World Housing:
A Blueprint for Creating Third World Bottom of the Pyramid Housing Supply through a First World One-for-One Real Estate Gifting Model

by

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ABSTRACT

This study examines a blueprint for a business model that creates housing for dump dwellers in the third world. The subject of this study is a social venture called “World Housing” which applies a one-for-one gifting model (based on TOMS Shoes’ business model) where a real estate buyer purchasing a new condominium in the first world activates the funding, construction, and gifting of a new home to a qualified dump dweller family in the third world. The homes cost approximately $1,500 (USD) to construct and are paid for by the development team from the proceeds of each sale.

This investigation applies grounded theory and mixed methods research processes to answer two research questions through intensive interviews, online surveys, case studies, and business modeling sessions. The research subjects included real estate developers, condominium buyers, non-government organizations specializing in third world landfill communities, third world dump dwellers, and social entrepreneurs. The data generated from the research was applied to a business planning process to identify and test key business model elements of the World Housing business model against emerging theory.

This study suggests that a social venture like World Housing will be effective in delivering bottom of the pyramid housing to qualified and deserving recipients. At the same time, the one-for-one model also creates a higher awareness of third world slum issues for the first world participants.

Keywords: social entrepreneurship, slum housing, dump dweller, landfill housing, third world, third world slum housing, philanthropy, gifting model, for-benefit social enterprise, social enterprise, grounded theory, one-for-one gifting model, bottom of the pyramid housing
DEDICATION

This thesis is dedicated to Hal Divine:
A true gentleman who brings out the best in all of us.
My thesis studies started in 1991. Over the course of twenty-one years, there are many people to acknowledge and thank for their unconditional involvement.

I would like to give eternal thanks to my thesis committee; David Zandvliet whose undying patience and mentorship made this possible. Heesoon Bai, Milt McLaren and Allan Cahoon for their support, encouragement and enthusiastic involvement.

During the research phase of my thesis, I met some amazingly selfless people that I would like to acknowledge: Scott Neeson for showing me there is still room in the world for authentic people who want to make a difference. Blake Mycoskie for his advice and encouragement and for demonstrating that a social venture can be a game changer in helping people in need.

To the team that supported me throughout the process: Bruce Macdonald, my lifelong friend and intellectual foil; Justin Baker for creating the visual branding; Stephanie Gehring, who helped with the online survey and graphics for the thesis; Graham Brewster, for supporting the research and listening to my rants about the future of World Housing; and Jason Thatcher for building the case study homes and assisting with the ongoing research of the recipient families.

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Finally, thanks to my business partner of 30 years, Sid Landolt for allowing me the freedom to pursue this project. The publishing of this thesis means we are now onto the adventure of making this happen.
# TABLE OF CONTENTS

Approval........................................................................................................................................ ii
Partial Copyright Licence.......................................................................................................... iii
Abstract......................................................................................................................................... iv
Dedication...................................................................................................................................... v
Acknowledgements.................................................................................................................... vi
Table of Contents...................................................................................................................... vii
List of Tables .............................................................................................................................. xii
List of Figures ............................................................................................................................ xiii
Glossary...................................................................................................................................... xiv

## CHAPTER ONE Introduction ................................................................. 1
  Thesis Topic ............................................................................................................................. 5
  Thesis Organization ............................................................................................................. 6

## CHAPTER TWO Problem Background ........................................... 9
  Problem Background .............................................................................................................. 9
    What Defines an Urban Slum? .......................................................................................... 11
    The Impact of Slums ...................................................................................................... 13
  Solving the Problem of Slums ............................................................................................ 16
  Dump Dwellers: The Bottom of the Bottom of the Pyramid ............................................ 17
  The Role of the Social Entrepreneur .............................................................................. 20
  The Emergence of the Fourth Sector “For-Benefit” Social Enterprise ....................... 21
  The Significance of the Dump Dweller Problem .............................................................. 24
  Research Problem ........................................................................................................... 25
  Research Questions ........................................................................................................... 26
  Summary .......................................................................................................................... 27

## CHAPTER THREE Grounded Theory Research .................................. 29
  Why Grounded Theory? ..................................................................................................... 29
  The Process Behind Grounded Theory ............................................................................... 30
    Data Generation ............................................................................................................. 32
    Data Coding .................................................................................................................... 32
    Memo Writing ............................................................................................................... 33
    Theoretical Sampling .................................................................................................... 34
  Constructing Grounded Theory ....................................................................................... 35
  The Role of Mixed Methods Research in Grounded Theory ........................................... 36
  The Role of the Literature Review in Grounded Theory ................................................ 37
  The Strengths and Weaknesses of Grounded Theory Research .................................... 39
  Addressing the Weaknesses of Grounded Theory ......................................................... 41
  Summary .......................................................................................................................... 41
CHAPTER FOUR Data Collection and Research Participant Profile .................43
Data Collection Methods ...........................................................................43
   Intensive Interviews ........................................................................ 43
   Online Survey ................................................................................ 44
   Case Study ...................................................................................... 45
   Business Modeling Sessions .............................................................. 46
Research Participant Synopsis .................................................................. 47
   The Real Estate Buyer Participant ..................................................... 47
   The Developer and Industry Influencer Participant ............................ 48
   The Social Entrepreneur Participant .................................................. 49
   The Non-Government Organization (NGO) Participant ....................... 49
      NGO Participant 01 - Cambodia Children’s Fund (Phnom Phen, Cambodia) ................................................................. 50
      NGO Participant 02 - Families at the Dump (Puerto Vallarta, Mexico) ................................................................. 50
      NGO Participant 03 - Philippine Community Fund (Manila, Philippines) ................................................................. 51
   The Third World Housing Recipient Participant ................................. 52
Interview Participant Profile .................................................................... 52
   Participant 01 - NC (Developer) ......................................................... 52
   Participant 02 - TD (Developer) .......................................................... 53
   Participant 03 - JG (Developer) ........................................................... 53
   Participant 04 - MS (Developer) ........................................................... 53
   Participant 05 - HM (Industry Influencer) ............................................ 53
   Participant 06 - SL (Industry Influencer) .............................................. 53
   Participant 07 - AV (Industry Influencer) .............................................. 53
   Participant 08 - Donald Trump Jr. (Businessman, TV Celebrity, and Social Entrepreneur) ...................................................... 54
   Participant 09 - LR (Real Estate Buyer) ................................................. 54
   Participant 10 - DR (Real Estate Buyer) ............................................... 54
   Participant 11 - SD (Real Estate Buyer) ................................................ 54
   Participant 12 - SL (Real Estate Buyer) ................................................ 54
   Participant 13 - Blake Mycoskie (Social Entrepreneur and Founder of TOMS Shoes) ......................................................... 54
   Participant 14 - Scott Neeson (Social Entrepreneur and Founder of Cambodia Children’s Fund) ................................................. 55
   Participant 15 - BW (Businessman and Social Entrepreneur) .................. 55
   Participant 16 - JC (Retired Financier, Social Entrepreneur, and Philanthropist) ................................................................. 55
   Participant 17 - GB (Former NGO Contractor) ...................................... 55
   Participant 18 - JL (Former Chief Executive Officer of Third World NGO) ................................................................. 56
   Participant 19 - JT (Businessman and Founder of Social Venture) ........... 56
   Participant 20 - JG (Dump Dweller, Xtaba, Mexico) ............................ 56
   Participant 21 - KJ (Dump Dweller, Xtaba, Mexico) ............................ 56
   Participant 22 - NC (Dump Dweller, Steung Meanchey Landfill, Cambodia) ................................................................. 56
   Participant 23 - LS (Dump Dweller, Steung Meanchey Landfill, Cambodia) ................................................................. 57
CHAPTER FIVE Making Connections and Assessing Meaning .............................................. 65

Initial Categories ................................................................................................................... 66

Group 1 Categories: Third World Landfill Community Challenges and
First World Perceptions of Landfill Communities ............................................................. 66

Slum and Landfill Communities: A Dump Dweller's Perspective .................................... 66
What Is the Dump Dweller's Hierarchy of Needs? ............................................................... 67
Is Maslow's Hierarchy Relevant in Explaining the Dump Dweller's Needs? ... 68
How Do We Break the “Cycle of Desperation” for Dump Dwellers? .................... 70
How Is “Bottom of the Pyramid Housing” Defined for World Housing? ............ 71

What Are First World Real Estate Buyers’ Awareness of Third World Slum and Landfill Community Challenges? ............................................................. 66

How Do We Connect First World Affluence to Third World Landfill Slums? ..... 73
Does Ethnicity Influence the Perception and Engagement of World Housing? ... 74

How Will Generational Philanthropic Engagement Affect Third World Slum Housing? ............................................................. 76

How Will the Baby Boomer Impact on Future Philanthropy for Third World Slum Causes? ............................................................................................................. 76

What Is the Role of the Social Entrepreneur and Social Venture in Solving Third World Slum Housing Problems? ............................................................. 78

What Is the Role of Formal and Informal Learning in Creating Social Capital in Third World Landfill Communities? ..................................................... 79
Group 2 Categories: Emerging Elements of the World Housing Business Model

What Are the Strengths And Weaknesses of the World Housing Business Model? ........................................... 82
Strengths....................................................................................................................................................... 82
Weaknesses ................................................................................................................................................ 83
What Are the Risks Associated With Gifting the Home to a Dump Dweller? ...................................................... 83
What Is the Most Efficient Legal Structure for World Housing? ........................................................................... 85
How Does World Housing Build a Sustainable Business Model to Solve Landfill Housing Need? ................. 86
How Important Is "Skin in the Game" to the Success of World Housing? ............................................................. 87
Developer "Skin in the Game" .......................................................................................................................... 87
Buyer "Skin in the Game" ................................................................................................................................ 88
NGO "Skin in the Game" .................................................................................................................................. 89
Recipient "Skin in the Game" ............................................................................................................................ 89
What Is the Developer's Perception of World Housing? What Motivates Them to Participate? ...................... 90
What Is the Real Estate Buyer's Perception of World Housing? What Motivates Them to Participate? .... 91
The Buyer's Perception of the World Housing Developer .................................................................................. 92
World Housing's Influence on the Buying Decision ....................................................................................... 93
The Viral Effect of the World Housing Story on the Buyer ............................................................................. 93
What Is the Role of Local Third World Government in Working With World Housing? ..................... 95
How Does World Housing Qualify the Dump Dweller Who Receives a Home? ........................................ 96
How Important Is the "One-For-One" Model in the Real Estate Buyer's Purchasing Decision? .................. 97
What Is the Most Regionally Appropriate Housing Design For a World Housing Gifted Home? ................. 98
Start-Up Advice From Blake Mycoskie ........................................................................................................... 99
What Is the Emerging Storyline for World Housing? ...................................................................................... 100
World Housing Story Points ............................................................................................................................ 100
Final Major Category Selection .......................................................................................................................... 101
The Emerging Theory for World Housing ...................................................................................................... 104
Summary .......................................................................................................................................................... 104

CHAPTER SIX Findings: World Housing Business Model Elements .............................................................. 105
The Business Model Generation Process ......................................................................................................... 105
Business Model Generation Results: The World Housing Business Model Canvas ........................................ 106
Customer Segments ........................................................................................................................................ 107
Value Proposition ........................................................................................................................................... 108
LIST OF TABLES

Table 1: Summary of Analysis and Coding Methods ............................................................ 102
Table 2: Synopsis of Emerging Theory: Praxis for Social Entrepreneurship .................... 103
Table 3: Customer Segments and Qualifications ............................................................... 108
Table 4: Customer Segment and Value Propositions ......................................................... 109
Table 5: Business Development Channels ......................................................................... 110
Table 6: Sources and Uses of Revenue ............................................................................. 115
Table 7: Key Resources ..................................................................................................... 116
Table 8: Key Activities ....................................................................................................... 117
Table 9: Key Partnerships .................................................................................................. 118
# LIST OF FIGURES

Figure 2.1: World’s Greatest Concentration of Slums ............................................................ 10  
Figure 3.1: Grounded Theory Process ...................................................................................... 31  
Figure 4.1: CCF Model Home .................................................................................................... 46  
Figure 4.2: Research Participants ............................................................................................... 47  
Figure 4.3: Case Study Family “Y’s” Original Home ........................................................... 60  
Figure 4.4: Case Study Family “Y” ............................................................................................ 60  
Figure 4.5: Case Study Family “Y” Home................................................................................. 60  
Figure 4.6: Case Study Family “S” Original Home .................................................................... 61  
Figure 4.7: Case Study Family “S” .......................................................................................... 61  
Figure 4.8: Case Study Family “S” Home ................................................................................. 61  
Figure 5.1: Dump Dweller Hierarchy of Needs ....................................................................... 68  
Figure 5.2: Dump Dweller Needs Theory ............................................................................... 69  
Figure 5.3: Case Study Home Design Front Elevation .......................................................... 99  
Figure 6.1: Business Model Generation Blank Canvas .......................................................... 106  
Figure 6.2: World Housing Business Model Canvas ............................................................ 107  
Figure 6.3: World Housing Logo ............................................................................................ 123
GLOSSARY

Baby Boomer Generation: A person who was born during the post-World War II baby boom years between 1946 and 1964 and is characterized as a generation that is the wealthiest, most educated, and most brand aware generation of all time.

Bottom of the Pyramid Housing: The most basic habitable form of affordable slum housing that is constructed for third world developing nations. The design is typified by the housing design illustrated in Appendix F.

Bottom of the Pyramid: Also referred to as the bottom of the economic pyramid, this is a socio-economic group of people that live on less than US$2.50 per day and is estimated at more than 4 billion people worldwide.

Business Model: A business model describes the economic and business rationale of how an organization creates, delivers, and captures value (Osterwalder & Pigneur, 2010).

Dump Dweller: Men, women, and children who earn a living from collecting, sorting, and selling recyclable materials, such as paper, aluminum, and plastics, found mainly on the streets, in residential and commercial areas, or at landfill sites and are considered the poorest of the poor in third world nations. The dump dweller is also referred to as the following: landfill dweller, garbage picker, picker, scavenger, waste picker, collector, salvager, recycler, informal settler, informal sector collection worker, or waste harvester.

First World Developer: A real estate developer who builds and sells condominiums in industrialized, fully developed, capitalist countries or regions such as western Europe, North America, Japan, Australia, and New Zealand.

First World Real Estate Buyer: A real estate buyer who purchases a condominium in industrialized, fully developed, capitalist countries such as Western Europe, North America, Japan, Australia, and New Zealand.

For-Benefit Enterprise: A hybrid organization that is neither strictly for-profit nor non-profit. The structure allows the organization to generate earned
income but to give top priority to an explicit social mission and guides the organization towards a triple bottom line.

**Formal Economy:** Economic activities in which participants are employed in jobs with regular hours and where their income is taxed, also referred to as the formal sector.

**Fourth Sector:** A social enterprise that is a for-profit/non-profit or hybrid business, which uses private investment to work on common-good social problems. It is referred to as the fourth sector because the organization does not fit the traditional definition of a for-profit, non-profit, or non-government organization and, thus, falls into a newly-defined sector of the economy.

**Generation X:** The generation born after the baby boomer generation and recognized as people born between 1965 and 1980. Generation X is generally considered technologically literate (as they grew up in the computer era) and are more cynical and independent than the baby boomer generation.

**Generation Y:** Also known as the “millennials,” this generation was born after Generation X and recognized as people born between 1981 and 2000. Generation Y is generally considered tech-savvy, social media literate, civic-minded, and achievement oriented.

**Informal Economy:** Or informal sector, forms a part of the economy that is not taxed or monitored by the government and may include illegal activities such as drug and sex trade.

**Informal Settlements:** Communities of informal housing that include any form of shelter or settlement which is illegal, falls outside of government regulation, may sit on squatted land, or is not afforded protection by the state.

**Mixed Methods Research:** This methodological research approach combines principles from both qualitative and quantitative design to collect and analyze data. The results produced help researchers better understand the phenomenon under study.

**Non-Government Organization:** Also referred to as an “NGO,” this is a non-profit organization working independently of any government agency with the objective of creating change and social value.

**One-for-One Gifting Model:** Popularized by TOMS Shoes, a model in which a buyer of a pair of shoes in the first world triggers the gifting of a pair
shoes to a child in need in a third world developing country. The concept enables a consumer to activate a social cause through their purchasing activity.

**Skin in the Game:** The term “skin in the game” was coined in the early 1980s by renowned investor Warren Buffett of Berkshire Hathaway and is today a widely used colloquialism to describe how individuals in a transaction place something of meaning at risk in order to demonstrate increased financial and personal attachment to the result.

**Social Entrepreneur:** A person who recognizes a social problem and applies their entrepreneurial skill and drive to organize, create, and manage a social enterprise with the aim of driving change and creating social value.

**Social Venture:** A business venture created by a social entrepreneur with the objective of creating an organization that is applied to solving a social problem. A social venture can be designed with or without a profit motive, but always places social change as its primary business objective.

**Sustainable Business Model:** A profitable business venture that is structured in such a way that it will, barring mismanagement or economic catastrophe, become a self-perpetuating business. Its economic activities enable the organization to thrive for an indefinite time and to constantly build a strong balance sheet.

**Third World:** Those underdeveloped nations of the world that have widespread poverty and immature economies. Third world nations include developing regions such as Africa, Asia, and Latin American.

**Traditionalist Generation:** A person who was born between 1925 and 1945, also referred to as the "greatest generation," and is characterized as hard-working, conservative, and disciplined.

**Triple Bottom Line:** Describes a measurement of a company’s degree of financial and social responsibility in regards to people (social responsibility), planet (environmental responsibility), and profit (the economic value to the surrounding community). Advocates of the triple bottom line argue that a company should have an equal balance on all three measurements rather than being solely focused on profit.
CHAPTER ONE
INTRODUCTION

Be the change you want to see in the world.
Mahatma Gandhi

On September 18, 2008, the Wall Street Journal headline read, “Worst Crisis Since '30s, With No End Yet in Sight” and the entire world stopped in shock to witness a global recession gathering momentum and taking down small and large businesses. No one was immune to the devastation. Within twelve months, 2.6 million jobs were lost in the United States and more than 400,000 Canadians were permanently laid off (retrieved from http://money.cnn.com/2009/01/09/news/economy/jobs_december/). Many of the jobs lost to the recession would never be replaced. By 2009, the US Federal Reserve reported that the average American family lost 23% of their household net worth while Bloomberg L.P. estimated that more than $14.5 trillion of corporate value had been wiped out as a direct result of what people were starting to call, “The Great Recession” (retrieved from http://en.wikipedia.org/wiki/Late-2000s_recession#cite_note-56). The global economic meltdown affected everyone; governments scrambled to fix the financial markets, businesses slashed overhead and financing disappeared. For many, the world looked like it was coming to an end.

While the international business community struggled to restructure, many baby boomers assessed their lives and asked the question, “Have I made a difference? What next?” From my view, the world was going to realign to the new reality, but that would take years. I, like many, saw this as an opportunity to step back, reflect and knock a few things off my list of unfinished business.

My master’s studies started in 1991. By 1993, I had completed the required course work and had only my thesis to write. However, the priorities of raising my family and growing a business required me to delay writing my thesis. For the next 15 years, my unfinished thesis nagged at me. When the economic meltdown hit in 2008, I saw this as my chance to take a step away from my
business and to finally complete my thesis. The world had come a long way in nearly twenty years and my knowledge of organizational growth and international business gave me a much different perspective of how to solve problems. As a baby boomer in my 50s, I also felt that my lifetime of experience, coupled with a desire to learn, was a perfect combination to find a problem and look for solutions.

In 2009, I applied and re-entered my thesis program with the intention of studying the downtown eastside housing challenge and investigating solutions to help alleviate the problem. For the next year, I completed two graduate courses (to get my academic skills up to speed) and began collecting ideas for my thesis topic. Having worked on Vancouver’s downtown eastside housing problem in the late 1990s, I was intrigued by people who chose to live on the streets. More importantly, with years of real estate experience, I was curious how my knowledge of housing markets, combined with a social entrepreneurial concept, could be applied to help solve one of Vancouver’s most persistent housing problems. With this background, I commenced my thesis to examine solutions for the downtown eastside housing challenge.

All that changed when, in October 2010 during a flight between Los Angeles and Vancouver, I met a 34-year-old, social entrepreneur named Blake Mycoskie. Blake is the founder of TOMS Shoe Company (www.toms.com), a for-profit social venture that has become the fastest growing shoe company in the world, as well as one of the greatest examples of “cause marketing”. Blake’s company was built on the socially conscious brand promise that states, “with every pair of shoes you purchase, TOMS will give away a pair of new shoes to a child in need. One for One™.” Blake’s business concept was born while on a trip to South America, during which time he gave a number of shoes away to poor shoeless children. After this experience, Blake realized that to continue gifting shoes, he would need to create a sustainable business model. TOMS’ unique position in the market is the combination of a sustainable business model with a company culture of marketing eco-designer shoes that matches sales revenue with gifting. More importantly, TOMS employs a social mobility model that is levered by social media, fashion and a culture that teaches the social, health and economic benefits of putting shoes on impoverished children’s feet.

As I sat next to Blake and exchanged stories, I was deeply moved by his passion to improve the world and make a difference in the lives of people that could barely maintain a day-to-day existence. During our chance encounter, I
shared with Blake my background in international real estate and how I was looking to tie that into my master’s thesis topic that studied social entrepreneurs. As the plane landed, we exchanged business cards and agreed to stay in touch.

That night, I reflected on how his idea and my passion for social entrepreneurship and real estate could fit together. The next day, I discussed the concept of a one-for-one real estate based gifting model with my business partner of 28 years, Sid Landolt. We agreed that with our contacts, entrepreneurial drive and desire to contribute to social change, the concept of creating third world housing supply was highly relevant and much needed. Later that day, I contacted Blake and set up a meeting to discuss his experiences and the idea of designing a one-for-one gifting model to build housing for the homeless in third world countries. At that moment, I knew I had found a thesis topic about which I would become dedicated and passionate. Sid and I also felt the entrepreneurial excitement of concepting a “big idea” that, if properly designed and executed, could make a significant contribution to social change in developing countries by providing housing for the most in need in third world countries. But who were the people that were “most in need”?

Sid and I had spent most of our professional careers at the “top of the housing pyramid” by designing, marketing and selling international resort and luxury real estate. Our brand positioning was “the finest real estate in the finest places on earth” and our company had represented the world’s most elite developers in the world’s best real estate. During this time, neither of us had ever asked the question, “Where is the world’s worst real estate?” Looking at Blake’s model, I knew my mission was to find the worst real estate in the world and study a model that would apply TOMS’ one-for-one gifting model to that social condition. In the following weeks, I studied third world slums, read articles on what were considered the worst living conditions, and asked a lot of questions of people who had traveled to Africa, India, Asia, and South America. In a conversation with a well-traveled developer friend, I finally received the answer I was looking for:

Pete, the absolutely worst living conditions I have ever seen in my travels are not the urban barrios in South America or the shacks in the slums of Africa. It’s the people who live in garbage dumps. Their homes are made of garbage and they live off the garbage. These are not even shacks they are so bad. Actually, you should talk to my friend Scott Neeson. He started Cambodia Children’s Fund and lives in the Steung Meanchey landfill community. He will explain it to you.
The following week, I was introduced to Scott Neeson of Cambodia Children’s Fund (CCF) on a Skype conference call. Scott was in his early 50s, the former president of Sony International and, in 2005, he gave all that up to move to the Steung Meanchey dump in Phnom Phen, Cambodia. Scott did what many would never even contemplate: he sold his home in Beverly Hills, his luxury cars and his boat to dedicate 100% of his energies to CCF. In five years, he had grown his organization to include a school with 900+ kids in attendance, a vocational school that taught hairdressing and baking, a pre- and post- natal clinic, and implemented a rice and water voucher program to support the neediest of the 20,000 residents living in the Steung Meanchey dump community. I was mesmerized by Scott’s description of how families living in Steung Meanchey picked garbage to exist and dealt with daily risks of starvation, disease, crime and the ever-present threat of being drawn into the sex trade or human trafficking business to simply survive. “So, CCF has attacked the slum issues on multiple levels to help stabilize the community,” explained Neeson with his slight Australian accent. He followed, “Our next goal is to provide some sort of housing for the most deserving families. In fact, we built a model home to experiment with design, construction and creating a micro business to train and employ our youth into the construction business.”

I had found what I had been searching for: a perfect description of the “bottom of the pyramid housing” and an organization in search of a housing solution. I could barely contain my enthusiasm during the call as Scott and I discussed how his organization was the perfect laboratory to study the one-for-one real estate gifting model. Scott agreed to work with me to provide structure to my research. In exchange, CCF would be the first recipient of the new venture’s gifted housing.

In the following fourteen months, I traveled to Mexico, Cambodia and the Philippines to study the world’s largest and most complex garbage dump communities. During my travels I met with and interviewed NGO workers, dump dwellers, government officials, social entrepreneurs and people making their living from criminal activities at the dumps. I witnessed people rushing to dump trucks to pick through garbage, malnourished teens with barely the energy to work, the stink of wet, rotten garbage after a torrential downpour, tens of thousands of people living in shacks constructed of rubbish, the agony of a mother who could do nothing to help her dying infant in the middle of a dump, children being sold into the sex trade in a last-ditch effort of their father trying
desperately to pay his bills, and many other experiences that gave me nightmares and left an indelible impression that will last my lifetime. On the other hand, I also saw the smile on a child’s face as they received their ration of rice, school children in their fresh new uniforms smiling ear to ear as they learned how to spell for the first time, the hope in a mother’s eyes as she witnessed her child going to school for the first time, thus leaving a life of picking garbage, and I encountered passionate, dedicated NGO workers pouring their life energy into teaching, building schools and training locals to do the same. I would never trade these experiences as they demonstrated the absolute desperation and loneliness of being at the end of a difficult, hopeless road, as well as the joy and promise of a better life made possible by the vision and dedication of a selfless social entrepreneur. These experiences also provided me the motivation to dive deeper into this world, about which I knew nothing, and dedicate myself to completing my thesis.

**THESIS TOPIC**

This thesis examines the key business model elements of a “for-benefit” sustainable social venture model that is designed to provide bottom of the pyramid housing (BoPH) to slum dweller families that reside in large third world urban landfill, or garbage dump, communities. The social venture, named World Housing, is based on TOMS Shoes’ “one-for-one” gifting model which has been modified to the new home real estate industry.

In simple terms, when a first world buyer purchases a new home within the World Housing network of real estate projects, a home is gifted from the development to a qualified and deserving third world family that lives in a sponsored landfill community. The gifted home costs about $1,500 (USD) to construct and the funding is sourced from the developer’s marketing budget in exchange for access to the World Housing database of buyers, a public relation and social media marketing program that creates a distinct position for the developer and the project’s brand. In theory, this makes the project sell faster and reduces risk for the developer. The buyer benefits by learning about third world slum communities and, as part of the buying process, chooses one of World Housing’s sponsored landfill communities and a recipient family. Essentially, the World Housing model acts as a form of wealth transfer between the first and third world and enables “middle class philanthropy” that is activated through a large real estate asset purchase.
THESIS ORGANIZATION

The mixed method of research was selected for the design of this study as the complexity and newness of the problem could not be addressed by one research method alone. I believe the combination of qualitative and quantitative methods provides a better understanding of the research problem and therefore yields a better business model construct for World Housing. For the purposes of this thesis, mixed methods research is defined as “a research design with philosophical assumptions as well as quantitative and qualitative methods” (Creswell, 2006).

This thesis has been organized to study and test the World Housing business model by generating primary data using the grounded theory research methodology (qualitative interviews) that were verified with secondary data generated from an online survey questionnaire (quantitative method). The thesis problem, research data and analysis are organized into six chapters.

Chapter One, “Introduction,” provides an overview to the reader, discusses the origins of the research problem, gives a description of the research topic, and describes how this thesis is organized.

Chapter Two, “Overview,” provides the background of the thesis problem by defining the third world slum community, describes the impact of slums on local and regional social structures, defines the dump dweller, and discusses the relevant literature. The slum dweller’s living and working conditions are studied with specific analysis of the housing form they occupy. The role of the social entrepreneur and “for-benefit” organizational structures are examined. Next, the significance of the dump problem is discussed to provide the reader with a clear picture of how this “most disadvantaged” community is differentiated from other urban slum communities. Finally, the research questions to be answered in this thesis are presented and discussed.

Chapter Three, “Grounded Theory Research,” examines the grounded theory research method and provides an overview and rationale of why this method was chosen as the primary research design for this thesis. The process behind grounded theory is detailed and the role of the literature review in grounded theory research is discussed, followed by a review of the role of mixed methods research in the application of grounded theory. This chapter then frames the research methodology by discussing the sampling strategy, as well as the primary and verifying data collection methods which included (i) intensive interviews, (ii) the administration of two online surveys, (iii) a case study of two
families living in the Steung Meanchey dump in Cambodia, and (iv) a series of business modeling sessions. Next, the criteria for selecting research participants are given, along with a description of the various categories of research participant groups. Finally, the strengths and limitations of the grounded theory research methodology are discussed.

Chapter Four, "Research Method and Design," provides an overview of the research method data sampling strategy used for the research. The selection criteria and a synopsis of each research participant group are given which included (i) individual interviews, (ii) online survey, (iii) case study and, (iv) business modeling sessions. Along with the synopsis, a detailed profile of each research participant is described to give the reader an understanding of the background, experience and psychographic profile of the various participants in this study.

In Chapter Five, "Making Connections and Assessing Meaning," I examine the data and emerging grounded theory for World Housing. This is done by examining and identifying common categories of data which are then classified into two major groups: (i) third world landfill community challenges and first world perceptions of dump dweller communities, and (ii) the emerging elements of the World Housing business model. These major groupings of data were then framed as assertions or questions that are discussed and supported by the research data. Next, the major categories of data are presented and selected through the lens of grounded theory. These final categories are then examined, refined and presented in the context of emerging theory for the World Housing model.

Chapter Six, "Findings: The World Housing Business Model Elements," describes the business modeling process and the planning participants who examined the emerging grounded theory and applied it to the design framework used to construct the World Housing business model. The results of three business planning sessions are presented. These sessions were used to form the key elements of the World Housing business model, which included: customer segments, value proposition, business development channels, customer and key partner relationships, revenue streams and capital sources, key resources, key activities, key partnerships, and cost structures (including start-up capital costs and one year cash flow statement). Finally, this chapter presents and discusses the World Housing market position and its brand elements.
Chapter Seven, "Discussion and Implications," examines the grounded theory and the World Housing business model in the context of answering the two research questions posed in this thesis. The limitations of the study are discussed. Implications for social entrepreneurship, advocacy of the World Housing business, learning opportunities for first world participants, and building third world landfill community housing are all outlined. As well, the challenges and opportunities for the start-up of the World Housing are presented. Finally, concluding comments for the findings of this thesis are discussed.
Chapter Two
Problem Background

Business cannot succeed in societies that fail.
Tania Ellis

Chapter Two examines the problem of third world slums, defines the characteristics of a slum community, and the challenges facing the dump dweller. The roles of the social entrepreneur and for-benefit enterprise are described in the context as a solution provider for slum issues. Finally, the research problem and research questions are presented along with the organization of this thesis.

Problem Background
Today there are nearly seven billion people living in the world. Of these, more than three billion live on less than $2 per day, resulting in 43% of the world’s population living in poverty (Global Report on Human Settlement 2003). In 1998, Professors C. K. Prahalad and Stuart L. Hart dubbed this disadvantaged world population as the “bottom of the pyramid,” referencing the bottom of the world’s economic pyramid (Retrieved from http://en.wikipedia.org/wiki/Bottom_of_the_pyramid).

Within the bottom of the pyramid (BoP) population, it is estimated that 1.1 billion people are classified as “slum dwellers” where the inhabitants’ dwelling is barely fit for occupation, provides little or no security of tenure, has inadequate access to safe water and sanitation, and includes severe overcrowding (Morris, 2006). The largest slum communities naturally form around large urban centers. Figure 2.1 outlines the areas where there are the greatest concentrations of slum populations.
The growth of urban slums will continue to escalate as impoverished people living in rural communities continue to move into cities seeking greater opportunity and employment. It is estimated that 95% of the expected population increase over the next 20 years will be absorbed into large, growing urban areas of developing countries. The compounding growth of urban slums translates into 5 million people per month relocating into third world cities (UN-HABITAT, 2008, p. 15). In 2003, UN-HABITAT warned that if severe action was not taken by 2030 the global numbers of slum dwellers will double resulting in 2 billion people living in a dwelling unfit for human habitation (UN-HABITAT, 2003).

The urbanization of slum communities is opportunistic, as they grow organically with little or no thought to urban planning, resulting in twisting and narrow streets, as well as no basic infrastructure such as water, electricity or sanitation. Slum communities naturally form around sources of informal employment for its inhabitants, for instance in large garbage dumps or next to city commercial centers. Many slums are located in environmentally sensitive and disaster-prone areas, including wetlands, river beds, creeks, flood plains, or steep, unstable slopes (Medina, 2000).

