**MGMT 4312: Social Innovation and Entrepreneurship**

**Case Study 3**

Due Sunday, July 19th, at 11:59 pm in D2L

Watch the video below which features Jackie Stenson, Co-Founder and CEO, Essmart, a social entrepreneurial venture.

Watch the video below on her journey – watch from the 2-minute mark to the 25th-minute mark:

[**CLICK HERE FOR THE VIDEO**](https://www.youtube.com/watch?v=VMvK_uet9DM)

In addition to watching the video, please visit the Essmart website and other online sites to learn more about the company:

[**CLICK HERE TO VISIT THE WEBSITE**](https://www.essmart-global.com/)

Based on the information shared in the video and your research on the company website and other online sources (Please research other sources):

1. Please complete the following questions that are part of the Impact/Social Business Canvas i.e. respond to the questions under each section.
2. For each of the sections provide a critique (how well is the company doing) and give your suggestions on how the company can improve (I have bolded where you should respond)

1. PROBLEM STATEMENT
   1. What is the problem that the company is addressing?
   2. Number of people impacted, severity of issue, geography
   3. External factors influencing the problem (political, economic, legal, technological factors)

**Your Critique:**

**Suggestions for improvement:**

1. MISSION STATEMENT
   1. What is the company’s mission statement? If it does not exist, create one.

**Your Critique:**

**Suggestions for improvement:**

1. STAKEHOLDER SEGMENTS (Customers)
   1. For whom is the company creating value? *(Customers, employees, users, beneficiaries, volunteers, members, recipients, participants, communities, funders, regulators….)*

**Your Critique:**

**Suggestions for improvement:**

1. VALUE PROPOSITION
   1. What value is the company creating? (How is the company solving a problem, satisfying a need, or delivering benefits in a new way)?
   2. Why is its solution better in meeting an unfulfilled need?

**Your Critique:**

**Suggestions for improvement:**

1. INDUSTRY ANALYSIS
   1. What industry is the company operating in? Who else plays in that space?

**Your Critique:**

**Suggestions for improvement:**

1. CHANNELS
   1. How is the company reaching its stakeholder (customer) segments to deliver value?
   2. *Sales, distribution, communication*

**Your Critique:**

**Suggestions for improvement:**

1. REVENUE STREAMS
   1. What revenue(s) is the company generating from each stakeholder segment its value?
   2. *(Gifts, grants, sponsorships, earned income, sales …)*

**Your Critique:**

**Suggestions for improvement:**