

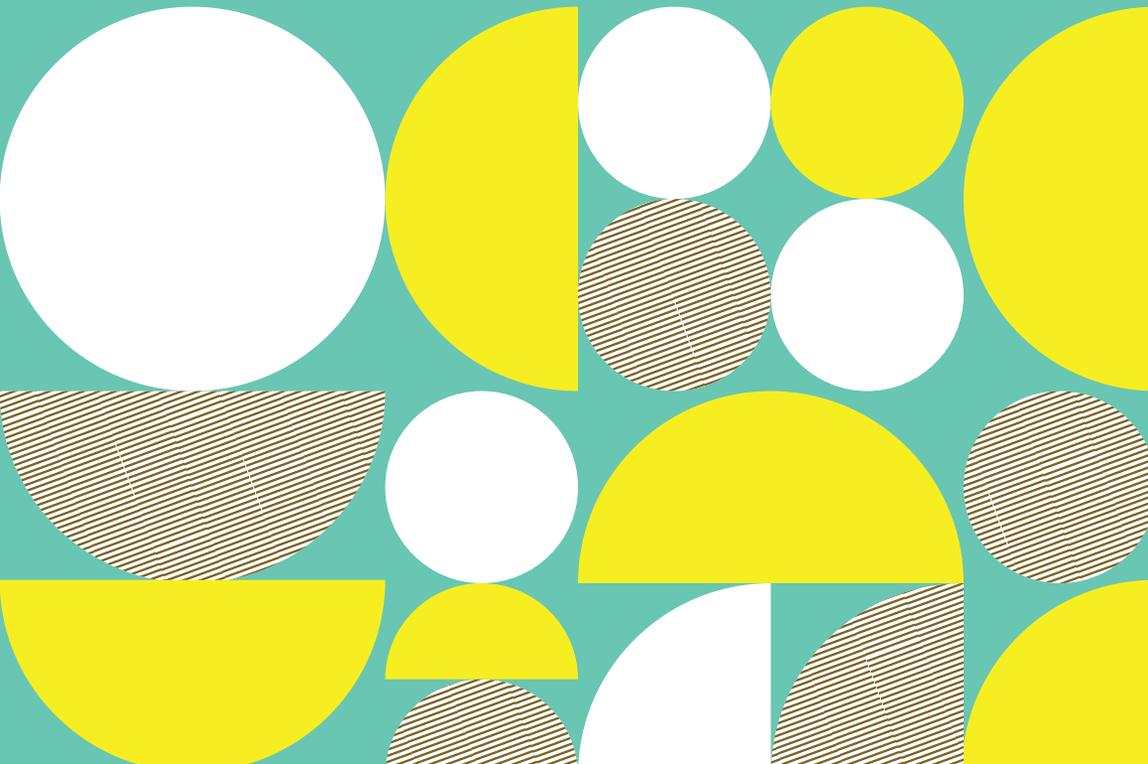


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# SOCIAL ENTERPRISE

**2018**

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## CASES

Cases, slices of business life, focus on actual problems and decisions facing a company. Students are challenged to put themselves in the protagonist's place and suggest business strategies, tactics, and solutions.

### New Cases

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#### **Aarong: Social Enterprise for Bangladesh's Rural Poor**

Aarong had grown into one of Bangladesh's biggest retail chains. How can a nonprofit that provides opportunities for underprivileged women through the promotion of Bangladeshi handicrafts compete in a global market? **TN** *INSEAD* #IN1121

#### **Advanced Leadership Pathways: Beatriz Cardoso and Education in Brazil**

Beatriz Cardoso founded Laboratório de Educação with the goal of transforming Brazilian education. But challenges in fundraising made it difficult to scale up her project. To succeed, Cardoso had to build partnerships, raise funds, and expand the reach of her organization. **TN** *Harvard Advanced Leadership Initiative* #316055

#### **Advanced Leadership Pathways: Doug Rauch and the Daily Table**

Former Trader Joe's president Doug Rauch developed a retail grocery model that addresses food insecurity, food waste, and nutrition. Following a Boston-based pilot, Rauch considers national expansion and wonders whether acceptance by one community would transfer to others. **TN** *Harvard Advanced Leadership Initiative* #316105

#### **Better World Books and the Triple Bottom Line**

Faced with issues including shrinking supply and copycat competitors, CEO Mike Miller must decide how to keep Better World Books competitive while remaining committed to a triple bottom line of financial, social, and environmental performance.

