



Wealth Concentration: An Item Imputation of Poverty and Analogous Study on Social Business Hybrid Modeling and Contingent Method of Using Geometrical Analysis in Social Business

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Business**

Letter of Transmittal

September 18, 2017

Dr. Md. Mamun Habib
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BRAC Business School,
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Subject: Submission of Internship Report

Dear Sir,

With due respect and humble submission, I would like to mention that, it is a great privilege for me to submit my Internship Report in your capable hand which is the crucial part of my completion of Bachelors in Business Administration (BBA).

During the preparation of this report, I have faced issues and came to your door-step for consultations and I have tried my best to make it compact and precise to the topic. However, despite so many reviews and checking there can be mistakes and misrepresentations due to my insufficient understanding and knowledge. I pray and hope that, you will be kind enough to guide me despite all the mistakes in this report.

In the end, I would take the privilege to thank you for encouraging me for working on this interesting topic. Please accept my report and oblige thereby.

Sincerely Yours,

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Acknowledgement

I am privileged and want to thank the Almighty for the wonderful opportunity that I got to complete this three months internship program in Yunus Centre.

I am thankful to my parents, to all my faculties and advisor who have taught me many important lessons that I have used in this internship program. Throughout the program and also during the writing of this report as well as constructing models I have faced many difficulties and got full support from my Advisor Mr. Mamun Habib, and other faculties. This report has been submitted to the advisor for his critical assessment and evaluation of this course.

I am also thankful to Ms Lamiya Morshed, Executive Director of Yunus for letting me complete my internship at Yunus Centre.

Finally, I thank everyone else at Yunus Centre who were nice to me and helped me during the internship program.

Most importantly, I am grateful to BRAC University which is the reason I believe in myself to be on the precipice of earning my bachelor's degree successfully.

Contents

Abstract	1
Introduction	2
Problem Statement.....	2
Purpose of the Study	3
Timeline	3
Limitations	4
CHAPTER 1	5
Company Overview.....	5
1.0 Yunus Centre.....	6
1.1 Nature of Yunus Centre.....	6
1.2 Yunus Centre’s Service Offerings	6
1.3 Collaborative Network of Yunus Centre.....	8
1.4 Functions and Operations of Yunus Centre.....	9
a) Young Entrepreneur Project (Nobin Uddyokta Project)	9
b) One stop Resource Centre for Social Business	10
c) Disseminating Social Business Philosophy	10
1.5 Structure of the Organization	11
1.6 Responsibilities	12
CHAPTER 2	13
Key Job Responsibilities & Learning Reflection	13
2.0 Key Responsibilities in Internship & Immersion Program	14
2.1 Learning Reflection	15
2.2 Explanation of the Construction of Geometrical Analysis.....	18
2.3 Interpretation of the Projected Model.....	19
2.4 Value Proposition of Using Geometrical Analysis.....	19
2.5 Future Prospect of Geometrical Analysis	20
CHAPTER 3	21
Addressing Wealth Concentration with Social Business VS Other Hybrid Models	21
3.0 Wealth concentration & Cycle of Poverty	22
3.1 Breaking the Chain of “Wealth concentration” & “Cycle of Poverty” by Social Business.....	23
3.2 Social Business & Seven Principles	24
3.3 Different Hybrid Models vs. Social Business	24
3.4 Compare Contrast Study of Social Business and other Hybrid Models	26

CHAPTER 4	27
Proposed Social Business Idea Presentation: “Grameen Bicycle”	27
4.0 Grameen Bicycle	28
CHAPTER 5	30
Recommendation & Conclusion.....	30
5.0 Recommendation.....	31
Conclusion	31
Supplementary, Appendix and Bibliography.....	32
Supplementary	33
Appendix.....	35
Bibliographies:	36
LINKS.....	36

Abstract

To address an issue like Wealth Concentration, ensuring the sustainable development goals (SDG) like zero poverty requires a simplified model which is easy to implement and replicate all over the world. Different models such as NGO, Social Enterprise, Social Business, Not for profit organizations etc. has been emerged in recent years to create a poverty free world. All these models has different strengths and weaknesses but without a doubt these models are accommodating new ways and ideas only to reach one goal and that is to eradicate poverty from its' very root. However, in terms of efficacy not all the models are succeeding and in fact it's just the opposite for few cases. Above all the models, the social business model established by Professor Muhammad Yunus is very distinct from the rest which associates with seven principles. It's high time to measure the effectiveness of this model and signifies a compare and contrast chart with hybrid modeling and their essence of solving social problems associates with MDG and SDG. So to understand the strength of social business to bring changes in social issues, and a new measure of using geometrical analytical tool to form a 3D modeling of Social Business is the primary outcome of this study. This research study will provide a bird eye view of different social businesses and new form of geometrical modeling with a view to reaching sustainability and prospect of merger between large corporations and social business to address social issues.

Introduction

As horrific it might be, but the recent statistics of the global wealth distribution data provided by the Credit Suisse Global Wealth Data book 2016 dictates that the top eight billionaires of the world have the equal wealth of 3.6 billion poorest people. This study express its' deepest concern by stating that, the people living under extreme poverty line has decreased but comparing to the wealth consumption gap between poor and rich is colossal. Furthermore, only the 1% of the total population has equal amount of money of the 99% (Oxfam Technical Briefings, 2017). So far there have been many attempts to address the issue poverty but in very few cases it has been related with wealth concentration. According to the Bank of England's Chief Economist, the "rebirth of economics" is needed to replace the outdated models (Kramers, 2017). Along with the world leaders and economists, Nobel Peace Laureate Professor Muhammad Yunus the founder chairman of Yunus Centre and the founder of the Bank of Poor (Grameen Bank) seeks for the resolution of this unequal and biased economic structure. In the process, the Nobel Laureate has come up with the social business model which promotes the idea of non-dividend selflessness business for social causes which targets to become sustainable rather than profit maximizing in nature. On further note, such commitment of doing selflessness business requires self-actualization and that's why Professor Muhammad Yunus and the large corporations around the world have started social business addressing different types of social causes and they are very reluctant about maximizing profits and rather more committed towards achieving the primary target of solving the very social problem even it takes more time reaching the break-even point.

In order to understand the concepts of Social Business and its' effectiveness comparing to the other hybrid models require extensive research. This research critically analyse the drivers of social business and to see if it can actually overtake all the inundated models that only facilitates wealth concentration by profit maximization. In addition to that, the research also considers other hybrid models versus the social business against the wealth concentration. Finally a social business plan and a new scalable and analytical tool named as, "Geometrical Analysis in Social Business" have been proposed.

Problem Statement

The Wealth Concentration is a phenomenon that should be taken to consideration before attempting to find any solution that might help eradicating poverty from our society. Social Business is a pathway of eradicating poverty by the usage of concentrated money of the 1% wealthy population. However, before jumping into that conclusion, the measurement of such business model requires extensive analysis. The main purpose of this study is to find out if Social Business model has the architectural strength to address both the wealth concentration and poverty along with other social problems and can give a pathway of solving them in efficient manner. To have a better understanding of this issue, the following questions followed by drastic course of actions has been set for this research:

Purpose of the Study

Social business model can be replicated and adopted to eradicate poverty and it's also compatible with large corporations to start a new business that addresses the social causes. Large organizations such as Veolia, a transnational French company, Danone, a multinational food company, Euglena, a research organization etc. have successfully started new wing of conventional business following the social business model. The wealth these large organizations possesses can actually be used to build a sustainable society and unlike other business models, Social Business operates in such a way that the invested money is returned to the investors. The main purpose of this study is to contemplate on social business model and identify its' true potential that will come to consideration of large corporations and instead of CSR activities the social business model will be adopted. In order to do so the first and foremost step would be to analyse the potentiality of Social Business model comparing to others and secondly preparing a new set of analytical tool which shows a 3D model of a business.

Timeline

In order to conduct this research both the immersion and internship opportunity in Yunus Centre has been used. The internship program is a three months long program where all the activities of Yunus Centre are performed periodically. On the other hand immersion program is a one month program where all the primary research data are collected from all the sources through meetings, interview and seminars. To analyse all the actions of social business and to get in depth understanding of it, both the programs timeline is given below

May 02	First day of Internship Program
May 03-31	Worked with Executive Director
June 01	First day of Immersion Program
	Orientation
	Visit to Photo Galleries
	Documentary Exhibition: To Catch A Dollar
June 04-08	Session with Grameen Bank & Field Trips to village center
June 11	Presentation: Yunus Centre and Social Business
	Discussion Session 1
	Discussion Session 2
June 12	Feedback Session
June 13	Visit to Social Business Industrial Park
	Visit to Grameen Shikkha Vocational Training School
	Visit to Grameen Shikkha Slum School
June 14	Visit to Grameen Shikkha Slum School
	Meeting with Grameen Shikkha
June 15	Visit to Grameen Caledonia College of Nursing

	Session with Professor Muhammad Yunus
	Meeting with Grameen Health Care Services Ltd.
June 18	Visit to Nobin Udyokta Projects
	Meeting with Grameen Shakti Shamajik Babyosha
June 19	Meeting with Grameen Veolia Water
	Meeting with Grameen Global Communications
	Meeting with Grameen Shakti
June 20	Visit to Japan Auto mechanic School
	Meeting with Grameen Intel
June 21	Business Plan and Research Presentation
June 22	Program Presentation and ending session of Immersion Program
June 22-July 27	Internship Program Continues under Executive Director
July 28	Organizing 1 st Day of Social Business Day
July 29	Organizing 2 nd Day of Social Business Day (Country Forum)
July 30	Organizing Pre Academia Conference on Social Business
July 31	Research Analysis and Journal Evaluation
August 01	Research Analysis and Journal Evaluation
August 02	Research Analysis and End of Internship Program

Limitations

The in-depth understanding of Social business was the highest priority before conducting this research and it was fulfilled by joining the immersion program at the Yunus Centre.