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1 Figure 2.1 is from the book *Planet of the Slums* (Davis, 2006) and illustrates the location of the 30 biggest “mega-slums” in the world. The circle’s size and color indicate the number of inhabitants in millions.
Slum communities, also referred to as “informal settlements” or “shanty towns,” typically sit on government-owned, privately-owned or squatted land that provides the dweller with little or no tenure of occupancy and no basic infrastructure such as clean water, sewage, or electricity. In almost all cases, there is an ambiguous legal entitlement to occupy the land that allows unscrupulous government officials and landlords the ability to use forced evictions to extract maximum rents or change land use for upscale housing development. In some cases, chiefs or elders in charge of the land have been known to derive a considerable personal profit from allocating public lands to slum tenants at their judgement (Warah, 2004). Without formal land title or home ownership structure, slum dwellers are forced into quasi-feudal dependencies with government officials and landlords (Davis, 2004). These relationships have a history of creating enormous tensions between the occupier and land owner. One of the most dramatic examples occurred in 2003 at a slum neighbourhood of Mathare North in Nairobi where thirteen members of a 100-man eviction squad were brutally battered to death by residents. The incident prompted questions about whether this was a sign of things to come – that urban conflicts between marginalized and privileged communities might evolve into a new form of urban warfare (Warah, 2004).

**WHAT DEFINES AN URBAN SLUM?**

Our modern concept of the urban slum dates back to the industrial revolution as experienced in 19th-century London or early-20th-century New York (UNCHS, 2001). While there are many definitions and characteristics that make up a slum community, for the purposes of this thesis, I have used the United Nations Human Settlements Programme’s definition which is, “a contiguous settlement where the inhabitants are characterized as having inadequate housing and basic services.” A slum is often not recognized or addressed by the public authorities as an integral or equal part of the city (UNCHS, 2001). Within the slum
community, a slum household is further defined as a group of individuals living under the same roof that lack one or more of the following conditions (UNHABITAT, 2003):

- **Access to safe water** and/or sufficient amounts of water for household use at an affordable price. It is common for a slum dweller to spend a large portion of their day finding potable water purchased at 200 times the cost of tap water;

- **Access to sanitation**, either in the form of a private toilet or a public toilet shared by a reasonable number of people. It has been reported that at informal settlements such as Nairobi that more than 400 people share a single toilet (Warah, 2004). It is common in slum communities for people to defecate in public areas due to the lack of sanitation facilities;

- **Secure tenure** and protection by the state against forced evictions. In 2011, the Cambodian government conducted a series of forced evictions in the Boeung Kak district of Phnom Phen. The evictions were characterized by the media and bloggers as a land grab from corrupt government officials who had orchestrated a land sale to a local land developer, Shukaku Incorporated (Gorvett, 2011). Scott Neeson of Cambodia Children’s Fund described the incident, wherein families were violently evicted with no notice, shuttled off to a “social education center” where they were held and later moved to a remote location. Their new home was located 30 kms outside of the city, away from their source of employment and had no access to roads, water or schools;

- **Durability of housing**, where a home is built in a non-hazardous location and its structure is permanent and adequate enough to protect the inhabitants from extreme climate conditions such as rain, heat, cold and humidity. Slum shack structures do not stand up during heavy winds and storms that cause structural failures and, in some cases, total collapse. During my tour of third world slum communities, I witnessed many collapsed structures where the inhabitants were forced to live totally exposed to the elements because their “home” had either blown down or incurred extreme water damage rendering it uninhabitable; and
• **Sufficient living area** for the household members where not more than two people share the same room. In one of Delhi’s slum neighbourhood of 7700 shacks, a typical structure is 6.6 ft. wide by 6.6 ft. long and has a total living area of about 44 sq. ft. and the average household in this neighborhood houses a family of six (UN-HABITAT, 2005). By the same measurement, a 1250 sq. ft. two-bedroom condominium in Vancouver would house 170 slum dwellers from Delhi. It is interesting to note that during my tour of the Steung Meanchey landfill community in Phnom Phen, the typical living arrangement of a 100 sq. ft. shack had 8 to 10 family members occupying the structure. The same was true from my tours in Mexico and the Philippines. While the UN’s definition of “sufficient living area” may be reasonable in the context of first and second world living conditions, I question whether it is reasonable and attainable in third world slum upgrading.

Slum communities are primarily comprised of shanties and shacks that are made of the most rudimentary design and construction and considered unfit for habitation (Hammond, 2007). In almost all cases, slum housing is built from materials such as plastic, pieces of wood, metal scraps, and cardboard that have been scavenged from the local area. The structures range between 100 and 250 sq. ft. and have no proper foundation. In most cases, the inhabitants live on dirt floors.

While slum dwellers’ income can be derived from both “formal” and “informal” sectors of the economy, the vast majority earn their living in the informal sector, possessing jobs such as shoe cleaners, rag pickers, beggars, or resellers of food, gasoline, water or vegetable sellers, house servants, and garbage scavengers. The slum dweller is also one of the major sources of employees into illegal sectors such as drug dealing, prostitution, human trafficking, and theft. In cities with large urban slums like Phnom Phen, 80% of slum dwellers are employed in the informal sector (Hammond, 2007).

**THE IMPACT OF SLUMS**

Life in a slum is unpredictable and rife with social and health problems caused by the depressed physical and economic conditions. As Scott Neeson explained, every day brings challenges that would be unimaginable for someone living in a developed country (personal communication, February 16, 2011). The simple task
of finding clean drinking water can take up to 5 hours a day and cost as much as 30% of the household income. For many, food gathering is a family affair and all members "chip in" to scavenge through garbage found on empty lots, behind restaurants, in garbage cans or at the local city dump. A major health issue with a family member may require the head of household to borrow money from the local loan shark at usurious rates to pay for medical bills, which can then lead to prostitution or the sale of a family member into the sex trade. The idea of accessible health care, education or employment in the formal sector is merely a dream slum dwellers contemplate while scratching out their everyday existence.

Possibly the most negative impact is the social stigma wherein the slum dweller is viewed as "untouchable" or "uncultured" and considered the lowest-class citizen within society (Samy, 2007). The notion that the slum dweller is at the bottom of the class system allows people in greater positions of power to marginalize the slum dweller to their advantage. Working informally, the slum dweller is underpaid, excluded from labour and social protection, and often not recognized as a citizen of their country which further reduces or eliminates his or her individual rights.

In my tour of the Steung Meanchey dump, Scott Neeson explained that women are the most marginalized, as they are relegated to menial tasks such as finding and transporting water, caring for the sick, or picking through garbage looking for food. In some cases, they are cycled into the sex trade as the family seeks additional sources of income. In other instances, women are the breadwinners and obligated to spend long hours working away from the home taking jobs in the informal economy (Fry, 2001). It should be noted that slums can be a refuge for women fleeing marital disputes, household violence, or as an alternative to the sex trade. That being said, overall, the low status of women gives them the lowest priority for education or medical care (retrieved March 16, 2012 from; http://www.homeless-international.org/About-Slums/impacts-of-slums).

Children, by circumstance, are also a low priority in a third world urban slum. During an interview with a senior NGO manager (Participant 26-EC) at the Philippine Community Fund landfill community, it was explained that many women and children are forced into menial labor to generate household income through begging, selling candy and gum on the streets, scavenging or petty theft. In situations of extreme financial desperation, young children are sold into the sex trade or rented out as prostitutes. While there is limited data available on causes of death in slum children, research shows that diarrhea, pneumonia, and
vaccine-preventable illnesses lead the list (Fry, 2001). Mortality rates of children living in slums from infectious diseases are 15 times the rate of those in the developed world. In the least developed countries, more than 20% of children die before they reach the age of five (UN-HABITAT, The Challenge of Slums, 2003). Children are also denied the opportunity to access basic education with less than 5% having access to elementary level education in slums like Steung Meanchey in Cambodia and Smokey Mountain in Manila.

The role of the male head of household can be a complex dynamic. During a Skype conference call with a social entrepreneur from Cambodia (Participant 19-JT), he explained that often the man sees himself as a failed provider even though his situation is not totally in his control or of his own doing. In desperate situations where the male breadwinner cannot make ends meet, he may resort to illegal activities in the informal economy. In other cases, the man may simply give up and their life goes into a dead-end cycle of unemployment, substance abuse and spousal abuse. It is difficult to imagine the gut-wrenching emotions of a father who, in total desperation, considers (and acts on) selling his child into the sex trade to generate an income.

The combination of high population density, large numbers of broken families, significant unemployment, and the lack of medical and educational support produces a cycle of abject poverty within a slum. This also creates a breeding ground for criminal activity, such as theft, prostitution, drug trade and human trafficking. These weakened social structures, in combination with the visible lack of law and order, result in roaming gangs, muggers, drug dealers, prostitutes, and thieves operating within the community with complete impunity (UN-HABITAT, The Challenge of Slums, 2003, p. 76).

Slums are also considered one of the unhealthiest places to live due to poor sanitation, lack of waste disposal facilities, poor air quality and the presence of rats and mice. Mortality rates are some of the highest in the world. The dysfunctional environment also generates high mental illness, alcoholism, drug addiction, and suicide. Deadly illness and disease such as cholera, malaria, diarrhea, and HIV are prevalent in most slums. For the healthy slum dweller, where access to medical care is difficult and expensive, illness becomes a constant threat (retrieved March 22, 2012 from; http://www.homeless-international.org/About-Slums/impacts-of-slums).

As described above, housing ranges from shacks built from reclaimed lumber and scrap metal, which provides basic shelter, to completely
uninhabitable structures cobbled together with scavenged materials to create a roof overhead in a squatted shelter. At either end of this spectrum the shacks of third world slum communities would be deemed uninhabitable and condemned in the first world.

While it is easy to focus on the destructive nature of slums, they do provide important support to the local economy. For example, slum communities provide “affordable” housing to immigrants who are willing to work in jobs with long hours at minimal pay. Another example is that in Phnom Phen, Cambodia, 80% of the city’s slum dwellers are employed in the informal economy in a variety of jobs: moto-taxi drivers; food, gasoline and vegetable sellers; construction and brick workers; household servants; and rubbish collectors (Heinonen, U, 2008). Without access to slum housing, new immigrants would not be able to afford to live in the city.

On the human side of the equation, slums can be stable and homogeneous communities where common interests collide with hard living conditions (Fry, 2001). Most slum communities have their unique and separate governance with distinct laws and customs. For example, during my tour of the Xpta landfill community in Mexico, there is an appointed “mayor” who regularly meets with the community and helps to manage the interests of the 650-person constituency of slum dwellers. There is a set of informal “laws,” including, for instance, a ban on pregnancy and substance abuse. These laws are distinct to the community and are designed to break the poverty cycle. Community members provide support to each other by policing theft and offering child-minding service while their neighbor is scavenging garbage at the local landfill. To an outsider, a slum may appear to be a place of social chaos and lawlessness; however, the slum communities I toured all had a social and community structure that gave its residents the ability to operate and survive on a daily basis.

**SOLVING THE PROBLEM OF SLUMS**

The growing problem of slums is so significant, the United Nations is pushing to have slums considered a development issue and recognized as a separate typology in itself to classify human settlements (UN-HABITAT, Slums of the World 2003). Much focus has been placed on solving the problem associated with slums. In 2000, the Millennium Development Goals were adopted by the UN member states. Goal 7 stated a mandate to “Ensure Environmental Sustainability” with Target 11 specifically setting out to create “Cities without
slums” and “by 2020, to have achieved a significant improvement in the lives of at least 100 million slum dwellers” (UN-HABITAT, Guide to Monitoring Target 11, 2003).

In modern history, government, non-government organizations and for- and non-profit social ventures have been focused on this problem since the early-1900s when slums formed in urban centers in Europe. The key focus on reducing slums has been to improve infrastructure (power, water and sanitation), secure land tenure, provide access to social and educational programs, access to free or low-cost health care, and upgrade or replace inadequate housing (retrieved January 16, 2012 from; http://www.globalurban.org).

More recently, programs have been sponsored by local or federal governments, non-government organizations, and for-profit businesses that are focused on social change. Groups such as the Philippines National Shelter Program (NSP), NGOs such as the National Slum Dwellers Federation (NSDF), and for-profit businesses like Tata Housing Development Company of India are all examples of organizations that are attempting to make sustainable change within the slum communities of the world. The challenge still remains that the rate of slum growth significantly outpaces the solutions being implemented into the market.

**Dump Dwellers: The Bottom of the Bottom of the Pyramid**

At the very bottom of the slum hierarchy is the “dump dweller” who is also referred to as a “landfill dweller,” “garbage picker,” “picker,” “scavenger,” “waste picker,” “collector,” “salvager,” “recycler,” “informal sector collection worker,” or “waste harvester” (Sampson, 2010). This group of slum dwellers is considered the poorest of the poor and “earn a living from collecting, sorting and selling recyclable materials, such as paper, aluminum and plastics found mainly on the streets, in residential and commercial areas, or at landfill sites” (Bonner, 2008, p. 7). The world population of dump dwellers is difficult to calculate as many live within a slum located near the local dump with other non-dump dwellers. However, the World Bank estimates that 1% of the world’s urban population derives its living from picking waste while others calculate as much as 2% of the total population in developing regions such as Asia and Latin America survive by scavenging (Bonner, 2008; Medina 2000). Other studies indicate that 1% to 2% of the population in developing cities is supported directly or indirectly by the refuse generated by the upper 10% to 20% of that
city’s population (Hogland and Marques, 2000). Regardless of the method of calculation, applying the above studies demonstrates that the waste picker represents a significant population and ranges between 100 and 150 million people worldwide.²

For the purpose of this thesis, I will use the terms “dump dweller” and “waste picker” interchangeably and narrowly define this population as, “impoverished men, women and children who live in or around a large urban landfill in a developing country, and who derive their income and daily sustenance by picking through freshly dumped garbage looking for food and materials they can recycle or repurpose to sell.” I further distinguish the dump dweller from the slum dweller, as he or she obtains their entire income from this informal economic activity.

The dump dweller settles around a landfill in search of immediate opportunity where there is a low barrier for entry. The waste picker’s job is one that requires little or no training, allows the individual to engage in the informal economy immediately, provides flexibility of hours, is gender-neutral, can include all family members, and is especially appealing to women who are also responsible for the daily care of their children. The dump location offers many benefits to the waste picker as it minimizes their transportation cost, provides access to free or affordable accommodation, undesirable to others, and is in close proximity to discarded materials that can be used to build their shelter (Medina, 2000).

However, new rural immigrants to the city dump quickly discover that the life of a waste picker is a highly competitive job with extremely unsanitary working conditions. Waste pickers are often exposed to health risks such as diarrhea, typhoid fever, cholera, dysentery, tuberculosis, anthrax, poliomyelitis, skin disorders, pneumonia, and malaria (Medina, 2000). In Manila, research indicates that more than 35 unique diseases have been identified in dump dweller communities (Medina, 2002). The health risks and mortality rate of the dump dweller are the highest in the world. For example, the life expectancy of a waste picker in Mexico City is 39 years, compared to the general population’s average of 67 years. Infant mortality of 1/3 (one death of an infant under one

² Calculation of range is based on (1) total urban population x 1% = 100 million, and (2) total population of developing countries x 2% = 150 million.
year out of every 3 live births) was found in a study of the Egyptian scavenger community located in Cairo (UN-HABITAT, 2003).

The dump dweller lives, by definition, in “extreme” or “absolute” poverty, where the household cannot meet basic needs for survival. Dump dwellers are chronically hungry, unable to access health care, lack safe drinking water and sanitation, and cannot afford to educate their children (Sachs, 2005). While consistent with the housing structure of the slums, the dump dweller lives in housing that is a direct reflection of their abject poverty. In all of the dump communities I toured, the housing was of the most rudimentary form by comparison to the surrounding slum community. As reported by Scott Neeson, “Housing in these communities is simply one step up from living on the street. For many, a shack looks like a mansion.”

The dump dweller plays an important role in the informal economy and is essential to providing several social, economic and environmental benefits (Moreno-Sanchez, et al., 2003). The recycling of solid waste reduces air pollution, saves energy, reduces waste from industrial processes compared with the use of virgin materials and, in many cases, reduces the import of raw material. It is also argued that waste picking reduces the city’s cost of solid waste management resulting in lower cost of collection, transportation and fuel (Medina, 1997). The most important role of the waste picker is the creation of an informal economy that represents income-generating activity for the most unskilled workers; activity that would otherwise perish due to lack of government assistance.

As this sector continues to grow and develop in the more advanced developing regions such as Latin America, the waste picker is starting to organize into worker cooperatives that have combined into national movements in countries such as Brazil, Columbia, Chile, and Peru. Organizations such as the National Movement of Waste Pickers of Brazil are now recognized and
supported by the federal government. In 2008, Bogota, Columbia hosted the First World Conference of Waste Pickers, with more than 400 local waste pickers and 250 delegates in attendance. The attendees included waste picker organizations, waste pickers, NGOs, government officials, and academics. The conference agenda focused on creating a world-wide network, raising waste pickers’ visibility with government, and protection of the waste picker’s human rights (Bonner, 2008).

Outside of Latin America, India is the only country with a formal waste picker organization; however, while organizations such as Slum/Shack Dwellers Federation have started to focus on the livelihood of the waste picker, Southeast Asia and Africa have little, or no, formal recognition for the dump dweller.

**The Role of the Social Entrepreneur**

As social issues like unchecked slum growth continue, an emerging sector of society is starting to look at filling the gap between government and non-government intervention. These socially-minded entrepreneurs, referred to as “social entrepreneurs,” have entered the social change sector by addressing social market failures through the “innovative use and combination of resources to pursue opportunities to catalyze social change and/or address social needs” (Mair, 2004, p. 3). The social entrepreneur does not think or act like established organizations or government. Rather, he or she views a social challenge as an opportunity to create value by exploring and exploiting opportunities through stimulating social change or meeting social needs (Mair, 2004).

Like the business entrepreneur, the social entrepreneur is motivated by the drive to solve a problem that others may consider too difficult or impossible to tackle. Typically, they see a vision for a solution that others fail to recognize and take a relentless pursuit towards realizing their vision. Refusing to take “no” for an answer, they are exceptional at articulating their vision and at creating a mission to solve a problem, the solution of which others will follow (Bornstein, 2004). The entrepreneur, by his or her very nature, is highly motivated to achieve a result that is measurable, impactful, and ultimately creates value through a new and innovative solution.

Social entrepreneurs differ from the for-profit entrepreneur in that their primary motivation is the creation of a social benefit as opposed to an economic one. In many cases, the social entrepreneur comes from a successful background
in the for-profit sector but recognizes a social market failure and is driven to apply their entrepreneurial skill and experience towards solving that failure. The social entrepreneur sees the world differently. He or she replaces not only the profit motive with a social welfare motive, but also personal wealth creation with social wealth creation. Most social entrepreneurs are motivated by ethical and moral responsibility, as well as the personal fulfillment of helping others of less means (Bornstein, 2010; Dees, 2002).

In recent years, the media attention captured by successful social entrepreneurs, such as Mohammad Yunus of the Grameen Bank and Bill Gates of the Bill and Melinda Gates Foundation, has motivated mainstream entrepreneurs to participate in the social entrepreneurial movement. The movement has grown at such a rate that a recent study showed that more than 12 million Americans from 44 to 70 years old would like to start non-profits or businesses that solve social problems (Lopez-Rivera, 2011). This sentiment is echoed by many of the research participants in this study. During my interviews with first world participants, a significant majority expressed an interest in contributing to a social venture in which they could play a role by applying the skills they acquired in their professional life.

THE EMERGENCE OF THE FOURTH SECTOR “FOR-BENEFIT” SOCIAL ENTERPRISE
As entrepreneurs enter the arena of social change and fill the gap between traditional organizations and social market need, they form organizations as tools to deliver their vision. These legal entities are often referred to as a social enterprise or social venture and registered as either a for-profit or non-profit company. In either case, they are distinguished from market businesses in that their mission is to solve social problems, provide social benefit, and create social capital.

For-profit social ventures are in business to make a profit like any other competitive market business. However, their mission prioritizes social benefit above financial profit. Profit is furthermore applied to the social mission as set out in the company charter while, at the same time, providing the shareholders a reasonable return on their invested capital (Haugh & Tracey, 2004; Mycoskie, 2010). One of the driving forces of the for-profit social venture is to gain market share with the goal of creating a sustainable business model that enables the organization to continue to serve the social needs of its constituency. For example, TOMS Shoes prides itself on selling quality fashion footwear in the first world that triggers the donation of shoes to children in need in third world
countries, all the while generating a reasonable return to its shareholders. Integral to TOMS’ formula for success are a few factors: raising social awareness for the needs of shoeless children; creating a social movement with its loyal consumer base; and all these demonstrated in conjunction with an ability to achieve financial sustainability. Blake Mycoskie, the founder of TOMS, intentionally created a for-profit social enterprise so the company would not have to rely on donations to grow and thrive (Mycoskie, 2010).

The for-profit social venture has encountered both criticism and support. The critics of the for-profit social venture claim that the business is taking advantage of a social need and gaining a business advantage as it is viewed by the consumer as being “socially conscious” and “doing good” on the outside, but on the inside the directors and shareholders are simply being opportunistic and seeking profit. As explained by Blake Mycoskie, a for-profit social venture can be a better structure because the “profit motive” drives a more efficient business operation, provides a more innovative product, and makes the business self-sustainable because it is not reliant on donations.

By contrast, the non-profit social venture’s mandate is to focus the organization’s energies on providing a social service or product without the constraints of creating profit and returns to the shareholders. While some argue this “purity of business intent” allows the organization to operate freely without the pressure of placing profit over performance, others state that too much of the organization’s time and resources are dedicated towards fundraising and, furthermore, that the lack of profit motive reduces the organization’s competitive drive to innovate. Scott Neeson explained that if he could restructure Cambodian Children’s Fund to be a for-profit social venture he would do this as he estimates 40% of his time is devoted to finding new donors or maintaining the relationship with existing donors (S. Neeson personal communication, March 14, 2011). Other non-profit NGO participants in this study agree and emphasize that the fundraising aspect of a non-profit enterprise is not only time consuming, but also administratively heavy and distracts the organization from its intended social mission.

The debate about whether a social venture should be a for-profit or non-profit has caused considerable divide within the social venture sector of the economy. This debate has given rise to a “hybrid” structure referred to as the “for-benefit enterprise” (Brookes, 2008; Hasenfeld & Girdon, 2005). Proponents of this structure see it as a “fourth sector” of organizational category with for-
profit, non-profit, and government being the other three sectors (retrieved May 12, 2012 from; http://www.fourthsector.net). The argument is compelling as experts claim that none of the other three sectors have the organizational DNA within their corporate charter to strike the balance between profit, social change and public good (Battilana, 2012 & Nicholls, 2008). Bill Eyres, head of sustainability at 02 Corporation addressed this topic at the Voice 11 Social Enterprise Conference in 2011 when he explained, “The cooperative space between social enterprise and private enterprise, which some people call the fourth sector, is actually how you drive change.” As the fourth sector emerges, entrepreneurs looking to solve social problems will have a better organizational structure to match their venture’s mission, vision and values to the engine of the business.

The “for-benefit enterprise” is neither strictly for-profit nor non-profit as the structure allows the organization to generate earned income but give top priority to an explicit social mission (Sabeti, 2011). Until recently, most countries’ legal system did not allow a blending of the two organizational structures, thus forcing social entrepreneurs to pick one over the other. This often handcuffed the enterprise’s ability to drive entrepreneurial innovation and social change at the same time. For-benefit structures allow for a “purpose broader than making money, can guide strategies and actions, open new sources for innovation, and help people express corporate and personal values in their everyday work” (Kanter, 2011).

In simple terms, the for-benefit enterprise retains the motivation to generate profit while embedding the non-profit corporate culture into a social mission which then becomes the focus of the organization. For example, in the United States, a specific legal charter has been created, called a “B Corporation,” where the company is legally required to simultaneously create a benefit to society and its shareholders. The company also has a fiduciary responsibility to publicly report their social and environmental performance as measured by an established third party. This structure guides (or pushes) the organization towards a triple bottom line of planet, people, and profit. In exchange, the B Corporation receives preferential tax treatment and their legal status allows them to publicly brand their company as a “for-benefit” which, if properly promoted, elevates their brand in the eyes of the market (B Corporation Annual Report, 2009).

In many cases, this new structure is applied to a social enterprise where the business model is “for-profit”, but the profits are trapped to either strengthen the balance sheet against recessionary economic cycles or used to grow the
business into new markets or provide new emerging services. This hybrid "for-benefit" approach to business structure enables the social entrepreneur to operate the business with the discipline of a for-profit company while, at the same time, keeping the social mission and vision at the forefront (Battilana, 2012; Battilana, 2010).

THE SIGNIFICANCE OF THE DUMP DWELLER PROBLEM

Today there are 1 billion slum dwellers worldwide; this population is projected to grow to 2 billion by 2030 if urgent action is not taken to address the problem (Morris, 2006; UN-HABITAT, 2011). In 2011, these estimates were questioned as being too low in the United Nations' Millennium Development Goals Report 2011, that stated, “growing urbanization is outpacing slum improvements, calling for new and realistic national and local targets” and a “redoubling [of] efforts will be needed to improve the lives of the urban poor in cities and metropolises across the developing world” (UN, 2011).

As described above, the dump dweller population is a subset of the slum dweller population, and its growth will continue to mirror the rate of slum dweller growth. Without a coordinated and planned system of intervention to break the continued cycle of poverty, this largely unrecognized population will continue to grow at exponential rates, creating unnecessarily high mortality rates, growth of disease, and civic unrest between the “have” and “have-not” classes of society (UNESCO, 2008). During interviews with Scott Neeson and the CEO of Philippine Community Fund (Participant 18-JL), they shared the same view that the landfill dweller is the most ignored and “at risk” population in the world and added that if more is not done to provide support to this group, it will continue to grow and become an even greater stress on government and NGO resources.

While the core issues relating to the cycle of poverty in dump dweller communities consist of basic elements of human existence such as safety, food, access to medical care, and education, the challenge of providing adequate housing, as defined by the United Nations, remains one of the greatest unsolved problems. Providing housing in dump dweller communities is a complex problem insofar as issues including access to land, tenure of occupancy, and lack of capital to build accessible housing make it nearly impossible for third world governments and NGOs to provide a sustainable solution. Additionally, many
landfill community organizations are faced with issues that they perceive as requiring immediate attention such as providing food, water, medical care, and basic education. These stresses on priorities and resources sideline housing solutions in favour of more urgent and less costly solutions for the dump dweller community.

In summary, the worldwide number of dump dwellers is estimated at between 100 to 150 million people; they are considered the population most in need of housing. However, during my interview with Scott Neeson, he explained that there are few, if any, sustainable housing solutions being targeted specifically to landfill communities. Further investigation supported Neeson's claim: I found no government, non-government, or social venture program that specializes in providing housing solutions to third world landfill communities during the research for this thesis.

**RESEARCH PROBLEM**

The landfill communities of the world are a microcosm of Maslow’s Hierarchy of Needs model where the dump dweller spends the majority of his or her waking hours attempting to fulfill basic biological, physical, and safety needs such as finding food, drinkable water, medical care, and protection from the elements by finding secure and safe shelter. This leaves little or no opportunity for the dump dweller to move their way up the hierarchy into self-esteem and self-actualization activities which would help break their cycle of poverty. Interviews with dump dweller residents in Cambodia, Manila, and Mexico supported this hypothesis as every third world participant to this study explained that their day was consumed with activities that enabled them to simply maintain a bare existence. Furthermore, obtaining habitable housing was a need that each participant expressed as a top priority; however, their circumstance and financial situation prevented them from securing adequate housing.

The solution to solving the housing problem in slums and landfill communities goes beyond one government, NGO, or individual social venture and will require various stakeholders to work in a highly coordinated fashion to create sustainable solutions. In addition, new and innovative thinking is needed to address the complexities of dealing with social, economic, and organizational challenges that block real progress. Many interview participants felt that a gap exists between government organizations, NGOs, and the people they are
attempting to serve. In simple terms, this gap exists because many formal organizations do not have the creative culture or capacity to apply new innovations in solving problems such as upgrading slum housing.

As described above, many predict that the emergence of the “for-benefit” enterprise model will attract new social entrepreneurs who are willing to invest their time, personal capital, and business experience in a mission to solve specific social issues. This thesis examines the research problem of how government, non-government, and emerging social entrepreneurial organizations can address one of the most pressing challenges in the third world – providing housing at the bottom of the pyramid.

**RESEARCH QUESTIONS**

As discussed above, the challenges of providing housing at landfill slums are complex and require multiple organizations such as government, NGOs, and social ventures to work together to empower the community and its residents to self-sufficiency. Fundamental survival tools such as education, vocational training and access to gainful employment represent movement up the hierarchy for the dump dweller. Within this mix of stabilizing the dump dweller’s life situation, housing becomes a significant signal of stability, hope, and growth.

This thesis studies the narrow issue of providing housing to landfill community residents through a distinct business model that creates a unique partnership between real estate developers and buyers in the first world, and NGOs, local government, and landfill dwellers in the third world. To achieve this, World Housing applies a multi-disciplinary business model that awakens and agitates first world participants’ imbedded psychological need to help others of lesser fortune by enabling a new form of “middle class philanthropy” through the purchasing of real estate that is then connected to third world landfill communities through a gifting model. This study examines all facets of the World Housing model with the objective of determining the social impact, business viability, and long-term financial sustainability of the venture. In order to study the World Housing model, two research questions are posed and examined through this research:
1. Will a “one-for-one” first world real estate gifting model be an effective and sustainable solution to create accessible housing for third world dump dwellers and their community?

2. What are the critical success factors that will ensure the World Housing venture becomes a sustainable, self-generating business model?

To address the above research questions, both primary and verifying data collection tools were employed. The primary research methodology for this thesis is the grounded theory method, which was chosen due to the lack of available research in the areas of landfill slum housing, philanthropic one-for-one gifting models, and first world real estate buyer attitudes towards third world slum issues. Primary data was collected through a series of first and third world interviews with the proposed stakeholders to the World Housing business model and a case study of two landfill families. Verifying data collection methods, used to triangulate the data to ensure validity, included two online surveys and three business planning sessions. The data was coded and sampled to examine emerging theory, and developed further into grounded theory of World Housing. Finally, the resulting grounded theory was studied in the context of answering the research questions.

**SUMMARY**

This chapter discussed third world slums, landfill dweller communities and the challenges associated with these conditions in the growing urban populations of the world. Literature was woven into these topics that provided evidence of the problem associated with the dump dweller and the need for housing. A connection between the social entrepreneur and social enterprise in providing solutions to slum and dump dweller housing need was presented. This chapter concluded with research questions focused on examining how the World Housing business model may be applied for providing a sustainable solution to creating landfill housing for slum dwellers.
CHAPTER THREE
GROUNDED THEORY RESEARCH

Grounded Theory study was inspired by the need to develop a theory free of the methodological and conceptual pitfalls of previous studies.
McGhee, Marland & Atkinson

Chapter Three outlines the rationale behind the selection of grounded theory as the research methodology for this thesis. The process behind grounded theory is presented, and the role of mixed methods research, as well as a subsequent literature review in constructing grounded theory, are discussed. Finally, the strengths and weaknesses of grounded theory, along with the strategies implemented in this research to address the weaknesses of grounded theory, are summarized.

WHY GROUNDED THEORY?
I began the selection process for a research design by comparing and analyzing five research methodologies: (i) narrative, (ii) phenomenological, (iii) grounded theory, (iv) ethnographic, and (v) case study research methods (Creswell, 2007). While each method has strengths and weaknesses in their application to answering my research questions, I chose grounded theory as the primary research method for three reasons.

Firstly, this research topic does not have a large body of social or managerial research to draw from. The concept of a social venture "one-for-one" gifting model that transfers financial and human capital from the first world real estate sector to create housing in third world slums does not exist today. Grounded theory is a useful design to employ when a theory is not readily available to explain a process. Creswell (2007) points out that while existing literature may have models available, they are often developed and tested on samples and populations other than those of interest to the researcher and therefore do not offer a complete fit to discovering emerging theory. For this
reason, my data collection came from observations that occurred “on the ground” and comprise multiple sources.

Secondly, grounded theory is designed to enable the researcher to discover theory through new data sources rather than start with a theory and use existing research to prove or disapprove that theory (McGhee, 2008). The nature of my research problem generated numerous participants, topics and sources of data with few comparative theories to draw from. This situation created an excellent opportunity to develop emerging theory. However, as discussed by experts in the field of grounded theory, in order to construct theory, a *tabula rasa*, or “blank slate,” is the most appropriate starting point (Glaser, 1967; Losch, 2006; Charmaz, 2006; Jones, 2005).

Finally, the grounded theory research process enabled me to take a non-linear approach to building my research data, fully exploiting categories and delving deeper into emerging theories as they arose. For example, during my interviews with developers, it was suggested that the World Housing model could apply to commercial, industrial, and residential re-sale real estate. This lead me to examine how the World Housing project could be extended to create other housing forms such as schools and medical buildings, by which NGOs could establish new offerings to service the landfill communities I was studying.

To provide the reader with a deeper understanding of why grounded theory was selected as the research methodology, the following section provides an overview of the process behind grounded theory research.

