

SOCIAL ENTERPRISE



A Marketing Manager's Definitive Briefing



Marketing



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Foreword

Tom Quinn,
executive
director, Future
Business
Council

Beware the business guru who proclaims that social enterprise, in any of its forms, is a fad. Sustainable, ethical demand is far from a novelty – it's a sustained, systemic transformation of our economy and will rival the tech boom.

There's already a multi-trillion dollar market for sustainable products and services, and future consumer demand offers an unparalleled growth opportunity for forward-thinking companies to become 21st century market leaders.

We're talking an enormous range of products and services that we use every day. It's not just about things like organic food, even though that area has moved solidly away from the fringe into the mainstream in recent years. It pervades every aspect of business – just look at what's happening in superannuation. Leaders like Australian Ethical and Future Super are growing rapidly and quickly approaching \$2 billion in assets under management between them.

At the other end of the scale, there is a host of strongly-growing start-ups capitalising on demand for innovative, sustainable and fair products in every sector. These include cleaning sector leaders like Ewater Systems that are pioneering chemical free industrial scale cleaning solutions; Kusaga Athletic, focused on ethical, sustainable sports wear, and trend setters like JetCharge that are making electric car charging accessible from the supermarket to the apartment. While companies like these are just starting their business journey, their very existence is recognition that consumers now demand products that better align with their values.

This has given rise to new business models and demand patterns – being met by new companies focusing on the principles of social enterprise, social entrepreneurship as well as the rise of B Corps and existing

organisations seeking to evolve and develop

Companies must adapt to this trend, or they will fail. It's about more than just marketing a product as green or ethical. Consumers are wise to that kind of ploy and the backlash for products that don't measure up, or brands that seek to overstate their credentials is unforgiving. Greenwashing and window dressing are judged harshly in the market – just look at the Volkswagen example.

But it's more than alignment with these new market values. Who wants to be seen as a 'bog-standard' business? Without the will to align with the demands of the 21st century consumer and to become a leader in this period of change, there's a rapidly-growing market sector that will just pass you by.

Some companies will attempt to capture short-term value by talking about how their products and services measure up, but without really doing anything different. Their market position will be eroded and they're unlikely to be competitive in the long term.

While social enterprise is still in its relatively early phases, the implications for those organisations that don't get on board are only too obvious. Just as companies that didn't adapt to the tech boom disappeared, so too will those who miss out on the shift to ethical, sustainable business. We'll see more Kodaks, more Blockbusters.

Sustainable and ethical is the future of business and Australia provides a great environment for companies to move down this path. We have a prosperous economy, a values-led consumer base and an appetite for new products, with high adoption rates.

There's already a multi-trillion dollar global market for sustainable and ethical products. Brands that seize the opportunity today can ride the boom and become the leaders of the 21st century economy. ▲

WHAT WILL SOCIAL ENTERPRISE LOOK LIKE IN 2020?

The British Council's vision for social enterprise fits into its Global Social Enterprise program that supports its cultural relations mission to build trust and create opportunities between people and institutions in the UK and other countries. The below diagram was developed from a series of interviews with social enterprise experts. Designed by Marketing (Marketingmag.com.au).



The social enterprise groundswell

Social enterprises and B Corps are cresting the burgeoning wave of responsible consumption. But what's in it for brands? A sustainable future, as [Michelle Dunner](#) reports.

There's no greater frenzy of consumerism than Black Friday in the US. The day after Thanksgiving makes Australia's Boxing Day sales look tame. It's an event for which every consumer goods marketer in the country brings out the big guns.

Four years ago, the active wear manufacturer Patagonia used a novel approach for this orgy of acquisition, running a full-page ad in the New York Times with a picture of its best-selling jacket and urging people not to buy it.

While the campaign encouraged reduced consumption, no less than the Harvard Business Review opined at the time that it would drive sales growth for a 'maverick' company. It was right. The campaign resonated with a more environmentally and socially conscious market and that trend shows no sign of slowing.

Social enterprise is now more mainstream than maverick, giving rise to a new business model. Companies have, at their core, the mission of 'doing good' and creating positive social and environmental outcomes – but they're still in the business of making money.

There are a slew of start-ups and entrepreneurs making an impact in the market, like Pollinate Energy, which looks to effect change in urban-poor communities around the world through its sales of solar lights. (See breakout for more.)

Then there's Eat Me Chutneys, which rescues produce destined for landfill because it doesn't meet required aesthetic standards. From the rescued produce it makes 'socially epic chutneys' and is currently Australia's online company that's certified as both Fairtrade and a B Corp. (See breakout.)

Where Fairtrade-like certification schemes focus on the product, businesses can join the B Corp certification scheme by meeting standards of operations and reporting. The general aim is that businesses help solve social and environmental issues as part of their normal operations; B Corp is currently the highest standard for socially responsible businesses.

Demand for responsible consumption

Research firm Mobium Group says increased consumer interest in healthier and more sustainable product and service choices has clear portents for marketers. Nick Bez, Mobium's research director, says the Australian market for such products has more than doubled since 2007, from \$12 billion to \$26 billion.

"Informed customers are looking to purchase a range of healthy or sustainable goods and services, which include organic food, personal care, cleaning and home maintenance, alternative healthcare and eco-tourism, as well as more ethical choices within their superannuation funds and investments," he says

“To develop and deliver a product and build a contemporary, modern brand, two things need to be explained – what's in it for the individual, the personal benefit, and what's in it for everyone, the social or community benefit.” – Nick Bez, Mobium Group

"Last year in the US, the Boston Consulting Group (BCG) did a comprehensive study on the factors driving growth in consumer products and found the vast majority came out of products with socially-responsible overlays. The message to FMCG companies was 'take note'. They need to respond or they will get repositioned out of their market."

Last October, BCG published a report on its Perspectives website looking at the European grocery

Pollinating good work

Emma Colenbrander, the co-founder and director of Pollinate Energy, is nervously anticipating the finals of Chivas Regal's The Venture, a search for the world's most promising social entrepreneurs. Pollinate Energy was the first Australian finalist announced for the global competition and is one of 28 start-ups that will compete for a US\$1 million funding windfall in New York in June.

