humans, most organizations and most structures are simply not equipped to adapt fast enough to the speed of change that we are living right now, both in terms of the big existential problems, but also in terms of the solutions. The whole concept of building something that is much more integrated, much more collaborative, much more connected is at the core of this, and the young people have a central place.

Leonhard Nima: You mentioned the many different stakeholders, such as businesses and academia. There are so many places and institutions where young people actually need to contribute to make this change. How do we specifically get them into this? How can they actually have an impact on businesses? How can we overcome the challenges that you mentioned with regard to education and academia? There are still so many boundaries and challenges to really empower them.

Michael Møller: Yes, but they themselves are very active in doing so. If you look at organizations such as One Young World, all of the participants are social entrepreneurs and these kids are 15, 16 years old, or in their 20s. They are doing extraordinary things. They have taken the initiative to move and did not wait for anybody to show them the way. I think that there are lessons to be learned here. These young people have to be part of the push and part of the education, part of the sharing of experiences, and part of the opening of doors to others in their communities. I think there's a movement going on. But the trick that we have to figure out is how do we accelerate this movement? And how do

we accelerate the inclusion of young people, both in the conversation and in the action? I think that the good news in this respect is the fact that businesses and others are coming around very quickly now to the understanding that this is no longer just about shareholders. It's about stakeholders. It is about how you ensure that you do the right thing in the communities in which you operate as a business. Part of that is how you include young people into what you do, into the conversations, into the feedback on the impact of what you do. And in many cases, how to include them into your work.

When we look at the amount of jobs that are disappearing because of the economic fallout from the pandemic, the economic contraction is and will be huge. And the impact will be felt for a while, particularly if we don't get our act together globally, to work collectively on how to deal with it, which is still a work in progress to put it in a nice way.

I think it is really urgent that we figure out how to help young people. But we have to talk and listen to them. They have probably better ideas than you and I, on how they want to be helped and what it is that they are looking for, what their aspirations are, what kind of jobs they would like? What are the tools they need to be able to do what they want to do? It is not a top down approach. It is very much a collaborative approach.

Leonhard Nima: And this is where education comes into play. From my point of view, there is something still missing in education. Often it is just about the skills and the tools and the knowledge, but not too much about the purpose and the context. Do the Sustainable Development Goals then provide this context, or would they be able to provide this context for a more purposeful education, a different direction in a different context?

Michael Møller: I very much think so. The SDGs have become the most extraordinary global roadmap that we have ever had. I usually say that I am sure that those people who sat down and signed that document and worked on it did not realize how good a job they have done. Everybody gets on board. Everybody understands it. It makes sense. The integrity of it, the fact that you cannot talk about one of the SDGs without talking about the others. They are about understanding the problems, but more important to figure out what their solutions have to be. That is precisely what the SDGs are about. If anybody gets it, it is the young generation and they get it immediately. And more and more people are jumping on the bandwagon. We are now seeing evidence that shows very clearly that when you apply the principles of the SDGs into a society or community, the entire kind of solutions that you get are a hell of a lot better than before.

Leonhard Nima: I agree that the SDGs are easy to understand. It is a very straightforward message, but still a lot of people might not have heard about them. So how do we overcome this? Even if they're easy to understand you still need to reach people. Are there shortcuts there?

Michael Møller: If there is one thing that can help us and we need to use more is social media and new technologies. This is our means of communication that has complete-

ly transformed the world. Almost every single kid that you talk to has a phone of some sort. And they all have to be helped with sending and spreading the message. The time of sitting on your hands and waiting for somebody else to do the job for you is over. This goes from citizens looking at their governments to kids looking at their elders, and to kids looking at their schools and their teachers. It has to be a real conversation. It has to stop being just a one-way conversation, it has to be both ways. I do not see any other way of fast tracking the spreading of the message and not just the spreading of the principles and the wording of the SDGs, but also the spreading of evidence that shows that this is the way to go.

Leonhard Nima: Who is actually doing this job? Is this the role of the UN or other entities that emerge around?

Michael Møller: It is everybody. For example, I helped organize a conversation at the Vatican between all the religions of the world on how we could do a collective and integrated implementation of the SDGs at the grassroots level. It was the most extraordinary meeting. All these religions who normally fight and don't talk to each other. There were religions in that room I never even heard of. But it was an incredible meeting with an energy level that one could seldomly see in these formal meetings, where they sat down and they agreed that they had to do stuff together. And that's happening now. I helped the creation of a network of "SDG Cities", where the cities, applying the principles of the SDGs are working together, learning from each other's expertise, helping each other with what they have learned. And you will find some cities that have quite amazing forward movement. If you happen to travel to Heidelberg in Germany for example, you will see a city that has done extraordinary well in the implementation of the SDGs, in collaboration with a whole series of other cities around the world. It is about collaborating, it is about integrating, it is about networking, it is about breaking down the silos.

Leonhard Nima: The SDGs are certainly one of the great achievements of the United Nations. I would like to link the UN to the young people. What is actually the role and the impact young people can have on the United Nations and very pragmatically, how can they influence this institution?

Michael Møller: They can by lifting their voices. If there is one thing we learned from Greta and her friends, they totally changed the way that a lot of leaders, including within the UN, look and approach the climate change issue.

Youth activism like we have never seen before has, in less than two years, totally changed the conversation. I think there are some parallels to when we are talking about gender equality where half of humanity wasn't being taken seriously. To be included you had a lot of pushback and very traditional male responses to this. You have a bit of the same about bringing in young people, who are not considered serious players in any kind of decision-making process. I think that the doors are a little bit more open now for that, simply because everybody understands that we are in a really bad place and we are in an existential fight.

With the UN there is a structure. It is not ideal. It has to be

reformed and financed better. But the fact is that the reflex of bringing in young people is very much there. I used to do it quite often with different youth organizations where they would basically take over the running of the UN in Geneva for one day. And it was always a learning experience for me and for my senior colleagues, because they came up with ideas that were really fresh and imaginative. And we had some fantastic conversations. The enriching of the management of the affairs of the state, and of the state of the world can only be increased if we bring in young people in a structured, in a respectful way, where we create these intergenerational dialogues that will help guide them, but also help move the older ones.

Let me repeat a quote by Mr. Kofi Annan that is absolutely appropriate to what we are talking about now, where he used to say that "you are never too young to lead, and you are never too old to learn". And I think that is exactly what we are talking about.

Leonhard Nima: I would like to emphasize the intergenerational exchange that you mentioned that needs to be institutionalized. You gave some examples at the UN where you bring this in. This does not just happen out of the air, but you need...

Michael Møller: ... you need to give some structure to it. I don't like the word institutionalizing it. Because the next word that comes after that is bureaucratize it. And that's like putting a massive brake on innovation, on moving forward, on imagination, on getting outside the box and pushing people outside their comfort zone.

You need some structure. But there are plenty of partners out there and you don't have to put them in the straight-jacket or the box of the UN or the government. There are plenty of civil society organizations, like One Young World that I mentioned, where young people are encouraged to come up with their ideas, their imagination and how we can collectively move forward. There is a positive movement.

