

# oikos Case Writing Competition 2012

## Social Entrepreneurship Track

## 2<sup>nd</sup> Place

### **World Toilet Organization: Leveraging Resources for Social Impact**

### **Free Online Copy**

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This case is accompanied by a teaching note, available to faculty only. Please send your request to [freecase@oikosinternational.org](mailto:freecase@oikosinternational.org). The authors are thankful for any feedback and suggestions to further develop this case to [ichowdhury@pace.edu](mailto:ichowdhury@pace.edu).

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## Case Synopsis

This case focuses on business model innovation and strategic organizational design at the World Toilet Organization (WTO), an innovative, Singapore-based social enterprise focusing on sanitation-related issues. The case begins with an Introduction section – a short discussion between WTO’s charismatic founder, noted social entrepreneur Jack Sim, and two employees, Geraldine Ang and Andrew Koh. They have just returned from a field trip to Cambodia and Indonesia. The three of them discuss the merits of WTO’s model in addressing the problem of access to proper sanitation in Asia. The discussion leads into a history of WTO, including a short biographical sketch of Mr. Sim and his founding of WTO, and the growth and evolution of the organization over the past decade. This second section also examines issues of organizational design, organizational context and environment (concentrating particularly on Singapore’s social entrepreneurship field), and the growth of a fledgling social enterprise.

Sibieude and Pache’s (2008) framework of social entrepreneurship distinguishes social entrepreneurs from traditional commercial entrepreneurs by focusing on differences in value capture objectives between the two groups. Using this framework, we move in the third section to describe how WTO has re-structured itself in recent years. As it has moved from being a Singapore-focused organization looking at local issues to a broader, pan-Asian focus, the WTO has undergone numerous changes. Most importantly, it is starting to change from a charismatic-founder-centred organization to one with greater structure and a more-focused strategy. It has also moved from a pure focus on advocacy to a “hybrid” social enterprise model which combines aspects of advocacy with a franchise-based implementation model through its “SaniShop” program to multiply organizational impact.

## Introduction

As he paced back and forth on the veranda of the 2<sup>nd</sup>-floor offices of the World Toilet Organization (WTO) in Singapore, Jack Sim felt unusually contemplative. It was November 2010, and the 53-year-old founder of WTO had just returned the night before from a week-long field trip to neighboring Cambodia and Indonesia. Geraldine Ang, WTO's Chief Operating Officer, and Andrew Koh, a newly-hired Project Manager with a Ph.D. in Engineering from the United Kingdom, had gone with him on the trip. The three of them were going to lunch to debrief. While Jack himself had not gone to college, choosing instead to becoming a businessman after finishing secondary school, he now hired doctoral degree holders to staff the ever-growing social enterprise he had started back in 2001. He smiled at the thought.

Jack got into the “business of toilets” in the late 1990s. Back then, building a social enterprise had been an amusing diversion from his work in the business world. Now, more than a decade later, WTO was a world-recognized organization in the social sector, and Jack was a noted social entrepreneur. But the problem which had led him to focus on toilets as a vocation still remained. Clean, safe toilets were still the stuff of dreams for hundreds of millions of people around the world.

And that had been the reason for Jack, Geraldine, and Andrew's recent trip. They wanted to explore areas within the Southeast Asia region where people lacked access to proper sanitation. To the outside observer – who might only visit the hotels, office tours, and modern cafés of big cities like Jakarta or Phnom Penh, or in tourist areas like Angkor Wat – toilet facilities in Cambodia and Indonesia probably seemed relatively modern and unremarkable. However, to tens of millions of people in these countries even basic facilities such as a pit latrine and clean water from an uncontaminated ground-well were out of reach. Indeed, in rural areas of the developing world open defecation is still a remarkably common and accepted practice. The result is drinking water that is unclean and unsafe. This water spreads diseases such as diarrhea to adults and children alike, leading to missed school and work days and a decreased ability to live a healthy, fulfilling, and productive life. Left untreated, some of these diseases can be deadly, especially for children and the elderly<sup>1</sup>.

For Jack, changing this reality was a driving mission. The World Toilet Organization was the right vehicle for accomplishing this mission. He knew that, he felt it in his heart. He had been engaging with this problem for almost twelve years. He was an expert, a leader in the field. But Jack also knew, from his decades of business experience, that WTO had to change

in order for his dream to be realized. It had been run as a one-man-show for too long. He had started adding staff seriously only the in last year or so. There were now ten employees in a company where there had once been only one assistant and Jack. By the end of 2010 there would be fourteen staff members. WTO had to organize around its goal of increasing access to sanitation for the whole world. Where the organization had relied on Jack's charisma, there would now have to be structure. The vision would be implemented.

One question stuck in Jack's mind, plagued him throughout the day and during his travels: How could his dream become a reality?