Pollinate Energy sells solar lights through a network of ambassadors or 'pollinators' in India's urban slums. Colenbrander is one of six co-founders. "When we started, we wanted to demonstrate that the poor are customers in their own right and should be treated as such," she says. "These slum communities are very marginalised. No one is willing to service them because they're considered too transient, too risky. We saw the demand in the community for access to basic technology that would dramatically improve their way of life."

Pollinate opted to work with the 'bottom of the pyramid'. "We're not the only organisation working to sell solar lights in India, but our point of differentiation is working in the urban community. We also provide finance and ongoing servicing, to ensure a sustainable solution."

Initially, Pollinate started offering its lights through a kiosk, but Colenbrander says it quickly became apparent that this set-up was not viable and moved to door-to-door sales in Kolkata, Hyderabad and Bangalore. The company hopes to expand its product range to water filters, solar fans and stoves.

"We have no formal marketing except demonstrations of the product in the community, conducted by our Pollinators who wear bright yellow, branded t-shirts. They speak the language and understand the culture. Our customers are generally distrustful of new people; it's important to develop a relationship with them."

"What we do is highly scalable. This year we plan to open in two more Indian cities and at least one new country before 2020. There is a huge amount of potential still, with 65 million people living in transient urban communities in India and it's growing all the time. Within 15 years 100 million more Indians will move into cities and the infrastructure, particularly electrification, isn't there to cope with the needs."

Chivas says its involvement with The Venture stems back to the company's earliest days, when founders James and John Chivas were 'entrepreneurs with a social conscience'.

"Promoting entrepreneurship is still today at the heart of our community engagement activity across the globe, through a variety of initiatives involving funding and support," says Chivas Regal brand manager, Natalie Latimore. "With The Venture, our aim is to enable innovative social entrepreneurs to not only achieve their mission, but also to inspire others to join the movement. We need to start looking out for future generations. And what better way to do this, than sparking inspiration to do so?"

market. The authors concluded that responsible consumption (RC) brands are one of the rare pockets of growth in this market, because of consumer demand and, as a result, 'A' brands – those with high-volume, quality-oriented products that have long dominated most categories – are losing out.

"If A brands can't maintain their leadership in product and marketing in this surging new area, they may put even their mainstay non-RC products at risk," the report said.

"There's still time for A brands to make up for their slow response to RC's popularity, but they face a challenge. Consumers are buying from speciality and private labels even when the A brands offer RC product extensions. In focus groups, consumers showed greater scepticism toward RC claims by A brands than those by retailers. The A brands' legacy of powerful positioning around conventional products may now be getting in the way of credible RC offerings. That's especially true when a well-established brand's attributes do not seem to support RC claims."

It's a sentiment echoed by Patagonia Australia's general manager Dane O'Shanassy. "People care about doing good for the planet and finding out about people doing the wrong thing is very prevalent and easy to do.

"But there's also a commercial reason for doing the right thing; not just because the company founder or CEO is a generous person. This is a point of difference for our brand. We became a B Corp because we wanted to send a clear message to our customers about our values.

"If your car breaks down, you don't immediately throw it on the scrapheap and go out to buy a new one. We're trying to give our customers similar cause to reflect on clothing. Something goes wrong – fix it. And we're here to help.

"Other brands, other sectors are aware of the level of consumer sentiment and the opportunity presenting itself and marketing themselves in a different way. Ultimately, for this to succeed a company needs two things – commitment to change at the very top of the organisation, and to provide a product that performs. The needs of the customer must always be met first."

O'Shanassy says, outside of Patagonia's experience, the popularity of organic produce is a great illustration of changing consumer preferences. "It's moved from being a hippie thing to a health thing – for people personally, for society and for the planet."

Bez agrees: "Nutrition has been a starting point for a lot of people. Australian Certified Organic does a snapshot of the organic food market every two years and its retail value has grown from \$200 million in 2002 to be worth well over \$1.4 billion today. It's a combination of customers making active choices in this category, as well as greater product availability. It's also gone mainstream. Coles and Woolies in particular are putting together strong

"Business models that operate without taking account of social and environmental outcomes are dated and vulnerable to rapidly changing consumer preferences." – Tom Quinn, Future Business Council

Not just greenwashing

B Lab Australia and New Zealand executive director Alicia Darvall says certified B Corps need to transcend financial metrics. "The company must consider all stakeholders, not just shareholders. B Corp certification becomes the mark of a company considering all elements of its supply chain.

"B Corps have a social or environmental mission at their core and hold themselves to greater transparency. They are for-profit businesses, trying to use their business operations to save the world, but the certification process means they have to demonstrate they're walking the talk; it's not just greenwashing."

The B Corp network has been established for about nine years in the US. "It provides a set of leads in the US and increasingly Europe and the UK, which is a good tool if you're looking to export. The certification is becoming increasingly desirable at a tender level."

Darvall says the number of Australian B Corps has doubled year on year. "We had 45 at the end of 2014, 93 last year, and are hoping to have another 100 this year," she says. "I know we have two businesses with a turnover of more than \$100 million coming online soon. My priority is to have manufacturers of more consumer-facing products become B Corps and help spread the word at that level.

"There are a lot of people still asleep at the wheel. It's the role of the individual consumer, investor, employee to hold business accountable for how they're going to change the world.

"For me, the risk for brands is that they don't embrace the principles of B Corps. If they're going to sign on they need to do it with a long-term view embedded in their company."

While interest from multinationals is growing, institutional barriers are imposing. To make progress in this space, B Lab established a Multinationals and Public Markets Advisory Council late last year with a two-year mission toward improving impediments.

At the launch of B Lab's UK office in September, Unilever CEO Paul Polman announced the company's participation.



A responsible consumption roadmap

Since 2007, Mobium's Living LOHAS (Lifestyles of Health and Sustainability) report, has been researching consumption decisions by Australian adults and the social trends that drive them. It segments consumers into four groups – Leaders, Leaning, Learners and Laggards.