I am an optimist by birth and by profession. And I see a lot of positive things. Most people see all the darkness that we are living in right now. But through that darkness, there are lots of opportunities and lots of things we can do. Lots of lessons we can learn from. And I am completely convinced that we have the means, we have the intelligence, we have the human capital and financial capital, to actually solve the problems that are in front of us. We just need stronger collective will. It's no longer just an issue of political will, because that is no longer the prime driver as more and more people take responsibility for acting on this. It is really a question of collective will in our societies to get a move on.

Leonhard Nima: When we speak about lessons learned let me ask you one final question. You have a long track record of more than 40 years with the United Nations. Is there a thing that you regret that you have not been able to achieve with the UN?

Michael Møller: It is not so much a regret of what I personally have not been able to achieve. If I have regrets, it is that the UN which, over the past 75 years, has provided humanity with a level of peace and well-being like we have never seen before in the history of humanity, has not been able to

adapt fast enough to the massive existential challenges we now are facing.

The UN has never been an organization that had a stake in the status quo, it has always been able to adapt to evolving realities. But at the same time, it is a very state centric, very bureaucratic and, at times, very rigid organization. We have structures that were created 75 years ago, the Security Council being one of them. They don't work well in the new geopolitical and geostrategic reality of today. One regret is that this indispensable system has not been able to adapt and to reform fast enough.

It is quite clear to me that the world absolutely needs a structure like the United Nations, maybe not the one we have now that needs reform, but one that can do the job of providing a table around which everybody, small and big, rich and poor, can come and discuss about the fate of our planet and how we are going to manage it. It has not moved well enough and fast enough in providing those services. At the same time, I am very well aware of the incredible work that the system as a whole, not just the political part, is doing out in the field. It is taking care of people's lives, making sure that they have a better life, a healthier life, a longer life, in spite of all the difficulties. We are watching these difficulties perhaps magnified right now. But that will pass at some point as well, I very much hope.

Leonhard Nima: What I learned from the interview,

Michael, you have a strong optimism that the UN will be able to adapt to the future challenges.

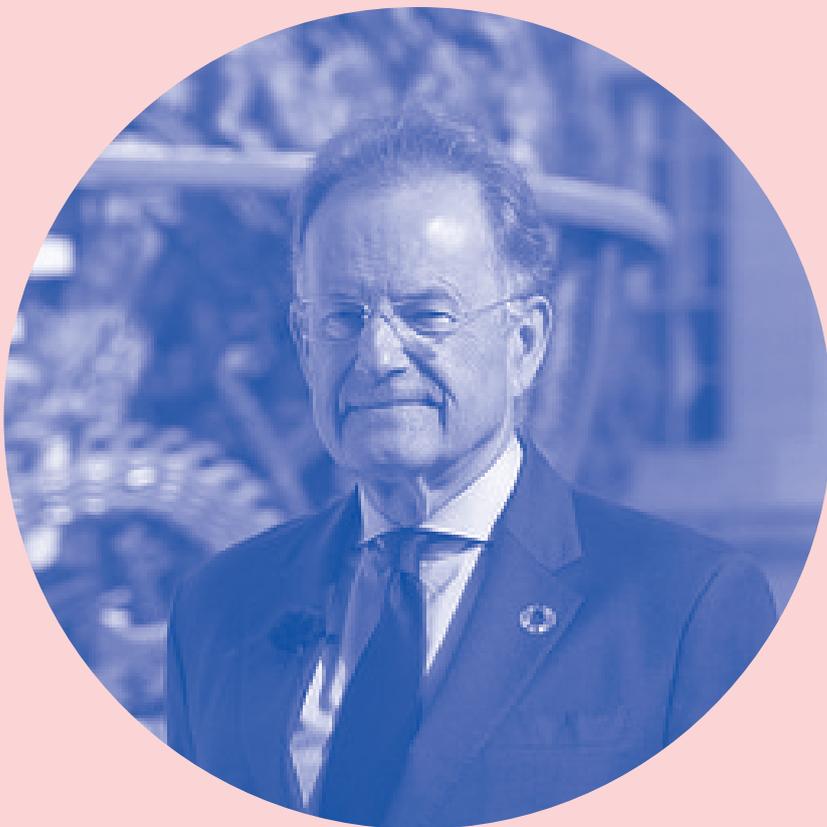
Michael Møller: Yes, I hope so. Because there is an enormous amount of knowledge and expertise that is embedded in the UN, including amazing people who have done amazing stuff and continue to do so.

But the point I am making is, if the world is not capable of dealing with an increasingly deficient leadership across the globe, and the UN is not capable of adapting, of reforming and pushing forward, then something else will emerge. Reality imposes itself sooner rather than later on everybody, including structures and governments and us as individuals. The counterweight is the amazing survival gene that humans have that kicks in very forcefully when we have the knife at our throat. And that knife is pretty close to the throat right now.

I am an optimist in the sense that I think we have all the tools as a human race to get out of the mess we are in. It may be with the help of the UN, it may not, but we will make it somehow.

Leonhard Nima: Thanks a lot Michael for the great interview. It was a pleasure speaking with you.

Michael Møller: My pleasure.



Michael Møller

Michael Møller is a former Under-Secretary-General of the United Nations. He was until 1 July 2019 the Director-General of the United Nations Office at Geneva, the Secretary-General of the Conference on Disarmament and the Personal Representative of the United Nations Secretary-General to the Conference. Prior to assuming these duties in November 2013, he was the Executive Director of the Kofi Annan Foundation (2008-11). He was the United Nations Secretary-General's Special Representative for Cyprus from 2006 till 2008 and Director for Political, Peacekeeping and Humanitarian Affairs in the Office of the Secretary-General from 2001 until 2006, serving concurrently as Deputy Chief of Staff for the last 2 years of that period. Between 1997 and 2001 he was the Head of the Office of the Under-Secretary-General for Political Affairs at UN headquarters in New York. He served in different capacities in New York, Iran, Mexico, Cyprus, Haiti and Geneva where he started his career in 1979 with the United Nations High Commissioner for Refugees.

No Going Back!

The Role of Social Business Academia
Cam Donaldson PhD & Michael J. Roy PhD
Glasgow Caledonian University

Introduction

In May of this year, reflecting on the implications of a post-COVID world for socially-purposeful entities, especially social business, Nobel Peace Laureate, Professor Muhammad Yunus declared there could be 'No Going Back!'. Our interpretation of what Professor Yunus meant was that not only has the pandemic, and associated measures to address it, laid bare widespread and pre-existing health, social and economic challenges and inequalities, but also major challenges, such as the consequences of climate change, still remain ahead of us. Given the latter and that we were not doing well on the former, we cannot go back to the pre-COVID world. We must continue to advance to an economic and social system based on regard for one another; one in which social purpose, and not profit-maximization, becomes the driving force. This is reinforced by the dynamic world in which we live, whereby, pre or post-COVID, the pace of change has the potential to leave behind those who are most socially-disadvantaged.

But what might this mean for Universities more broadly, and particularly for the network of Yunus Social Business Centres (YSBCs), now numbering over 80, around the world?