**THE PROCESS BEHIND GROUNDED THEORY**

Grounded theory research methodology was developed in 1965 by American sociologists, Barney Glaser and Anselm Strauss, as a qualitative research method in their research of the awareness of dying (Ke, 2010). Glaser and Strauss felt that theories used in research were often inappropriate and ill-suited for participants under study and those theories should be “grounded” in data from the field, especially in the actions, interactions, and social processes of people (Creswell, 2007, p. 63). Their objective was to allow their investigative research to be guided by continually gathering, comparing, and analyzing data without a preconceived hypothesis driving their thinking.
Grounded theory is an inductive-deductive interplay, beginning not with a hypothesis, but instead with a research situation. Researchers start with a topic of interest, collect data, and allow relevant ideas to develop (McGhee, 2008, p. 2). As such, the approach is not linear: it is concurrent, iterative, and integrative, with data collection, analysis and conceptual theorizing occurring in parallel and from the outset of the research process (McGhee, 2008). Integral to the data gathering is a constant process whereby the researcher draws from a wide range of sources and must keep an open mind at all times to allow the emerging theory to develop organically from the process. The two unique defining characteristics of grounded theory research design are the constant comparison of data with emerging categories and the theoretical sampling of different groups to maximize the similarities and differences of information (Creswell, 2009, p. 13).

Once the researcher has selected an area of inquiry and a research plan is established, the process of grounded theory research begins. Figure 3.1 outlines the step-by-step grounded theory process that was implemented for the collection, analysis, and development of data in constructing theory for this thesis. The grounded theory research method is not a linear process but rather a somewhat circular investigation whereby the identification, collection, analysis and documentation of information often generates substantial amounts of data that takes a great deal of time to work through. As illustrated below, the circular process occurs when the researcher discovers a category that leads to emerging theory that may then result in further data being collected in order to verify the findings.

![Figure 3.1: Grounded Theory Process](image-url)
DATA GENERATION
The objective of data generation is to collect rich data by seeking "thick" description of the subject. This is achieved by recording what is going on, writing extensive field notes of observations, collecting respondents' written personal accounts, and compiling detailed narratives (Charmaz, 2006). While extensive interviews are the most common method of gathering data, others include detailed field notes from observations, collecting respondents' personal written accounts, autobiographies, records, log books, informal interviews, lectures, video, web sites, photographs, email correspondence, seminars, expert group meetings, newspaper articles, internet mail lists, and television shows. Multiple data sources are encouraged to enhance the validity and reliability of the emerging grounded theory (Glaser, 1967).

Although grounded theory is widely considered a qualitative method, it can incorporate quantitative methods (e.g., mixed methods research) such as surveys or questionnaires for the purposes of theoretical sampling and gaining a deeper understanding of the data previously generated and emerging theory (McGhee, 2008, Saldana, 2009). For example, during the research for this thesis, an online survey was conducted to gather more data on the buyer research subject. As the theory continued to evolve from this sampling, a second survey was administered to examine more deeply the emerging theory around the buyer's perception of the World Housing model.

During the data gathering process, the researcher is in a constant cycle of discovering new sources of data and gathering fresh data when new ideas and concepts emerge (Egan, 2002). The goal of data generation is to learn how research participants view their experiences and "begin to make analytic sense of their meaning and actions" (Charmaz, 2006, p. 11). Critical to the data gathering process is the investigator's ability to set aside, as much as possible, preconceived notions, existing theoretical frameworks, and personal biases until the research topic is saturated, thus allowing substantive theory to emerge (Creswell, 2009).

DATA CODING
A code is a word or short phrase that symbolically represents the essence of an interaction derived from the data gathering process (Saldana, 2009). Coding is the process of defining what the data entails through a process of "naming segments of data with a label that simultaneously categorizes, summarizes, and accounts for each piece of data" (Charmaz, 2006, p. 43). During this phase of the
research, the investigator continues to drill into the data to find meaning by answering questions such as: “What are the participants doing and why?” “What is being said and what is meant?” and “are the data naturally forming into categories, and if so, what are the major categories and why?” Such questions begin to guide the researcher through a process of constant comparison and categorizing of codes towards the discovery of emerging theory.

As a result of coding, the first level of analysis is generated, thus enabling the researcher to understand what the data signifies and to begin creating the “bones” and structure of the analysis by “clustering” the data into core categories for further analysis.

A good example during this study of the need to investigate deeper into the data while coding occurred when the “the importance of skin in the game” (i.e., having each participant to the World Housing transaction contribute something of value) emerged as a category. The discovery of this significant category emerged during the interview process and, upon further study, it became apparent that little formal research existed in this area of business psychology. Specifically, I could find no research that studied the impact of “skin in the game” and the impact on philanthropic giving in third world housing. In order to verify the importance of this category, an online survey was conducted to further gather data on this topic (see Appendix E, Question 12). The responses to the online survey confirmed my findings from the interview process and verified that “skin in the game” was a key component to making the World Housing gifting model effective.

MEMO WRITING

Memo writing is a process whereby the investigator records ideas and thoughts throughout the process of data collection and coding with the objective of digging into “implicit, unstated and condensed” meanings (Charmaz, 2006). Unlike business memos that are written to communicate an idea or direction to another party, the analytic memo is designed to render data and consists of questions, musings, and speculations about the data and emerging theory (Creswell, 2006). In many respects, the process of memo writing is much like a person writing a daily journal – it is a reflection of thought at a moment in time which may, or may not, be complete or well-considered.
Memo writing, a fluid, spontaneous, and creative process, is “the pivotal intermediate step between data collection and writing drafts of papers” (Charmaz, 2006, p. 72). The researcher can switch back and forth from coding categories to memo writing with the objective of gaining clarity of core categories while looking for patterns from raw data that may, or may not, lead to an emerging theory. Memos are designed to spark further analysis and lead to minor theory that will be developed into the core of the grounded theory (Charmaz, 2006).

Memos can emerge very early in the research phase. For example, during my tour of the Xtpa, Mexico landfill community in December 2010, I was consumed by many ideas and thoughts. The following are three examples of memos that I quickly wrote to myself while traveling from the dump back to our hotel in Puerto Vallarta:

Dump dwellers are like gypsies – they have a distinct culture, their own laws and rules, a strong societal bond, and are relatively self-sufficient but are completely excluded from other sectors of Mexican society. One woman was born here and, at 38 years, has no official status with the Mexican government. These people want to keep their cohesive community but have no access to greater opportunities such as education, health care and stable employment. Adequate housing is just a dream to them.

I can’t believe how poor these people are. They live on garbage, barely scrape by but are very happy and content. I wonder why first world baby boomers living a high standard of living are so stressed out and unhappy? The first world people touring here feel guilty – how can this guilt be translated into action?

The FOD organization here does an amazing job with few financial resources. It is interesting how little it costs, relative to the first world, to have such a big impact in a third world dump community. They have little understanding of housing; how can we work with them in a system that will enable the NGO to use local resources to build homes?

In the final stage of memo writing, the researcher clusters codes and memos into major and minor categories in search of emerging theory. This analytical process draws focus to topics of key importance to the subject under study.

THEORETICAL SAMPLING
Theoretical sampling is the method of gathering more or new data to clarify ideas with the objective of determining how to fit them together. This is done by selecting and sampling individuals, events, or information which can contribute
to building the opening of the theory. The selection of sampling is based on the contribution that will be made to the theory development (Creswell, 2006, Charmaz, 2006).

The process of theoretical sampling requires the investigator to dedicate him or herself to constantly comparing findings, saturating the data collection and analyzing the results to the point where he or she is satisfied that new data no longer sparks fresh theoretical insights. This cyclical process is repeated until the theory emerges in a clear enough fashion that the category being examined can be used in the next step of constructing and finalizing theory (Charmaz, 2006, Stephen, 2012).

During the theoretical sampling stage of this study, my constant comparison of data revealed a recurring response from the real estate buyer participant interviews in which they stated that a World Housing project and developer was seen as significantly more favourable than a non-World Housing project and developer. This finding prompted further study of this emerging category through a line of questioning that inquired whether the more favourable impression of a World Housing project would translate into higher prices and/or faster sales absorption. To verify this finding, I conducted follow-up interviews with the real estate buyer participant and then added this category to the online survey to gather more data. The findings from the theoretical sampling are significant. The data demonstrated that real estate buyers would shift their consumer behaviour in favor of a World Housing project because of the social impact of gifting a home in the third world. The resulting theory (discussed in Chapter Five and summarized in Table 2) became a foundational business element for the World Housing model.

**CONSTRUCTING GROUNDED THEORY**

The theory constructed from the above process is the result of the researcher sifting through mass quantities of data, discovering patterns through constant comparison, inductive reasoning, and narrowing down the funnel of emerging theory into a local theory that serves to explain the behaviour of the data. The acts involved in theorizing "foster seeing possibilities, establishing connections, and asking questions that cuts to the core of the study" (Charmaz, 2006, p. 135).

During this phase of the research, certain categories naturally start to connect to each other by comparing and contrasting idea-to-idea and category-to-
category into “local” or grounded theory. The final “acid test” of grounded theory is for the emerging local theory to explain and be applicable to the behavior under study. For example, during my final site inspection of the Smokey Mountain landfill community in the Philippines, an emerging theory to test was that housing recipients should be vested in a new home that they received in order for them to value it and maintain the property. This theory, having emerged from previous site visits and interviews with research participants, postulated that in order for a housing recipient to take responsibility and care for a new home, they would have to invest something of personal value to receive it. In other words, simply gifting a home to a dump dweller in the third world would not necessarily guarantee an improved lifestyle for the recipient if they had no “skin in the game.” This emerging theory provided focus for further analysis of this topic through follow-up interviews and the administration of an online survey that gathered more data on the topic of “skin in the game.” This data was re-examined during the business planning sessions and refined, which then became an integral component to the World Housing gifting model.

THE ROLE OF MIXED METHODS RESEARCH IN GROUNDED THEORY

Mixed methods research design emerged in the late 1950s when Campbell and Fiske advocated multiple forms of quantitative data collection (Campbell & Fiske, 1959). Dr. Sam Sieber, in his work, The Integration of Fieldwork and Survey Methods, promoted the use of combining a survey (quantitative method) with interviews (qualitative method) in order to capture richer data for analysis and comparison and thus gain a broader view of the research topic (Sieber, 1973).

Mixed methods research is defined as a research approach, or methodology, that frames the research question in a real life context through multi-level perspectives and cultural influences (Creswell et al., 2011). Mixed method research applies quantitative research to assess the magnitude and frequency of constructs and then applies qualitative methods to explore the meaning of those constructs (Creswell, 2007). The selective combination of quantitative and qualitative research methods provides the researcher a design that enables a “world view,” or understanding of the research topic’s orientation of an individual or society that includes the entirety of the individual or society’s point-of-view, including themes, values, emotions, and ethics. This broader view
of the research problem then allows the data to be analyzed and compared to
develop rich theory which also includes sociological and philosophical
paradigms (Palmer, 1996; Vidal, 2012). Mixed methods research is most
appropriate when the research question being studied cannot be fully addressed
by qualitative or quantitative methods alone.

While the foundation of this study is built on the grounded theory
research methodology, as the research process unfolded, it became apparent that
quantifiable data was needed to verify and balance the perspective of the
qualitative findings. A good example of the need to employ mixed methods
research occurred when addressing the second thesis question, “What are the
critical success factors that will ensure the World Housing venture becomes a
sustainable, self-generating business model?” To fully saturate the categories that
related to answering this question, additional data was obtained through a case
study of two dump dweller families. Additionally, a series of business modeling
sessions were implemented to review the data and emerging theory, as well as to
apply this information into a business model structure. Finally, the data and
conclusions from the above described processes were applied to answering this
integral thesis question. Given the complexity of the topic, I believe the thesis
questions would not be answered to the fullest without the application of mixed
methods research.

THE ROLE OF THE LITERATURE REVIEW IN GROUNDED THEORY
Research academics debate when the literature review should be conducted and
applied in constructing grounded theory (Creswell, 2007). Few disagree that the
literature review plays an important role in grounded theory and assists the
investigator in providing the rationale for the problem and positioning one’s
study within the ongoing literature about the topic (Hallberg, 2010). However,
the primary debate centers on whether the literature review should be conducted
before, during, or after both the memo writing and theoretical sampling process
is complete (Hallberg, 2010; Glaser, 1967; McGhee, 2008).

The classic grounded theorist argues that the literature review is best done
after all the data is gathered, analyzed, and the grounded theory is emerging,
thus preventing outside theories from tainting the research process or seeing the
“data through the lens of earlier ideas, often known as received theory” (Charmaz,
2006, p. 165; Glaser, 1967; Creswell, 2006). This school of thought supports a form
of "theoretical agnosticism" and sees the researcher as a *tabula rasa*, or blank slate, in which conceptual grounded theory is solely generated from empirical data rather than drawn from, or influenced by, existing theory (Creswell, 2006; Hallberg, 2010).

In contrast, others argue that the literature review should be done at the beginning or throughout the research process, even though it may not perfectly apply to the topic. In this case, many believe the literature review becomes more of a "literature comparison" than a formal literature review. This school of thought promotes the influence of outside theoretical research with the objective of making the data collection more efficient and the analysis more dimensional (McGhee, 2008; Charmaz, 2006). Charmaz further advises to "draft your literature review and theoretical framework in relation to your grounded theory," which allows the researcher to apply the literature review that is the most appropriate for the situation (Charmaz, 2006, p. 164).

What is common to the various approaches is the aim of "remaining true to the inductive-deductive interplay throughout the research process" while maintaining theoretical sensitivity through a constant comparison method of analysis as supported by the literature review (McGhee, 2008, p. 8; Hallberg, 2010). When analyzing the role of the literature review, one must recognize that it is a means to an end and not an end in itself (Creswell, 2006). In other words, the literature review plays a supportive role and should be applied to the research process as deemed appropriate to the investigator, based on the topic and scope of research under study.

This thesis topic is unique to the domain of social entrepreneurship. During my research, I could find no body of work in the area of wealth transfer "gifting models" between affluent first world real estate markets and third world slums. As well, there was little work dedicated to studying housing for third world dump dwellers. By contrast, a relatively large body of work exists in the area of social entrepreneurship, slum housing, third world waste picker communities, non-government organizations specializing in landfill community support, baby boomer philanthropy, slum housing design, and social venture legal structures. In applying the grounded theory approach, my challenge was to conduct meaningful interviews with both first and third world participants and to lead the conversation in the areas of social entrepreneurship, third world slums, landfill housing and so on, in the context of my research topic. In
preparing for my interviews and field research, it became evident that having some knowledge of the areas I was studying would be critical.

For the reasons outlined above, I chose to conduct my literature review throughout the research process and apply existing theory as a tool to enrich my understanding of the research topic. During the research process, I conducted a literature review in the related domains of social entrepreneurship, social venture structures (non-profit, for-profit, and for-benefit legal structures), non-government organizations in slum communities, philanthropy, gifting models, third world slum housing design, waste picker organizations, and so on. At times, the literature review was an organic process where the data guided me to a topic that I then examined in greater detail. For example, the idea of imbuing the various stakeholders to the gifting model with “skin in the game” came up repeatedly during the interview process. This category lead me to study the origin and meaning of “skin in the game” and into an examination of how that would be applied to the World Housing gifting model. As well, this category was further studied through a second online survey that specifically questioned the respondents on their opinion of the importance of “skin in the game.”

In grounded theory, when the review of literature is conducted throughout the research process, it is common practice for the researcher to “weave” the literature into the thesis document rather than dedicate a chapter to it. Therefore, I have chosen to apply this approach to this thesis. However, recognizing the need to have the literature and research categories organized and presented to the reader, I have included a “Resource Guide for Future Research” (Appendix A), which outlines research papers, texts, video, online resources, web sites, and other key resources that will be helpful in advancing future research in the areas of philanthropic gifting models, social entrepreneurship and dump dweller community housing.

THE STRENGTHS AND WEAKNESSES OF GROUNDED THEORY RESEARCH

Grounded theory, like other research methodologies, has both strengths and weaknesses for the investigator. Developing valid and reliable theory requires a rigorous application of the grounded theory process. The investigator must develop a research plan that accounts for the strengths and weaknesses of grounded theory methodology (Egan, 2002; Chamaz, 2006; Cronholm, 2003).
The greatest strength of grounded theory is that it provides the researcher with a highly structured, systematic process for gathering data, theoretical sampling, developing emerging theory, and for building new theories “that fit the data” while enroute to understanding new phenomena (Cronholm, 2003; Glaser, 1967; Ke, 2010). Central to grounded theory data collection is the interview process that takes the researcher “into the field” and enables him or her to become immersed in the “here and now” of what is going on with an open mind. This generates “rich” or “thick” descriptions and enables the researcher to discover concepts and theories firsthand, as opposed to being reliant on preconceived notions derived from prior theory (Stephen, 2010; Charmaz, 2006; Glaser, 1967; Suhonen, 2009). This means that the constructed theory is more reflective of what “actually happens rather than some official or folk version of practise” (Stephen, 2010).

Grounded theory is also an excellent tool for analyzing social phenomena when there is little known about the situation under investigation (Glaser, 1967). This means that the researcher can enter into the field and discover the main concerns of the participants and analyze ways to resolve these problems (Jones, 2005). As a result, grounded theory provides the researcher with the ability to collect and analyze data and, consequently, develop theories that are new and/or emerging to the topic of study.

Grounded theory is not without its challenges. Critics assert that grounded theory is for the experienced researcher - one who is well skilled in the process of interviewing and recording subject responses and who can avoid the pitfalls of having the data collection become too unfocused or theory generation tainted by personal bias (Charmaz, 2006; Cronholm, 2003; Ke, 2010; Egan, 2002). In addition, data collection is a very precise and time-consuming process that often yields large quantities of data which is very labor-intensive to code and analyze; furthermore, there is “no explicit support for helping the user where to start the analysis” (Chamaz, 2006; Cronholm, 2003, p. 2). One of the dangers of using a single source of data collection, such as the intensive interview, is if the data is not collected properly and is rendered unreliable.

The quantity of data generated from the sourcing process is clearly a situation for which the investigator must have a strategy. For example, the more subjects and methods selected, the more data is gathered. In this thesis: 28 subjects were interviewed; a primary and secondary survey administered a case study of two families; and three business planning sessions were conducted. In
combination, these methods generated a large quantity of data. The coding, memo writing, and clustering of data required a significant time commitment and, at times, could be overwhelming. However, the emerging theories would not have presented themselves without this process.

While there are opportunities and challenges in all research methods, the grounded theory approach is a very effective methodology in the case where there has been little or no social or managerial research undertaken, such as in the topic selected for this thesis (Jones, 2005).

ADDRESSING THE WEAKNESSES OF GROUNDED THEORY
During my initial study of the grounded theory method, it became clear that validating interview data would be important for verifying the facts surrounding the research topic while, at the same time, enabling theory to emerge that was supported by multiple sources of data collection. One technique in verifying qualitative data is the process of triangulation, which is described as cross-verifying data through the collection, study and comparison of two or more research methods. As discussed by Golafshani (2003), triangulation is a powerful tool to test reliability and validity in the findings of a qualitative study. This is supported by O'Donaghue and Punch (2003) who state that triangulation is a "method of cross-checking data from multiple sources to search for regularities in the research data" (O'Donaghue & Punch, 2003, p. 78).

For this reason, the primary data collected using the intensive interview was triangulated with data collected through the application of a case study, the two online surveys, and, finally, the business planning sessions.

SUMMARY
Chapter Three examined the rationale for selecting the grounded theory research methodology. A description of how the grounded theory process was applied to gathering and analysing data was described. A discussion of mixed methods research application to grounded theory was provided. The role of the literature review in grounded theory was discussed and a description was provided of how the relevant literature was "woven" into the thesis. Finally, this chapter reviewed the strengths and weaknesses of grounded theory and provided a strategy for addressing its weaknesses.
CHAPTER FOUR
DATA COLLECTION AND RESEARCH
PARTICIPANT PROFILE

Every man is guilty of all the good he didn’t do.
Voltaire

This chapter is organized to provide the reader with an understanding of who was recruited to participate in the study and for what purpose. To achieve this, an overview of the data collection methods is provided, which included the intensive interview, online survey, case study and a series of business modeling sessions. Next, a synopsis of the five categories of research participants is detailed along with a profile of each individual participant.

DATA COLLECTION METHODS
This thesis drew from four distinct research participant data samples: (i) interview subjects; (ii) online survey participants; (iii) dump dweller case study families; and (iv) business modeling team participants. As described in Chapter Three, the interview formed the primary method of data collection, whereas the online survey, case study, and business modeling sessions were used to verify and triangulate the data to generate new categories of data and to ensure validity. The four research participant categories are described below.

INTENSIVE INTERVIEWS
A total of 28 interviews were conducted over a period of 14 months. The format of the interview was structured around a series of questions (see Appendix B) that examined the participant’s knowledge and opinion in the areas of social entrepreneurship, social venture, TOMS Shoes’ one-for-one gifting model, third world slums, and the emerging concept for World Housing. Each participant was required to authorize an Informed Consent Form approved by Simon Fraser’s
Ethics Review Board (see Appendix C). The interviews lasted between 45 and 120 minutes. In some cases, a second interview was conducted to qualify responses or to probe for new data.

Interview topics were drawn from key stakeholder areas for the World Housing model, including the developer, real estate industry service provider, real estate buyer, non-government organizations, social entrepreneurs, and waste pickers. First world interviews were conducted with participants located in Vancouver, New York, Los Angeles, Waikiki, Tokyo, and Beijing. Third world interviews were conducted, in most cases through an interpreter, in Xtpa, Mexico; Phnom Phen, Cambodia; and in Manila, Philippines. While the majority of interviews were done in person, some were conducted using Skype conferencing technology.

**ONLINE SURVEY**

Online surveys and questionnaires are used in grounded theory research as a tool for extracting elicited texts from participants and for enabling the researcher to survey large numbers of respondents in geographically diverse locations (Charmaz, 2006; Losch, 2006). For this thesis, the online survey acted as a verifying tool of the interview for theoretical sampling purposes. This provided a number of advantages to the data collection process. First, the survey questions were selected to provide a deeper analysis of the interview data collected, which in turn gave a greater insight into the opinions of the buyer participant. Second, the online survey was distributed to a broad population of research participants located in the United States, Canada, Hawaii, Europe, China, and Japan which provided a geographically and ethnically diverse perspective. Finally, the online methodology enabled easy access to the research participants and fast response times, with more than 85% of the surveys being completed within the first 72 hours of distribution.

Two surveys were conducted over a period of six months. The first survey was distributed to 10,000 subjects drawn from the S&P Destination Properties database of past and prospective real estate buyers. The survey consisted of five main sections containing a total of 26 questions (see Appendix D for sample survey) and studied the participants' awareness and opinions of third world challenges, social ventures, and the role of the social entrepreneur. The World Housing concept was presented for feedback and basic demographic information was collected. One of the key areas surveyed was the participants' impression of
the World Housing “one-for-one” gifting model on their buying behavior and perception of a participating developer (see questions 8 to 19 in Appendix D).

A second survey (see Appendix E) was administered to a random sampling of 297 opt-in participants from Survey 1. The objective of Survey 2 was to provide a more refined description of the World Housing model (based on feedback from Survey 1) and gather data on the categories of the importance of “skin in the game,” buyer behavior, and buyer perception of World Housing developers. The data from the second survey was then analyzed and compared to the responses of the first, and its interview data. Additionally, the responses were organized and analyzed to look for new emerging categories to be later cross-referenced with data gathered from other sources.

CASE STUDY
A case study was conducted in cooperation with Scott Neeson and his team at CCF. Two families from the Steung Mean Chey landfill community in Phnom Phen were selected to receive a home donated by S&P Destination Properties. The families were selected based on the following criteria: each household contributed to the monthly lease for the land; all children in the household were attending school at Cambodia Children’s Fund and no longer picking garbage in the dump; the family unit was a two-parent household where both parents were working; and finally, neither of the parents were substance abusers or participants in the sex trade. Additionally, Scott Neeson had an intimate understanding of each family’s situation and qualified the parents as legitimately deserving people who upheld the characteristics of being a good community role models and had the mindset that their new home was a stepping stone to motivate the family towards a better life of education, employment, and stable family living.

The case study homes were constructed by Participant 19-JT of CCF using the construction design and materials as established by CCF model home illustrated in Figure 4.1. The structure, built on a 10 ft. x 10 ft. footprint based on the blueprints in Appendix F, were constructed of welded beams, corrugated metal walls, insulation, a small solar panel to generate electricity for a single light bulb, and a rain water collection system. As illustrated in Figure 4.1, the home was built on an elevated platform for the main sleeping area to protect the occupants from floods, rodents and petty crime. The homes were pre-built off-site and then reassembled on leased land near the Steung Mean Chey dump site.
The case study examined the construction, installation, and use of the homes. Additionally, each family was observed before and after receiving their home to obtain data on how the home was used, the impact of their improved living conditions, and the individual family member’s change in well-being and lifestyle. Data was collected from Participant 19-JT who worked with an English-Khmer translator. Participant 19-JT met with and observed the case study participant families four times over a period of twelve months.

![Figure 4.1: CCF Model Home](image)

**BUSINESS MODELING SESSIONS**

A series of three business modeling sessions were held over a period of six months to discuss the findings from the data and to translate emerging theory into a business model framework for World Housing. The first two sessions were held with a group of four experienced senior business managers who participated in a business modeling process based on Osterwalder’s (2010) planning framework outlined in his book, *Business Model Generation*. A third brand planning session was held with two international marketing and branding experts to develop the World Housing brand identity. A more detailed description of the planning process and results are presented in Chapter Six of this thesis.
RESEARCH PARTICIPANT SYNOPSIS
The strategy for the research process was designed to draw participants who represented the five stakeholder groups to the World Housing venture as outlined in Figure 4.2 below. Sampling was divided into first and third world participants. In the first world, developer and real estate buyer and participants were selected from the United States, Canada, Japan, and China. In the third world, non-government organizations and landfill housing recipient participants were selected from countries where my field research would be conducted, which included Cambodia, Mexico and the Philippines. Social entrepreneur subjects were recruited from the first and third world countries listed above. Business planning team participants were recruited and selected from my sphere of influence and were residents of Canada.

Figure 4.2 illustrates the five interview participant categories that were sampled for this thesis. A description and criteria for selection is provided below.

THE REAL ESTATE BUYER PARTICIPANT
The real estate buyer participants were recruited from locations in the United States, Canada, China, and Japan. Buyers from China were interviewed but did not participate in the online survey. The real estate buyer research participants were generated from one of three sources: (i) a randomly drawn sample from the S&P Destination Properties database of 140,000 opt-in past and prospective real estate buyers; (ii) referrals from developers in Vancouver; and (iii) referrals from interview participants’ sphere of influence.
For the interview, a total of four first world real estate buyer participants were selected based on the following criteria: experience in purchasing real estate in the recent past; familiarity with mortgage finance and condominium legal structure; and knowledge of new home marketing techniques. A detailed profile of each real estate buyer interview participant is provided below (see “Interview Participant Profile Summary”).

In addition to the interview process, two online surveys were targeted to elicit data from the real estate buyer profile. The first online survey drew from a random sampling of 10,000 participants drawn from the S&P Destination Properties database that resulted in 500 participants completing the survey. A second survey was administered to the Survey 1 database to prove specific categories and refine the data collection. For the second survey, a random sampling of 297 subjects was selected from the Survey 1 pool of respondents. A total of 101 participants completed the second survey.

In order to expand the reach of the survey, research participants were asked to “push” the email survey along to their family, friends and sphere of influence and request their participation in the study.

THE DEVELOPER AND INDUSTRY INFLUENCER PARTICIPANT

Two distinct groups related to the residential condominium development business were selected for research interviews. These included (i) developers, and (ii) development industry influencers, such as real estate brokers, bankers, and equity investors.

Developers were invited to participate in the study based on the following criteria: (i) they were an established development company, with more than 10 years of successful operation; (ii) they specialized in the design and construction of condominium product; (iii) they possessed a good reputation within their industry and local community; and (iv) the participant was the decision maker for their organization. A cross-section of five developers agreed to participate in the interview process, of which four were English-speaking, based out of North America, and one was Mandarin-speaking based out of Beijing. This group represented both private and public corporations with annual revenues ranging from more than $500 million to small boutique developers with annual revenues of less than $50 million. The condominium product line this group developed ranged from first-time buyer suburban townhomes in the $350,000 range to luxury super-prime condominiums with an average price of $1.8 million.
In addition to the developer participant, a select group of four industry-leading service providers (condo-project marketing specialists, investors, and bankers) were invited to participate in the study. This group was identified to provide opinions on the buyer and developer perspective for the World Housing concept and recruited based on the following criteria: (i) they possessed more than 10 years of experience in the condominium business; (ii) demonstrated leadership in sales or banking in their market; and (iii) they demonstrated expertise and track record in servicing large, well-established developers.

**THE SOCIAL ENTREPRENEUR PARTICIPANT**

The social entrepreneur was identified to participate in the study in order to provide perspectives on the challenges of starting up and operating a social venture, scaling a business in international markets, and general opinions on the role of the social entrepreneur in creating social capital. Three social entrepreneurs were invited to participate in the study and were selected based on the following criteria: (i) they were a founder or leader of a social venture; (ii) their venture had an international scope and operated in multiple markets; (iii) their venture was an established and stable organization; and (iv) their organization had a good track record of creating social change. Additionally, the social entrepreneurs selected were all well-recognized within the social enterprise sector and had achieved a level of recognition for their contribution. All three invitees agreed to participate and use their real names in this study.

**THE NON-GOVERNMENT ORGANIZATION (NGO) PARTICIPANT**

The non-government organization plays an integral role in the World Housing model, acting as the “go-between” between the first and third world participants. Specifically, the NGO works closely with World Housing in a partnering-like relationship to identify qualified recipients and build and deliver the gifted homes. Three non-government organizations were recruited based on the following criteria: (i) specialization in servicing dump dweller communities; (ii) they were organizationally established with a minimum five-year operating track record; (iii) they possessed proven, measurable results in their community; and (iv) they were not currently providing housing solutions within their community.

As a research participant, the non-government organization played multiple roles in the research for this thesis by (i) providing access to local landfill communities, (ii) acting as an interpreter with dump dweller
participants, and (iii) giving an important insider perspective of the local political and social dynamics of the landfill community being studied. Final selection of the NGO research participant was based on two additional factors. First, the geographic location of the participant was diverse to the other NGO participants. For example, I did not want to study three NGOs in one country, but rather look for geographic and cultural differences to verify and triangulate data collection. Second, each NGO had a diverse range of organizational characteristics and landfill community profile they operated in by comparison to the other NGO participants. For example, I intentionally sought NGOs that were different from each other in organizational structure, service they provided, their constituency, and the size of landfill community they served.

The NGO recruiting process for this thesis resulted in three distinct NGOs participating in this study. A detailed description of each NGO participant is provided below.

**NGO Participant 01 - Cambodia Children’s Fund (Phnom Phen, Cambodia)**

Founded by Scott Neeson in 2004 as a non-profit organization, Cambodia Children’s Fund (CCF) is a champion of moving children away from working in the dump as waste pickers and into the classroom. CCF provides primary education to 1,000 children, rice and clean water voucher program for the community, vocational training for teens, pre- and post-natal care, a medical clinic and is actively involved in preventing sex trade and human trafficking in the Steung Meanchey landfill community. CCF employs more than 70 teachers, medical and support personnel, is a mature and stable business and holds a four-star rating from Charity Navigator, making it one of the highest rated NGOs. Additionally, Scott Neeson explained that a key component to moving the community towards self-sufficiency was to provide housing to “deserving” families. To this end, in 2010, Neeson designed and built a “model home” to experiment with design and construction techniques for landfill housing.

The organization has no religious affiliation. CCF is a medium to large NGO, operates with a sophisticated management system and is led by Neeson, a highly creative, entrepreneurial leader who reports to an experienced international board of directors.

**NGO Participant 02 - Families at the Dump (Puerto Vallarta, Mexico)**

Founded in 2005 by Winnie Giesbrecht as a non-profit organization, Families at the Dump’s (FAD) mission is to support local dump dwellers by providing
physical, emotional, spiritual, educational, housing, and medical support. FAD services 450 dump dwellers in the Xtpa landfill community of Puerto Vallarta and offers day care, primary education, and medical support to the landfill community. FAD has not provided housing to the community due to a lack of resources and knowledge. The organization is operated by a volunteer-based team and promotes Christian values. FAD is a small organization with a relatively unsophisticated management system and is led by the founder who has experience in working within a government organization and reports to a board of directors comprised of volunteers who work within the organization.

**NGO Participant 03 - Philippine Community Fund (Manila, Philippines)**

Founded in 1998 by Jane Walker as a non-profit organization, The Philippine Community Fund (PCF) also operates under the name Philippine Christian Foundation. The organization’s stated mission is “to permanently improve the quality of life for the poorest Filipino communities, through education, nutrition, health, medical and family enhancement programs, regardless of religion, race or political boundaries” (Retrieved from: www.p-c-f.org). A senior manager at PCF (Participant 18-JL) explained that apart from the mission statement posted on their website, the organization’s operating mandate is multi-faceted and also includes creating employment, providing proper housing, and assisting displaced people to integrate into society. PCF has not provided new housing to the community but has experimented with doing “renovations” and upgrades of existing structures. It has not pursued providing housing due to a lack of funding and expertise. The organization is medium to large size, has a sophisticated management system, and recently experienced business challenges that resulted in a leadership turnover. The president and CEO report to a knowledgeable international board of directors.