“Over this period, Leaders have grown from about 7% to 14% of the Australian adult population,” Bez says. “They have strong values about their personal health and well-being as well as the community and the planet. They don’t make compromises. Not only are they high consumers of things like organic food and Fairtrade products, among a variety of other more sustainable options, they’re interested in the ‘bona fides’ of the companies behind the products. For them, having a B Corp certification adds another layer of transparency and accountability.

“The Leaning category covers around 40% of the adult population. They’re actively interested and predisposed towards doing the right thing, but make trade-offs for various reasons. The perception and reality of price premiums affects this group. There is a hypothesis that people are willing to pay a premium for a ‘feel good factor’, but the research does not support this. The reality is the more prices move towards the mainstream, the bigger the opportunity to come.

“Another key barrier is trust. This group remembers

The Australian market for such products has more than doubled since 2007, from \$12 billion to \$26 billion.

greenwashing and, while they don’t necessarily associate products or services with that term now, there are entrenched concerns and a great amount of caution, a reticence to take claims at face value.”

This is also borne out by the findings from the 2016 ‘Edelman Trust Barometer’. The communication firm’s managing director, Richard Edelman, wrote on The Economist’s ‘The World in 2016’ website that global CEOs are on notice to go beyond short-term gains and new product launches. The survey found 81% of respondents believe business can pursue self-interest while doing good work for society.

Mobium says the Learners, who are typically unsure of where to start in making more sustainable choices, provide a strong potential future market, while for the Laggards, environmental and social aspects are not a strong factor in their product or service choices.

Tom Quinn, executive director of the Future Business Council, says there are still many misconceptions about sustainable or socially aligned products and services

A rescue mission

Eat Me Chutneys founder Ankit Chopra says it was never his intention to be a social entrepreneur. His family migrated from India to New Zealand when Chopra was a young boy and he remembers the first time he saw fruit and vegetables in the supermarket there. “The stock all looked the same and it was polished. It looked weird to us. We were used to the funky-looking vegetables my dad grew in the backyard.”

This evolved into a product Chopra named ‘Rescue Chutney’. “We learned that there was a whole lot of produce that would get thrown away because it didn’t ‘look right’. We decided we’d rescue the produce and turn it into something. It’s been a great conversation starter and educates people as well.”

Chopra trained as a chef at a three-Michelin-star restaurant and has also worked at the likes of SAP and Deloitte. He describes himself as a corporate world dropout and now works with his mother, the Chutney Queen.

Chopra believes people are willing to pay a premium for a product where they know the provenance of each ingredient has been considered. “So far we’ve rescued 1.5 tonnes of produce and it’s been made into a lot of different chutneys. We’ve had to break through and educate people on their perceptions of where their food is coming from.”

The goal for 2016 is ambitious. “This year, we want to save 10 tonnes of produce; it’s a big challenge for us as a social enterprise. We want to strengthen the food system as well as shape people’s buying patterns. It’s a fun way of doing it; not all social issues have to be gloomy.”

“So far we’ve rescued 1.5 tonnes of produce and it’s been made into a lot of different chutneys... This year we want to save 10 tonnes.” – Ankit Chopra, founder of Eat Me Chutneys



being more costly – and not just at consumer level.

“Green star buildings can be built for the same cost as traditional buildings, delivering better productivity gains for employees and reduced running costs.

“Whatever the product, at the end of the day it comes down to creating better products, better outcomes for consumers and a better model of business. Sustainability is core to the better business trend. It’s no longer just a ‘nice to have’ element; it’s increasingly the new normal.

“Business models that operate without taking account of social and environmental outcomes are dated and are vulnerable to rapidly changing consumer preferences. On the other hand, companies that are adapting to stay ahead of the sustainability and ethical business trend are well-positioned to capture significant market share in this new economy.”

Mobium’s Nick Bez says market cynicism still abounds. “Many consumers who are leaning towards making these sorts of purchasing decisions can feel very conflicted. The businesses themselves need to offer more of a complete marketing and brand story, not just the ‘green’ aspect.

“To develop and deliver a product and build a contemporary, modern brand, two things need to be explained: what’s in it for the individual, the personal benefit, and what’s in it for everyone, the social or community benefit. History is littered with product failures where the company’s focus has been on everyone and doesn’t deliver performance for the individual – when it comes to food, for example, that’s essentially that the taste meets or exceeds category benchmarks and consumer expectations.” ▲

The debate

“Can social enterprises thrive in the face of bureaucracy?”



David Breen
Head of
Corporate
Affairs at ING
Direct

POSITIVE

Social enterprise has become a growing commodity for major corporates in Australia, with many companies seeking to leverage the brand equity of aligning with innovative, entrepreneurial social start-ups.

Large organisations are moving away from more traditional forms of community investment, such as grant-making, in favour of creating shared value by investing their dollars and staff expertise in supporting the growth of social enterprise. They see the social enterprise model as a more sustainable approach to tackling some of Australia's most pressing social issues.

Dreamstarter, for example, is a social impact crowdfunding platform launched by ING DIRECT in 2013. Since its inception, it has supported at least 45 social enterprises in raising over \$600,000 to launch and grow their projects. Thanks to the marketing reach of ING DIRECT, two-thirds of the funds were generated from ING DIRECT customers and the wider community. As a result of this valuable marketing reach, Dreamstarter crowdfunding campaigns enjoy a 95% success rate – far higher than other social

impact crowdfunding platforms.

ING DIRECT is able to use Dreamstarter, and the stories of the participating social enterprises, to help differentiate itself in the market and tangibly demonstrate its purpose – helping people get ahead.

It's particularly valuable for a digital bank to have such an engaging and human narrative to share with customers and staff. Internally, ING DIRECT has seen staff engagement in sustainability rise through exposure via social enterprise Christmas markets, staff giveaways and interactive workshops. It has proven to be an effective tool to enhance the business' reputation as a purpose driven employer.