In some senses, the answer to the question posed above is obvious. We carry on. In this, the tenth year since our original small gathering at the Global Social Business Summit in Wolfsburg in 2010, the (largely) academic YSBC network seeks to promulgate and research the ideas of Professor Yunus. Our growth as a network has been remarkable. But, if we are not to become complacent with respect to our agendas to teach and evidence social business, the question then becomes "If there is to be no going back, how can we strengthen our YSBC network, and, through that, contribute to the growth of social business and other socially-purposeful endeavors?"

Here, we elaborate on two main ways in which this can be done. These are, first, to strengthen our endeavors on our university campuses and, second, for us to collaborate more amongst ourselves and with others.

Creating a healthy university environment for YSBCs

Despite our flourishing network, it is fair to say that our YSBCs have had a range of experiences with respect to challenges and support from their host universities. This comes down to two main aspects: environment and resources.

What would be an environment within which an academic focus on social business might thrive? This requires more strategic thinking from universities themselves. The strategy of many (of our top) universities is often to attract the best people and give them the space to excel. All well and good. But this may not sufficiently encourage the cross-disciplinary approaches required to address complex societal challenges of zero poverty, zero unemployment and zero carbon emissions as articulated in *A World of Three Zeroes* (Yunus, 2017). Universities often find it difficult to mobilize a broad and diverse set of academic interests around a single all-encompassing and forward-looking agenda.

Social business by itself may likely be too narrow an agenda, but there are wider frameworks within which it could flourish, and, indeed, which Professor Yunus himself has been an ambassador for. The most obvious of these is the Sustainable Development Goals (SDGs), released by United Nations in September 2015 to “end poverty, ensure prosperity for all and protect the planet” (Roy et al., 2020). In 2016, Yunus was appointed to the UN Secretary General’s SDG Advocacy Group. As the most comprehensive set of global needs ever issued, it is hard to see why the SDGs should not become the guiding framework for most universities’ strategies; whether in teaching, research or engagement. If there is to be no going back, the SDGs, in place until 2030, can serve us well. Indeed, COVID-19, with its exposure not only of health but also various economic and social challenges, should only reinforce our commitment to the SDGs.

Imaginative ways of ranking universities, with a focus on societal impact, have now started to recognize this. This is best reflected in the first two years (2019 and 2020) of the Times Higher Education Impact Rankings of the performance of almost 800 universities worldwide against the SDGs. Linked to such wider considerations, accreditation can be sought to be an AshokaU Changemaker Campus, which, like the YSBC network, brings together a group around 45 like-minded colleges and universities worldwide, committed to going beyond the curriculum to foster a university-wide culture of social innovation.

The UN, too, has harnessed universities’ contributions to the SDGs through its PRME (Principles of Responsible Management Education) initiative. PRME is also part of the UN Global Compact, the world’s largest corporate responsibility network with over 10,000 members worldwide. This Compact calls on organizations to align their purpose and activities with universal principles of human rights, fair employment, environmental sustainability and anti-corruption, while the corresponding mission of PRME, with over 800 participants, is for business schools to transform management education, research and thought leadership in line with the SDGs. Our own university, Glasgow Caledonian, is one of only 37 designated PRME Champion Institutions, committed to providing thought and action leadership in responsible management education in the context of the SDGs.

The above accreditations are not mere labels. The accreditation process tests institutions in ways that would require investments in YSBCs and their associated research and curricula. Too often we have seen some higher education institutions simply have the objective of getting Professor Yunus onto campus; after which a small group of staff are left to struggle to establish and develop their YSBC without requisite leadership support or investment in the YSBC itself and in the wider environment in which it is meant to operate. More positively, if university environments can encompass the features outlined above, then YSBCs – whether focused on research, teaching or both – can develop and grow into world-leading entities which can contribute significantly to the ‘No Going Back’ agenda.

YSBCs together!

Somewhat of a rallying cry, but we have a strong basis on which to build. From small beginnings in Wolfsburg, our network then ran two Academia Days in Vienna (2011 and 2012) before moving to full-blown academia conferences from 2013 onwards. These conferences consistently comprise 30–50 academic papers submitted from around the world.

In 2015, we initiated Social Business Academia Conference Pre-Meetings alongside the annual Social Business Day. With the pre-meetings taking place in Bangladesh and Thailand, this has widened the number of people from academia who can engage. Our range of disciplines is greater than most academic conferences; from scientists and inventors, who wish to take their work to market through social business, to business schools and social scientists discussing and evidencing the foundations of social business. We address both pedagogy and research. This makes for an unusual, but stimulating, gathering. In terms of quality, some of our work is now beginning to appear in academic journals (Calo et al., 2019; Mungaray-Lagarda et al., 2016, 2020).

But, we could do so much more, and achieve greater impact, if we worked together. We have to do more to meet, engage and collaborate in times between Academia Conferences and Pre-Meetings. We have been able to do this in Europe with two large projects funded by the European Commission, and led by Yunus Centres at the University of Florence and Glasgow Caledonian University ('Enabling the Flourishing and Evolution of Social Entrepreneurship for Innovative and Inclusive Societies', 2013–16; [\[www.fp7-efeseis.eu/\]\(http://www.fp7-efeseis.eu/\)\) and, more recently, Glasgow Caledonian, working with Yunus Centres in Barcelona, Florence and Montpellier \('Social Enterprise through Virtual Environments and Remote Entrepreneurship'; 2020–2023\). This latter project will seek participation from our wider YSBC network.](http://</p>
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As the most comprehensive set of global needs ever issued, it is hard to see why the SDGs should not become the guiding framework for most universities' strategies; whether in teaching, research or engagement.

As just indicated, therefore, we now need to engage beyond Europe, but also have models for that. The European funding stream, Erasmus+ Projects, has been used successfully to establish social innovation networks in South East Asia and South America as well as an African network called Common Good First (<https://common-goodfirst.com/>), all of which involve Yunus Centres and provide resources upon which we can build. These networks are excellent in building capacity for research and pedagogy around the globe. The recently-established YSBC Web Lecture Series (<http://socialbusinesspedia.com/events/YSBCWLSE1/>) is also now engaging Yunus Centres globally in exciting discussions about the future of social business in a post-COVID world. Part of these COVID-related collaborations has involved the YSBC in Paris collaborating with Glasgow Caledonian to outline the case for vaccines to be a Global Common Good, as originally articulated in the international petition originated by Professor Yunus (Yunus et al, 2020; and see the petition at: <https://www.vaccinecommongood.org/>).

Once more, from this increasing momentum to collaborate, there can be no going back!

Conclusion

YSBCs can be part of the mission to move beyond "SDG washing", whereby universities merely use the SDGs as tick-box framework to justify what they are already doing to using the SDGs as the new strategic architecture for forward planning. Students and staff need to challenge our institutions as to the extents they are doing this. Questions can be asked as to the where the SDGs and vehicles such as social business sit in our curricula and in our research and community engagement strategies. Do our universities have the right leadership to take such an agenda forward? Is the agenda a holistic one in which whole-institution strategies cover the embedding of the SDGs in curriculum design and types of research conducted? Are we teaching about social as well as other types of business? Can our research community track the impacts of our actions in these regards? Does your university have an SDG Society, Enactus

(<https://enactus.org/>) or some other social business related group for students to join?