## **From Serial Entrepreneur to Social Entrepreneur**

Until the late 1990s, Jack Sim lived the life of a successful entrepreneur in Singapore, one of the world's most business-friendly countries. After graduating from secondary school in 1979, he went to work in as an entry-level salesman in a building material supply business. While his concentration was initially in marketing, he quickly gained experience in many other areas of business. By 1982, at the age of 24, he was ready to start his own company.

Working with his brother, Jack added an average one business a year for the next fifteen years. By the year 2000 they had created sixteen separate businesses working in different areas such as textiles, manufacturing, building materials, and information technology. Given Singapore's relatively small size and population, and proximity to numerous foreign markets, much of their work involved cross-border business transactions. Jack gained important international exposure and experience in this way.

As he reached 40, however, Jack's priorities began to shift. His success at creating commercial enterprises was evident. At the same time, however, Jack began to wonder if creating more businesses and generating ever-greater profits was something he wanted to devote the next forty years of his life to. He wondered if he might start to get bored.

Around the same time, financial crisis hit Singapore and rest of Southeast Asia. Initiated in the summer of 1997 by the precipitous drop in the value of the Thai baht, Malaysian ringgit, Philippine peso, and Indonesian rupiah, financial contagion soon hit other currencies. The Taiwan dollar, South Korean won, Hong Kong dollar, and Singaporean dollar were soon affected as well. As regional governments countered currency weakness by selling foreign exchange reserves and raising interest rates, economic growth slowed and commerce

suffered<sup>2</sup>. The downturn hit Jack and his brother's businesses hard. While they were still making money, the total volume of business decreased dramatically.

The crisis provided the impetus for Jack to take action. While keeping a hand in his businesses, he began to think of ways to contribute to the greater social good. He vowed to search for opportunities to serve humanity. Around this time, he read about the problem of sanitation and its link to healthcare and issues of modernization in Singapore. The words of Prime Minister Lee Kwan Yew moved him greatly: "Let us measure our graciousness by the cleanliness of our public toilets."

Jack had his idea and inspiration. After some months of research into the issue and some careful thinking, he did as he had always done: he set up a company. Jack's first social organization, the Restroom Association of Singapore (RAS), was born in December 1998.

## **The Restroom Association of Singapore**

While Singapore prides itself as one of the cleanest countries in the world, its public toilets have not always lived up to that reputation. The government had done a lot to raise Singapore citizens' awareness of the link between poor sanitation and poor health, but old habits were hard to change. Simply putting up more posters reminding people to keep public toilets clean was not enough, Jack believed.

From his observations and business activities he knew that the standards of public toilets in Singapore remained poor, despite the best efforts of city officials. Jack also knew from his conversations with business owners that they viewed toilets as cost centers. Toilets were necessary, but they weren't something to spend much money on. He wanted to convince them that there is economic gain in providing good toilets.

For instance, he discovered from some basic field research that many shoppers didn't linger in Singapore's shopping malls due to the poor quality of public restroom facilities. They were much more likely to come in, get what they wanted, and leave. Jack was able to convince shopping mall owners that having clean toilets would actually retain shoppers: better bathroom facilities would make the shopping experience more comfortable and enjoyable. In turn, this would cause customers to stay longer, buy more, as well as to eat and drink in the mall. Since a large number of purchases are actually caused by impulse buying, the longer people they stay in a shopping area, the more they tend to buy. In this way, having better toilet facilities can actually contribute positively to business profits.

By staying true to its motto of "Promoting the Cleanliness, Design and Functionality of Public Toilets in Singapore," the RAS effort put Singapore on the "world map" in this area. The country became a leader in having clean public toilets, and soon many other countries started toilet associations of their own to bring. As he continued working on the issue however, Jack realized there were at least 15 other toilet associations around the world. He thought that he could expand his organization's impact and the impact of the other toilet associations if they could share knowledge and experiences and better coordinate their activities. Another organization would be needed for this purpose.

## **From RAS to WTO**

Spurred by the success of the RAS, Jack created a second socially-oriented company, the World Toilet Organization, Singapore (WTO), in 2001. The organization's acronym "WTO" was a tongue-cheek-reference, of course, to the World Trade Organization, the multi-lateral institution charged with setting the rules of international trade. Jack reckoned that a "WTO" acronym would attract great media interest to the toilet and sanitation agenda. He wanted to break the taboos around speaking about toilets through humor. His goal was to have far-reaching impact in changing the way everyone from politicians, NGOs, donors, academia, and others thought about the issue of toilets. He also calculated that if the World Trade Organization were to sue him for the use of "WTO," it would have an even better impact for the sanitation and toilet agenda. He was certain that his "guerilla marketing" strategy had very little downside: the worst-case scenario would involve a simple name change if the organization was sued.