In return, social enterprises can leverage the credibility, profile and reach enjoyed by larger corporates, as well as access their business networks, expertise and procurement opportunities to help scale their businesses. Social enterprises' stories of sustainable impact are their greatest asset. If they can leverage that by harnessing the marketing power of larger corporates to get ahead, the future will be bright.



**Adam Kostick,
strategy director
at Gozer and
founder at
GoodWell**

POSITIVE

Transformational opportunities abound when social enterprises come together with mission-driven service providers to overcome organisational challenges. While these days it feels like every Tom, Dick and Harry champions their flair for communicating the holistic ways social enterprises create shared value (and full disclosure, we certainly do) – the real value-add is a proven knack for operating within the organisational constraints inherent in the social enterprise model.

For example, The Big Issue wrestles with many of the core issues that most social enterprises deal with day-to-day. Operating budgets are kept to a minimum to ensure supported vendors are provided with the maximum amount of income; however, this also means the organisation has limited access to resources, contractors and other 'tools' that could help it be more competitive in achieving its mission.

The potential to contract an external team to provide creative services looked to be an ideal option. It could potentially lower technology running costs, limit the need for continual staff training, improve design quality to increase impact, simplify issues around staffing and leave, and ensure that the editorial team could focus more on what they love best – words.

We assisted *The Big Issue* magazine in finding a solution to this problem by designing an innovative workflow for its publishing process, ensuring that the efficiencies could match *The Big Issue's* budget requirements. The main success of the process was to create a seamless workflow to remove the location barrier between our design staff and *The Big Issue's* editorial staff.

In short, social enterprises are more likely to thrive in the face of bureaucracy with a little help from their friends.



**Ira Kalb,
president
of Kalb and
Associates,
and assistant
professor
of Clinical
Marketing at
USC**

POSITIVE

Yes, a social enterprise can thrive in the face of bureaucracy or any other challenges if the enterprise implements effective marketing strategies.

What makes marketing more challenging for social entrepreneurs is that the target audience tends to be more complex. There is often more than one segment that has to be sold and satisfied. The end user of the products may be different from those that select, purchase and evaluate them.

No problem. That is often the case with many products. It just means that social entrepreneurs need to understand marketing better, so they can successfully market their products to all the constituent groups that need to be satisfied.

The other major challenge is the social enterprise has to typically charge more for its products to realise a profit and pay for the

social component. To do that, the branding has to be better, and the other marketing strategies have to be in proper balance and synchronisation.

Ryan Emmons started Waiakea in 2012 to sell a high-alkaline water that is naturally filtered through the volcanic rock of the Mauna Loa volcano in Hawaii. The company grew 4000% from 2012 through to 2015. For every bottle sold, clean water is donated through Pump Aid to communities in Africa.

Waiakea's success cannot happen if social entrepreneurs look at marketing as some dark art or necessary evil. Marketing needs to be given the importance necessary for success. Rather than be neglected, it has to be more effective so that company and social goals can be met. Social entrepreneurs are doing great things. They can only sustain these good deeds if they can also make money.



Carolyn Butler-Madden,
managing
director, Sunday
Lunch

POSITIVE

Social enterprise can absolutely thrive in the face of bureaucracy. Two key factors will drive the success of social enterprise businesses and, in the face of these two factors, it's unlikely that bureaucracy can mute their progress, assuming they have a product of similar quality and price to their competitors.

Purpose is front and centre for the world's most successful and fastest growing brands today. Think Apple, Uber, Nike, Lululemon and Airbnb. For social enterprise businesses, 'purpose' – in this case, social contribution – is inbuilt into their brand proposition. They have a story and a reason to exist beyond profit.

People are looking for brands that deliver this. Numerous research studies tell us the same thing. People want brands to stand for something. They want brands to do more for society. And they want brands to make it easier for consumers to do more for society.

Eighty-seven percent of global consumers believe that business needs to place at least equal weight on society's interests

as on business' interest (Edelman 2012 Good Purpose study). People power will be at the heart of the most successful social enterprises. Social enterprises have the opportunity to build brand advocates from the day they launch. If a social enterprise brand hits the right notes, that 'people power' will bring the walls of bureaucracy tumbling down.

A wonderful example of this in Australia is the Thankyou Organisation, a social enterprise that established a range of products from bottled water to muesli and body care products. In 2013, the organisation launched a social media campaign to pressure Coles and Woolworths into stocking its range. It released a video calling on its supporters to upload videos and post comments to the Coles and Woolworths Facebook pages to show they'd buy the products if stocked.

Its supporters responded in droves and, to cut a long story short, Thankyou got its distribution through both Coles and Woolworths. Social enterprise 1, bureaucracy 0.



Rez Haremi,
CEO at Essential
Need

POSITIVE

In my experience social enterprises can bypass bureaucratic red tape and thrive. It is rather simple to become a social enterprise – connect to great causes and do some really good stuff. No matter what the legal entity is, once a business dedicates more than 50% of its net profits to one or multiple causes that is simply being a social enterprise.

The same rule applies for registering a business and acting as a social enterprise. While doing that can be complex, it doesn't have to be. Anyone can simply register as a sole trader, partnership or company, then trade as a social enterprise. The difficulty can be raising seed funding or establishment costs. Social enterprises have a harder time convincing investors to invest because they are sharing in less than 50% of net profits – and that's an investment buzz killer.

With a social enterprise, it all depends how

the business model connects to a social cause and how much impact it creates. For example, say there are two cafés: Café Brown and Café Green. They both have the exact same coffee, ambiance and price.

Café Green is a social enterprise and for every coffee that you buy, a child in extreme need is provided with 10 days of clean water. Knowing this claim is fulfilled (through trustworthy registered charities such as "<http://essentialneed.org/>" EssentialNeed.org or the like), would you ever buy from Café Brown again? If you would, then would you tell Café Brown about Café Green's initiative and give it an opportunity to match it?

