

Global Innovators: How Some Companies Are Working To Improve Social Conditions Around The World

**Robert Girling
Sonoma State University**

Around the world innovative enterprises are emerging daily to combine the energies of social concern with the logic of the marketplace to meet the needs of millions worldwide. These companies are social enterprises driven by a mission to produce goods or services for a social purpose.

INTRODUCTION

The past 20 years witnessed an explosion in the application of business ideas and innovative business practices. Why has this happened? First, beginning in the 1970s, there was a reduction in the role of government; this led to a barrage of unmet social needs in housing, social services. Along with these new demands came a growing awareness of market failures that are with us today; the failure of the market to solve growing social problems—such as health care, urban decay and poverty. For example, lifesaving drugs to treat malaria, tuberculosis and Aids were created by for-profit pharmaceutical companies. But while they generate benefits to individuals, investors and society at large, a large subset of the world's population in need of their healing benefits cannot afford them.¹

As a result of globalization, the actions of companies and organizations reach around the world to distant and remote parts of the globe. Consumers are increasingly concerned about the working conditions under which goods are produced. Are companies treating their workers fairly, are they being paid fairly, is the workplace safe? Each day we use, buy or trade goods which come from our communities or from distant locations; we communicate with people around the globe. Each day our decisions and the decisions of companies which we work for or where we shop has an impact on others all around the globe.

There is genuine cause for concern. Consider that only 12 percent of the price of a pair of jeans goes to the workers who made them in Honduras or Cambodia; UNITE (the Union of Needletrades, Industrial and Textile Employees found that in El Salvador, the minimum wage for workers is 60 cents an hour, but an employee must earn at least \$1.73 to pull themselves out of poverty. Consider that only 10 per cent of the price of your espresso or cappuccino went to the grower. On a world scale 850 million people earn less than a living wage. There are some 250

million child laborers between 4 and 14 years of age. These issues have led to efforts to establish standards of fair and ethical trade. All of these considerations boil down to whether companies can stop exploiting the poor and help them move out of poverty through trade.²

It can make a great difference whether we act with thoughtfulness and whether we have compassion for others. It can make a great deal of difference in the type of world we experience and the type of world we give to our children.

In the global supply chain, it is often that the laborers making the products or growing the crops are paid the least. Beginning over 40 years ago in Europe, several companies were founded on the concept of fair trade. Fair trade is the idea that when we engage in trade, we think about the people behind the products we are buying. The central idea is that trade should create sustainable incomes for low income producers in Latin America, Africa, Asia and around the world by paying a fair wage in the local context, ensuring safe working conditions, providing business development support and creating stable access to outside markets. Business can play an enormous role in ensuring that producers are compensated so that their families can live productive and sustainable lives.

Indigenous Designs

Scott Leonard and Matt Reynolds founded *Indigenous Designs* in the early 1990's, a company that produces and sells high quality clothing created by indigenous artisans. Leonard and Reynolds are committed to a company that promotes fair trade. They built a company which pays artisans and workers a fair wage for their work, allowing them to feed their families and afford life's necessities. Moreover their clothing is manufactured without harmful chemicals and with a minimal negative impact on the environment. The company has been able to return a healthy profit every year since 1995.

In 1993 Scott Leonard's was selling surfboards in Santa Cruz, California when he walked his soccer buddy Joe Flood wearing a multicolored sweater. Scott was wowed by the sweater and exclaimed "You know I could sell something like that in my shop!" Joe explained that the sweaters were made by women eking out a living high in the Andes of Ecuador and a month later Scott joined Joe a trip to his native Ecuador joining up with Joe's brother Henry to visit small knitting cooperatives. "We literally walked the pavement in a lot of these mountain towns, trying to figure out where and how we could help these people who were often forced to trade their clothing products for food because they could not afford basic necessities."

The knitters used poor quality wool and old bicycle spokes as knitting needles and primitive tools for carding and spinning the wool. Lacking access to distribution, they walked hours to the nearest village where they would sell their sweaters for a fraction of the worth. And the products themselves lacked uniformity in size and even sleeve length. The weaver's inability to access quality fabrics and quality designs and their use of primitive tools kept most of them in a poverty stricken state.