**TN** *McGraw-Hill Education* #MH0034

#### **Code.org**

Code.org is a not-for-profit that aims to provide every K-12 student in the U.S. with the opportunity to learn computer science. The case covers how this young social enterprise addresses issues of scalability and sustainability. *Harvard Business School* #317008

#### **El Sistema: Vision, Process, Impact**

El Sistema is a classical music education program that uses the transformative power of music to improve lives. The case shows how vision and inspiration can be translated into a vibrant and effective organization. **TN** *INSEAD* #INS976

#### **Fair Trade USA: Scaling for Impact**

Fair Trade USA, the top certifier of fair-trade products in North America, is considering strategies for growth. This case explores Fair Trade's history, the market for product certification, and the difficulty of ensuring sustainability practices.

**TN** *Haas School of Business* #B5836

#### **Joan Bavaria and Multidimensional Capitalism**

The case examines the career of Joan Bavaria, a pioneer of socially responsible investing (SRI) who aimed to standardize corporate reporting on environmental performance. The case explores the opportunities and challenges of both SRI and corporate environmental reporting. *Harvard Business School* #317028

### **Light Up the World-Peru (A): Lighting Up the Developing World**

A renewable energy charity in Peru attempts to transition to a social enterprise. The charity uses a combination of strategies, including a multitiered pricing strategy and local entrepreneurs, to adapt the business model to local conditions. **TN** *INSEAD* #IN1303

### **Maddie's Fund: Building Community and Collaboration against All Odds**

Animal welfare foundation Maddie's Fund employs a collaborative approach and a broad, system-level strategy to further its mission of advancing the "no kill" animal rescue movement in the U.S. **TN** *Haas School of Business* #B5847

### **Nestlé's Creating a Shared Value Strategy**

Nestlé's creating a shared value strategy focused on nutrition, water, and rural development. In 2014, CEO Paul Bulcke considers how to implement this strategy and communicate it to shareholders and external stakeholders. *Harvard Business School* #716422

### **Patagonia: Driving Sustainable Innovation by Embracing Tensions**

Tensions arise when Patagonia tries to simultaneously pursue goals related to sustainability and product quality. The case focuses on the company's durable water repellent, a highly effective chemical waterproofing treatment that has environmentally toxic by-products.

**TN** *Haas School of Business* #B5853

### **Project Last Mile in Tanzania: Learning from Coca-Cola's Supply Chain**

Can Coca-Cola's supply chain knowledge be harnessed to improve the distribution of essential medicines and health supplies in Africa?

**TN** *Thunderbird School of Global Management* #TB0471

### **Revolution Foods: Expansion into the CPG Market**

Revolution Foods is a high-profile social enterprise, known initially for its healthy school lunch program. The firm has now chosen to enter the consumer packaged goods market, but there are challenges in managing 2 distinctive sets of distribution channels.

**TN** *Haas School of Business* #B5845

### **Sanergy: Tackling Sanitation in Kenyan Slums**

Sanergy, a high-growth social enterprise, is both a nonprofit and a for-profit business. The firm must maintain its hybrid business model and "sustainable sanitation value chain" as it seeks to scale up and reach breakeven by 2018. **TN** *Haas School of Business* #B5871

### **Single Stop USA: Scaling the Model**

Christy Reeves, interim CEO, looks to diversify the revenue stream and increase the scale of Single Stop USA, a nonprofit that supports economic security for low-income families.

