



changemakers®

Course Impact Report Spring 2018  
SOCIAL INTRAPRENEURSHIP FOR  
INNOVATION IN HEALTH



# EXECUTIVE SUMMARY

---

Social Intrapreneurship for Innovation in Health is an online professional development course made possible through the Making More Health (MMH) initiative, a partnership between Ashoka and Boehringer Ingelheim. The course is hosted by platform partner TechChange.

[Making More Health \(MMH\)](#) identifies, supports and scales innovative, entrepreneurial solutions to global health challenges in order to make more health happen for people, animals and their communities around the world. This course is designed to support professionals in the health sector to develop a deeper understanding of and self-identity with intrapreneurship. This is achieved through weekly interactive guest speaker sessions, featured videos, readings, discussion forums, and group collaboration opportunities.

- **236** applications from a diverse mix of public and private sector health professionals, aspiring and established social entrepreneurs, students, and business executives around the world.
- **55%** of participants **successfully completed** requirements for graduation and earned the 'Changemaker Scholar' designation.
- **73%** of end-of-course survey respondents feel they have the **necessary resources and support** to start and / or further develop an intrapreneurial initiative in their daily business / field of work.
- **29%** of end-of-course survey respondents , as a result of this course, have already taken on an **intrapreneurial project or action**. We are optimistic this action post-course will continue to increase.
- Based on participant feedback from previous courses, we launched two optional pilot tracks:
  - **Track 1:** Facilitator Office Hours - a live online session with course facilitators to help participants go deeper into the course content and connect in a more "in-person" way.
  - **Track 2:** Articulating Your Personal Purpose (facilitated by Kendal Whitlock, BI Employee and previous course participant, Ashoka Executives in Residence Team, and Coach Alex Inchbald) - a discussion forum, podcast, activity, and live session to help participants connect their purpose with their passion and work.

# OVERVIEW: THE COURSE



April 16, 2018 - May 25, 2018  
(6 weeks)



156 active participants of which:

- 57% were Boehringer Ingelheim employees
- 43% were professionals predominantly from the health care sector
- 2 Ashoka Fellows



49 different countries represented



55% participant graduation rate, with an average of 101.5 points\* earned



2112 total comments in the discussion forums

- Average of 13 comments per participant

\*Participants earn points based on their engagement with different course elements and need a minimum of 85 points to graduate.

## MODULE 1: The Business Case for Social Intrapreneurship

Understand the concept of social intrapreneurship and real-life applications within the business world.

## MODULE 2: Intrapreneurial Challenges and Opportunities

Identify and define the types of problems that social intrapreneurship can solve, with attention to how to communicate and frame the problem in a compelling way.

## MODULE 3: Strategies for Advancing Social Innovation Within Your Institution

Explore practical strategies and steps that social intrapreneurs can take when navigating bureaucratic and institutional obstacles.

## MODULE 4: Co-Creation Part 1- Leveraging Shared Value

Discover co-creation by learning how not-for-profits and businesses can work together to design new products, services or other business models.

## MODULE 5: Co-Creation Part 2- Idea Development and Pitching

Uncover best practices for idea development, prototyping and pitching.

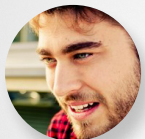
## MODULE 6: Review and Next Steps

Reflect on the experience. Solidify new professional connections and concepts.



# GUEST EXPERTS

Each week, self-paced learning modules were complemented with a one hour live session with a guest expert, led by the Ashoka course facilitators. Participants asked questions and shared insights in real time. All sessions were recorded, archived and transcribed for later viewing.



**Iñigo Blanco**  
[DOT S. Coop](#)

Iñigo is Co-Founder and Business Developer at [DOT S. Coop](#) an international business innovation firm focused on social intrapreneurship and innovation design. He has been involved in several intrapreneurship and social innovation projects with companies such as Danone, Philips Design, Suez Water – Aguas de Barcelona, Barcelona Activa, and Ashoka. He is also a member of the Ashoka Young Changemakers network.



**Gladys-Kalema Zikusoka**  
[Conversation Through Public Health](#)

Gladys Kalema-Zikusoka is a Veterinarian, Founder and CEO at [Conversation Through Public Health](#) (CTPH), an organisation dedicated to the co-existence of endangered [mountain gorillas](#), other wildlife, humans, and livestock in Africa. She pioneered the first wildlife translocations to restock Uganda's national parks following years of poaching during Uganda's civil wars. She was Uganda's first woman to be wildlife veterinary officer and was the star of the BBC documentary, Gladys the African Vet. Gladys is an Ashoka Fellow. In 2009 she won the Whitley Gold Award.



