

# Social Entrepreneur OI based BM Developing Circle

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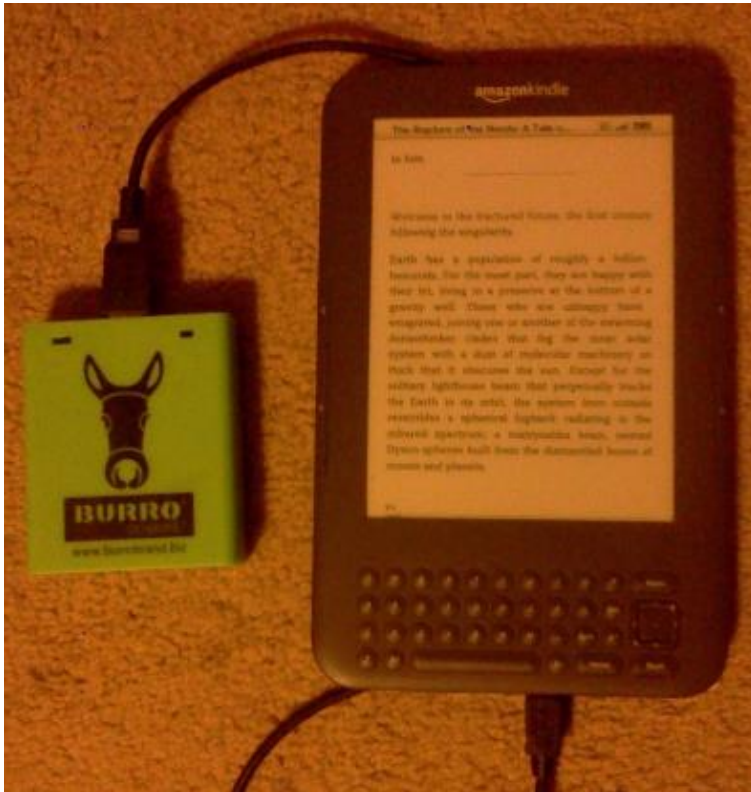
[Journal of Open Innovation; Technology, Market, and Complexity. www.jopeninnovation.com](http://www.jopeninnovation.com), BM투고가능  
[Society of Open Innovation; Technology, Market, and Complexity. www.openinnovationtmc.com](http://www.openinnovationtmc.com) OI 및 BM 경진대회

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Living Well: Features

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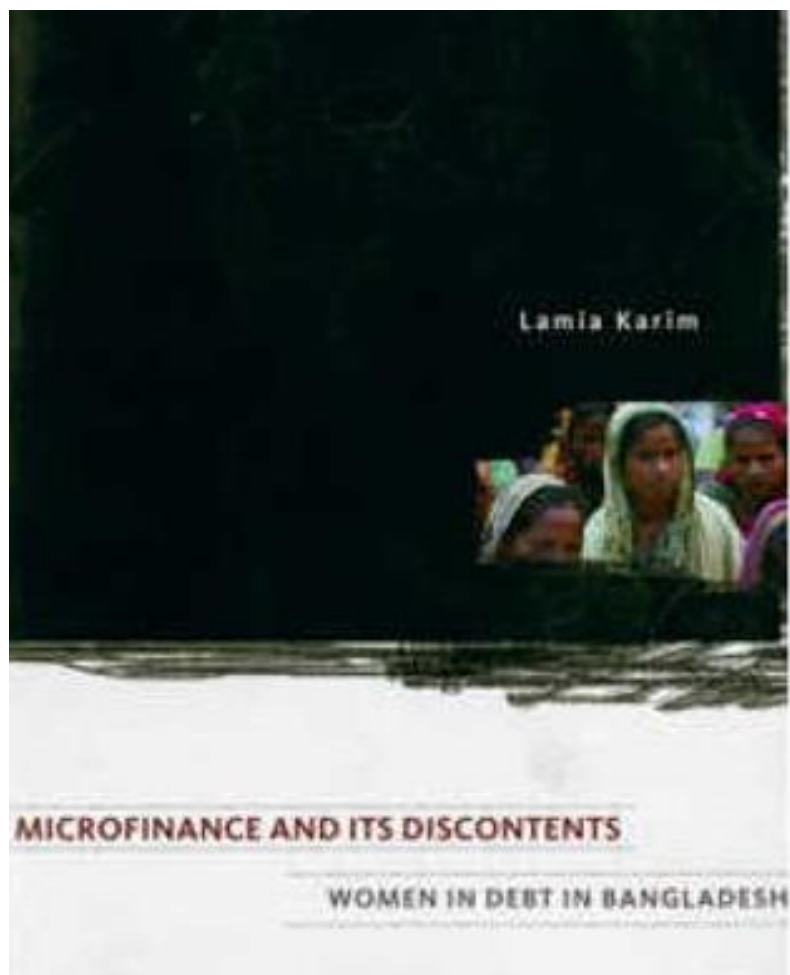


# 설립자 휘트 알렉산드

- **OI economy -→ Social Innovation economy**
- MS 근무 스톡옵션
- 1997년 크레니엄 보드게임 회사 크레니업 창업
  - MS 함께 근무 동료 (리처드 데이트) 참여
- 크레니엄을 7500만불 받고 wjsasn 완구 업체 하스브로에 M&A 판매
- 2008 가나에 밧데리 대출 기업 부로 설립
  - MS 동료 참여(리처드 데이트)
  - 미국의 대기업 투자 형태 참여

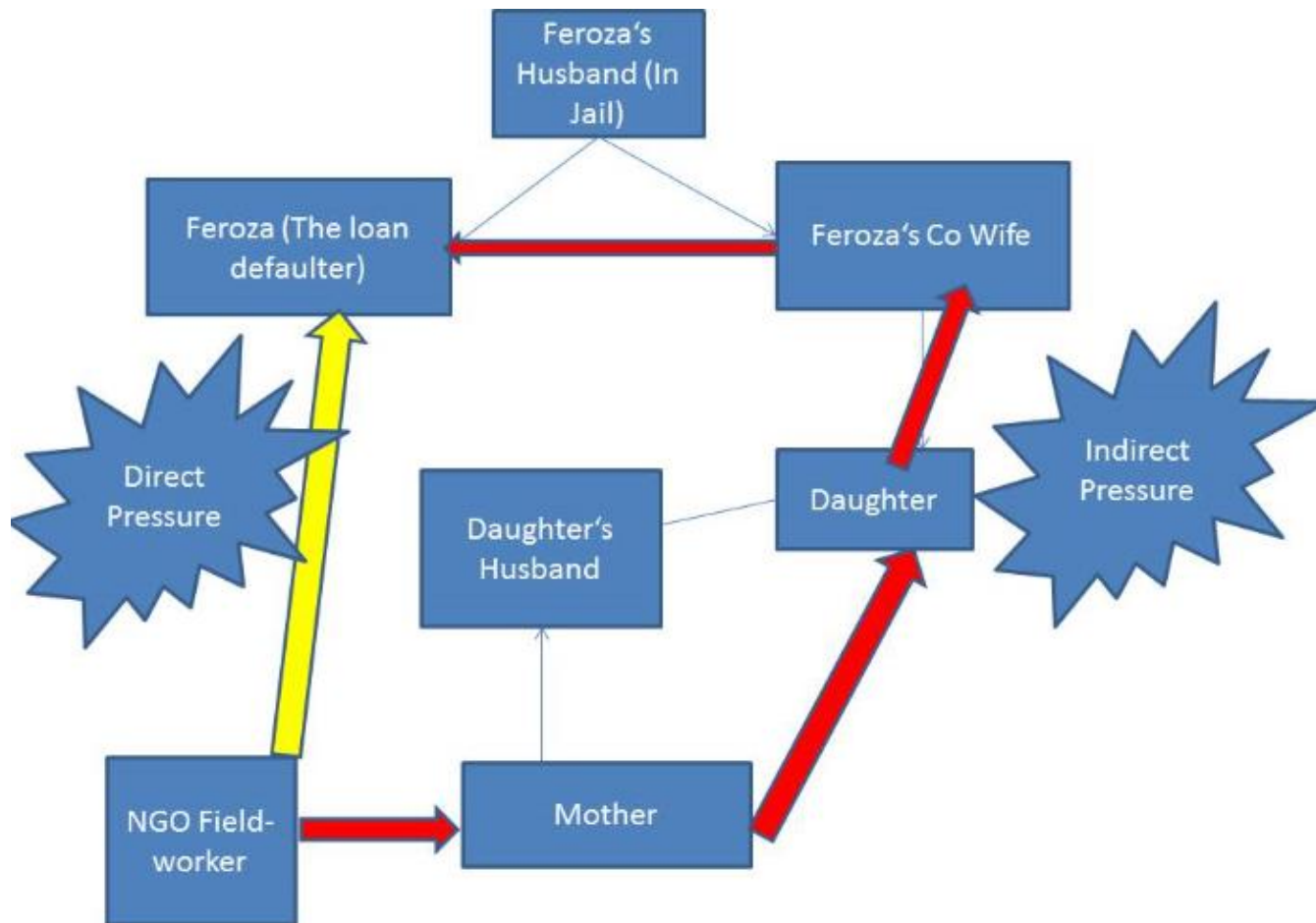
# 시장가치 -> 사회적 가치

- 시장가치 기반의 사회적 가치 창출
  - 더 많이 일하라
  - 부로 밧데리를 많이 팔고, 대여해서 돈을 번다(시장 가치)
  - 이 과정에서 많은 가나 사람들이 일자리와 새로운 가치 창출과정에 참여하게 된다.  
(사회적 가치)
  - 저렴하게 충분히 일할 수 있는 여건, 밧(사회적 가치)를 제공한다.





# 사회적 가치 ~~→~~ 시장 가치



Source: <https://www.google.co.kr/search?q=microfinance+and+its+discontents&hl>

시장가치 (중고컴 수거 판매) --> 사회적 가치(재활용, 일자리, 환경)  
사회적 가치 (환경, 일자리) -----> 시장가치(중고컴 수거 판매)





시장가치(중고 장난 감 판매, ---→ 사회적 가치(환경, 공동체)

사회적 가치( 환경, 공동체) -----→ 시장가치((중고 장난감 판매, )



시장가치(6명의 일자리) ----- > 사회적 가치 (환경, 폐목 재활용)

사회적 가치(환경, 폐목 활용 -----> 시장가치(이야기 나무, 막무가내 공작소)



회원

## 막무가내 공작소



### 회원을 모집합니다!

여러가지활동조형에서 DIY 가구 만들기 기초 목공 교실 "막무가내공작소"를 시작합니다.

막무가내 공작소에서는 각종 공구 사용법과 가구 제작에 필요한 기초적인 방법을 배우게 됩니다. 목공에 대한 아무런 지식이 없는 분도 함께하는 가구를 직접 만들 수 있습니다. 가구 및 공예품 제작을 위한 기본적인 지식을 습득을 통하여 배우며, 수료 후 일 회비를 내시면 지속적으로 공방사용을 할수 있으며, 같은 목공기술을 두번에 배우고, 삼습할 수 있습니다.

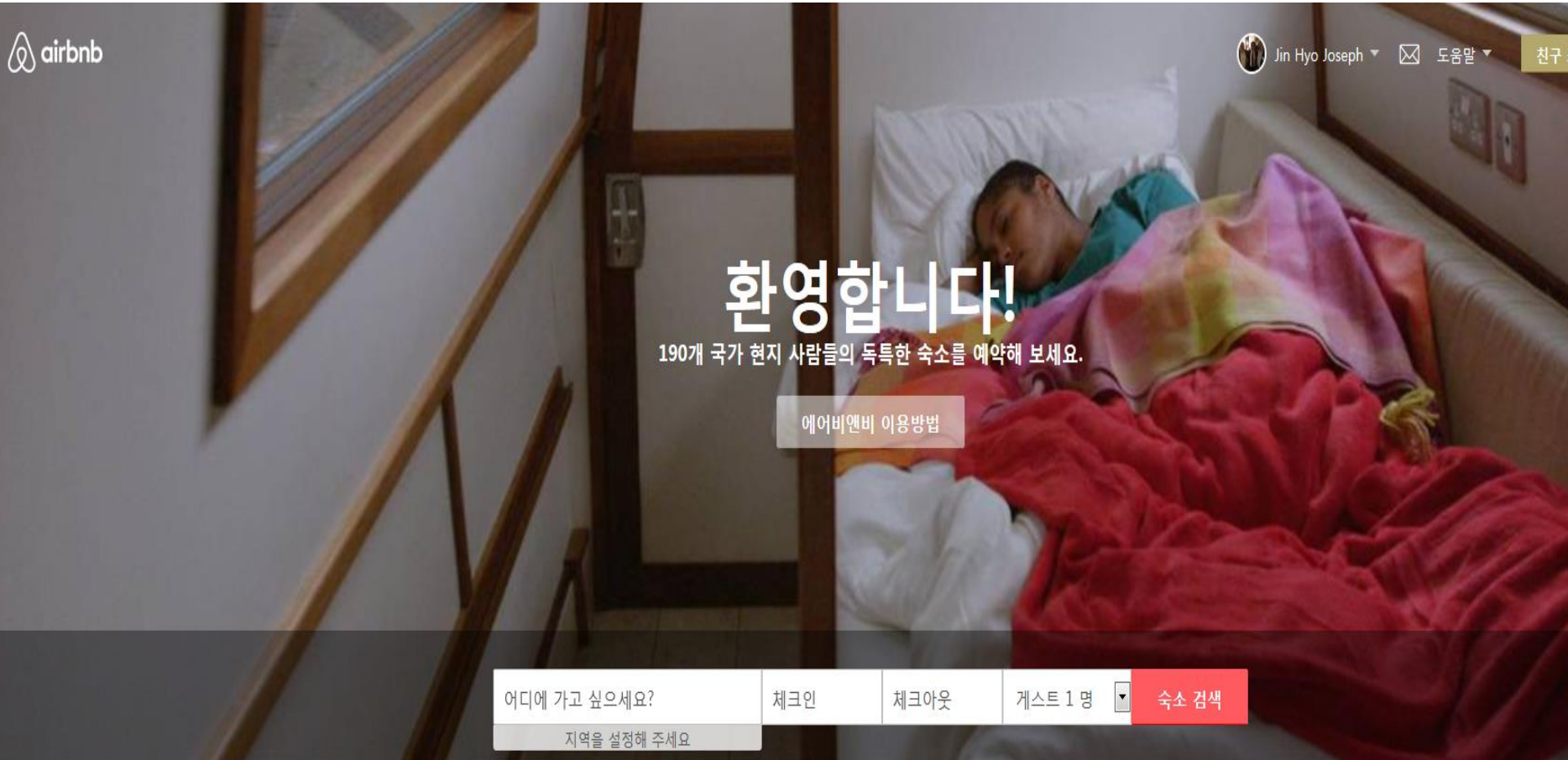
**9월 19일 오픈데이션 및 첫 수업!**

교육시간 : 매주 토요일 오전 10시 ~ 12시  
교육장소 : 여러가지활동조합 공방 (금릉천로493번길 48)

교육비 : 4주 8시간 200,000원 (소모성 공구 비용)  
환회비 : 50,000원 (월반씩 운영 3시간 미참자 20,000원 정도 반납)

공명확한 자격  
여러가지활동조합의 목공동호회 회원  
연락처 : 010-9931-2222 (이영희) / 010-9931-2223 (이영희)

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2016-02-04

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BM Seminar 5 ,YUN (DGIST,20150407)



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# Small business in the spotlight ... Grub Club

Siddharth Vijayakumar and Olivia Sibony met in the south Indian jungle and bonded over a passion for food. Their business Grub Club was launched in January 2013



Grub Club founders Siddharth Vijayakumar and Olivia Sibony.