Extensive site inspections were conducted at all three of the non-government organizations participants and included a tour of their operating facilities, garbage dump community, and schools. Interviews were conducted with each of the principals, select senior management, and volunteers. It is interesting to note that all three organizations were founded by individuals that had traveled to the location on a vacation, recognized a social problem, and grew passionate about helping to solve that problem. While each founder came from different educational, business, and social backgrounds, they all shared a common vision of social change, passion for helping people, and personal drive to see their work create a measurable result.
THE THIRD WORLD HOUSING RECIPIENT PARTICIPANT
A total of eight dump dweller research subjects were interviewed in Xtaba, Mexico (Puerto Vallarta landfill), Phnom Phen, Cambodia (Steung Meanchevy landfill), and Manila, Philippines (Smokey Mountain landfill). The participants were selected on the basis that they were residing in a shack, some or all family members were working as waste pickers, they had associations with the local NGO, and had lived in the landfill for more than two years. None of the subjects spoke English, so all interviews were conducted through an interpreter. None of the subjects could write, so all informed consents were interpreted and executed with a thumbprint.

INTERVIEW PARTICIPANT PROFILE
For the intensive interviews, a total of 28 participants were identified, recruited, and interviewed for this study and ranged in age from 26 to 69 years old with a mean age of 44 (mean = 44). Seven of the participants were interviewed a second time, and three a third time to qualify and gain clarity of the data. 15 of the participants resided in first world countries and 11 in third world countries. The research participants had a range of educational backgrounds: 18 held college undergraduate degrees, of which five possessed postgraduate degrees; four participants had elementary or secondary education with only one graduating from the twelfth grade; and six participants had no formal education and were considered illiterate.

A background summary of each participant is provided that provides in detail their individual demographic and experience profile, as well as relationship to the study. Each participant was given a number and initials to maintain confidentiality.

Participant 01 – NC (Developer)
NC is in his late 40s, holds a degree in urban land economics, is well-traveled, sophisticated, and versed in local philanthropy. NC is the president of a large private urban and suburban development company with annual revenues in excess of $500 million.
Participant 02 - TD (Developer)
TD is in his early 30s with a college education in real estate, comes from a development family, and owns and operates a small, privately held development company that specializes in suburban townhome infill real estate development with annual revenues between $30 million and $50 million.

Participant 03 - JG (Developer)
JG is in his late 30s, possesses a postgraduate business degree, is sophisticated, well-read, and an experienced investor and businessman with international experience. He is the founder and CEO of a resort and luxury real estate development company with annual revenues in excess of $300 million.

Participant 04 - MS (Developer)
MS is in his mid 30s, born and raised in China, holds a postgraduate degree in computer engineering, and does not speak or write English (the interview was conducted with an interpreter). MS is the founder and operator of a mid-sized Chinese development company based in Beijing, China, that specializes in residential urban development.

Participant 05 - HM (Industry Influencer)
HM is in his early 60s, with a business degree and international experience. He is sophisticated, entrepreneurial, and has diverse business interests. HM is the founder and president of a private condominium marketing company that sells more than 2,500 units per year in a large urban center and is widely recognized as a world leader in the project marketing sector.

Participant 06 - SL (Industry Influencer)
SL is in his late 40s, with a degree in business administration. Well-traveled and highly entrepreneurial, SL possesses international experience and is an experienced philanthropic fundraiser. SL is the founder and president of an international resort and luxury marketing company with annual revenues in excess of $300 million.

Participant 07 - AV (Industry Influencer)
AV is in his early 50s, is multi-lingual, speaking English, French and Spanish fluently, sits on a number of boards, is experienced in social ventures, well-read, has traveled extensively in third world countries, and has lived in South America. AV is the group head of retail banking for one of Canada’s largest chartered banks.
Participant 08 - Donald Trump Jr.
(Businessman, TV Celebrity, and Social Entrepreneur)
Donald Trump Jr. gave his consent to use his name in this thesis. He is a 34-year-old entrepreneur, television celebrity, and social entrepreneur who specializes in international real estate and golf course development. Don has founded a third world for-profit social housing business that builds manufactured homes. He is very well-traveled, understands third world issues, has met with 18 international housing ministers and understands construction of third world housing at a high level.

Participant 09 - LR (Real Estate Buyer)
LR is in her mid 30s, holds a college degree, is well-read, and employed as a human resource manager. She has recently purchased her first home with her husband. LR has a good working knowledge of the home buying process and her husband is a real estate attorney.

Participant 10 - DR (Real Estate Buyer)
DR is in her early 50s, holds a postgraduate diploma in office administration, and is employed as an office manager of a youth center. She recently purchased a townhome in a rural community. DR has a basic understanding of the real estate buying process.

Participant 11 - SD (Real Estate Buyer)
SD is in her early 50s, has a college degree, is well-traveled and experienced in volunteer organizations. SD has a high-level working knowledge of the home buying process and has bought and sold six properties.

Participant 12 - SL (Real Estate Buyer)
SL is in his early 40s, has a college degree, is an international businessman who is well-traveled, and possesses a good working knowledge of social issues. SD has a high-level working knowledge of the home buying process and has bought and sold more than 10 properties for personal use and investment.

Participant 13 - Blake Mycoskie
(Social Entrepreneur and Founder of TOMS Shoes)
Blake Mycoskie is 34 years old and the founder of TOMS Shoes. He is recognized as the creator of the “one-for-one” gifting model. His company has gifted more than 2 million pairs of shoes throughout the third world. BM is college-educated,
an experienced entrepreneur, has founded and operated five successful
businesses, traveled extensively to developing countries, and is well-versed in
international third world social issues. Mycoskie has gained international
notoriety for his contributions as a social entrepreneur and recently named one of
The Top Ten Greatest Social Entrepreneurs of All Time by Sociable Blog and
compared to the likes of Bill Drayton and Muhammad Yunus.

Participant 14 - Scott Neeson
(Social Entrepreneur and Founder of Cambodia Children's Fund)
Scott Neeson gave his consent to use his name for this thesis. Scott is 54 years old
and the former president of Fox International where he oversaw the releases of
blockbuster movies such as Titanic, Braveheart, Independence Day, X-Men, the
Star Wars prequel trilogy and over 100 other films. Neeson is a world-recognized
social entrepreneur for his work at Cambodia Children’s Fund. He is a recipient of
the Harvard School of Public Health “Q Prize” in recognition of his extraordinary
leadership in advocacy for children, as well as a recipient of the Rex Foundation
Bill Graham Award for creating a safe haven for Cambodian children to thrive,
learn, and grow.

Participant 15 - BW (Businessman and Social Entrepreneur)
BW is in his mid 50s, owns and operates a successful online business located in
the United States, is actively involved in micro-church movement, and has
experience working with homeless in Africa. BW is the founder of a micro-
lending business that provides financing for third world families looking to
purchase their first home.

Participant 16 - JC (Retired Financier, Social Entrepreneur, and Philanthropist)
JC is in his late 60s, and is a medical doctor who only practiced medicine for 5
years before becoming a well-respected financier specializing in real estate. JC is
very well-versed in social issues, social entrepreneurship, and third world need.
He has made significant donations to third world causes and spends a large part
of the year in Cambodia supporting a medical facility and providing assistance to
homeless children.

Participant 17 - GB (Former NGO Contractor)
GB is in his mid 20s, holds a business degree, is well-traveled, and has a high
working knowledge of both the real estate industry and social venture sector. GB
currently works for a government land management company in the first world
and has worked in South Africa for an NGO, and for the Grameen Bank in Bangladesh.

**Participant 18 - JL (Former Chief Executive Officer of Third World NGO)**

JL is in his early 50s. A chartered accountant and a former founder and CEO of numerous international companies based out of the UK and USA, JL assumed the role of “interim CEO” of a well-known third world non-profit NGO that was struggling to evolve to the next level. His mandate was to restructure the organization and provide a clearer focus of its mission and vision. JL is extremely well-versed in social entrepreneurship, social issues in the third world, and NGO operations.

**Participant 19 - JT (Businessman and Founder of Social Venture)**

JT is in his early 40s, is an owner and operator of two active businesses and co-founder of a “for-benefit” social venture that specializes in building affordable homes for slum dwellers in Cambodia. JT is highly entrepreneurial, has a high-level working knowledge of construction in third world countries, and understands the needs and concerns of slum dwellers.

**Participant 20 - JG (Dump Dweller, Xtaba, Mexico)**

JG is in her mid 40s. A mother of five, married, and with no formal education, she is the second generation born, raised, living and working at the Xtaba, Mexico landfill. She does not have official citizenship status with the Mexican government. JG has a household income of $120 per month (USD) and lives in a dirt floor shack with no running water. The shack has electricity which is poached from her next door neighbour’s electrical line.

**Participant 21 - KJ (Dump Dweller, Xtaba, Mexico)**

KJ is in his mid 30s, has no formal education, is the separated father of four children, and has lived in the dump for over 20 years. KJ has three jobs: selling water, trash picking, and acting as the informal “mayor” of the Xtaba landfill. In his role as acting mayor, KJ ensures the informal laws of the community are being met and represents the dump community with the local authorities and NGOs.

**Participant 22 - NC (Dump Dweller, Steung Meancheay Landfill, Cambodia)**

NC is in his mid 40s, has no formal education, is married with six children, lives on the edge of the dump, and holds two jobs recycling trash and selling fruit. NC
was formerly a rural farmer who lost his crop to floods and was forced to move to the dump to survive and provide for his family. NC and his family were recipients of the first World Housing gifted home.

**Participant 23 - LS (Dump Dweller, Steung Meanchey Landfill, Cambodia)**

LS is in her mid 20s, married with five children between 3 months and 7 years old, works as a waste picker, and her husband is a substance abuser who does not work. They live in an 8 ft. X 8 ft. raised shack on the edge of the dump. LS is informally employed as a waste picker and domestic worker and lives on a household income of $80 USD per month and relies on support from CCF for rice, water, and medical support.

**Participant 24 - EG (Dump Dweller, Smokey Mountain Landfill, Philippines)**

EG is in her early 50s, married with four grown children between 19 and 27 years old, and lives in the center of the newly located Smokey Mountain garbage dump community in Manila, Philippines. EG and her family relocated from the rural countryside in 2006 in search of opportunity. EG’s husband is a full-time waste picker and their family lives on $90 USD per month.

**Participant 25 - PM (Dump Dweller, Smokey Mountain Landfill, Philippines)**

PM is in his mid 30s, married with five children between 5 and 11 years old, works in the Smokey Mountain dump, scavenges for plastic and wood to make charcoal, and generates a household income of $3 USD per day. PM lives in 12 ft. X 10 ft. dirt floor shack with “poached” electricity and no water. PM has two children that attend PCF School and the others assist with the daily business.

**Participant 26 - EG (NGO Employee, Manila, Philippines)**

EG is in his late 30s, holds an undergraduate degree in political science and public administration, has worked for three NGOs, is highly patriotic and loyal, dedicated to helping Filipinos obtain a better life. Currently employed as the operations manager for PCF and assisting with site management, he works as a liaison between the landfill community and the NGO.

**Participant 27 - WG (NGO Founder of Families of the Dump)**

WG is a female in her mid 50s, is First Nations born and holds a bachelor degree in arts and works with First Nations bands in central Canada. She founded Families of the Dump in 2006 to assist landfill dwellers in Puerto Vallarta. She understands landfill community issues at a high level and recently has studied how her organization can add housing to its service line.
Participant 28 - JC (Entrepreneur, Master Storyteller)
JC is a male in his mid 40s, university educated and the co-founder of a well-recognized, international company that specializes in the envisioning and storytelling for corporations, real estate projects, first nations bands and social venture brands. JC has a good working knowledge of third world issues. JC was invited to participate in the study to provide the perspective of how “story” for social ventures is shaped and delivered to the market and how a “good social cause” story can become viral through social media and other digital storytelling tools.

ONLINE SURVEY PARTICIPANT PROFILE
Two online surveys were distributed to generate data for comparison to the interview data. The first online survey was distributed in January 2012 and, after analysis of the data, a second survey was prepared and distributed in May 2012. A summary of each online survey is provided below.

SURVEY 1: JANUARY 19 TO FEBRUARY 8, 2012
The first online survey was electronically distributed to 10,000 current and past customers of S&P Destination Properties. An email list of 10,000 was randomly selected from a permission-based, opt-in database of 140,000 from the S&P Destination Properties master database. Participants primarily resided in Canada and United States with a smaller sample from China and Japan. A total of 926 people opened the survey, of which 644 were opened and 509 completed. It should be noted that the survey tool had a corrupt code for a single batch of emails and while there is no exact data available, a number of people reported not being able to complete the survey which may account for the lower ratio of opened to completed surveys. To protect participant confidentiality, online participants referenced have been labelled and identified by indicating an online response followed by participant number and initials (e.g., OLS-708-SE).

The demographic profile of the study population shows that the majority are male (59%) with children (67%). They are in their prime income earning years between the ages of 45 and 64 (60%) and are experienced real estate buyers. They have bought at least one home (83%) and the majority have purchased three or more properties (64%). The psychographic profile of this survey population showed that participants were socially conscious (68% were quite sure or extremely aware of a social venture) and 80% believe that social ventures will
affect positive change in third world countries. Appendix G, “Survey 1 Profile Summary,” provides a detailed summary of the demographic, psychographic, and real estate buying experience of Survey 1 respondents. To protect confidentiality, participants have been identified by indicating the first online response followed by participant number and initials (e.g., 1OLS-208-PD).

**SURVEY 2: MAY 18 TO MAY 28, 2012**

A second online survey was distributed to a random selection of 297 first survey participants and resulted in 151 accessing and 101 completing the survey. The second survey was designed to probe emerging categories in the areas of (i) perceived impact of World Housing on housing recipient, (ii) the perception of a developer that participates in the World Housing program, (iii) the importance of having the various stakeholders putting “skin in the game,” and (iv) the influence that the World Housing program has on a condominium buyer’s purchasing habits. In addition, the second survey encouraged the participant to provide comments on the topics outlined above.

The second online survey yielded a similar demographic, psychographic and real estate buying experience profile by comparison to the first online survey. Appendix H details the demographic and real estate buying experience profile of the Survey 2 population. To protect confidentiality, participants have been identified by indicating the second online response followed by participant number and initials (e.g., 2OLS-708-SE).

**CASE STUDY PARTICIPANT PROFILE**

Two families were recruited and qualified by Scott Neeson of Cambodia Children’s Fund to participate in the study. Each case study family was selected based on the following qualifications: (i) the family must be living in a shack; (ii) both parents actively employed; (ii) no children working in the dump; (iv) at least one child actively attending Cambodia Children’s Fund school; (v) no history of substance abuse or sex trade within the family; and (vi) the parents are good citizens of the community and viewed by their peers as role models. To maintain confidentiality, case study data excerpts are provided and labelled by participant family surname letter followed by participant number and then participant’s initials (e.g., Y03-SY).
CASE STUDY FAMILY 1: “Y” FAMILY

The “Y” family consists of eight members including the father (Y01-YY) age 41, the mother (Y02-RY) age 42, and six children. There are four boys of ages 2 (Y03-SY), 7 (Y04-CY), 10 (Y05-CY), and 16 (Y06-CY). There are two girls aged 5 (Y07-SY) and 18 (Y08-MY). The family lived in rural Cambodia as farmers and lost their land to pay medical bills. They learned they could earn a living working at the rubbish dump at Steung Meanchey and relocated in 2007. The father recently borrowed $600 from CCF to purchase a moto-cab to start his business. The mother is a waste picker at the dump and all 6 children attend CCF school. The household income is approximately $95 USD per month. The family received their home in August 2011, made a small down payment, and currently pay the monthly land lease of $30 USD per month. To decorate the home, they have hung pictures on the wall, displayed their children’s student awards, and placed a timber bench in the area under the house to use as a living room. To improve the home design, they have added a covered area over the stairwell and redesigned the windows to prevent rainwater coming in during torrential downpours.

Figure 4.3: Case Study Family “Y’s” Original Home

Figure 4.4: Case Study Family “Y”

Figure 4.5: Case Study Family “Y” Home
CASE STUDY FAMILY 2: "S" FAMILY

The "S" family consists of 10 members including the father (S01-CS) age 42, the mother (S02-HS) age 42, and eight children. There are three boys of ages 19 (S03-SS), 13 (S04-NS), and 1 (S05-0S). There are five girls, aged 3 (S06-SS), 6 (S07-TS), 9 (S08-AS), 10 (S09-SS), and 15 (S10-GS). The family lived in rural Cambodia as farmers and lost their land to a failed crop and mounting debt. Like Family Y, they learned that they could earn a living working at the rubbish dump at Steung Meancheay and relocated in 2007. The father and mother are both waste pickers at the dump and all children attend CCF school. The household income is approximately $60 USD per month. The family received their home in September 2011, made a small down payment, and currently pay the monthly land lease of $30 USD per month. Their home is decorated the same as "Y" family: they have placed pictures on the wall and a timber bench in the area under the house to use as a living room. To improve the home design, they are in the process of enclosing the area under the home to create a living area and to provide added security.
BUSINESS MODELING TEAM PARTICIPANT PROFILE

Business modeling participants were selected from my existing sphere of influence and qualified to have some prior active involvement in the study through the online survey or interview participation. A background summary of each participant is provided below that outlines their related experience, knowledge of business planning, and demographic profile. Individual participants were coded with the letters “BP” (to indicate business planning participant), individual number, and their initials for confidential identification (e.g., BP-01-SL).

PARTICIPANT BP-01-SL (INDUSTRY INFLUENCER)
SL is in his late 40s, with a degree in business administration, is well-traveled, highly entrepreneurial, possesses international experience, and is an experienced philanthropic fundraiser. SL is the founder and president of an international resort and luxury marketing company with annual revenues in excess of $300 million. SL was also an interview participant.

PARTICIPANT BP-02-GB (REAL ESTATE ANALYST AND SOCIAL ENTREPRENEUR)
GB is in his mid 20s, holds a business degree, is well-traveled, and has a high working knowledge of both the real estate industry and social venture sector. GB currently works for a government land management company in the first world and has worked in South Africa for an NGO, and the Grameen Bank in Bangladesh under Mohammed Yunus. GB was also an interview participant.

PARTICIPANT BP-03-SG (MARKETING STRATEGIST AND DIGITAL MARKETING EXPERT)
SG is in her early 30s, is an expert marketing strategist, with a high-level understanding of social media tools, a website content designer, and a specialist in developing and implementing complex marketing and sales strategies for residential real estate projects.

PARTICIPANT BP-04-BM (SENIOR MARKETING STRATEGIST)
BM is in his mid 50s, is a former senior executive with a large Toronto advertising agency, is well-respected within the international advertising and
strategic marketing sector, is a professional writer, and an expert on branding and positioning companies. BM participated in the online survey.

PARTICIPANT BP-05-JB (SENIOR CREATIVE DIRECTOR)
JB is in his early 40s, is a well-respected senior creative director with a large Vancouver-based international real estate communications company that specializes in print, digital and social media. JB has also been instrumental in the positioning and branding of service-based companies and individuals. JB has traveled to a number of third world countries and has a basic understanding of third world issues. JB participated in the online survey.

PARTICIPANT BP-06-KM (FORMER CEO OF INTERNATIONAL ONLINE HUMAN RESOURCE SITE, BUSINESSWOMAN)
KM is in her early 50s, is retired, independently wealthy, and highly knowledgeable in the area of business management, human resource management and in operating publicly-traded companies. KM is well-traveled and has a good working knowledge of third world issues. KM participated in the online survey.

PARTICIPANT BP-07-SD (FORMER NURSING INSTRUCTOR, REGISTERED NURSE)
SD is in her early 50s, holds a university degree, is a registered nurse, and former nursing instructor. She has visited two third world landfill communities and is experienced in volunteer organizations. SD has a high-level working knowledge of the home buying process and a good understanding of third world slum issues.

SUMMARY
Chapter Four provided an overview of the data collection methods used for this study. The chapter gave a synopsis of the research participant categories that included interview subjects, online survey participants, case study subjects, and business modeling team participants. For each category, a detailed profile of each participant was given.
CHAPTER FIVE
MAKING CONNECTIONS
AND ASSESSING MEANING

Applying this program is targeting the majority that can afford housing and making a difference somewhere out of sight and mind. It’s two birds with one stone.

Online Survey Respondent (OLS-819-JH)

Chapter Five presents the results from the qualitative and quantitative sources of research data. The primary source of data was generated from the 28 interview participants. This data was further compared and analyzed through theoretical sampling of verifying data sources which included the online survey, case study, and business modeling sessions described in Chapter Four.

The purpose of this study is to gain knowledge of and analyse a “one-for-one” gifting model designed to create housing for dump dwellers in the third world. The research design was selected to generate data about how the World Housing business model will operate between the first world participants (developer and buyer) and the third world participants (NGO, and housing recipient). The two research questions to be answered by this study are:

1. Will a one-for-one real estate gifting model be an effective and sustainable solution to create accessible housing for third world dump dwellers and their community?

2. What are the critical success factors that will ensure the World Housing venture becomes a sustainable, self-generating business model?

This chapter presents an analysis of the research, the initial categories that were generated from the data, and a series of assertions and questions that form the thinking behind emerging theory. The final section of this chapter addresses the research questions and provides emerging grounded theory developed from the theoretical sampling and final categories.
INITIAL CATEGORIES
The coding and constant comparison of data produced 23 initial categories that were generated from 28 interviews, in addition to data collected through the online survey, case study, and business modeling sessions. Analysis of the data logically divided into two groups of categories: Group 1 contains 10 categories and examines the first and third world research participants’ perceptions of landfill communities and slum living; and Group 2 consolidates 13 categories and discusses the emerging foundational elements of the World Housing business model.

GROUP 1 CATEGORIES: THIRD WORLD LANDFILL COMMUNITY CHALLENGES AND FIRST WORLD PERCEPTIONS OF LANDFILL COMMUNITIES
Group 1 categories related to third world dump dwellers, the housing they occupy, first world general perceptions of slum housing, and how the various first world participants (i.e., volunteer organizations, NGOs, governments, and social entrepreneurs) interact with third world landfill communities. The following describes each major category and how that category relates to the World Housing model.

SLUM AND LANDFILL COMMUNITIES: A DUMP DWELLER’S PERSPECTIVE
The reality for the dump dweller is a life of abject poverty, 18-hour workdays, and constant threats to his or her existence. However, a strong societal bond exists between the residents and there is a sense of order and routine that enables a dweller to function and perform daily tasks. Interviews with dump dwellers showed the human side of their community: “Life is difficult. It is hard work but we have lots of friends and support from our neighbours” (20-JG); “We have our own laws that everyone lives by here. No stealing, no getting drunk, no getting pregnant, no fighting. If someone breaks one of these laws they are asked to leave” (21-KJ, informal mayor of Xtaba landfill community); “I’m not worried about someone stealing my things... I know all my neighbours” (24-EG); “We all help each other here. It would be hard to work if I didn’t have my friends to help me” (25-PM); and “When my daughter got sick my friend took care of my family and fed them when I went to the hospital” (23-LS).
Experiencing the desperation of the dump dweller's situation can be heartbreaking. During my site inspection of the Steung Meanchey landfill community in Phnom Phen, Cambodia, with Scott Neeson in February 2010, we were asked to visit a young mother with a sick infant. Scott and I went to a shack on the edge of the dump where an upset mother was tending to a very sick 5 month old baby boy. The child had been afflicted with a fever for two weeks and looked very weak. As we left, Neeson explained that there was nothing we could do as there was no funding for medical supplies or a doctor. The child died in his mother's arms two days later and was wrapped in blankets and buried near the dump with little ceremony. True stories like this demonstrate the fine line between life and death for the dump dweller.

**WHAT IS THE DUMP DWELLER’S HIERARCHY OF NEEDS?**

Every first world interview participant, in one way or another, articulated the dump dweller's needs as a hierarchy, with many specifically referencing *Maslow's Hierarchy of Needs* when addressing this category (01-NC, 04-MS, 05-HM, 08-DT, 11-SD, 09-LR, 13-BM, 15-BW, 18-JL). Responses to the question about the needs of dump dwellers all placed a priority on what was important: "the need is to stay alive so food and water are the most important" (01-NC); "Once someone has food and can sustain themselves medical care is really important" (09-LR); "There is no number one need as they are all interconnected: food, health, education, housing. These are essentials for life" (17-GB); "Once the lower needs like food and shelter are met, people can then focus on moving up Maslow's Hierarchy. The objective is to have a future and develop to a higher standard of living" (05-HM); "It's like Maslow's needs hierarchy... people want to know they have the hope and dreams to self-actualize. What sets us apart from the animals is our ability to think and grow" (12-SL); "Once food and health are organized, housing becomes a priority as it stabilizes the family's situation with a safe environment, a roof overhead to keep out rain, rodents and insects... housing is a huge priority" (18-JL); and "Now that I have a home and my kids are in school and I would like to start a grocery business" (24-EG). The concept of the dump dweller's desire to move up the needs hierarchy was a well-saturated category with agreement among the respondents that basic needs were a priority and adequate housing was a stabilizer within the dump dweller's hierarchy. Many participants explained that housing enables the dump dweller to live a more stable day-to-day existence while working their way up the hierarchy.
through higher-level experiences such education, skilled employment and personal development activities. Therefore, as the dump dweller moves up the hierarchy, they develop skills and experience that enable a more sustainable lifestyle for themselves and their family.

Study of the data for the category of “dump dweller hierarchy of needs” illustrated in Figure 5.1, shows that the dump dweller lives day-to-day ensuring that they and their family are secure and have plenty of food and water. In some instances, the entire family unit will spend most, or all, of their day scavenging the dump community collecting water and food. After these needs are met, medical care and consistent employment become a priority. Income from consistent employment is used to pay for activities further up the hierarchy. As the dump dweller family’s life becomes more stable, they then start to seek education, skilled employment and self-actualization activities to reach their potential (e.g., higher education or training, spiritual practices, etc.).

**Figure 5.1: Dump Dweller Hierarchy of Needs**

**IS MASLOW’S HIERARCHY RELEVANT IN EXPLAINING THE DUMP DWELLER’S NEEDS?**

While the research participants of this study articulated dump - dwellers’ needs in the context of Maslow’s needs theory, critics argue that there is little evidence

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1 The Dump Dweller’s Hierarchy of Needs was adapted from Maslow’s Hierarchy of Needs model, 1943.
for the ranking of needs or for the existence of a definitive hierarchy. Hofstede (1984) points out that fundamental human needs are not necessarily hierarchal. Involuntary human conditions such as poverty may result in other needs being denied and therefore unfulfilled. Others suggest that the basic foundational structure of Maslow’s pyramid is sound; however, a more appropriate construct should take into consideration the connections between fundamental motives and immediate situational threats and opportunities (Kenrick, 2010).

While the criticism of Maslow’s needs theory is relevant to the analysis of the dump dwellers’ needs, the basic construct does provide an insight into how dump dwellers think and react to their environment. However, review of the data collected for this study indicates that dump dwellers can simultaneously experience needs from different levels of the hierarchy. For example, the majority of dump dwellers interviewed expressed that while they were seeking a better life with more opportunity (such as stable employment or adequate housing which are lower level needs) they were happy (a self-actualization activity from the top of the pyramid). Such data contradicts Maslow’s hierarchy theory, suggesting as it does that one must first achieve a lower level need before moving up the hierarchy. As such, Maslow’s hierarchy model does not accurately reflect how the dump dweller perceives the pursuit and fulfillment of their needs and therefore not relevant to presenting the dump dwellers needs theory.

Figure 5.2: Dump Dweller Needs Theory
Figure 5.2 remodels Maslow’s hierarchy in a circular construct to better reflect dump dwellers’ needs and how they progress and evolve. This model suggests that dump dwellers arrive at the dump seeking basic needs such as basic shelter, food, water, safety and survival skills, but also seeking happiness, well-being and community interaction. As these needs are fulfilled and their lives start to stabilize, dump dwellers then seek developmental needs such as income generating skills, regular employment, medical care and improved housing. Finally, as the dump dwellers’ environment becomes consistent and they better understand the community advanced needs such as skilled employment, asset-building opportunities and refined housing (with power and water) are sought. Common to all three “circle of needs” are what Maslow depicts as higher level needs, or self-actualization needs, such as love, creativity, self-sufficiency and meaningfulness. This is significant, because all dump dwellers interviewed expressed that their objective in moving to the dump was to achieve basic needs while simultaneously gaining access to and obtaining advanced needs.

**HOW DO WE BREAK THE “CYCLE OF DESPERATION” FOR DUMP DWELLERS?**

Another heavily-saturated category was the cycle of desperation that the dump dweller experiences as a result of their environment. Jeff Lucroft, former CEO of Philippine Community Fund (18-JL) explains (personal communication, November 06, 2011):

People are keen to learn a skill and become employable. The real problem is the cycle they get themselves into. They move to the dump because of a failed crop or excessive debt in hopes of generating quick cash. They arrive, make less money than they thought, can’t find work, live in abject poverty and rely on the dump to exist. For the head of household, this creates a cycle of alcohol and drug abuse and abusive behaviour with their family which can lead to the sex trade or human trafficking. As the person feels more desperation and gives up, the cycle repeats itself.

First and third world participants’ familiar with landfill community living all shared similar comments: “I have only been to one dump site and what struck me more than anything else was the dead end people were living in. Collecting trash, gathering water... barely gets by. Crazy!” (07-AV); “People living in the dump are keen to learn skills and become employable. I have seen many angry young men with real challenges transform in days when given the opportunity. The cycle is hard to break but possible with the right opportunity” (19-JT);
“Employment and housing are the first two steps to breaking the cycle of poverty” (16-JC); and “I work with the poor in Guatemala. They are so often desperate. This program gives hope to the desperation but gives them a plan and a strategy to improve their standard of living to safety and health” (OLS-39-DL).

The significance of this category was evident during my site inspections in Phnom Phen and Manila. While many of the people seemed to accept their existence, there were many stories of bad luck or circumstances that drove people to move to the dump. This led to a cycle of poverty that was difficult to break with their existing resources and support.

**HOW IS “BOTTOM OF THE PYRAMID HOUSING” DEFINED FOR WORLD HOUSING?**

For the purpose of this thesis, Bottom of the Pyramid Housing (BoPH) refers to the World Housing product to be gifted to recipients located in third world landfill communities. Currently, housing in slums and landfill communities is of the most rudimentary form and typically constructed of rubbish and other materials scavenged from the area. Apart from UN-HABITAT’s definition of minimal housing outlined in Chapter One, there is no standard definition or design for BoPH. Participants were interviewed to examine the definition and characteristics of BoPH.

Dump dweller community members responded to the question about what standards should be applied to creating housing in the following ways: “We need a place to leave our children when we are working that is dry, secure and away from rats, snakes and insects” (23-LS); “I would like a home that is well built. To have all my family under one roof would be dream come true” (22-NC); “The perfect home has electricity, water and more privacy.” (21-KJ); “Security is huge as things are easily stolen from a house made of rubbish with no locks” (25-PM); “to own a good home is a dream. Just having a nice place that is insulated, secure and close to my work would be perfect” (20-JG); “Safe, dry and clean is a good home” (Y01-YY), and “I would like to be farther away from the dump but close enough so I can walk and close to school” (S02-HS).

NGO workers who construct and manage slum replacement housing added the following: “Given the cost of construction and need for housing, it is better to create a good minimum standard that is affordable to construct so we can build more homes. The informal settler would be ecstatic for a home with
basic roof, insulated walls, lockable door and access to power, sanitation and potable water.” (26-EC); “Housing made of rubbish is not secure. A good home for the a recipient must be movable, secure, structurally sound, insulated, solar panel lighting, provide access to drinking water and durable.” (19-JT); and “The design of a home near the dump just has to be basic, functional, inexpensive and easily built. The more homes we can provide the more lives we improve, it is that simple” (18-JL).

Review of the data for this category demonstrates a range of opinion on what adequate and regionally acceptable housing is for the dump dweller. Based on the data from this study, I have defined dump dweller housing, or bottom of the pyramid housing, as “housing that provides a secure roof overhead that is sheltered from the elements, has lighting, and is located near clean water, sanitation, and employment.” While this definition does not meet the UN-HABITAT’s definition (see “what defines an urban slum,” in Chapter Two), I argue that to deliver this level of housing in the third world is too expensive and too difficult to deliver. Furthermore, in order to deliver housing to the standard established by the UN-HABITAT, fewer slum and dump dwellers will have access to much needed housing. As one dump dweller stated, “I would rather be in a safe, secure home without water than in a shack that leaks and has rats in it” (25-PM).

WHAT ARE FIRST WORLD REAL ESTATE BUYERS’ AWARENESS OF THIRD WORLD SLUM AND LANDFILL COMMUNITY CHALLENGES?
First world awareness of the challenges slum dwellers face in the third world is at a very basic level of understanding. One respondent accurately captured the sentiment of many interview participants when he explained:

People are busy with their own lives, their family and trying to get ahead with their career. Then we have well-organized fundraising efforts like The Ride to Conquer Cancer that get our attention through great marketing and social media. There are too many distractions to really understand what goes on thousands of miles away” (01-NC).

Most first world participants explained that their daily lives were busy and awareness of slum dwellers comes from media coverage or from watching Hollywood movies such as City of God or The Constant Gardner that depict the lives of people struggling for existence in a third world slum community (01-NC, 02-TD, 09-LR, 11-SD, 10-DR). The online survey conducted for this thesis showed
that 64.4% of respondents said their peer group either did not know, or were not too aware, of the issues and challenges in the third world. One online participant explained, “I saw a movie, actually a documentary about people who make a living out of a garbage dump in Bangladesh. Young children, old people, disabled, etc. It shocked and informed me” (online Participant 118-SS, female aged 55-64).

