



# The Art of Social Enterprise: Business as if People Mattered

By Carl Frankel, Allen Bromberger

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**The Art of Social Enterprise: Business as if People Mattered** By Carl Frankel, Allen Bromberger

The current business-for-profit model rewards short-term thinking, narrow self-interest, and a social-and-environmental-costs-be-damned attitude. Nonprofits, while more focused on the greater good, tend to be inherently resource-challenged and rely on increasingly scarce grants and donations to sustain their existence. Social enterprise is an exciting, blended model driven by the desire to create positive change through entrepreneurial activities.

*The Art of Social Enterprise* is a practical guide that supplies everything you need to know about the mechanics of social entrepreneurship including:

- Startup—envisioning and manifesting intention
- Strategic planning—balancing social and monetary value
- Maintaining an even keel despite the inevitable challenges associated with being an entrepreneur

This valuable resource also provides an unparalleled legal perspective to help you take advantage of established legal organizational forms, recent statutory creations, contract hybrids, certification programs and more.

Aimed at emerging as well as established social entrepreneurs, for-profit leaders who want to introduce an element of social responsibility into their companies, and nonprofit organizations who want to increase their stability by generating income, *The Art of Social Enterprise* is the definitive guide to doing well while doing good.

**Carl Frankel** has been writing about green business for over two decades and is a serial social entrepreneur and acknowledged thought leader in his own right. He has extensive experience consulting for for-profits, nonprofits, and social enterprises.

**Allen Bromberger** is the leading social enterprise lawyer in North America. Over the years, he has advised thousands of social entrepreneurs: his expertise is as broad as it is deep and specialized.

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### Editorial Review

#### Review

*Reading The Art of Social Enterprise is like sitting down at the bar for a no-bull session with a couple of old hands— the language is lively, the advice sage and personal. If you are looking for accessible wisdom when it comes to starting your own social enterprise, buy this book.*

---Eban Goodstein, Economist and Director, Bard MBA in Sustainability

*A book about business with heart, written by two lawyers with heart. It's entertaining, wise and eminently useful.*

---Gil Friend, CEO Natural Logic Inc., Inaugural Member, Sustainability Hall of Fame, Author, The Truth About Green Business

*An accessible introduction to social enterprise and its potential for taking innovation from idea to impact. In an easy-to-read style, the authors take readers from A to Z, reviewing key concepts and principles of successfully launching sustainable ventures. A great addition to any library!*

---Jed Emerson, Founding Director, Roberts Enterprise Development Fund (REDF)

*Each new page offers profound insight and inspiration couched in simple guidance. Here at last is the essential tool for social entrepreneurs to succeed. A must-read work of art about the art of social enterprise.*

---Doug Hammond, founding partner, Burns & Hammond, and former executive director, the Business Alliance for Local Living Economies

*A lively book about the real stuff of social enterprise -- legally, financially, and spiritually. Social entrepreneurs will find themselves not just reading the book avidly, but keeping it on their desk to consult whenever dilemmas arise.* ---Bill Torbert, Principal, Action Inquiry Fellowship, and Leadership Professor Emeritus, Boston College

*Frankel and Bromberger have been through it all and emerged with compelling wisdom. The Art of Social Enterprise offers great advice about intention, money, emotions, law, relationships, teamwork, self-awareness and more. It is a very well researched and artfully written book covering all aspects of how to start, run and live a social enterprise.* ---Gifford Pinchot, President and co-founder, the Bainbridge Graduate Institute

*The world urgently needs new ways of doing business. The Art of Social Enterprise shows the way with clarity, insight and humor. A first-rate guide for people who are pioneering the entrepreneurship of the future.*

---Paul Gilding, author, *The Great Disruption*

#### About the Author

**Carl Frankel** has been writing about green business for over two decades and is a serial social entrepreneur. He is the author of *In Earth's Company* and *Out of the Labyrinth*. His articles on business and sustainable development have appeared in dozens of magazines and journals, and he has contributed to several books on environmental management. He is a graduate of Princeton University and the Columbia University School of Law.

**Allen Bromberger** is a leading social enterprise lawyer with more than 30 years of experience structuring a wide variety of for-profit and nonprofit social ventures, joint ventures, commercial co-ventures, and substantial nonprofit earned-revenue ventures. He has written extensively about the legal aspects of social enterprise and in 2008 received the National Leadership Award from the Social Enterprise Alliance for his work translating complicated legal concepts into language that social entrepreneurs and investors could understand. He is a member of the Board of Directors of the American Sustainable Business Council and the Fourth Sector Network, and serves as legal advisor to the Catherine B. Reynolds Program on Social Enterprise at New York University.

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