**Shannon Lucas**  
[Ericsson](#)

Shannon Lucas is Executive Vice President, Head of Emerging Business Unit at [Ericsson](#) and has over twenty years' experience working with startups, launching her own ventures, and driving innovation into the world's largest companies. In her previous roles, as Senior Innovation Architect at [Cisco's Hyperinnovation Living Lab](#) (one initiative involved designing healthcare solutions with cancer survivors), Shannon empowered Fortune 500 businesses to stay agile, competitive and sustainable through the adoption of new technologies and organizational structures.



**Nassir Katuramu**  
[Ashoka](#)

Nassir was the Venture Manager for Ashoka in East Africa. He spent eight years supporting Ashoka Fellows. He co-founded [Future Link Technologies](#) to enable last mile distribution of financial services to Uganda's unbanked population. Nassir now works with social entrepreneurs under the [Making More Health \(MMH\)](#) Accelerator program to help develop new health offerings with social and business impact.



**Alexa Beavers**  
[Boehringer Ingelheim](#)

Alexa Beavers is a Champion for the [Making More Health](#) partnership with [Ashoka](#) and Director of Organizational Development at [Boehringer Ingelheim](#). She led multiple transformational change programs including Corporate Learning and Development and Organizational Transformation, and is a classroom teacher. When asked what life experiences drove her to be involved in social change, Alexa shared her diverse and mobile upbringing, her desire to make a difference through her profession, and her belief that everyone matters.



**Kathrin Hassemer**  
[Boehringer Ingelheim](#)

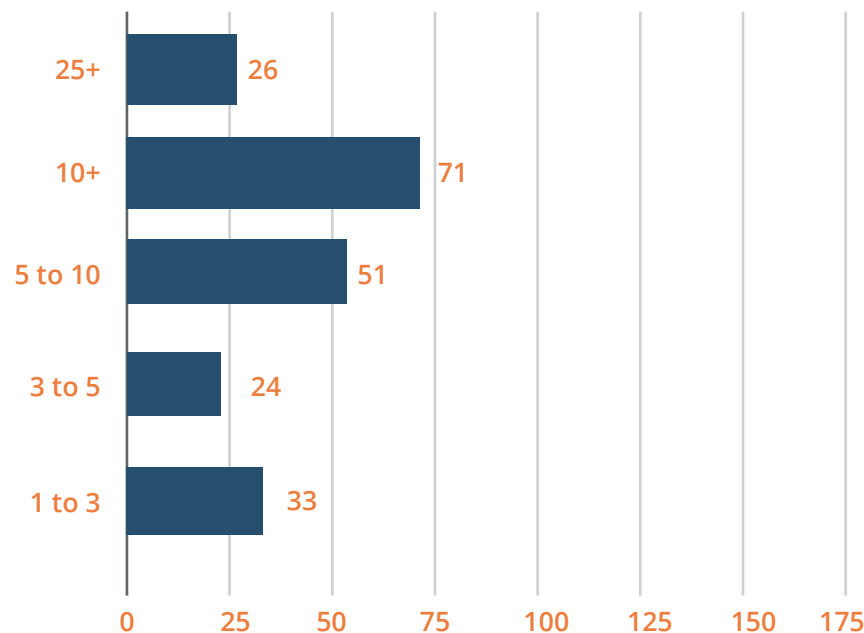
Kathrin Hassemer is Program Manager of Global Leadership Development and Member of the [Making More Health](#) Global Core Team at [Boehringer Ingelheim](#). She has more than 16 years of Human Resources experience with local and global roles. With the BI team, Kathrin is intrapreneuring leadership development and learning culture. She is responsible for the Making More Health [Executive in Residence](#) program.

# APPLICANTS

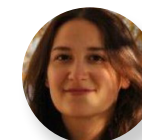
## WHERE WERE THE APPLICANTS FROM?



## APPLICANTS' YEARS OF PROFESSIONAL EXPERIENCE



## REASONS FOR ENROLLING IN THE COURSE



**Elisabetta Fossati,**  
Boehringer Ingelheim,  
Austria

*"...I am interested in learning how could I make an impact on the society, how to become more active and steer the project I am passionate about using social collaboration."*



**Ksenija Setlere**  
Boehringer Ingelheim,  
Latvia

*"...In order to prepare for a lead role in creating social and business impact within my organization."*



**Hicham Mahboubi,**  
Novartis,  
USA

*"Taking this course will allow me to connect with like-minded intrapreneurs, develop new skills, and brainstorm ideas for new innovative projects in the health sector that can make an impact in my organization and beyond, at the community level."*

