Diversity Leadership in a Global Society – A Case Competition

INNOVATION – ENGAGEMENT – INCLUSION

How would you develop a socially innovative corporate responsibility plan that benefits all stakeholders?

Introduction

One Christmas, in an effort to save money, Julia used her parent's 3D printer to make custom phone cases for her friends and family as gifts. When she returned to campus, everyone was inquiring how they could get their hands on one of these cases. Apparently other people had seen Julia's gifts and desperately wanted their personal designs fashioned into phone cases. Immediately, Julia recognized a tremendous business opportunity. However, in the process of learning how to profitably build her new business, Julia recognized that having a good product that people want does not necessarily make a great business. Julia had to learn how to manage and build the business, determine pricing structures, secure financing, prepare for financial reporting and other fundamental business tasks that had been foreign to her previously. Even as a student at an academically rigorous institution where she had access to academic research and experts as well as the ability to find business mentors and support, Julia found this process overwhelming and difficult to navigate. Julia could not imagine how difficult this process would be for someone who did not have the resources she did. So in addition to building her 3D printing business, Julia created a phone application that compiles research, templates, regulatory information and tips for stream-lining varying business processes for emerging entrepreneurs that do not have access to the experts, resources and education she had benefited from. The application also directs users to local resources and organizations that offer business assistance and programs. In the two years following graduation, Julia used the modest revenue from the 3D printing business to support the development of her unique entrepreneurial education app.

Challenge

Julia now recognizes the entrepreneurial education app can have a tremendous value for society through the support it offers emerging entrepreneurs and she is dedicated to expanding this venture to serve an online community as well as her local community. Julia has received interest from investors for both the 3D printing business as well as the app and now must decide if she will continue to pursue both businesses or focus on the app. After researching, Julia decided the South Bronx is the ideal location for the first corporate office of her new venture. Retail space in the Bronx is significantly less expensive than the other boroughs. There are also various organizations focused on business development in the Bronx and there has been a surge in entrepreneurial activity in the community. Julia believes that by opening her headquarters here, she can make the largest possible positive impact on a community of emerging entrepreneurs. Working with an organization called SoBro® she recently secured a lease on office space in the South Bronx and will be opening her doors in three short months. For this competition you are challenged to build a corporate responsibility plan for Julia focused

on building the trust of and engaging stake holders, promoting shared prosperity, and fostering inclusion of the local community to effect social change.

Key Areas of Your Plan

1. Model of Social Entrepreneurship – In "Social Leadership – A Model for Sustainable Value Creation" Michael Pirson discusses three models of social entrepreneurship; external, embedded and integrated. Your team should decide which model you will pursue. This decision may result in choosing to sell or close the printing business to focus solely on the app business.
2. Mission – Your team should create a company name and mission. Depending on the model of social entrepreneurship your team chooses, this may result in two company names.
3. Human Resources and Recruiting – Julia's current funding and business plan allows for hiring the following employees. Your team should create a recruiting strategy that supports your mission. This should include an inclusive employee engagement program to improve retention.
4. Company Culture – Development of a company culture that fosters inclusion and trust among the employees and the local community is supremely important. What proactive steps can be taken create a culture of inclusion and engagement so employees are proud to work for your organization and the community is proud to have your organization?
5. Strategic Partnerships – Your group should research existing local organizations both private and public and select strategic partners to further Julia's venture. The plan should include a discussion of how and why you have selected these partners.
6. App Revenue – Julia decided to offer the app free and not offer in app purchases to maintain the integrity of her initial goal to provide resources, information and support to emerging entrepreneurs who otherwise would not have access. For this reason, revenue sources will be limited to sponsorships or ad sales. Your team should decide if you will pursue both types of revenue sources or limit it to one. Once this decision is made, create a strategy for outreach as well as protocols for determining potential partners as you will want to ensure advertisers and sponsors are aligned with your mission.
7. Scalable growth – Create a vision for scalable growth enabling Julia to generate revenue, support emerging entrepreneurs and serve the local community.
8. Personal impact – Each team member should acknowledge how they could use their personal strengths to have a positive impact on the organization and the local community.