Knowledge and understanding of landfill communities and the need for dump dweller housing were also at a low level within the first world participant population. When asked about why people would live and work in a garbage dump, responses were as follows: “I didn’t know that people even lived in garbage dumps” (01-NC, 02-TD, 05-HM, 09-LR); “They live there because the land is inexpensive” (10-DR); “I’ve never thought of what type of house someone in the dump would live in” (10-DR); “There is nowhere else to live in a heavily populated city” (12-SL); “I only know that people live in dumps because I saw the movie Slum Dog Millionaire” (03-JG); and “My friends are completely unaware of what goes on with people that live in a dump in poor countries” (08-DT).

Although most first world participants had little understanding of the dump dweller life, when online participants were asked how serious they thought the housing situation was in the third world, 94.3% answered it was quite or extremely serious. While there appears to be a dichotomy between first world participants’ knowledge of slum and dump dweller living and the awareness of the need for housing, it was apparent during the interviews that as the participants reflected upon people living in the dump it became self-evident that the need for housing was a serious situation.

HOW DO WE CONNECT FIRST WORLD AFFLUENCE TO THIRD WORLD LANDFILL SLUMS?

Another saturated category was how participants responded to the need to connect first world awareness to third world need. When asked if first world countries have a responsibility to assist third world slum dwellers, responses were as follows: “Many are aware of third world challenges but few can do anything about it so it remains in the back of people’s minds” (03-JG); “The world is a terribly lopsided place... someone has to figure out how to balance the scales so the poor have a better existence” (26-EC); “I think it is our responsibility
to share what we have with those less fortunate” (15-BW); “It is not their fault they were born into a poor society. We live in a wealthy society and there needs to be a better distribution of wealth.” (16-JC); “The world is not a fair place. We have so much and they have nothing. But how do I help? I worry that organizations like World Vision do not get my donation to the people that need it most” (12-SL); “Charity begins at home. We should fix our own problems first” (OLS- 215-AE); “Why would someone invest money in helping a third world cause when there are slums right here in our own city?” (05-HM); “There is a fundamental need for housing in slums so people can advance their lives – this cannot be done without funding or assistance from wealthy first world countries” (15-BW); “I’m not a wealthy person and can’t afford to donate very much. How can my little donation make a difference?” (OLS-312-MJ); and “I would like to donate but how do I know my donation will really improve the life of someone in another part of the world” (05-HM).

Review of the research participants’ comments for this category indicates that many people living in the first world have little awareness of third world slum needs. As such, most people have no understanding of how to connect their “first world wealth” to those in need outside of organizations like UNICEF that employ mass media advertising to raise funding. Study of the data from this research indicates that there is an opportunity to connect first world affluence to third world need through the application of formal and informal learning (education) by raising the awareness of slum environments, such as the dump dweller’s life.

**Does Ethnicity Influence the Perception and Engagement of World Housing?**

This thesis studied subjects in North America, Europe, Japan, and China. Review of the data indicates that there are differences in the perception of value that World Housing creates and the desire to engage the World Housing concept. For example, in a group discussion with five Japanese real estate professionals, it was explained that Japanese real estate buyers were generally unaware of third world slum housing need and would be “highly disinterested” in the World Housing concept (personal communication with Sotheby’s Tokyo Sales Team, November 29, 2012).
While the mainland Chinese real estate buyer was equally unaware of third world issues, during a dinner meeting with eleven real estate investors, eight indicated that the World Housing concept was excellent, two stated the concept was good and one explained the concept was not of personal interest (personal communication with Windham Real Estate’s group of Chinese investors, November 25, 2011). One participant stated, “I think the World Housing business model is of great interest to the Chinese buyer when they understand the improvement in life it will provide the dump dweller” (04-MS, Chinese real estate investor). The Chinese data is consistent with the North American online survey that was conducted, wherein 86.2% of participants rated the World Housing idea as either good or excellent.

In an informal meeting with six Indo-Canadian Generation Y students, all six participants rated the World Housing concept as excellent. Most of the discussion centered on how their purchase of a condominium would be “significantly” more meaningful if they knew their involvement in the program would directly create a home for a dump dweller in India. Two of the participants indicated that the World Housing brand would positively influence their final buying decision (personal communication with a group of SFU students, September 18, 2012).

Review of the segmented ethnic data indicates two general conclusions. First, regardless of ethnic makeup, there is a positive correlation between awareness of third world slum issues and attraction to the World Housing model. However, for those participants with little awareness of third world slum issues, when they are informed, the majority react positively to the World Housing concept and are willing to engage. Second, there are some cultures for which participation in third world country causes, no matter how compelling they may be, is not important. For example, one could conclude that Japanese buyers are less interested than other ethnic groups such as Chinese, American, Canadian, and European cultures. As it is not in the scope of this research to analyze these contrasts, it is suggested that further research should be conducted in this area.
HOW WILL GENERATIONAL PHILANTHROPIC ENGAGEMENT AFFECT THIRD WORLD SLUM HOUSING?

Philanthropy can be described as, "the active effort to promote the human welfare; it is usually focused on the long-term and allows for sustainable change to occur" (Dietlin, 2010, p. 310). The World Housing model is a unique form of philanthropy as it marries two diverse groups, real estate buyer and developer, with the common objective of providing housing to third world dump dweller communities. The category of "generational philanthropy" emerged during the interview process and provided rich data about the attitudes and opinions of philanthropy among four distinct generations (i) traditionalist (those born between 1925 and 1945), (ii) baby boomers (those born between 1946 and 1964), (iii) Generation "X" (those born between 1965 and 1980), and (iv) Generation "Y" (those born between 1981 and 2000) (United Nations, 2012).

Each generational category participated in the study through interviews and online surveys. Responses to the question about supporting third world causes varied: "Charity begins at home. We have to solve our problems first" (OLS-228-RF, traditionalist, aged 65+); "Baby boomers are distracted. We have career, family and local charities to support" (05-HM, early 60s, baby boomer), "As we get a bit older and our family needs are met, I am starting to travel more, look around... it's a lot easier to understand third world need after the distractions of raising a family and running a business start to slow down" (01-NC, baby boomer, late 40s); "It is our responsibility to help other nations in need" (04-MS, early 30s, Gen X); "The littlest thing goes a long way. Any contribution makes a difference in the third world" (19-JT, early 40s, Gen X); "The issues in the third world cannot be ignored. If I can help I will." (09-LR, mid 30s, Gen X); and "We all live in one world. It is very hard to turn a blind eye as the world is becoming a smaller place. While it can be hard to measure, everyone should contribute to one world" (17-GB, mid 20s, Gen Y).

Attitudes towards philanthropic participation in third world countries differ among the various generations. For example, older generations (traditionalists and older baby boomers) expressed more desire to contribute to local causes while the younger generations (younger baby boomers, Gen X and Gen Y) had a greater awareness of third world issues and the perception that they should contribute. Research indicates that the Gen X and Y demographic is more likely to engage social media which increases their access to information and awareness of need in third world countries. For example, a study conducted by
The Wireless Association (2009), examining philanthropic giving in Haiti, showed a clear delineation between the five generations with the Gen X and Gen Y groups’ contribution equalling five to six times more than the baby boomer and traditionalist generations through social media and mobile devices (CITA, 2009).

While generational differences towards third world poverty and slum awareness exist, the research presented in this thesis demonstrates a trend towards greater awareness and action taking place within the western world among all generations, with the baby boomer group starting to emerge from their child-rearing years to pay attention to social need (Lopez-Rivera, 2011, Preston, 2008, Lacey, 2010).

**How Will the Baby Boomer Impact on Future Philanthropy for Third World Slum Causes?**

The most economically influential age demographic is the baby boomer. They have the size and economic power to change entire social structures. For example, it is estimated that baby boomers will oversee a $41 trillion intergenerational wealth transfer, leading experts to conclude that we are entering the “golden age of philanthropy.” This golden age of baby boomer volunteerism and philanthropy will have a significant impact on the growth of social ventures (James, 2011, Stannard-Stockton, 2006). Another study conducted by Civic Ventures indicated that the majority of baby boomers would like to start a non-profit or business to solve social problems. The study went on to calculate that more than 12 million Americans between the ages of 44 to 70 were actively thinking about starting a social venture of some kind, with 67% of the respondents preferring to focus on local, state, or regional concerns (Lopez-Rivera, 2011). The research participants of this study echoed a similar sentiment with comments such as: “As I get older and my family is growing up I’m starting to look outward where I can personally make a change to some of society’s problems” (NC-01, late 40s); “I think it is my responsibility to look where I can take my experience and apply it to solve social issues” (05-HM, early 60s); and “I think World Housing is a great idea, I would buy a home to participate but want to do more” (10-DR, early 50s).

Baby boomers are also starting to flex their generational power by actively showing interest in third world slum and poverty issues. For example, “slum” tourism (also referred to as “poverty” tourism or “poorism”) is considered one of
the fastest-growing sectors of niche tourism in the world (Delic, 2011). This form of tourism is viewed by some as controversial and often branded as “voyeuristic” and “morally controversial” with “safari-like” tours catering almost entirely (98%) to wealthy, older, baby boom westerners (Delic, 2011; Selinger, 2009). One online participant made a similar comment when referencing a potential World Housing buyer following a recipient family, “I question a ‘zoo’ for the poor where wealthy people can have their photos taken with their project” (OLS-782-Anonymous). The counterargument states that slum tourism is educating the baby boomer by increasing the awareness and need of third world slums while providing much needed employment and income in slum communities that engage the practice (Delic, 2011; Ma, 2010). The baby boomer generation’s interest in social ventures and slum tourism indicates a continued and accelerated trend towards engaging third world poverty and slum issues.

**WHAT IS THE ROLE OF THE SOCIAL ENTREPRENEUR AND SOCIAL VENTURE IN SOLVING THIRD WORLD SLUM HOUSING PROBLEMS?**

The social entrepreneurship sector is in its relative infancy with no standard definition or agreement on what it is or is not (Brooks, 2008). It is a multi-interpretable concept and although the term is used widely, its meaning often varies (Hoogendoorn, 2010). For example, Bornstein (2004) considers social entrepreneurs as “people with new ideas to address major problems who are relentless in the pursuit of their visions... who will not give up until they have spread their ideas as far as they possibly can,” and he adds that they “believe they are fulfilling their life’s purpose” (Bornstein, 2010, p. 29). Others see the role of the social entrepreneur as creating innovative solutions to solve major social problems and as mobilizing ideas and resources to create social change otherwise unmet by private markets or government (Brooks, 2008; Alvord & Brown, 2004). Dees (2002) sees social entrepreneurs as seeking out opportunities to improve society by attacking the underlying causes of the problems rather than treating the symptoms.

Considering the broad definition of the social entrepreneur, it is not surprising that the research participants of this study offered a range of descriptions of a social entrepreneur: “Being responsible for social change” (01-NC, 03-JG, 10-DR); “Placing a higher moral standard on themselves than others to make a difference and create social development” (04-MS); “Levering their business experience, entrepreneurial drive and contacts to do some good”
“Social entrepreneurs have perfected the art of ‘acceptable’ creative
destruction. People watch them dismantle one area of business only to be
replaced with a better model that creates social change” (15-BW); “A social
entrepreneur gives people hope and faith for a future... they are the ultimate
leader to a better world” (09-LR); “The social entrepreneur is both an idealist and
realist. He lives in the middle ground to mesh social and capital to create a result
no-one else can” (17-GB); and “Most poor see themselves as always being poor.
The social entrepreneur changes this self-perception and lifts the poor to
becoming self-sustainable” (26-EC). Scott Neeson provided a good summary of
the social entrepreneur’s mindset (S. Neeson, personal communication, November 26, 2010):

There is no hard and fast rule for social entrepreneurship. It’s simply a
state of mind where someone with lots of will sees a problem, removes
the hurdles and solves it... and sometimes it can never be completely
solved, only improved. While personal motivations may range, at the
core, a social entrepreneur only answers to himself and his vision.

Online survey respondents were asked about their awareness of social
ventures with 67.9% stating that they were either quite or extremely aware of the
concept. When asked about the effectiveness of social ventures, 79.7% said social
ventures create positive change in third world countries.

Data collected from this study supports the literature that suggests the
social entrepreneur plays an integral role in driving positive change in third
world environments, where government and private sector business may
struggle for success. One of the key characteristics of the social entrepreneur is
his or her unshakable belief in the social venture’s cause and a refusal to
acceptance failure with descriptive words like “hard driving,” “powerfully
committed,” “highly determined,” and “single-minded focus” being used to
explain the spirit of a social entrepreneur.

What is the role of formal and informal learning in creating
social capital in third world landfill communities?
Another category that reoccurred throughout the interview and online survey
data was the participants’ perception of how they would learn, or the need for
others to learn about third world slum and landfill community issues: “The key
to getting the developer involved is educating them on the challenges of slum
housing” (11-SD); “People love good stories and this has an educational awareness that allows it to scale when people are over for dinner” (02-TD); “People in China don’t really understand situations like this and World Housing gives them a chance to learn and be more worldly” (04-MS); “I like the idea I can follow the recipient family and travel to their country and learn more about their situation, the culture and people” (LR-09); “It would be a good thing to show my own children the house being built for the recipient family” (OLS-212-EM); “the opportunity to visit the village may even deepen the commitment of those involved in the program” (OLS-492-DL); “This would be a very good lesson for my children to learn about others in need” (10-DR); and “I think people need to be educated about the virtual absence of social safety nets in some of these third world countries” (2Ols-53-SM).

World Housing not only touches the developer, buyer, and NGO, but it also triggers a natural curiosity to learn how the program affects them. For example, the developer and the buyer want to understand where the donated capital goes and the impact the housing has on the recipient family and community. Survey 1 responses support the notion that buyers would want to learn about third world issues with 78% replying they would definitely or probably try to learn more about World Housing if introduced through a friend or social media contact. When asked if they would follow the recipient family, 80% replied they probably or definitely would. Finally, 51% responded that they would probably or definitely be interested in visiting the recipient family in their new home and reflected in this participant’s comment, “I would love to go to Cambodia... help explain to me where the money is going when I bought my property” (OLS-695-MD).

Third world NGO participants also showed a desire to learn how the World Housing model would affect their organization and interaction with the housing recipient: “To make this work World Housing will have to teach the NGOs how to gift and build housing” (JC-16); “The process of receiving a home for a qualified recipient will require them to become a role model within the community and they will have to learn how to show others there is a better life if you are motivated and work hard” (19-JT); and “World Housing and PCC will need to work together to create a program to teach NGO workers and informal settlers how to build, care-for and maintain the homes they receive” (26-EC).

The process of marketing the World Housing concept to the developer and buyer and then gifting a home through the NGO to the eventual recipient
creates learning opportunities for everyone involved. As the World Housing participant group moves towards achieving their common goal, formal and informal learning naturally occurs, resulting in the creation of social capital in both first and third world communities. Social capital is defined as a practice of a social network, or community, which creates and exchanges skills, knowledge and attitudes to strengthen, and advance the interests of the group (Field, 2005). For example, both developer and buyer experience informal learning (defined as intentional but not highly structured) and incidental learning (defined as unintentional learning) in order to learn about the various landfill communities, how homes are constructed, the impact on the recipient family, and how their contribution has an impact on the recipient landfill community (Marsick & Watkins, 2001). In the event that a first world stakeholder travels to the third world landfill community to meet the NGO and recipient, to experience first-hand the result of the donated home, he or she undergoes experiential learning (defined as the process of making meaning from direct experience) upon exposure to on-the-ground experiences that are either programmed or incidental (Itin, 1999).

By contrast, the NGO experiences both formal learning (defined as structured learning with specific outcomes) and informal learning in order to establish vocational construction training to build the homes, manage quality control, implement qualification procedures to select recipients, and monitor the ongoing use of the gifted homes (Knowles, 1978).

In all cases, social capital is created as all participants collaborate, exchange ideas, knowledge, and expertise with a shared objective of creating sustainable landfill housing for the community. The social capital that is created can then be applied to other World Housing communities to strengthen and advance the interests of the group.

The World Housing model naturally lends itself to providing formal and informal learning opportunities targeted to the various stakeholders during the housing transaction. As such, learning techniques (e.g., social media storytelling, project onsite seminars, tours of third world dump sites, etc.) should be strategically implemented throughout both first and third world real estate experiences facilitated by World Housing.
GROUP 2 CATEGORIES: EMERGING ELEMENTS OF THE WORLD HOUSING BUSINESS MODEL

Cluster Two categories centered on the concept of World Housing and the emerging elements of its business model. Interviews produced grouped data around topics such as the World Housing storyline, the concept’s strengths and weaknesses, and the motivations of the developer, buyer, NGO, and recipient stakeholders.

WHAT ARE THE STRENGTHS AND WEAKNESSES OF THE WORLD HOUSING BUSINESS MODEL?

The World Housing concept generated a range of responses which provide an overview of how the respondents viewed the strengths and weaknesses of the World Housing model. Many respondents were in favour and supportive of the World Housing concept but had questions about how the venture would operate, as well as possessing operational concerns about the efficiency of the funding.

Strengths

Survey 1 responses indicated that 90% rated the World Housing idea as good or excellent while 97% of the second survey respondents, when provided with additional information about the model, rate the World Housing model as good or excellent. Many of the positive comments were emotive and reflected the respondent’s reaction to understanding World Housing as a mechanism to help third world need: “I have never seen a purchase that can stretch around the world like this” (17-GB); “a socially powerful idea and simple to understand” (19-JT); “I love the idea. I can do something bigger than me” (12-SL); “A spiritual experience for mankind, and me” (04-MS); “I like the concept that two communities are created. One here where everyone buying is of the same mind and another to deserving people in the third world” (11-SD); “This would be a major shift in the right direction” (OLS-276-BD); “This is a simple way to effect change in a critical situation” (OLS-416-BN); “In a city where people are making a fortune off of real estate development and sales, it would be nice to pass that on to those less fortunate” (OLS-64-KM); and “We are all one big world connected. I love the awareness it brings” (2OLS-28-JD).

The idea that World Housing model would have broad appeal was also a reoccurring response from the participants, presented for instance in comments
like, “This is a sticky idea with good mass public appeal” (13-Blake Mycoskie), and “It's a great story to tell others as you talk about your new home. It adds sentiment to the purchase. You are going to want to tell everyone about it” (20LS-87-AW).

**Weaknesses**

Survey 1 responses showed that 8.6% rated the idea as average, 1.9% as poor and 0.7% rate the idea as extremely poor while 2.3% of Survey 2 respondents, with more information rated the concept as average and none rated it as poor or extremely poor. The negative responses centered on suspicion of the developer’s motivations: “I have a concern that people may think they are paying more for the condo” (03-JG); and “A good idea, but how do I know the home doesn’t go up because of the donation” (18-JL). Other respondents showed concerns about the management of the funding: “buyers would need to trust that dollars or credits would be spent efficiently to achieve stated goals... TRUST” (OLS-262-TA), and “My biggest stumbling block with most charities is what percentile of my donation actually makes it to the cause and how much is absorbed in overhead” (OLS-329-RR).

Interview participants were divided on first world responsibility to assist third world slum communities. The majority of interview participants (80%) were willing to help but frustrated with the process of making a contribution due to the lack of knowledge of how and where to participate. A small group of respondents (20%) felt it was more important to support local issues before considering third world countries, as echoed by this comment from one online participant, “I am...very much against this approach. Enough trying to solve other countries' issues without even a solution to solve our own country’s issues” (OLS-52-SC).

**WHAT ARE THE RISKS ASSOCIATED WITH GIFTING THE HOME TO A DUMP DWELLER?**

Many of the participants of this study asked questions about the security of the housing that was gifted and the risks associated with expropriation, the home not being properly maintained, or the recipient selling the home for personal profit: “How do I know the home I give will not be ruined by the new owner?” (OLS-80-SJ); “I have heard that many of the kids that get TOMS shoes simply turn around and sell them to get the money. I think this might be a risk for World
Housing” (OLS-45-EB); and “What is the entitlement situation for the home?” (OLS-66-BO) were all expressed concerns.

Given the nature of third world countries and the potential for corruption and/or manipulation of the World Housing gifting process, there are inherent risks associated with the gifting of a significant asset such as a home. Ensuring proper maintenance of the asset and/or preventing the recipient from selling the home for personal gain will depend on gifting the homes to qualified recipients (as discussed later in this chapter) and the NGO-partner’s ability to monitor the progress of the recipient family. Additionally, each participant family will enter into a contract that will clearly state the legal terms by which they receive the home, including regular maintenance and asset holding requirements. It should be noted that in Cambodia and the Philippines, unlike western countries, such a legal contract is highly enforceable with severe penalties, including jail time, for breach of contract. While the NGO may choose not enforce the contract to the fullest extent of the law, the mere threat of such penalties will have an impact on the recipient’s adherence to the terms of the agreement with World Housing.

A final concern in this category is the legal form and security of land tenure on which the home is located. It is interesting to note that many of the mature landfills in third world cities are located near the center of the city where land is scarce. This is due to landfills that were planned 30 to 50 years ago at the edge of the city: the growth of the city eventually surrounds the landfill. As such, the land values become the most desirable and expensive in the region, making ownership prohibitive for bottom of the pyramid housing. Therefore, typical property rights for the land a World Housing home sits upon will range from squatted land, leased land, to fee simple title. Given the high cost, it is anticipated the majority of World Housing communities will sit upon leased land with registered tenure. Nonetheless, one must consider the impact of a terminated lease or forced expropriation. To account for this risk, the design of the World Housing home is modular and transportable. For example, each home is first constructed in a warehouse and then transported to the site for assembly. Each case study home was constructed in a warehouse in one day and then re-assembled on-site in two days. The design allows for the home to be disassembled and moved to a new location in the event of expropriation or termination of lease. As explained by Jason Thatcher, the construction manager of the case study homes, “The homes are like Lego. The pieces are easily welded or bolted together and can be moved in a day” (personal communication, May 23, 2012).
WHAT IS THE MOST EFFICIENT LEGAL STRUCTURE FOR WORLD HOUSING?

Corporate structure for social ventures is a heavily debated topic among experts and social entrepreneurs (Bornstein, 2010; Dees, 2002; Gair, 2005; Hulgard, 2009). Legal organization for social ventures falls into three structures: non-profit, for-profit, and for-benefit, as discussed in Chapter One (see The Emergence of the Fourth Sector “For-Benefit” Social Enterprise). Each structure offers the principals of the organizational strengths and weaknesses. One of the most heavily debated topics within social venture structuring is whether the enterprise should be for-profit or non-profit. Participants in the interview were divided in their opinion about which structure would be most appropriate for World Housing: “In my experience, very few non-profits are sustainable over time. For-profit work best as it brings the discipline of generating profit to the organization” (07-AV); “The implication of non-profit is that it has good intentions. As long as it operates well that may the best way to go” (11-SD); “I have a concern that the public will see a negative stigma towards a profit motive with a social venture” (02-TD); “Based on my experience running a non-profit, our hands are tied many times and funding is always an issue. I would say for-profit if the organization’s intentions are honoured” (10-DR); “As an active philanthropist, I would say that most non-profits are inefficient and often wasteful. If operated properly for-profit is better” (03-JG); and “You have to make a profit to give” (08-DT).

In follow-up interviews, the question of whether the “for-benefit” structure was an option found that many had no knowledge of this structure and were supportive of the idea: “I’ve never heard of a for-benefit structure and it makes perfect sense. The best of both worlds” (05-HM); “I still think for-profit is the way to go as the organization will be more entrepreneurial. This structure sounds interesting” (08-DT); and “If the goal is to create social change and not make excess profits, that is very interesting... probably the way to go” (10-DR).

Many of the participants with business experience offered management and operational advice regardless of legal structure: “You need a small nucleus of hardworking managers that are 100% accountable to a result and can execute the business plan. Your board of directors should be experienced and be prepared to hold management’s feet to the fire to get the result” (07-AV); “Your model is simple, keep it SIMPLE, stay with your roots and stick to providing expertise and funding to create housing. Don’t get dragged off course” (12-SL); “You should always hire local managers in the third world country whenever
possible, it costs less than ex-pats and you are more connected to the community” (16-JC); and “Have the NGO hire a field officer to keep up to date, take photos and stay connected to the families” (19-JT).

**HOW DOES WORLD HOUSING BUILD A SUSTAINABLE BUSINESS MODEL TO SOLVE LANDFILL HOUSING NEED?**

The participants of this study also described the need for World Housing to create a sustainable business solution that would have the capacity to operate in the first world for an extended period while providing long-term housing and social solutions for the landfill community: “Sustainability for non-profits means you have a service people must have, a team that can deliver it and people will see the benefit and fund it. In our case, we are always fundraising and if we hit a bad economy that puts us in jeopardy and threatens our sustainability” (14-SN); “Sustainability must be the first objective of the business. Without that everything else is meaningless” (16-JC); and “a sustainable business is one that can survive the body blows of the economy and market change deals you and make a profit” (05-HM).

One response that addressed the notion of the double bottom line replied, “If the objective is a double bottom line then that must be considered at the start-up stage of the business. I think we have done that here. We provide an excellent social benefit to the community at Smokey Mountain AND we practice green skills with the goal of not going into the red (laughs)” (18-JL). This response touches on the emerging concept of the “double bottom line” in business whereby the organization measures their success in terms of economic profit and positive social impact (Bernardez, 2009). This measure was also addressed by one online respondent, who commented: “it would be great to see an explicit articulation of the World Housing’s bottom line - how it plans to measure its impact” (2OLS-51-CV).

When asked what advice the participant would give to create a sustainable World Housing solution, responses were as follows: “Sustainable means surviving all the real challenges a business faces living through many cycles: economic, political and market changes. World Housing is no different” (07-AV); “I think the only way to get sustainable change would be to employ locals to construct or help manage the dwellings” (OLS-330-ME); “the goal should be long-term change for the recipient so World Housing must be there for
the long-term by providing quality housing that is easily managed by the NGO” (03-JG); and, Blake Mycoskie added, “World Housing should be able to provide as many homes as possible to as many deserving people as possible over a very long period of time. That is how it will be measured for sustainability.”

**HOW IMPORTANT IS “SKIN IN THE GAME” TO THE SUCCESS OF WORLD HOUSING?**

The term “skin in the game” was coined in the early 1980s by renowned investor Warren Buffett of Berkshire Hathaway. He was referring to a situation in which high-ranking insiders use their own money to buy stock in the company they are running (Retrieved from http://www.investopedia.com). Buffet’s theory is that putting financial “skin in the game” is a sign of good faith or a show of confidence in the future of the company, resulting in managers who are more vested in the result and thus perform better. Recent studies of lenders and fund managers have supported Buffet’s theory, showing that people are more engaged and perform better when they have a financial stake in the success or failure of the business (Cremers, 2005; Hildebrand, 2011).

Today, the term is commonly used in everyday business to describe how individuals in a transaction place something of meaning at risk in order to have them more financially and personally attached to the result. The concept of “skin in the game” for the various participants was a heavily saturated subcategory. Many research participants’ opinions centered on the idea that social ventures would be more successful if the stakeholders had some form of “skin in the game.” Many referenced an emotive experience and indicated that the process of buying and gifting a home would be “more of a team effort” (OLS-12-MW), “close the circle of the transaction” (OLS-36-JE), and “connect everyone to one world” (2OLS-#124-MB). Other general comments included: “When everyone contributes, there is more of an ownership to the project” (OLS-93-LM); “Skin in the Game always connects people emotionally” (OLS-50-RR); and “Having skin in the game unites all of the stakeholders. I believe this would represent a hand up model vs. a hand out” (2OLS-37-JM). In the case of the World Housing model, “skin in the game” means different things to each stakeholder.

*Developer “Skin in the Game”*

The model under study has the developer contributing all or most of the capital required to build the home for the recipient. For example, the case study homes were built for $1,500 (USD) and the gifting model sees the developer contributing
this cost from their marketing budget. In all gifting models being studied, the developer has the most “skin in the game,” as he or she makes the largest financial contribution. However, some respondents felt that this would make the gifting process too one-dimensional: “This places the entire financial onus on the developer and I wonder if this does not make the gifting genuine as the buyer is just a market observer” (16-JC), while another participant commented, “the family receiving the home must make some contribution or the gift will just be reduced to charity and not have as much meaning” (18-JL). Others indicated the importance of each participant having some stake in the process to make it meaningful for everyone involved. This leads to the question, “What does it mean to the long-term sustainability of the World Housing model to have the other participants put ‘skin in the game’?”

**Buyer “Skin in the Game”**

The first gifting model studied for World Housing did not have the buyer making a financial contribution for the home being gifted. During interviews early in the research, a number of participants suggested buyer participation would make the model more effective: “Leaving the buyer out of the contribution part will alienate them or worse, make them feel less invested and therefore less committed” (07-AV), and “I think it is imperative that the buyer is involved from a financial perspective, no matter how small an amount... this will make them feel part of the process, more emotionally attached. All this creates more good will and a better story” (12-SL). The buyer “skin in the game” theme was further supported by Survey 1 participants, many of whom commented that the buyer should be more involved: “If you don’t put money into it, it appears less important, people aren’t aware of the commitment” (OLS-68-KL); “total participation is huge” (OLS-77-BD); and “I think it’s nice to know there is some sort of multiplier effect to your contribution. People may be more likely to contribute X amount, if they know someone is matching it” (OLS-2-TS).

The second online survey was designed to probe the concept of the buyer’s financial participation. They were asked, “As a prospective buyer, would you be willing to contribute $300.00 to the creation of a home for a recipient if you knew the developer, sales and marketing company, lender and construction company were all making a donation much greater than yours?” This generated an overwhelming majority of 94.5% responding “Yes” with such comments as: “Once someone has contributed financially there is a strong desire to see that investment show benefit, making it worthwhile” (2OLS-36-JE); “Skin in the game
always connects people emotionally” (20LS-50-RR); “if you don’t put money in it appears less important” (20LS-68-KL); “This make a big difference for a family – the actual cost in the end makes no difference in my life” (OLS-80-SJ); “what is $300 to us, those that are fortunate enough to live in a first world country, when $300 could impact someone’s life forever” (20LS-87-AW); “when in the position to purchase, an extra $300 is hardly a lot of money” (20LS-90-DW); “Great idea... we don’t realize how well we all live and this certainly wouldn’t change our lifestyles any” (OLS-141-BJ); and “A level of investment no matter the amount will bring sincerity to each World Housing SV project” (20LS-35-BN).

Less than 6% responded “No” with reasons such as: “Not at the closing as the buyer has so many more things to worry about” (20LS-66-B); “this is a program chosen by the developer not the buyer” (20LS-67-BS); and “as a first time buyer this might be too much” (20LS-5-SD).

**NGO “Skin in the Game”**

In the model being studied, the NGO participates by providing local contacts, knowledge about the landfill community, selection for recipient families and local expertise to develop a micro-industry to construct the homes. Many participants acknowledged the NGO’s role and financial limitations to contribute capital: “Our interest is in seeing these folks move up the ladder and have a habitable home. Unfortunately, as a non-profit we never have funding for things other than medical, education and food. We can help organize the construction and make sure the right family get a home” (19-JT); “Financial contribution for large capital projects outside the school are next to impossible with our budget” (18-JL); and “The NGO has lots of skin in the game. They provide expertise, understanding of the locals and resources that an outsider could never access without being there for a long time... they put their reputation on the line” (16-JC).

**Recipient “Skin in the Game”**

The recipient’s situation creates an interesting dilemma when determining the level and type of “skin in the game” that should be contributed to participate in the World Housing program. The very cause of their need (few material possessions and no cash savings) is the genesis of the World Housing concept and begs the question, “How does the NGO and World Housing select qualified recipients that have a vested interest in owning and maintaining a new home?” Few participants disagreed that the recipient should have “skin in the game,” but
how and what type of participation would be appropriate generated a range of responses: “a recipient’s biggest contribution is the ability to make and not get behind on the monthly land rent. So having a stable income and family life is important” (19-JT); “a small down payment that has some significance to the family is important. It could be minimal and possibly added to the monthly land lease. This keeps the playing field level” (14-SN); “Money is not the thing that keeps people engaged as much as contributions like sweat equity, desire to upkeep community, values and solidarity” (20LS-51-CV); “another measurement – a participant’s time is also skin in the game” (20LS-57-KM); “I would include sweat equity for the recipients” (20LS-65-SW); “Seeks to avoid the ‘hand of god’ coming in and gifting a house... will hopefully also reduce the community’s backlash of being the ‘lucky one’ that gets given a house” (20LS-101-GB); and “if the recipients don’t have skin in the game it takes from their dignity and can create a welfare mentality” (20LS-39-DL).

WHAT IS THE DEVELOPER’S PERCEPTION OF WORLD HOUSING?
WHAT MOTIVATES THEM TO PARTICIPATE?

The developers who were interviewed all shared similar comments regarding the World Housing gifting model and how it would fit into their business model: “I need a business case to justify this” (01-NC); “if there is a strong demand from the buyer this cannot be ignored” (02-TD); “this idea will work very well with luxury projects because of the cost structure where $1500 is not a large capital outlay” (03-JG); and “the key to this will be your [World Housing’s] ability to prove that there is a measurable benefit to the developer” (08-DT). This sentiment was also shared by some non-developer participants, as in, “It’s important there is a business case that makes sense to the developer to participate” (07-AV), and “The question is whether offering this program adequately increases the amount and rate of sales for the builder to justify the additional cost” (OLS-574-PD).

