



NYU

**ROBERT F. WAGNER GRADUATE
SCHOOL OF PUBLIC SERVICE**

PADM-GP 2249.001
Scaling Social Enterprises-
Experiential Field Course in El Salvador

December, 2019 – February, 2020

(students will register for Spring, 2020)

Instructor Information

- Scott Taitel
- Email: staitel@nyu.edu
- Office Address: 3070 Puck
- Office Hours: Mondays and Wednesdays, 3–4pm or by appointment

Course Information

- Class Meeting Times:
 - New York in advance of travel (3 meeting dates)
 - El Salvador during J-Term (14 days)
 - New York upon return from travel – early Spring semester (2 meeting dates)

Course Prerequisites

- CORE-GP.1021, Financial Management or equivalent

Course Description

This course will provide a field opportunity for students to investigate the current practices of an El Salvadoran social enterprise, Acceso Oferta Local – Productos de El Salvador, which aggregates agricultural and fish & seafood products procured from low-income producers and fishers for sale to local off-takers. This social enterprise has successfully scaled since its inception in 2013 to grow to over \$5M in revenue along with supported claims of significant impact on more than 1,000 producer and fisher livelihoods and resulting paradigm shifts to

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practices of local sourcing. Students will investigate the success factors and challenges of the enterprise's primary business of fruit and vegetable sourcing and make recommendations for the scaling of newer business opportunities related to fish & seafood expansion, vertical expansion into processed foods as well as prospective exporting. These opportunities will be viewed through the lens of social impact, financial return and stakeholder management.

Students will have the opportunity to interview local producers and product buyers and develop frameworks for assessing scaling opportunities and making recommendations for the social enterprise's evolution. The course will build off the Professor's case on this enterprise entitled *Acceso Oferta Local – A New Approach to Social Enterprise* with an objective of using students' findings and recommendations to contribute toward the development of an Addendum Case.

Course Objectives

Course Learning Objective Covered	Corresponding Assignment Title
Learn field-based interview techniques for documenting social enterprise value chain processes	Process Documentation Assignments
Acquire skills to develop frameworks for assessing opportunities for scaling a social enterprise	Analysis Framework Submission
Understand value of field-based research in validating social impact and the local and cultural context core to social enterprises	Field Journals
Understand how to present and integrate field research in social enterprise business and use cases	Two Case Analysis Memorandums (Individual) and Proposed Case Abstract (Team)
Develop skills to apply field findings to address specific stakeholder questions regarding social enterprise financial and social impact optimization	Final Research and Recommendation Report

Outline of Class

There are three sections of the class: Sessions in New York late in the Fall term prior to travel to El Salvador, J-Term sessions and field work in El Salvador, and classes in the early Spring semester in New York post travel to El Salvador. Class sections in New York will compose the bulk of the lecture and "classroom" part of the course. These sessions will include lectures, case discussions, class exercises and group work. In El Salvador, the focus will be on organizational and site visits as well field research. There will be daily class meetings in El Salvador where students will report early research findings. When we return to New York, the class will continue to meet in the early part of the Spring semester to complete the compilation of research findings, develop frameworks for analysis of collected research, participate in

discussions to compare findings to pre-travel case learnings and to create a shared journal of lessons learned.

Required Readings

Reading Packets:

HARVARD CASE PACK

See instructions for downloading packet below [Harvard Case Pack](#)

Contents include:

- Cases: Operadora Logistica Salvadorena
- The Aquaculture Industry in the Philippines: Creating Social Values at Marina Gana Vida
- Cultivating Social Enterprise in Peru: A Portfolio Approach
- Haiti Hope: Innovating the Mango Value Chain
- Acumen and Lean Data 2018
- Supercompra: Sourcing from Small Andean Farmers
- Chapters: Methodological Considerations in International Market Research
- Notes: Two Keys to Sustainable Social Enterprise, Osberg, Martin
- Scaling Social Entrepreneurial Impact, Bloom, Chatterji
- Articles: Inclusive Growth: Profitable Strategies for Tackling Poverty and Inequality, Kaplan, Serafein, Tugendhat
- Creating Shared Value, Porter, Kramer
- The Ecosystem of Shared Value, Kramer, Pfitzer

WDI CASE PACK

See instructions for downloading packet (forthcoming)

Contents include:

- Cases: Walmart and Small Producers from the Developing World: Linking Demand with Supply
- Base-of-the-Pyramid Module: Business Strategies including:
- Global Seeds to Village Farmers: Hearing the Voices at the BoP
 - Note on the Role of Subsidies in a Market Economy

DRAFT

- Building and Scaling a Cross-Sector Partnership
- Subsidies in the Base-of-the-Pyramid Venture Development