I personally think social enterprises create a fairer and healthier society, one where everyone would feel there is more collective care for the common good and that's a more enjoyable community to be a part of. ▲

Opinion: Time for some myth busting

Going beyond the myth of the ‘heropreneur’ to change generational and consumer trends is the key to successful social enterprise, says [Pamela Hartigan](#).

While I’m widely recognised as someone who pioneered the term ‘social entrepreneur’ globally, in the spirit of full transparency, I now feel very uncomfortable with the term and the descriptor used to refer to its starring actor, the social entrepreneur.

While important 15 years ago, these terms continue to perpetuate the dichotomy that there is one place we make money and another place where we ‘do good’, which is exactly what has led us to the growing inequality and planetary crisis in which we find ourselves. One of the most welcome trends in recent years is the recognition that these spheres can no longer be separated if we are to survive as a people and a planet.

Back then, those of us leading the movement to globally recognise social entrepreneurship did so by supporting and celebrating the achievements of individual social entrepreneurs, telling their captivating stories. That was important because, in this first phase, we needed role models that could define what these entrepreneurial practitioners prioritised – and what they did not. But a result was that we were seduced into thinking that social entrepreneurs would save the world and succeed in carrying out transformational positive change – creating the ‘heropreneur’ and accompanying myths that we all love.

They have identified opportunities where others saw only problems and have persisted in pursuing an endeavour too risky for most.

**Pamela Hartigan
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at Skoll Centre,
Saïd Business
School,
University of
Oxford.**

I am not denying that these individuals can be exceptional. They have identified opportunities where others saw only problems and have persisted in pursuing an endeavour too risky for most. Through a combination of persistence and resourcefulness, they catalysed new or better approaches to critical economic,

social and environmental problems. And, to advance their mission of transformational change, they set up their own organisations, some non-profit, but usually income generating – others for-profit, but not profit maximising.

I have now become a spokesperson for advocating a more realistic appreciation of the entrepreneur’s role and a deeper understanding that it takes teams and a supportive ecosystem of organisations to make change happen.

Those teams comprise individuals with a diverse array of talents that are critically important to starting up and scaling a successful social venture. Those we have canonised as heropreneurs will be the first to tell you that they could not have accomplished their objectives alone. They have simply been the unreasonable people who wouldn’t take ‘it can’t be done’ for an answer.

They have infected others with the notion that a real opportunity exists to reshape approaches and business models, and thus are catalytic forces triggering new ways of tackling an issue where others have given up trying. So, without those teams of talented and committed individuals accompanying these entrepreneurs and implementing those approaches, these visionaries would have fallen short of achieving their goals – and many of them have.

This recognition of a systems approach to supporting transformational change has spawned another trend mimicking what has happened in the last two centuries around traditional business. During this time, an entire ecosystem of organisations has developed to support the birth, growth and success of commercial business. These include angel investors, venture capitalists, investment banks, a variety of consulting groups, accounting firms and rating agencies, but also governmental organisations that oversee the execution of responsible business practices, as well as enabling public policies that incentivise the creation and growth of commercial business.

Today, we are seeing a similar ecosystem of actors emerge to support purpose-driven ventures. I know because it seems that the vast majority of my MBA students are eschewing careers in traditional finance or consulting. They want to use their business talents to drive transformational social change and are clamouring to join organisations in this growing ecosystem.

Interestingly enough, a number of traditional commercial companies are recognising changing generational and consumer trends. We are witnessing the rise of 'intrapreneurial teams' driving change from within existing companies, so that they are more accountable for the social and environmental effects of their operations.

They are rethinking supply chains, product lines, new uses of waste and energy, and efforts to engage employees in building more sustainable business practices. This has vast implications given the size of these companies. Their commitment to rethinking how business should be operating in the 21st century (in ways that create value for business and society) is exciting.

My frequent interaction with a growing number of business leaders and the people in their companies has led me to the following conclusion: the current definition of entrepreneurship – whether social or commercial – is too narrowly focused on value creation via new ventures. It focuses too much the entrepreneur and not enough on the activity.

Why is this an exciting concept? Because it recognises that few of us are entrepreneurs – but we can all be 'entrepreneuring', whether we work in an 800-year-old university like I do now, in a publicly listed company, a small or medium enterprise, or in a public sector institution. There are enormous possibilities to drive positive economic, social and environmental change from all these sectors. Entrepreneurship is a team effort and a societal effort.

The epidemic of start-up hubs

While there are exciting developments to address market and government failures coming from entrepreneuring ventures, there are also traps. Here are three critical ones, although there are others.

Trap one relates to the epidemic of start-up hubs, accelerators, incubators, hack-a-thons and so on. Starting a venture is the exciting part of the journey. But growing the venture so that it has wider impact and endures over time is a wholly different challenge. There is far too much emphasis on start-ups, and not enough on supporting entrepreneurs through the 'valley of death' beyond start-up phase.

Trap two is even greater – the notion that one can come up with a solution to a problem one has never lived or experienced. We do a huge disservice to aspiring entrepreneurs by continually organising business plan competitions and rewarding those who come up with a fancy plan to address an issue they don't understand, have never lived and in a context totally foreign to them. Successful ventures aimed at transformational systems change have spent decades 'apprenticing with the problem', tweaking approaches based on diverse stakeholder feedback, experiencing massive setbacks and, in some cases, failures, only to reboot and go down a different path to achieve the goal. Apprenticing with the problem is the only way to come up with a solution.

Trap three emanates from my living in the UK for the last six years, where government has taken a very active role in promoting what it calls 'social enterprise'. I see the same model being replicated in Australia. For me, catalytic entrepreneurship is about disruption – it is about attacking the root causes of problems that plague us, not about Band-Aid approaches to those issues.

It is understandable that, given the financial and other limitations of governments to respond to the increasing complexity of the problems we face, they now are racing to set up initiatives to stimulate entrepreneurship. But in many cases they confuse the catalytic, disruptive role of purpose-driven entrepreneurs and their organisations with that of charities that assuage persistent problems of poverty, unemployment, housing shortages, health and education gaps, and the like.