WTO was launched on 19 November 2001 at the inaugural World Toilet Summit in Singapore. News of its founding spread slowly at first, but soon afterwards there was extensive global media coverage of the organization. Starting with coverage from wire agencies and on-line news sources, stories on WTO began to appear in tabloids, magazines, TV, and radio as well. Eventually, full length documentaries by National Geographic Channel, Discovery Channel, Vanguard USA, France TV, and other organizations showcased the organization's activities for an even broader audience.

For Jack, his work in Singapore was only the beginning. WTO's goal was bold and far-reaching: Improving quality of life by improving the state of toilets and sanitation globally. Toilets were a way to think about two very fundamental elements of a happy and productive life not just for the people in developed countries but also for the over 2.5 billion

poor who still do not have access to proper sanitation: health and dignity. Indeed, as noted in **Exhibit 1**, the United Nations has included access to proper sanitation as part of the Millennium Development Goals, which lay out basic areas of human needs that the world collectively needs to address by 2015 to provide for all of its citizens, including the poorest of the poor in developing regions of the world such as the Indian subcontinent, China, Southeast Asia and Sub-Saharan Africa.

## The Problem of Proper Sanitation:

### From Singapore to the World

Understanding the scope of the worldwide sanitation situation was important to developing WTO's goals and objectives. Access to proper sanitation is often linked to the availability of clean water through what are called *improved drinking water sources* in the global public health community. An improved drinking-water source is defined as one that is protected from outside contamination, in particular contamination with fecal matter. As noted in **Exhibit 2**, examples of improved sources include water that is piped into homes or communities from a protected source such as a spring, as well as tube wells and boreholes, which are used to access uncontaminated groundwater when piped water supply isn't available. *Unimproved drinking water sources* include unprotected wells and springs, as well as surface water from rivers, dams, lakes, and streams, and water that is obtained from tanker trucks and carts. Similarly, an *improved sanitation facility* is one that hygienically separates human excreta from human contact. Examples include flush-water toilet systems which are connected to a piped sewer system or septic tank, composting toilets, and pit latrines with covering slabs. *Unimproved sanitation facilities* include open pit latrines with no covers, flush-water toilets which are not connected to sewers or septic tanks, and open areas and fields used for defecation.

Beyond Singapore, which has a high average income and very good access to government services, and other industrialized nations such as Japan, the United States, and the nations of Western Europe, access to clean water and proper sanitation is not uniformly available to a significant number of the world's 6.7 billion (as of November 2010) residents. The contrast between the industrialized economies ("the developed world") and emerging and poor economies ("the developing world) is particularly stark, as noted in **Exhibit 3**.

According to the World Health Organization (WHO), more than 2.5 billion people worldwide lack access to basic sanitation. Of these 2.5 billion, 1.1 billion, or approximately one out of



six people worldwide (over 16% of the world's population), have no sanitation facilities at all<sup>3</sup>. These individuals are forced to defecate in the open, often in fields or waterways in rural areas, but also in roadside sewers and open drains in urban locales. Additionally, World Bank figures note that over 1.2 billion people have to defecate in the open, and about 800 million people only have access to very primitive latrines. Both these groups are inevitably potential carriers of disease as they are unlikely to have piped water to wash their hands with or to drink. The biggest single cause of child deaths is diarrhea or diseases related to it. Simple hand-washing with soap and water after using the toilet would greatly reduce the transmission of diarrheal disease such as cholera as well as a number of respiratory infections<sup>4</sup>.

The case of Indonesia illustrates this problem at a fairly granular level. Indonesia's population in 2004 is estimated at around 210 million, half of whom are women. An estimated 55.6% live in rural areas. Official data reveal that the average income per capita per annum is USD 621 and that 18.40% of Indonesians live below the poverty line on less than one dollar a day. However the population's welfare can also be measured by monthly basic needs expenditure. By this measure data shows that the monthly average expenses of over 49% of the population is less than IDR 200,000 (USD 21), which is less than one dollar per day<sup>5</sup>.

In addition, Indonesia lies on a very fragile continent with a high potential for massive natural disasters such as tsunami, earthquakes, volcano eruptions and typhoons. For example the earthquake and tsunami which hit the Northern part of Sumatra at the end of 2004 killed hundreds of thousands of people and transformed hundreds of thousands more into internally displaced persons. The tsunami caused complete devastation in some areas and much funding is still needed to rebuild. Additionally, the long dry season caused by climate change has caused farmers, especially in the eastern part of the country, to lose their source of production which has led to situations of hunger.