However, there are certain other limitations which couldn't be resolved due to the lethargy of expertise and funding and those are:

- a) In-depth understanding of other Hybrid Modeling preferably in other under developed countries which have different socioeconomic structure
- b) Inadequate research materials for a specified analytical tool to measure a social business
- c) Lack of knowledge about business analytics and modeling, measuring architectural strength of a model etc.
- d) No feasibility analysis was done about using Geometrical Analysis or Matrix for evaluation of a social business
- e) The 3D modeling of a business requires extensive understanding and accessibility of using 3D technology and 3D printers which couldn't be arranged in due time.



Yunus Centre

CHAPTER 1

Company Overview

1.0 Yunus Centre

Yunus Centre was established in early 2006 and since then the organization is undertaking many actions for promoting social business. The organization is currently facilitating many major activities which are very helpful to analyse Social Business Modeling. Before discussing the social business modeling a brief about Yunus Centre is given below:

A bird eye view of Yunus Centre

- Yunus Centre was established in 2006 but in that time the organization went with the name of Yunus Secretariat which has changed in 2008 and renamed as Yunus Centre.
- The primary aim of the organization is to disseminate Professor Muhammad Yunus' Philosophy and give a very special focus on Social Business.
- Since 2006 Yunus Centre has become a one stop resource centre for all social business activities related but not limited to Grameen Social Business.
- Yunus Centre is chaired by Nobel Peace Prize Laureate Professor Muhammad Yunus and directed under the Executive Director office of Ms. Lamiya Morshed.
- Currently Yunus Centre is operating under two wings of Executive Director Team and Social Business Team with total member of twenty five officials.
- The major activities of Yunus Centre apart from facilitating social business movement are Poverty Free World Campaign, International Communication and Networking, Social Business, Research & Publication, Academic Programs, Museum/Library/ Archive, Social Business Pedia etc. There are other activities which are also very crucial part of Yunus Centre.

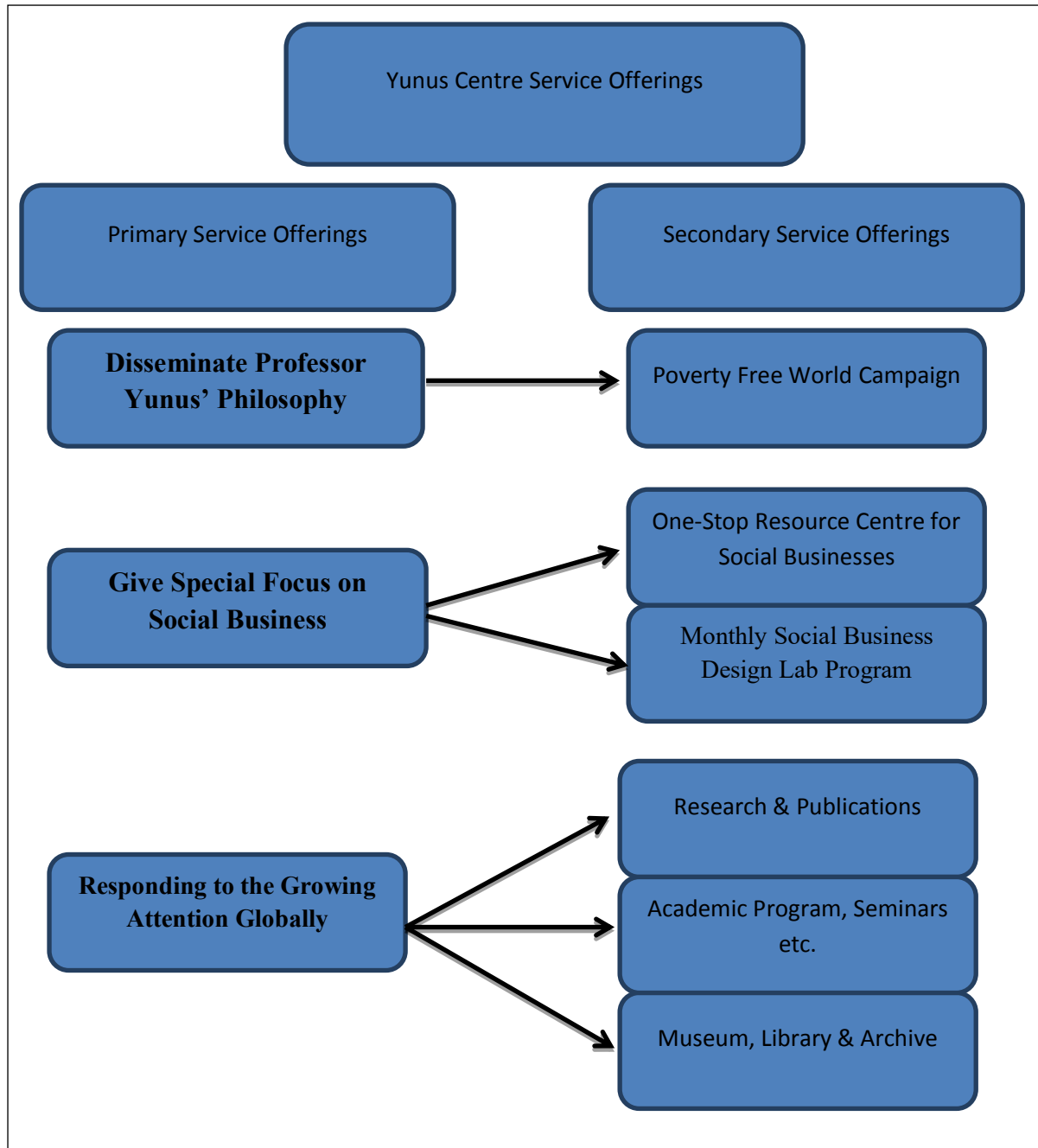
1.1 Nature of Yunus Centre

Yunus Centre is a non-dividend foundation that promotes social business and maintains an alliance with all the social businesses around the world. This organization define itself as a not for profit foundation and it generally runs on Yunus Social Business Funds (YSB Fund). However, the foundation has other sources of becoming self-sustainable by ensuring the royalty on behalf of Professor Muhammad Yunus. So in short, Yunus Centre is a non-dividend foundation that maintains the protocol and communication of Professor Muhammad Yunus and promotes his philosophy of social business and also provides necessary resources to stakeholders.

1.2 Yunus Centre's Service Offerings

Yunus Centre has two teams and one of them is Social Business Team which is coordinated by M. F. M Amir Khashru (CFO) and another team is Executive director team which is coordinated by Ms. Lamiya Morshed (Executive Director). The social business team facilitates a wide range of activities such as the social business events, workshops, seminars, consultation, social business campaign and also facilitating young entrepreneurs and students about social business learning. The executive director team facilitates and maintains the communications with international leaders, spokespersons, investors and other entities who

shows interest about social business. Apart from all these, there are other major activities such as Poverty Free World Campaign, Research & Publication, Academic Programs, Museum/Library/ Archive etc. are part of the service offerings. The figure below shows the primary and secondary services of Yunus Centre:

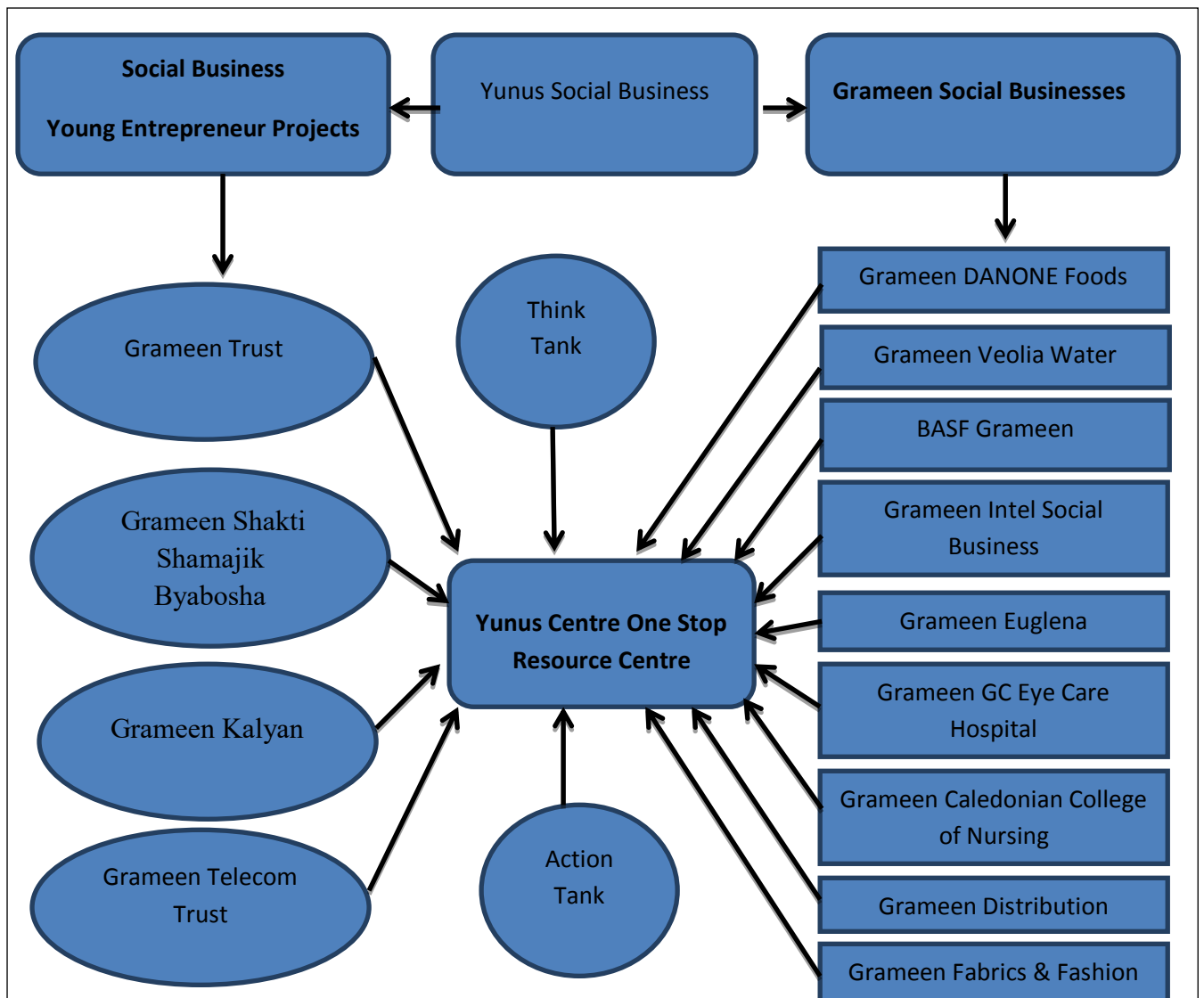


Apart from these services, there are other actions that are taken by Yunus Centre such as addressing the social concerns and maintaining alliance with national and international communities and activists, help establishing Yunus Social Business Centre in different universities and colleges, providing scholarships to meritorious and underprivileged students etc.

1.3 Collaborative Network of Yunus Centre

In order to evaluate the operational activities, it's important to note that, Yunus Centre maintains a very efficient and extensive communication channel with many corporations such as Yunus Centre Social Business Design Lab, Grameen Social Business (Grameen Bank, Grameen Solutions, Grameen Star Education, Grameen Danone, Grameen Veolia, Grameen America), Grameen Around The World not for profit organizations(Grameen Trust, Grameen Shikkha, Grameen Byabosha Bikash, Grameen Shakti, Grameen Telecom, Grameen Communications, Grameen Health Care Service, Grameen Kalyan, Grameen Fund, Grameen Health Care Trust, Grameen Uddog and Grameen Shamogri), and for profit organizations (Grameen Knitwear, Grameen Capital Management) and also for profit partially owned Grameen Phone etc. Apart from these there are other many joint ventures and companies such as Grameen Intel, BASF Grameen, Grameen GC Eye Care Hospital, Grameen Euglena, Grameen Caledonian College of Nursing, Grameen Distribution, Grameen Fabrics & Fashion, and Grameen Yukigunia Maitake etc. with whom Yunus Centre maintains very extensive communication and exchange program to facilitate their activities and assist in their success.

A figure below shows the collaborative network of Yunus Centre:



1.4 Functions and Operations of Yunus Centre

Yunus Centre facilitates social business activities and it also maintain a strong communication with all the entities that have adopted social business models and also with the different organizations who address various social issues like poverty, environmental threats, inequality, war and violence etc. To provide a very distinct and precise description of Yunus Centre's operations are giving below:

a) Young Entrepreneur Project (Nobin Uddyokta Project)

Yunus Centre arranges Social Business Design Lab since 2013 which is organized in every month and chaired by Professor Muhammad Yunus. So far Yunus Centre has arranged 583 design labs. There are four organizations Grameen Trust, Grameen Telecom Trust, Grameen Kalyan and Grameen Shakti Shamajik Byabosha who are following social business structure and they provide interest free loans. They have given loans of 1,367,387,000 BDT till 31st March, 2017 (Nobin Uddyokta Magazine, SL 7, April 2017). A fact sheet is given below about the Young Entrepreneur Program:

Area of Info		Grameen Telecom Trust	Grameen Trust	Grameen Kalyan	Grameen Shakti Shamajik Byabosha
In House Design Lab		127	112	60	142
Unit Office		37	26	9	32
Contract Signed for Business		5106	3416	1462	3964
Running Business		4320	3145	1095	3964
Total Granted Investment Amount		624,533,350	347,900,000	144,548,000	432,145,000
Average Size of The Business		490,742	101,873	131,704	291,568
Investment Ration (%)	Company	75%	27%	36%	32%
	Entrepreneur	25%	73%	64%	68%
Number of Entrepreneurs	Female	78	81	143	245
	Male	5028	3335	952	4,357
	Total	5106	3,416	1095	4,602
Total new Employment		4787	2300	1647	2,000

b) One stop Resource Centre for Social Business

Since 2006, Yunus Centre is promoting the social business and in its' entire life time the organization has arranged many programs including yearly social business day conference, declaration of social business city, world issues like wealth concentration, excessive carbon emission, unemployment and inequality etc. In order to solve the existing social issues and one main MDG of eradicating poverty a lot of business has been established. These businesses follow the social business model and Yunus Centre provides necessary aids so that they can run their business smoothly. The following facilities are usually offered to the entrepreneurs:

- I. Business Expert's Consultation
- II. Equity Funding
- III. Partnership facilities
- IV. Distribution and Transportation Facilities
- V. Business Networking and Branding
- VI. Endorsement and Funding (Full/Partial)
- VII. Others (Technical assessment, Training facilities, providing skilled human resource etc.)

c) Disseminating Social Business Philosophy

Yunus Centre has two categories of Academic program and they are: a) Internship Program and b) Immersion Program. Both these programs are highly valued and compact which includes extensive learning about social business, visiting the organizations following social business models, meeting with the social business experts and the chief executives, meeting with Professor Muhammad Yunus and Executive Director Ms. Lamiya Morshed. Before describing the academic programs a brief about Social Business is given below:

According to Professor Muhammad Yunus, social business is a business where the entrepreneur or investor invests money selflessly to solve one (or more) social problem. This business has to be self-sustainable and it has to cover up all its' expenses and the profit will be reinvested again and again unless the social problem is solved. Social business is such a business where there is no chance of loss and the profit is not for the investors but only dedicated for the social cause itself. A details about social business modeling and its' seven principles has been given in the third chapter where the comparison of models with social business modeling shows the actual representation of Social Business.

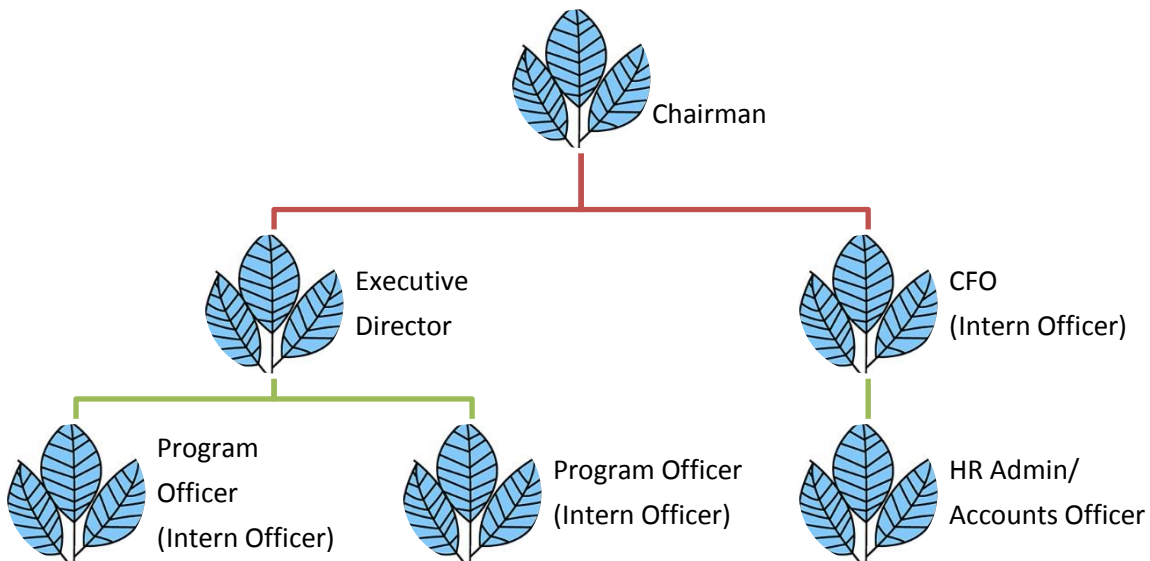
The different programs that Yunus Centre undertakes to disseminate social business Philosophy is given below:

Firstly, the Internship program where any interested students can work with the Social Business Team and Executive Director Team in order to understand the process of using internal and external channel.

Secondly, the immersion program where the students all over the world come to study about social business and gain experience by observing entire job cycle.

1.5 Structure of the Organization

The structure of the organization is very efficient and specified and yet very versatile. It's very important to understand that Yunus Centre maintains a very fast and effective communication with national and international communities and such requirement to become very quick and responsive in communication has made a convenient change in Organizational Structure. The following flow chart shows the structure of the organization:



According to the figure above, The Chairman along with executive director and CFO are maintaining the overall operational channel (marked as red) and the program officers are the front line response team along with the HR administrative officer and accounts officer (marked as green). So it can be said that, the organization follows a hierarchy model of power distribution.