**TN** *Haas School of Business* #B5854

### **Unilever's Lifebuoy in India: Implementing the Sustainability Plan**

Unilever's new global brand VP must revitalize Lifebuoy soap's sagging market performance while simultaneously improving the health of 1 billion people worldwide. In this case, author Christopher A. Bartlett explores the power and limitations of integrating corporate responsibility with global strategy. **TN** *Harvard Business School* #914417

### **Unilever's New Global Strategy: Competing through Sustainability**

New CEO Paul Polman reinvigorates Unilever by introducing a radically different agenda that places 3 sustainability goals at the heart of the company's global strategy. From author Christopher A. Bartlett. **TN** *Harvard Business School* #916414

## World Wildlife Fund (WWF)

World Wildlife Fund works with governments, businesses, NGOs, and communities in 100 countries to set up conservation programs to preserve natural habitat. This case explores WWF's mission, organization, and strategy. *Harvard Business School #716468*

## Popular Cases

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### Acumen Fund: Measurement in Impact Investing (A)

Acumen Fund is a global venture capital firm that seeks entrepreneurial solutions to global poverty. In this case, Acumen must decide whether to fund 2 for-profit ventures in Kenya: a series of clean public shower and toilet facilities and a network of private health clinics. On what basis should Acumen decide whether to invest? What performance metrics should it use? **TN** *Harvard Business School #310011*

### Adapting to Climate Change: The Case of Suncor Energy and the Alberta Oil Sands

Should Suncor Energy invest \$425 million in carbon capture and storage? Or should the oil and gas company wait until there is greater certainty in the political, social, and business environments? *Ivey Publishing #908M73*

### FIJI Water and Corporate Social Responsibility: Green Makeover or "Greenwashing"?

The FIJI brand has experienced great marketing success. This case covers how the company has approached measuring and reducing its carbon footprint, responsibilities to stakeholders, and the Fiji government's concerns regarding taxation and transfer pricing issues. **TN** *Ivey Publishing #909A08*

### Governance and Sustainability at Nike (A)

Two members of Nike's executive team must decide what sustainability targets to propose to the CEO and the board of directors' corporate responsibility committee. The case outlines Nike's approach to environmental and social concerns from its origins in the 1990s through the development of a sustainable business and innovation strategy in 2009. *Harvard Business School #313146*

### IKEA's Global Sourcing Challenge: Indian Rugs and Child Labor (A)

A new product manager learns that a German TV documentary is about to be broadcast showing the use of child labor at one of IKEA's rug suppliers. This comes as a surprise less than a year after the company added a clause to its supply agreement strictly forbidding any use of child labor. **TN** *Harvard Business School #906414*

"Excellent teaching and learning experience for me and the students."

—Review on the HBP for Educators web site\*

### OpenIDEO

OpenIDEO, an experimental offshoot of the world's leading design firm, has successfully leveraged an online community of thousands to help solve social issues. Realizing the importance of a collaborative digital environment, the CEO works to integrate the OpenIDEO concept into the more traditional parent company.

**TN** *Harvard Business School #612066*

### PSI India: Will Balbir Pasha Help Fight AIDS? (A)

Population Services International, committed to curbing the HIV/AIDS epidemic in India, was considering a provocative mass media campaign featuring a fictional character named Balbir Pasha. Students explore how organizations can bring about sustained behavior change in a target population through marketing efforts.

**TN** *Harvard Business School #507032*

### **Starbucks and Conservation International**

Starbucks and Conservation International support small coffee farms that protect endangered habitats, support that also provides an alternative market for coffee producers who are in economic crisis. Now Starbucks faces pressure from nonprofits in the fair-trade movement to raise prices. The company must reexamine its alliance with Conservation International and evaluate new coffee procurement guidelines.

**TN** *Harvard Business School* #303055

### **Timberland: Commerce and Justice**

The management team of Timberland, a well-developed and value-centric business, faces 2 challenges: how to measure the impact of social justice activities and how to export values-based strategy abroad. The resulting commerce and justice strategy demonstrates how strategic alignment can provide the critical resources needed for a successful social responsibility program in a for-profit company.

**TN** *Harvard Business School* #305002

→ [Find more cases at hbsp.harvard.edu](https://hbsp.harvard.edu)

## **MULTIMEDIA CASES**

Available online, multimedia cases put students in the center of business dilemmas by bringing concepts to life with animated charts, audio, and video segments.

