



changemakers®

Course Impact Report - Fall 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 on the [NovoEd](#) Learning Delivery Platform.

[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.

- 258 enrollees from a diverse mix of public and private sector health professionals, aspiring and established social entrepreneurs, students, and business executives around the world
 - 51% of active participants successfully completed requirements for graduation and earned the 'Changemaker Scholar' designation. 69% of graduates completed the course with distinction.
 - 97% of end-of-course survey respondents feel inspired to start and / or further develop an intrapreneurial initiative in their daily business or field of work.
 - 22% have already taken on an intrapreneurial project or action
 - 98% of end-of-course survey respondents confirm they now understand the business case for partnering with social entrepreneurs as a result of taking the course.
 - Enhancements to the Fall 2018 course include:
 - Successful migration of the course to a new platform, [NovoEd](#), with enhanced features including opportunities for project-sharing and peer-mentor collaboration
 - Participants evaluated their user experience on a scale from 0-10, with 92% providing a rating between 8-10.
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COURSE OVERVIEW: CONTENT



MODULE 1: The Business Case for Social Intrapreneurship

Understand the concept of social intrapreneurship and explore 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 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



Social Intrapreneurship for Innovation in Health

Welcome

Welcome to Social Intrapreneurship for
Innovation in Health!



This is an online professional development course made possible through the Making More Health (MMH) partnership between Ashoka and Boehringer Ingelheim. To date, more than 1000 participants attended the course.

The modules cover essential skills needed to effectively push new frontiers

COURSE OVERVIEW: THE NUMBERS



159 active participants of which:

- **37%** were Boehringer Ingelheim Employees
- **2** Ashoka Fellows



51% graduation rate, with an average of **138** points* earned per graduating active learner*



138 assignment submissions

6 modules:

- October 29 - December 7, 2018
- **14** videos; **37** discussion forums; **6** assignments; **5** quizzes for knowledge check; **6** live sessions; **25** readings



3118 total comments in discussion forums

- Average of 20 comments per active user
- 43% increase in participant activity from Spring 2018 run



Participants from **45** different countries, including Boehringer Ingelheim employees from **20** different countries



*Participants earn points based on their engagement with different course elements and need a minimum of 100 points to graduate and 130 points to graduate with distinction.

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. **75%** of end-of-course respondents **scored the Live Sessions as “good” or “very good”**.



[Joseph Agoada](#)

Joseph Agoada is an international humanitarian with over twelve years of experience in creating innovation within institutions. He has been a social intrapreneur at UNICEF and Ashoka, and has led dozens of workshops for corporate social intrapreneurs. He is currently the director of global communications at [InSTEDD](#) and leads intrapreneurial initiatives with the World Food Program and Center for Disease Control.



[Jaime Ulloa](#)

Catalyst of the [League of Intrapreneurs](#) in Peru, Jaime is the CEO of Osmia, consulting firm focused on accelerating the growth and maturing of companies with purpose. He is also the President of Asociación Trabajo Voluntario and Ashoka Fellow. He has seventeen years of experience advising large companies on innovation and social entrepreneurship Colombia, Spain, Mexico, Dominican Republic and Peru.



[Kathryn Kempton](#)

Kathryn Kempton Amaral has twenty years of experience in public health, international operations, project management, and communications. She began her career at Partners In Health (PIH), where she was deeply involved in PIH's response to the 2010 earthquake in Haiti; She currently works for [IDA Foundation](#), and promotes investment in the key elements necessary for effective health programs: staff, stuff, space, and systems.



[Nneka Mobisson](#)

Dr. L. Nneka Mobisson is the co-founder and CEO of [mDoc](#), in sub-Saharan Africa. Prior to mDoc, she was the Executive Director for the Africa Region at Institute for Healthcare Improvement (IHI). A pediatrician by training, Dr. Mobisson was previously Vice President of Community Health and Population Health Management at the Connecticut Hospital Association.



[Nassir Katuramu](#)

Nassir spent eight years at [Ashoka](#), developing and supporting East Africa's largest network of leading social entrepreneurs to refine and scale their models for systemic transformation. He is currently consulting on entrepreneurship and business development projects, and provides pro-bono strategic and mentorship support to small business owners on an ongoing basis.