Other developer comments looked at the possibilities for increased business and reputation by being associated with World Housing: “Social causes like this will attract attention which will help my project sell faster” (02-TD); “I like this concept, it ties business success to social success. One sale changes a family’s life in a very positive way” (03-JG); and “There are plenty of soft benefits to this concept. Brand recognition, exposure to social media and a faster selling project. Everyone wins” (08-DT).
Non-developer participants added a range of perspectives: “I would wonder if this is just another marketing ploy. The credibility of World Housing would be critical” (09-LR); “This concept will build loyalty to the developer and the project at many levels. The city would look at the developer in a better light, employees would put more into their work, contractors would be more engaged and the general public will see the developer as a good guy” (07-AV); “Better staff retention” (17-GB); “Upside for all involved and would be a badge for the developers” (OLS-552-CW); “It would make the builder that much more attractive to me” (OLS-116-CJB); and “I would view this as a massive competitive advantage... not many competitors could say buy a home save a family” (2OLS-85-JW).

WHAT IS THE REAL ESTATE BUYER’S PERCEPTION OF WORLD HOUSING?
WHAT MOTIVATES THEM TO PARTICIPATE?
The World Housing concept resonated with the vast majority of interview participants. They approved of the idea and provided positive comments: “there is a great social status to saying that you bought a home and created a home” (09-LR); “the idea that I can help another family in real need is a very good thing” (10-DR); “easy way for me to know that my neighbours all share the same philosophy of giving. A good sense of community for the project” (11-SD); “If I can contribute and then trigger equal contributions from the ‘sponsors’ and KNOW that the money is being spent in the right place, I would be more than willing to contribute” (OLS-54-MR); “There is so much need... this is a very positive and painless way to give” (05-HM); and “if I had a picture of the family in their new home on my fridge it would remind me what a great purchase I made” (17-GB).

Online survey responses supported interview data. For example, when asked to rate the World Housing concept in Survey 1, 88.4% of respondents rated the idea as excellent or good and in Survey 2, where the participant had more information, they responded 97.5% to the same question and category and provided comments: “It’s a win for both of us” (OLS-87-LB); “This is a wonderful way to give back to the world that has given so much to me” (OLS-317-LC); “Just the feel good factor of participation on its own would be worth something” (OLS-0515-DW); “An amazing way to link home buyers to helping others in third world countries get a home. Fulfills a buyer’s social responsibility in a very easy way” (OLS-LK-646); “Social responsibility is becoming the norm and expected”
(OLS-21-MW); “with such affluence here and having seen how people live there I feel a combination of duty, luck and guilt” (OLS-306-MB); and “I like to vote with my wallet whenever I can” (OLS-713-LC).

In first world markets, real estate developers can be viewed negatively and characterized as “greedy and self-serving” (09-LR), “profiteers at the expense of others” (15-BW), “short sited [sic] and opportunistic” (19-JL), and as having a lack of “humanity in their brand” (20LS-81-LC). In China, one participant referred to developers as “the greediest and worst of all businessmen” (04-MS). These characterizations are public perceptions that many developers are aware of, but do little to address, “Developers are aware of how they are perceived and respond by building a good product and trying to stay out of the news” (05-HM). Two subcategories that emerged from the data were what impact World Housing would have on developers’ reputations and how the buyer would view their purchase.

The Buyer’s Perception of the World Housing Developer
The majority of interview participants expressed a positive perception of a developer that participates in the World Housing program: “I will see the developer as more human and on the forefront of the industry and social change” (11-SD); “I would look at the development differently... better and more worldly” (18-JL); “Great way to build loyalty with buyer and team” (07-AV); and “I would definitely see the developer in a more positive light” (15-BW). Online survey responses supported the interview data, with 86.5% of Survey 1 respondents saying their opinion of a World Housing developer would be influenced “quite positively” or “extremely positively.” In Survey 2, this subcategory was probed with the question, “Please rate your opinion of a developer who participates in World Housing?” A total of 38% responded “positive” and 61% “extremely positive”. Respondents to both surveys provided the following comments: “The pay-it-forward method would...have a huge influence on a builder’s brand equity” (OLS-66-EK); “Developer would be seen as having a moral conscience” (OLS-54-MR); “The willingness to give back and spread a bit of the wealth would help deepen my respect for the developer” (OLS-12-MW); “the developer’s reputation will improve” (08-DT); “I would feel the developer was more genuine” (20LS-21-JB); “An advantage over the competition” (20LS-37-JM); “Developer would be seen as having a moral conscience” (20LS-54-MR); “Developers commitment and core values are
aligned with mine" (2OLS-68-KL); “A step above in quality and reputation” (2OLS-101-GB); and “Makes the developer more human and less evil” (18-JL).

Not all participants viewed the developer in a positive light for participating in the World Housing program. A total of 12% of online survey participants said it would have no influence on their buying decision and 1.1% viewed the developer as “quite” or “extremely” negative, adding comments such as, “another scheme to make a corporation look ‘friendly’ on the backs of consumers, to the tax and PR advantage of the corporation! More smoke and mirrors type of bullshit” (OLS-399-ANON), and “It will be used as just another way to ‘con’ a potential buyer into paying more” (OLS-84-ANON).

World Housing’s Influence on the Buying Decision
The majority of interview participants remarked that the World Housing offering would have an influence on their buying decision: “If I had to choose between two properties and one had World Housing I would buy there for sure” (09-LR); “The World Housing project would be my first choice” (10-DR); and “This program would factor into my final decision of where to buy as long as the two condos were comparable” (11-SD).

When asked if World Housing would influence their buying decision if “all other conditions were equal,” online survey respondents demonstrated a positive response with 34.1% of Survey 1 participants responding “definitely” and 40.2% responding “probably.” In Survey 2, this increased to 52.3% replying “definitely” and 39.2% “probably.”

The Viral Effect of the World Housing Story on the Buyer
Stories that are unique, fresh, new, and which contain significant cultural, political, or social content relevant to the audience will be told and retold within the sphere of influence in various mediums (retrieved July 16, 2012 from, http://www.storytellingmaven.com). Participant 28-JC, the professional specializing in envisioning and storytelling, believes a powerful story is like “a pebble being dropped into a pond. The story starts with a ripple but moves outward and affects many.” The unique characteristics of the World Housing story captured many of the interview and online survey respondents’ attention and emotions: “This is a contagious story... I’m inspired so I will inspire you. A great cocktail topic at a party or at work” (10-DR); “I like the idea that I can tell my friends that one purchase changes an entire family’s life” (17-GB); and, “People love good stories and this is something to be proud of and allows
awareness to scale when people are over for dinner or just talking real estate” (02-TD). Survey 1 (Question 18) indicated that respondents thought the World Housing story was worth retelling. When asked if you did not participate (by purchasing at a World Housing project), “would you tell other people about the World Housing program?”, a total of 47.7% answered “definitely” while 38.4% replied “probably.”

WHAT IS THE NGO’S PERCEPTION OF WORLD HOUSING? WHAT MOTIVATES THEM TO PARTICIPATE?

NGO participants were initially interviewed in person during site tours. Follow-up interviews were conducted on Skype to probe emerging categories. The interviews addressed topics such as housing need in landfill communities, NGO role in the World Housing program, and housing recipient identification and qualifications. In response to these topics, NGO participants provided the following feedback: “Housing is the next thing on our list and maybe the most impactful on the locals who are ready to move up the ladder” (18-JL); “I see housing as one of the most important fundamentals to a stable lifestyle and a signal that there is a future here in Steung Meanchey” (14-SN); “The World Housing plan is sound and very much needed here. Our organization does not have the money to make housing available and this would be really well received and supported by us” (19-JT); “It is easy for us to find and make sure the right families get a new home. The hard part is finding the money to do this” (27-WG); and “There is no downside to World Housing coming here. We have the resources to build the homes and make sure they are going to the right families” (26-EC). In addition to the NGOs who were interviewed, one online participant identified herself as an NGO working in Mexico and shared the following perspective; “I live in a third world country. I’ve seen children and families living in extreme difficult, inhumane conditions. I think this concept is definitely useful and need in countries like mine. It seems like it can become true” (OLS-712-TF). None of the NGO participants interviewed objected to the World Housing idea.
Recipient perspective and motivations were examined through interviews with dump dweller participants during site inspections and two case study family participants. All interviews were conducted through an interpreter. The interviews with the case study families generated the following comments: “Our new home has given us hope that we can have a better life” (Y01-YY); “I like coming home from school to a dry place” (Y07-SY); “Our life has changed because of our new home. It is a good, dry place with security for all our family” (P-02-YP); and “We have a nice home and have a TV” (S04-NS). Interviews also included such statements as, “I would like a new home and will work harder to get one” (21-KJ), and “It would be incredible if we had shack with more space and better walls” (22-NC). During a follow-up Skype interview, participant 19-JT described the change to case study Family Y’s life since they received their new home:

I think it is beyond comprehension to fully understand how family Y’s life has changed. They were living in complete squalor and during rainy season they were literally living in stinking rubbish. The health conditions are bloody deplorable... completely exposed to rats, snakes, mosquitos and no security from the outside elements. Today the parents can go to work knowing their kids are in school or at the least, at home in a secure environment. This is the first time in more than three years the Mom, Dad and kids are living under one roof... they live like a normal family again. The home represents a complete transformation for everyone.

First world participants provided their perception of how the World Housing program would impact the recipient: “Having a home is the first step towards a stable life for a child’s development” (OLS-130-JS); “Gives the person(s) being gifted the home a feeling of self-worth, pride and knowledge that there is help out there” (OLS-54-MR); “Stability in housing removes a primary human need freeing up time and energy for other basic necessities” (OLS-12-MW); and “It’s a gift, a hope and possibly a first or second chance in life and a better life for the kids” (OLS-43-SW).

WHAT IS THE ROLE OF LOCAL THIRD WORLD GOVERNMENT IN WORKING WITH WORLD HOUSING?

The category of local third world government emerged in conversations with both first and third world participants: “How are you going to deal with the
corrupt government in Mexico?” (OLS-276-BD); “The problem with doing business in developing countries is dealing with the local government that is on the take” (02-TD); “The government here in Manila is always trying to look good to the people. I am sure they would want to have some involvement in World Housing so they can be seen as doing something positive about slum housing” (18-JL); “The local government authorities would welcome an outside group to build housing. If the program was reputable, they might donate or sell land at a very good price” (27-WG); and, “A real concern for World Housing is how a third world government might react to the program. You wouldn’t want to have the government shut you down because you are making them look bad” (OLS-78-LA). Comments such as these indicate that engaging the local government at a credible level is a key element to World Housing’s success. Scott Neeson agrees, “In Cambodia having the government on-side is critical to our success. Our government relationships enable CCF to get access to resources and information about the local community we would not otherwise have” (S. Neeson, personal communication, February 18, 2010).

The role of local government can be a significant enabler or hindrance to the success of World Housing. Interview data suggests that in some cases the government can provide capital, favorable land lease terms, donated land, donated construction materials, and other resources to assist in the construction and delivery of the World Housing homes. On the other hand, in countries such as Mexico and the Philippines, the construction of a World Housing community may appeal to corrupt government officials looking to lever their position of power for personal financial gain. In both instances, having an established local non-government organization (such as Cambodia Children’s Fund) as a partner reduces the risk to the World Housing organization.

**HOW DOES WORLD HOUSING QUALIFY THE DUMP DWELLER WHO RECEIVES A HOME?**

The emerging category of recipient qualifications requirements to receive a home was heavily saturated among all participants of the study. Developers asked how dump dwellers would be identified and selected with 03-JG’s comment typifying this concern, “This is a very good idea if the right family gets a home. How will you determine who gets the home, how they are selected? How will we know the recipient family really deserves the home?” The buyer participants were equally inquisitive about recipient qualifications, “How does World Housing select a
family? As a buyer can I be involved in the decision?” (09-LR), and “clearly the selection of the right family is the key to success with this idea” (OLS-101-GB). One buyer participant explained that one key qualification is having the recipient earn their home, “Give someone the opportunity to earn what they get and they retain their dignity without dependency on society” (OLS-78-LA).

Every NGO participant was adamant that the recipient have clear qualifications to qualify for the home, “Just giving a home to a landfill dweller won’t work. You need to make sure they contribute and will get better because of it” (27-WG), and “This is all about the recipient stepping up into a new role in the community. The family must already be functioning and make a meaningful contribution to earn the right to receive a home” (18-JL). Scott Neeson explained it to me as we walked through the Steung Meanchey dump community discussing our first gifted home (S. Neeson, personal communication, June 02, 2012):

At CCF we try and deal with all aspects of the child’s and family’s life: remove them from the unsafe environment, provide education, employment for the parents, medical care, rice and clean water and a clear path on how to elevate their living. Housing is one of the last and key pieces of the puzzle. In the case of what you’re doing, our role is to create guidelines for the family to receive a sponsored home. To me this includes things like the kids not working in the dump, attending school, parents working, no abuse and, most importantly, they are deserving and that people in the community see them as deserving.

**HOW IMPORTANT IS THE “ONE-FOR-ONE” MODEL IN THE REAL ESTATE BUYER’S PURCHASING DECISION?**

One aspect of the World Housing model that received lower saturation, but the most impassioned response, was the psychological and marketing importance of preserving the “one-for-one” aspect of gifting. When the topic of whether the World Housing model should match home for home or look at other ways of contributing to the landfill community, such as micro lending, respondents answered as follows: “The one-for-one idea is THE most important part of the gifting. People see that when they buy a home and their life changes, a deserving family receives a home and their life changes. You can’t touch this part!” (17-GB); “The one-for-one is the part of the story I am most attracted to” (10-DR); “It just makes sense... just like Tom’s Shoes” (OLS,27-BC); and “It feels like a right connection. Knowing that my new home provides a new home for someone else feels good” (OLS-68-KL). During a telephone interview, Blake Mycoskie explained his view of the one-for-one model (B. Mycoskie, June 28, 2012):
The one-for-one model is the foundation of our success. Everyone 'gets it' right away and the story is really easy to understand. Some have criticized the TOMS model saying it's better to provide capital, hire locals to serve their community or make a donation to a local charity our success speaks for itself as people have really engaged at all levels. For World Housing if the economics work, the one-for-one model will make you different and give everyone a simple story that can be told over and over.

**WHAT IS THE MOST REGIONALLY APPROPRIATE HOUSING DESIGN FOR A WORLD HOUSING GIFTED HOME?**

The subcategory of housing design was a topic in which real estate industry participants showed great curiosity and engagement. Questions centered on design, cost, construction method, size, amenities, land entitlement, ensuring regional appropriateness, quality control, and method of delivery: “The World Housing product should be built by locals with local materials” (02-TD); “Make the design as simple as possible so it’s as easy as possible to build” (05-HM); “wherever possible build it as Lego with numbers with a concrete base” (08-DT); and “Cost control is everything! I would pick a number to build and deliver what fits your gifting budget and work backwards from there. Cost up never works in these situations” (15-BW).

Experienced NGOs and experts in landfill and slum housing construction offered further comments: “The design must reflect the local use and have no need for importing materials” (18-JL); “Simple and easy to relocate is the best way to go” (16-JC); and “The homes we are renovating at Smokey Mountain are very basic and easy to build as there aren’t many trained construction workers here” (26-EC). Research participant (19-JT) was responsible for the design and construction of the two case study homes. JT provided detailed construction drawings (see Appendix F) and explained the design rationale for the homes (JT, personal communication, September 28, 2012):

The objective is to provide the family with safe, secure, well-built housing that delivers basic housing needs. The CCF case study home is elevated for security and to have the family away from rodents and flooding during the rainy season. The homes are welded corrugated metal, insulated walls and have a rainwater collection system and small solar panel to provide electricity for one light. The windows can open to provide cross breeze and the lower floor acts as a living room. The home is 3.5m x 3.5m and houses up to 12 family members.
START-UP ADVICE FROM BLAKE MYCOSKIE

Blake Mycoskie is the architect of the “one-for-one” gifting model. His company, TOMS Shoes, has developed from a small social venture to the fastest growing shoe company in the world. Mycoskie’s model taps into the social conscience of the Gen X and Gen Y cohorts through an online sales model that levers bricks and mortar retailing. Asked if he had any advice for the start-up of World Housing, he shared the following: (i) Keep the model simple; one-for-one is simple; (ii) An important objective for World Housing should be to help break the poverty cycle and demonstrate to other slum dwellers there is a path to an improved life; (iii) Marketing should always be geared to create “top of mind awareness,” so leverage public relations, media, all social media tools, and your contacts to the fullest. Keep your story simple and practice your “sound bites” over and over so the story is always clear and simple; (iv) Your condo buyer should never feel they are paying more for their purchase because of the program. Spend lots of time on this part of your story as you are a social venture and credibility is everything; (v) Attract like-minded team members and NGOs and the rest will follow; (vi) Start small, follow your passion and never listen to the “naysayers”; (vii) Build as many homes as you possibly can and make sure they go to the most deserving and committed families; (viii) Have fun, travel and enjoy all the relationships and friends you will make along the way – they are the reward and what this is all about. Mycoskie also sent an email (B. Mycoskie, personal communication, May 12, 2012):
What you are doing is AMAZING and the joy on your face said it all, for I have been there, at the beginning, not knowing all the answers, but knowing the absolute and pure joy you feel in improving the lives of those in the greatest need, so wow... I want to commend you again on your project, I think it could have a massive impact on thousands if not millions around the world. Many thanks for sharing and carpe diem.

**WHAT IS THE EMERGING STORYLINE FOR WORLD HOUSING?**

Organizational leaders, teachers, and marketers understand that stories are one of the more powerful ways to communicate an idea and truly make people feel emotionally connected while helping the organization achieve its goals (Baldwin & Dudding, 2007; Sole & Wilson, 2003). Successful organizations engage the process of storytelling to convey values, facilitate change, share tacit knowledge, and generate emotional connections between stakeholders (Sole & Wilson, 2003). Storytelling has been an important communication tool in business. Sales-driven companies, such as resort developer Intrawest, have built their company culture around “story selling,” which incorporates vivid stories into sales presentations in order to help the prospective buyer understand the value proposition of purchasing resort real estate.

While the “art of storytelling” is an important component in communicating a story, many believe that content is still critical in sharing “sticky” stories that resonate, become viral and are widely shared by retelling in person or through social media (Williams, 2011). Blake Mycoskie explains; “The TOMS story is really ‘sticky’, people get it right away and understand their purchase creates a result to someone in need in a third world. The World Housing story should be simple, have the right content and be easy to tell over and over.”

**World Housing Story Points**

The World Housing story has many storylines that emerged in conversation with research participants: “The baby boomer... wants to travel, learn about the world and make a difference” (07-AV); “What an honourable deed” (01-NC); “A gift of life and future hope” (09-LR); “A very good way for me to pay-it-forward” (04-MS); “Adds to my personal brand” (10-DR); “Doing something bigger than me” (12-SL); “I would see the developer as more human” (11-SD); “Fulsfill the buyer’s social responsibility in a very easy way...” (OLS, 626-LK); “Very positive and painless way to give” (OLS, 493-DW); “I chose to ‘vote’ with my purchasing decisions...” (OLS, 363, AD); “Change a family’s life forever in a good way” (OLS, 805-ANON); “Simplistic method to contribute to others’ lives while
rewarding oneself with a holiday property” (OLS-112-FF); “A fantastic way to be socially responsible in your own home buying purchase” (OLS-66-JM); “I like promoting equality and like the idea of supporting those less fortunate” (OLS-222-EH); “I have a guilty conscience” (20LS-22-BR); “If a personal story of a family in the third world is directly connected to the donor the impact would be powerful” (20LS-12-MW); “We get educated on the conditions in the developing world” (20LS-28-JD); “Not only is the developer invested, so is the marketing agency and the buyer” (20LS-43-SW); “Contributes to world peace” (20LS-50-RR); “Humbling reminder of their [buyer] privilege and simultaneously improving the lives of [third world] families” (20LS-51-CV); and finally, “Act locally, think globally” (20LS-87-AW).

**FINAL MAJOR CATEGORY SELECTION**

The research produced 23 initial categories. In some cases, the data collection created initial categories that contained related subcategories of high relevance to the data analysis. For example, the initial category of “buyer perspective and motivation” contained three related subcategories: (i) perception of the developer, (ii) World Housing impact on buying decision, and (iii) the viral effect of the World Housing story. All subcategories were considered throughout the analysis and final iteration.

To complete the clustering and final iteration process, all 23 initial categories were coded and analyzed through a “back and forth” process that examined the data and emerging theoretical ideas, compared and contrasted statements in the data, and consolidated initial categories. The analysis which created the final iteration of categories was completed using a two-step process. Step 1 compared the initial categories of the World Housing business model and the four stakeholders. This was done to test the effectiveness of the World Housing business model in the context of the four stakeholders, uncover emerging theory and provide comparison for the final selection of major categories. The output from Step 1 is presented in Table 1. Step 2 generated the final selection of major categories which were further analyzed to form the grounded theory for the World Housing model. During this process, the initial categories were re-examined, cross-coded, refined, and merged into major categories, as presented in Table 2.
Table 1: Summary of Analysis and Coding Methods

<table>
<thead>
<tr>
<th>World Housing Stakeholders</th>
<th>Initial Categories</th>
<th>Common Categorical Content to Stakeholder</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CLUSTER ONE: Emerging Theory</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| The World Housing Model    | 1. Slum and Landfill Communities  
2. Awareness of third World Slums  
3. Connecting 1st World Affluence to third World Landfill Slums  | 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 12, 13, 14, 16, 17, 18, 19, 20, 21, 22, plus: #16 subcategories: the viral effect of the story, impact on buyer's decision to purchase, impact on recipient family |
| The Role of the Developer   | 4. The Role of the Social Entrepreneur  
5. The Dump Dweller Hierarchy of Needs  
6. Bottom of the Pyramid Housing Defined  
7. Breaking the Cycle of Desperation | 2, 3, 4, 7, 8, 10, 11, 13, 16, 17, 18, 20, 21, plus: #16 subcategories: the viral effect of the story, impact on buyer's decision to purchase, impact on recipient family |
| The Role of the Buyer       | 8. Generational Philanthropic Engagement  
9. The Baby Boomer Impact  
10. The Role of Learning in Creating Social Capital | 2, 3, 5, 7, 10, 11, 13, 16, 17, 18, 20, 21, plus: #16 subcategories: the viral effect of the story, impact on buyer's decision to purchase, impact on recipient family |
| **CLUSTER TWO: Business Model Elements** |                                                                                       |                                                                                                             |
| The Role of the NGO        | 11. The World Housing Concept  
12. World Housing Legal Structure  
13. The Importance of “Skin in the Game”  | 3, 4, 5, 6, 7, 9, 10, 11, 13, 14, 15, 17, 18, plus: #16 subcategories: the viral effect of the story, impact on buyer's decision to purchase, impact on recipient family |
| The Role of The Recipient  | 14. Developer Perspective and Motivation  
15. Buyer Perspective and Motivation  
16. NGO Perspective and Motivation  
17. Recipient Perspective and Motivation  
19. The Importance of the “One-for-One” Model  
20. World Housing Product Offering  
21. Advice from Blake Mycoskie  
22. Emerging World Housing Storyline | 3, 4, 5, 7, 10, 13, 20                                                                                   |
### Table 2: Synopsis of Emerging Theory: Praxis for Social Entrepreneurship

<table>
<thead>
<tr>
<th>Major Category</th>
<th>Grounded Theory</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>World Housing</strong></td>
<td>A for-benefit social venture designed to create bottom of the pyramid housing for recipients in third world dump communities. The company provides an unmet, subconscious need of buyer to contribute to social cause through social media, public relations, and new home marketing channels. Creates learning opportunities for the general public, real estate buyer, and developer to understand about third world need and dump dweller housing. Offers an “easy, ready-made” solution for first world participants to meet third world dump dweller needs. Acts as a wealth transfer mechanism to redistribute capital in the first world to assist in solving the third world’s biggest housing problems. Works with NGOs that specialize in third world landfill communities to identify and qualify the most needy dump dweller families, followed by distributing and monitoring the progress of the families that are awarded a World Housing home. Designs and works with NGOs and local government to create “micro industry” to build bottom of the pyramid housing for the recipient family.</td>
</tr>
<tr>
<td><strong>The Developer</strong></td>
<td>A socially-conscious developer motivated by World Housing’s business case that participation in the program will increase sales absorption, add value to their product, and differentiate their brand in the market resulting in being perceived as the “developer to do business with,” provide employees a “cause” outside their development business, and attract like-minded buyers. The developer acts as the banker to pay for the housing but collects a contribution from the overall development team of suppliers including the construction company, architect, sales, and marketing company.</td>
</tr>
<tr>
<td><strong>The Buyer</strong></td>
<td>A prospective buyer learns about the World Housing program through a referral from a friend, social media, and the news media or through traditional advertising when searching for a new condominium. The World Housing story intrigues and motivates them to inquire at the host project and in many cases will shift their buying decision to a World Housing project. As part of their home-buying process, they learn about third world issues, slum housing and dump dwellers. The story triggers an innate social need to contribute and subconscious “guilt mechanism” that activates a need to participate in the program, provided the project has a home that matches their housing needs.</td>
</tr>
<tr>
<td><strong>The NGO</strong></td>
<td>An NGO that specializes in supporting third world dump communities through education and medical services understands that one of the most important, and unmet, needs of their constituency is access to housing. The NGO learns of the World Housing program and is qualified because they have a track record of success and the capacity to create a micro-industry to construct BoPH. The NGO “partners” with World Housing in the qualification, selection, and distribution of the World Housing product.</td>
</tr>
<tr>
<td><strong>The Recipient Family</strong></td>
<td>A dump dweller family associated to the NGO through their school and/or medical facility, and that demonstrates the qualities of being hard working, a stable family unit, the desire to have their children educated, and parents with stable employment, is identified by the NGO as a recipient of a World Housing home. The recipient contributes meaningful “skin in game” and by receiving a home, he/she accepts the responsibility of “role model” to the community.</td>
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</tbody>
</table>
THE EMERGING THEORY FOR WORLD HOUSING

The research of this study has examined and identified the important factors that will make the World Housing model viable and create a social change model to gift and build landfill housing in third world countries. Additionally, key components of the World Housing business model were identified through grounded theory research in order to organize and present the theoretical elements necessary to prepare a working model business plan for the venture. These elements are presented in Chapter Five of this thesis and represent the output of the grounded theory that is then translated into the key elements of the World Housing business model.

SUMMARY

In summary, twenty-eight interviews were conducted, two online surveys administered, and a case study of two families was conducted to collect data for constructing grounded theory. Through a process of data collection and coding, in addition to memo writing and theoretical sampling, ten categories were identified that explained the foundational elements of the World Housing business model.
CHAPTER SIX
FINDINGS: WORLD HOUSING
BUSINESS MODEL ELEMENTS

If we don’t change direction, we will end up exactly where we are headed.
Chinese Proverb

Chapter Six presents the findings of three business modeling sessions that were conducted from March to June 2012, and outlines the key elements to the World Housing business model. Two of the sessions were specific to the development of the business model while the third session focused on the World Housing storyline and brand. Each session examined the data presented in Chapter Three to view the World Housing business model through the lens of grounded theory.

THE BUSINESS MODEL GENERATION PROCESS
Two sessions were held to establish the key business model elements for World Housing. These sessions employed the design process, outlined in the book Business Model Generation, in which the participants used a brainstorming process to populate the “business model canvas,” as outlined in Figure 5.1. The business model canvas is designed to create a “shared language for describing, visualizing, assessing and changing business models” in order to define and rationalize “how an organization creates, delivers and captures value” (Osterwalder & Pigneur, 2010, pp. 12 & 14). As illustrated in Figure 6.1, the canvas has nine categories, or “building blocks,” that are brainstormed by the participants to gain a complete picture of how the business is organized and operated.

The sessions’ agenda was to brainstorm each of the building blocks by populating each category with ideas that were discussed, refined, and placed onto the canvas. The nine building blocks outlined above are defined as: (i) Customer Segments are those groups of people or organizations that the enterprise aims to reach and serve; (ii) Value Propositions are the bundle of
products or services that create value for the customer segments; (iii) **Channels** are the communications, marketing, and sales methods that are used to reach the customer segments; (iv) **Customer Relations** are those relationships that are established and maintained with each customer segment; (v) **Revenue Streams** are the revenues that result from value propositions being successfully delivered to customers; (vi) **Key Resources** are the human, financial, intellectual, and/or physical assets required to deliver the organization's service; (vii) **Key Activities** are the collection of actions and services performed by the team to deliver the service; (viii) **Key Partnerships** are those partnerships and suppliers that make the business work; and (ix) **Cost Structure** are all costs incurred to operate the business model (Osterwalder & Pigneur, 2010).

![Figure 6.1: Business Model Generation Blank Canvas](image)

**BUSINESS MODEL GENERATION RESULTS:**
**THE WORLD HOUSING BUSINESS MODEL CANVAS**
The business modeling sessions were a structured but free-flowing, creative process that formed rich discussion and debate. The ideas that were generated during the sessions were grounded in fact and knowledge produced from the first phase of the research process. At each session, the participants were briefed on the emerging findings from the data, given stories and pictures from my field research and, in some cases, were provided with key articles or research papers.
prior to the session. The participants were asked to draw from their personal and business experience, and from research data to address the various categories contained in the business model canvas illustrates the content for the World Housing canvas that was populated during the two sessions.

For the purpose of this thesis, each category was reviewed for redundancy and for content deemed irrelevant to the category. This process generated a reorganized canvas that was then used to describe each category of the business model as presented below.

**Figure 6.2: World Housing Business Model Canvas**

**CUSTOMER SEGMENTS**

Customer segments were identified as the developer, buyer, and recipient. There was some debate as to whether the NGO is a customer segment; it was agreed this stakeholder is a “key partner” for the purposes of defining value proposition, business channels, etc. For this reason, the NGO was not included in the customer segment. One participant explains the rationale, “I feel the NGO is a key partner as they act in partnership with World Housing to design, build and allocate the homes” (BP-04-BM). Discussion during the planning sessions
examined the data from the three customer segments and applied a richer
description and qualification to each customer segment profile, as outlined in
Table 3.

Table 3: Customer Segments and Qualifications

<table>
<thead>
<tr>
<th>Customer Segment</th>
<th>Description</th>
<th>Qualifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developer</td>
<td>Established developer of urban or resort real estate with 10-year track record of building good product, well-recognized brand within their market, looking to solidify their brand image and take higher profile in market</td>
<td>Reputable, financially sound, good track record, appreciates WH impact on third world issues, builds to WH sustainable standards, willing to tour WH sponsored community to learn about impact of sponsorship</td>
</tr>
<tr>
<td>Buyer</td>
<td>Socially responsible real estate buyer ranging from first-time purchase to baby boomers buying resort real estate, socially conscious, wanting to learn more about third world issues, psychological need to contribute to social cause driven by guilt of first world wealth, social status of creating third world home and duty to share wealth, looking to associate with reputable developer and third world brand</td>
<td>Self-qualified by purchasing at a World Housing project</td>
</tr>
<tr>
<td>Recipient</td>
<td>Third world landfill dweller family that is, by circumstance, sustaining themselves by picking garbage at local landfill community, no financial means, sincere desire to move out of poverty situation through education, gainful employment and unifying family structure</td>
<td>Selected by NGO with the following qualifications: parent(s) working, no children working in dump, no substance abuse in family, “skin in the game” (financial or sweat equity), role model to community, history of paying bills, sincere desire to engage program</td>
</tr>
</tbody>
</table>

VALUE PROPOSITION

World Housing’s overarching value proposition is providing bottom of the pyramid housing to deserving families in third world landfill communities to facilitate positive social change, “What is common to everyone involved is the association with an incredibly good deed... there is real change occurring with the recipient family and, at the same time, everyone involved gets a better sense of community and contribution” explained one participant (BP-05-JB). Other discussion viewed the value proposition in terms of how the various stakeholders will benefit from their contribution, “As person in the first world
there are a lot of benefits to my involvement. I can actually see a community change while learning about another culture” (BP-07-SD). As a value proposition common to all customer and partner segments, the business planning team identified a “two-way positive social change” that would result through raising funds and awareness in the first world and then providing housing and jobs in the third world. Discussion amongst the business planners generated a complete range of value propositions as outlined in Table 4.

**Table 4: Customer Segment and Value Propositions**

<table>
<thead>
<tr>
<th>Customer / Partner Segment</th>
<th>Value Proposition</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developer</td>
<td>Improved and expanded brand awareness, “co-creator” of positive social change in sponsored community, access to planned philanthropy, ability to change lives, sales “tie breaker,” unique competitive advantage, create middle class philanthropy</td>
<td>Faster sales absorption, creating of homes for third world, elevated brand awareness, association with socially conscious movement, employee retention, attraction of like-minded buyers</td>
</tr>
<tr>
<td>Buyer</td>
<td>Access to branded quality real estate, “co-creator” of positive social change in sponsored community, association with socially conscious brand and like-minded community, philanthropic activity, access to learn and engage third world issues</td>
<td>Purchase of a new home, creation of a new home in third world, pride of ownership, elevated personal brand, satisfy guilt motivation</td>
</tr>
<tr>
<td>Recipient</td>
<td>Access to affordable housing, improved living conditions, access to education, employment and lifestyle opportunities, positive social change within the community</td>
<td>Unify family unit, healthier living conditions, stability, hope, association with first world</td>
</tr>
<tr>
<td>NGO</td>
<td>Provide housing in their service mix, improve landfill community conditions, support to positive social change</td>
<td>New service offering, increased visibility, social change tool</td>
</tr>
<tr>
<td>Others (Local Government, Suppliers, Media)</td>
<td>Association to worldwide slum housing brand, learn about third world issues, contribute to the creation of improved slum housing supply, brand association</td>
<td>Contribute to the creation of third world housing, assist in making WH business operate more effective, increased credibility, employee retention</td>
</tr>
</tbody>
</table>
BUSINESS DEVELOPMENT CHANNELS

A key driver to a business’ sustainable growth is the organization’s ability to distinguish itself with a unique service and then market that service to capture market share. During the business planning sessions, the topics of business channels, marketing strategy and sales approach were discussed in depth. It was agreed that emphasis on both first and third world business development is important. For example, in the first world, identifying and marketing to buyer and developer customer segments will be key drivers for generating revenue to deliver homes in the sponsored communities. In third world countries, it was agreed that identifying qualified NGOs will be critical to the success of the organization’s ability to build and deliver homes to qualified recipient families. The discussion among the business planners identified multiple business development channels in both first and third world markets, as outlined in Table 5.