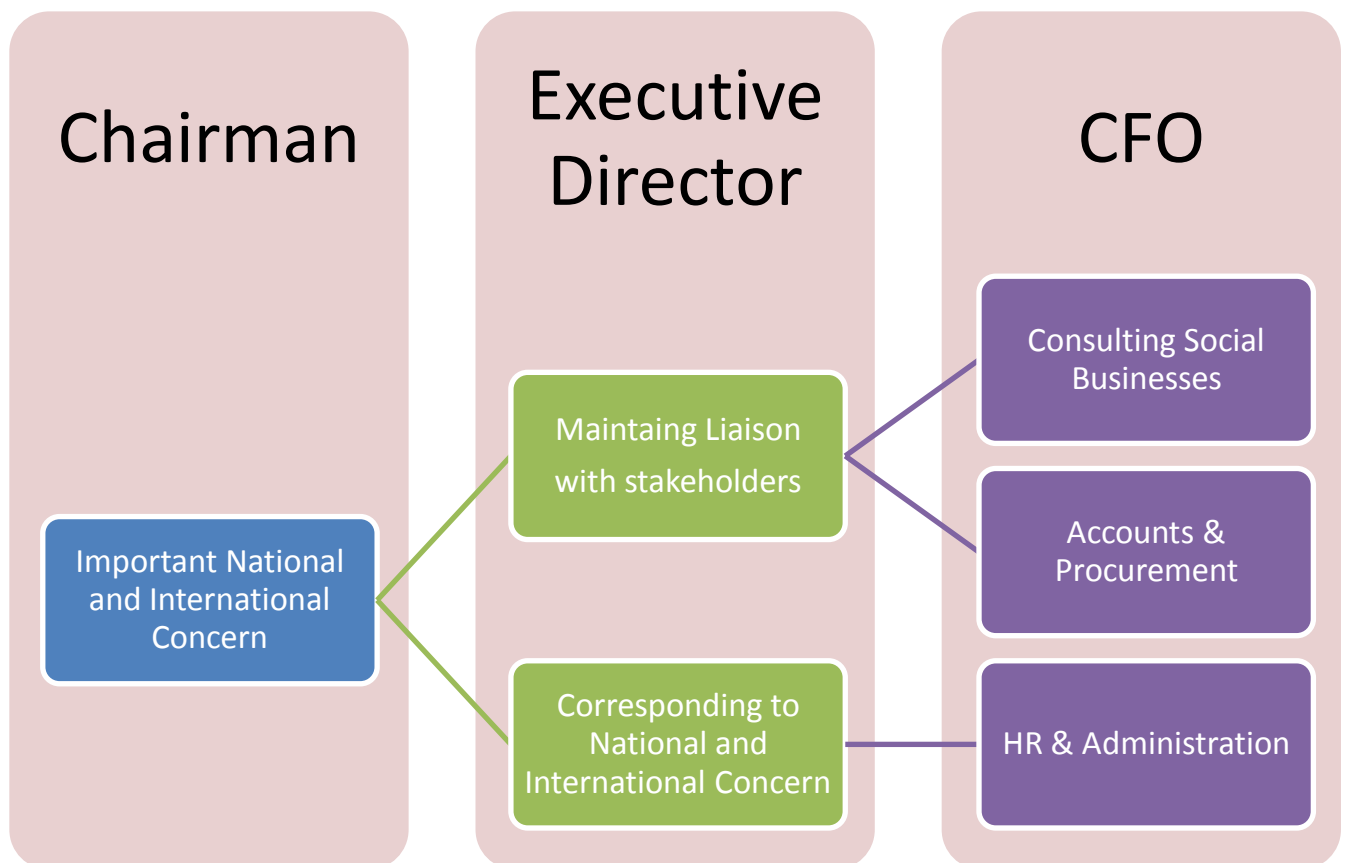
Having said that, the organizational structure is designed to accommodate and engage students and researchers with their programs. The figure above shows that, the intern officer can work under executive director team and can also work with the CFO in various sectors. The major key responsibilities are explained in accordance with the structure in the following part.

1.6 Responsibilities

The key responsibilities of the Chairman Professor Muhammad Yunus are very versatile. However, the chairman offices play a vital role on national and international issues and pursue the different stakeholders to take necessary steps to solve the issues. Furthermore, engaging the communities around the world to achieve the MDG and SDG, engaging large corporations to be responsible and responsive to address issues like wealth concentration, poverty reduction, unemployment issues, environmental awareness etc. Other activities like publishing books and facilitating journals chairing Yunus Social Business in many universities etc. are also the key responsibilities of Chairman Office.

The Executive director team response to any issue related to social business and other sophisticated matters and address it to the Chairman for acceleration. Activities like electronic response, maintain liaison with international community, set up meetings, maintaining protocols, reviewing journals etc.

The CFO directs the social business team where the key responsibilities are two arrange monthly social business design lab for young entrepreneurs, facilitating and providing technical and financial support to entrepreneurs who are doing social businesses etc.





Yunus Centre

CHAPTER 2

Key Job Responsibilities & Learning Reflection

2.0 Key Responsibilities in Internship & Immersion Program

Under the Executive Director Ms. Lamiya Morshed and Program Officer Urmee Hossain, the author has participated in various activities which is related but not limited to:

- Preparing drafts for responding different issues and queries
- Updating and screening different lists, papers, journals and documents etc.
- Initial checking of Loanee profiles and proposals
- Direct response to VIP and CIP after getting instructed
- Facilitating the Internship Program by taking responsibilities of other interns and form a tactical team of solving issues quickly
- Collecting information and insights from different groups and corporations who are involved in social business such as Grameen Bank, Grameen Veolia, Grameen Caledonian Nursing College, Grameen DANONE, Grameen Intel, Grameen Shakti Shamajik Byabosha, Grameen Education, and Social Business Industrial Park etc.
- Visiting different social business sites and interviewing to gather primary data for research
- Collecting information about different social business modeling along with other business models for sustainable business
- Taking preparation for Social Business Day 2017, Country Forum Meeting, Pre-Academia Conference, Social Business Design Lab etc.
- Worked with the Social Business Team directed by CFO Mr. Amir Khashru in preparing Conference Volume, Conference Paper, Magazine and Slides for Website Layout etc.
- Communicating the International Guests, Representatives from different Aid Agencies and assist in the Procurement and Logistics such as accommodation, transportation, 24/7 help desk etc.
- Consulting with the social business experts about the demerits of current measurement tools and feasibility of using Geometrical Analysis.
- Other additional activities such as preparing and developing a social business idea, conducting analogical research on Wealth Concentration issue using all the reading materials, journals and Yunus Centre publications.

There are other responsibilities such as rectifying and redesigning several models using the academic learning. The existing reporting system for financial analysis doesn't take into account about the social development that social business brings. This lacking have led to think about a contingent method of using an analytical tool which will best fit to analyze a social business and also other business models. A description about this contingent method of using geometrical analysis along with a future prospective of such modeling named as 3D Business Modeling which will help visualizing the radical changes of social impact and will acknowledge both the financial and social value creation.

2.1 Learning Reflection

Several things including but not limited to different kind of business modeling, social business modeling, cost minimization process maintaining the overall quality of products, different strategies for promoting products , many international companies’ method of business practices and their value creating and nurturing etc. are major learning from Yunus Centre. In order to best reflect the learning the following table is given below:

Organization	Problem Addressed	Solution Offered	Business Model	Impact
Grameen DANONE <small>Source: Grameen Danone Foods; FAO</small>	Child Malnutrition	Micronutrient Yogurt in affordable price	<u>Product:</u> Yogurt <u>Place:</u> Production Bogra <u>Price:</u> .08/.10 euro (R/U) <u>Promotion:</u> Consumers are educated on malnutrition and yogurt	<ul style="list-style-type: none"> 1 million euro revenue 300,000 Customers John Hopkins University’s first draft result shows positive result on physical & Cognitive Development
Grameen Veolia <small>Source: Grameen Veolia Water; Yunus Centre</small>	Arsenic Contaminated water	Clean Water through tap points	<u>Product:</u> drinking water <u>Place:</u> Goalmari, Padua, Dhaka city office <u>Price:</u> .025/.80 euro (R/U) <u>Promotion:</u> education on public health & customer stewardship	<ul style="list-style-type: none"> 40,000 euro Revenue Clean water consumed by 7,000 people
BASF Grameen <small>Source: BASF Grameen, World Malaria Report 2012, WHO, Yunus Social Business</small>	Malaria & Other Disease from Mosquito	Affordable Mosquito Nets & Spray	<u>Product:</u> insecticide treated long lasting nets <u>Place:</u> All of Bangladesh <u>Price:</u> 6.0/7.3 euro <u>Promotion:</u> Social Awareness	<ul style="list-style-type: none"> Revenue 171,000 euro Health protection against mosquito bites & other insect borne diseases for 75,000 families
Grameen Intel <small>Source: Grameen</small>	Lack of maternal health care & inefficient usage of fertilizer	IT Solution for root level farmers and mass population	<u>Product:</u> Apps & Software <u>Place:</u> Rural Areas <u>Price:</u> 1.25 euro/per soil test (eAgro) <u>Promotion:</u> software assesses	<ul style="list-style-type: none"> Projected revenue 10-15% of 225,000 expenditure 2000 customers to be served in first deployment 924 farmers using