Sanitation is generally categorized as non-existent to very poor in many areas outside of Jakarta. Approximately 100,000 Indonesian children under five die each year from preventable, poverty-related diseases, like diarrhea. About 307 women die for every 100,000 live births, deaths which are often linked to poor sanitary conditions. With responsibility for health, education and other services now at the local government level, in Indonesia the poor sanitation situation can be attributed to lack of understanding of the need for good sanitation<sup>6</sup>. Poor understanding in turn leads to unhygienic sanitation habits which do not support healthy behaviors in this area and lead to the emergence of un-clean



toilet facilities. Lack of capacity at the local government level in Indonesia's rural areas is also partly responsible for the poor sanitation situation. In turn, this leads to the inability of local officials to formulate appropriate solutions and implement them in their resource-poor environments.

In sum, a wide range of factors is responsible for the poor sanitation environment around the world and in particular in the Southeast Asia region. Rural areas in countries such as Indonesia and Cambodia have made great strides in improving access to sanitation over the past two decades, but much work remains to be done such that the poorest of the poor in emerging economies can receive access to the same basic facilities that are taken for granted in more developed areas.

## Developing an Advocacy Model

Having understood the sanitation situation regionally and across the world, Jack oriented WTO as an *advocacy organization* to increase awareness of the huge gap between industrialized and emerging economies in this area. Choosing to operate an advocacy organization was also practical: in 2001, when the organization was founded, Jack lacked funds and staff, and he found that he could do most of his advocacy work alone and at relatively low cost. The goal was to broadcast the message of WTO – clean toilets for all – by working at multiple levels of society and by targeting different “customer groups.”

The first of these groups was the general public. In Singapore, he emphasized the collective responsibility of citizens to have clean, “smart” toilet facilities in public spaces such as office buildings and shopping malls. This required appealing to Singaporeans' sense of duty towards the general welfare, towards the good of all Singaporeans. To do this Jack used his natural pull towards the spotlight to gather attention for WTO. He spoke at various community meetings, persuaded reporters at various publications to cover WTO's work, and made use of any and all photo opportunities. As noted in **Exhibit 5a**, often the visuals were shocking, or meant to surprise the relatively socially conservative mores of Singapore – Jack would get his picture taken while sitting on a toilet, or by wrapping himself in toilet paper, or staging some public event which drew attention to the topic of toilets in Singapore.

A second group that WTO targeted was workers and officials associated with the sanitation sphere. While work in this area has traditionally been seen as very low-status in Asia, Jack was able to mobilize workers by launching a drive to “professionalize” sanitation-related work. Using an innovative partnership with the main union representing toilet cleaners in

Singapore, WTO established The World Toilet College (WTC) in 2005. The union provided funds to WTO to organize a certification program for its members. WTO contracted experts working in this area from Japan to come to Singapore and offer courses to increase the skill level and professionalism of toilet trainers. The process also involved the introduction of toilets with automatic, motion-sensor technology and the latest bathroom designs to Singapore.

At the end of the training process all participants in the program received certificates. This certification was subsequently adopted, through WTO and the union's lobbying efforts, as a standard for those wishing to obtain a job as toilet trainers. Those with the WTC certification saw their salaries rise due in large measure to WTO's efforts. This "win-win" partnership helped to increase WTO's profile as an important voice in the sanitation sphere in Singapore, while at the same time allowing it to develop important contacts with government officials, union leaders and business people who were involved in the process of creating the World Toilet College and professionalizing the cadre of sanitation sector workers in Singapore.

A third group WTO targeted were high-level individuals in the public and private domains. Jack believed these individuals were capable of mobilizing the resources and media WTO needed to be a success. Jack's outgoing personality and charisma helped WTO reach many of these influential individuals. He accomplished this by starting and attending events in Singapore and around the Southeast Asia region, and he increasingly engages with audiences outside of the region as well (see **Exhibit 5b**).

In 2001, the WTO's own signature event, the World Toilet Summit, was inaugurated on November 19<sup>th</sup> at the Singapore Expo. The date was henceforth proclaimed to be "World Toilet Day." The goal of the summit was to highlight the problems of clean water and sanitation which exist worldwide to an audience of prominent individuals and concerned citizens. The resulting media exposure brought WTO much-needed legitimacy in its early existence. WTO quickly capitalized on it: the World Toilet Summit became an annual event, and many public health leaders came to know Jack's work in this way.

Media legitimacy gained with subsequent World Toilet Summits helped WTO gain prominence. This led to the participation of increasing numbers of foreign government officials and non-governmental organizations, and a call to host the summit in different cities each year, from Macau to Hong Kong to London. As his circle of contacts broadened, Jack found himself going to even more speaking platforms like the World Economic Forum, the Clinton Global Initiative, and numerous UN-sponsored events. At these venues, a ready-

made audience for clean water and sanitation initiatives, combined with the presence of print and broadcast media, helped WTO increase its base of support. And success at international events worked at the same time to increase WTO's profile in Singapore as well.