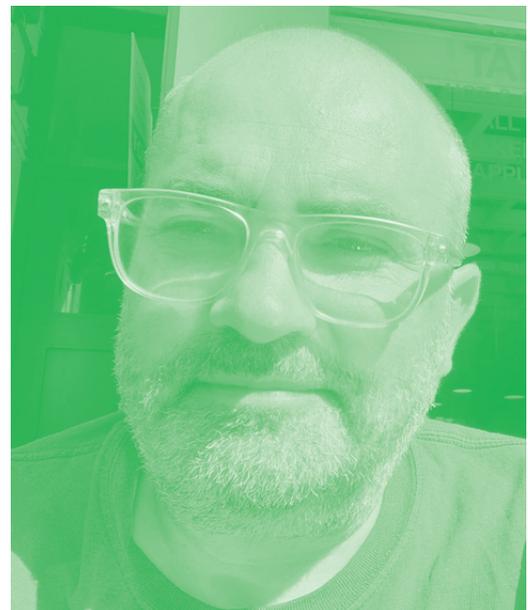
The economic and social upheavals posed by the pandemic will undoubtedly change the world in ways we cannot yet predict. But if our universities can answer the above questions positively, they will be well placed to be part of the cross-sectoral effort to rebuild post-COVID. When governments, private businesses and civil society join forces to such ends, exactly like the concerted and cross-disciplinary efforts required to fulfil the SDGs, universities like ours thus have a vital role to play in 'No Going Back!'



Cam Donaldson PhD

Glasgow Caledonian University

Cam Donaldson is Yunus Chair and Pro Vice Chancellor Research at Glasgow Caledonian University. He was, until 2016, inaugural Director of GCU's Yunus Centre for Social Business & Health and has served, for several years, as Chair of the Scientific Committee of the annual Social Business Academia Conference.



Michael J. Roy PhD

Glasgow Caledonian University

Michael Roy PhD is Professor of Economic Sociology and Social Policy at the Yunus Centre for Social Business and Health at Glasgow Caledonian University, U.K. His research focuses primarily on the health and well-being impacts of social businesses. He also examines ways in which social business activity can be supported, particularly via government policies and other instruments.

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“Our intention is to change young people’s mindset: Young people usually think that they are too young to make any kind of impact. They think that they will need to wait until they are rich to be able to start making an impact. We want to change that. We want to teach students that it is possible to create impact right at the beginning of their careers.”

Dr. Mai Thai

Associate Professor

Department of Entrepreneurship and Innovation

HEC Montréal

Food for Thought from a Social Business Researcher

Current definitions mostly differentiate social business from traditional business with regard to the motives and motivations of entrepreneurs, the organizational goals (mission) or the processes of value creation. Yet, in its original meaning the “social” refers to a positive social and/or environmental impact; and that impact, the outcome of the organizational activity, is what actually makes the difference. Thus, to define and differentiate social business it needs to be defined what social impact actually is and how it can be measured. And even more difficult, how can we measure the impact of individual organizations? Answers to these questions are not only required for its own sake but to define what the field inherently is and what it is not:

Hypothesis 1:

Social businesses creating impact at large scale necessarily trigger transformations within the dominant regime and society. Therefore, defining what social impact is and how it can be measured requires an understanding of how sustainability transformations occur and how social businesses contribute to such transformations.

Hypothesis 2:

Mechanisms to scale organizations differ from mechanisms to scale social impact. Thus, social (business) entrepreneurs aiming to scale will face trade-offs between the two.

Hypothesis 3:

Social businesses are more transformative than other forms of social entrepreneurship as they question the inherent system logic.

Hypothesis 4:

The transformative character of a social business is typically not indicated by economic measures but through cultural and normative change within the target group and society.

Hypothesis 5:

Teaching social business leverages its transformative potential when lecturers allow students to actively create content and interact with real-world problems. This requires lecturers to facilitate the learning process by means of an adaptive-supporting and social-interactive role.

Hypothesis 6:

Researchers in the field of social business can fully leverage the power of academia when expanding their scope of action from traditional research to becoming a proactive change agent and transformation leader.



Frederic Penz B.Sc. M.A.

Leuphana University, Germany

Frederic Penz holds a B.Sc. in Business Psychology from Leuphana University and a M.A. in Strategy and International Management from the University of St. Gallen. Currently, he is a PhD-candidate at Leuphana University and coordinates the Leuphana Yunus Centre for Social Business and Values (YCSB). The Leuphana YCSB was newly founded in 2019 on the initiative of Prof. Günther Strunk, Dominique V. Dauster as well as Manouchehr Shamsrizi and is directed by Prof. Markus Reihlen, Prof. Jacob Hörisch and Prof. Michael Gielnik. The Leuphana YCSB as an inter- and transdisciplinary centre strives for research, teaching and transfer activities to provide the necessary knowledge, skills and passion to start and conduct research on social businesses, social enterprises and social entrepreneurship.

Students' Wishlist

We have asked students about their concerns and wishes for the future

“Lack of empathetic action is my biggest concern. I would love to see a systemic change in peoples’ mind (including myself) and private companies and universities supporting their members to act in social issues. Individuals are responsible to take a step between the empathy and action, but institutions should encourage that step with smart reward systems such as social awards or scholarships points.”

“Academia has a crucial role in teaching high standards of values where students fully understand that people are equal despite the color, gender, or religious belief. More formal and informal spaces should be created for students for practicing pluralism.”

“No one will change the world in a positive way without being a person with high values. Education that strengthens the personal development and psychological knowledge of students is needed to create proactive changemakers. Every professor is responsible to encourage students to give the extra mile with their ideas in order to create value in society. Having a proactivity mindset will definitely create more value in existing companies or new ventures that emerge from that encouragement.”

David Rozenboim

M.Sc.in Engineering Management
University of Southern California

“If people from different backgrounds could have access to training and to positions of power topics like environmental management could be addressed in a more inclusive way.”

“Academia should set up more linkages with community, governmental and private sector projects. Here students could be integrated to apply and reflect what they have learned in the classroom all under the guidance of both teachers, practitioners and coaches to - early on - have a better understanding of different industries.”

“Students need critical education in order to be empowered to change the world according to their ideas. In addition, they need a cultural environment of theatre, dance and physical training where they can develop and express new ideas both verbally and by using body language.”

Yaddi Miranda Montagut

M.A. Environment, Development and Policy
University of Sussex, Chevening Scholar

“I am convinced that teachers are key change actors in any society. We need well prepared people guiding both kids and parents in the pursuit of healthful and constructive childhoods. It is not just about “education” as for cognitive purposes, we need psychological guidance, and teach and parent with love.”

“I have realized that it needs much more than ‘technical’ education, we need kids having the chance to experience love and comprehension in their lives. When those kids become adults, they can make a REAL impact on our societies.”

“Every bachelor and master student, independent of its field, should integrate at least one social/humanistic course in his or her study program and engage with social groups of the community that are working with social impact initiatives that are not necessarily supported by academia itself.”