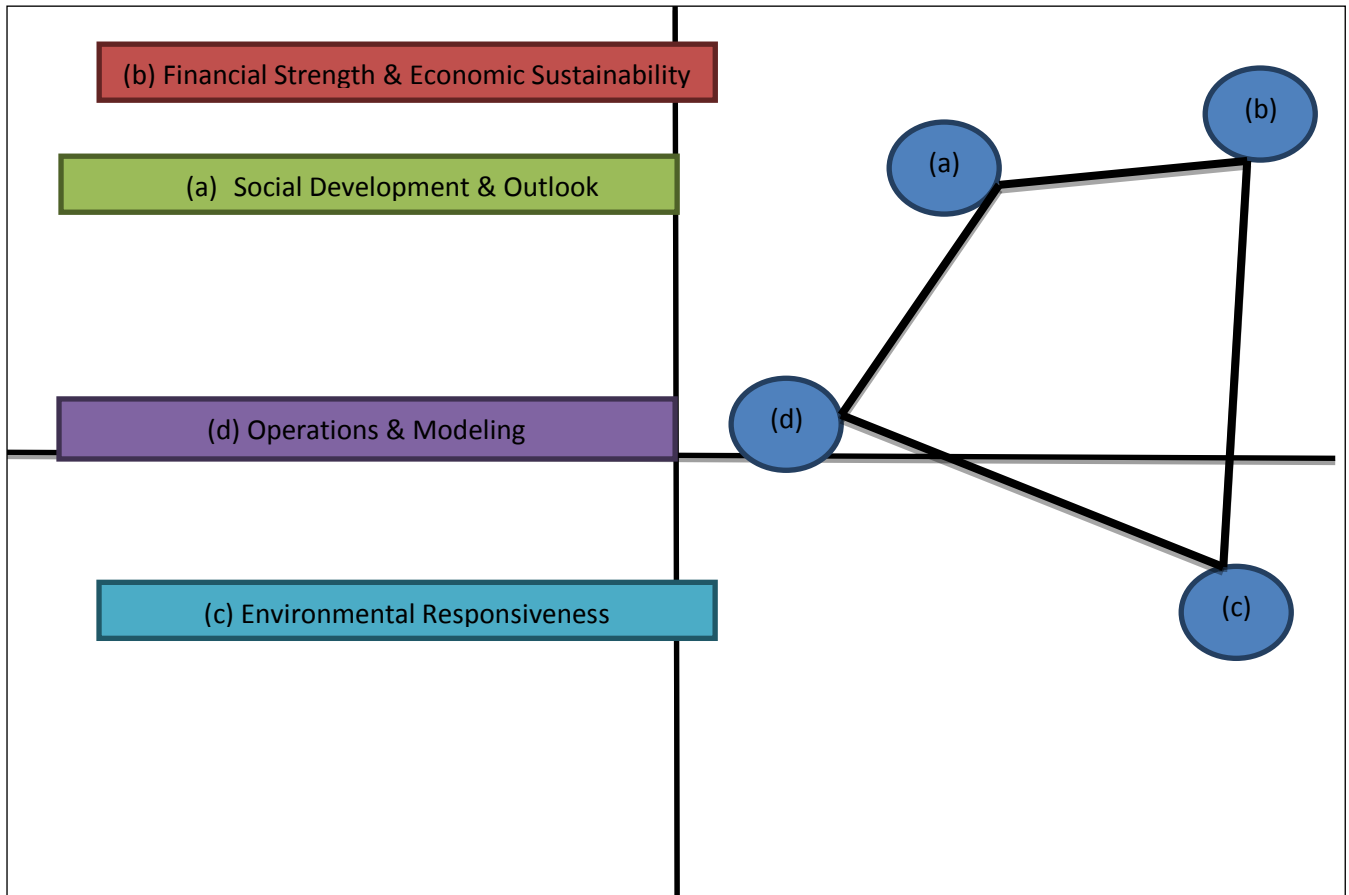
Intel, Yunus Centre, Royal Norwegian Ministry of Foreign Affairs				soil analysis and 1,354 pregnant woman screened
Grameen GC Eye Care Source: Grameen GC Eye Care Hospital	Cataract & Other Eye Issues	Affordable/free eye care surgeries & Examination	<u>Product:</u> three hospitals <u>Place:</u> Bogra, Barishal, Thakurgaon <u>Price:</u> 40-320 euro (free on subsidized available) <u>Promotion:</u> Eye Camps for BoP	<ul style="list-style-type: none"> Revenue 542,000 euro 545,000 people treated till 2012 237 job placement & 4.5 billion avoidable GDP loss
Grameen Euglena Source: Grameen Global Communication	Poverty and enhancing Logistics	Mung Bean Cultivation training to meet high demand in Japan	<u>Product:</u> Mung Beans <u>Place:</u> 60% to Japan and 40% in Bangladesh <u>Price:</u> 7 BDT <u>Promotion:</u> Better quality & Higher profit than selling elsewhere	*Not Available
Grameen Caledonian Source: Grameen Caledonian College of Nursing	Lack of quality nursing in poor community	Quality Nursing Education for Underprivileged Woman	<u>Product:</u> Diploma in Nursing <u>Place:</u> Dhaka <u>Price:</u> 3,700 euro <u>Promotion:</u> Students must be the daughter of Grameen Bank borrower	<ul style="list-style-type: none"> Revenue 90,000 euro Improved ration of nurses to doctors (1:2) Empowering health care workforce
Grameen Shakti Shamajik Byabosha Source: Grameen Shakti Shamajik Byabosha	Lack of Electricity, Unemployment & Unhealthy living Environment	Solar Home System, Bio Gas, Non-Dividend loan for Young Entrepreneur	<u>Product:</u> Loan financing <u>Place:</u> All over Bangladesh <u>Price:</u> 50,000-1 million BDT <u>Promotion:</u> Grameen Bank borrowers' children	<ul style="list-style-type: none"> Granted Investment of 432,145,000 BDT No of young entrepreneurs 4602 Total job placement 2000
Grameen Distribution	Lack of access to basic products in distinct areas of BD	Advanced distribution channel for social business products	<u>Product:</u> varieties of product <u>Place:</u> Anywhere in Bangladesh <u>Price:</u> 10% less than competitors <u>Promotion:</u> Distribution	<ul style="list-style-type: none"> 3.7 million euro revenue 9 million households in rural area 568,000 Products sold in

Source: Grameen Distribution			through shops and using Grameen Marketing Network's sales force	2012 <ul style="list-style-type: none"> Provides income for woman
Grameen Fabrics & Fashion Source: Grameen Fabrics & Fashion	Poverty & Unemployment	Employment through local production and achieve sustainability	Product: clothing, bed net etc. Place: social business industrial park Price: 5/6 euro Promotion: jobs in textile industry	<ul style="list-style-type: none"> Revenue 364,600 euro Earning foreign currency Social products and provision of jobs around 450

From the above figure the following reflection can be reached:

- Finding:** Firstly, comparing to the conventional business, social business concentrates on solving social issue instead of profit maximization. Most of the joint venture companies following social business model haven't reached Break-Even Point (Except: Grameen GC Eye Care Hospital, Grameen Distribution, Grameen Caledonia College of Nursing and Grameen Shakti). In addition to that, Grameen Danone, Grameen Veolia projected to reach break-even by 2015 (Source: The Power of Social Business; "Lessons From Corporate Engagements with Grameen" by Boston Consultancy Group & Yunus Social Business)
- Reflection:** In order to calculate both the social and financial achievement towards reaching the target a contingent method for understanding the holistic view is necessary.
- Research Solution:** The researcher suggests that, a geometrical analysis using graph, which will accommodate a) Social Development & Outlook (b) financial strength & Economic Sustainability c) Environmental Responsiveness and d) Operations & Modeling.

- **Proposed Model:** The proposed model is given below:



Sample Model: Geometrical Analysis of Grameen GC Eye Care Hospital

It's important to note here that, in graph points and figure is not drawn to scale.

2.2 Explanation of the Construction of Geometrical Analysis

As we already know, a graph contains X axis and Y axis and their intersection point creates four quadrants. The first quadrant shows a positive-positive relation, the second quadrant shows a negative-positive relation, the third quadrant shows a negative-negative relation and finally the fourth quadrant shows a positive-negative relationship. So here the four variables are a) Social Development & Outlook (b) financial strength & Economic Sustainability c) Environmental Responsiveness and d) Operations & Modeling and every variable has a horizontal axis and perpendicular axis which is best suited with the variables. A complete breakdown of this model is shown below:

Social Development & Outlook: In this case for GC Eye Care Hospital, the horizontal axis is the outlook of performing 60,000 cataract surgeries by 2020. Now within 2017 the company has already completed its' outlook which shows a strong positive relation in horizontal axis (X axis). On the other hand the perpendicular axis (Y) is considered as the number of patients served comparing to the outlook of number of patients it will serve by

2020. So the ratio is 109:113 (545,000:565,000) which shows a strong positive relation in Y axis. So ideally the location point will be in the first quadrant.

Financial Strength & Economic Sustainability: The horizontal axis (X) is represented by whether the company has reached break-even or not and the vertical axis (Y) is represented by Operating Expense Ratio (OER). Here the company has already reached break-even point and started scaling off so in X axis there is a strong positive relation. In addition to that, in Y axis the OER is 542:557 (542,000/557,000) which is also very strongly positive. So ideally, the location point will be in the first quadrant.

Environmental Responsiveness: The X axis represents the % of carbon emission which is very low and shows a strong positive relation. On the other hand, the usage of renewable energy is represented by vertical axis Y which is negligible in GC Eye Care so it shows a negative relation. So ideally, the location point will be in the fourth quadrant.

Operations & Modeling: The X axis represents the efficiency percentage (input: output) and Y axis represents the compare contrast pricing ration of GC Eye Care vs. Govt. Eye Care hospitals. In X axis there is a slight positive relationship and in Y axis there is a positive relationship. So ideally, the location point will be in the first quadrant.

2.3 Interpretation of the Projected Model

The interpretation from the above model is given below:

- I. Firstly, it directly shows where the Organization is lacking behind. In this case, it's the Environmental Responsiveness of the organization that should be taken to consideration.
- II. Secondly, it shows that, the operation of this organization is in border line and there should be very fast and effective steps to undertake.
- III. Thirdly, this model shows that, the organization is progressing in financials and social development.
- IV. Fourthly, the organization may consider merging with a hospital that has better environmental sustainability and waste disposal plant (for decreasing carbon emission)

2.4 Value Proposition of Using Geometrical Analysis

The key values that Geometrical Analysis may provide are given below:

- I. A very quick check on the current position of the Organization on how well they are maintaining Social Businesses' seven principles.
- II. An effective way for small social business entrepreneurs to design and budget for the business in upcoming months.
- III. This model can be very helpful to decide whether an organization can be benefitted by a joint venture and what will be the future geometric shape if the current two companies' shape is combined. In this way, both the company will be benefitted highly.
- IV. This measurement will help to understand if a company is actually making a difference in the community or not as well as if it can be sustainable in all the sectors.