This approach fit well with WTO's overall outreach strategy. From the beginning, Jack sought to include leaders both inside and outside Singapore in WTO's efforts. The two-pronged strategy provided many benefits. WTO's success inside Singapore led to greater awareness and recognition outside it, and the outside success helped the organization access numerous city leaders. For instance, WTO's work on expanding the size of women's bathrooms in public areas has been picked up and developed in other countries. The opposite was also true, as the World Toilet Organization is now counted among the more influential global social enterprises based in Singapore based on the impact it has had in influencing the debate on toilet and sanitation-related issues.

As noted in **Exhibit 4**, WTO's numerous partnerships and collaborations also led to national and international recognition for its Founder and the organization at large. In 2004, Jack Sim was awarded the Singapore Green Plan Award by Singapore's National Environment Agency for his contribution to Environment. In 2006, he was invited to launch The German Toilet Organization in Berlin. In 2007, Jack became one of the key members to convene the Sustainable Sanitation Alliance, comprised of about 104 participating organizations active in the field of sanitation. Jack is also an Ashoka Global Fellow, Schwab Fellow of the World Economic Forum (WEF), and was named by Time Magazine as Hero of the Environment 2008. He also sits on the WEF's Global Agenda Councils for Water Security and Social Entrepreneurship.

## **Business Model Innovation for Social Impact**

As Jack moved from operating the RAS, a Singapore-focused organization looking at local issues, to a broader, pan-Asian focus, with WTO, he had to undertake numerous organizational changes. At first WTO was a charismatic-founder-centered organization, there was no doubt of that. Jack was the main driving force of all aspects of the company. More recently, however, the organization has tried to gain greater structure and a more-focused strategy. While the advocacy model of running WTO certainly has its advantages, the organization's model may have to change as it goes forward, particularly if the goal of having a truly global and lasting impact is to be realized.

In the past, Jack and at most a few other staff members had managed all the organization's activities in a relatively ad-hoc manner. In early 2010, as part of an expected re-design of WTO's organizational structure, Jack and Geraldine worked to develop five separate divisions to segregate the organization's activities. As noted in **Exhibit 6**, these divisions include: (1) Administration and Finance; (2) External Relations and Business Development; (3) Advocacy and Communications; (4) Project Management; and (5) Training.

While the exact orientation of these departments are still being defined, the idea was to move away from the exclusively advocacy-focused activities of WTO's first decade of operation and into the next phase of the organization's life. For instance, the administration and finance function will be key for the next few years if the organization is to increase its social impact. Streamlined financial reporting will aid the organization's interaction with supporters, from governments to individuals to foundations. The administrative function was strengthened with the addition of Geraldine as WTO's Chief Operating Officer in 2009. By having a senior manager focused on the internal functioning of WTO and day-to-day management activities, Jack Sim will be freed up to spend time engaging in the relationship-building and partnership development activities he has excelled at throughout the life of the organization. Stronger administrative management will also mean that the big ideas WTO has had to engage other organizations to implement may actually be implemented by WTO itself.

As noted in **Exhibit 7**, up to now all most all of WTO's revenues have come from individual donations, government support, funding tied to national and international foundations, and support from multilateral institutions. Thus, the revenue model of the organization has not had a substantial component that is earned revenue. In addition, at the moment organization has a relatively low expenses bill – in 2010, 463,020 Singapore dollars for a total of ten employees. Part of these low expenses can be explained by the fact that Jack has been able to survive from income generated from his other businesses, and also because of the surplus income the organization has built up over the years. But going forward can this be sustained?

As the organization begins to grow and change, the business development function may have to be ramped-up. For example, as part of its efforts to generate revenue from operations, WTO is starting to become heavily involved in "sanitation marketing." Through its SaniShop program, WTO, instead of donating toilets, which governments and numerous sanitation and clean water-focused NGOs do, sells toilets to the end-user, often a villager in living in the rural areas of developing countries. SaniShop is also a social franchise model: WTO works with local entrepreneurs in areas where improved sanitation can be implemented to develop

their ability to sell sanitation-related products. For instance, the organization has started to work with local entrepreneurs to sell a pre-fabricated latrine developed in collaboration with IDEO, the design and innovation firm, in Indonesia. This approach builds on the assumption that individuals with poor access to sanitation may aspire to changed behaviors and improved facilities through heightened awareness of perceived need or aspiration. People can thus be convinced to “buy into” new and better sanitation practices with the right messages and by investing some financial resources as they make the transition from older, more harmful practices.