Overview of the Course

Pre-Travel

Class	Date	Topic	Deliverable
Class 1	Fri, Oct 4	Course Informational Session	
Class 2	Fri, Nov 22	Social Enterprise Business Plan Development and Creating Frameworks for Field Analysis	2 Case Write-ups
Class 3	Fri, Dec 6	Lean Approaches to Impact Assessment	Framework for Field Analysis (due 12/18)

In Country

Day	Date	Activity/ Topic	Deliverable
Day 1	Sat, Jan 4	Travel Day (Flight from New York to San Salvador)	
Day 2	Sun, Jan 5	Travel Day and Introductory Meeting (Transport from San Salvador to Chalatenango)	
Day 3	Mon, Jan 6	Review of Core Agro Supply Chain Business including (includes site visits to <i>Smallholder Farms</i>)	Documentation of agro <i>sourcing processes and farmer impact</i> ; interview notes with farmers; Field journal entries
Day 4	Tue, Jan 7	Review of Core Agro Supply Chain Business including (includes site visits to <i>Collection Centers</i>)	Documentation of agro <i>collection processes and impact on laborers</i> ; interview notes with collection center staff; Field journal entries
Day 5	Wed, Jan 8	Review of Core Agro Supply Chain Business (includes field interviews with executives from Offtakers/Buyers); Travel to San Salvador (visit logistics providers)	Documentation of <i>buying, off-taker and logistics processes including shared value assessment</i> ; interview notes with buyers ; Field journal entries
Day 6	Thu, Jan 9	Team Breakouts and Initial Field Work Team 1: Agro processing opportunity Team 2: Fish & seafood opportunity Team 3: Export opportunity	Stakeholder meeting notes Field journal entries

DRAFT

Day	Date	Activity/ Topic	Deliverable
		Team 4: Community level social impact	
Day 7	Fri, Jan 10	Continued Team Field Work Team and Stakeholder Dinner	Stakeholder meeting notes Field journal entries
Day 8	Sat, Jan 11	Continued Team Field Work	Stakeholder meeting notes Field journal entries
Day 9	Sun, Jan 12	Free Day – Country Tours and Activities will be planned	
Day 10	Mon, Jan 13	Continued Team Field Work	Stakeholder meeting notes Field journal entries
Day 11	Tue, Jan 14	Continued Team Field Work	Stakeholder meeting notes Field journal entries
Day 12	Wed, Jan 15	Initial Team Conclusions and Gap Assessment	Team Abstract
Day 13	Thu, Jan 16	Final Interviews and Concluding Dinner	Team Presentations of Conclusions to Date
Day 14	Fri, Jan 17	Travel Day (San Salvador to New York)	

Post-Travel

Class	Date	Topic	Deliverable
Class 1	Fri, Jan 31	Aggregation of Field Findings	Field Journals
Class 2	Fri, Feb 7	Assessing the Financial and Social Impact of Enterprise Scaling Opportunities	Final Recommendation Report

Assignments and Evaluation

- Case Analysis and Case Abstracts (15% of total grade):

Prior to travel, students can choose any two of the assigned case readings for submission of a memorandum detailing your analysis of how the case learnings could be applied to adopting best practices to develop frameworks to assess the Acceso Oferta social enterprise in El Salvador. Each analysis should be no more than 2 typed pages double spaced.

At the conclusion of the trip, students who will be assigned in small teams (see Team Research below) will submit an abstract of an Addendum Case for consideration for adoption based on the in-country team assignment they received. The abstracts should be no more than 4 pages double spaced and will address issues regarding both financial and social returns.

DRAFT

- Proposed Analysis Framework (15% of total grade):

Students will submit a framework for field assessment. The framework should include an input collection methodology using tools that can be deployed in the field and an accompanying one page (typed, double spaced) narrative describing the process of how the framework should be deployed in field conversations. Your narrative should be written in such a manner that it would be clear for others in the class to adopt your framework.

- Field Journal (30% of total grade):

Students will document their personal observations in a daily journal to be maintained each day of the trip. Students are expected to write at minimum of 5 pages daily (typed, double spaced) noting their primary observations and key takeaways. Journals should divided entries by the following five categories 1) Operations & Logistics, 2) Country Culture, 3) Enterprise Culture, 4) Social Impact and 5) Financial Impact

- Team Research and Recommendation Report (40% of total grade):

Depending on the enrollment size and available resources from the enterprise management to support teams, four potential teams will be formed:

- 1) Team to assess scaling opportunity related to the *processing* of agricultural products
- 2) Team to assess scaling opportunity related to the scaling of the *secondary business of fish & seafood* products
- 3) Team to assess scaling opportunity related to the *exporting* of products
- 4) Team to assess the enterprise's *holistic impact* on the country's ecosystem taking into consideration both positive and negative additionality beyond beneficiary income.