[Jean Schefftsik de Szolnok](#)

Jean Schefftsik de Szolnok has spent most of his career with the [Boehringer Ingelheim](#) group, which he joined in 1987. He is currently the President of Boehringer Ingelheim France, in charge of both the Human Health and Animal Health activities, as well as the centers of excellence located in France. In this context, he is also responsible for more than 3,000 employees, 5 production sites, and 2 R&D sites.

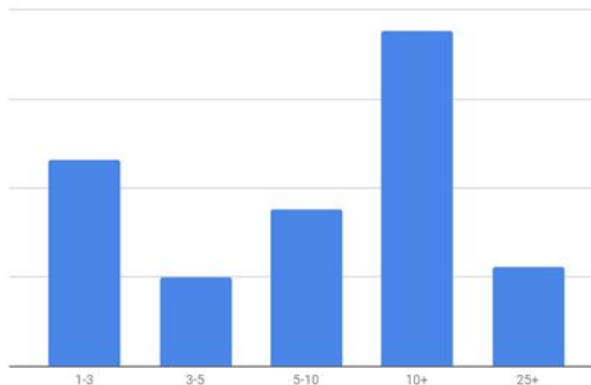
APPLICANTS' PROFILES



WHERE APPLICANTS WERE FROM



YEARS OF PROFESSIONAL EXPERIENCE



REASON FOR ENROLLING IN THE COURSE

"...My main objective in this course is to acquire skills that will enable me to derive health strategies to improve hospital attendance, uplift cultural beliefs, make health care affordable/accessible and identify stakeholders who can contribute in health care delivery at the local level."

G.K.H. - Cameroon

"...To enhance my perspective and further direct my health research with a non-medical point of view to enable me to think outside the box and identify applicable interventions that efficiently promote health and well being."

M.A. Syria

"[The course] will provide me with some fundamentals regarding the challenges behind attempting an intrapreneurship idea and gain a broader vision about how to evaluate an opportunity to decide whether it should be pursued or not."

J.B. - Spain

"I want to gain and refine my skills to become an effective social intrapreneur and better contribute to my institution's goals to provide health solutions that positively impact our communities. I look forward to this course for the opportunities it offers to expand my skills, interact with other intrapreneurs and practical applications of the skills learned."

E.B. - USA

COURSE IMPACT



Comments in discussion forums and Live Sessions



Kat Elliott

Boehringer Ingelheim, UK

"It is really inspiring reading the examples of what has & can be done.

It inspires me to continue to try to understand things, even if not directly related to the 'day-job' as I believe it will take me a step further in being able to bridge the gap between, wanting to help, but helping in a more meaningful way that is more self sufficient! Definitely food for thought."

On discussing article "A New Alliance for Global Change"



Anye Muriel

International Organisation for
Migration, Cameroon

"Knowing the challenges and discussing with those concerned will lead to great and long lasting solutions. Also leaders don't sit and make decisions, they go to the field and try to understand what the challenges are; that way they will be able to solve them."

On Guest Expert Nneka Mobisson's live session

"I never thought of the approach to turn volunteers into entre or intrapreneurs. [...] It gives a totally new opening; especially if you think of the large force of volunteers. And as Jaime explains, if it links to the individuals and the company's purpose the engagement and commitment can be very strong.

On Guest Expert Jaime Ulloa's live session

"The article outlines the economic aspect of creating shared value. It does not deny that economic success can be difficult and not all low- and middle-income markets can be easily handled with perfect economic success whilst still remaining "social", meaning keeping the costs for target-groups low. But with good practices in co-creation and seeing what shared value a project can bring to both partners, this approach is very promising."

On the Article "Competing by Saving Lives"



Annette Jung

Phillips, Netherlands



Neirin Jones

Boehringer Ingelheim,
Germany

COURSE IMPACT



Post-course comments and feedback from participants



Zahid Iqbal

Technical and Marketing Manager,
Boehringer Ingelheim
United Arab Emirates

"The course was simply amazing and it was beyond my expectations. My biggest take away is the new idea and approach one has to adopt when dealing with problems as an Intrapreneur."

"I am very much sure that it changed our way of thinking, may be for some of us even unknowingly."



William Stowell

Associate Director,
Boehringer Ingelheim
United States

"After being a part of this experience, reading all the articles, seeing and hearing what other people are doing and have done, my confidence in the human spirit has been restored. At work, I need to expand my network and get to better understand what resources are available to me here at Boehringer Ingelheim [...]Thanks to all for this wonderful, eye-opening experience!!!!"