### **Burt's Bees: Balancing Growth and Sustainability**

Through video segments that detail the transition of Burt's Bees from being a small rural Maine shop to acquisition by The Clorox Company, students learn about the leadership challenges of balancing sustainable business practices with fiscal growth objectives.

**TN** #410704

### **Mibanco: Meeting the Mainstreaming of Microfinance**

Students explore the nature of microentrepreneurs and the microfinance market in Peru. This multimedia case also demonstrates how Mibanco attracts and retains clients, balances efficiency and risk management in its loan portfolio, and works to build an organization capable of sustaining rapid growth. #310701

### **The Nehemiah Strategy: Bringing It to Boston**

This case contains both a digital print case and supplemental media that illustrate the challenge of implementing an affordable housing initiative in Boston.

**TN** #304082

### **Pura Vida Coffee**

Two Harvard Business School graduates start an Internet business with a charitable mission: they intend to sell gourmet coffee over the Internet to support an outreach ministry in Costa Rica. #303051

→ [Find more multimedia cases at hbsp.harvard.edu/elearning](https://hbsp.harvard.edu/elearning)

Articles from *Harvard Business Review*, HBR.org, and other renowned sources provide up-to-the-minute ideas from the best business thinkers.

## New Articles

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### **ARZU's Founder on Shaping Culture through Social Enterprise**

As part of an effort to improve the lives of women in Afghanistan, the founder of ARZU began working to construct an entirely new and socially responsible supply chain. The goal was to create a sustainable business model linking well-paid jobs to behaviors that over time would shift cultural norms regarding the treatment of women.

*Harvard Business Review* #R1609A

### **A Better Scorecard for Your Company's Sustainability Efforts**

In an effort to further its social mission, ice-cream maker Ben & Jerry's is moving toward implementation of a performance accounting system known as "multicapitalism," which measures economic, social, and environmental impacts in an integrated way.

*Harvard Business Review* Web Article #H02JEF

### **The Business of Peace: Coca-Cola's Contribution to Stability, Growth, and Optimism**

This article reviews the role of The Coca-Cola Company in contributing to national stability in developing markets through a strategic approach to social and economic activities.

*Business Horizons* #BH754

### **The Comprehensive Business Case for Sustainability**

Based on recent research, the authors have created a business case for sustainability for 21st-century corporate executives. *Harvard Business Review* Web Article #H037U0

### **The Ecosystem of Shared Value**

A movement known as "collective impact" has facilitated successful collaborations in the social sector. It can guide businesses in bringing together the various actors in their ecosystems to help remedy some of the world's most urgent problems.

*Harvard Business Review* #R1610G

### **The Founder of TOMS on Reimagining the Company's Mission**

Blake Mycoskie realized that a desire to sustain hypergrowth had pushed his company away from its mission. After taking a sabbatical to reassess his priorities, Mycoskie founded TOMS Roasting, using the same one-for-one model of giving.

*Harvard Business Review* #R1601A

### **How Businesses Can Support a Circular Economy**

This article explains how business can begin moving toward a more circular economy, which involves decoupling economic growth from the extraction and consumption of scarce resources. *Harvard Business Review* Web Article #H02MV1

### **How Social Entrepreneurs Make Change Happen**

Social entrepreneurs target unjust and unsustainable systems and transform them into entirely new, superior, and sustainable equilibria. This is the story of how one organization envisioned a future transformed. *Harvard Business Review* Web Article #H02EQ3

### **Investing for a Sustainable Future**

Investors see a strong link between corporate sustainability performance and financial performance and use sustainability-related data as a rationale for investment decisions more than ever before. *MIT Sloan Management Review* #SMR568

## **Sustainability Lessons from the Front Lines**

The current corporate sustainability movement is unsustainable—not because companies are pursuing the wrong goals, but because they are going about it the wrong way. Worse still, many don't even know they're failing. *MIT Sloan Management Review* #SMR586