2.5 Future Prospect of Geometrical Analysis

The geometrical analysis has the following future prospects:

- I. Geometrical Modeling can be augmented into a 3D modeling system where all the functional variables will be represented by 3D area surfacing and each variable will certainly reflect a location point. For an example: A logistic company inputs the variable of warehouse and storing, product quality statement, equity financing, and transportation modeling which are very distinct from each other in nature. Now, by using all these in 3D modeling system a relation matrix can be generated which will give precise information for any simulated or real incident. If the cost of the transportation increases for any reason, the 3D model will show the changes in its' equity financing and other impacts it may face.
- II. Geometrical Analysis can be programmed and used in Smartphone with simple Apps. The rural entrepreneurs can easily learn and generate a decision for their business instead of going through critical number crunching.



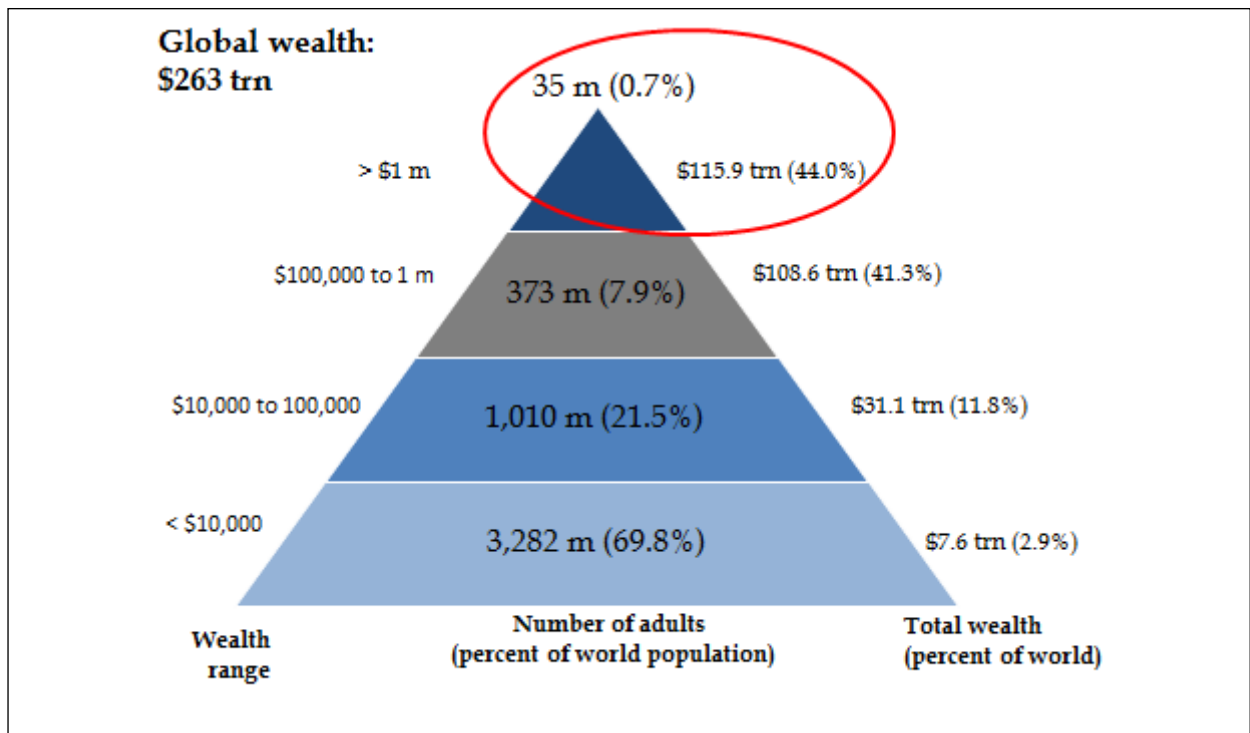
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CHAPTER 3

Addressing Wealth Concentration with Social Business VS Other Hybrid Models

3.0 Wealth concentration & Cycle of Poverty

It's already a known fact that, the poverty cycle is a phenomenon where the poor remains impoverished for at least three generations. This happens especially when the ancestors of a poor family doesn't transfer any intellectual, social and economic capital. On the other hand, the wealth concentration cycle is the reverse phenomenon where, the concentrated money of one generation is transferred to next generation and the accumulated capital keep rising without any effort. So far many studies has been made such as "Breaking the Cycle of Poverty" by National Human Service Assembly Report, "Breaking the Cycle of Poverty; Whole Family Approach" by ASCEND etc. which are giving new insights of how to challenge the cycle of poverty. However, very few studies have been made about breaking the cycle of poverty with the cycle of Wealth Concentration. According to Oxfam (Oxfam Briefing Paper, January 2017), it's high time to build a society that is more justifiable to prepare an economic system that benefits everyone in spite of serving the top 1% of the population pyramid of the world. The figure below shows the wealth distribution of the world:



Source: LTEconomy on Credit Suisse Global Wealth Databook 2014

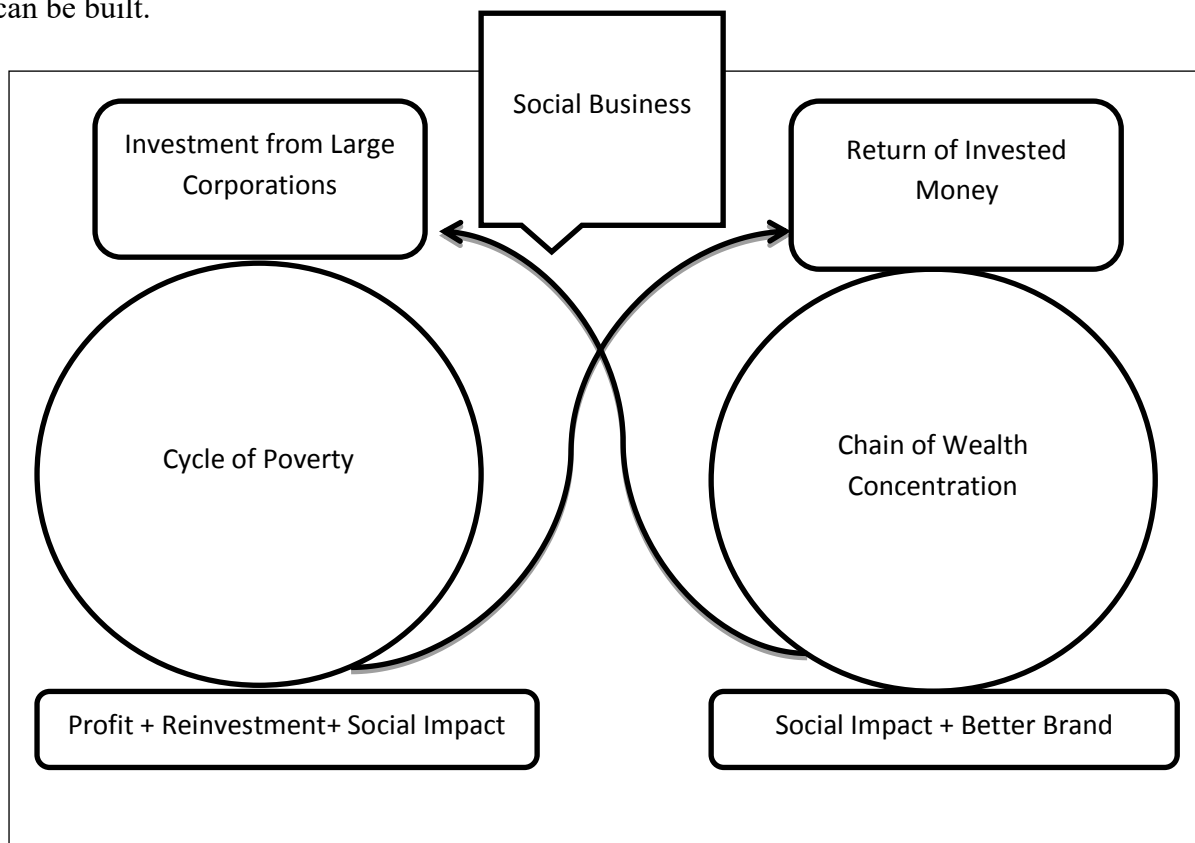
So it's very clear that, the bottom of the Pyramid or the 99% of the population will never be able to compete with the 1% of population on the top of this pyramid. In order to break the cycle of the poverty, the cycle of wealth concentration also need to be broken. However, it's a very challenging task to accomplish both the task separately as the dimensions are very distinct in nature unless a system can be generated. A system such as, Social Business can address both the issues and create a solution for overcoming both.