Students assigned to teams focused on business opportunities will submit a final document of 10 pages (double spaced) with field analysis which will complement their proposed Case Abstract with field research findings and include definitive recommendations for the enterprise to consider for scaling. The recommendations will include estimates and frameworks for calculating both financial and social returns related to the scaling plan. The team assigned to holistic impact assessment will similarly submit at 10 page (double spaced) final document which will make recommendations for refining the enterprise's impact assessment methodology to enable the most pragmatic and comprehensive approach to capturing additionality beyond beneficiary income.

NYU Classes

All announcements, resources, and assignments will be delivered through the NYU Classes site. I may modify assignments, due dates, and other aspects of the course as we go through the term with advance notice provided as soon as possible through NYU Classes announcements.

Academic Integrity

Academic integrity is a vital component of Wagner and NYU. All students enrolled in this class are required to read and abide by [Wagner's Academic Code](#). All Wagner students have already read and signed the [Wagner Academic Oath](#). Plagiarism of any form will not be tolerated and students in this class are expected to report violations to me. If any student in this class is unsure about what is expected of you and how to abide by the academic code, you should consult with me.

Henry and Lucy Moses Center for Students with Disabilities at NYU

Academic accommodations are available for students with disabilities. Please visit the [Moses Center for Students with Disabilities \(CSD\) website](#) and click on the Reasonable Accommodations and How to Register tab or call or email CSD at (212-998-4980 or mosescsd@nyu.edu) for information. Students who are requesting academic accommodations are strongly advised to reach out to the Moses Center as early as possible in the semester for assistance.

NYU's Calendar Policy on Religious Holidays

[NYU's Calendar Policy on Religious Holidays](#) states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. Please notify me in advance of religious holidays that might coincide with exams to schedule mutually acceptable alternatives.

Student Resources

Wagner offers many [quantitative](#) and [writing](#) resources as well as skills workshops. The library offers a variety of data services to students.

Class Policies

Students will adhere to any security policies and procedures related to travel abroad. Students will be required to attend mandatory sessions on these matters prior to travel. Note Wagner's [incomplete policy](#) and [course withdrawal policy](#).

Letter Grades

Letter grades for the entire course will be assigned as follows:

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Letter Grade	Points
A	4.0 points
A-	3.7 points
B+	3.3 points
B	3.0 points
B-	2.7 points
C+	2.3 points
C	2.0 points
C-	1.7 points
F	0.0 points

Student grades will be assigned according to the following criteria:

- (A) Excellent: Exceptional work for a graduate student. Work at this level is unusually thorough, well-reasoned, creative, methodologically sophisticated, and well written. Work is of exceptional, professional quality.
- (A-) Very good: Very strong work for a graduate student. Work at this level shows signs of creativity, is thorough and well-reasoned, indicates strong understanding of appropriate methodological or analytical approaches, and meets professional standards.
- (B+) Good: Sound work for a graduate student; well-reasoned and thorough, methodologically sound. This is the graduate student grade that indicates the student has fully accomplished the basic objectives of the course.
- (B) Adequate: Competent work for a graduate student even though some weaknesses are evident. Demonstrates competency in the key course objectives but shows some indication that understanding of some important issues is less than complete. Methodological or analytical approaches used are adequate but student has not been thorough or has shown other weaknesses or limitations.
- (B-) Borderline: Weak work for a graduate student; meets the minimal expectations for a graduate student in the course. Understanding of salient issues is somewhat incomplete. Methodological or analytical work performed in the course is minimally adequate. Overall performance, if consistent in graduate courses, would not suffice to sustain graduate status in “good standing.”
- (C/-/+) Deficient: Inadequate work for a graduate student; does not meet the minimal expectations for a graduate student in the course. Work is inadequately developed or

DRAFT

flawed by numerous errors and misunderstanding of important issues. Methodological or analytical work performed is weak and fails to demonstrate knowledge or technical competence expected of graduate students.

- (F) Fail: Work fails to meet even minimal expectations for course credit for a graduate student. Performance has been consistently weak in methodology and understanding, with serious limits in many areas. Weaknesses or limits are pervasive.