## **Taking Environmental Partners Seriously**

Sustainability is a complex topic, and many firms need to form environmental partnerships to access additional resources. Partnership decisions are difficult, however, because they often need to reconcile multifaceted sustainability issues with strategic goals. *Business Horizons* #BH791

## **What Aristotle Can Teach Firms about CSR**

Corporations would do well to learn from Aristotle and incorporate the role of emotion into their corporate social responsibility efforts. Firms will yield better results by treating CSR as a virtue rather than as an obligation. *Harvard Business Review* Web Article #H03486

## **Popular Articles**

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### **Creating Shared Value**

Companies can bring business and society back together if they redefine their purpose as creating “shared value”—generating economic value in a way that also produces value for society by addressing its challenges. Authors Michael Porter and Mark Kramer explain that firms can do this in 3 ways: by reconceiving products and markets, redefining productivity in the value chain, and building supportive industry clusters near their locations. *Harvard Business Review* #R1101C

“Best article that clarifies how sustainability can be embedded in strategy.”  
—Review on the HBP for Educators web site\*

### **How Great Companies Think Differently**

Corporations often focus on maximizing short-term profits at the expense of workers, the environment, and society. Rosabeth Moss Kanter argues for a different approach. She defines 6 facets of an enduring institutional logic that can form the building blocks of a more sustainable competitive advantage. *Harvard Business Review* #R1111C

### **Innovating for Shared Value**

Many corporate leaders struggle to achieve the twin goals of meeting societal needs and building a profitable enterprise. In a study of companies that have succeeded in creating so-called shared value, the authors identified 5 mutually reinforcing elements. *Harvard Business Review* #R1309H

### **A New Approach to Funding Social Enterprises**

By treating charitable donations as a form of capital that seeks social, not financial, returns, organizations can then tap traditional sources of funding. With these efforts, social enterprises could create a larger universe of investors than that of conventional businesses. *Harvard Business Review* #R1201K

### **Path to Corporate Responsibility**

In the 1990s, protests against sweatshop conditions made Nike the global symbol of corporate ethical fecklessness. Author Simon Zadek details Nike's subsequent path through the 5 stages of corporate responsibility, offering insights about managing responsible business practices. *Harvard Business Review* #R0412J

## Strategy and Society: The Link between Competitive Advantage and Corporate Social Responsibility

Approached strategically, corporate social responsibility generates opportunity, innovation, and competitive advantage for corporations—while solving pressing social problems. Michael Porter and Mark Kramer advise pioneering innovations that create distinctive value for a company and society. *Harvard Business Review* #R0612D

### The Truth about CSR

Despite the widely accepted ideal of shared value, research suggests that this is not the norm—and that's OK. Most companies practice a multifaceted version of CSR that spans theaters ranging from pure philanthropy to environmental sustainability to the explicitly strategic. To maximize their impact, companies must ensure that initiatives in the various theaters form a unified platform. *Harvard Business Review* #R1501B

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## BOOKS & CHAPTERS

Many academic titles from Harvard Business Review Press are now available as eBooks. Each eBook title is available as a PDF and comes with a full-text Educator Copy available to registered Premium Educators on the HBP for Educators web site.

### Books

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#### The Big Pivot: Radically Practical Strategies for a Hotter, Scarcer, and More Open World

The mega challenges of climate change, scarcity, and radical transparency are profoundly changing “business as usual.” This book provides 10 crucial strategies for leaders and companies to win in this new environment. There are 3 course outlines available at: [hbsp.harvard.edu/syllabi](https://hbsp.harvard.edu/syllabi). Available as an eBook. *Harvard Business Review Press* #16554

#### Changing Your Company from the Inside Out: A Guide for Social Intrapreneurs

This book is a road map for intrapreneurs seeking to reshape their companies into drivers of change. Drawing on lessons from social movements and successful intrapreneurs, the authors offer tools for creating positive social change within organizations. Available as an eBook. *Harvard Business Review Press* #11057

#### Conscious Capitalism: Liberating the Heroic Spirit of Business

In this book, Whole Foods Market cofounder John Mackey and Conscious Capitalism, Inc., cofounder Raj Sisodia argue for the inherent good of both business and capitalism. Featuring some of today's best-known companies, they illustrate how these 2 forces can—and do—work most powerfully to create value for all stakeholders. Available as an eBook. *Harvard Business Review Press* #10845