Juanita Rueda Escobar

Master in Management
Technical University of Munich (TUM) - Germany
Electronics Engineer
Universidad del Valle - Colombia

Social Business

With the idea of social business, Prof. Muhammad Yunus has introduced a new dimension for capitalism: a business model that does not strive to maximize profits, but rather to serve humanity's most pressing needs. The first motive of a social business is not profit, and second, it does not pay its investors dividends. Instead, it aims at solving social problems with products and services at affordable prices, or giving the poor and marginalized people ownership in a business and therefore allows them to share in its profits. A social business only pays back the original investment amount and reinvests all additional profits in innovations or further growth to further increase its social impact. Although a social business is pioneering in its aims, it is traditional in its management. Its workforce is professional and paid according to market wages.

Like any other business, it must not incur losses in order to be able to sustain itself. In every sense a social business aims to be sustainable: in its direct environmental impact, the impact along the value chain, and critically, in its financial independence. This is a key difference between social business and charity. Once the initial investment is repaid, the social business aims to be financially self-sustaining, giving the independence and security to focus all efforts on the long-term improvement of the lives of the disadvantaged.

A social business is a new type of business and "social business entrepreneurs" are a new type of entrepreneurs who are not interested in profit-maximization. They are totally committed to making a difference in the world. They want to provide better chances in life to other people and they want to achieve this objective through creating and supporting sustainable social businesses.

Social business follows seven principles, which serve as its defining elements. In 2009, while at the World Economic Forum, Prof. Yunus sketched out the 7 principles which were to become the model for social businesses used today.

Six Principles of Grameen Social Business

1. Business objective ^{will be} ~~to~~ to overcome poverty, or one or more problems (such as, education, health, technology access, environment, etc) which threaten people and society; not profit maximization.
2. Financial and economic sustainability.
3. Investors get back ~~to~~ the investment amount only. No dividend is given beyond investment money.
4. When investment amount is paid back, company profit stays with ^{the} company for expansion and improvement.
5. Environmentally conscious
6. Workforce get market wage with better working condition.
7. Do it with joy

Universities Profiles In The Spotlight

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Yunus Social Business Centre at HEC Montreal

HEC MONTRÉAL

The Yunus Centre at HEC Montreal, headed by IDEOS hub, has been launched in January 2017. The Center has one main activity which lasts several months, and which returns every year since 2016:

The Social Business Creation Competition

The competition is a global competition and an innovative training platform through which participants learn about how to use market mechanisms to solve social challenges.

The competition is structured as a course which provides experiential learning to enhance students' learning experience. From a social mission idea at the beginning of the competition, participants learn how to

create profitable businesses with strong social impacts. The mission of the competition is to educate business students to become socially responsible by:

Changing the mindset of students towards the norm that "profitability and positive social impacts should go hand-in-hand and thus social business is the way to do business"; Propagate the concept of social business and make students become ambassadors for its promotion; Enable and teach students to become better entrepreneurs with a sense of higher purpose and use their knowledge for the sake of social contributions via their business activities; Enable students to be successful in their entrepreneurial development.

Read more here:

<https://socialbusinesscreation.hec.ca/>

900 + participants

300 + teams

70 + universitites

...since the introduction of the competitions in 2016

Yunus Innovation Pathway Center UDEM

“Man is the origin, center, and aim of culture, understood as a process of humanization; the University is open to man and culture; because we have the deep conviction that man is perfected in the service of man.”

Founding Principles

YUNUS INNOVATION PATHWAY CENTER UNIVERSIDAD DE MONTERREY

In October 2018, the UDEM celebrated the inauguration of the Yunus Innovation Pathway Center. Since then, the purpose of the center is to promote a culture of social business in Latin America to catalyze, connect and grow fostering development by strengthening business model generation to solve social problems of the world. Based on the roadmap to achieve the main three goals and our purpose, the YSBC UDEM developed a broad number of activities during October 2018 to July 2020:

Read more here:

<http://www.gcu.ac.uk/yunuscentre/>

Social Business Trainings

+ 60 participants

Social Business Mentorship

35 projects

Social Business Model Workshops

+30 online & in person

Participation in Social Business Contest

16 Contests

Incubation of Social Business

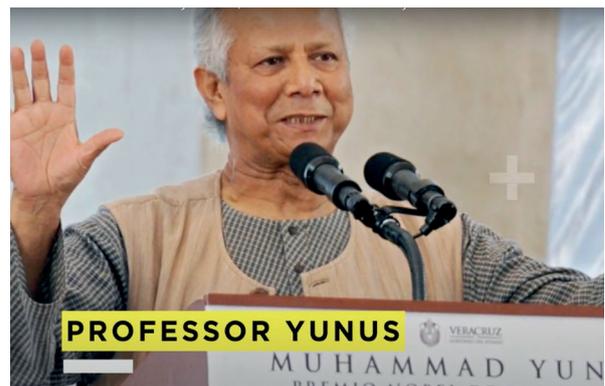
6 SBs established in 2019

Social Business Consultancy

+ 3.000 hours

Virtual Lecture with Prof. Muhammad Yunus in 2020

722 participants
18 countries
18.000 video plays
+300 Facebook shares



Yunus Centre for Social Business & Health at Glasgow Caledonian University



University for the Common Good

The Yunus Centre for Social Business & Health was established in 2010 under the directorship of Professor Cam Donaldson, Yunus Chair in Social Business & Health. The new director, Professor Rachel Baker, was appointed in

2016. GCU is the first university to adopt the Sustainable Development Goals as the framework for its research strategy, with GCU's Yunus Centre central to this development.

What are the newest research activities?

GUC has researched the financial lives of deprived communities in Scotland, including the role of microcredit. A key part of the work has been to conceptualise and evidence the notion that any social business, through addressing concerns of vulnerable groups, are thus acting on social determinants of health.

Developing methods for evidencing social business as a public health intervention, funded from 2014-19 via a £1.96m programme grant funded by the UK's Medical Research Council and the Economic and Social Research Council.

Two major projects are The Glasgow & London Financial Diaries, which relate financial lives of low-income people to their health and wellbeing. The financial lives of over 70 low-income individuals have been tracked, and, through periodic interviews, related their financial experiences to their health and wellbeing.

COOL (Community Orientated and Opportunity Learning) MUSIC is part of the Social Innovation and European Social Fund that aims to promote social inclusion and combat poverty and discrimination. Our project works with deprived young people to evaluate the impact of music-oriented interventions.

At Glasgow Caledonian University an M.Sc. in Social Innovation is now offered, with a truly international perspective in examining how social business and microfinance might transform the lives of the poorest, and enabling students to create positive social change in the communities they serve.

Read more here:

<http://www.gcu.ac.uk/yunuscentre/>

Yunus Social Business Centre at the University of Florence (YSBCUF)



YUNUS SOCIAL BUSINESS CENTRE
- UNIVERSITY OF FLORENCE -

The Yunus Social Business Centre University of Florence (YSBCUF) was established in 2011 thanks to a partnership between the University of Florence and the Yunus Centre in Dhaka. The Centre aims to spread social business in Italy and offers strategic support to

Read more here: <http://sbflorence.org/>

What is the YSBCUF up to?

Social Business City Program:

Creating an enabling ecosystem for the development of social business and social innovation. The program operates at local level, involving a wide variety of actors: high schools, social entrepreneurs, civil society, organisations, financial institutions, etc. The SBCP is active in Pistoia (Italy), Barcelona (Spain) and Taoyuan (Taiwan).