Table 5: Business Development Channels

<table>
<thead>
<tr>
<th>Business Development Channel</th>
<th>First World Activities</th>
<th>Third World Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Contact</td>
<td>Personal meetings with developers, planned on-site buyer presentations, referrals within network</td>
<td>Personal meetings with targeted NGOs, local government officials,</td>
</tr>
<tr>
<td>Direct Marketing</td>
<td>Direct mail targeted to developers and buyers, direct contact email, digital push page introduction</td>
<td>Direct mail to targeted NGOs, digital push page introductions to NGOs and slum housing organizations</td>
</tr>
<tr>
<td>Social Media</td>
<td>Expand WH community through Facebook, Twitter, YouTube, LinkedIn, WH blog</td>
<td>Expand WH community through Facebook, Twitter, YouTube, LinkedIn, WH blog</td>
</tr>
<tr>
<td>Digital Marketing</td>
<td>Website, digital push quiver, community of practice website</td>
<td>Website, digital push quiver, community of practice website</td>
</tr>
<tr>
<td>Public Relations</td>
<td>Developing relationship with regional, national, and international media, press releases, individual reporter meetings</td>
<td>Developing relationship with local media, regional, national and international media, press releases, individual reporter meetings</td>
</tr>
<tr>
<td>Promotional Events</td>
<td>Special events to promote WH, buyer seminars, UDI presentations, celebrity attended events</td>
<td>Special events with local media, sphere of influence, and government</td>
</tr>
</tbody>
</table>
CUSTOMER AND KEY PARTNER RELATIONSHIPS

Customer and key partners were discussed in the context of the type of relationship they would form with World Housing. As recommended in the text *Business Model Generation*, the business planning team asked qualifying questions such as, “What types of relationships does each of our customer segments expect us to establish and maintain with them? Which ones have we established? How costly are they? How are they integrated with the rest of our business model?” (Osterwalder & Pigneur, 2010. p. 29). These questions generated feedback among the business planning team such as: “[Our] relationships should be authentic and as personal as possible with the stakeholders” (BP-06-KM); “there are lots of digital tools that will allow us to connect at a personal level with the developer, buyer and NGO” (BP-03-SG); and “World Housing is like a club people join by purchasing real estate and members will want to understand what happens with the recipient and the community after the home is gifted, so regular communication is important” (BP-02-GB). The planning team discussed the difference between the relationships with first world and third world stakeholders.

In the first world, developer relationships will be created through existing relationships with the World Housing principals’ sphere of influence and personal referrals among industry influencers. Buyer relationships are created through the project’s marketing program and existing World Housing database. The planning team discussed the importance of “first impressions” and how the buyer-customer relationship starts with their introduction to the condominium project by the sales team at the sales center. Research supports this observation and shows that first impressions create a powerful influence, or “halo effect” on how a person will interact and respond in an emerging relationship (Rosenzweig, 2007). Given the importance of first impressions, key tools, for instance, presentation training to the on-site sales team, clear storytelling collateral, and integration of the World Housing story into the project story, were all identified as critical components to properly starting the buyer-customer relationship. Ongoing relationship development tools such as personal contact (in-person meetings, telephone calls, Skype conferences, and/or email) and personalized automated digital contact (email push page newsletters, Facebook, and blogs) were identified to ensure that new and existing relationships evolve and deepen.

The planning team also recognized the valuable contribution the developer, buyer, and NGO make to continually developing and refining the
World Housing model. For example, the developer could become an advocate of World Housing and act as a “co-creator” of the recipient community by offering strategic advice in the areas of real estate design, site planning, and development issues. The buyer also acts as a “co-creator” by providing insight into the mindset of future buyers and how they will engage the World Housing model as it is refined. Finally, the NGO is pivotal to the delivery of land supply and sourcing qualified recipient families. When examining these relationships, the business planning team used terms such as “partner,” “symbiotic,” “co-creator,” and “personal” to further described the relationship between World Housing and its customers with one planning team member explaining, “it’s like one big team working together to solve a really big problem” (BP-05-JB).

Third world relationships are formed with the NGO, recipient and, in some cases, local government. The business model team discussed the importance of the NGO affiliation and characterized World Housing’s relationship as “extremely close,” “symbiotic,” “business partnering,” “highly connected,” “collaborative,” and “critical for success.” By contrast, descriptive words to describe the relationship between the World Housing and the recipient family were, “servicing,” “life changing,” “enabling housing,” and “connecting the first world to the recipient’s world.” In both cases, World Housing was seen by the business planning team as a “facilitator” between the first world and third world stakeholders. For example, World Housing’s role would be to work with the NGO and provide the developer and buyer with important background information on the recipient family, share updates on how the home impacted the wellbeing of the recipient family, and collect and share stories of about the family’s progress. Additionally, it was agreed that when appropriate, World Housing would work with the NGO to coordinate first world participant visits to the sponsored community for relationship development and learning opportunities. In these instances, World Housing would have a regular, personal relationship with the NGO that would involve direct communication (such as regular management meetings, informal management discussions, and annual progress meetings) that would be supported by digital communications such as email and Skype conference calls. In the case of the recipient family, World Housing would have an informal personal relationship that would involve regular community tours and personal discussions with the recipient families.

Finally, the relationship between local third world government agencies and World Housing was identified as an important component for success but to
be viewed with caution given the reputation of third world government corruption. When describing this relationship, it was characterized as "cautiously beneficial," "subservient," "opportunistic," and "political". Strategically, World Housing was seen as working closely with the NGO partner to solicit government resources, access housing grants, and receive donated land.

**Revenue Streams and Capital Sources**

Revenue streams were identified as "per unit revenue generated for providing the developer a competitive sales advantage through brand association and access to the World Housing database of qualified buyers." The core revenue stream is a flat rate fee that is charged on each sale to the developer. This fee is used to build and deliver a home and is estimated at $1,500 per sale. One highly debated area of the World Housing revenue model was the concept of "skin in the game" and the impacts of having the participant to the condominium sale contribute capital for the gifting of the home. This topic generated comments such as, "If all the suppliers are in the deal then it takes away the objection that the buyer is paying more" (BP-01-SL), and "The idea of having the main suppliers to building and selling the condo is a good one as it shows the developer’s team is all behind World Housing" (BP-04-BM). All business planning team participants agreed that the suppliers to the condominium project (marketing company, architect, construction company, and lender) should be part of the gifting revenue stream, "This is a great opportunity for all to participate in a cause they would normally not have access to. Based on my experience with capital fundraising, I know for a fact these suppliers would be happy to get involved" (BP-01-SL). It was further agreed that a formula of participation among the main suppliers could be calculated with the developer putting up the majority of the funding.

When it came to the buyer making a financial contribution towards the funding, the planning team and online survey data were divided on this topic. For example, Survey 2 asked the participant, "As a prospective buyer, would you be willing to contribute $300.00 to the creation of a home for a recipient if you knew the developer, sales and marketing company, lender and construction company were all making a donation much greater than yours?" This question was asked to probe the area of whether the buyer was willing to contribute to the gifted funding. The response was overwhelmingly positive with 94.8% saying "Yes" and adding comments such as, "What does $300 in this part of the world
buy, 3-6 tanks of fuel, 2-3 dinners etc! Sometimes it’s time to give back” (OLS-77-BD), and “It is not a big amount and it can give ONE HOME for ONE FAMILY...this is a big dream that costs little” (OLS2-45-EB).

This was in contrast to the business planning team that challenged this assumption with comments such as, “I would question whether the buyer needs to put money into the donation. Keep it pure – the decision to buy is skin in the game. We don’t want to scare off a buyer because they feel forced to participate” (BP-07-SD), and “I agree with SD, this is a developer based initiative and the buyer is the one who gets the ball rolling” (BP-06-KM). While only 5.3% of the second online questionnaire respondents answered “No,” those that did added comments such as, “I think the buyer would be more willing to make a donation as a follow up playing on the buyers emotions that their purchase made the recipient house happen” (OLS2-66-BO), and “this is a program chosen by the developer not the buyer” (OLS2-67-BS).

The planning team discussed the role of the buyer in the gifting process and the importance of not deterring a prospective sale because of the World Housing program, with one participant summing it up, “The buyer is key to the success of the program. I think it is better they ‘participate’ rather than ‘invest’. If they want further financial involvement we should offer that option for participation down the road” (BP-06-KM). After much discussion, it was agreed that it would reduce the risk of non-participation by either the buyer or developer by not requiring the buyer to make a financial contribution. It was further agreed that an “opt-in” program would be added once the World Housing program was stabilized.

One final revenue stream that generated rich discussion was whether outside groups could financially participate in the World Housing program. The unique combination of the “for-benefit” structure and third world social change has broad appeal to a range of individuals, institutions, and philanthropic organizations. For example, the World Housing program could qualify for funding from organizations such as the Skoll Foundation or Ashoka or could attract wealthy philanthropists looking to channel “seed capital” to emerging social ventures. In these instances, funding would be applied to operating costs or matched to capital programs such as land acquisition or infrastructure construction (i.e., schools or medical buildings at the sponsored landfill community).
Outside of cash flow revenue streams, the topic of start-up capital was discussed among the business planning team. It was agreed than an excellent source of the initial start-up capital could come from a founders program where key insiders would contribute the start-up capital and become actively involved as a founder and board member.

Revenue streams and capital sources for each category are outlined in Table 6.

**Table 6: Sources and Uses of Revenue**

<table>
<thead>
<tr>
<th>Revenue Stream Category</th>
<th>Sources of Revenue</th>
<th>Use of Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Revenue (per unit fee)</td>
<td>Developer, Marketing and Sales Company, Construction Company, Architectural Firm, Construction Lender</td>
<td>90% directly to building gifted homes and 10% for overhead. Goal is to have as much sales revenue allocated to building homes as possible</td>
</tr>
<tr>
<td>World Housing Founders Program</td>
<td>Donated start-up capital in exchange for becoming a “founder” of World Housing</td>
<td>100% for start-up infrastructure and/or operating costs</td>
</tr>
<tr>
<td>Donated Revenue</td>
<td>Philanthropic Organizations, Wealthy Individuals, Foundations, Institutions looking to align with social venture brand</td>
<td>Capital projects such as land acquisition, construction of school or medical facility. Contribution to start-up capitalization</td>
</tr>
</tbody>
</table>

**Key Resources**

Key resources for World Housing were identified as “the most important assets required making the business model work” (Osterwalder & Pigneur, 2010, p. 34). The planning team reviewed the various assets which naturally clustered into five categories: physical, intellectual property, people, financial and business development assets. A summary of the key resources and list of assets is outlined in Table 7.
Table 7: Key Resources

<table>
<thead>
<tr>
<th>Key Resource Category</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical Assets</td>
<td>Home office, office equipment, access to office with NGO for WH representative to work and meet, NGO warehouse for micro business, tools, local building supplies and materials (NGO-based)</td>
</tr>
<tr>
<td>Intellectual Property Assets</td>
<td>One-for-one gifting model, organization design to deliver service to developer, strategic marketing plan, legal agreements between World Housing and various stakeholders, legal structure, training program for team and NGOs, educational orientation to third world slum issues, homebuilding micro industry training program, sales team training program</td>
</tr>
<tr>
<td>People Assets</td>
<td>Sid and Pete and their network, Graham Brewster, Stephanie Gehring, S&amp;P team, Bruce and Justin (creative team), Blake Mycoskie, Scott Neeson, Don Trump Jr., Hunter Milborne, Anatol Von Hahn, Tim Sehmer (pro bono legal services), B3 Communications, Volunteer team (to be formed)</td>
</tr>
<tr>
<td>Financial Assets</td>
<td>Founder’s capital to start up business, line of credit, balance sheet assets such as equipment, physical plan lease or purchase</td>
</tr>
<tr>
<td>Business Development Assets</td>
<td>Marketing plan, medial contacts, public relations firm (pro bono), website, photo inventory, World Housing vision statement, World Housing brochure, buyer collateral materials, developer program materials, NGO orientation brochure</td>
</tr>
</tbody>
</table>

**Key Activities**

Key activities are those tasks the company does to make the business model work. During the business planning process, the team members were asked to address the following questions: What key activities are required of World Housing to deliver our value proposition? Our customer relationships? How do we meet our revenue streams? Osterwalder & Pigneur’s key activity categories were modified to reflect the unique nature of the World Housing model activities and were subsequently divided into five major categories which the business planning team discussed and then populated with content. Table 8 outlines the key activities for World Housing.
Table 8: Key Activities

<table>
<thead>
<tr>
<th>Key Activity Category</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business Operations</strong></td>
<td>Office management, accounts receivable and payable, financial reporting, human resource management, payroll, developer account management, daily management of home office team</td>
</tr>
<tr>
<td><strong>Team Development</strong></td>
<td>Recruiting paid staff, hybrid volunteer and volunteer team, training team members in their specialty, training developer’s sales staff, recruiting and training third world representatives, NGO orientation, orientation with WH micro-housing units</td>
</tr>
<tr>
<td><strong>Business Development</strong></td>
<td>Identifying new developers and NGO markets, building WH brand with buyer markets, research and development of new third world markets, founder communications, constantly broadening WH network through personal contact, design and presentation of buyer seminars</td>
</tr>
<tr>
<td><strong>World Housing Brand Management</strong></td>
<td>Maintenance of WH website, ongoing content management for social medial tools, public relations management, media relations, developer brand standard maintenance</td>
</tr>
<tr>
<td><strong>Developer-Buyer Relationship Management</strong></td>
<td>Communication plan for regular communication about WH recipient community to developer-buyer, WH newsletter of upcoming projects and successes, one-on-one customer management meetings</td>
</tr>
<tr>
<td><strong>Governance</strong></td>
<td>Establishment of board of directors, semi-annual board of directors meetings, compliance management of WH policies and procedures with NGO partners</td>
</tr>
<tr>
<td><strong>Third World Relationship Management</strong></td>
<td>Regular meetings with NGO partners, site inspections of WH product delivery, quality standard practices for WH housing product, compliance analysis of recipient families, WH gifting ritual with NGO and recipient family</td>
</tr>
<tr>
<td><strong>Problem Solving</strong></td>
<td>Maintaining regionally-specific housing design, update of WH gifting model, work with NGO to refine WH program and expand product offering</td>
</tr>
</tbody>
</table>

**Key Partnerships**

Key partnerships are described as those strategic alliances, associations, joint ventures, and suppliers within which formal and informal partnerships are created to make the business model work. In the book, *Business Model Generation*, the authors outline the following questions to guide the business modeling session: Who are the key partners? Who are our key suppliers? Which key resources are we acquiring from partners? Which key activities do partners perform? (Osterwalder & Pigneur, 2010, p. 39). The concept of “team” and
having all stakeholders to the WH transaction work together in a “collaborative” manner, where the approach between team members was a one of “partnering,” emerged from the discussions and became guiding principles when selecting key partners. Table 9 presents the various key partnerships and their roles for the World Housing business.

**Table 9: Key Partnerships**

<table>
<thead>
<tr>
<th>Key Partnerships</th>
<th>Description and Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>World Housing Team</td>
<td>Home office support staff to operate the business, managing director to manage the day-to-day growth of the business, senior management team to provide strategic input</td>
</tr>
<tr>
<td>Founders</td>
<td>Small group of committed social entrepreneurs who commit donated capital to start up business and provide industry contacts, strategic advice and guidance for the growth of World Housing</td>
</tr>
<tr>
<td>Board of Directors</td>
<td>A group of eight senior management and social entrepreneurs that provide management feedback for the strategic direction of the company and review senior management team’s progress</td>
</tr>
<tr>
<td>Media</td>
<td>Select interactive, print and broadcast media organizations and individual reports who are “friends of World Housing” and will report on the progress of the company and support and promote individual real estate project launches</td>
</tr>
<tr>
<td>Key Influencers</td>
<td>Select real estate industry, government, third world experts, and senior NGO executives that will provide feedback and guidance for the growth of World Housing</td>
</tr>
<tr>
<td>Third World Non-Government Organizations</td>
<td>Established and recognized NGOs that are organized to provide education, health care, and/or food services to large third world landfill communities that are targeted by World Housing to receive housing</td>
</tr>
<tr>
<td>Recipient Families</td>
<td>Qualified recipient families that will be able to provide product and/or service feedback and work in partnership with NGO and WH to act as an advocate of the program and mentor to new housing recipients</td>
</tr>
<tr>
<td>Local Third World Government</td>
<td>Create joint venture and/or partnership programs between WH, NGO and local government agencies to provide housing, create partnering relationship to gain access to local knowledge, land and government resources</td>
</tr>
</tbody>
</table>
COST STRUCTURE

The cost structure of a business describes the expenses incurred to operate the business model. In the case of the World Housing business model, it was discussed and quickly agreed that the cost structure of the business should be “no frills” and strategically be operated “at a bare minimum” in order to drive as much of the revenue stream as possible to creating housing. This approach was based on numerous comments from research participants that expressed a concern for the potential of “inefficiencies in spending” and “mismanagement of funding.”

In order to identify and analyze the World Housing cost structures, the following questions were addressed: What are the costs to get the job done? Which key resources and activities are the most expensive and are they necessary? Is there a less costly way to achieve the same result? Is there a way we can achieve economies of scale in the delivery of our service and/or construction of the homes? What are our capital start-up costs? Which costs are fixed and which ones are variable? How can we reduce risk with our fixed costs? Where can we lever our “for-benefit” structure with existing suppliers and receive *pro bono* services?

Cost structures were then divided into two main categories. First, start-up capital items were identified. These costs further divided into two subcategories which include (i) capital expenditures such as leasehold improvements, corporate ID, website and so on, and (ii) anticipated negative cash flow from operations. The start-up costs are presented in Appendix I and were used to calculate the total amount to be raised in the founder’s program.

Second, projected normalized operating cost categories were identified and placed into a one-year cash flow statement outlined in Appendix J to generate an overview of ongoing cost structures.

THE WORLD HOUSING BRAND

A company’s brand is the promise it makes and the big idea that sets expectations in the mind of the customer. People are attracted to brands because they represent security. People trust brands and believe in their superiority (Wheeler, 2006). Developing the brand for World Housing posed an interesting challenge as the market position is a social venture that is international in scope.
This required the brand to translate into multiple cultures and languages. To establish a corporate brand, a separate “branding charrette” was held to examine the research data and align the emerging grounded theory with the World Housing market position, key storyline elements, positioning line, and company logo. Two experienced, internationally recognized branding experts agreed to donate their time to develop the World Housing brand standards. The team consisted of Participants BP-04-BM and BP-05-JB. During the session, the interview and survey data was reviewed to analyze the demographic and psychographic profile of the research participants. Once the data review was complete, a 4-hour creative charrette was conducted to complete a design brief for the creation of World Housing's market position, storyline, company positioning line, logo, and corporate identification. The result of the sessions is presented below.

MARKET POSITION
The term “market position” refers to how a company differentiates itself from others through a story and branding to capture the attention and commitment of their target market. Market position is also how the company fits into the market with a unique service that allows it to build and sustain market share in a competitive environment. The topic of competition was discussed during the business planning meetings with the participants making a distinction between first and third world competition.

Feedback from the business planning sessions described World Housing's “for-benefit” market position as unique and positioned in the market with little or no competition in the first world. For example, competition is mainly with other interests the developer may have, such as contributing to the local community where their development is located. But this may not necessarily be a driving motivation for the developer. As one participant explained, "The developer is already making a significant contribution to the local community through payment of development cost charges, and this is not a competitive advantage as every developer must pay this. On the other hand, World Housing provides the developer with a very distinct benefit, driven by social conscience, that will translate into quicker sales. Participation allows them to make a contribution locally and globally" (BP-04-SL).

In the third world, World Housing fits into a niche market position of "providing accessible housing for landfill community members" and competes with government, for-profit, and non-profit organizations with similar interests.
World Housing, however, also plays the role of outside capital provider with the mandate of creating as much housing for deserving landfill community families as possible. Given this role, it was agreed among the business planning team that in order to scale the business, joint venture structures, with third world government, non-profit, and for-profit ventures, could be formed. As one participant explained, "The corporate objective is to get as many roofs over heads as possible for deserving families. What may be seen as competition in the traditional sense is actually a joint venture partner and opportunity to expand the business" (BP-04-BM).

Other discussions about the World Housing market position described the one-for-one model applied to creating landfill housing as "unusual," "extraordinary," and "remarkable." One interview participant put it this way, "World housing is one-of-a-kind; it appeals to a socially conscious developer as a form of 'un-obtainium' that gives him a rare competitive advantage" (27-JC). This sentiment was echoed by the NGO participant who built the case study's family homes, "The reality is there is no organization like World Housing that I have seen. It is a one-of-a-kind social venture that makes the developer look good, sells their real estate faster, and then provides housing for the most needy people I have ever seen" (19-JT).

**STORYLINE**

An organization's storyline is the "elevator pitch" that contains key story elements of the business model, defines the company's value proposition, and sums up the "unique aspects of your service or product in a way that excites others" (Pincus, 2007). During data collection, common themes, and story elements resonated with the participants and reoccurred throughout the interviews and online surveys. These common story elements were reviewed during the creative charrette and were consolidated into the following storyline for World Housing:

World Housing works in cooperation with real estate developers and buyers in the first world and government and non-government organizations in the third world to build homes for deserving families that live in third world landfill slums. World Housing is a for-benefit social venture using a one-for-one gifting model. When a first world buyer purchases a home they create a home in the third world.
POSITIONING LINE

The positioning line, also referred to as a "slogan," is a short, memorable phrase designed to draw attention to one or more aspects of a product or business. Participant BP-04-BM reviewed the data and planning team discussions and created the following positioning line for World Housing:

Roofs Over Heads. People Over Poverty. Families Over Fear.

Participant BP-04-BM explained the rationale behind the positioning line:

Roofs over Heads was a phrase I heard Pete Dupuis using in our discussions about World Housing. I thought it was great and so I built on it. What else were we overcoming? Weren't we helping people overcome poverty? Weren't we helping families overcome fear? I thought of the way in which good protest signs are worded, of the way they hammer home a point, almost like poetry. I liked the over, over, over repetition—it is insistent. It says, to me anyway, that these homes will get built, that these lives will be improved, that fear will be lifted. Given all our discussions, this seemed to be an accurate reflection of World Housing's intentions (BM, personal communication, June 15, 2012).

LOGO AND CORPORATE IDENTIFICATION

A company's logo is the entry point into the brand and the tangible representation that people see and feel with their senses (Wheeler, 2006). The logo is also the marketing tool that creates a first impression and is used in multiple medias such as printed materials and digitally, as in websites, email, and broadcast media. The creative team considered many approaches for the logo, looking to convey the idea that World Housing provided accessible housing for landfill dwellers but had a worldwide reach. The color palate selected was orange to convey a sense of harmony, transition, wealth creation, renewal, and success. Figure 6.3 illustrates the World Housing Logo including the positioning line. This logo also translates well into black and white for print media use.
SUMMARY
This chapter discussed the business modeling process to construct the World Housing business model, and the organization's positioning in the housing social venture sector, and how it will be branded to its stakeholders. Grounded theory data was used as the filter to design a sustainable business model that will tap into the "social conscience" of first world real estate developers and buyers, and will work with various third world government and non-government agencies to provide appropriately designed landfill housing to deserving families. The resulting business model was designed to build a scalable, self-sustaining social venture.
CHAPTER SEVEN
DISCUSSION AND RECOMMENDATIONS

There is nothing more powerful than an idea whose time has come.
Victor Hugo

The research design for my thesis was to determine whether a theoretical social venture model could be created to determine the level of need for bottom of the pyramid housing and if that need could be met through the creation of a sustainable first world “one-for-one” real estate gifting model. Grounded theory was selected as the research methodology because “it casts a wide net out from inductively reasoned theoretical categories to find points of connection with other lines of research and established theory” (Seel, 2006, p. 176). I also selected grounded theory as there was little research to draw from in the area of for-benefit social ventures that specialized in transferring wealth from first world real estate buyers to create housing in third world landfill communities.

Given the gap between my research topic and existing research, my investigation was grounded in interviews with 28 people that ranged from real estate developers and buyers in the first world, to NGO principals and landfill slum dwellers in the third world. These intensive interviews formed the primary source of thesis data. The interview process took place in eight countries over a period of eighteen months and included three field trips to landfill communities in Mexico, Cambodia, and the Philippines. The interviews generated a large volume of data and revealed a number of major findings. First, buyers and developers in the first world had little or no awareness of landfill dwellers that lived off the dump. However, when a typical dump community was explained to them there was a sincere desire to learn more, empathy towards the challenges of the dump dweller and a natural attraction towards understanding how they could help. Buyer participants were attracted to the idea of being able to participate in the recipient family’s progress through either online updates or traveling to the landfill community to discover for themselves. Second, developers were interested in third world slums and willing to understand how
they could help; however, all developer participants indicated they would need a "business case" to participate in the World Housing program. The developer mindset showed that if there was a compelling benefit to their project through brand awareness and/or higher sales absorption rates, then the World Housing program would be a "must have" tool to create a competitive advantage. Third, interviews with NGOs specializing in third world landfill communities indicated a severe need for housing that their organization was unable to provide due to a lack of expertise and significant capital requirement. Many explained that housing was highly linked to the landfill dweller's ability to open up new opportunities for employment, education, and financial stability. Finally, my conversations and observations of the dump dweller confirmed the NGOs' observations and gave me an inside look into the abject poverty, desperation, and dead end cycle the dump dweller experiences. More importantly, dump dweller participants explained that having a secure home provided hope, safety, and the physical space that became a home and place for their family unit. The interview process with the participants was a highly personal, and at times emotional, experience that provided rich data and clear signals that the theory behind World Housing is valid. However, there were gaps and holes in the data that I felt had to be verified in order to support and generate a meaningful emerging theory.

To better understand the recipient family and confirm the mechanics of constructing and delivering a World Housing home, a case study of two recipient families was conducted in partnership with Scott Neeson and Cambodia Children's Fund. The homes were gifted through a donation by S&P Destination Properties and built by the participant 19-JT who had designed and constructed CCF's model home. Scott Neeson personally interviewed and selected the recipient families to meet the qualifications outlined in Chapter Four. Over a period of twelve months, Neeson and participant 19-JT observed and interviewed the case study family members to measure the impact of the home on the family. The results provided a number of major observations: (i) the homes consolidated each case study family and in one case provided the physical space to reunite the entire family unit; (ii) the family members all reported a significantly improved lifestyle citing better security; (iii) protection against the elements and rodents; and (iv) better sleeping environment and a foundation to build upon for a better life. The construction and delivery of the case study homes demonstrated the process could be scaled by creating a "micro business" where local young
men and women are taught construction and welding skills that provide them a trade that will lead to gainful employment that they would not otherwise have access to. As well, the process of skill development will also increase their self-esteem, and confidence, leading to a more self-sufficient lifestyle.

Interview data created gaps in my understanding of the buyer’s willingness to engage in the gifting model and the nuances of communication and interplay within the developer-buyer-NGO-recipient relationship. I sensed that a larger population was needed to determine if my emerging findings were valid and reliable. As a result, two online surveys were administered that generated a total of 605 responses. The results of these surveys supported my interview findings, added new data, and indicated a strong interest in the World Housing concept. The vast majority of participants showed a desire to participate in the program and, more interestingly, a keen desire to follow the recipient family. One of the most significant findings from the online survey was verifying the influence of the World Housing model to shift real estate consumer behavior. A significant majority of participants said the opportunity to take part in the program would give them a more favourable opinion of the developer, while shifting their preference to a World Housing project in comparison to a competitor’s project.

The primary and verifying data gathering resulted in the production of an enormous volume of data that took more than six months to code, sort, compare, categorize, and shape into theory. Once the emerging grounded theories were gathered, they were tested against accepted business practices to determine if the World Housing model could be a sustainable business venture. To achieve this, I conducted and facilitated two business modeling sessions to test the grounded theory against the foundational elements of the World Housing business model and construct the key elements to the World Housing business plan. In addition, a creative charette was held to discuss and examine the demographic and psychographic motivators of the first world participants with the objective of creating the World Housing brand standards and storyline.
QUESTION 1: WILL A ONE-FOR-ONE REAL ESTATE GIFTING MODEL BE AN EFFECTIVE AND SUSTAINABLE SOLUTION TO CREATE ACCESSIBLE HOUSING FOR THIRD WORLD DUMP DWELLERS?

In answering this question, there are a number of important concepts and definitions that must be established. The concept of a “one-for-one gifting model” in the context of this study implies that there is a wealth transfer from the first world real estate market to deserving third world landfill community recipients. The term “gift” may be a misnomer from the perspective of the housing recipient as he or she is required to put some form of “skin in the game” to qualify for the home. Therefore, the term “award” may be more appropriate. However, from a marketing perspective, the term “gift” is more congruent with the TOMS Shoes brand and more emotionally appealing to first world participants. For this reason, the term “gifting” will remain in the vernacular of the World Housing definition. Sustainable housing solutions in the third world imply a number of conditions: (i) that qualified people receive housing; (ii) the homes provide adequate accommodation (including access to water and power); (iii) the design is regionally appropriate; (iv) the structure is built with local materials to environmentally sensitive practices and; (v) there is a big enough critical mass of housing supply to effect social change within the landfill community.

Applying the above definitional qualifiers to answer Question 1, the evidence from this study indicates that there is sufficient interest and demand from first world developers and buyers to participate in the World Housing program. The evidence further suggests the World Housing program will generate a continuous supply of BoP housing units in large enough quantities to have a positive impact on the host landfill community. The scope of this study included international developers and buyers which further showed the World Housing program can be applied to international real estate markets. As one respondent commented, “this program would have huge appeal for Filipino developers building luxury condominiums that want to create housing in their home country” (18-JL). Therefore, if one was to compound the growth of World Housing at 15% per annum, starting from a base of 400 units in the first year, by the fifth, the organization will have produced funding for a total of 2,697 homes, and by the tenth year, a total supply of 8,122 homes. Using these calculations and assuming there are six people living in each home, in Year 10, a total of 49,000 people will be housed through World Housing.
The research from this study calculates a total demand for BoP third world landfill housing to be in excess of 15 million units.\textsuperscript{1} As indicated by UN-HABITAT, no single solution has the capacity to address the massive need for slum housing, therefore sustainable solutions will require government, NGOs, and social ventures to work in a highly coordinated manner to affect change (UN, 2011).

Applying the above definitions and calculations, it is clear that World Housing will have limited capacity to effect social change on a global basis. However, properly grown, World Housing could have a significant impact on third world regional landfill communities such as Steung Meanchey in Cambodia and Smokey Mountain in Manila. For this reason, the growth of the World Housing model must be thoughtful and aimed at third world landfill communities where government and NGO support will accelerate the creation of housing supply, ultimately leading to social change within the community.

One must also consider the impact of the World Housing program on first world communities it serves. The combination of social media, traditional marketing methods, and public relations that tell the story of third world landfill communities will increase awareness of issues that would otherwise go unaddressed. Such higher awareness among baby boomers and younger generations seeking to participate in third world social causes could result in new innovative solutions for third world housing problems.

In conclusion, the research presented in this study shows that the World Housing model has the ability to affect sustainable social change by providing BoP housing to third world landfill communities. A caveat must be placed on this conclusion as World Housing, like all start-up ventures, must stay focused on its mission to deliver BoP housing to landfill communities and not be distracted by expanding the business model to include non-housing related services. Participant 07-AV supported this premise, by commenting that “success for World Housing will come from a razor sharp focus, sticking to the knitting, keeping the organization lean, attracting very committed managers and having a board of directors that holds management’s feet to the fire on delivering the housing.”

\textsuperscript{1} Total landfill housing demand is calculated by taking total landfill slum dwellers (estimated at 90 million) divided by average number of household of dwellers (estimated at six people per household) to yield total demand for housing units (calculated at 15 million units).
QUESTION 2: WHAT ARE THE CRITICAL SUCCESS FACTORS THAT WILL ENSURE THE WORLD HOUSING VENTURE BECOMES A SUSTAINABLE, SELF-GENERATING BUSINESS MODEL?

During the research for this thesis a central question emerged, "What are the critical success factors that will ensure the World Housing business becomes a sustainable, self-generating business model?" To determine the critical success factors for the World Housing business, the key elements of the business model were discussed and refined by the business modeling team. As outlined in Chapter Six, the following key business model elements were identified: (i) customer segments, value proposition; (ii) business development channels; (iii) customer and key partner relationships; (iv) revenue streams and capital sources; (v) key resources; (vi) key activities; (vii) key partnerships; and (viii) cost structure.