The philosophy underlying sanitation marketing is the following: when a toilet is given without requirement payment, oftentimes commitment to its use is not simultaneously obtained. Instead of using the toilet for its intended purpose, many villages use the toilet area as a store room, or leave it unclean and ill-maintained. Behaviors are thus not changed. Indeed, some villages disregard the sanitation function of the toilet space and may use it as a living space. As noted by WTO Project Manager Andrew Koh:

*You may have a toilet but you may not believe in a toilet. If you do not believe in a toilet you do not maintain it, and you do not use it.*

By utilizing sanitation marketing, WTO tries to upend some of these often harmful traditional sanitation practices. The goal is to create mindset change among beneficiaries. Villagers paying their own money for a toilet and sanitation products are more likely to be committed to using it for its intended purpose. At the same time, the entrepreneurial capabilities of some villagers are used to support the purpose of improved access to sanitation. In this sense WTO's business development activities can be coupled with the traditional communications, advocacy, and training activities which WTO has gained great competence in through its decade of operations.

Finally, in addition to business development, as exemplified through the expansion of the SaniShop and other sanitation marketing activities, hiring in key areas such as project management will also allow WTO to expand its international operations, which figures to be an important and growing component of the organization's growth in the years to come. In particular, by managing operations in other Southeast Asian countries such as Indonesia and Cambodia, WTO will be able to have the kind of direct impact in the area of clean water and sanitation it has only been able to advocate for up to now.

What remains unclear, however, is how the re-designed organization will orient itself towards the problem of sanitation. On the one hand, the need for greater structure and

movement away from the Jack-centric advocacy model is recognized by WTO's senior managers. On the other hand, how this greater structure can be translated into greater social impact is a problem that still needs to be worked out. To this end, the organization has recently been working with consultants from the Schwab Foundation for Social Entrepreneurship in Geneva, Switzerland to determine a way forward.

What is the best way for the organization to get to the next stage of growth? The historical advocacy-based model of addressing the problem of sanitation has served WTO very well. It may, however, be time to move on.

If the advocacy model developed by Jack is inadequate to address the problems of water and sanitation in Asia at the scale World Toilet Organization now wishes to operate at, what might replace it? How should the organization follow through with the redesign of its organizational structure, policies, and hiring to develop a new kind of organization?

# Exhibit 1 The United Nations' Millennium Development Goals

(to be fulfilled by 2015)

## ***Goal 1: Eradicate extreme poverty and hunger***

- Target 1A: Halve the proportion of people living on less than \$1 a day
- Target 1B: Achieve Decent Employment for Women, Men, and Young People
- Target 1C: Halve the proportion of people who suffer from hunger

## ***Goal 2: Achieve universal primary education***

- Target 2A: By 2015, all children can complete a full course of [primary schooling](#), girls and boys

## ***Goal 3: Promote gender equality and empower women***

- Target 3A: Eliminate gender disparity in primary and secondary education preferably by 2005, and at all levels by 2015

## ***Goal 4: Reduce child mortality rate***

- Target 4A: Reduce by two-thirds, between 1990 and 2015, the under-five mortality rate

## ***Goal 5: Improve maternal health***

- Target 5A: Reduce by three quarters, between 1990 and 2015, the [maternal mortality](#) ratio
- Target 5B: Achieve, by 2015, universal access to reproductive health

## ***Goal 6: Combat HIV/AIDS, malaria, and other diseases***

- Target 6A: Have halted by 2015 and begun to reverse the spread of [HIV/AIDS](#)



- Target 6B: Achieve, by 2010, universal access to treatment for HIV/AIDS for all those who need it
- Target 6C: Have halted by 2015 and begun to reverse the incidence of [malaria](#) and other major diseases

***Goal 7: Ensure environmental sustainability***

- Target 7A: Integrate the principles of sustainable development into country policies and programs; reverse loss of environmental resources
- Target 7B: Reduce [biodiversity](#) loss, achieving, by 2010, a significant reduction in the rate of loss
- **Target 7C: Halve, by 2015, the proportion of the population without sustainable access to safe drinking water and basic [sanitation](#)**
- Target 7D: By 2020, to have achieved a significant improvement in the lives of at least 100 million slum-dwellers

***Goal 8: Develop a global partnership for development***

- Target 8A: Develop further an open, rule-based, predictable, non-discriminatory trading and financial system
- Target 8B: Address the Special Needs of the Least Developed Countries (LDC)
- Target 8C: Address the special needs of landlocked developing countries and small island developing States
- Target 8D: Deal comprehensively with the debt problems of developing countries through national and international measures in order to make debt sustainable in the long term
- Target 8E: In co-operation with pharmaceutical companies, provide access to affordable, essential drugs in developing countries
- Target 8F: In co-operation with the private sector, make available the benefits of new technologies, especially information and communications

Source: Adapted from: ***2010 Human Development Report***, United Nations Development Program, 2010.