"[...] I understood better that Social intrapreneurship was not creating a new personal adventure with the charity of one's company. But really to build complementarity of business and talents between profit and non profit companies, and the dream is that..it works! Such an encouraging signal for the future! I am proud and and so happy to be (a tiny!) part or it! As explained one of the interviewed: "Ashoka helps us to believe that it is possible!"

"My key learning is that I have unlearned something!"

Whilst we live in an uncertain world this course has led me to understand that the dichotomy of business and government providing products and services may not be the whole answer and that the creativity and ingenuity to provide social answers is where change can happen."



Charlotte Marion

Director of Innovation, Chanel
France



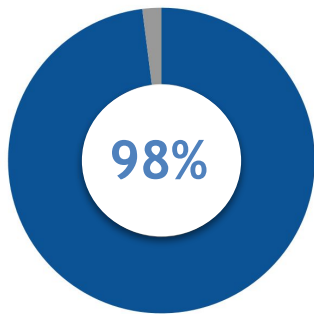
Mike Baldwin

Respiratory HEOR,
Boehringer Ingelheim
Germany

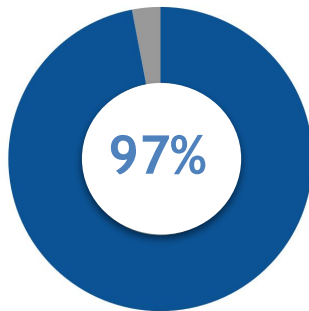


COURSE IMPACT

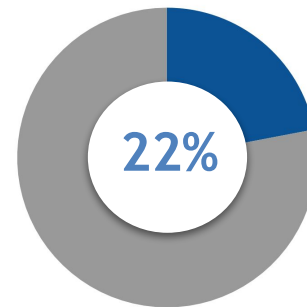
All Participants*



"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."



"As a result of this course, I have already taken on an intrapreneurial project or action." **

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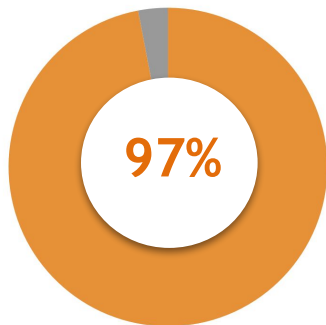


* The impact stats are reported from participants who responded to the respective end-of-course survey questions.

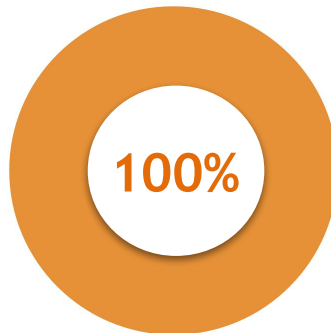
** Survey taken only 3 week after the end of the course. We expect number to grown in the next months or years. Participants will receive a new survey after 6 months of course completion.

COURSE IMPACT

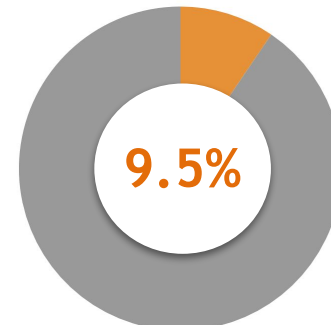
Boehringer Ingelheim Employees*



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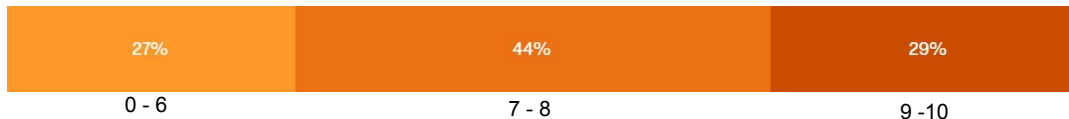