In order to answer Question 2, I reviewed the emerging theory developed in Chapter Five and then overlaid that onto the business model canvas presented in Chapter Six. This process naturally generated other questions such as: Which partners are pivotal to the start-up of the business? What activities should be a priority during the early stage of the business? What channels yield the best impact on generating market awareness? Who do we hire for the position of Managing Director and what are the characteristics and qualifications of this person? Which NGO should be selected first to ensure success? What are the biggest areas of risk and opportunity in the business model?

In answering the above subquestions, a number of conclusions logically emerged. First, selecting the first developer and project to participate in the World Housing program is a critical decision. After examining the data, I concluded that an entrepreneurial, socially conscious, "single decision-maker" developer seeking to brand his or her company in the market as "authentic, socially conscious and internationally-minded" as the best opportunity to create success. Furthermore, the first project should have a broad reach into the market, be well-funded and be built to sustainable construction standards.

Second, as identified by many research participants, the World Housing’s corporate strategy should be to build a “lean and mean” structure designed to tolerate economic cycles and the challenges of operating in an international arena. As such, the first hire into the organization will be critical and this person should be experienced in third world slum issues, motivated by social change, and be able to “multi-task” all aspects of operating the business. Additionally,
the organization will have to recruit a small core of committed "hybrid" team members. These team members could be volunteer-based (with possibly a small stipend), bring a specialized skill to the organization, and have the time and energy to make an extended commitment to the business.

Third, and of equal importance to selecting the first developer, is the selection of the first NGO partner. The NGO partner acts as the delivery mechanism for the World Housing product. Failure to deliver the housing to qualified recipient families is a significant risk area to the success of the business. In examining the data gathered from the NGOs studied, I identified three “must have” key qualifications for selecting the first NGO. The NGO must have (i) an established and reliable track record in their market, (ii) capacity and management skill to create a micro-business to construct the homes, and (iii) organizational culture and values that are aligned with World Housing. In other words, both organizations must see the creation of housing for landfill dwellers as a priority and be motivated to make a long-term commitment to the project.

Fourth, the channels to promote the World Housing business should have a broad and deep reach, both locally and internationally. As identified by many participants, the idea behind World Housing is very “sticky and viral” with a wide appeal to multiple generations and cultures. My assessment of the grounded theory and emerging business model indicated that the World Housing story has great attraction to the media which could be levered into building the brand quickly. For this reason, the World Housing venture should be “launched” into the market using extensive public relations and social media to provide deep penetration into the primary housing markets in the third world. For example, in Canada and the United States, the World Housing brand should be launched using national media, which is supported by social media, targeted to developers and real estate buyers.

Finally, the most critical component to the success of World Housing would be finding strong leadership to push the organization through its start-up phase and into stabilized operation. The critical need for recruiting and developing strong leaders within the World Housing organization was a widely discussed topic during the research phase of this study. My personal experience in starting and operating businesses, playing and coaching sports and participating in volunteer organizations has taught me that “leadership is everything.” The challenge with the World Housing business is that it is a “big idea” that spans geography, culture, language, and many categories of business.
From a leadership perspective, my conclusion is that a "team of leaders" is required to reduce risk and make the World Housing model sustainable in all aspects. One idea from the business planning sessions is to create a "participating founders program" where a small nucleus of business leaders are invited to become founders of World Housing. The founders would donate start-up capital and management expertise during the early phase of the business. Some or all of the founders would form the initial board of directors to provide expertise, guidance, and management to meet the strategic objectives of the business.

**LIMITATIONS OF THE STUDY**

This study has a number of limitations. First, grounded theory involves the collection, interpretation and comparison of data and is open to the researcher's biases and influences during the interview process. In order to reduce biases and influences, it is recommended that the researcher "aims to become part of a community or environment rather than maintaining a detached status" (retrieved February 22, 2012, from http://ec.europa.eu). During interviews, it was difficult for me to not be seen as a "wealthy American" in the eyes of the landfill resident participants. Additionally, all interviews conducted with local landfill families were done through an interpreter. The combination of these two factors has the potential to bias the data. To address this limitation, great care was taken when identifying and interviewing third world landfill residents and the interviews were often done with two interpreters present to cross reference the data collected to ensure reliability.

A second potential limitation was the selection of the online survey database participants. The online survey participants were randomly selected from the S&P Destination Properties database and my personal sphere of influence. The profile of the S&P database is primarily wealthy, educated, baby boomer-aged resort and luxury real estate buyers who are experienced travelers. Additionally, participants were asked to "push along" the email link containing the survey to their sphere of influence. This profile has the potential to bias the data as the participants have a better than average understanding of third world issues. To address this limitation, participant data was cross-referenced and verified against the interview buyer participants' responses.

Finally, the participants to the business planning sessions were familiar with the World Housing concept and were asked to build the business model as
if the venture would be funded and activated. This was done to create a “real life” condition and encourage full engagement to the concept. While the planning team had total access to the data and resulting grounded theory, there is a potential that they would experience a “halo effect” towards the World Housing model due to their attraction and “buy in” to the concept. This limitation was addressed by pre-briefing the participants to make them aware of the negative survey data for the World Housing concept.

**Implications of the Study**

The findings of this study have implications for future research in the domains of (i) social entrepreneurship, (ii) social media in advocacy of third world landfill housing, (iii) third world slum social advocacy, and (iv) third world landfill housing. The above three emerging areas of future study each create questions and areas of potential future inquiry and research.

**Implications for Social Entrepreneurship**

The subject of social entrepreneurship is relatively new within social sciences and business communities. With the emergence of organizations such as Ashoka, the Gates Foundation, and Skoll Foundation, social advocates and business leaders are looking outward to solve significant social issues at home and abroad. The findings of this research demonstrate to me that a highly coordinated effort between government, NGOs and the business community will be needed if effective and sustainable social change is to be achieved. By experiencing Scott Neeson’s work at Cambodia Children’s Fund firsthand, it became obvious to me that one of the critical drivers of change between business, private, and public sectors is the social entrepreneur. The social entrepreneur, by his or her very nature, is highly inquisitive and seeks risk-adjusted, “big impact” projects that create outsized social value. In many cases, the social entrepreneur starts a venture that fills the gap between government and business and plays a pivotal role in driving change. One of the most significant unanswered questions from this study is, “How does society develop and promote social entrepreneurship as a mechanism for change?” For example, one could argue that the Gate’s Foundation is now transcending government, industry and religion in effecting social change. Topics such as these require further research to generate new
theory of the future role and impact of social entrepreneurship, as well as how emerging social entrepreneurs can be developed.

**IMPLICATIONS FOR SOCIAL MEDIA IN THE ADVOCACY OF THIRD WORLD LANDFILL HOUSING**

The research presented in this study indicates that the vast majority of first world participants had little, or no, knowledge of third world slum living conditions and the need for adequate housing. While a significant minority of participants (<5%) indicated a desire to deal with local issues before learning about and contributing to third world social challenges, the vast majority of participants (>85%) cited “lack of understanding” as a reason for not taking action to provide assistance in developing countries. This lack of awareness has resulted in limited advocacy and action for social change in third world slum and landfill communities. Further study should be given to the correlation between the first world’s “understanding and knowledge” of third world slum housing issues and first world organizations and individuals taking action in implementing solutions towards solving the problem.

Another finding from the online survey showed that younger generations (Gen X and Gen Y) are more familiar with the use of social media. During interviews with Gen X and Gen Y participants, the respondents indicated that they were more willing to get involved in the World Housing program. Current social media discussion on blogs and online chat rooms have coined the term “Advocacy 2.0” which refers to the impact of applying social media tools towards promoting social advocacy. Academic research in the area of Advocacy 2.0 is starting to examine the use of social medial tools such as Facebook, Twitter and viral email push pages to promote and recruit civic engagement and collective action targeted to individual social change groups (Obar, 2012). When examining the combination of Advocacy 2.0, the trend of younger generations towards being more responsive to the use of social media and obtaining greater awareness of third world issues, one could conclude that as younger generations age and gain more influence in government and business, they will apply their new-found influence towards solving third world social issues. Looking into the future, the concept of Advocacy 2.0 applied to the emerging younger generations has the enormous potential, if channelled properly, to drive the scalability and effectiveness of the World Housing business.
IMPLICATIONS FOR FIRST WORLD LEARNING ABOUT THIRD WORLD SLUM ISSUES

One of the key findings from the data shows that significant blocks to first world participants engaging in third world issues is the lack of awareness of third world slum issues and the limitations of the participants’ knowledge of applications for solving the problem. As such, formal and informal learning play an important role in infusing the stakeholders into the World Housing model with understanding of the issues around landfill communities, the housing recipient’s needs, and how individual and collective contributions can positively impact the recipient family and sponsored community.

As discussed in Chapter Three, the World Housing model provides multiple learning opportunities ranging from integrating the World Housing story into the on-site sales presentation and told to prospective buyers (informal learning), to training young landfill residents and NGOs how to construct a World Housing home (formal learning), and, finally, to real estate buyers traveling to a sponsored landfill community and experiencing first-hand the impact of the gifted home on the recipient family (experiential learning). A future area of inquiry derived from this study is the role first world learning plays in the growth of social ventures such as World Housing.

IMPLICATIONS FOR THIRD WORLD LANDFILL HOUSING

The core of this thesis is about providing housing to third world dump dwellers with the goal of facilitating social change within the sponsored community. The research of this study examined the business model for World Housing which briefly touched upon the topic of the social, economic, and environmental impacts on the individual recipient, his and/or her family unit, and the surrounding community. The inquiry of this thesis raised more questions than it answered in these areas. For instance, what is the most economically efficient way to design and construct a landfill home that is regionally appropriate for the recipient family? What is the long-term social impact of awarding a home to a landfill family? What are the impacts upon the individual family members and community? How can the awarding (gifting) of a home be levered to create scalable social change within the sponsored community? As social ventures like World Housing continue to impact the landscape of social change, it is important that the influence of the venture’s activities be measured to provide others with a roadmap to replicate and implement similar programs that promote social change.
RECOMMENDATIONS FOR FUTURE RESEARCH
The research conducted for this thesis touched many topics relating to the World Housing social venture, third world slum issues and landfill dweller housing. It is recommended that future research be designed to address the secondary areas of inquiry in this study that were not fully developed. Specifically, research topics such as: the role of the social entrepreneur in solving third world slum housing issues; how Gen X and Gen Y will evolve and engage social change movement as they age; and creating collaborative learning models (such as studio pedagogy) to provide adults’ the tools and knowledge to activate social change are three examples for future research.

Another area for future research is the need to understand the role of the local third world government in providing housing to slum and landfill communities. As evidenced by the data in this study, there is a wide spectrum of interaction between social ventures and local government. Ranging from corruption to legitimate support through the contribution of resources, capital and preferred tax treatment, understanding this complex interplay between government and organizations like World Housing is critical to ensuring sustainable success.

Finally, and possibly the most important topic for future research, is the need to study and develop tools that can be applied to measure the impact of the social venture on its constituency. One of the biggest challenges in obtaining financial support is being able to demonstrate a quantifiable result of the social venture’s work. As evidenced by Golafshani (2003), the use of triangulation in verifying the reliability and validity of qualitative research is a particularly useful tool. In the case of World Housing, further research should be done to continually measure and report the social and economic impact of the gifted home on the sponsored family and community. Such a tool would be widely accepted by non-profit, NGO, and government agencies in justifying financial support from their sponsorship.
CONCLUSION
This research studies a business model for World Housing that is grounded in theory generated from the opinions of sample stakeholders and real life experience observed from field work in third world landfill communities. Evidence suggests that a strong acceptance exists of the World Housing model by the four key stakeholders. In the first world, developers seeking a market advantage, as well as the public relations value of association with a social venture understand that value created by World Housing. Real estate buyers looking to acquire sustainably-built real estate in the first world while making a social contribution to a disadvantaged population in the third world has that opportunity with World Housing.

In the third world, NGOs specializing in landfill communities that are looking to add housing to their service mix have a sustainable solution with World Housing. Finally, and most importantly, an impoverished family living in the dump in search of hope for a better future can access housing never before made available and can act as an example to other families that there is hope for a better life.

In closing, during my travels and research for this thesis, the data suggests to me that no single government, NGO, or for-profit organization has the capacity to accomplish sustainable global change. Quite simply, the challenge of third world slums is greater than any one organization. As the world continues to become a more complex place for government and industry to operate, sustainable change will only come as a result of many organizations working together in a highly coordinated manner. The “take away” from my research is that the impetus for sustainable change will now come from the next generation of socially-minded innovators who will find inspiration from the work of leading social entrepreneurs such as Mohammad Yunus and Bill Gates. This thesis represents the culmination of many years of research, the insights and analysis of knowledgeable, engaged, and capable people from around the world, all in consideration of nothing less than the fervent and attainable goal of creating significant change for the world’s most vulnerable populations. Put simply, this project is World Housing: Roofs over Heads; People over Poverty; Families over Fear.
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APPENDICES
# APPENDIX A:
## RESOURCE GUIDE FOR FUTURE RESEARCH

### WORLD WIDE WEB REFERENCES

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### Third World Slum Housing

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APPENDIX B:
INTERVIEW QUESTIONNAIRE

WORLD HOUSING
SOCIAL VENTURE
GENERAL QUESTIONNAIRE

Interviewee: 
Involvement: 
Date: 

155
REAL ESTATE STAKEHOLDER QUESTIONNAIRE
World Housing Social Venture Thesis Research Questionnaire
(Real Estate Developer, Buyer or Intern)

Background Data

Full Name

Occupation

Phone Number

Email Address

Mailing Address

Age (optional)

Education
Knowledge of Social Ventures and Third World Housing Need

Can you share with me your opinion of social entrepreneurship? Can you give me an example of a successful social entrepreneur? A successful social venture? How are they effective?

Do you have an example of a real estate related social entrepreneur? A real estate related social venture?

What is your opinion of non-profit and for-profit social ventures?

Have you heard of TOMS shoes? What do you know of a one-for-one gifting model?

In your view, how important is it for first world countries to provide assistance and/or social change in third world countries?

Can you share with me your real estate background? What is your understanding of new home real estate?

Looking at your community, or sphere of influence, what is the level of awareness for the needs of a support in third world country? Do you have any good examples of third world organizations (NGOs) that are effecting social change?

Tell me about your understanding of people that live in landfills in third world countries?

What is your opinion of the need for housing in for the most disadvantaged in third world countries?

In your view, what are the top 3 to 5 areas of the world that are the most in need of housing?

World Housing Business Model

What is your opinion of the World Housing Social Venture? What do you think the benefits to the housing recipient would be? To the developer? To the real estate buyer? To volunteers?

What sort of social change do you think WHSV can facilitate?

Do you think other institutions would support WHSV? How? What is the benefit to them?

How would you educate the various stakeholders to WHSV?

What do you think the opinion of your peers would be of such a venture?

In your view, how important is it for a venture to be financially sustainable through the generation of profit?

If a social venture were “for profit” what do you think is a reasonable return to the shareholders?

On a scale of 1 to 10 (1 being poor and 10 being excellent) how would you score the idea behind WHSV?

Tell me about how you scored the idea?

Tell me your opinion of the challenges associated with WHSV?

Tell me about the opportunities?

Is there any other comments you have about WHSV
APPENDIX C:
INFORMED CONSENT

INFORMED CONSENT
World Housing Social Venture Thesis Research Questionnaire

My name is [Redacted] and I am graduate student at Simon Fraser University and the Principal Investigator for a study called "World Housing Social Venture: A case study for creating third world housing supply through a one-for-one real estate gifting model." The study is about providing third world housing to disadvantaged people living in or around landfills in third world countries. My goal is to gather data on how third world housing can be designed, created and allocated. Your participation will assist me in achieving this objective and the benefit to you will be contributing your knowledge to the potential of creating housing in the third world.

In this session you will be asked your opinion about purchasing real estate, social ventures, third world housing, non-government organizations and philanthropic gifting. Your comments and ideas will be digitally recorded and I will be taking notes. Some, or all, of the digital recording may be transcribed into notes and the recording will not be used for any other purpose other than to document the essence of our interview.

You can withdraw from this study at any time. I may publish our notes from this and other sessions in my thesis, but all such observations will be confidential and will not include your name. The results of this study are available to you and you can email me ([Redacted]) or call me at [Redacted] at anytime to receive the contents of this study.

To the best of my knowledge, there are no physical or psychological risks associated with participating in this study. The session will take approximately 30-60 minutes and you may stop your participation in the study at any time.

If you have a concern or complaint about this study you can contact [Redacted], Director Office of Research and he can be reached on email at [Redacted] or on the telephone at [Redacted]. The file number for this research study is 2011s0273 and you can refer to this file number if you have a concern or complaint.

Statement of Informed Consent
I have read the description of the study and of my rights as a participant. I agree to participate in the study.

______________________________
Print Name

______________________________
Signature

Date: ______________________
APPENDIX D:
SURVEY 1

WOSP World Housing Survey

THE CHALLENGES IN THIRD WORLD COUNTRIES

How aware are you of issues and challenges in Third World countries?
1. Quite aware
2. Not too aware
3. Extremely aware
4. Not at all aware

How aware would you say the people with which you associate are aware of the issues and challenges in Third World countries?
1. Not too aware
2. Quite aware
3. Not at all aware
4. Extremely aware
5. Not sure/Don't know

How serious do you believe the housing situation is in Third World countries?
1. Extremely serious
2. Quite serious
3. Not sure/Don't know
4. Not too serious
5. Not at all serious

SOCIAL VENTURES

How sure are you with your understanding of the concept of a "Social Venture"?
1. Quite sure of the concept
2. Not too sure of the concept
3. Extremely sure of the concept
4. Not at all sure of the concept

Do you believe social ventures can effect positive change in Third World countries?
1. Yes
2. Undecided
3. No

TOMS Shoes - An Example of a Social Venture

TOMS Shoes (www.toms.com) has a one-for-one gifting model. When you buy a pair of TOMS shoes the company gives a pair to a child in need in a Third World country. It's elegant in its simplicity.

Have you heard of TOMS Shoes program before?
1. Yes
2. No
3. Undecided
Do you believe TOMS "one-for-one" gifting model is a good idea?
1. Definitely
2. Probably
3. Not sure
4. Probably not
5. Definitely not

WORLD HOUSING SOCIAL VENTURE

How would you rate the idea of the World Housing Social Venture?
1. Excellent
2. Good
3. Average
4. Poor
5. Extremely poor

If you were introduced to World Housing Social Venture through a friend or social media would you try and learn more even if you were not currently thinking of buying a new home?
1. Probably
2. Definitely
3. Probably not
4. Not sure
5. Definitely not

Please rate the attractiveness of World Housing Social Venture to you as a real estate buyer.
1. Quite attractive
2. Very attractive
3. Fairly attractive
4. Not at all attractive

Would the opportunity to participate in the World Housing Social Venture influence your buying decision if all other conditions were equal?
1. Probably
2. Definitely
3. Probably not
4. Definitely not
5. Not sure

How likely is it that the World Housing Social Venture would effect positive and sustainable change in the recipient community?
1. Very
2. Extremely
3. Moderately
4. Slightly
5. Not at all

Do you have any observations or thoughts on the World Housing Social Venture concept? Please share your thoughts below.
If you did purchase a property that offered the World Housing Social Venture option, how likely would you be to participate?
   1. Very likely
   2. Somewhat likely
   3. Somewhat unlikely
   4. Very unlikely

Why do you say this?

If you did participate would you follow the recipient family?
   1. Probably
   2. Definitely
   3. Probably not
   4. Definitely not

If you did participate would you be interested in visiting the recipient community and family?
   1. Probably not
   2. Probably
   3. Definitely
   4. Definitely not

If you did not participate, would you tell other people about the WHSV program?
   1. Definitely
   2. Probably
   3. Probably not
   4. Definitely not

In general terms, how would your opinion of a developer who offered the World Housing Social Venture option be influenced?
   1. Quite positively
   2. Extremely positively
   3. No influence
   4. Quite negatively
   5. Extremely negatively

ABOUT YOU

You are:
   1. Male
   2. Female

Age:
   1. 21 and Under
   2. 22 - 34
   3. 35 - 44
   4. 45 - 54
   5. 55 - 64
   6. 65 and Over
Do you have children?
1. Yes
2. No

If yes, do your children still live at home?
1. Yes
2. No

Have you purchased property?
1. Yes
2. No

If yes, how many properties have you purchased?
1. 3+
2. 2
3. 1
APPENDIX E:
SURVEY 2

The Emerging Story of World Housing

Third World Stakeholders - The Non Government Organization
Non-government organizations play a critical role by acting as a partner and local “on the ground” liaison for World Housing SV. The NGO does three activities: (1) identify, qualify, select and work with housing recipients, (2) work with locals to construct the homes, and (3) keep us connected to the landfill community. We currently have active relationships with qualified NGOs in three major garbage dump communities located in Mexico, Cambodia and the Philippines. I have visited each of these communities and they are the subjects of my field study. To give you an understanding of the conditions in each of the landfill communities I have included three photos below:

In Cambodia, we are actively working with Scott Neeson, a well-known former Hollywood senior executive and founder of Cambodia Children’s Fund. Scott moved next to the Steung Meanchey dump in 2005 and today provides education to 1,000 children, vocational training to young adults, medical care, daily rice and today provides education to 1,000 children, vocational training to young adults, medical care, daily rice, and clean water for the local residents. Scott also built a “model home” to study the idea of providing housing to the local residents.

The Cambodian Children’s Fund Model Home.

The above photo is a 10’ X 10’ model home that can be built for $1,500.00 (USD). The home is constructed in a warehouse entirely from local materials by young men and women from the neighbourhood that are taught basic construction, welding, safety and how to handle tools. The skill they learn when building these homes makes them highly employable in the construction industry.

These homes are designed to address local conditions and weather. As there is no power or running water each home has a small solar panel that powers a single light bulb and a rainwater collection system. This home is built on an elevated platform to provide security and protection against flooding and rodents. The lower floor also acts as a living room during the dry season.

The home illustrated here can be built in a single day in the warehouse and is then moved and reassembled onto a lot located on leased or squatted land. These homes are easily moved to reflect the potential change in land tenure. A typical Cambodian family of ten to twelve will reside in this home.

Third World Stakeholders - The Housing Recipient
In each of the three communities under study the residents live in or around the dump and derive their income from picking through garbage to extract metals, plastics and other materials they can recycle and sell. In many cases, the residents also obtain food from the landfill to feed themselves.

The following photo is a real life example of existing landfill housing in Steung Meanchey. In all cases, these “homes” have been constructed of scraps and other rubbish reclaimed from the dump. The structures are barely habitable and during a storm or flood often collapse. An image of an existing home in the Steung Meanchey landfill community, Phnom Phen, Cambodia The goal of World Housing SV is to provide as many homes to deserving and qualified families as possible. The housing recipient is qualified by the NGO who has a direct relationship with the community and recipient family. In the Steung Meanchey landfill community we have partnered with Scott Neeson and have gifted two homes to qualified families. These two families have been a case study for my thesis. Both families have met the following qualifications: (1) the parents must be actively working, (2) the children cannot be working in the dump, (3) the children must be in school at CCF, (4) the parents cannot be abusing alcohol or drugs, (5) the parents must have “skin in the game” by making
a down payment (calculated as a “meaningful” financial contribution) and must pay and be current on the monthly land lease. The head of family signs a contract acknowledging the above conditions.

It should be emphasized that federal contract law is highly enforceable and breach of the “recipient agreement” results in the loss of the home. In Cambodia, housing recipients take the contract very seriously. World Housing SV completely relies on the NGO for local knowledge, selection of the recipient and ongoing management of all “on the ground” activities. The case study families (pictured below) were gifted their homes in the summer of 2011 and today both homes are in excellent repair and upkeep and current with all lease payments. Each family was interviewed in May 2012 and reported significant improvement in their living conditions, lifestyle and family life. One woman commented, “it is fantastic to finally have our entire family reunited and under one roof.” Another teenage family member stated, “this is a dream come true!” In another case, the father has started a moto-taxi business which has increased their family income and provided stability and hope for the future.

The impact of the families receiving these homes within the community has been positive. As anticipated, many neighbours and local residents have shown great interest and, in some cases see the recipient family with envy. We have also experienced a great deal of interest by local residents to participate in the program and they have demonstrated sincere motivation to meet the qualifications for the program. As well, a large number of young men and women have inquired into the vocational training program to build the gifted homes.

First World Stakeholders - The Real Estate Developer
Real estate developers that are invited to participate in the World Housing SV are qualified to the following standard: (1) the host development must meet sustainable building practices as determined the World Housing board of advisors, (2) the developer must be of good reputation within their community and the Urban Land Institute, and (3) the developer must sign a disclosure document that acknowledges their contribution has not been added back into the purchase price of the home(s) being sold.

In exchange for their participation the developer receives the following: (1) consultation and review of their marketing and sales plan and strategic advice on how to maximize the impact of the World Housing SV brand, (2) local and national public relations and social media release announcing their participation in the World Housing SV program, (3) email marketing campaign targeted to the World Housing SV database of prospective buyers, (4) a project specific World Housing SV web page, (5) printed marketing materials for on-site use, and (6) on-site training of their sales staff on how to introduce the World Housing SV program to prospective buyers.

First World Stakeholders - The Real Estate Buyer
The real estate buyer is an integral part of the World Housing SV model as they are the “activator” of the gifting process. Prospective buyers are introduced to the real estate buying opportunity through World Housing SV brand marketing which consists of social media, public relations and online marketing. Additionally, the host developer’s project marketing program will contain the World Housing SV story.

As part of the on-site sales process the prospective buyer is introduced to the World Housing SV story. During their sales centre visit the prospective buyer will learn that their purchase will activate the gifting of a home to a qualified recipient (as described above). The prospective buyer gains knowledge about third world challenges, landfill communities, the NGO partner and sponsored landfill communities. When the buyer purchases, he or she then participates in the selection of the sponsored community and learns about the recipient family. The buyer can also learn about how the homes are built and delivered and receives an open invitation to visit the NGO and landfill
community. It should be emphasized that the buyer can engage the above process as little or as much as he or she wants - it is his or her decision. Based on the feedback from the first questionnaire, many suggested the buyer does not opt into the program and that a home is to be gifted with every sale. In other words, participation in gifting the home is not an option as the developer has committed to the one-for-one program for their entire inventory. Please assume this model for the purpose of this study.

World Housing Social Venture Follow Up Questionnaire

What kind of impact do you think World Housing SV has on the recipient family after being gifted a home?
1. Positive
2. Negative
3. No Impact

Why?

Please rate your opinion of a developer who participates in World Housing SV.
1. Extremely Positive
2. Positive
3. Don't Care
4. Negative
5. Extremely Negative

There are theories that state "people are more emotionally connected to a donation when everyone involved has "skin in the game" (a financial contribution) therefore the results will be more successful." In the case of World Housing SV, that would mean that all four stakeholders would make a financial contribution. Do you believe this theory to be true or false?
1. True
2. False

Why?

As a prospective buyer, would you be willing to contribute $300.00 to the creation of a home for a recipient if you knew the developer, sales & marketing company, lender and construction company were all making a donation much greater than yours? Your contribution could be added to your mortgage (resulting in an increase of monthly payments of $1.45) or made as a one-time payment at closing.
1. Yes
2. No

Why?

As a prospective buyer, would the opportunity to participate in World Housing SV influence your decision to buy if all other conditions were equal?
1. Definitely
2. Probably
3. Probably Not
4. Definitely Not
If yes, how many properties have you purchased?

1. 1
2. 2
3. 3
4. 4
5. 5+
Appendix F: Housing Design for Case Study Home

### Front View

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<tr>
<td>Pillar</td>
<td>80mm</td>
<td>4410cm+70mm</td>
</tr>
<tr>
<td>WC</td>
<td>1200mm</td>
<td>1900mm</td>
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<tr>
<td>Stairway</td>
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### Top View

**Structure Steel Front View**

<table>
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<tr>
<th>Description</th>
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<tbody>
<tr>
<td>House</td>
<td>15 Box Tube</td>
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<tr>
<td>Window</td>
<td>2 Box Tube</td>
<td>20mmx200mm</td>
</tr>
<tr>
<td>Pillar</td>
<td>1 Box Tube</td>
<td>80mmx80mm</td>
</tr>
<tr>
<td>WC</td>
<td>6 Box Tube</td>
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<td>7 Box Tube</td>
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### Structure Steel Back View

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<td>12 Box Tube</td>
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<td>20mmx200mm</td>
</tr>
<tr>
<td>Pillar</td>
<td>1 Box Tube</td>
<td>80mmx80mm</td>
</tr>
<tr>
<td>WC</td>
<td>6 Box Tube</td>
<td>20mmx40mm</td>
</tr>
<tr>
<td>Stairway</td>
<td>7 Box Tube</td>
<td>400x80mm</td>
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### Structure Steel Left View

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<td>8 Box Tube</td>
<td>20mmx40mm</td>
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<tr>
<td>Window</td>
<td>2 Box Tube</td>
<td>20mmx200mm</td>
</tr>
<tr>
<td>Pillar</td>
<td>1 Box Tube</td>
<td>80mmx80mm</td>
</tr>
<tr>
<td>WC</td>
<td>6 Box Tube</td>
<td>20mmx40mm</td>
</tr>
<tr>
<td>Stairway</td>
<td>7 Box Tube</td>
<td>400x80mm</td>
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</table>
Structure Steel Left View

<table>
<thead>
<tr>
<th>Description</th>
<th>Box Tube</th>
<th>Size</th>
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</thead>
<tbody>
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<tr>
<td></td>
<td></td>
<td>20mmx20mm</td>
</tr>
<tr>
<td>Window</td>
<td>2 Box Tube</td>
<td>20mmx20mm</td>
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<tr>
<td>Pillar</td>
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<td>80mmx80mm</td>
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<tr>
<td>WC</td>
<td>6 Box Tube</td>
<td>20mmx40mm</td>
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<td>20mmx20mm</td>
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<tr>
<td>Stairway</td>
<td>7 Box Tube</td>
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</table>

Structure Steel Top Roof
APPENDIX G:
SURVEY 1 PARTICIPANT PROFILE

Survey 1 Respondents' Gender Profile
- 60.0% Male (324)
- 40.0% Female (216)

Survey 1 Respondents' Age Profile
- 32.2% 45 - 54 (174)
- 29.0% 55 - 64 (157)
- 15.9% 22 - 34 (86)
- 13.1% 35 - 44 (71)
- 5.1% 65 and Over (28)
- 4.4% 21 and Under (24)
Survey 1 Participants' Family Profile

- 66.8% Yes (359)
- 33.1% No (178)

Survey 1 Participant Real Estate Buying Experience

- 83.3% Yes (450)
- 16.6% No (90)
APPENDIX H:
SURVEY 2 PARTICIPANT PROFILE

Survey 2 Respondents' Gender Profile

Survey 2 Respondents' Age Profile
Survey 2 Participants’ Children Profile

- 66.0% Yes (66)
- 34.0% No (34)

Survey 2 Participant Real Estate Buying Experience

- 84.0% Yes (84)
- 16.0% No (16)
### APPENDIX I:
**WORLD HOUSING START-UP COSTS**

<table>
<thead>
<tr>
<th>WORLD HOUSING</th>
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<tr>
<td>Start-Up and First Year Budget</td>
<td>June 15, 2012</td>
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<table>
<thead>
<tr>
<th>Investment</th>
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<tr>
<td><strong>YEAR ONE OF WORLD HOUSING</strong></td>
<td><strong>TOTALS</strong></td>
</tr>
<tr>
<td><strong>COMMUNITY 1 START-UP (CCF)</strong></td>
<td></td>
</tr>
<tr>
<td>1 Micro-Industry Start-up</td>
<td>25,000</td>
</tr>
<tr>
<td>2 50 Homes</td>
<td>75,000</td>
</tr>
<tr>
<td>Total Construction Expense</td>
<td>100,000</td>
</tr>
<tr>
<td><strong>MARKETING &amp; OPERATIONS COSTS</strong></td>
<td></td>
</tr>
<tr>
<td>1 Overhead</td>
<td>$27,600</td>
</tr>
<tr>
<td>2 Travel</td>
<td>$41,400</td>
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<tr>
<td>3 Marketing</td>
<td>$25,950</td>
</tr>
<tr>
<td>4 Events</td>
<td>$11,500</td>
</tr>
<tr>
<td>5 PR and Advertising</td>
<td>$11,000</td>
</tr>
<tr>
<td>6 Legal and Accounting</td>
<td>$0</td>
</tr>
<tr>
<td>7 Contingency</td>
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<tr>
<td>Total Project Marketing Expense</td>
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<tr>
<td><strong>SALARIES</strong></td>
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</tr>
<tr>
<td>Full-time employees</td>
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<td><strong>TOTAL COSTS</strong></td>
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<tr>
<td>Required Initial Investment (5 Donors)</td>
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## WHSV OVERALL CASHFLOW

### REVENUE

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<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>1. Toronto Project (Name?)</td>
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<tr>
<td>2. Newell Project (Name?)</td>
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<tr>
<td>SUB-TOTALS</td>
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### CONSTRUCTION COSTS

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<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
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<tr>
<td>Micro Industry Start Up</td>
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<tr>
<td>First 50 Homes (CFP @1 home/day)</td>
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<td>$31,250</td>
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<td>Additional 200 Homes (CFP)</td>
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### WHSV ADMIN

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<th>Oct</th>
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### SALARIES, COMMISSIONS

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<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
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### MONTHLY TOTALS

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