## Exhibit 2 Improved vs. Unimproved Drinking Water and Sanitation

Improved drinking water sources	Unimproved drinking water sources
Piped water into dwelling, plot, or yard	Unprotected dug well
Public tap/standpipe	Unprotected spring
Tubewell/borehole	Small cart with tank/drum
Protected dug well	Tanker truck
Protected spring	Surface water (river, dam, lake, pond, stream, channel, irrigation channel)
Rainwater	

Improved sanitation facilities	Unimproved sanitation facilities
Flush or pour-flush to a piped water system, septic tank, or pit latrine	Flush or pour-flush to elsewhere
Ventilated improved pit latrine (VIP)	Pitlatrine without slab or open pit
Pit latrine with slab	Bucket
Composting toilet	Hanging toilet or hanging latrine
	No facilities or bush or field (open defecation)
	Public or shared facilities

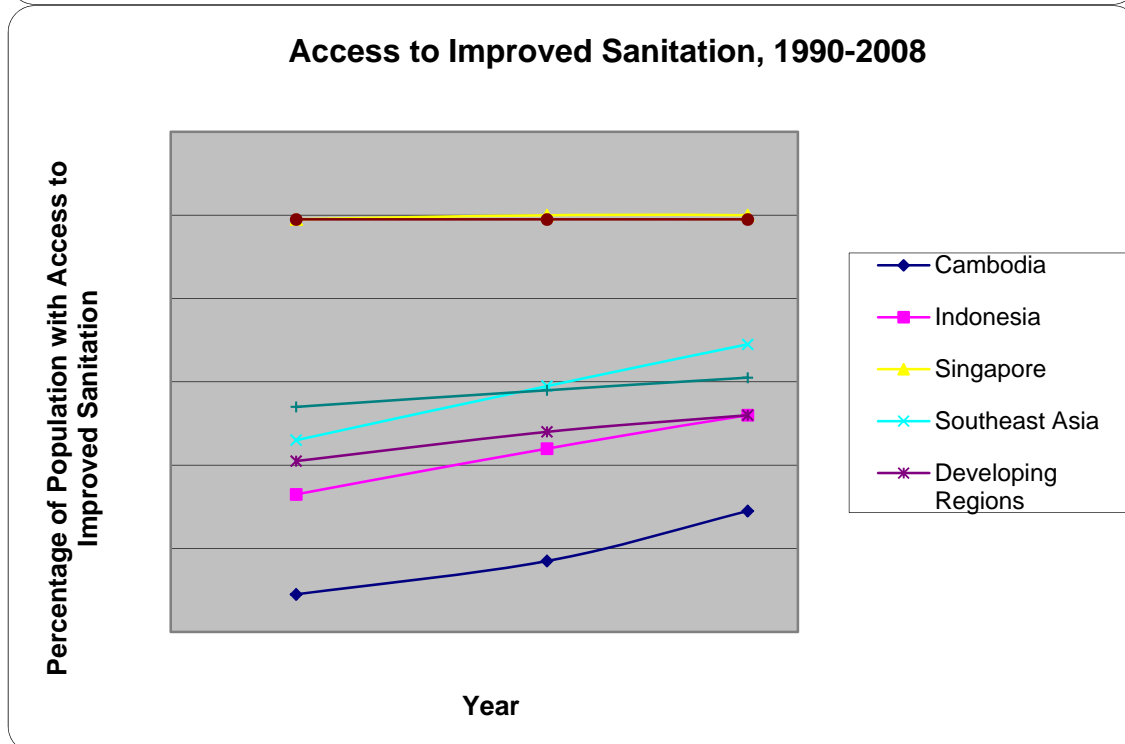
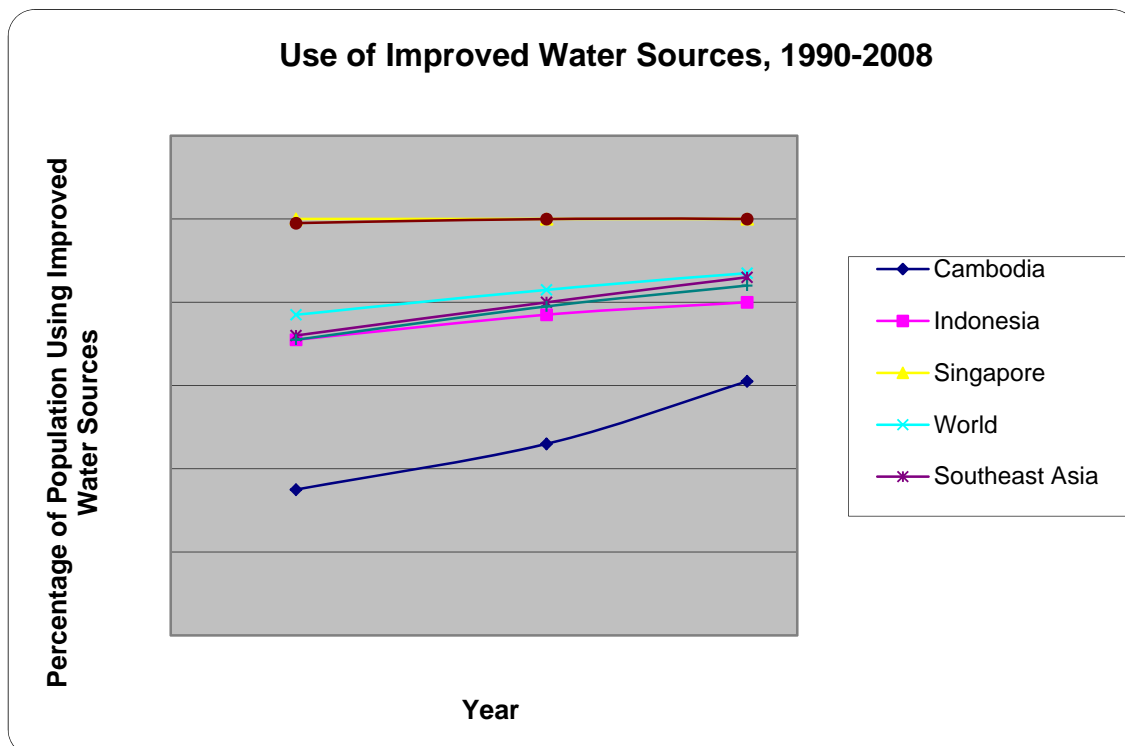
Source: Adapted from: *A Snapshot of Drinking Water and Sanitation in South-eastern Asia and the Pacific*, WHO/UNICEF Joint Monitoring Programme for Water Supply and Sanitation, 2009.