Returning home, Leonard was bothered by what he saw in Peru. The peasants' poverty gnawed at him. "We had a vision to make a difference in the world, we wanted to have a positive influence on the indigenous women of the Andes. We decided if we could develop viable designs, control the colors, control the sizing, and put some quality controls in place, we could market to the outdoor industry and in turn pay these women a sustainable wage. "

Returning home Scott formed a company, *Indigenous Designs*, mailing out a catalogue of the woven clothing with the help of a friend who had worked at *Espirit*. But getting the company going was a steep challenge "I made numerous trips back and forth to Ecuador. At this point we

were operating on the fumes of our credit cards. My wife Avery was pregnant, and she was beginning to ask when I was going to get a real job. So against Joe's recommendation, I scrounged the last money I could to pay for a ten by ten booth at Magic [The Fashion and clothing industry's annual trade show in Las Vegas]."

The show was not going particularly well when Leonard happened to see the Nature Company crew walking by. "I almost yanked them out of the aisle!" he says. "I wasn't going to take "no" for an answer. We set up an appointment for me to go visit them, and they ended up writing a purchase order for over \$450,000. They actually gave us letters of credit to back up the order." Scott then went to a bank and borrowed against the letter of credit to produce the initial order.

Scott recalled "We shipped on time, and we actually had a zero percent defective rate for six thousand units shipped to the Nature Company." As they completed the training and began receiving increased payments for their products the women began to realize that their products had value on a world market. Then they began to see opportunities for advancement that had never before occurred to them. Some women saw an opportunity to be trainers in the expanding network of weavers. They began to see the returns to their communities and to their families as more money flowed in to pay for education of their children.

From the beginning what distinguished Indigenous Designs was that the company's social commitment to lift a group of women out of poverty. But the relationship was riddled with challenges. Could they build their company around a vision to produce quality organic products while paying a fair wage? Could they in fact pay these artisans a fair wage for their work, a wage that allowed them to adequately house, feed and educate their families? Could their company guarantee sustainable jobs, training, and fair compensation over the long run to help support the artisans? These were tough questions. And there were more.

And even if they could sell the clothes, could they return a healthy profit? Leonard and his business partner Matt Reynolds were savvy enough to know that their company had to be fiscally sound and prosperous in order to help others. Without a company that was economically sustainable, their other goals would be short-lived.

They decided that the company would be a "quadruple bottom line" company. What that means is this: Most companies maximize profitability or a single bottom line which does not consider the company's impact on the environment or the community. A growing number of companies are taking a second step as "triple bottom line" companies, adding ecological stewardship and social justice to their list of objectives. Scott and Matt wanted to go a step beyond that –reaching out to consider their global impact since they were attempting to partner with organizations around the world to help improve economic and social conditions.

What makes *Indigenous* different from other clothing producers is their commitment to social justice and environmental stewardship. Indigenous ensures indigenous artisans are paid fair value for their work. Artisans who produce for Indigenous consistently receive a 200 to 300% premium over employees who work for other employers. As a result of sticking to its principles the company has achieved profitability and sustained earnings, even through the recession of 2008. Indigenous is a financially successful company, allowing them to show a profit and fund their vision of helping people and the planet. Because of their ecological stewardship, they use natural, organic, and sustainable raw materials that are not harmful to the environment. The company partners with organizations around the world to help provide education, Fair Trade and organic certifications, while providing access to incomes and financing for indigenous people

which allows them to support themselves. The myriad stories of artisans who have improved their lives is what sustains the company in its efforts.

Social Enterprises Meet Market Needs Where Markets Fail

As we began to realize that some problems are just too big for government, it has led to increased openness and experimentation with business approaches to engage with social issues.

Many terms are used to describe the organizations which emerged when a non-profit expanded and transformed: social venture³, social enterprise⁴, enterprising non-profits⁵, and social innovator⁶ to name just a few. However the essence of all terms centers on the notion of an organization which like Indigenous Designs formulates, plans, finances, and implements innovative solutions to meet social needs, and to thereby create social value. Social change is the primary end; the commercial activities which generate sales and profits are a means to a social end which benefits the public or society as a whole. In the case of for-profit commercial ventures, profit is the overriding end.

John Elkington and Pamela Hartigen in their book The Power of Unreasonable People classify social enterprises into three models: leveraged nonprofits, hybrid businesses and social businesses. All pursue social ends where markets fail; however, they use different structures and methods for financing their activities.