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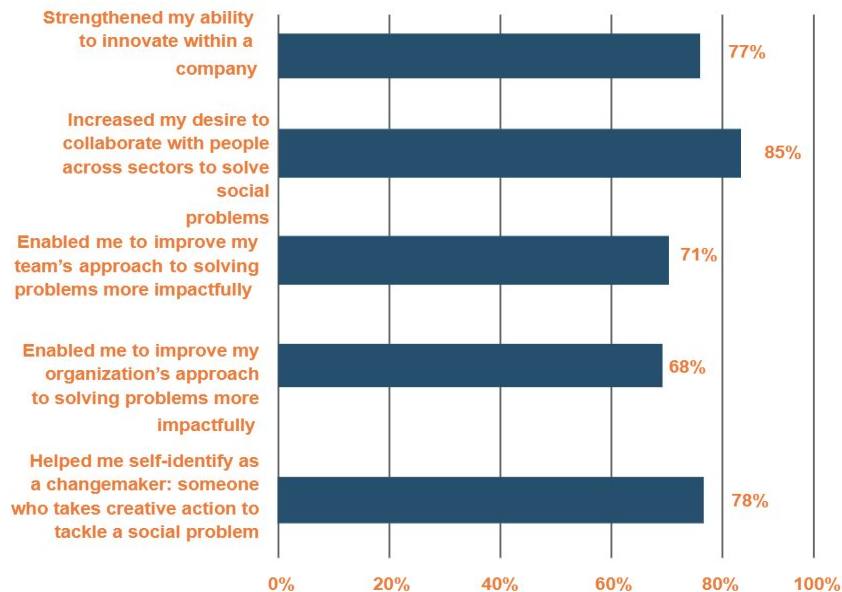
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COURSE IMPACT



Participants were asked to indicate the extent to which the course improved the following skills - on a scale from 'Strongly Disagree' to 'Strongly Agree'.

Note: The figures below show the combined scores for "Agree" and "Strongly Agree".



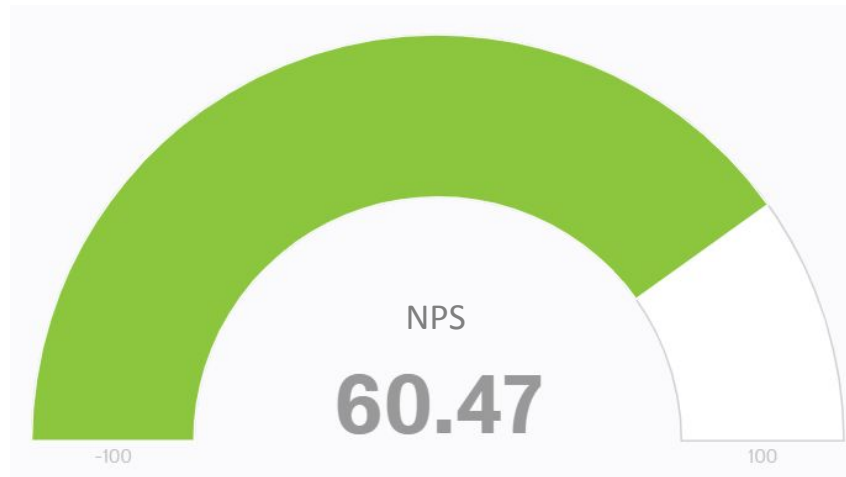
COURSE IMPACT

Would you recommend participation in this course to a colleague or peer?

Ashoka Changemakers uses a metric called Net Promoter Score®, or NPS®, to measure participants experience and inform program evaluation.

The scoring is based on a 0 to 10 scale. Those who respond with a score of 9 to 10 are called Promoters, and are considered likely to exhibit value-creating behaviors, such as remaining engaged for longer and making more positive referrals to other potential participants. Those who respond with a score of 0 to 6 are labeled Detractors, and they are believed to be less likely to exhibit the value-creating behaviors. Responses of 7 and 8 are labeled Passives.

The Net Promoter Score is calculated by subtracting the percentage of participants who are Detractors from the percentage of participants who are Promoters. Technically, any score above zero can be considered a "good" score, since that implies that you have more promoters than detractors. 50 and above is excellent, and 70 and above is the best of the best.



NEXT STEPS

In Fall 2018, the course was migrated to a new learning platform, NovoEd. NovoEd provides enhanced offerings for course participants and producers. These offerings have received remarkable feedback: we asked participants to evaluate their user experience on a scale from 0 to 10, and 92% of participants gave a score between 8 and 10.

Notable enhancements include the ability for participants to submit assignments and receive peer and instructor feedback -- participants in the Fall 2018 course were asked to reflect on real life co-creations under the MMH partnership and to use their newly developed skills to outline and articulate shared value for Boehringer Ingelheim, a social entrepreneurs society.



Incentivize participants to join Live Sessions and interact with Guest Speakers.

Continue to build opportunities for facilitators to engage directly with participants, and for them to promote more connections among participants with similar interests.



Strengthen course communities of intrapreneurs via discussions.

Offer more options of features and assignments to connect theory and practice, providing a more complete learning experience.