## How did you start out?

Vijayakumar: I bumped into Liv [co-founder Olivia Sibony] in Bandipur National Park in south India in 2010. We got on well and became friends really fast. She was a chef and liked the idea of meeting people over food. We shared a love of food and a vision to

# A Revolutionary Entrepreneur On Happiness, Money, And Raising A Supermodel

Posted: 01/30/2015 12:16 am EST | Updated: 01/30/2015 12:59 pm EST



A lucky few can say their work helped spur a fundamental shift in the economic model of modern societies.

If all goes well, Robin Chase may get to do it twice.

A decade before Airbnb and Uber, Chase helped kickstart the "[collaborative economy](#)" by co-founding Zipcar, which became the world's largest car-sharing service. The big idea was to enable convenient *access* to a valuable good (in this case, a vehicle) without requiring *ownership*.



Now Chase and others have founded [Veniam](#). Their technology powers [mesh networks](#), which provide a new way for people and things (devices, cars, appliances, etc.) to connect to each other and to the internet. The holy grail: ubiquitous no-cost wireless internet access that isn't controlled by the telecom giants.

Fred Wilson, one of the most influential and successful technology venture capitalists of the last decade, [announced](#) in December that his firm has invested in Veniam. "We are consciously trying to see the future and seed the future," he [wrote](#).

Chase's story is colorful. She was raised in the

Arab world, the daughter of an American diplomat. She is the mother of three children, including one world-famous supermodel. And her career has seen lows as



# How A Bar Of Soap Got A Homeless Family Off The Street

The Huffington Post | By James Cave

Posted: 01/29/2015 6:08 pm EST | Updated: 01/29/2015 6:59 pm EST



Here's a staggering fact: when you're homeless, something as basic as a bar of soap can save your life.

Without access to basic sanitation necessities, humans are more susceptible to infections and illnesses. According to statistics from the National Health Care for the Homeless Council, homeless people typically live **28 fewer years** than those who live in homes.

That's why Kathryn Xian, an activist based in Honolulu, Hawaii, developed a project called **Pono Soap** to help the growing homeless population there.

Pono Soap, which just launched in December, uses aroma therapy and essential oils to add a holistic boost to each vegan, handmade bar. The "3 trees" bar, for instance, uses cedar, fir and eucalyptus to help combat respiratory illness, while "Rosie t." (rosemary, fir and tea tree) combats psoriasis, eczema and hair loss and is said to help improve moods.

Xian discovered her soapmaking passion to help her wife, who is "extremely sensitive to noxious chemicals, even in the slightest amounts," Xian told HuffPost. Once she learned how to make soap that didn't give her wife an adverse reaction, she set about using it for the broader good. In the Hawaiian language, "pono" can mean goodness, uprightness, well-being, equity and welfare.

"I've always been an activist," she says, "so I didn't want to do it for a singular reason. I wanted to incorporate soap-making into a greater cause."

Xian says she gives most of the soap to a homeless encampment in the Honolulu neighborhood of Kakaako. She sells whatever is leftover to boutiques and health food stores around town.



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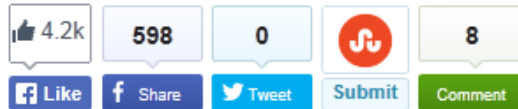
**Young Women Pose In Life-Size Toy Box To Warn Of Super Bowl Trafficking Risks**



**Homeless Children Relocated During Pope's Philippines Visit**

# Man Who Grew Up In Struggling Immigrant Household Leaves Wall Street Job To Help Homeless

Posted: 01/30/2015 10:01 am EST | Updated: 01/30/2015 2:59 pm EST



The son of two Korean immigrant parents who once struggled to make ends meet, Robert Lee understood as a young child what it's like to feel hungry. He eventually went on to work at a hedge fund to make sure his parents would never have issues putting food on the table again, but it didn't take long for him to realize that being true to his roots required serving others in need.

Lee launched [Rescuing Leftover Cuisine](#), a nonprofit organization that targets both the prevention of quality food waste and putting an end to hunger, in New York City in the summer of 2013. Since its debut, the social entrepreneurship venture has partnered with more than 30 local restaurants and markets to secure food donations, and built a volunteer network of more than 1,400 people to hand-deliver donations to homeless shelters across the city. So far, the organization has saved -- and then shared -- more than 45,000 pounds of food, at the cost of just 10 cents per pound.

Lee, 24, experienced the importance of food waste prevention early in life -- from a practical standpoint as well as a cultural one. Prior to his parents' move to the United States, Lee's father was a civil engineer and his mother was a banker. But after his family moved, the language barrier and different opportunities available in Queens led his father to begin working in supermarket management, while his mother became a homemaker. The couple placed a high value on their two sons' educations, at times

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[Can't Stop Procrastinating? This Might Be Why](#)



# Grateful Man Who Handed Out His Resume At Train Station Now Hiring At Very Same Stop

The Huffington Post | By Kimberly Yam

Posted: 01/26/2015 2:47 pm EST | Updated: 01/27/2015 8:59 am EST



A college grad who took an unconventional approach to getting a job is now back, months later, to show how it paid off.

Alfred Ajani, 22, graduated from Coventry University in Coventry, England, in 2014 with a degree in marketing. After submitting hundreds of job applications with little luck, he took to the Waterloo train station in London last August. He stood inside, holding a sign with his qualifications written on them, and handed out his resume in an attempt to find a job. Ajani's **unique effort attracted several employers** and a few months later, he had started a new job.



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# Social Media Campaign Helps Connect Homeless People With Loved Ones

Posted: 01/29/2015 7:18 pm EST | Updated: 01/30/2015 11:59 am EST



People have a hard time thinking of the homeless as humans, let alone as someone's child, parent, brother or sister.

But a new social media campaign wants to change that, and in the process, **give some homeless people permanent shelter off the streets by helping them find loved ones** they're either too ashamed to contact or have no idea how to reach. The hope is that video clips get shared so that they eventually reach the right people.

Kevin Adler, founder of media company NearShot, took to the streets of San Francisco during the holidays with hot tea, warm bread and a video camera in tow and asked homeless people he saw to record a message for someone.

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**There Is A Groupon To Hang Out With Neil Patrick Harris, Possibly The Best Bargain On The Internet**

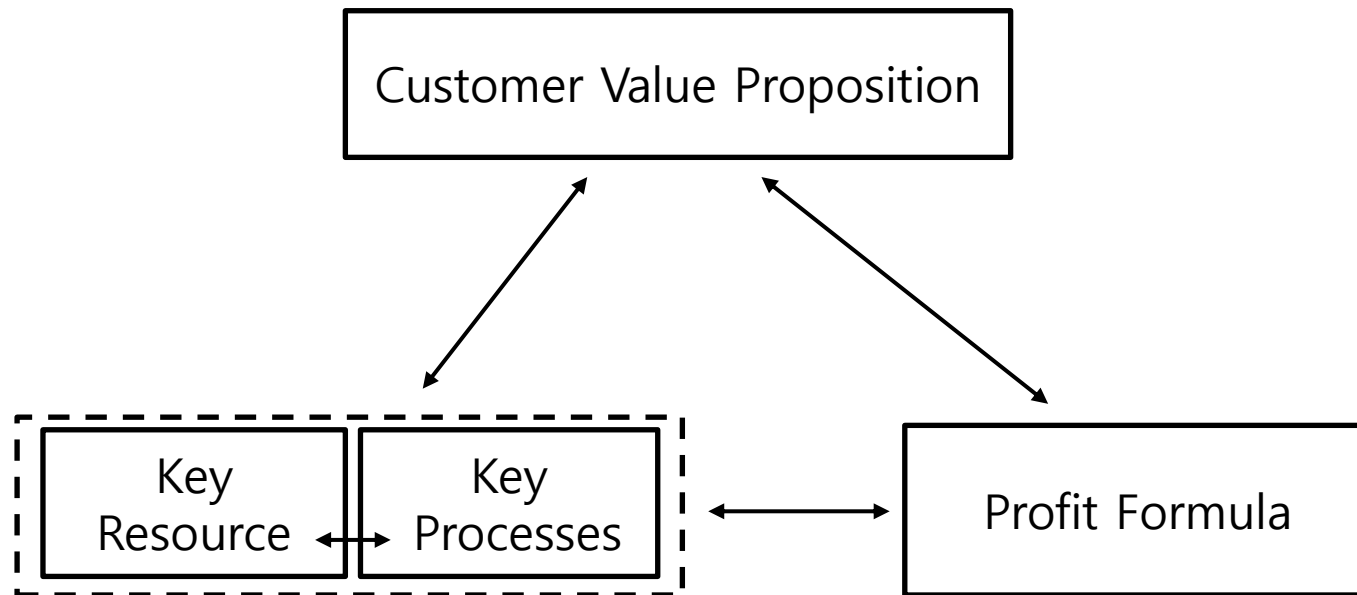


**These Stories Will Help You Understand Why It Can Be Hard To Be A Woman In Science**

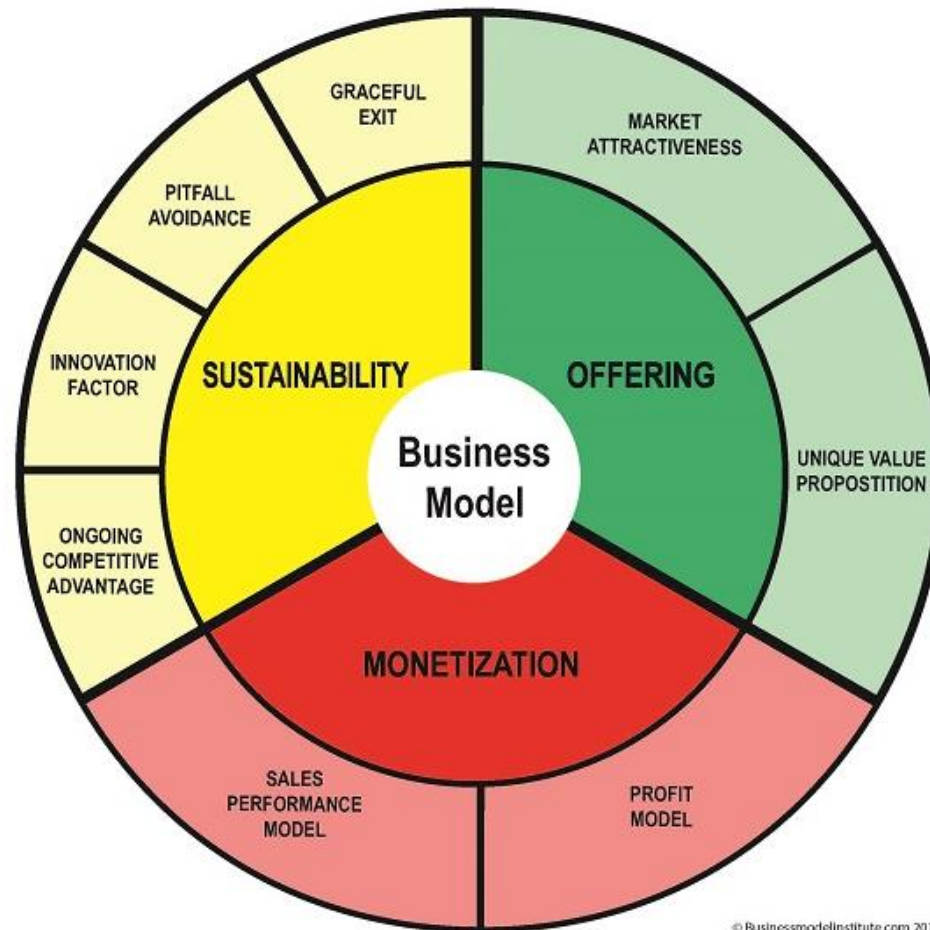
# Business Model Canvas

<h3>Key Partners</h3>  <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p><i>Key Partnerships can be categorized as: 1. Co-opetition (cooperation + competition) 2. Complementary (complementary products/services) 3. Vertical (supplier, distributor, etc.) 4. Horizontal (partners in the same industry)</i></p>	<h3>Key Activities</h3>  <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p><i>Key Activities can be categorized as: 1. Production 2. Distribution 3. Logistics 4. Procurement 5. Technology Development 6. Infrastructure Development 7. Human Resource Management 8. Procurement 9. Logistics 10. Production</i></p>	<h3>Value Propositions</h3>  <p>What value does a customer get from the product? Which one of our customer's problems are we helping to solve? Which bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p><i>Value Propositions can be categorized as: 1. New Products 2. New Services 3. New Channels 4. New Partners 5. New Resources 6. New Activities 7. New Relationships 8. New Segments 9. New Revenue Streams 10. New Cost Structures</i></p>	<h3>Customer Relationships</h3>  <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p><i>Customer Relationships can be categorized as: 1. Personal Assistant 2. Dedicated Personal Assistant 3. Self-Service 4. Automated Services 5. Community-Based 6. Peer-to-Peer 7. Co-Creation 8. Co-Ownership 9. Co-Innovation 10. Co-Design</i></p>	<h3>Customer Segments</h3>  <p>For whom are we creating value? Who are our most important customers?</p> <p><i>Customer Segments can be categorized as: 1. Mass 2. Niche 3. Segment 4. Market 5. Customer 6. User 7. Buyer 8. Seller 9. Producer 10. Distributor</i></p>
<h3>Cost Structure</h3>  <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p><i>Cost Structure can be categorized as: 1. Fixed Costs 2. Variable Costs 3. Semi-Variable Costs 4. Fixed Costs 5. Variable Costs 6. Semi-Variable Costs 7. Fixed Costs 8. Variable Costs 9. Semi-Variable Costs 10. Fixed Costs</i></p>		<h3>Revenue Streams</h3>  <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <p><i>Revenue Streams can be categorized as: 1. One-time 2. Recurring 3. Usage-based 4. Subscription 5. Royalty 6. License 7. Franchise 8. Partnership 9. Joint Venture 10. Co-Ownership</i></p>		