Leveraged nonprofits are organizations which deliver a public good or a service to those in economically precarious conditions and who do not have access to or the ability to pay for the service. Their central goal is to “enable direct beneficiaries to assume ownership...enhancing its longer-term sustainability.” There may be several partners such as philanthropists or philanthropic organizations, volunteers, or companies. Leveraged nonprofits are change catalysis *which* operate by empowering the people with the problems to become the solution. There are many nonprofits which use similar principles. Resources for Human Development serves the disabled and dependent population and trains them to be service providers. Barefoot College in Tilonia, India is built around Gandhi’s concept of a village as a self-reliant unit in which the rural poor identify, analyze and solve their own problems from electrifying homes with solar power, to educating the illiterate and solving their water shortages.

Meanwhile, hybrid nonprofit ventures are an intermediate step to becoming a social business. They deliver goods and services to excluded populations and seek to recover a portion of costs through sales. A partnership with a philanthropy or investor may then push the hybrid to become a social business. According to Elkington and Hartigen, Rubicon Programs which operates a bakery in the San Francisco Bay Area in order to provide training to poor clients and Aravind Eye Care in India are examples of hybrid nonprofits. Social business ventures are set up by an entrepreneur as a business with a specific mission of driving social or environmental change. They are for-profit ventures whose main aim is either to benefit low income groups or to promote environmental aims, not just to maximize financial returns for shareholders. Indigenous Designs and World of Good are examples of social business ventures.

Social Enterprises or hybrid nonprofit ventures also deliver goods and services to excluded populations, but also make and reinvest profits from the sale of goods and services to new markets. They also mobilize funds from public, private and philanthropies by way of grants, loans or quasi-equity investments.

Aravind Eye Care

Aravind Eye Care is one of the most successful and admired enterprising nonprofits in the world. Aravind had its start as an 11 bed hospital operated by Dr. G. Venkataswamy. Known widely simply as “Dr.V.” His dream was to eradicate curable blindness in India. Beginning in the southern India state of Tamil Nadu, Dr. V. focused on innovations in the workflow, applying advanced managerial concepts to minimize the per patient cost of treatment and post operative care. Aravind has since grown to a world class eye care system of clinics, institutes and manufacturing centers. The system began its work under the nonprofit Govel Trust and by 2003 had grown into The Aravind Eye Care System comprising a chain of five hospitals where they perform cataract surgeries and insert intraocular lenses (IOLs). The Trust added a center for manufacturing lenses in order to reduce the cost one of the main sources of expense. It also operates institutes for eye care training, research, and programs for community outreach. Together the five Aravind Eye hospitals have seen over 22 million patients and performed more than 2.8 million surgeries.⁷

Most surprising is that the majority of surgeries are free and Aravind is financially self-supporting. You may rightly ask “How this can be?” The secret is Arvin’s pioneering sustainable business model. By charging wealthier patients more and poorer patients less, it has been able to provide quality care at a very low cost. The rates charged by Aravind are modest; beside the free patients who are treated in ‘eye camps’ with aid from government grants and donations, there are several choices available to fee paying patients depending on the category of elective surgery and accommodations they choose. In addition, tight financial controls, use of a large paramedical staff (who are recruited and trained by Aravind) and an assembly line work flow keep costs in a range of \$50 to \$330 per patient.⁸

Aravind’s innovative community outreach programs include Eye Camps, eye screening of school children, and IT tele-advice kiosks. Aravind organizes about 1,500 eye camps each year conducted with sponsorship and assistance from NGOs like the Rotary or Lions Club, local industrialists and government. The camps gather patients, test them and conduct any necessary surgeries on the spot. With Sight Savers International, they sponsor a project to rehabilitate persons considered incurably blind while building skills and community support. Each year Aravind screens thousands of school children and trains teachers to identify signs of visual deficiency. In one of the most innovative projects, launched in partnership with the Indian Institute of Technology kiosks were put up all over Tamil Nadu fitted out with web-cameras that enable patients to take a picture of their eyes and send them as an email along with a voice description of the problem to an Aravind doctors. The doctor makes a diagnosis and gives advice to the patient.

Aravind also began in 1991 to manufacture its own lenses. This was done in order to reduce the high cost of imported lenses which were between \$80 and \$100. With assistance from several foundations including Seva Foundation, Sight Savers International, CIDA and Ashoka Fellow David Green, Aurolab was founded in 1991 to manufacture lenses. By 2002 Aurolab was able to get the cost down to a mere \$5 per lens and produced one fifth of all low-cost lenses in the world while supplying other NGOs like Christoffel Blinden Mission. Aurolab’s innovative approach has had far reaching impact driving down prices of IOLs all over the world.