Context

Below you will find statistics and information about the business prior to the challenge as well as information on the local community where your offices will be located. Your team is welcome to make other assumptions but should indicate them in the submission. Keep in mind that an in depth financial analysis is not needed for the case competition. The data below is provided simply to give you a starting point for making your decisions and developing your plan.

1. 3D Printing Business Information
    a. Julia has been creating custom phone covers with 3Dprinters for 36 months. Customers can order covers through her website which allows them to select one of her custom designs or submit their own artwork and receive a quote.
    b. Each roll of resin is $24 and can produce 65 phone cases.
    c. Julia invested revenue into 3 printing machines (so she no longer has to use her parents' printer.) Each machine retails for approximately $2,900.
    d. In a 5-day work week a single employee running all 3 machines can produce an average 200 cases. An additional 12 hours of manpower is needed to create new designs and prepare customer designs for printing.
    e. Cases with Julia's custom designs retail for $21.00 per case and personal designs submitted by customers average $40.00 per case.

2. Entrepreneurial Education App Information
    a. To date, the app has not generated any revenue. All expenses associated with the development and launch of the app have been funded by profits generated by the 3D Printing business.
    b. The app has been available through the iTunes App Store as well as Google Play for 13 months. During this time the app has been downloaded over 22,000 times and users have rated the app very highly.
    c. Downloads have increased rapidly in the last 3 months after a local entrepreneur with a strong social media following wrote about Julia's app on their blog.

3. Local Community Information
    a. According to the U.S. Census Bureau, 38% of the residents of the South Bronx live below the poverty line in Congressional District 16, the poorest congressional district in the United States. The Upper East Side, only a few subway stops from the Bronx on the 4 train, lies in District 14, the wealthiest congressional district in the US. It is recommended that your team factor this disparity in your analysis.
    b. While the Bronx is a large city, it maintains a small community atmosphere, driven by small family-owned businesses and a dedication to improving the community.
    c. According to Elite Daily online, the Bronx also has important factors to cultivate a vibrant start-up community including an environment that promotes risk taking and entrepreneurialism, a prestigious local university, financial capital from firms in close proximity, and a customer market with unmet needs.

d. According to the US Census Bureau, 30.1% of Bronx residents from the 2010 census did not complete high school, compared to 14.8% in the rest of New York State.
e. Census data also indicates 57.1% of Bronxites speak a language other than English at home and that more than 80 languages spoken in the Bronx.

Social Innovation

Integrating the need for innovation in workplace diversity and inclusion policies with Fordham University's dedication to prepare students to be leaders in a global society, team presentations will be judged based on elements of social innovation. Fordham was also recently named an AshokaU Changemaker Campus.

Mission of AshokaU Changemaker Campuses:

Empower students to be positive social changemakers by fostering these capabilities:

- EMPATHY
- LEADERSHIP
- PROBLEM SOLVING
- TEAMWORK

Through the case competition we hope you will have the opportunity to cultivate and exhibit these capabilities.

Social Innovation Defined

Social innovations are new solutions –products, services, models, markets, or processes- that simultaneously meet a social need more effectively than existing solutions, and lead to new or improved capabilities, stronger relations and better use of assets and resources. In other words, social innovations are both good for society and also enhance society's capacity to act. (Caulier-Grice, et. al. 2012 - this reference is for draft review purposes)

Scoring Rubric

Each team will receive a score of 1-5 on the following elements of social innovation as well as team member ability to have personal impact on positive change in the organization.

Social Innovation Elements:

- Novel: new in some way to the field, sector, region, market or user.
- Practical: must have potential to be implemented in a sustainable way.
- Social: designed to meet a social need, which, if not addressed, would cause significant harm or suffering.
- Effective: provides a measurable improvement in outcomes.
- Scalable: can be extended to broader sectors of population or regions.
- Empowered: enhances society's capacity to better use existing resources.