# Four Box Business Model

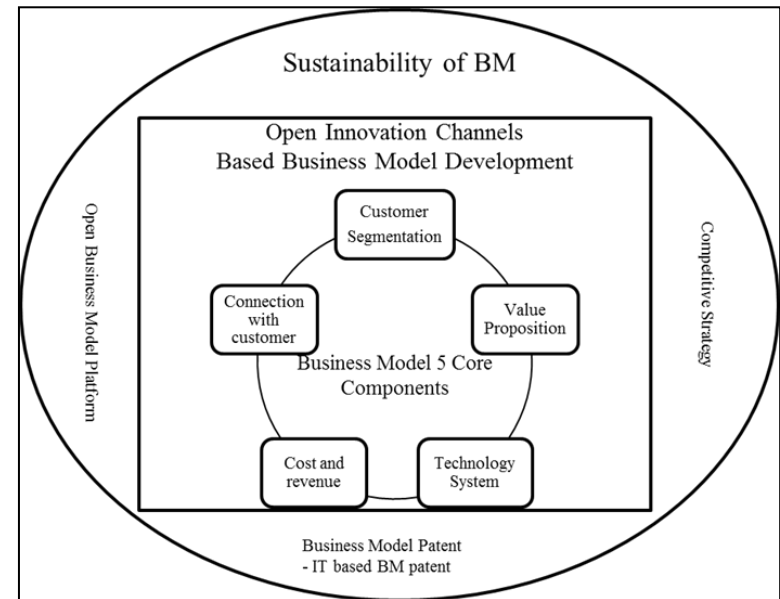
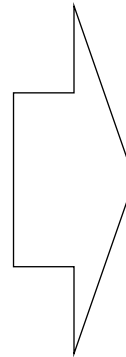
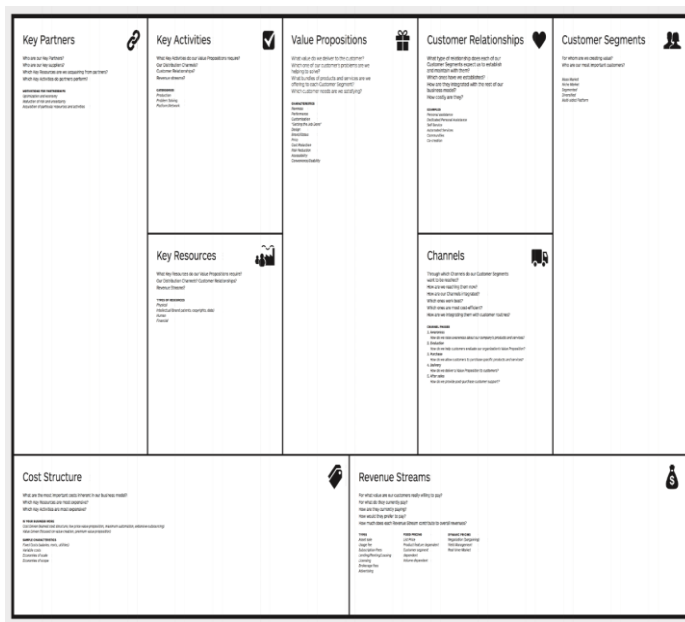


# Business Model Wheel



# IT convergence OI & BM<sub>팀</sub> 축적된 BM 개발실적

- 기존의 Business Model Canvas(Alexander의 BM 분석론)를 대체하는 창조적인 새로운 **BM Developing Circle** 개발

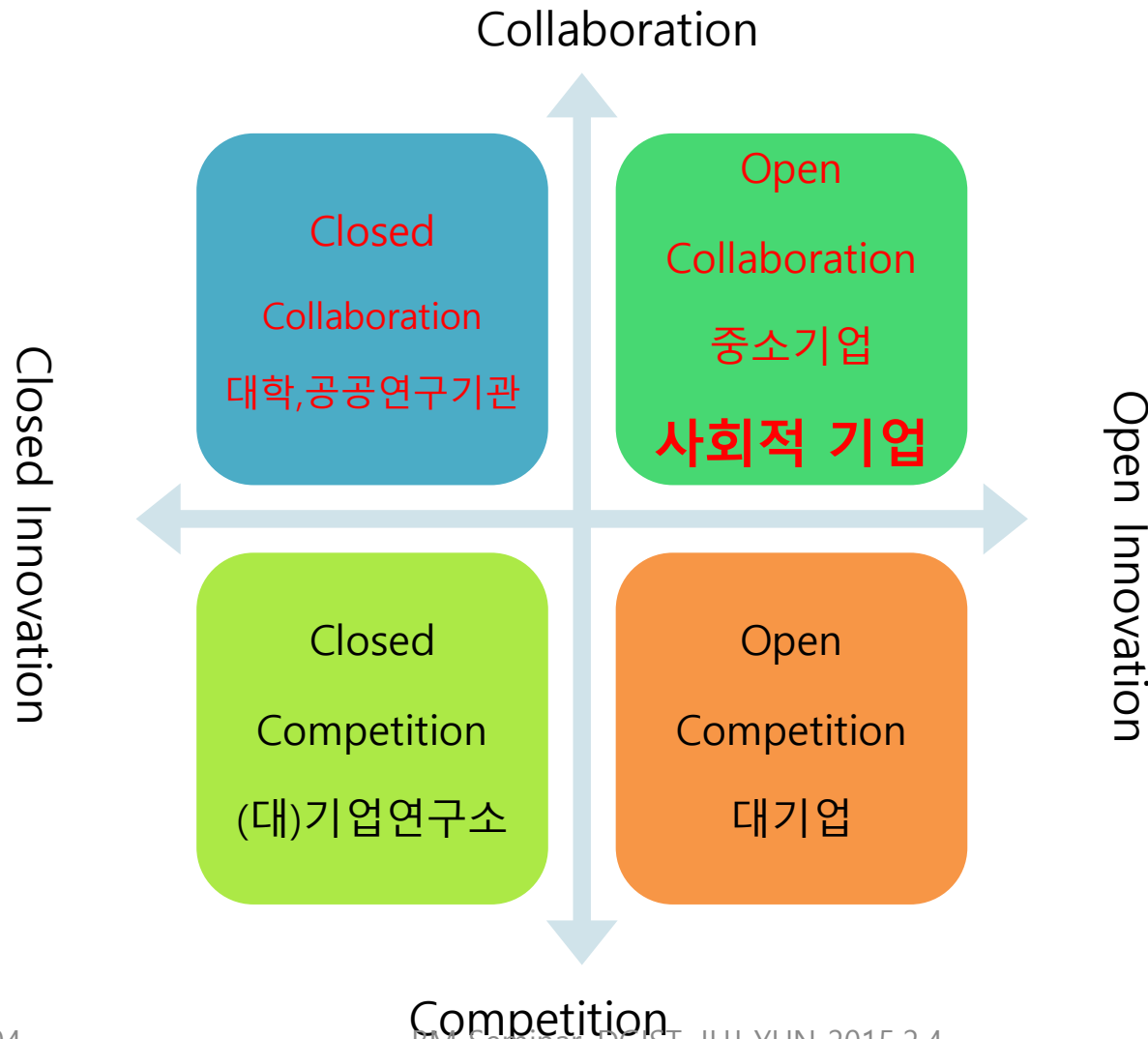




# Nonprofits Have BM Too

- The idea that business models are just for business is just wrong.
- Any organization that wants to be relevant, to deliver value at scale, and to sustain itself must clearly articulate and evolve its business model.
- Any nonprofit totally dependent on grants to support its business model is at risk.
- A public sector business model innovation **factory** would also provide a good view of the implications if we decide to expand new models or a better platform to manage the transformation of the current ones.

# Open Innovation (개방형 혁신)의 초점?



# Business Model Factory

- Connect: Business Model Innovation is a Team sports.
- Inspire: We do what we are Passionate About.
- Transform: Incremental Change isn't Working.

Kaplan S.(2012). The business Model Innovation factory. New jersey: Wiley.

# BM 개발실적

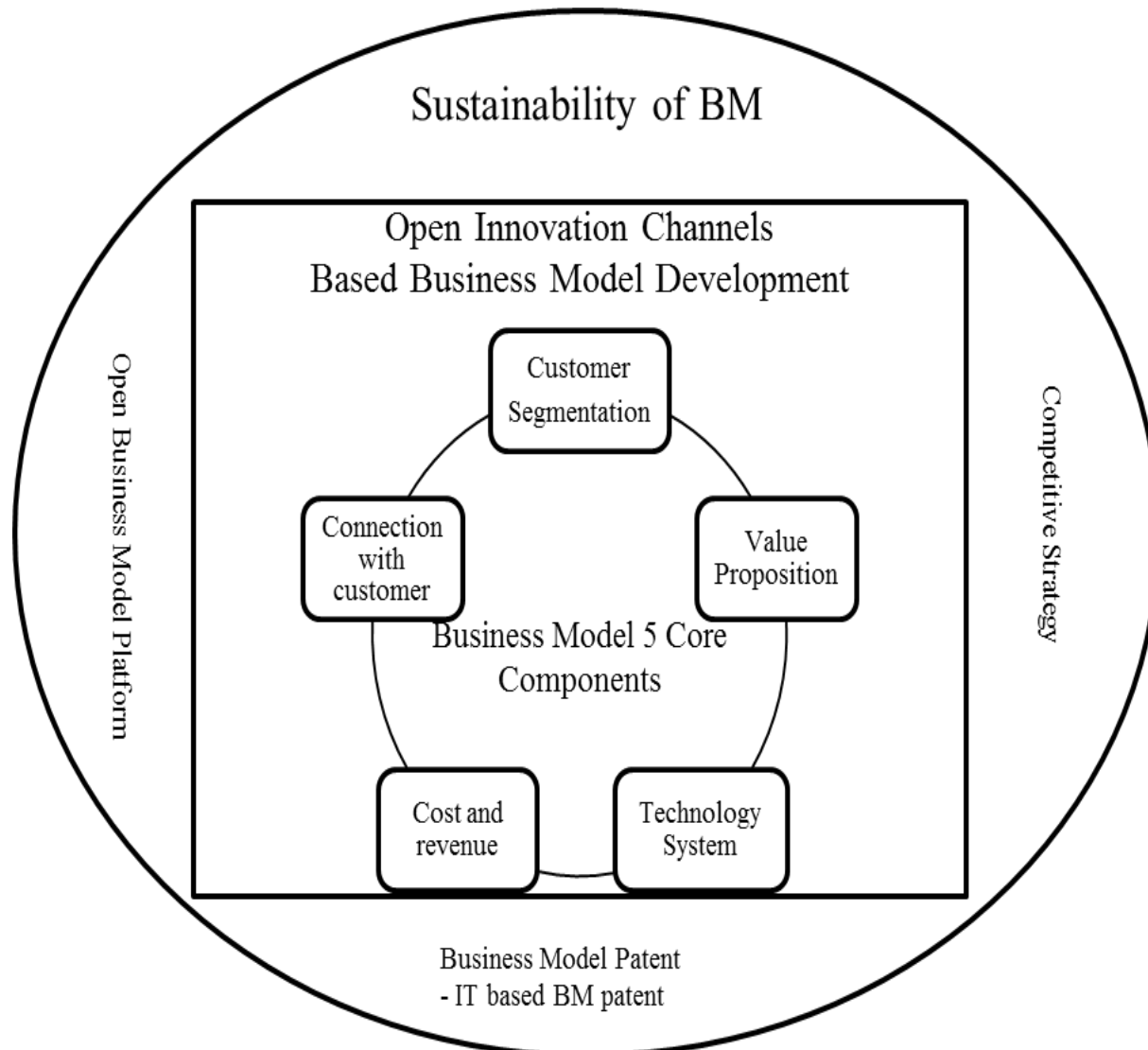
- BM 모델 특허: 28개 출원
  - BM 모델 특허 15개 등록
  - BM 모델 특허 4개 이전 사업화
  - BM 모델 특허 10여개 공동 출원
- > 이전 전 해당 BM 사업화 사전 진행