Roots of Peace⁹

The aim of Roots of Peace is to rid the world of landmines transforming treacherously toxic minefields into thriving farmland.¹⁰ While there are no reliable figures on the numbers of

unexploded landmines, experts believe that there may be as many as 70 million laying in wait of unsuspecting victims. These landmines maim or kill some 26,000 civilians each year and render unusable as much as 71,000 square miles of land in more than 70 countries.¹¹

Roots of Peace was born out of the passion of Heidi Kuhn, a cancer survivor who was inspired by Princess Diana's devotion to the cause of landmine removal. Since then Roots of Peace has become of a leading demining organization. This innovative social enterprise raises funds to support mine removal. Then it organizes agricultural development on land previously used for mines. Roots of Peace also provides education about land mines to affected regions of the world.

Roots of Peace works in partnership with government agencies which contract for its services, private companies like Robert Mondavi winery which provide contributions, and universities such as UC-Davis which provides agricultural expertise. Following their beginning in Croatia, they have been able to build an impressive record of success moving on to remove landmines and start a variety of income generating programs in Angola, Afghanistan, Cambodia, and Iraq.

Landmines are a favorite weapon in time of war because they are produced for only \$3, yet cost approximately \$1,000 to remove. Civilians may also plant landmines to secure the perimeter of their property or to protect their villages. But what is most disturbing is that landmines can cause damage decades after peace treaties have been signed. They are indiscriminate agents of death and destruction, killing soldiers, non-combatants and innocent children. Individuals not killed from landmines are blinded or burned, or become amputees making work impossible for survivors and often require expensive prosthetics; the cost of a prosthesis ranges from \$100 to \$3,000. Children are particularly vulnerable to landmines because they are naturally curious, leaving safe roads and wandering into areas that are former minefields. Their injuries are generally more devastating because they are smaller, and therefore, closer to the ground. Growing children also require regular prosthetic replacement, so the cost is even higher.¹²

“Even communities with no landmine injuries suffer. Fields where these mines are laid are unusable—they are wasted land. The economy of an area slows without land to farm or farmers to work. They limit a community's access to water or cities, and getting around minefields presents multiple more risks.”¹³

Roots of Peace began with its first operations in Croatia, Gary Kühn, Heidi's husband and the organization's Executive Director says “We chose that area because government grants were easily available.” With \$30,000 of their own funds, Roots of Peace began several operations to demine areas in that war-torn country. Their success in Croatia, demining six villages and reducing the number of estimated mines in the country from 1.2 million to 700 thousand, established their reputation and opened the door to government grants.¹⁴ Branching out to Cambodia, Afghanistan, and Angola, Roots of Peace operations re-opened fertile land for growing crops. In Afghanistan they trained more than 6,000 farmers to produce tons of fresh grapes, pomegranates, cherries, almonds and export them to Russia, India, Pakistan, and Dubai.

Roots of Peace has bid on demining projects as one of a number of organizations. Due to their small size, they are typically used as a sub-contractor for USAID. Given Roots of Peace's position as a small fish in a big pond, they are often reliant on being selected as subcontractors for larger environmental consulting firms. In addition, Roots of Peace began to work with other aid organizations, including the European Union and the Asian Development Bank. As a result of its government contracts for work its funding nearly trebled from 2004 to 2007 substantially reducing its dependence on other sources of funding. The downside of contract work is that Roots of Peace is limited in its ability to choose projects; the projects come in response to a

request for proposal sent out by a government or aid agency. Nevertheless, their financial strategy is effective; there is no shortage of grants and contracts offered by USAID, ADB, the EU and others for landmine removal and restoration projects.

Another global innovator is Jim Fruchterman founder of Benetech.

Benetech¹⁵

Jim Fruchterman from the time he was a student at Caltech wanted to use technology to build a low cost reading machine for the blind. There are millions of people who need such a machine, but until Fruchterman came along only a few could afford the high cost.

Since Jim Fruchterman's days as a student at Caltech in Pasadena, California, he wanted to make a reading machine for the blind. He was working on a project to develop a smart missile for use by the military to blow up enemy tanks. He kept saying to himself "There must be a socially valuable way to use this technology. Perhaps we should use it to help the blind to read." Later as a chip designer at Hewlett-Packard, Fruchterman designed a chip that could read anything. Again he proposed to his employer "how about making a reading machine for the blind?" His supervisor responded by asking, "Well, just how big is that market?" Jim replied "I think it's in the range of a million dollars a year."