Submission Guidelines

Directions

- Submit an application for your team at http://goo.gl/forms/SCz0qVtgkC

- Prepare and submit a written response based on the case outlined above which addresses each of the 8 key areas:
    1. Model of Social Entrepreneurship
    2. Mission
    3. Human Resources and Recruiting
    4. Company Culture
    5. Strategic Partnerships
    6. App Revenue
    7. Scalable growth
    8. Personal
- Prepare and submit a 10 minute presentation addressing the key areas your group is interested in focusing on. There will not be time to present on all 8 areas. You may prepare your presentation in PowerPoint or Prezi.
- Teams should be prepared for 5 minutes of Q&A following their presentation.
- All submissions should be made by email to the office of Career Services by 3/24/15 by 11:59pm. Please adhere to the following instructions to be considered:
    o Email your entire submission in ONE email to sfattor@fordham.edu
    o Subject Line: Case Competition Final Submission – [Team Name]
    o Email Body: Should include a final list of the team members participating, their emails, graduation year, and school.
    o Attachments:
        1) Written response to key areas saved as PDF with your team name as the document title.
        2) Prezi or Powerpoint saved with your team name as the document title.
- Round one – a panel of internal judges will review submissions and determine finalists.
- For those teams who advance to finals, they will have a 10 minute-presentation followed by 5 minutes of Q&A.

Additional Information
- Team Application Deadline: 03/06/2015 Submit your application by clicking here: http://goo.gl/forms/SCz0qVtgkC
- Finalist teams will present to a panel of corporate and faculty judges on April 7th, 2015 at the Diversity Leadership in a Global Society Banquet.
- Winners will be announced at the Banquet.
- Each team is responsible for bringing printed handouts for the judges. Appointments can be made with the office of Career Services to print your materials in the office at no expense to the team.
- Teams should also bring their presentation on a thumb drive, cloud storage or e-mail.
- Feel free to use all available resources, including faculty expertise, in preparing the case.
- Teams will be judged based on the soundness of their analysis, related recommendations and quality of their presentation according to the rubric provided above.

Eligibility

- Teams of 3-6 Fordham students.
- Teams should exhibit a passion for social innovation.
- Graduate students and seniors cannot represent more than 50% of the team membership. – On a 4 person team you are allowed at most 2 grad students, or 2 seniors or 1 senior and 1 graduate student.
- The team membership must demonstrate and celebrate diversity in academic major, personal interest, culture, ethnicity, gender, religion, sexual orientation, experience and/or abilities. The team will be asked what makes their team diverse in the application process.
- At least ½ of your team must be available to attend the banquet and present on 04/07/2015 if your team is selected as a finalist.

Key Dates

- 03/06/2015 – Team application deadline http://goo.gl/forms/SCz0qVtgkC
- 03/24/2015 – Team submissions must be emailed according to instructions outlined above by 11:59pm.
- 04/01/2015 – Finalist teams will be notified.
- 04/07/2015 – Finalist presentations and award presentation.

Prize Structure

- 1st Place Team - $2,500
- 2nd Place Team - $1,500
- 3rd Place Team - $1,000

Works Cited

Caulier-Grice, J. Davies, A. Patrick, R. Norman, W. (2012) Defining Social Innovation. A deliverable of the project: "The theoretical, empirical and policy foundations for building social innovation in Europe" (TEPSIE), European Commission – 7th Framework Programme, Brussels: European Commission, DG Research.

Pirson, Michael, Social Entrepreneurship - A Model for Sustainable Value Creation (January 11, 2010). Fordham University Schools of Business Research Paper No. 2010-011. Available at SSRN:http://ssrn.com/abstract=1535146 or http://dx.doi.org/10.2139/ssrn.1535146

"The Bronx: How New York's Forgotten Borough Is A Mecca For Entrepreneurs." *Elite Daily The Bronx How New Yorks Forgotten Borough Is A Mecca For Entrepreneurs Comments*. N.p., 07 Nov. 2013. Web. 31 Jan. 2015.

Suggested Reading

Palacios, Patricia and Pirson, Michael, ABN AMRO REAL: A New Bank for a New Society (May 7, 2010). Fordham University Schools of Business Research Paper No. 2010-020. Available at SSRN: http://ssrn.com/abstract=1602020 or http://dx.doi.org/10.2139/ssrn.1602020

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Porter, Michael E., and Mark R. Kramer. "Creating Shared Value." *Harvard Business Review*. N.p., 01 Jan. 2011. Web. 03 Feb. 2015. Available at: https://hbr.org/2011/01/the-big-idea-creating-shared-value