#### Getting Beyond Better: How Social Entrepreneurship Works

In this book, authors Roger L. Martin and Sally R. Osberg outline a framework for understanding how successful social entrepreneurs produce transformative change. Available as an eBook. *Harvard Business Review Press* #15009

#### Harvard Business Review on Greening Your Business Profitably

This book offers 10 inspiring and useful perspectives on how to simultaneously protect the Earth and the company's bottom line. Students will learn best practices and ideas for turning sustainability into competitive advantage. Available as an eBook. *Harvard Business Review Press* #10326

### **The New Capitalist Manifesto: Building a Disruptively Better Business**

Author Umair Haque advocates a new set of ideals designed to foster a more conscientious, accountable, and sustainable form of capitalism.

*Available as an eBook. Harvard Business Review Press #12794*

### **The Solution Revolution: How Business, Government, and Social Enterprises Are Teaming Up to Solve Society's Toughest Problems**

*The Solution Revolution* explores a burgeoning new economy where players from across the spectrum of business, government, philanthropy, and social enterprise converge to solve big problems and create public value.

*Available as an eBook. Harvard Business Review Press #11558*

## Chapters

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### **Building Social Business 9: The End of Poverty**

Author and Nobel laureate Mohammad Yunus argues that capitalism has made our world “lopsided,” with poverty left untreated. Yunus asks the reader to join him in envisioning the answer to the question “What would the world be like without poverty?”

From *Building Social Business*. Perseus Press #PER043

### **Creating Successful Business Models: Lessons from Social Entrepreneurship**

In this chapter, the authors examine the 3 primary categories of social enterprise business models and discuss the challenges and opportunities of each.

From *The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World*. Harvard Business Review Press #8028BC

### **Setting Your North Star and Initiating the TEN Cycle: The Tools for Implementation—Incorporating Sustainability into Your Core Business**

In order to be effective and profitable, a company’s sustainability efforts must serve core customer needs and reflect core business goals and values. Firms must develop general objectives—what the author calls “North Star” goals—to guide the whole organization toward executing a strategy for sustainability.

From *Strategy for Sustainability: A Business Manifesto*.  
Harvard Business Review Press #3423BC

### **Tapping Financial Resources: Lessons from Social Entrepreneurship**

This chapter explores some of the more interesting trends in resource mobilization for social and environmental ventures, spotlighting various entrepreneurs and their lessons learned.

From *The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World*. Harvard Business Review Press #8027BC

### **What Do We Mean by “Strategy for Sustainability”?—and Why Is It Essential to the Survival of Your Business?**

In this chapter, author Adam Werbach explains why developing and executing a strategy for sustainability is critical for a business’ survival in today’s rapidly changing world.

From *Strategy for Sustainability: A Business Manifesto*.  
Harvard Business Review Press #3414BC

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## SIMULATIONS

Online simulations present real-world management challenges for students and encourage classroom interaction and discussion. Results are available immediately for a comprehensive debrief session. All simulations include a detailed Teaching Note.

### Change Management Simulation: Power and Influence V2

In this single-player simulation, students play the role of either a middle manager or a CEO at a manufacturing company considering the adoption of an enterprise wide sustainability program. Instructors have the option of adjusting the change urgency to demonstrate the effect that power and influence have on change agents. In all resulting scenarios, students must choose from up to 18 change levers to move members of the organization along a 4-step pathway from awareness to adoption. **TN** Seat Time: 90 minutes #4345

"I have used this simulation twice in my graduate Business Strategy & the Sustainable Enterprise course. Students have enjoyed the exercise, and the debrief slides are a great resource for explaining the game."

—Review from Harvard Business Publishing for Educators web site\*

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## VIDEO SHORTS

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- BRAC in 2014 #715414
- Cipla 2011 #511050
- Nature Conservancy #303007
- Starbucks and Conservation International #303055
- Timberland and Community Involvement (Abridged Version) #304086

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