"It's too small; we're working to develop this for a \$100 million market."

It was not until the company he was working for was acquired that Jim was able to devote his time to a deliberately high tech social venture. After one project blew up on the launch pad and another failed to get off the ground financially, Fruchterman, left his original field of rocket science to start Benetech in the early 1990s. Working with his colleague David Ross they set a goal to develop and distribute technologies whose humanitarian promise dwarfed their potential profit. "We think of ourselves as a high-tech company, but our customers are people who most high-tech companies won't go after," Fruchterman told the SF Chronicle.¹⁶ Benetech's first product was a machine which converted printed books to audio books for the blind, using optical-recognition software which was inspired by Fruchterman's work on smart bombs. At the time, the best available technology for a blind person to read printed text was an expensive machine the size of a washing machine; clearly this was something that was unrealistic and unaffordable for accomplishing daily tasks like browsing a newspaper or looking over a piece of mail. Although "the technology for creating an affordable, portable machine existed, the potential customer base—blind individuals and their employers—was too small to promise a traditional return on investment. As a result, technology investors were unwilling to take the risk to develop such a product."¹⁷

Benetech was founded on a low-profit company using a market approach to ensuring the development of technology. Benetech's focus is on high social value despite low potential for generating a typical market rate of return on investment. The company's goal is simple: to create new technology solutions that serve humanity and empower people to improve their lives.

The company's Arkenstone Reading Machine, makes use of the optical character recognition technology found in scanners which can be used with a personal computer to scan and read text aloud. At a cost of less than \$2,000, the Arkenstone Reading Machine quickly found a large customer base allowing blind individuals and their employers, people with learning disabilities and government agencies that serve the disabled to purchase the product. "This expansive customer base helped to generate millions of dollars in revenue annually and ultimately led to the sale of the reading machine and the Arkenstone brand to a for-profit distributor of disabilities products, providing an example of how a low-profit market approach can eventually develop a

market that could be served by a traditional for-profit approach.”¹⁸ Benetech was able to test and ultimately develop a self-sustaining solution to a problem caused by a market failure that government was unable to address. Its inexpensive reading machine, tested in the early stages by accepting below-average returns, ultimately ended up creating a new and profitable market while serving the thousands of Americans—veterans in particular—who previously were unable to read printed text on their own.”¹⁹

Benetech’s second product was inspired by the question “How can technologists protect peasants in conflict zones from being murdered?” This is a problem in many parts of the world where non-combatant civilians are massacred by unruly armies. As engineers who like to think about all kinds of solutions, Benetech came up with an answer: the Martus Human Rights Bulletin System. This is a simple database program that helps human rights observers who often work in low-tech field offices avoid losing their records of police brutality, rapes and other abuses. Martus means "witness" in Greek.

“Benetech’s Human Rights program takes tens of thousands of stories — most of them anecdotal evidence of individual and community suffering — and systematically turns them into analysis that strengthens the arguments made by human rights defenders. Such formal collection and collation of data and large-scale analysis can prove” whether or not cases of mass violence are isolated incidents or a systematically executed policy. Such findings can build strong, defensible claims about what has been endured by victims and societies. No other organization dedicates itself to applying technology and scientific methods exclusively to human rights. Benetech’s rigorous data processing and analysis is helping to transform the debate about human rights from politics to science.”²⁰

“Martus not only helps groups store the data on PCs, it backs the files up on remote servers so the data can’t be lost even if the original PC is destroyed. And because human rights observers often strive to evade notice by local governments or deal with very personal information, the information is encrypted with an easy-to-use technology that protects e-mail from prying eye. Martus is designed to be as easy to use as e-mail. It automatically transfers data to the server when the user is online.”²¹ The result: perpetrators can be brought to justice, which then helps prevent the recurrence of atrocities. The company’s analysis has literally changed history; for example, Martus helped the UN Commission for Historical Clarification prove that genocide was committed against the indigenous population in Guatemala.