# BM 특허 개발 방식

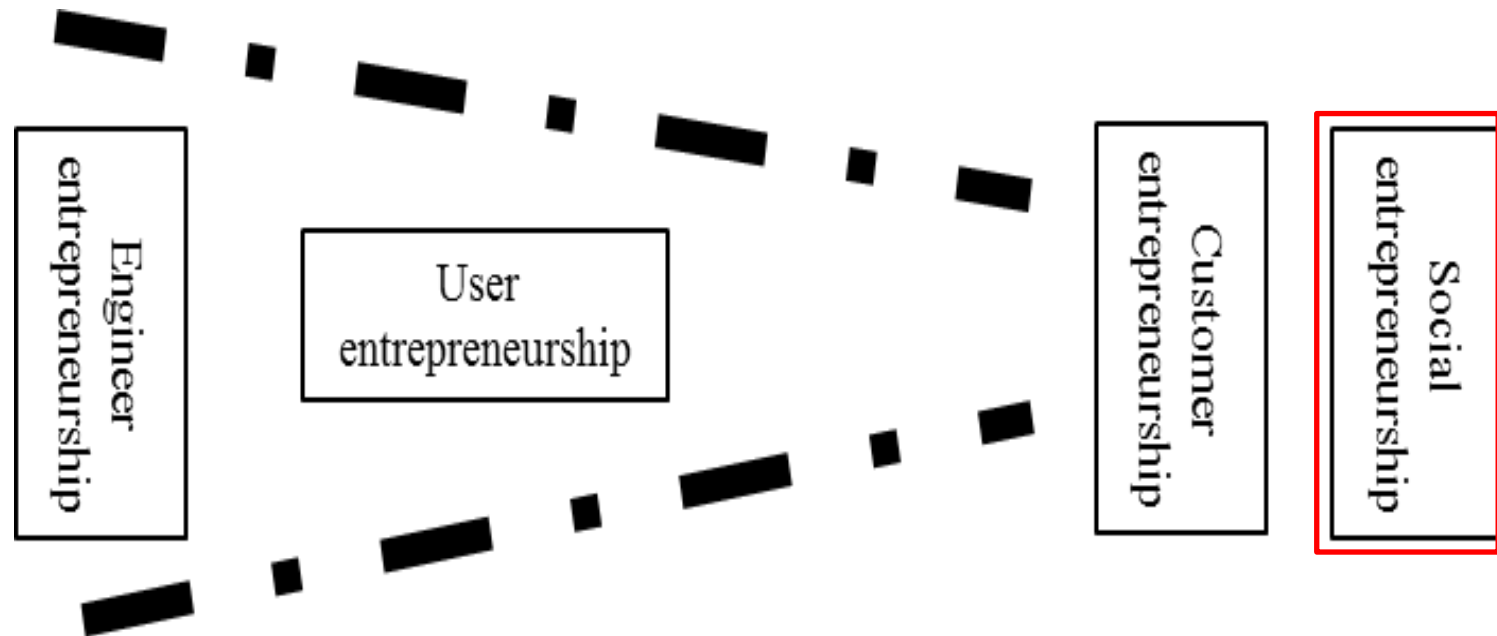
- DGIST 독자 개발 이전
- BM 세미나 ----> BM 공동 개발 협약
  - BM 수요기업과 DGIST BM특허공동개발
  - BM 특허 수요기업 완전 이전 및 사업화



# Framework of Business Model Developing



# Channels for Developing BM in OI Knowledge Funnel

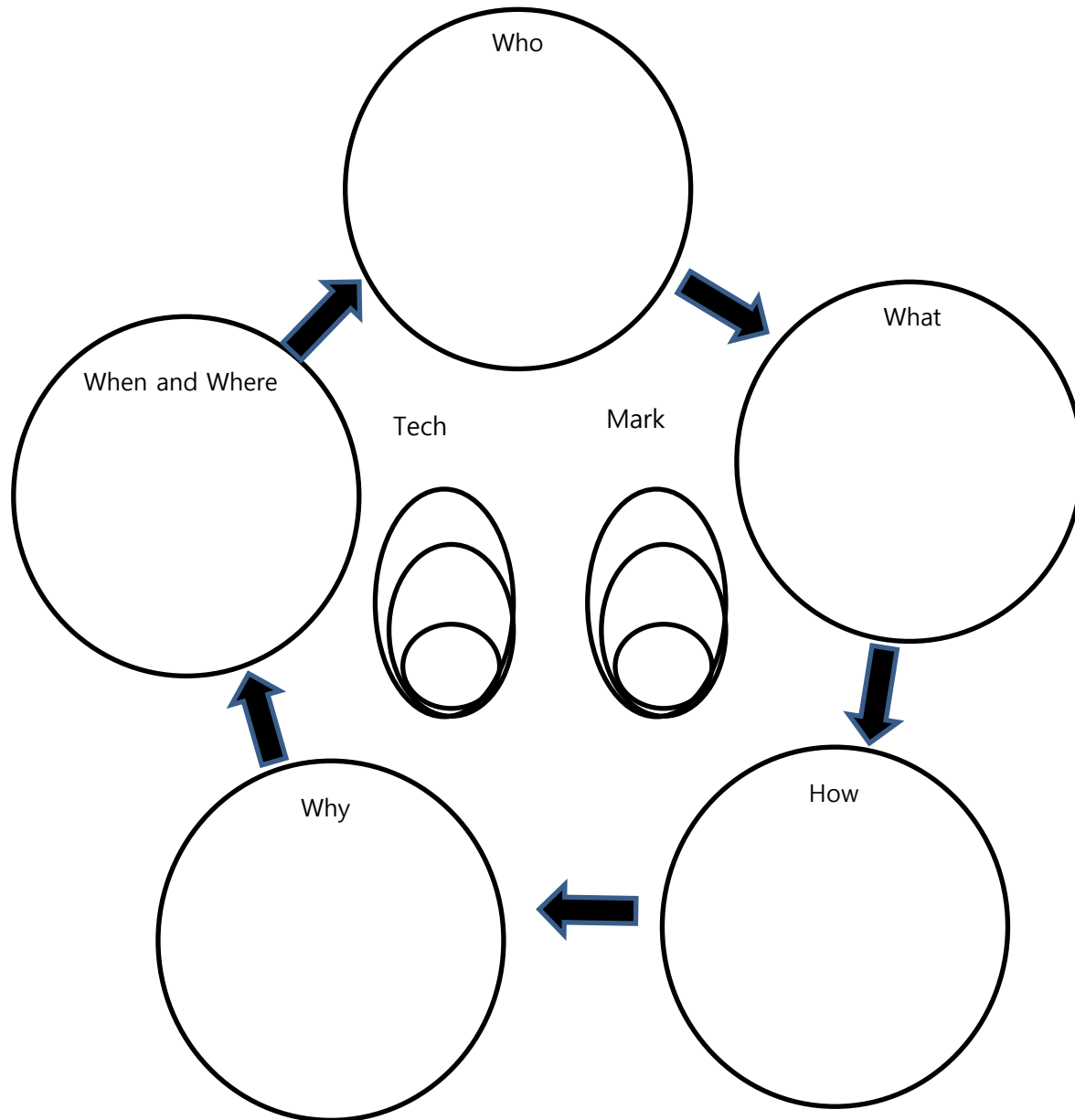


# Type of Business Models between Technology and Market

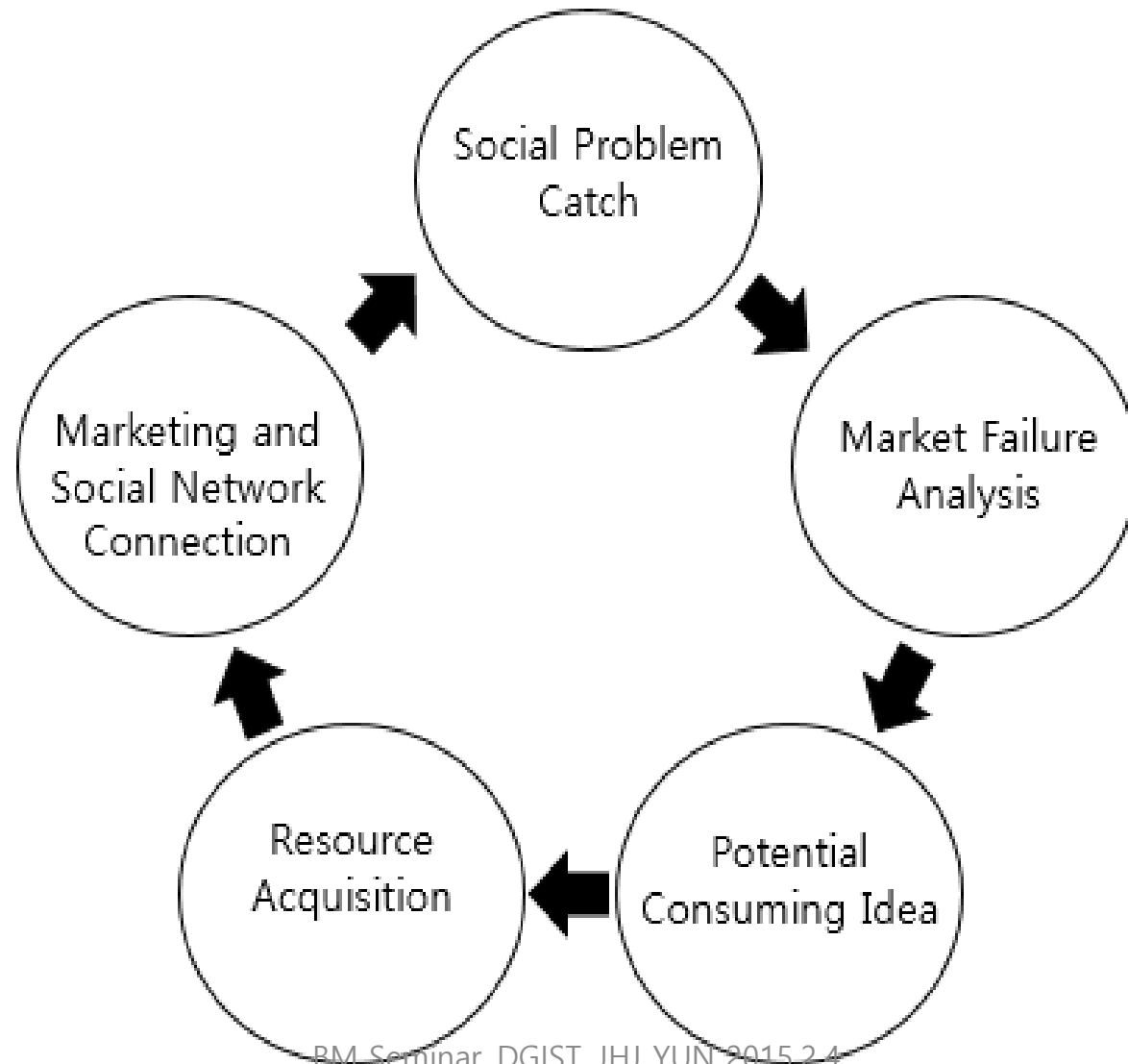
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<ul style="list-style-type: none"><li>- Existing technology</li><li>- Existing market</li></ul>	<ul style="list-style-type: none"><li>- Existing technology</li><li>- New market</li></ul>

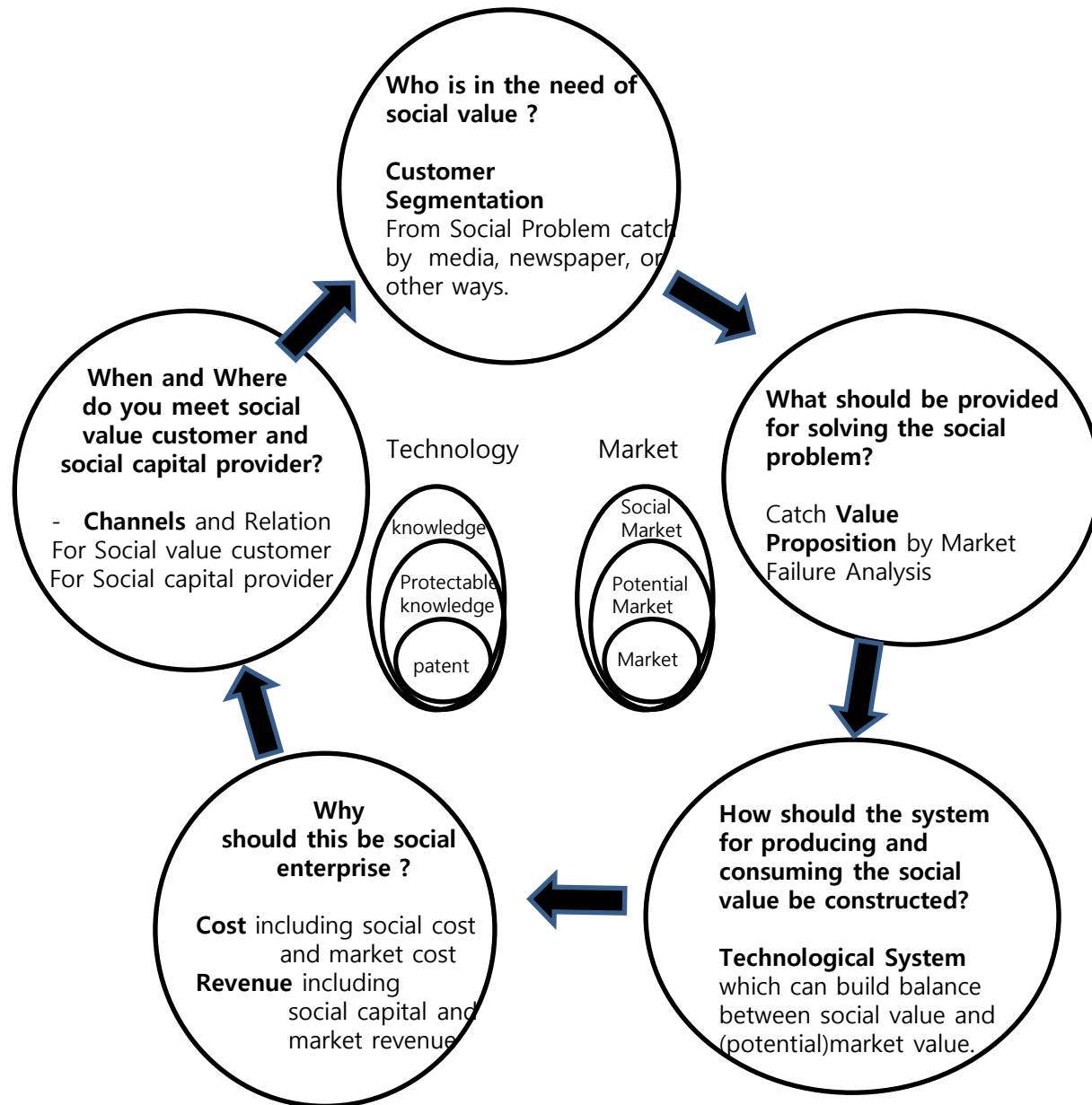
# Yun's Business Model Developing Circle