Social Business Activities in Africa:

- Creation of social businesses for the development of the agro-industrial supply chain in Thiès, Senegal.
- Support of social business start ups in Italy, OPTs, Liberia, Mozambique and Tanzania.

University Collaboration:

- Co-production of academic knowledge by building a research agenda on local social business @ the University of Bethlehem.



Yunus Social Business Centre at Sunway Education Group



Yunus Social Business Centre
@ **SUNWAY** EDUCATION GROUP

The Yunus Social Business Centre at Sunway Education Group (YSBC@SEG) was established in 2018 as a result of a partnership between Sunway Education Group and The Yunus Centre in Dhaka. YSBC@SEG serves as a think tank for issues related to social business, working in the field of poverty alleviation and closing the gap

to attain the United Nation's Sustainable Development Goals. The centre's focus activities include social business conferences, life-skill workshops for the community, social business talks, social business teaching and research as well as events, such as The Social Kitchen:

The Social Kitchen

In conjunction with the International Women's Day 2020, YSBC@SEG together with Sunway University's School of Hospitality organized a culinary entrepreneurship workshop for refugee women and the B40 (Bottom 40 income group) women in collaboration with two local social enterprises – PichaEats and Ibupreneur. A total of 32 women from Malaysia, Afghanistan, Pakistan, Yemen and Myanmar participated in the event. Within two sessions, guided by our 2019 World Pastry Cup winning Chef Patrick Siau Chi Yin and Chef Soon Pau, the women had the chance to gain knowledge and skills on social business development in the field of gastronomy.



“I believe that an equal world is an enabled world. Empowered women are the foundation of an empowered society.”

Dr Elizabeth Lee

CEO Sunway Education Group and
Honorary Patron of YSBC@SEG.

Yunus Social Business Centre at AIT Thailand

The Yunus Centre at the Asian Institute of Technology (YCA) is a regional center mandated to promote and implement social business throughout Asia Pacific. YCA has worked to develop social business training and education for non-traditional students, and supports existing YCBCs whilst enabling new ones to start up, with a particular focus on the ASEAN region. In 2019, it celebrated its 10th anniversary, and marked the occasion by co-hosting the 9th Social Business Day, the largest ever social business event to date.



YUNUS THAILAND

Yunus Thailand (YT) was launched as a non-profit foundation at Social Business Day 2019 and was officially registered in April 2020. Here are some of the activities that took place in 2020:

Yunus Thailand is currently working with CP Group, one of the world's largest conglomerates to research community-led microfinance in Thailand and to build best practice guidelines, whilst designing a fintech social business to strengthen community financial management and resilience.

Yunus Thailand has been supporting Social Health Enterprise, in partnership with the National Innovation Agency and Southern Border Provinces Administrative Center, Thai Government, to train unemployed muslim



Yunus Center AIT



youth from conflict affected areas to be massage entrepreneurs for the halal tourism sector.

Yunus Thailand also produced The Social Business Show in partnership with Thai PBS, a nationally broadcasted TV show focused on Professor Muhammad Yunus' 'No Going Back' manifesto.

Read more here:

<http://www.yunuscenter.ait.asia/>
and <https://yunus-thailand.org/>



How the Academic Social Business Universe Keeps Growing

It all started as a small meeting held at the Global Social Business Summit in 2009. Over the years, a network of academic centers at universities across the globe kept growing. The Social Business Academia Conference was institutionalized and now takes place annually, thereby giving a dedicated space for researchers to discuss, share and leverage their learnings about social business. Today, we count 87 Yunus Social Business Centres around the world. Let's join forces and continue to grow in order to increase our impact!

North America

- 1 Autonomous University of Baja California, Mexico
- 2 Becker College, USA
- 3 California State University Channel Island, USA
- 4 HEC Montréal, Canada
- 5 Universidad de Monterrey (UEM), Mexico

South America

- 6 Escola Superior de Propaganda e Marketing (ESPM), Brazil
- 7 Universidad Externado, Colombia
- 8 Universidad Icesi, Colombia
- 9 Universidad Privada Cumbre, Bolivia

Europe

- 10 Ca' Foscari University of Venice, Italy
- 11 Católica Lisbon School of Business & Economics, Portugal
- 12 Ecole Polytechnique Fédérale de Lausanne - EPFL, Switzerland
- 13 Epoka University, Albania
- 14 European Business School, Germany
- 15 Glasgow Caledonian University, United Kingdom
- 16 HEC Paris, France
- 17 IAE Paris Sorbonne Business School, France
- 18 Janusz Korczak Pedagogical University, Poland
- 19 Leuphana University of Lüneburg, Germany
- 20 Lille Catholic University, France
- 21 Montpellier Business School, France
- 22 Pompeu Fabra University, Spain
- 23 S.s. Cyril and Methodius University, Macedonia
- 24 University of Basilicata, Italy
- 25 University of Bologna, Italy
- 26 University of Cadiz, Spain
- 27 University of Cantabria, Spain
- 28 University of Florence, Italy
- 29 University of Murcia, Spain
- 30 University of Salford, United Kingdom
- 31 University of Urbino Carlo Bo, Italy
- 32 Okan University, Turkey

Asia

- 33 AIMS Institutes, India
- 34 Albukhary International University, Malaysia
- 35 Amity University Haryana, India
- 36 Amity University Rajasthan, India
- 37 Ashoka University India
- 38 Asian Institute of Technology, Thailand
- 39 Azerbaijan State University of Economics (UNEC), Azerbaijan
- 40 Bethlehem University, Palestine