And so the tendency is for government to stimulate and fund organisations managed by well-meaning people – but the transformational systems change aspect that often challenges government and the status quo is completely left out.

But government support is essential to provide the infrastructure – including regulations and policies – that will promote entrepreneurship and incentivise investment from much larger pools of capital, including pension funds, endowments and other fiduciary and commercial capital that can complement and increase grants and concessionary capital. Government is also critical to scale up proven approaches designed and implemented by entrepreneurs and their organisations. But I am less excited about government's role as a direct funder of start-ups, given the role of catalytic entrepreneurial ventures to challenge dysfunctional systems and practices.

Successful ventures aimed at transformational systems change have spent decades apprenticing with the problem.

The evolving corporate sector role

There are a growing number of companies, small, medium and global, that are seriously looking at how to pivot their entire operations so that contributing to solving the world's biggest challenges profitably becomes the company's core pursuit.

The rise of the B Corporation in the US and increasingly internationally, including here in Australia, is an expression of this shift, as is the growing number of global companies that are coming together – even competitors – to review how to embed sustainable practices into their supply chains, how to shift from short-term to longer-term thinking and practice, bringing along

their shareholders with them.

In that sense, the increasing partnerships between catalytic entrepreneurs and their organisations, and businesses that are seeking to pivot and relearn how they support social benefit as well as financial goals, is particularly heartening. However, I don't want to give the impression that this is becoming the norm or that we are at a tipping point, but we are definitely moving in the right direction – albeit perhaps not fast enough.

Things are changing in new and exciting ways.

Unlike older generations, who sought to wait until they were 50 to 'give back', young people today want to start now to come up with ways to improve the state of our world. They want to do away with the traditional fragmentation that has separated their personal and professional aspirations to create value beyond financial metrics, and this is an enormously exciting reality.

They form part of this great, emerging citizens' movement that is shaking the status quo, propelled by the newest technologies that connect them to one another around the world. This global movement of people is perhaps the most exciting phenomenon of our time. And this is where the promise of entrepreneurial approaches to social change comes in. These new approaches are the harbingers of the types of organisational and business models that our compartmentalised world so desperately needs in order to integrate where we make our money and where we do good, tear down the firewalls between our personal and professional lives, and reap the true value we all should be making to the world. And we all need to construct this together – entrepreneurs will never be able to do this alone.

The practice of purpose driven entrepreneurship as an approach rather than a specialised field is paving the way toward a much larger transformation of capitalism, where the creation of positive social change through markets will be the key to success, rather than the result of a special kind of business. ▲

Opinion: Marketing the invisible category

Do we need a framework at government level to maximise the value from social enterprise, asks [Mark Hemetsberger](#)?

When I first came across the term 'social enterprise' it immediately appealed to me. The strange thing is, I didn't really understand what a social enterprise was or what it did.

The combination of the words 'social' and 'enterprise' just seemed to make sense. On a spectrum it's a fairly central business model, sitting between traditional charitable or community organisations that support causes at one end and commercial businesses that exist to maximise profit at the other.

By definition, a social enterprise is a business that intentionally exists – using trade to generate revenue – for a social impact. This means it must be led by a social mission or purpose, trade by selling products and services, and reinvest the majority of its income back into its social objective.

In Australia, there are an estimated 20,000 social enterprises contributing around 2 to 3% of GDP and employing around 300,000 people. Social enterprises exist in every industry of the Australian economy, from mining, to hospitality, health, education and retail, and there is the potential to increase their economic and social contribution substantially in the coming decade.

There is, however, currently no social enterprise strategy at a federal or state government level or recognition of social enterprise as a legal business framework. So far, most of the government initiatives relating to supporting the growth and development of social enterprise have been ad hoc and not linked to broader economic or social policy objectives.

In contrast, governments of several other countries, including the US, Canada, Finland, South Korea, Hong Kong, the UK and Taiwan, are playing a proactive role in developing an enabling policy environment for social enterprise.

In the US, for example, government commitment to buying from social enterprise has been reflected in legislation that requires all US Federal Departments to determine if their contract needs can be met by a social enterprise (employing people with a disability) at a competitive price first, before going out to open

Mark Hemetsberger is head of marketing at Social Traders.

tender. This has resulted in social enterprises securing \$2 billion per annum in government contracts, creating jobs for 50,000 people with disabilities.

The UK is the recognised benchmark for the rest of the world. Through successive governments supporting and developing the necessary policies and frameworks, social enterprise has grown dramatically in terms of its social impact and economic value to the UK. There, it's estimated that social enterprise employs over 1 million people and generates an estimated £55 billion in GDP (gross domestic product).

So, while Australian social enterprises continue to exist, the real question is: how much more social impact and economic value could the sector contribute through a stronger policy environment and with formal recognition?

This top-level policy issue trickles down into two very interlinked marketing challenges for social enterprise. One is recognition of social enterprise as a category. The other is communicating the value of social enterprise as a category.

Recognising the category

For social enterprise to reach its full potential in Australia, the general understanding of what a social enterprise is needs to increase.

To become more accessible, digestible, available and readily recognisable to consumers, corporates, government and other social enterprises, one option is to explore a certification system for social enterprise. This would provide a recognised stamp or marker clearly identifying a social enterprise – in a similar vein to the Fairtrade Australia mark for fairer terms of trade for farmers and workers in the developing world or the Australian-made logomark for locally produced items.

We know there is demand for social enterprise. Based on research published by Social Traders in 2014, of the 31 companies that were surveyed (with a

market capitalisation of \$221 billion), 11 were already undertaking social procurement (socially conscious purchasing often from social enterprise) in 2012, and 29 indicated an intention to be socially procuring by 2014. Seventy-five percent of participants, when asked, confirmed that accreditation or formal certification would assist with the implementation of social procurement, in particular when it came to buying from social enterprises.

In the absence of a certification system for social enterprise, it's simply not possible for the average buyer to understand which businesses are social enterprise and which aren't, and the implications of that difference, which means this can't be used as any form of competitive advantage in a brand's marketing and communications.

