

## Launch of Landmark Guidebook: The Governance of Social Enterprises

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Abigail Noble, Head, Latin America and Africa, Schwab Foundation for Social Entrepreneurship, Tel.: +41 22 869 3745, E-mail: [Abigail.noble@weforum.org](mailto:Abigail.noble@weforum.org)

- [The Governance of Social Enterprises: Managing Your Organization for Success](#) launched at the “ Advancing Good Governance in International Development ” conference at Oxford University
- This landmark document, the result of a collaboration between the Technical University of Munich, European Business School and the Schwab Foundation for Social Entrepreneurship, offers actionable tools based on research
- Learn more about the Schwab Foundation for Social Entrepreneurship at [www.schwabfound.org](http://www.schwabfound.org)

Geneva, Switzerland, 8 June 2012 – Today, a landmark resource for social enterprises, *The Governance of Social Enterprises: Managing Your Organization for Success*, was launched at the first “ Advancing Good Governance in International Development ” seminar at Oxford University.

Social enterprises address the most pressing problems societies face through employing scalable, self-sustainable and innovative business models. They must balance financial responsibilities and social impact and must coordinate among multiple stakeholder groups including investors, employees, regulators, clients and beneficiaries. To manage these complex trade-offs, social enterprise leaders must rely on strong governance to help safeguard the mission and balance the demands of stakeholders.

The guidebook provides practical tools as well as insights into current practice for social enterprises and their board members to establish and manage their governance. “The positive reception so far of the guidebook, *The Governance of Social Enterprises: Managing Your Organization for Success*, shows that we have clearly met a need. While there is an increased demand for social sector organizations to adapt better governance practices, there are few resources that give leaders in the social sector the tools and frameworks to accomplish this, ” commented Mirjam Schöning, co-author and Head of the Schwab Foundation for Social Entrepreneurship.

“ Social enterprises limit their potential and undermine their mission when they do not invest appropriate effort into creating a well-functioning board. In short, if applied correctly, a board strengthens, not weakens, the leadership and helps to ensure the success of the social enterprise, ” explained Ann-Kristin Achleitner, co-author and Scientific Director of the Center for Entrepreneurial and Financial Studies (CEFS), Germany.

The guidebook was conceptualized by a group of Schwab Foundation social entrepreneurs with significant experience in setting up and managing boards. “ We wanted to pass on our sometimes painfully acquired knowledge on good governance to fellow social entrepreneurs around the world ” , remarked Andreas Heinecke, Founder of Dialogue Social Enterprise, and convener of the social entrepreneurs task force on governance. “ It is a starting point and we hope that many more tools and resources will build upon it. ”

### About the Schwab Foundation

The Schwab Foundation for Social Entrepreneurship was co-founded by Klaus Schwab, Founder and Executive Chairman of the World Economic Forum, and his wife, Hilde. Since its inception in 2000, the Foundation has been identifying the world ’ s leading social entrepreneurs and involves the community of 200 “ Social Entrepreneur of the Year ” award winners in advancing the field of social innovation in

collaboration with corporate, government and academic stakeholders. Selected social entrepreneurs of the Schwab Foundation network participate in World Economic Forum events, thus providing unique opportunities for them to connect with business, political and media leaders. <http://www.schwabfound.org>.

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#### Notes to Editors

For further information, contact Abigail Noble, Head, Latin America and Africa, Schwab Foundation for Social Entrepreneurship, E-mail: [Abigail.noble@weforum.org](mailto:Abigail.noble@weforum.org)

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World Economic Forum, 91-93 route de la Capite, CH-1223 Cologny/Geneva  
Tel. +41 (0)22 869 1212, Fax +41 (0)22 786 2744, <http://www.weforum.org>