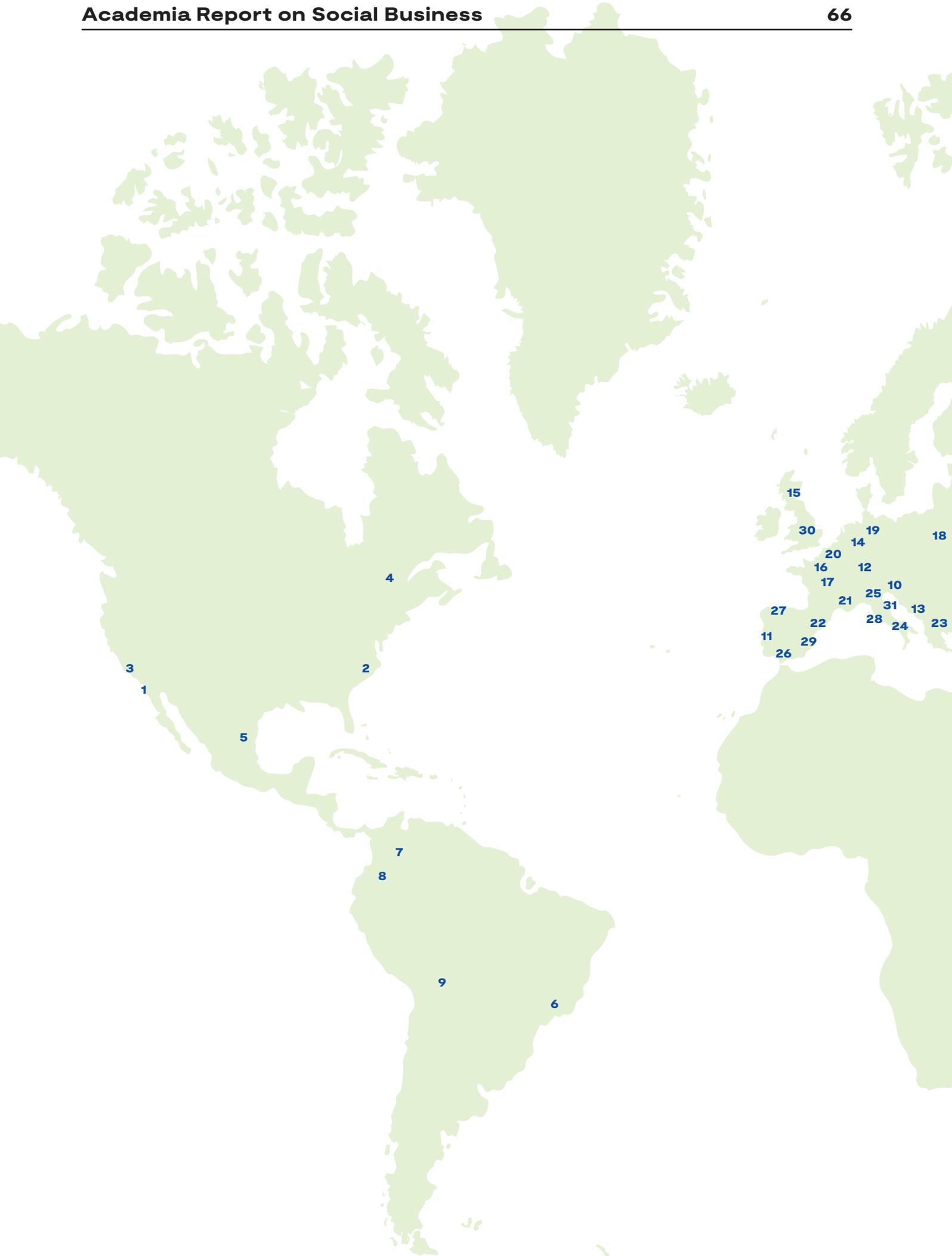
- 41 Birla Institute of Management Technology (BIMTECH), India
- 42 Chandigarh University, India
- 43 Chang Jung Christian University, Taiwan
- 44 Chung Yuan Christian University, Taiwan
- 45 Daffodil International University, Bangladesh
- 46 Dhaka International University, Bangladesh
- 47 Dr. Bhimrao Ambedkar University, India
- 48 Foundation University, Philippines
- 49 Gavar State University, Armenia
- 50 INTI International University, Malaysia
- 51 JAIN (Deemed-to-be University), India
- 52 Kalinga Institute of Social Sciences, India
- 53 Kasetsart University, Thailand
- 54 King's College, Nepal
- 55 Krea University, India
- 56 Kyushu University, Japan
- 57 Mizoram University, India
- 58 National Central University Taiwan, Taiwan
- 59 National Kaohsiung University of Science and Technology Taiwan
- 60 National Pingtung University of Science & Technology, Taiwan
- 61 National Quemoy University, Taiwan
- 62 National Taichung University of Science and Technology (NTCUST), Taiwan
- 63 National Taipei University of Business, Taiwan
- 64 National University of Kaohsiung, Taiwan
- 65 National University of Malaysia, Malaysia
- 66 National University of Singapore, Singapore
- 67 Novel Academy, Nepal
- 68 Renmin University of China, China
- 69 Ryukoku University, Japan
- 70 Soochow University, Taiwan
- 71 SSM College of Engineering, India
- 72 Sun Yat-Sen University, China
- 73 Sunway University, Malaysia
- 74 The Chinese University of Hong Kong, Hong Kong
- 75 Universiti Putra Malaysia (UPM), Malaysia
- 76 Universiti Sains Malaysia, Malaysia
- 77 Universiti Teknologi Petronas, Malaysia
- 78 Vivekanand Education Society's Institute of Management and Research (VESIM), India
- 79 Yunnan Normal University, China
- 80 Zhengzhou University, China

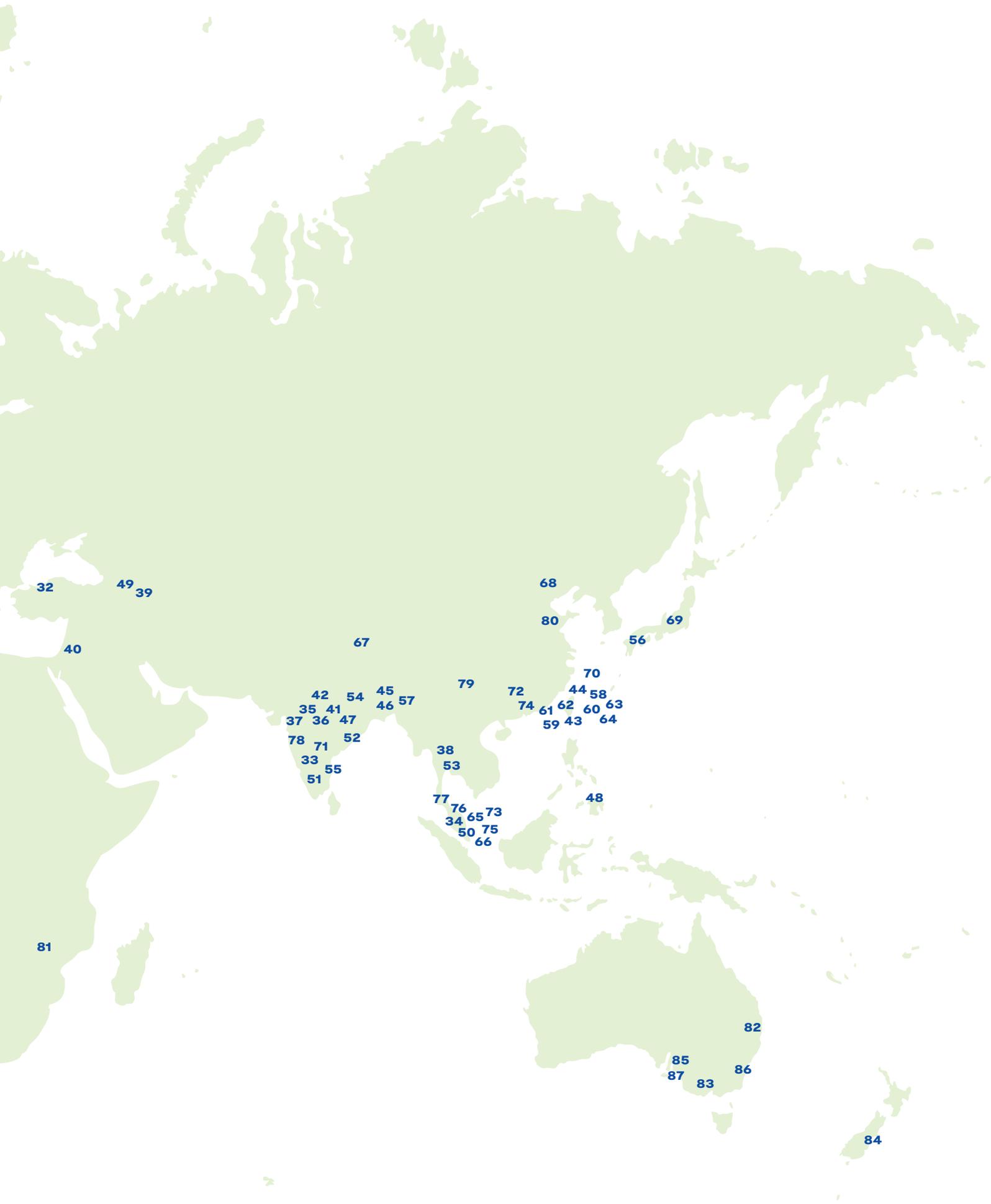
Africa

- 81 Catholic University of Zimbabwe, Zimbabwe

Oceania

- 82 Griffith University, Australia
- 83 La Trobe University, Australia
- 84 Lincoln University, New Zealand
- 85 The University of Adelaide, Australia
- 86 University of New South Wales, Australia
- 87 University of South Australia (UniSA), Australia