To facilitate this recognition of social enterprises, Social Traders has developed a system of certification to ensure that when we talk with corporate or government partners about social enterprise, we have the ability to provide correct information about whether a business is in fact a social enterprise or not.

Many different trademarks and certifications systems currently exist in the market to assist decision-making. The better these certification systems are understood, the more informed the decision-making can be.

For example: 'B Corp' is a trademark given to companies that meet a rigorous assessment of best practice for socially conscious businesses, measuring things like governance, environmental impact, employee practices and more.

The difference between a B Corp and a social enterprise is that a B Corp is a for-profit business that exists to generate profit in the most socially responsible way. A social enterprise is a business driven by a primary social or environmental purpose and exists only to generate positive impact. B Corps are not social enterprises.

Communicating the value of the category

According to Mobium Group's Living LOHAS (Lifestyles of Health and Sustainability) research, 10% of Australian consumers are likely to seek to make their purchases on the basis of understanding the social impact. 40% of Australians will make decisions if they can easily identify the social impact and the remaining 50% simply don't care.

Effectively, this means half of Australian consumers are potential customers of social enterprise. The question here is, if a certification system for social enterprise existed, would being a social enterprise actually offer a marketing competitive advantage? It would seem this is quite likely, but only if the audience was receptive to the enterprise's social mission and this could be communicated clearly to

This top-level policy issue trickles down into two very interlinked marketing challenges for social enterprise. One is recognition of the category. The other is communicating its value.

the audience at the time of purchase or engagement.

While consumers may also be inclined to use their spending to support social change, the decision on where to direct their support can be clouded with a number of mainstream commercial businesses increasingly looking to operate in the social impact space.

In the mind of a consumer, it can be hard to evaluate the value between a major brand like Mount Franklin turning its lids pink and donating \$250,000 of its profits to support the McGrath Foundation versus a social enterprise like Thankyou operating with a single purpose – to donate its profits to fund poverty and sanitation programs. Both are positive initiatives, deserving support on their own merits, but one is a social enterprise by definition and the other is not, although it provides a great example of affirmative corporate social responsibility. It's important to note, that social enterprises aren't the panacea to the world's ills and they aren't necessarily superior to any other business model. They're simply a viable business model that has the ability to be really successful at being both economically sustainable and generating social impact.

To assist consumers in finding social enterprise products that support a cause with which they're aligned, Social Traders collaborated with Australia Post to develop Australia's only (to my knowledge!) social enterprise online marketplace. This relatively new platform – called Good Spender – currently has over 80 certified social enterprises selling over 2000 products and it offers consumers the chance to purchase items based on both

product categories (food, homewares, clothing etc) and/or the causes they wish to support (homelessness, disability, environment etc).

There are many other ways that Social Traders is working to develop the category of social enterprise in Australia. We have created the only national social enterprise conference (Social Traders Masters Conference) to promote knowledge and information sharing and the only national awards ceremony (Social Enterprise Awards) to recognise and reward excellence, and we have co-funded the only national research (Finding Australia's Social Enterprise Sector) dedicated to mapping the social enterprise sector in Australia.

It's through these sector-building activities that we are leading the development of social enterprise sector in Australia. In doing so, we've worked with organisations of all shapes and sizes. We've built coalitions and collaborated wherever possible with government, philanthropy, corporations, consumers and social enterprises to work towards greater recognition and support for social enterprise to continue to grow and develop in Australia.

What's the potential we think we can reach? By 2025, we hope that social enterprise will be contributing 3 to 4% of GDP with 30,000 social enterprises employing 500,000 Australians, and government, corporate and individuals recognise and value the social enterprise category as a vehicle to create social impact and change.▲

Opinion: A model partnership

Brands have much to gain through the right social enterprise partnerships, writes [Chris Raine](#), CEO of Hello Sunday Morning.

“**P**eople are good and they want to do good things. The democratisation of information has created a more powerful consumer to decide what brands they consume... the future of marketing rests on what the company does that has meaning.” – Biz Stone, Oxford University, 2014.

According to a recent survey completed by Cone Communications in the US, 94% of customers will switch to a brand (of equivalent product and price) if it supports a social cause. This is a powerful idea – an idea that reflects the changing nature of the role of business in the world.

Once upon a time, a corporation could get away with creating all kinds of externalities, as long as it maximised shareholder wealth. But today, with the rise of social media, the desire for transparency and a talent pool that demands more of their company – this is actually no longer the best way to do that. Companies need to genuinely be good corporate citizens or they are at a competitive disadvantage.

This presents an incredible opportunity for charities. Charities are in the business of building social impact – the very thing consumers are now searching for in their everyday products and services. It means charities can go beyond traditional fundraising mechanisms – such as sending a group of backpackers into the street to guilt individuals into giving or spending inordinate amounts of money on professional grant writers to lobby governments and family foundations. Charities now have a product that corporations are looking for – a brand that people trust.

As the CEO of Hello Sunday Morning, an Australian charity aimed at helping people change their relationship with alcohol, I have been very excited by this evolution, because it is an opportunity that not only helps us become more financially sustainable, but also (and more importantly) have a greater impact in the world with the work we do.

Over the past two years, we have had three major corporate partners: Vodafone Foundation, NIB Foundation and Macquarie Group Foundation. Each of them are multi-year partnerships and have gone through several iterations of projects and engagements, but what guides

them is this simplicity of values alignment between our respective brands and the desire to do meaningful work.

Impact, brand and people

Like any good partnership, there has to be synergy in working together. Over the years we have come to settle on a model of partnership that can be measured in three key areas – impact, brand and people.

First, there is the corporate foundation's financial investment in our impact. Our charity is focused on building technology that supports people to change their relationship with alcohol. This could be an app to help people with strategies and tips on how to change (you can find these at hellosundaymorning.org) or technology that emergency physicians use in hospitals to triage patients into appropriate care (such as our ED Screener). These are discrete projects that we can measure the impact of through downloads, reach and changes in self-reported consumption patterns of our users.