BM Title: \_\_\_\_\_



# Social Entrepreneur OI-based BM Development

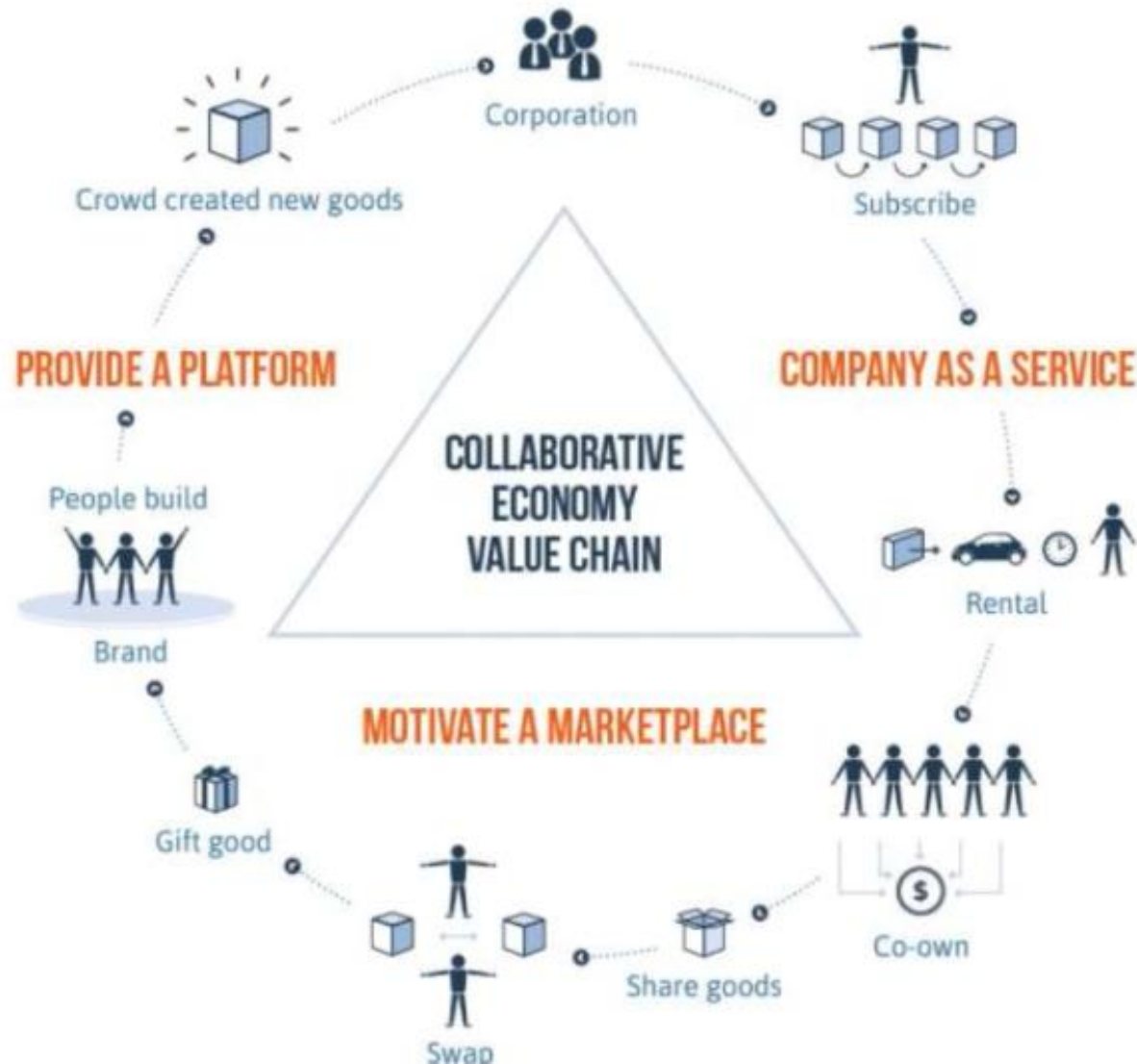




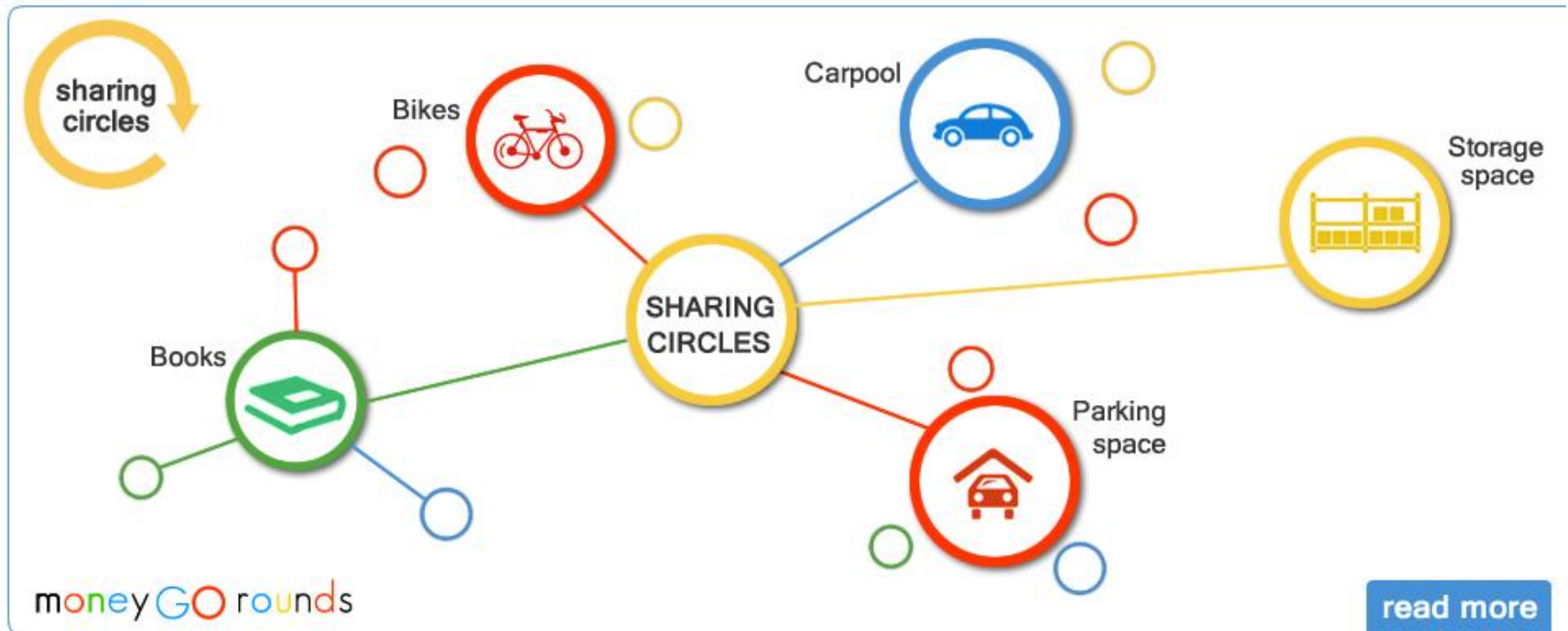


# **CUSTOMER SEGMENTATION TEMPLAT FOR SOCIAL ENTREPRENEUR OI BM CIRCLE**

# Collaborative Economy



# Sharing Economy

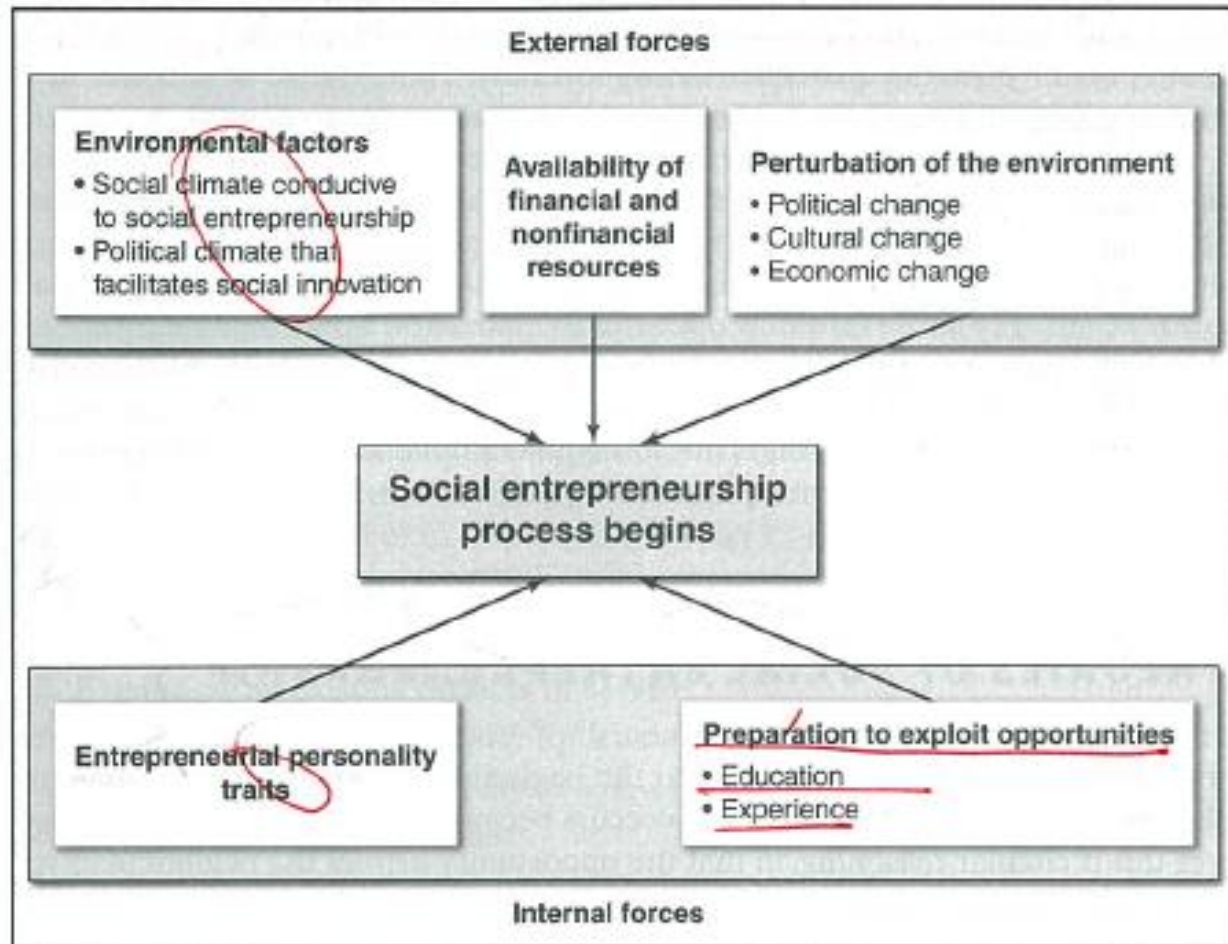


# (Socially) Connected World

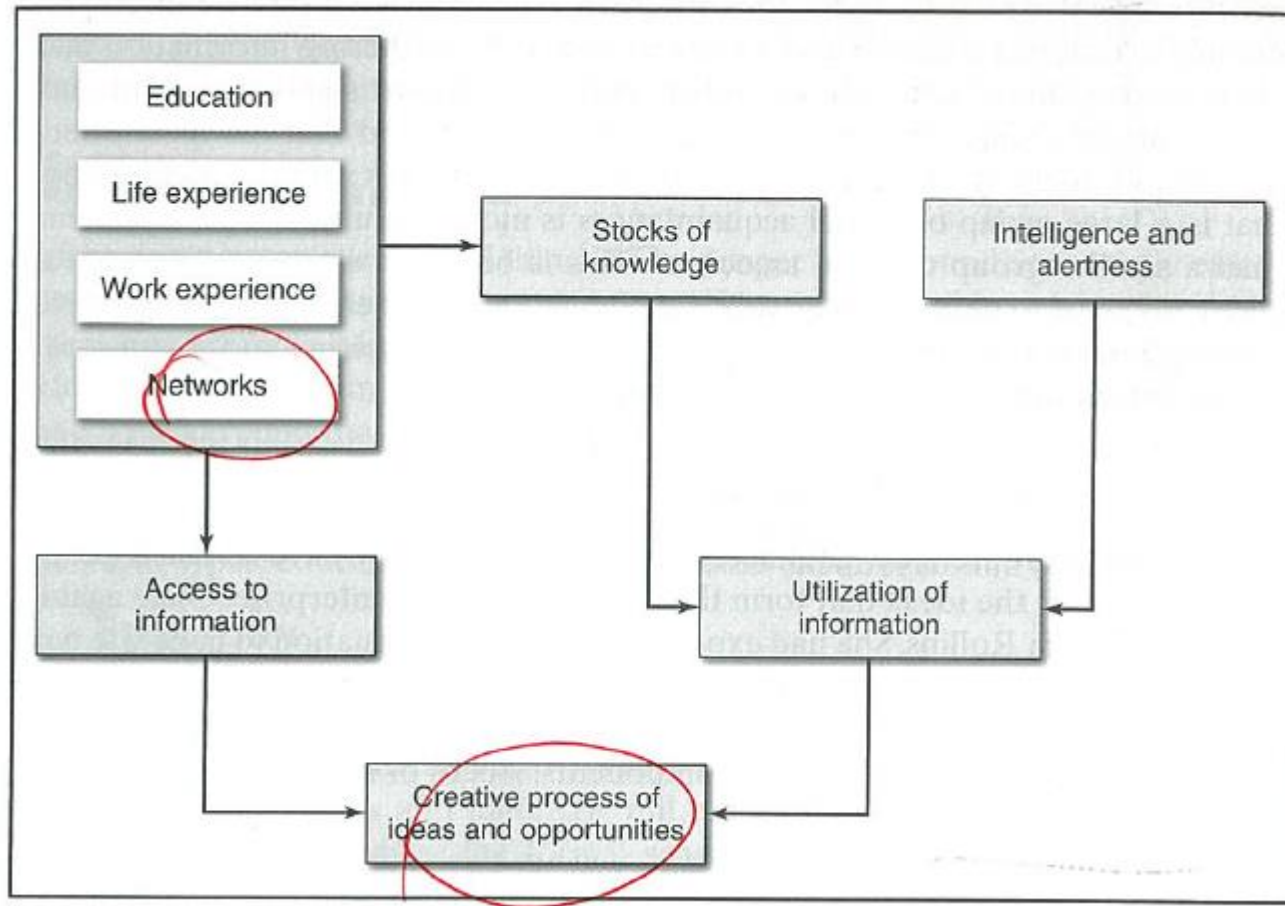
(Bhide A., 2008, pp272-282)