# COURSE IMPACT

Post-course comments and feedback from participants



**Ayodele Ake,**  
Boehringer Ingelheim,  
Nigeria

*"The intrapreneur must be a risk taker."*

*On discussing "Skill Sets and Support Systems for SocInt Strategy"*



**Diana Montalvo,**  
Boehringer Ingelheim,  
USA

*"I am very happy that I had the opportunity to take this course. As a BI employee, I am also proud to work for an organization that is forward thinking and looking for ways to Make More Health in our communities. I am definitely going to continue to look for ways to support the intrapreneurship mindset and MMH initiatives in my Operating Unit. This course helped me to understand the steps to getting something from an idea to becoming a fully supported project."*

*"Thank you so much to BI, Ashoka and Changemakers for a wonderful course. Coming into it, I had no idea what social intrapreneurship was and I have come away with a clear understanding and can instantly apply the learnings to my current role in pharma. I am inspired by the other delegates and the guest speakers to really make a difference and will explore the learnings with my team in a June offsite meeting"*

*"For me, the biggest take home was that I can be a social intrapreneur! The case studies that I have read, and the guest speakers that I have listened to, have convinced me that it is possible for one person to make a positive difference to many. The course has made me more aware of the hurdles that will need to be overcome, but also strategies for overcoming them. I haven't yet come up with a social innovation idea to pursue fully, but I will be well-prepared for when I do have one."*



**Michele Robbins**  
ViiV Healthcare,  
UK



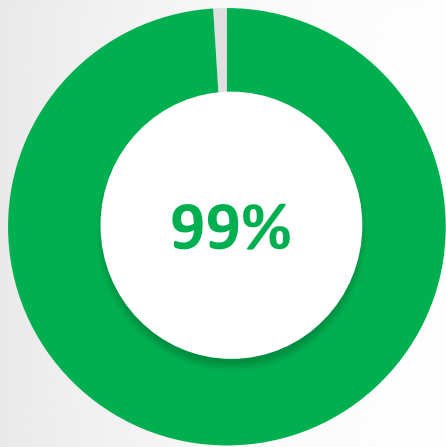
**Chris Young**  
Boehringer Ingelheim,  
New Zealand

*\*For the purposes of this report, explicit consent was granted to Ashoka by the participant allowing Ashoka to share identifying information including first name, last name, picture, employer and country.*

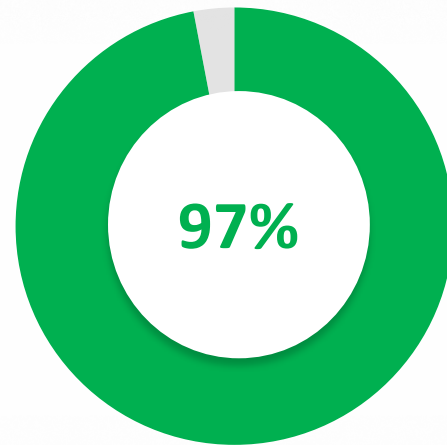


# COURSE IMPACT

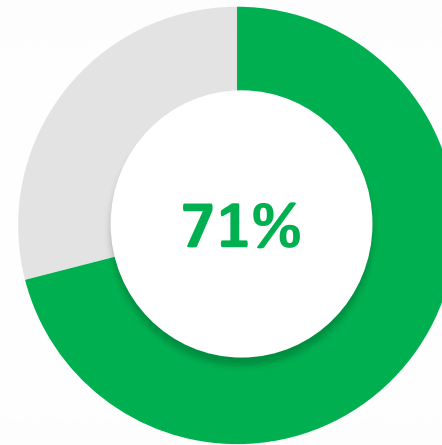
All Participants



As a result of this course, I now understand the business case for partnering with social entrepreneurs.

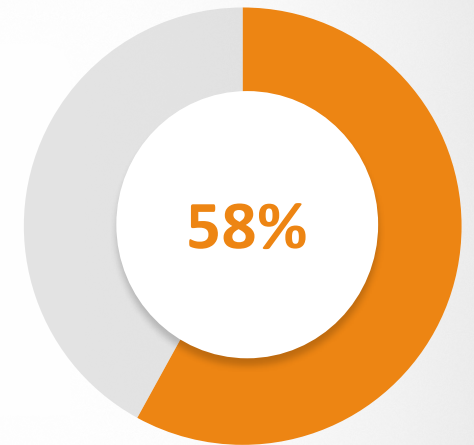


As a result of this course, I am inspired to bring what I have learned back to my daily business.



Do you feel that you have the necessary resources and support to start and/or further develop an intrapreneurial initiative in your daily business/your field of work?