Also Benetech has developed other products including *Route 66 Literacy*, a web-based program that enables anyone who is literate to help teenagers and adults learn to read and write and *Miradi*, “a user-friendly software program that allows nature conservation practitioners to design, manage, monitor, and learn from their projects to more effectively meet their conservation goals. The program guides users through a series of step-by-step interview wizards based on the Open Standards for the Practice of Conservation used by major conservation organizations to plan and implement their work. Miradi...helps conservation teams design conceptual models of their project site, prioritize threats, and select monitoring indicators to assess the effectiveness of their strategies.”²²

Benetech operates much like a startup company in a venture capital environment. By identifying needs and opportunities where technology could have a big impact improving the lives of underserved people, they determine the viability of an idea, and then the company applies research, analysis and business planning to make decisions on behalf of society, as well as for limited partners who provide grants, donations and access to intellectual property. The

company evaluates investments in terms of need, feasibility and long-term business sustainability; 85% of every dollar goes directly to support projects.

World Changing Companies

Economic justice is an ideal which is embedded in our concept of basic human rights. The U.N. Declaration of Human Rights states that “everyone who works has the right to just and favorable remuneration ensuring for himself and his family and existence worthy of human dignity...” In his book True to Yourself, Marc Albion states “Values-based leaders consider the financial, social, environmental and every spiritual impact of their decisions...” His conclusion is pithy; “If you can’t build a business that leads to a better world for all in some small way, then why build a business at all?”²³

ENDNOTES

- ¹ OneWorld Health is an example of a nonprofit that has emerged with the help of the Gates Foundation to provide drugs to the poor while companies like Merck and Novartis have built public private partnerships to donate drugs to patients in the Third World. See James Phills, Kriss Deiglmeier and Dale Miller. Rediscovering Social Innovation” Stanford Social Innovation Review, Fall 2008 p. 39
- ² This information comes from William Young and Richard Welford. Ethical Shopper.Fusion Press. London 2002
- ³ The Social Venture Network, established as an outgrowth of Business for Social Responsibility uses this term to characterize the variety of no-profit and for-profit enterprises which address social issues
- ⁴ Social enterprise emphasizes the for profit activities that give financial support to traditional non-profit and governmental social service programs. See Cynthia Massarsky “Coming of Age: Social Enterprise Reaches Its Tippling Point” in Rachel Mosher-Williams, Research on Social Entrepreneurship. ARNOVA 2006.
- ⁵ J Gregory Dees, Jed Emerson and Peter Economy use this term in their classic textbook Enterprising Nonprofits: A Toolkit for Social Entrepreneurs, Wiley2001
- ⁶ The Stanford Social Innovation Review a publication of the Center for Social Innovation at Stanford’s Graduate School of Business favors this term which it defines as ‘the process of inventing, securing support for , and implementing novel solutions to social needs and problems.’ James Phills, Kriss Deiglmeier and Dale Miller. Rediscovering Social Innovation” Stanford Social Innovation Review, Fall 2008 p. 34-43
- ⁷ Ck Prahalad. The Fortune at the Bottom of the Pyramid. Wharton School Publishing. 2005. pp.265-286
- ⁸ Idem..
- ⁹ Much of this information comes from Joe Reif and Kris Wright, “Harvesting Hope: A Case Study” May 2007
- ¹⁰ <http://www.rootsofpeace.org>
- ¹¹ Vance, Erik. “Mines to Vines.” California Magazine. January/February, 2007.
- ¹² <http://landmineaction.org>
- ¹³ Joe Reif and Kris Wright, “Harvesting Hope: A Case Study” May 2007
- ¹⁴ Villatoro, Carlos. “Croatian President Visits Rutherford, Promotes Roots of Peace Program.” Napa Valley Register, April 10, 2006. Retrieved from <http://www.rootsofpeace.org/press/Planting4-9-06.htm>.
- ¹⁵ Information about Benetech is adapted from the company’s website www.benetech.org
- ¹⁶ Carrie Kirby, “Placing people before profit: Palo Alto's Benetech sets out to help human rights organizations save lives” San Francisco Chronicle Monday, April 14, 2003 page E - 1
- ¹⁷ Social Entrepreneurship and Government www.sba.gov/advo/research/sbe_07_ch06.pdf
- ¹⁸ Ibid.
- ¹⁹ www.socialedge.org/blogs/government-engagement/topics/Benetech
- ²⁰ www.benetech.org
- ²¹ Carrie Kirby, “Placing people before profit: Palo Alto's Benetech sets out to help human rights organizations save lives” San Francisco Chronicle Monday, April 14, 2003 page E
- ²² Ibid.
- ²³ Marc Albion. True to Yourself. Berrett-Koehler, 2006. p. 2