- The Reassuring Realities of Modern Cross-Border Flows
  - flow of capital, intermediate goods, and know how.
- Trends in IT Unbundling
  - the geographic separation of the development of different levels of know-how

# The forces on Social Entrepreneurship



# Socially Entrepreneurial Ideas





# Social Problem Catch

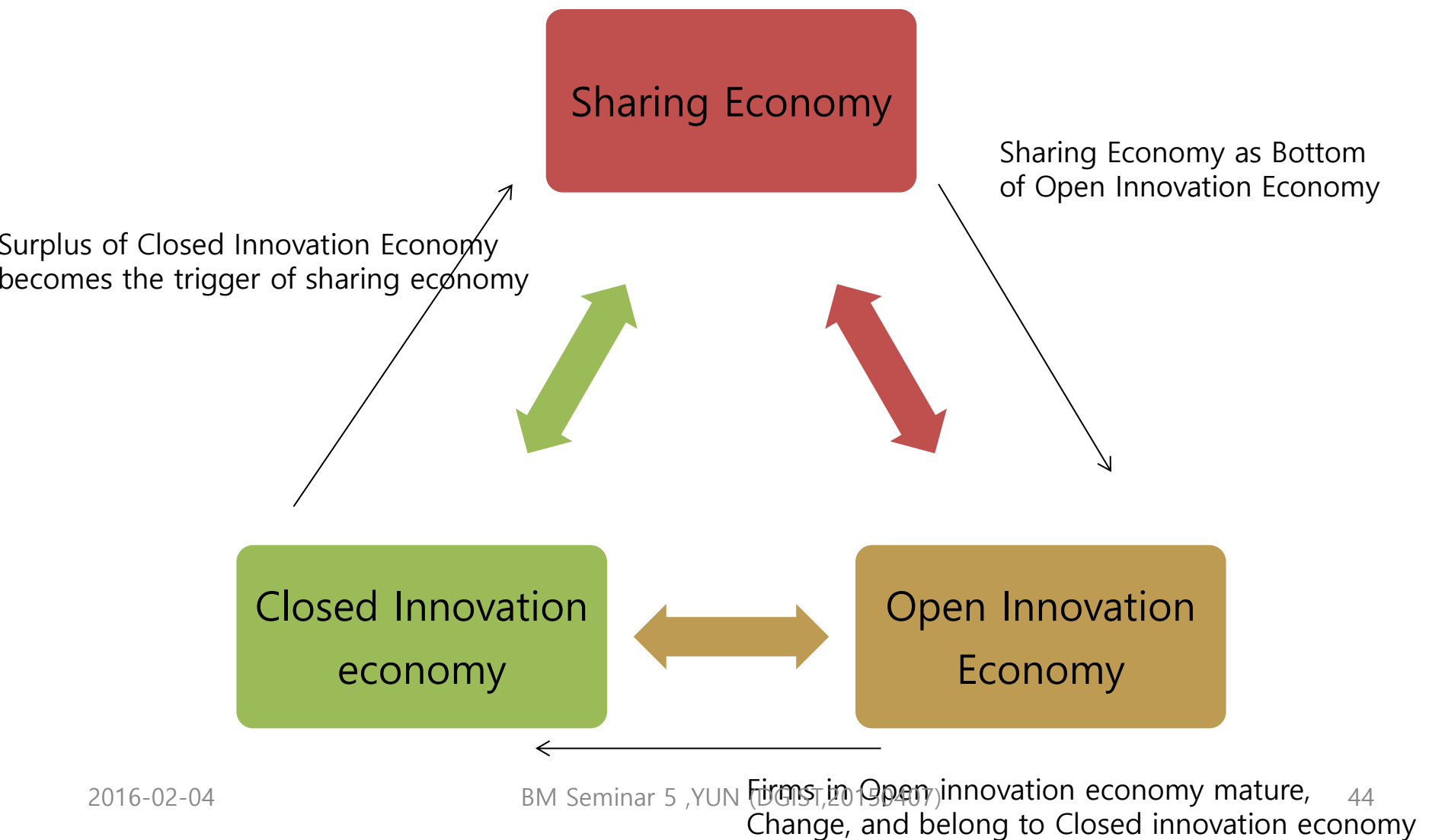
- In the first step, social problems are understood through diverse channels, including media, such as the newspaper and broadcasting news, site visits, and individual experience. This step corresponds to the customer segmentation step among business model development steps; recognizing concrete social problems is the starting point.

## Customer segmentation Templet for SE OI BM Circle

- 1) 신문 1면이나 사회면, 메인 뉴스 화면 등 사회적으로 이슈가 되고 있는 것들을 통해서 Social Problem을 포착합니다.
- 2) 그것이 시장으로 해결되지 않고 사회적 방식으로 해결되어야 하는 것인지를 점검합니다.
- 3) 해당 사회적 문제해결을 통해서 구제되는 대상을 구체적이고 명시적으로 정의합니다.

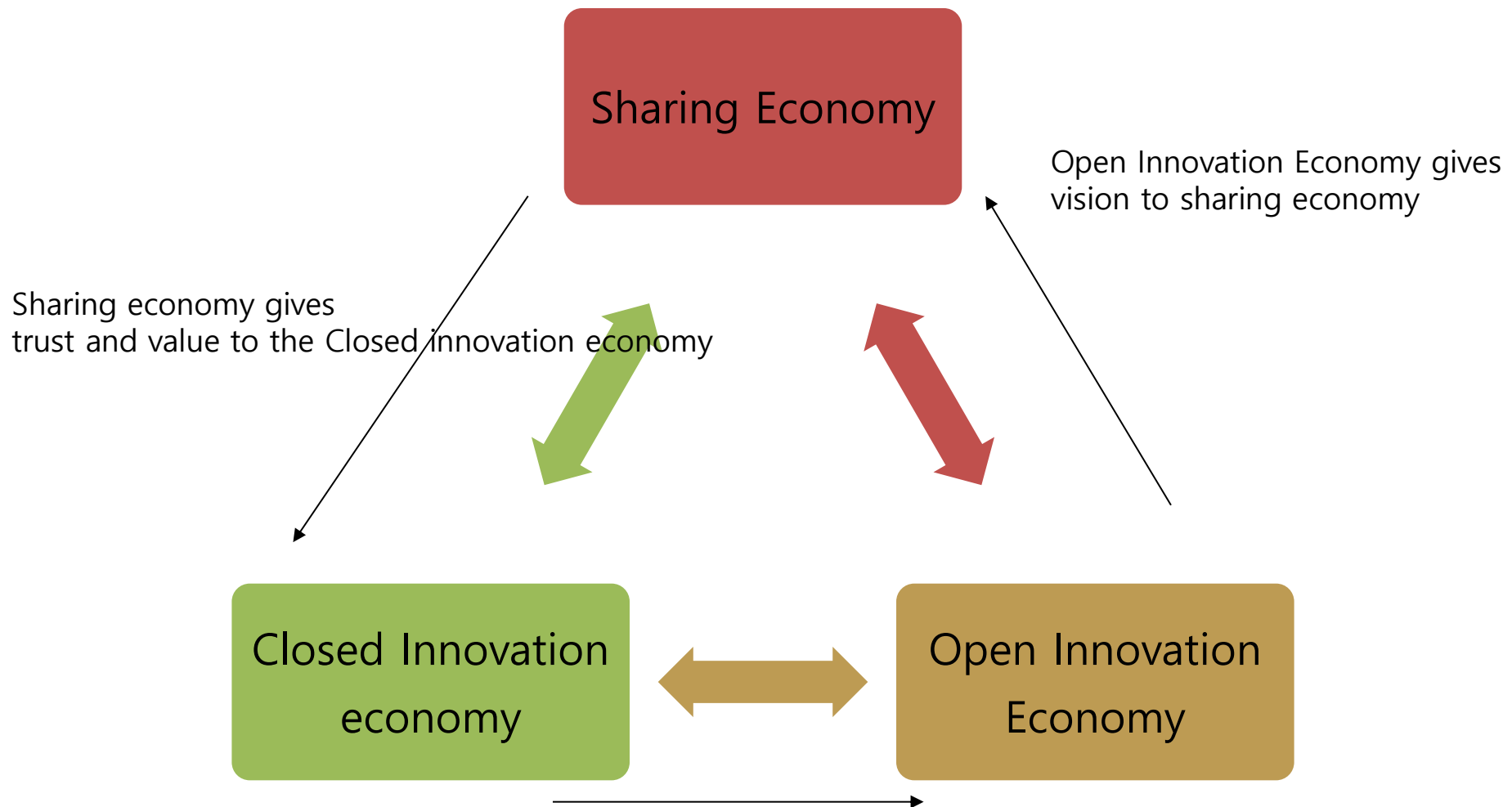
# **VALUE PROPOSITION TEMPLET FOR ENGINEER OI BM CIRCLE**

# The relationship between 3 economy





# The relationship between 3 economy

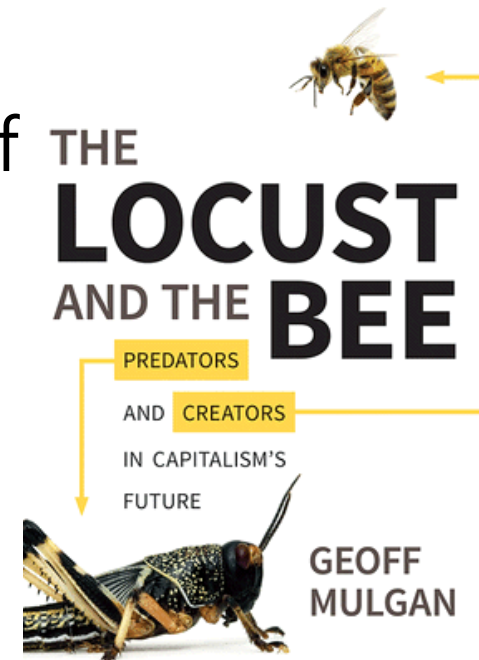


# Generous Tit for Tat: The Adaptable Giver

- The Ripple Effect: Collaboration and the Dynamics of giving and Taking Credit
- Finding The Diamond in The Rough
  - ireggie(Reggie Love):Obama favorite app
- The Power of Powerless Communication
  - How to be modest and influence people
- The Art of Motivation Maintenance
  - match concern for self-interest and others' interests
- Chump change: Generous Tit for Tat

# Capitalism's Generative Ideas

- Collective Intelligence, Cooperation and Empathy
- **Not Perfect Market But perfect Community**
- Maximizing not profits but Friends and Relationships
- **Entrepreneurship Beyond Business**
- Time rather than money as the goal of economic life



# Market Failure Analysis

- In the second step, which is the market failure analysis step, concrete causes of the social problems are perceived. In particular, values that do not act in markets but are socially necessary are perceived and understood in this step. This step corresponds to the business model development's value proposition (Austin, Stevenson, & Wei-Skillern, 2006; Zahra, Gedajlovic, Neubaum, & Shulman, 2009).

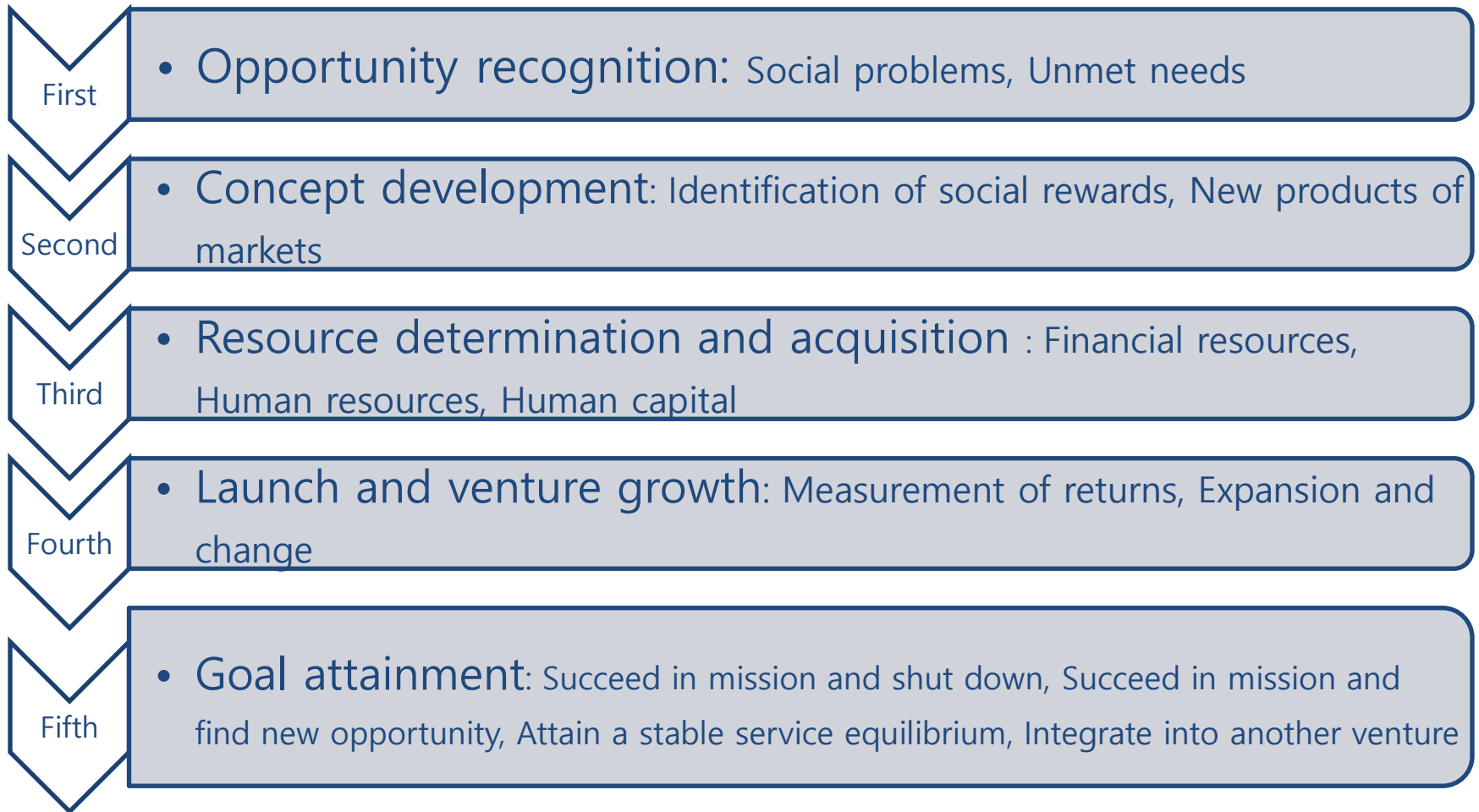
## Value Proposition Templet for SE OI BM Circle