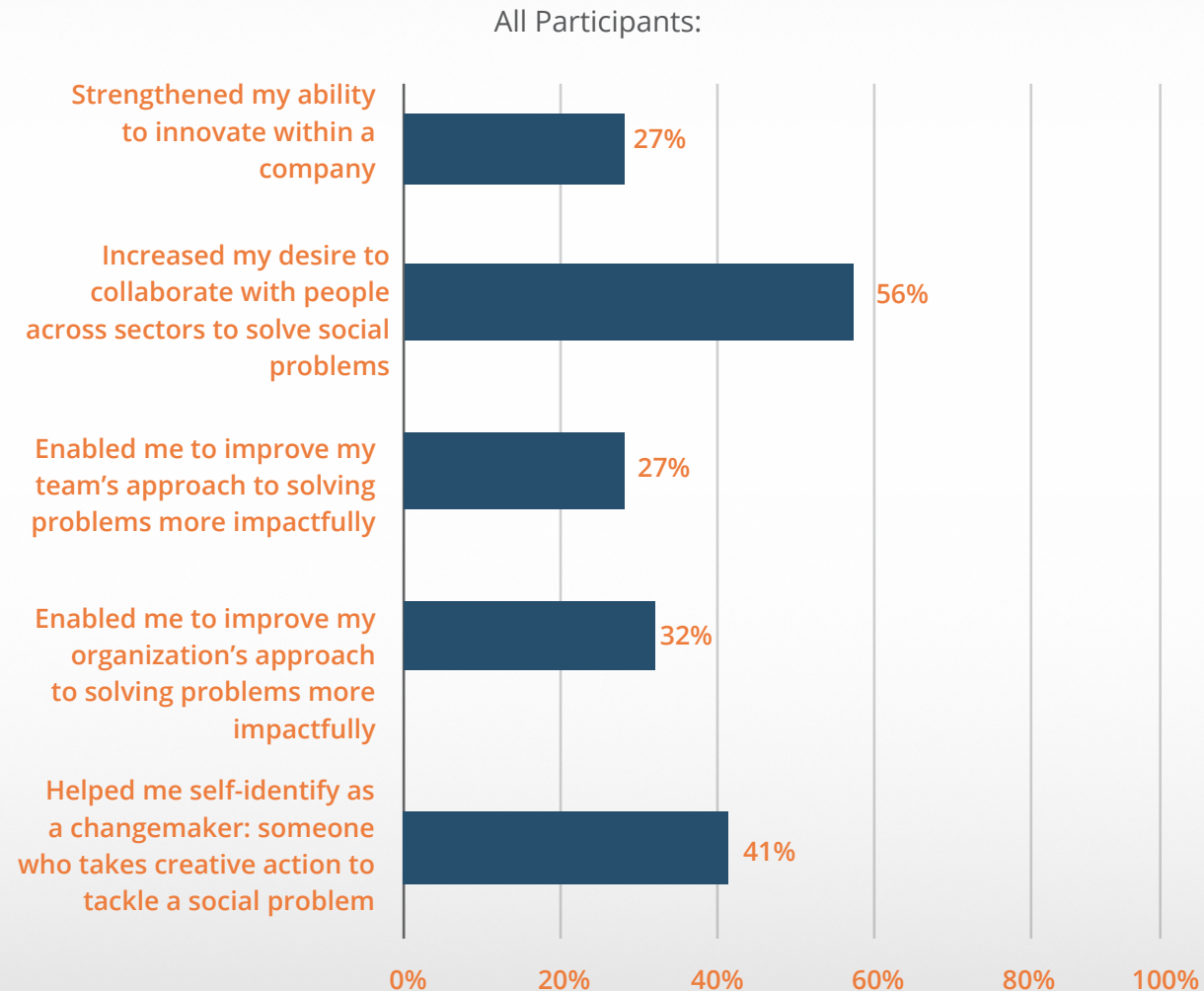
Boehringer Ingelheim Employees



I would recommend participation in a Making More Health program to a friend or colleague.

# COURSE IMPACT

Participants were asked to indicate the extent to which the course (select all that apply) - on a scale from 'Strongly Disagree' to 'Strongly Agree'. Note: The stats below are for 'Strongly Agree'.





# NEXT STEPS

---

The course team successfully piloted two tracks: Track 1- Facilitator Office Hours and Track 2- Articulating Your Personal Purpose. Enhancements will be made based on feedback. The graduation rate of the Spring 2018 course is 55%, one of the highest we have observed to date.

Further improvements to the course experience include:



Continue to make the live sessions more accessible to participants in different timezones



Enable opportunities for project sharing and collaboration



Update course content to reflect recent developments in social intrapreneurship and impact of social intrapreneurship within companies and communities of practice