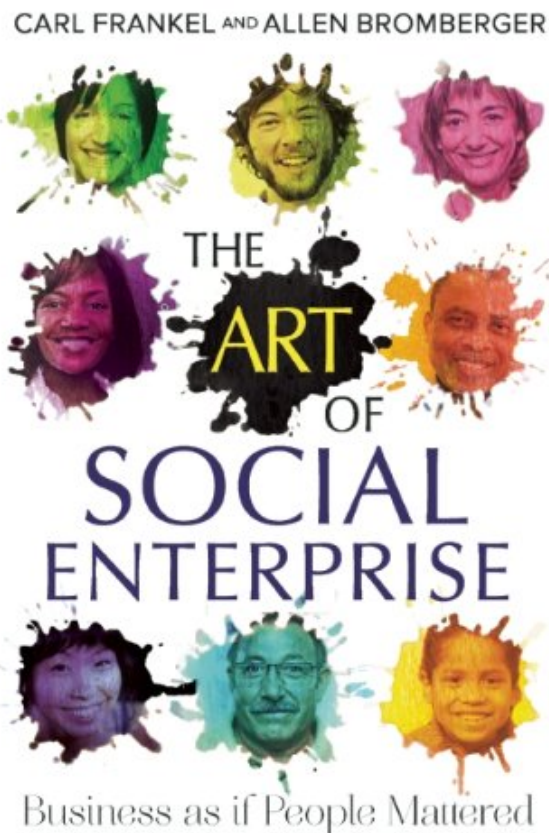


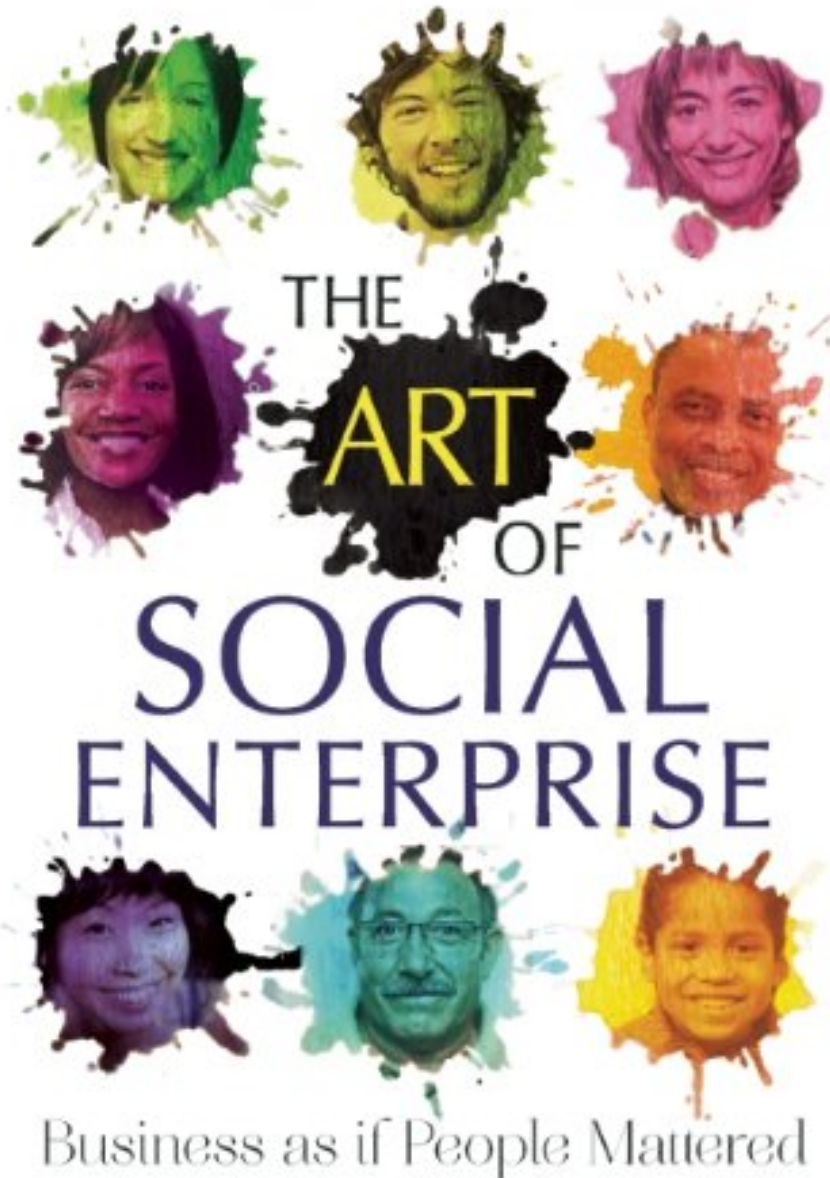
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## Review