- 1) 왜 시장적 방식으로 즉, 해당 가치의 수요자와 공급자간에 시장의 거래 방식으로 가치가 생산되고 유통 소비되지 못했는지 그 이유를 나열하여 봅니다.
- 2) 시장이 아니라, 사회적인 가치 제공방식으로 제공할 가치를 분명히 합니다. 즉, 해당 가치제공에 대해 직접적으로 대가를 받지 않는 하지만, 사회적으로 의미가 있는 가치를 명시합니다.
- 3) 상기에서 명시한 사회적 가치와 더불어 기업의 형태로 지속적으로 동 가치를 제공하기 위해서 혹은 더 큰 사회적 가치 창출과 제공의 기반으로써 사회적 가치와 결합해서 제공될 시장가치를 결합해서 전체 사회적 시장 가치를 명확히 합니다.



# **TECHNOLOGICAL SYSTEM TEMPLATE FOR ENGINEER OI BM CIRCLE**

# The Process of Social Entrepreneurship



# Distributed Capitalism

- Third industrial innovation by Internet + 분산된 recycling energy system
  - 증기기관+인쇄커뮤니케이션(1차)
    - >석유동력 내연기관+ 전기 커뮤니케이션(2차)
    - >재생가능 에너지+ 인터넷 커뮤니케이션(3차)
  - 3차 산업혁명: 5 대 요소
    - 재생 가능 에너지로 전환
    - 모든 건물의 미니발전소화(재생가능에너지 생산)
    - 모든 건물, 인프라에 수소 저장기술 등기반 에너지저장
    - 에너지 공유 인터 그리드
    - 대륙별 양방향 스마트 동력 그리드
- Era of Collaboration

(Rifkin, 2008, pp. 59, 277; 2009, 637)

# Capitalism's Critics

- Empowers the Strong over the Weak
- Destroys What is Truly Valuable
- Promotes Mindlessness
- Makes People Miserable, Not Happy
- Threatens Life



- The Rise of Economies Based on Relationships and Maintenance

# Potential Consuming Idea

- Third, in the potential consuming idea step, systems that will concretely solve social problems are developed. This step corresponds to the business model development's technology system. In this step, importance is given to systematically realizing the blended value, while simultaneously considering the enterprise value and social purpose (Brooks, 2008, p. 71).

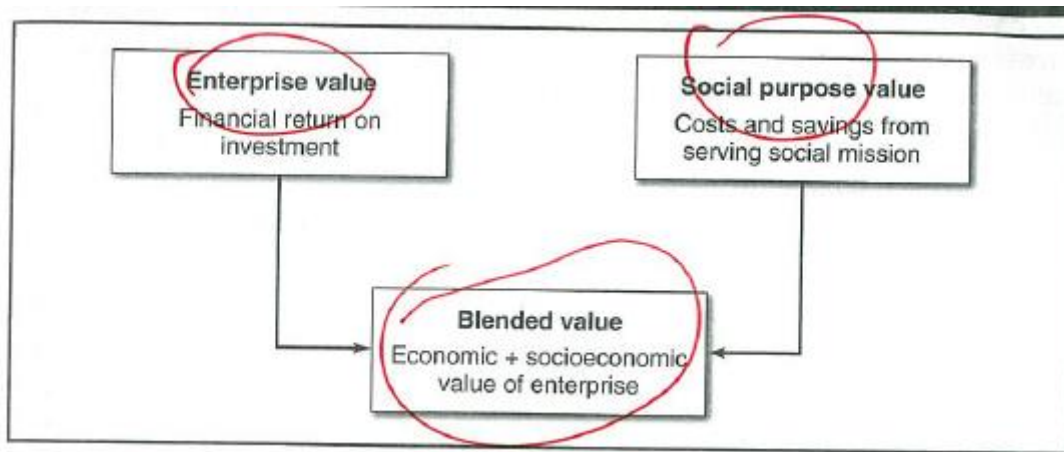


# Technological System Templet for SE OI BM Circle

- 1) 사회적 가치를 제공할 시스템을 구체적이고 단순하게 설계합니다.
- 2) 사회적 가치 제공의 기반이 되는 시장가치를 제공할 시스템을 구체적이고 단순하게 설계합니다.
- 3) 사회적 가치 생산 유통 시스템과 시장 가치 생산 유통 시스템간의 선순환과 지속가능한 균형이 발생하도록 전체 시스템을 통합합니다.

# **COST AND REVENUE TEMPLET FOR ENGINEER OI BM CIRCLE**

# Social Return on Investment (SROI)

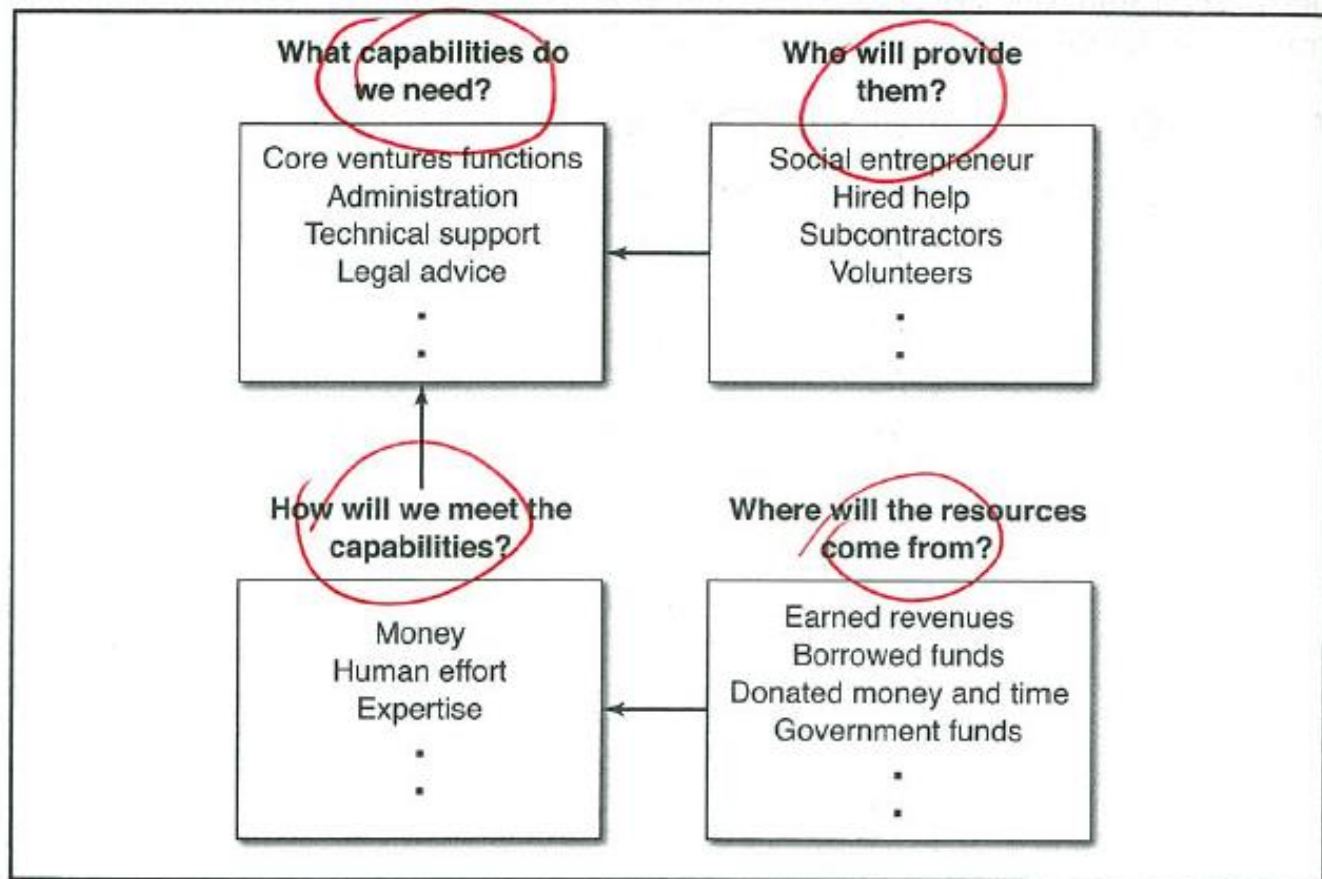


**TABLE 5-1 Calculating Social Return on Investment (SROI)**

Enterprise value
Value of sales
– Cost of good and services sold
– Operating expenses
Social purpose value
+ Grants and gifts
– Fundraising and grant writing costs
+ Social cost savings
– Social operating costs
+ Increases in Taxes
Debt
– Debt carried by social enterprise
<b>Blended value</b>

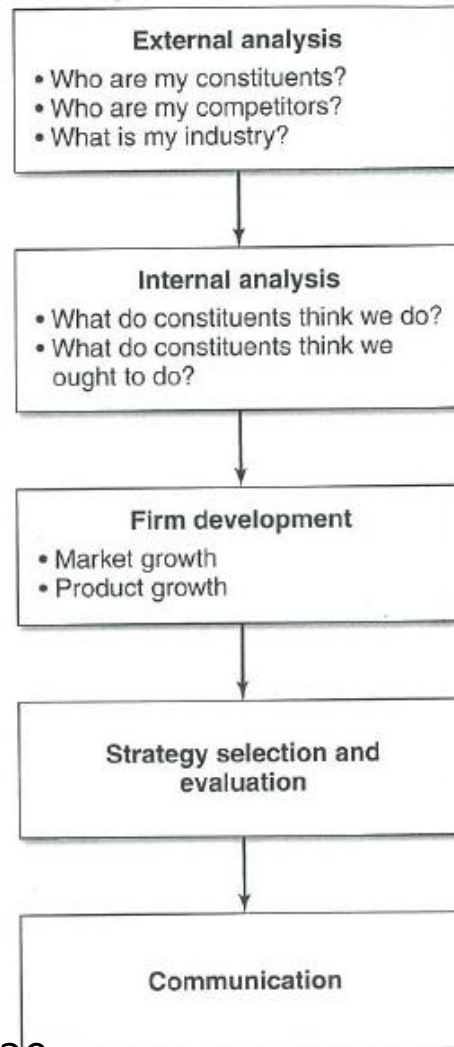
Source: Brooks(2008) p. 71

# The Capabilities-Resource Model



Source: Brooks(2008) p. 88

# The Social Enterprise Marketing Strategy Process



Source: Brooks(2008) p. 139

# The Zero Marginal Cost Society

- From Market Capitalism To Collaborative Commons
  - > Technology Innovation -> New Combination (between technology and market) by Entrepreneur
  - > Big Enterprise -> R&D Investment -> Creative Destruction by technology innovation
  - >  $\text{Marginal Cost} = \text{Product Price} = \text{Zero}$
  - > Technology Unemployment
  - > Collaborative Commons by Social Capital



# Collaborative Commons

- Tragedy of Commons -> Comedy of Commons(Rose, 1986) -> Governing the Commons(Ostrom, 1990)
  - Copyleft: Open Source S/W
  - Energy Commons Society
  - Communication Commons Society
  - Renaissance of unions
- public property as Socialiability
- Collaboratism
- crowdfunding

# Social Capital and Sharing Economy

- Car sharing: [Philly Car Share](#) , [City CarShare](#), [Hour Car](#)
- House sharing: [Airbnb](#), [HomeAway](#), [Couchsurfing](#)
- Toy sharing: [baby Plays](#), [Rent That Toy](#), [Spark Box Toys](#)
- Tie sharing: [Tie Society](#)
- Women Clothing Sharing: [Rent The Runway](#),
- Babies and Children's clothing sharing: [ThredUp](#)
- Non used product sharing : [yerdle](#)
- Non used real estate firm sharing: [SharedEarth](#)

Rifkin(2014) 251-361

# Social Capital and Collaborative Economy

- Illness Care Information Collection Collaboration - [PatientsLikeMe](#), [Cure Together](#),
- Review Site
  - [Yelp](#), [Angie's List](#), [Citysearch](#), [TripAdvisor](#), [Trove](#), [Judy's Book](#),
- Social Capital-Crowd Funding
  - [Zopa](#), [Lending Club](#), [Prosper](#), [Kickstarter](#),
  - [Indiegogo](#), [Early Shares](#), [Crowdfunder](#), [Fundable](#), [Crowdcube](#)

Jumpstart Our business Startups Act, 일명 잡스법, (2012, 미)

# Cost and Revenue Templet for Engineer OI BM Circle

1) Market Cost와 Revenue를 분명히 정의 합니다.