Detailed Course Overview

Pre-Travel Class 1 – October 4, 2019 Information Session (in NYC)

Topics:

- Overview of Course and Logistics

Reading:

- Base Case – Acceso Oferta Local – A New Approach to Social Enterprise Creation

Pre-Travel Class 2 – November 22, 2019 (in NYC)

Topics:

- Creating Frameworks for Field Analysis and Social Enterprise Business Plan Development

Reading:

- Acceso Oferta Local Business Plan and Supporting Documentation (Proprietary Documents)

Cases:

- Base-of-the-Pyramid Module (Global Seeds to Village Farmers: Hearing the Voices at the BoP, Note on the Role of Subsidies in a Market Economy, Building and Scaling a Cross-Sector Partnership, Subsidies in the Base-of-the-Pyramid Venture Development)
- Walmart and Small Producers from the Developing World: Linking Demand with Supply
- Operadora Logistica Salvadorena
- The Aquaculture Industry in the Philippines: Creating Social Values at Marina Gana Vida
- Cultivating Social Enterprise in Peru: A Portfolio Approach

DRAFT

- Haiti Hope: Innovating the Mango Value Chain

Homework:

- Two (2) Case Write-Ups (due Dec 3, 2019)

Pre-Travel Class 3 – December 6, 2019 (in NYC)

Topics:

- Lean Approaches to Impact Assessment
- Creating Shared Value

Cases:

- Acumen and Lean Data 2018
- Supercompra: Sourcing from Small Andean Farmers

Notes:

- Two Keys to Sustainable Social Enterprise, Osberg, Martin
- Scaling Social Entrepreneurial Impact, Bloom, Chatterji

Chapters:

- Methodological Considerations in International Market Research

Articles:

- Inclusive Growth: Profitable Strategies for Tackling Poverty and Inequality, Kaplan, Serafein, Tugendhat
- Creating Shared Value, Porter, Kramer
- The Ecosystem of Shared Value, Kramer, Pfitzer

Homework:

- Framework for Field Analysis (due Dec 18, 2019)

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Day 1 – Day 14 Detailed schedule will be determined in conjunction with travel logistics providers and enterprise management with the objectives of each day as noted below. Each daily session will end with a 45-minute class (physical meeting or remote convening) to report back the major findings of the day and receive instructor feedback on data collected and field observations as well as receive a detailed agenda and objectives for the following day. The class

discussion will also include an assessment of findings as they relate to the readings and cases studied in advance of the students' travel.

In Country Class 1 – January 4, 2020

Activity:

- Travel Day (Flight from New York to San Salvador)

In Country Class 2 – January 5, 2020

Activity:

- Introductory meeting and Transport from San Salvador to Chalatenango

In Country Class 3 – January 6, 2020

Activity:

- Review of Core Agro Supply Chain Business including (includes site visits to Smallholder Farms)

Assignment:

- Interview notes with farmers; Field journal entries

In Country Class 4 – January 7, 2020

Activity:

- Review of Core Agro Supply Chain Business including (includes site visits to Collection Centers)

Assignment:

- Interview notes with collection center staff; Field journal entries

In Country Class 5 – January 8, 2020

Activity:

- Review of Core Agro Supply Chain Business (includes field interviews with executives from Offtakers/Buyers); Travel to San Salvador to visit logistics providers

DRAFT

Assignment:

- Interview notes with buyers and logistics providers; Field journal entries

In Country Class 6 – January 9, 2020

Activity:

- More logistics visits as necessary, Teams will be broken out into four groups: Agro processing opportunity; Fish & seafood opportunity; Export opportunity; Community level social impact. Note that team assignments and in-country location will vary depending on whether a team has been assigned to assessing opportunities related to the processing of agricultural products, scaling of the secondary business of fish & seafood products, exporting of products or validating the enterprise's impact additionality beyond beneficiary income.

Assignment:

- Stakeholder meeting notes; Field journal entries

In Country Class 7 – January 10, 2020

Activity:

- Team Field Work; All Teams and Stakeholder Dinner

Assignment:

- Stakeholder meeting notes; Field journal entries

In Country Class 8 – January 11, 2020

Activity:

- Team Field Work

Assignment:

- Stakeholder meeting notes; Field journal entries

In Country Class 9 – January 12, 2020

Activity:

- Free Day – Country Tours and Activities will be planned

In Country Class 10 – January 13, 2020

Activity:

- Team Field Work

Assignment:

- Stakeholder meeting notes; Field journal entries

In Country Class 11 – January 14, 2020

Activity:

- Team Field Work

Assignment:

- Stakeholder meeting notes; Field journal entries

In Country Class 12 – January 15, 2020

Activity:

- Initial Team Conclusions and Gap Assessment

Assignment:

- Team Abstract

In Country Class 13 – January 16, 2020

Activity:

- Final Interviews; Concluding Dinner

Assignment:

- Team Presentations of Conclusions to Date

In Country Class 14 – January 17, 2020

Activity:

- Travel (San Salvador to New York)

Post-Travel Class 1 – January 31, 2020 (in NYC)

Topics:

- Field Observation Aggregation

Readings:

Case Packet Note: Customer Discovery and Validation for Entrepreneurs

Post-Travel Class 2 – February 7, 2020 (in NYC)

Topics:

- Assessing the Financial and Social Impact of Enterprise Scaling Opportunities

Presentations:

- Students will present final recommendations to both instructor and enterprise management.