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.

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#### 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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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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#### Most helpful customer reviews

1 of 1 people found the following review helpful.

Building the Better Model.

By Gary M. Schuster

This book covers the how and the why of social enterprise, with a heavy dose of You Can Do It! The evolution and purposes of mission-based business are outlined. Although there is a critique of the current dominant business model, the book both quotes and embodies Buckminster Fuller's adage that changes comes, not by fighting current reality, but by building a better model. This book, written by two attorneys, is partly an idealistic manifesto, but primarily a practical primer on planning, forming, growing and managing a social enterprise. The book has both feet planted firmly on the ground. Challenges are not sugar-coated. Lessons are drawn from both successful and failed ventures. As a business attorney, I appreciate the analyses and many concrete recommendations about choices of business entities, structure, management, finance, planning, exits and more. Interviews with several social entrepreneurs illustrate real-life issues and solutions, and show how to think about values-based business. The many case studies could only be provided by attorneys who have spent years working the field. But civilians should have no fear; the book is not a legal textbook or treatise. It is well written, clear, concise, often humorous, and accessible to all, managing the neat trick of being both intensely idealistic and usefully pragmatic. Highly recommended for social entrepreneurs and their investors, employees, professional advisers, and even their customers.

1 of 1 people found the following review helpful.

A Mentor When You Need One Most

By Alvarez

Building and sustaining a business is plenty tough without adding a commitment to world-changing ideals. How to integrate those ideals with practical, skillful business sense? How to engage a conventional system that operates from the very paradigm one hopes to change? The Art of Social Enterprise lays out the landscape of potential business structures, funding, operations, and relationships and charts a path illuminating the choices and pitfalls that await aspiring 'socially-conscious' entrepreneurs. The book gentles an otherwise steep learning curve with frank, no-nonsense commentary on this road less traveled. Carl Frankel and Alan Bromberger - themselves pathfinders in the arena of 'business as an agent for change' - provide a rare mix of theoretical and practical discussion along with work-a-day examples and edited transcripts of actual consultations between Lawyer and Social Entrepreneur. The book is like having your own personal mentor helping you do the necessary thinking and navigate the challenges inherent in creating a business that is both successful in the conventional sense and successful as a change-agent for the greater good.

I have great respect for both Carl Frankel and Alan Bromberger who, in writing this book, have so generously shared their hard-won wisdom, gleaned from being in the vanguard of new thought and practice - swimming against the strong current of conventional thought.

1 of 1 people found the following review helpful.

Incredibly Valuable!

By Eric Phelps

The "Art of Social Enterprise" lives up to its title in every way! It is an ARTFULLY written, insightful and



straight-forward book that provides up-to-date information about all aspects of launching, growing and maintaining a social enterprise. As someone who works to support inventors, innovators and social entrepreneurs with funding, training and connections, I found this book to be incredibly valuable and I learned something new in every chapter. Not only is it an accurate depiction of how difficult it is to do this work, but it provides a context for how important it is to succeed in these enterprises. It also gives the social entrepreneur practical advice about how to enact their vision and then sustain it in the face of what can be daunting challenges. Add to that - it's an enjoyable read filled with highly relevant data and wonderful examples :) I highly recommend this book to everyone working in the field (or aspiring to) and will be suggesting it as reading for our grantees, associates and colleagues.

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