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Thank you

We would like to thank all our partners and friends who made this Academia Report on Social Business possible with their valuable contributions:

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A very special thank you to Lamiya Morshed, the Executive Director of the Yunus Centre in Bangladesh and the Yunus Centre team, as well as The Grameen Creative Lab team and Yunus Social Business for their work in setting up impactful academic initiatives all around the world. Furthermore, we would like to thank Prof. Muhammad Yunus for his inexhaustible dedication and commitment, which was indispensable for the establishment of many social business initiatives all around the world.

About

YUNUS + YOU — THE YY FOUNDATION

The YY Foundation is a not-for profit organization founded in 2012 in Wiesbaden, Germany with the main purpose of creating a fairer and more social world through promoting a constructive dialogue between academia, business, politics and civil society and thus leading to the social and economic integration of the least advantaged.

The foundation's main activities include:

- Cooperating with educational institutions to spread the social business concept with a special focus on the young generation, the leaders of tomorrow: support universities, colleges and other educational institutions with the formulation of curricula, joint implementation of research projects, offering inspiring events, seminars and lectures with a focus on an inclusive and fair economy, with the goal of bringing the social business concept into the education sector
- Supporting social business events: sponsoring participation at summits, networking events, social business information exchange forums, and other related social business events, to allow for constructive exchange for members of different cultures, religions, gender and professional backgrounds
- Developing a platform towards a more social world: supporting activities such as social business competitions, scholarships, internships and fellowships that will work as a catalyst for accelerating a social mindset around the world and allow for encounters between members of various nations
- Encouraging youth development: offering educational programs for children and young people to support the youth upbringing worldwide
- Supporting local social initiatives within cities that bring neighbors together for a social purpose such as clean streets, safe neighborhoods and spreading a social conscience
- Promoting economic & social integration: supporting

the economic and social development of the least advantaged citizens through the support of entrepreneurial initiatives towards the reduction of poverty.

www.yyfoundation.com

YUNUS CENTRE

The Yunus Centre is an organization aimed primarily at promoting and disseminating Professor Yunus' philosophy on social business. Since 2008 it is the one-stop resource centre for all Grameen social business related activities both globally and in Bangladesh. It keeps the spirit of the global social business movement very high through various events, social media, publications, and websites. The Yunus Centre also helps forge lasting, productive relationships among all social business institutions around the world. The Centre is chaired by Professor Muhammad Yunus, Nobel Peace Prize Laureate, and its Executive Director is Ms. Lamiya Morshed.

The Centre's main activities include:

- Poverty-Free World Campaign: Professor Yunus has long said that poverty is an unnecessary imposed by society on people, and that creating a poverty-free world is a matter of will. Yunus Centre will coordinate the Poverty-Free World Campaign encompassing partners and networks around the world and will be working to promote the UN Millennium Development Goals in Bangladesh and around the world, and the campaign for Bangladesh to be free of poverty by 2030.
- International Communication and Networking: The Centre also aims to aggrandize Professor Yunus' existing international network of individuals and institutions that work in the field of poverty eradication. The development of social media (including Facebook, Twitter, YouTube) focusing on the work of Professor Yunus will enhance the exposure of his ideas on a global scale.
- Social Business: The Yunus Centre acts as a resource centre for existing and potential social businesses by assisting each venture in adhering to social business

principles and, by extension, achieving the targeted social goal.

- **Research & Publications:** Disseminating Professor Yunus' ideas on poverty eradication by contributing articles and other media to renowned publications around the world is one of the Centre's primary activities.
- **Academic Programs:** The Yunus Centre assists in the development of academic programs focusing on social business within academic institutions.
- **Museum/Archive/Library:** The Centre is currently working towards archiving the awards, honors, prizes, degrees and other distinctions that have been received by Professor Yunus, with the aim to create a museum showcasing the milestones of his career since the early 1970's. A digital library comprising a unique collection of video and audio tapes of Professor Yunus' speeches and publications is also in the works.

<https://www.muhammadyunus.org/>

Studio Nima

Studio Nima accelerates the growth and emergence of social innovations that sustainably address the world's most pressing issues. Transforming our economic systems to make them more equitable, lifting people out of poverty, making cities more sustainable, promoting gender equality and fighting climate change - many of today's challenges require smart solutions.

We plan, incubate, grow and advise social business models in the fields of circular economy, plastic waste recycling, sustainable fashion, future of food, social financing, education and many more. We develop projects across the globe with corporates, foundations, universities and many other stakeholders to advance progress on the Sustainable Development Goals.

www.studio-nima.com

Leonhard Nima

Leonhard has more than 10 years of social innovation and social business work experience in more than 20 countries. He is the Founder of Studio Nima, the Co-Founder of N3XTCODER, Educational Advisor to the Yunus Sports Hub and Venture Building Advisor to the Yunus Environment Hub, both founded by Nobel Peace Prize Laureate Prof. Muhammad Yunus.

Previously, he was an Adjunct Professor at the Master of Social Entrepreneurship at Hult International Business School in San Francisco and London.

Leonhard works as a moderator at international conferences, such as the Global Social Business Summit, the rad^ohub and the Social Innovation Summit. He has been on stage with Heads of States, UN leadership, leading business executives, philosophers, artists, and many more exceptional personalities.

Dr. Aline Laucke

Aline is Studio Nima's Chief Impact Officer. She has served as a consultant for social enterprise, social financing and corporate responsibility for +10 years. She holds a PhD in management and organization theory. For her doctoral study, she has received a scholarship from Siemens Stiftung and travelled to Latin America and Africa to investigate strategic paradoxes in health care social enterprises. She taught classes for bachelor, masters, and executive masters students on the topics of social enterprise, social innovation, social financing and base of the pyramid strategies.

Prior to this, Aline has worked at the Grameen Creative Lab, a think tank and accelerator for social businesses initiated by Peace Nobel Prize Laureate Muhammad Yunus. She is involved in several social impact initiatives, including the World Economic Forum's Global Shapers, where she has served as a curator from 2014 to 2015.

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my Notes

A large rectangular area filled with a grid of small, evenly spaced black dots, intended for writing notes.

**Social Business
in Academia**
—
Do it with joy!



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