3.1 Breaking the Chain of “Wealth concentration” & “Cycle of Poverty” by Social Business

Social Business promotes selfless business which is non-dividend in nature. It means that, a business orientation that will address social issues like poverty reduction, equality and woman empowerment etc. and start a business that will serve the purpose of solving the issue. Clearly, this will help breaking the cycle of poverty but it arises two questions. Firstly, how it will break the chain of wealth concentration and secondly, how a business will get investment that will not benefit the investors but the social problems like poverty. According to Professor Muhammad Yunus,

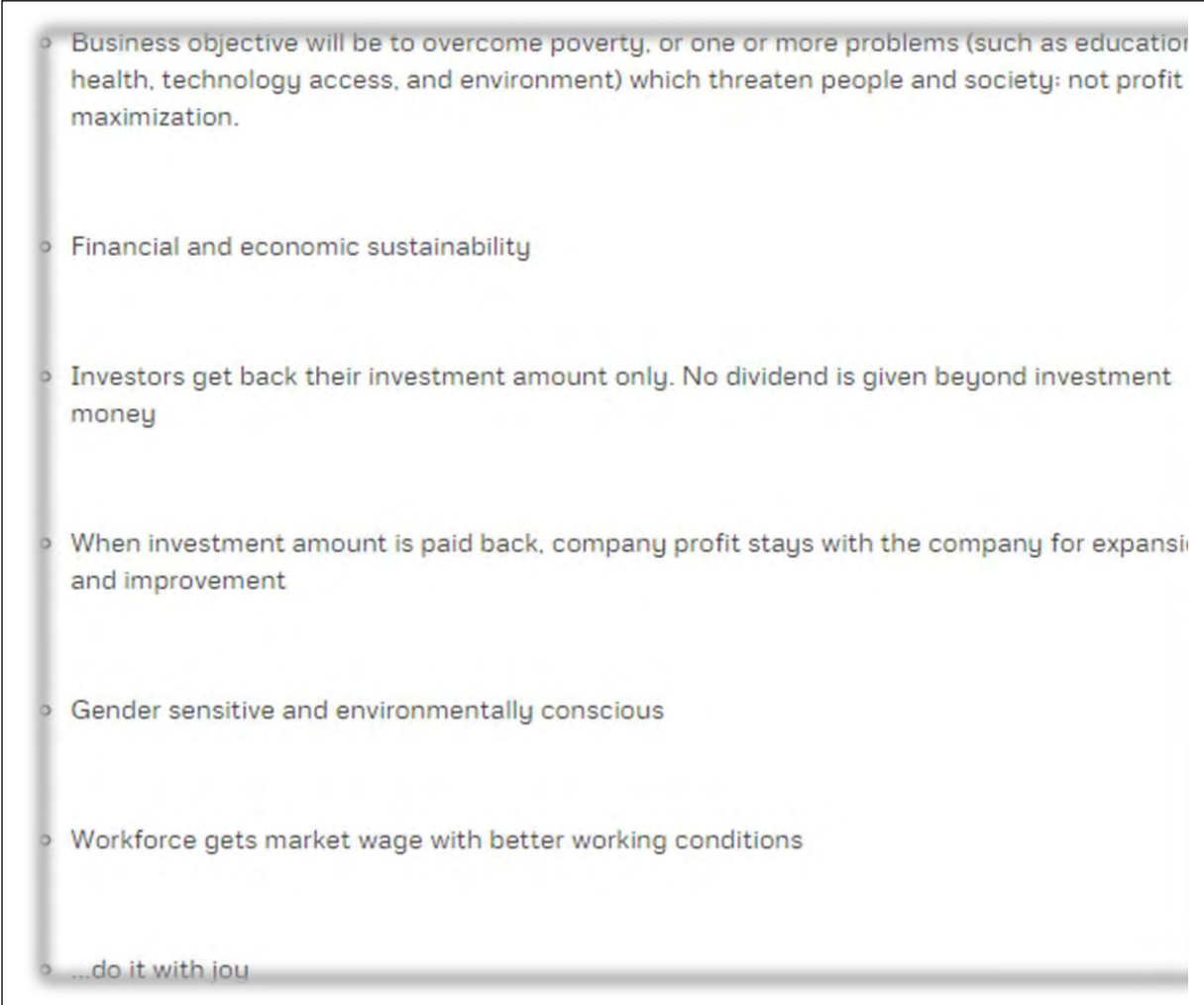
“We need to focus on the fundamental issue relating to basic flaws in the conceptual framework of economics. We can correct the flaw in simple steps. One step is to add a new type of business, which is driven by selflessness, a non-dividend business dedicated to solving human problems. It will give entrepreneur a new option. I am calling these businesses, Social Businesses...” (Muhammad Yunus et al, “Can Wealth Concentration be stopped”)

The large corporations and entrepreneurs are encouraged to start social business which is selfless. The other forms of helping poor population such as charity, CSR activities, Non-profits and Aid Agencies doesn’t take into account of returning the money to the investors which decreases the effectiveness of money. In social business, the profit belongs to the business itself and it is reinvested over periods of time until and unless the problem is solved. So it can be said that, the cycle of poverty can be broken if the concentrated money of the wealthy population can be invested in social business and after a certain time when the business is sustainable they take back the exact amount of money that was invested. In such a way, the wealth gap between poor and wealthy can be minimized and a sustainable economy can be built.



3.2 Social Business & Seven Principles

As it's already mentioned in first chapter that, social business is selfless business where the investors doesn't take any form of profit or dividend and the profit remains with the organization and reinvested over time as long as the social issue is not solved. Social Business was proposed by Professor Muhammad Yunus in 2007 where he have clarified about social business and its' seven principle. The following snap shows the seven principle of social business:

- 
- Business objective will be to overcome poverty, or one or more problems (such as education, health, technology access, and environment) which threaten people and society; not profit maximization.
 - Financial and economic sustainability
 - Investors get back their investment amount only. No dividend is given beyond investment money
 - When investment amount is paid back, company profit stays with the company for expansion and improvement
 - Gender sensitive and environmentally conscious
 - Workforce gets market wage with better working conditions
 - ...do it with joy

Source: Yunus Centre Website "Social Business: Seven Principles"

So it's very clear from the principles that, social business is very distinctive in nature from other models such as Traditional Non-profits, NGO, Aid Agencies, Charity and Self-Funding etc.

3.3 Different Hybrid Models vs. Social Business

Hybrid Models trend to find a tradeoff between social and economic sustainability. The following figure shows that different types of Hybrid Models such as Traditional Nonprofits to traditional

profits making orientation. It's very clear from the figure that, there is a distinct barrier between these two poles of social value and economic value. All the hybrid models usually position itself in this orientation. However, Social Business differentiates itself from the existing models by combining both the social and economic sustainability into one body. Social business is established for social benefits and solving social issues but not with the price of making no profits, less profits or lots of profits. Rather, social business tends to provide solution for a social problem by inventing the most efficient, cost optimized (but not quality compromised), and cross-subsidized way to generate economic sustainability so that, this economic sustainability can facilitate achieving social sustainability.

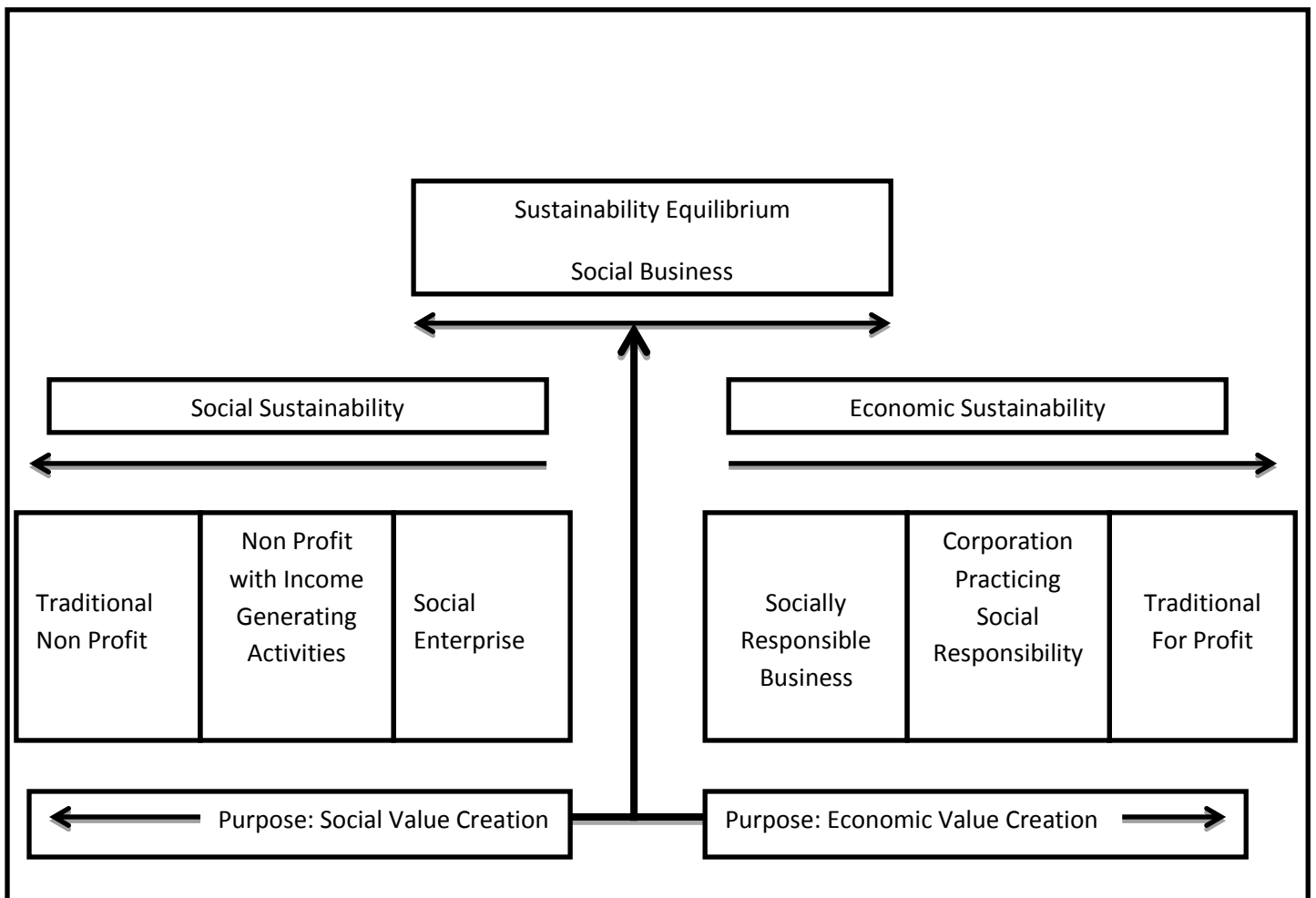


Figure: Hybrid Models for Social Enterprise vs. Social Business

3.4 Compare Contrast Study of Social Business and other Hybrid Models

Types of Models	Economic Sustainability	Social Sustainability	Environmental Sustainability	Efficient Supply Chain	Gender Equality	Profit Sharing	Payback to Investors	
Traditional Non Profit	0	1	1	0	1	0	0	3/7
Nonprofit with Income Generating Activities	1	1	0	0	1	0	0	3/7
Social Enterprise	1	1	0	0	1	1	0	4/7
Socially Responsible Business	1	1	0	0	0	1	1	4/7
Corporation Practicing Social Responsibility	1	1	0	1	0	1	1	5/7
Traditional For Profit	1	0	0	1	0	1	1	4/7
Social Business	1	1	1	1	1	0	1	6/7

From the compare contrast chart above it's very clear that, social business is more efficient reaching sustainability.



