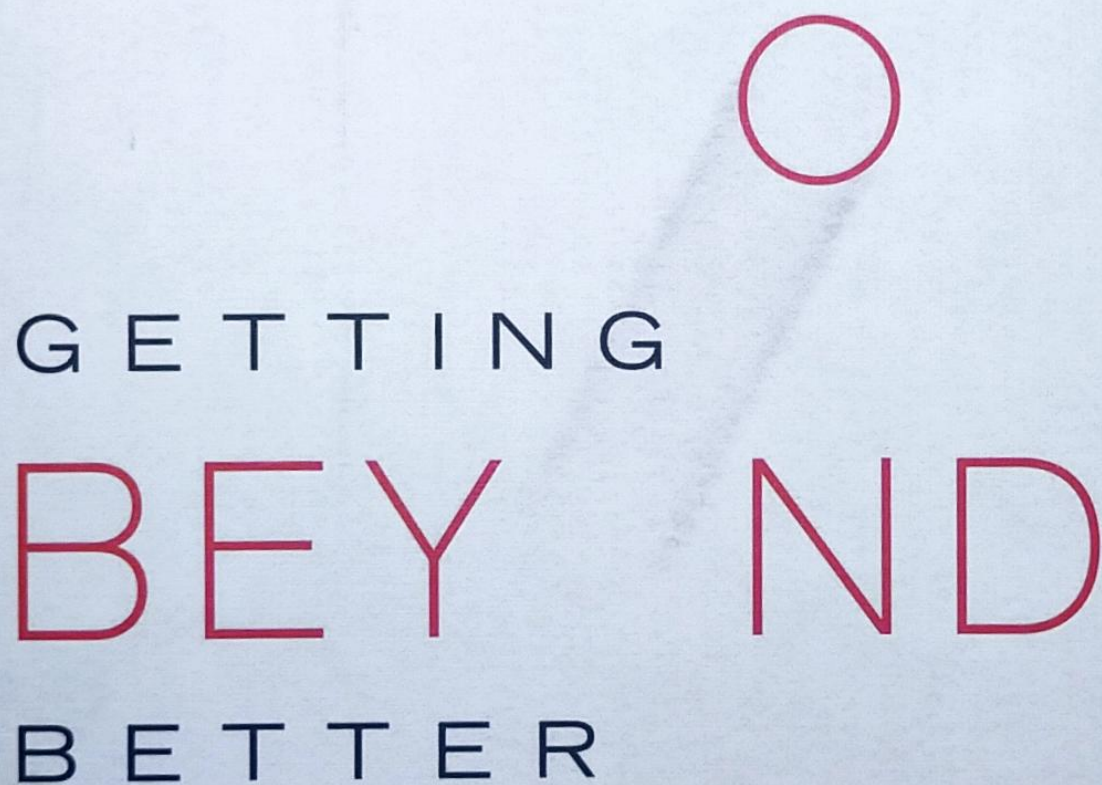


foreword by

ARIANNA HUFFINGTON



GETTING
BEYOND
BETTER

how social entrepreneurship works

ROGER L. MARTIN | SALLY R. OSBERG

HARVARD BUSINESS REVIEW PRESS

Getting Beyond Better

How Social Entrepreneurship Works

Roger L. Martin and
Sally R. Osberg

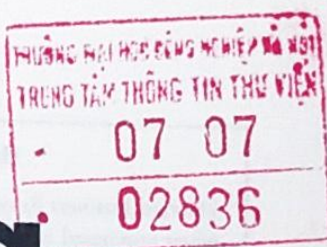


GIFT OF THE ASIA FOUNDATION
NOT FOR RE-SALE

QUÀ TẶNG CỦA QUỸ CHÂU Á
KHÔNG ĐƯỢC BÁN LẠI

HARVARD BUSINESS REVIEW PRESS

Boston, Massachusetts



HBR Press Quantity Sales Discounts

Harvard Business Review Press titles are available at significant quantity discounts when purchased in bulk for client gifts, sales promotions, and premiums. Special editions, including books with corporate logos, customized covers, and letters from the company or CEO printed in the front matter, as well as excerpts of existing books, can also be created in large quantities for special needs.

For details and discount information for both print and ebook formats, contact booksales@harvardbusiness.org, tel. 800-988-0886, or www.hbr.org/bulksales.

Copyright 2015 Roger L. Martin and Sally R. Osberg

All rights reserved

Printed in the United States of America

10 9 8 7 6 5 4 3 2 1

No part of this publication may be reproduced, stored in or introduced into a retrieval system, or transmitted, in any form, or by any means (electronic, mechanical, photocopying, recording, or otherwise), without the prior permission of the publisher. Requests for permission should be directed to permissions@hbsp.harvard.edu, or mailed to Permissions, Harvard Business School Publishing, 60 Harvard Way, Boston, Massachusetts 02163.

The web addresses referenced in this book were live and correct at the time of the book's publication but may be subject to change.

Library of Congress Cataloging-in-Publication Data

Martin, Roger L.

Getting beyond better : how social entrepreneurship works / Roger L. Martin and Sally R. Osberg ; foreword by Arianna Huffington.

pages cm

ISBN 978-1-63369-068-4 (hardback)

1. Social entrepreneurship. 2. Social change. I. Osberg, Sally R. II. Title.

HD60.M367 2015

658.4'08—dc23

2015016847

The paper used in this publication meets the requirements of the American National Standard for Permanence of Paper for Publications and Documents in Libraries and Archives Z39.48-1992.

ISBN: 9781633690684

eISBN: 9781633690691

Contents

Foreword by Arianna Huffington	ix
Introduction	1
What Is Social Entrepreneurship?	
Part I Transformation for Good	
1 Shifting an Equilibrium	27
2 The Nature of Social Entrepreneurship	51
Part II Paths to Transformation	
3 Understanding the World	77
4 Envisioning a New Future	107
5 Building a Model for Change	125
6 Scaling the Solution	161
7 A Path Forward	183
Notes	201
Bibliography	209
Index	227
Acknowledgments	241
About the Authors	247