Hello Sunday Morning has 16% national brand awareness; our goal is to get to 90% in five years' time – to be the 'beyondblue for alcohol'.

Second, there is the partnership of brands. Brands are a symbol of what the company stands for. Hello Sunday Morning has 16% national brand awareness; our goal is to get to 90% in five years' time – to be the 'beyondblue for alcohol'. Partnering with corporate brands enables us to both improve our reach, but also leverage off the awareness these established corporate brands have. On the other hand, we know that a post on one of our corporate partner's Facebook pages mentioning the work we are doing together gets an enormous amount of customer engagement and support – people trust brands that invest back into the community.

Finally, there is a partnership of people. We are a small charity of seven people. Having these partnerships has meant we are able to tap into the extraordinary talent that sits in the UX, marketing, finance teams of our corporate partners. Providing these meaningful opportunities, rather than getting them to fundraise for us or help out doing a job they have no training for, we bring the challenges we face in our technology and communications in a way that means the people can use their expertise to support us.

Case studies

ALYSSA JONES, HEAD OF VODAFONE FOUNDATION AUSTRALIA

Back in late 2013, Vodafone Foundation went through a process to identify a new purpose and cause focus. From listening to our staff and our customers, we settled on supporting charities through what we live and breathe every day – mobile technology – to help improve health, which was identified as the most critical issue facing our customers and people.

We promoted our new grant opportunities to charities nationally, and Hello Sunday Morning applied. We were immediately impressed with the aspirational brand it had built, its online platform, which was scientifically proven to be effective in improving health, and also by how it had answered our brief. Out of 80 applicants, Hello Sunday Morning was one of five charities shortlisted. After hearing its general manager Jamie Moore pitch, it was chosen as one of our three partners.

The key insight we identified was that Hello Sunday Morning users were desperate for an easier way in which they could get the support they needed, when they needed it. With smartphones outnumbering bars and pubs in Australia, what better way to do this than through mobile?

Vodafone Foundation exists purely to donate funds to achieve a social impact and our way of doing this is to fund technology projects that improve health. The great thing about Hello Sunday Morning is that mobile technology is core to what it does. It exists to provide world-class technology that helps people change how they drink and improve their health. The synergies are fantastic.

We also seek to involve our people to help our charity partners achieve their goals. For example, our Digital UX (user experience) team was instrumental in helping Hello Sunday Morning develop UX into the DNA of a new app it is building.

And while Vodafone Foundation provides the funding, the apps we support will only tangibly improve health if people are aware of and download them. That's where Vodafone comes in. In May 2015, Hello Sunday Morning unveiled its new iPhone app 'HSM', which was promoted through Vodafone's owned (such as in-store posters and a call centre on hold message) and earned channels (below the line: social media and PR) to help increase awareness of the app and drive downloads.

We're delighted with what Hello Sunday Morning has achieved with our support to date including:

- 20,000 downloads of the app, with 70% of users halving alcohol consumption from hazardous to low risk drinking levels,
- growing its user base from 25,000 in 2013 to 90,000 in 2016,
- significantly increasing the charity's brand awareness nationally, and
- Vodafone staff involvement and passion for Hello Sunday Morning – many of our staff use the app and get together on Sunday mornings for fun, healthy and hangover-free team activities.

ANNA LE MASURIER, ACTING CO-HEAD OF MACQUARIE GROUP FOUNDATION

"One of the criteria that Macquarie looks for in supporting non-profit organisations is how they are finding new ways to address social problems. In awarding Hello Sunday Morning our 2015 Social Innovation Award, we recognised that HSM identified and is trying to address the lack of support services for people who drink to excess, but aren't physically dependent. This is despite the fact that almost four million people in Australia are classified as binge drinkers. So there was a clear opportunity to target this issue and HSM came up with an innovative solution, which we found compelling.

Macquarie staff have volunteered with HSM for a number of years, starting with our Kick Starter mentoring program through the School for Social Entrepreneurs. Staff have also offered pro bono financial modelling services and technology workshops to share their expertise with HSM. We see this as an invaluable component of our partnership, enabling individual employees to become part of the long-term relationship that the Macquarie Group Foundation has with HSM.

AMY TRIBE, EXECUTIVE OFFICER AT NIB FOUNDATION

Hello Sunday Morning ticks a lot of boxes in terms of alignment with NIB's brand, demonstrating a similar commitment to innovation and the use of online technologies to help influence and guide people's decisions around health.

As one of Australia's leading health insurance providers, NIB is an enabler for people to take ownership of their health and well-being. This theme is shared with Hello Sunday Morning. Both brands are committed to empowering and educating consumers, so they have the means to make more informed decisions when it comes to lifestyle choices that support good health.

Authentic and useful opportunities for employee engagement are an important consideration for NIB Foundation when entering new partnerships. Hello Sunday Morning has demonstrated a commitment to involving our people wherever possible for volunteering opportunities, as well as the chance to leverage our employees' skill set.

Hello Sunday Morning requested a few hours with the usability experts in NIB's online team to workshop the prototype of its next app, which is funded by the Foundation. While Hello Sunday Morning initiated the

request for assistance, the benefits were mutual. Both parties gained insights into the approach taken by each online team, providing a fresh perspective that could be integrated into future projects. NIB employees that assisted on the project found that working with a unique and inspiring cause like Hello Sunday Morning provided both personal reward, and a positive and motivating team experience.

Our belief in the potential for innovative digital solutions to tackle health challenges is reflected in our partnership with Hello Sunday Morning. It has effectively leveraged the rise of social media and harnessed this technology as a means to engage consumers and empower them to improve their relationship with alcohol.

Digital platforms have enabled this to be achieved in a way that traditional forms of communications wouldn't have allowed. Social media is an established component of NIB's marketing mix and to share a partnership with an online brand that generates such unique content so closely aligned with our core values is invaluable to our brand personality. Reciprocally, as an established player in the health industry, we are able to assist HSM via corporate backing and increase its reach by exposing its brand to NIB's more than 25,000 social followers. ▲



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