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CHAPTER 4

Proposed Social Business Idea Presentation: “Grameen Bicycle”

4.0 Grameen Bicycle

Above many issues, the environmental issue is the biggest threat towards our very own existence in this world. These huge number of carbon emission due to factories, vehicles etc. are increasing global warming which is endangering many animals and people. A typical passenger vehicle emits about 4.7 metric tons of carbon dioxide per year which can be more based on the vehicle and fuel categories.

This social concern of environmental degradation due to carbon emission is a very big challenge which endangering peoples especially where the population density is higher. In this regard, Dhaka, the capital of Bangladesh is facing a horrible degradation of environment. As a citizen of this city, it has become a very big challenge to survive because the unplanned city structure, unfit road vehicles have made the life of average citizens very difficult.

“City Bamboo Made Bicycle Rent Service” can provide a feasible and sustainable solution for the Urban Environment with minimized carbon emission. About this plan, a service can be offered to the day to day passengers who covers small to mid-ranged distance in the city and have to waste hours after hours in traffic. Such service will ensure the transportation of thousands who struggle to use rickshaw fair and don’t have the financing to buy cycles or other vehicles. Such service can also be a very good substitute of people who don’t have choice but to stuck in traffic for hours. Cycle is the most environment friendly, muscle powered, space saving and cheapest mode of transportation that comes in mind. It can go through crowded jam packed road and even through narrow lanes. The usage of bicycles in Dhaka city can dramatically reduce the carbon emission and also help the passengers to cover short to mid ranged distance. In addition to that, these bicycles will be made of bamboo which is much stronger and cheaper than regular metals that are used in bicycle.

About City Bamboo Made Bicycle Rent Service:

- ✚ The service will be provided by setting three categories of target markets based on the income level. It’ll be available for urban poor people, lower middle class and upper middle class. The chart below shows the expected return on investment over a year.

TYPE	P/hr	Bicycle Quantity	Frequency	Daily Income	Monthly Income*	One Year Revenue
A	10	1200	2	24000	528,000	6,336,000
B	15	1200	2	36000	792,000	9,504,000
C	25	600	2	30000	660,000	7,920,000
					Total	23,760,000

The budgeting for purchasing bicycle of three types will be different based on the design, shape color and materials. For an instant the total cost for purchasing bicycles will be 23,700,000. The chart below shows the costing of three categories of bicycles.

Type	Bicycle Quantity	Per Unit Bicycle Cost	All Units' Cost
A	1200	5000	6,000,000
B	1200	7500	9,000,000
C	600	14500	8,700,000
		Total Cost	23,700,000

The concept of using bamboo as the main material of the bicycles will be used and for efficient production there will be a bicycle workshop where new people will be trained to produce bicycles efficiently. In addition to that, in each workshop there will be 50 workers for assembling and making the cycle parts which will ensure total 100 more peoples' job. Furthermore, the company will make sure that, it has its' own bamboo garden where the slums' woman can become bamboo gardener and economically solvent.



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CHAPTER 5

Recommendation & Conclusion

5.0 Recommendation

The following suggestions can be given to Yunus Centre for the betterment of its efficiency in service:

- Yunus Centre can go for a joint collaboration with UGC (University Grant Commission) and Foreign University to facilitate Student Exchange Programs where the underprivileged and meritorious students will be able to study abroad for one semester and learn Business Entrepreneurship & other valued courses.
- Yunus Centre may offer online certification courses on Social Business.
- The organization should facilitate more research and publications and held social business idea challenges, social business case studies etc.

Conclusion

Social business is a wonderful concept of achieving economic sustainability to attain success on completion of MDG, SDG and also any kind of social issue. Especially, this can be a game changing concept for the world economy by using the profit money for social cause without losing any investment money. Yunus Centre is one of the pioneer of promoting social business and its' active participation in various events has enable it to associate with multiple channels. In order to critically evaluate the gaps of conventional business and address issues like wealth concentration, social business can play the most advanced and mobile role.

However, there will be important factors involved such as pursuing the successful entrepreneurs, large corporations and most importantly the general people to encourage doing social business along with other businesses. It's also important to convey to most wealthy 1% of total population that, current financial assessments may show exciting numbers but it will surely push the fate of the 99% of population to an uncertain destination. There is only one way of making a balanced wealth distributed society and that is by decreasing the wealth gap between rich and poor. Social business can surely create a wonderful platform by encouraging large corporations along with small organizations to merge or joint venture and also run separately to solve social problems like hunger, malnourishment, poverty, gender inequality, environmental hazards and many more by reaching economic sustainability.



Supplementary, Appendix and Bibliography

Supplementary

Professor Muhammad Yunus
Chairman



Yunus Centre

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Mirpur 2, Dhaka 1216, Bangladesh
Phone : 880 2 9035755

To Whom It May Concern

31 July 2017

Tahmid Tawsif Nur did an internship at Yunus Centre from 02 May to 31 July 2017. During his internship Tahmid worked well for Yunus Centre. He is dedicated, organized and self-motivated in completing his assigned tasks. He would be a valuable asset to any organization.

I believe that he has a bright future ahead of him and I wish him the best.

Sincerely,

Nobel Peace Prize Laureate 2006
Founder, Grameen Bank



To Whom It May Concern

22 June 2017

It is my pleasure to write a letter of recommendation in favor of Tahmid Tawsif Nur, regarding his future endeavors. He has been a part of a one-month Immersion Program in June 2017 at Yunus Centre.

Through various interactive field trips to Grameen related businesses, including but not limited to Grameen Bank, Grameen Shakti Samajik Byabosha, Grameen Shikkha, Tahmid has been extensively exposed to the concepts of social business. He has attended meetings with different Grameen families such as Grameen Veolia, Grameen Caledonian College of Nursing, Grameen Health Care Services and others to gain knowledge on social business.

It was a pleasure having Tahmid in the program at Yunus Centre. Tahmid has demonstrated keen interest in the concept of social business. He is a diligent and hardworking individual. I have confidence that he will be able to contribute meaningfully in anything he chooses to do in the future. I wish him success and recommend him for his future endeavors.

Sincerely,

Lamiya Morshed
Executive Director

Appendix

EXHIBIT 1 | The Analyzed Grameen Social Businesses Address a Variety of Problem Areas

	Grameen Danone Foods	Grameen Veolia Water	BASF Grameen	Grameen Intel Social Business	Grameen Yukiguni Maitake
Problem addressed	Child malnutrition Poverty reduction	Arsenic-contaminated water in rural areas	Risk of malaria in parts of the country	Inefficient use of fertilizers Lack of adequate maternal health care	Poverty and the underemployment
Solution offered	Affordable yogurt fortified with micro-nutrients (since 2007) Income generation in local communities	Clean water through village tap points (since 2008)	Affordable and long-lasting mosquito nets (since 2009)	Easy-to-use IT solutions (since 2009)	Employment for the poor through mung bean cultivation (since 2010)
	Grameen GC Eye Care Hospital	Grameen Caledonian College of Nursing	Grameen Shakti	Grameen Distribution	Grameen Fabrics & Fashions
Problem addressed	Limited access to specialty eye treatment for the poor	Shortage of nurses and lack of access to medical care among poor and rural communities	Lack of electricity Unhealthy living environment	Lack of access to basic products in rural areas	Poverty and underemployment
Solution offered	Affordable eye-care examinations and surgeries for the rural poor (since 2007)	Nursing education for underprivileged girls (since 2010)	Clean energy (since 1996) with: <ul style="list-style-type: none"> • solar home systems • cooking stoves • biogas plants 	Social and consumer products distributed door to door in rural areas (since 2011)	Employment for the poor through local production of such items as mosquito nets (since 2012)

Source: BCG.
 *Originally founded as a nonprofit organization, Grameen Shakti was transformed into a social business in 2010.

Are social businesses taxed?
Can social business be applied to the environment?
Can someone who started a social business decide to take profit?
Do the fund investors get their money back?
Do the same laws of businesses govern social businesses?
Does it only have to be a multinational company investing?
How can regular businesses and social businesses operate in the same market?
How do you measure the success of a social business?
How do you vary the measurement of the impact of the social business?
How much do social business managers and workers earn?
If I do not have the funds to invest, but I have a good idea, whom should I contact?
Should social business avoid making profit ?
What is the definition of a social business?

***Kindly Visit: <http://www.muhammadyunus.org/index.php/social-business/faqs>

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LINKS

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

<http://www.muhammadyunus.org/index.php/social-business>

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