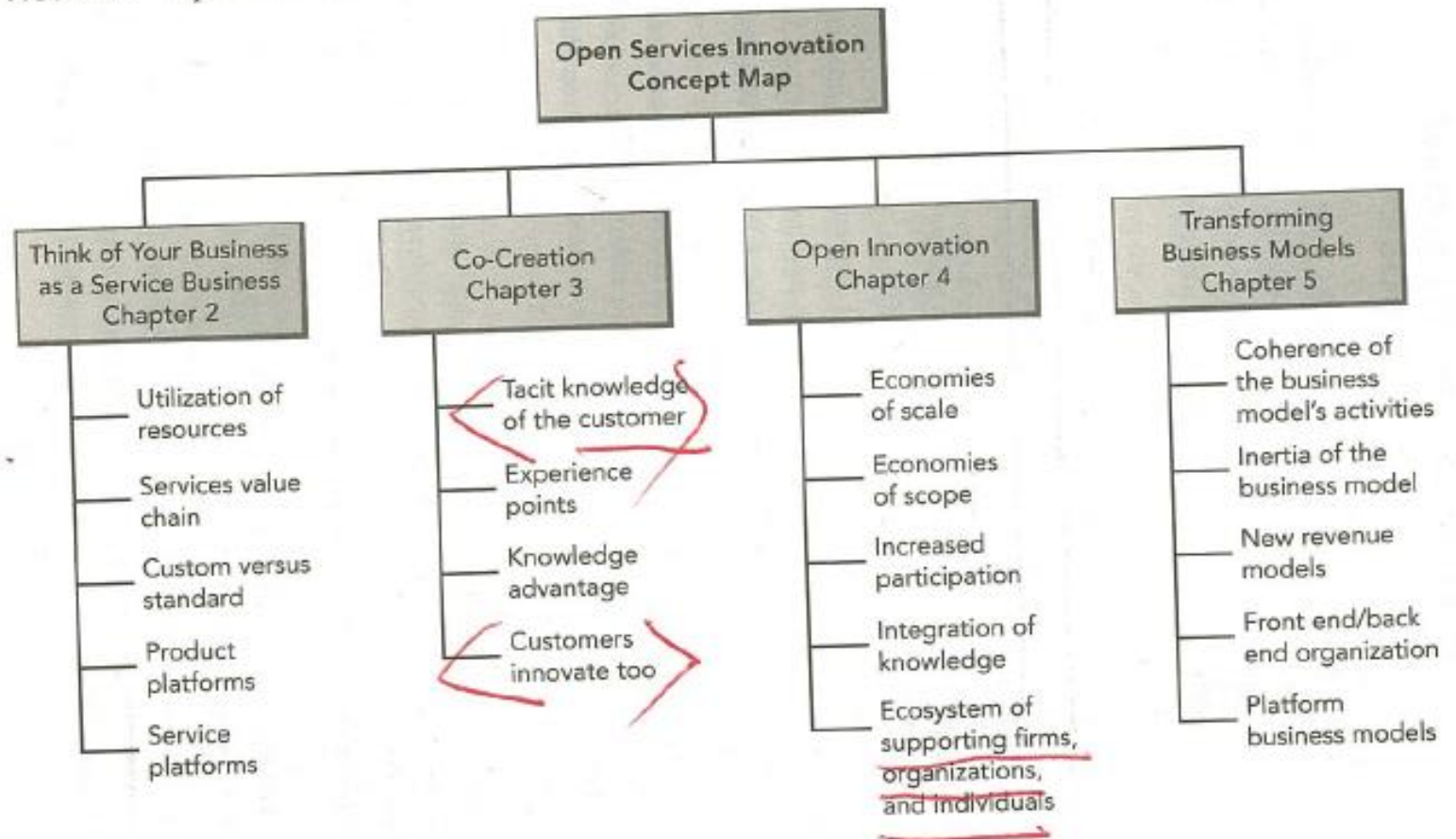
2) Social Cost와 Revenue를 명확히 정의 합니다.

3) Market Cost 및 Revenue Cost 그리고 Social Cost 및 Revenue간의 균형을 설계 합니다.

- 단기 Social revenue and cost > market Revenue and cost
- 장기 market revenue and cost > social revenue and cost  
(장기의 social revenue의 지속 성장은 Market revenue에 기반한다)

# **CHANNELS AND CUSTOMER RELATION TEMPLET FOR ENGINEER OI BM CIRCLE**

# Open Service Innovation Map





# Open Services Innovation

- Think of your business as an open service to meet social and market requirement together, and conquer commodity trap and
- Concept 1: Think of Your Business as Services Business
- Concept 2: Innovators Must Co-Creates with Customers
- Concept 3: Open Innovation Accelerates and Deepens Services Innovation
- Concept 4: Business Models Are Transformed by Service Innovation

# Economy for the Common Good

- ECG -> Cooperation → increase economic profit
- Creating tools for change
- Enabling Participation
- Working Together for the Common Good
- Understanding Knowledge as a commons
  - open access SW,
  - Econport ( <http://www.ecomport.org> )
  - Wikipedia ( <http://www.wikipedia.org> )

# Rule of Wikinomics

- Being Open
- Peering
- Sharing
- Acting Global



Example: [Slashdot](http://Slashdot.org)

**WIKINOMICS**  
*How Mass Collaboration  
Changes Everything*

Don Tapscott  
and Anthony D. Williams

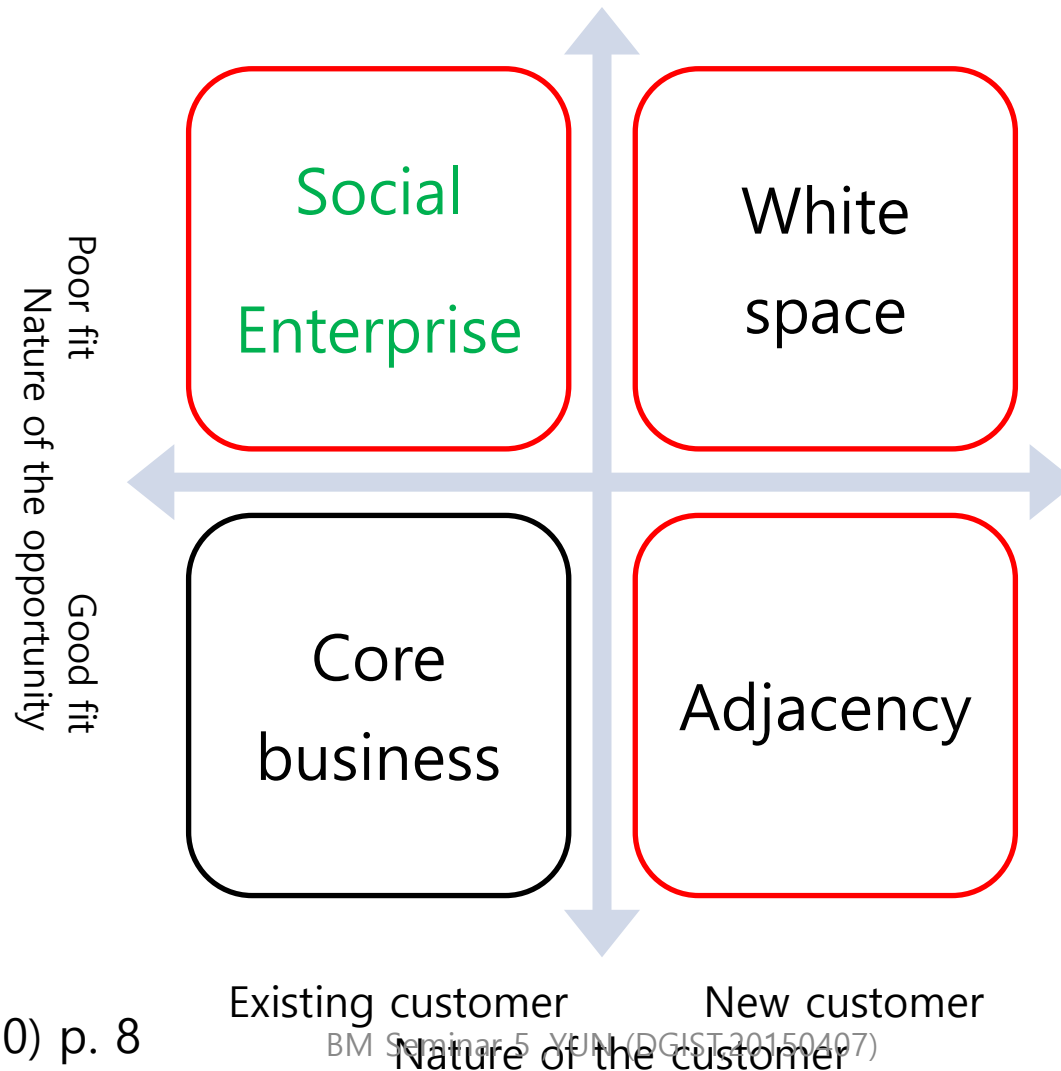
(Ostrom, 1990; Tapscott & Williams, 2008)

# Five principles for the age of Networked Intelligence

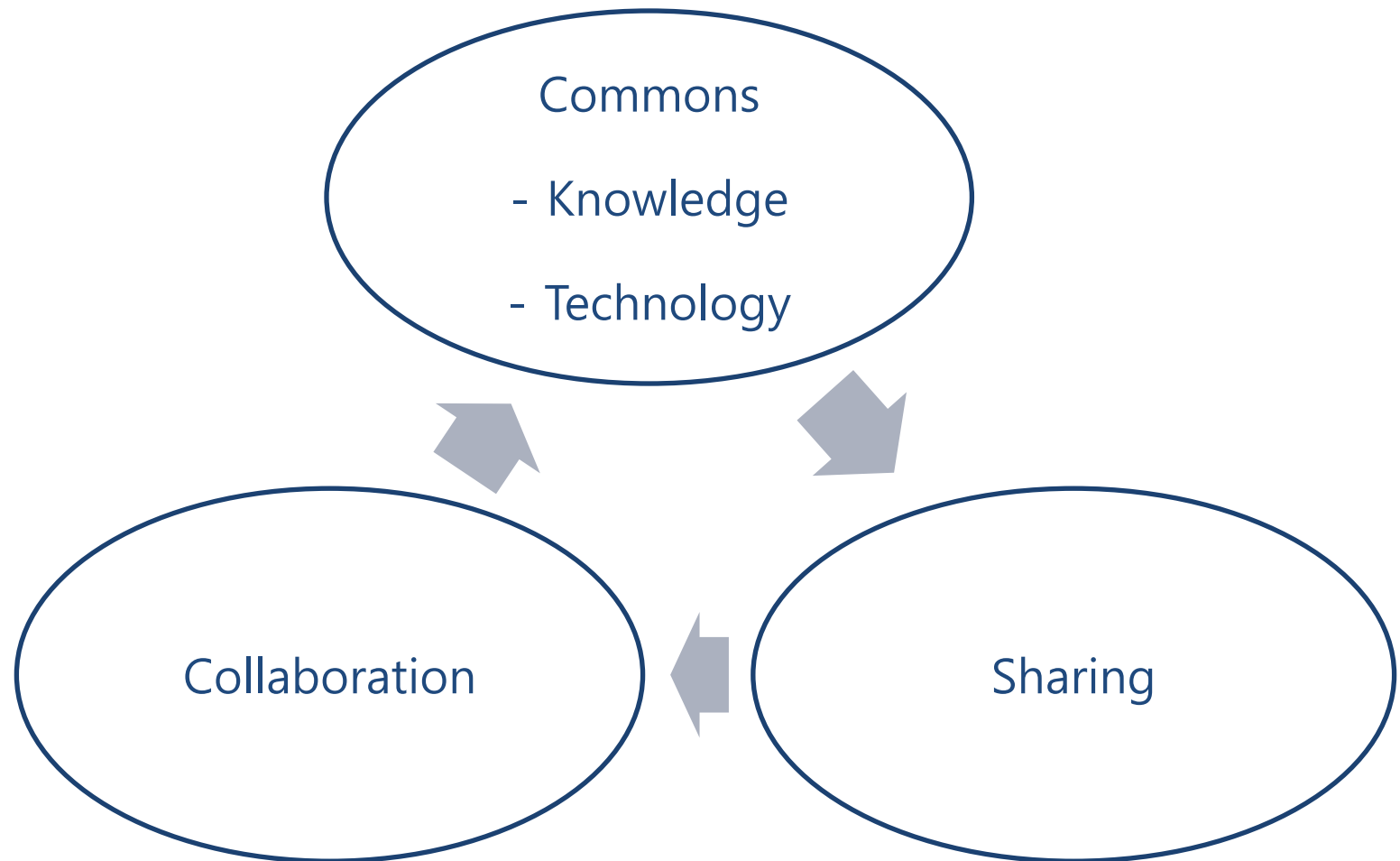
- Collaboration
- Openness
- Sharing
- Trust
- Inter dependence

Tapscott, 2010

# Defining the White space for social enterprise



# 3 Core aspects of Social Enterprise



# The Role of Social Entrepreneurship

- Addresses social problems or needs that are unmet by private markets or government
- Motivated by social benefit
- Generally works with (not against) market forces



# Marketing and Social Network Connection

- Fifth, in the marketing and social networking step, social networks through which social value is distributed are clarified to create connections with customers.

# Channels and Customer Relation Templet For SE OI BM Circle

- 1) 언제 어디서 Social Value Customer를 만날 것인가?
  - 사회적 가치의 소비자들가 만날 수 있는 Channels은 무엇인가?
  - 사회적 가치의 소비자들과 어떻게 Relationship을 조직하고 지속할 것인가?
- 2) 언제 어디서 Market Value Customer를 만날 것인가?
  - 사회적 가치의 시장화 이후의 소비자와의 연결 Channels은 무엇인가?
  - 사회적 가치의 시장화 이후의 소비자와 어떻게 Relation을 조직할 것인가?
- 3) 언제 어디서 Social Capital Provider를 만날 것인가?
  - 어떻게 Social Capital Provider 들과 channels을 조직할 것인가?
  - 어떻게 Social Capital Provider들과 Relation 을 조직할 것인가?

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