## Exhibit 3A Improved Water Sources and Access to Sanitation Worldwide

Country / Region	Year	Use of Improved Water Sources (%)	Access to Improved Sanitation Facilities (%)
Cambodia	1990	35	9
	2000	46	17
	2008	61	29
Indonesia	1990	71	33
	2000	77	44
	2008	80	52
Singapore	1990	100	99
	2000	100	100
	2008	100	100
Southeast Asia	1990	72	46
	2000	80	59
	2008	86	69
Developing Regions	1990	71	41
	2000	79	48
	2008	84	52
Developed Regions	1990	99	99
	2000	100	99
	2008	100	99
World	1990	77	54
	2000	83	58
	2008	87	61

Source: Casewriter compilation of data from: *Progress on Sanitation and Drinking-water: 2010 Update*, WHO/UNICEF Joint Monitoring Programme for Water Supply and Sanitation.

## Exhibit 3B, 3C Improved Water Sources and Access to Sanitation Worldwide



Source: Casewriter compilation of data from: ***Progress on Sanitation and Drinking-water: 2010 Update***, WHO/UNICEF Joint Monitoring Programme for Water Supply and Sanitation.

## **Exhibit 4 World Toilet Organization Milestones, 2001-2010**

2010	Tenth World Toilet Day celebrated in November
2009	World Toilet Organization launches Base of the Pyramid (BoP) sanitation market program
2008	Jack Sim named a “Hero of the Environment” by <i>Timemagazine</i>  Jack Sim named Asian of the Year by Channel News Asia  Signed MOU with Habitat for Humanity International to improve sanitation conditions of Habitat communities in the Asia Pacific region  Signed MOU with BRAC for the purpose of increasing knowledge, capacity building, and the availability of sustainable sanitation products in Bangladesh  World Toilet Organization partners with USAID Global Development Alliance to improve sanitation in Cambodia
2007	World Toilet Summit held for the first time in India (in New Delhi)  Jack Sim elected as the first Ashoka Global Fellow from Singapore
2006	World Toilet Organization is the first Singapore organization to be designated as a Schwab Social Entrepreneur  World Toilet Organization accredited by United Nation Environment Program (UNEP)  Red Cross Society of Singapore awards World Toilet Organization \$1 million to build public toilets for tsunami victims in Aceh, Indonesia
2005	National Environmental Agency of Singapore changes its Code of practice to double the capacity of women’s toilets in all new buildings  World Toilet Organization signs memorandum of cooperation (MOC) with Singapore Polytechnic to conduct World Toilet College training programs

**World Toilet College is established**

**2001 First World Toilet Day celebrated on November 19<sup>th</sup>**

**World Toilet Organization is founded by Jack Sim in November 2001**

**Source: World Toilet Organization**

## Exhibit 5a Example of WTO's Media Campaigns



Note: In this visual, WTO Founder Jack Sim is pictured sitting on a toilet wrapped in toilet paper. While shocking, the attention garnered by this kind of campaign has benefited WTO's efforts to increase awareness of important water and sanitation issues in Singapore and beyond.

Source: World Toilet Organization

## Exhibit 5b Jack Sim's Outreach Activities



Note: Jack Sim's outreach and media skills have helped the World Toilet Organization gain international recognition in a very short period of time. He rarely misses an opportunity to spread WTO's message. In this picture, Jack is delivering an open

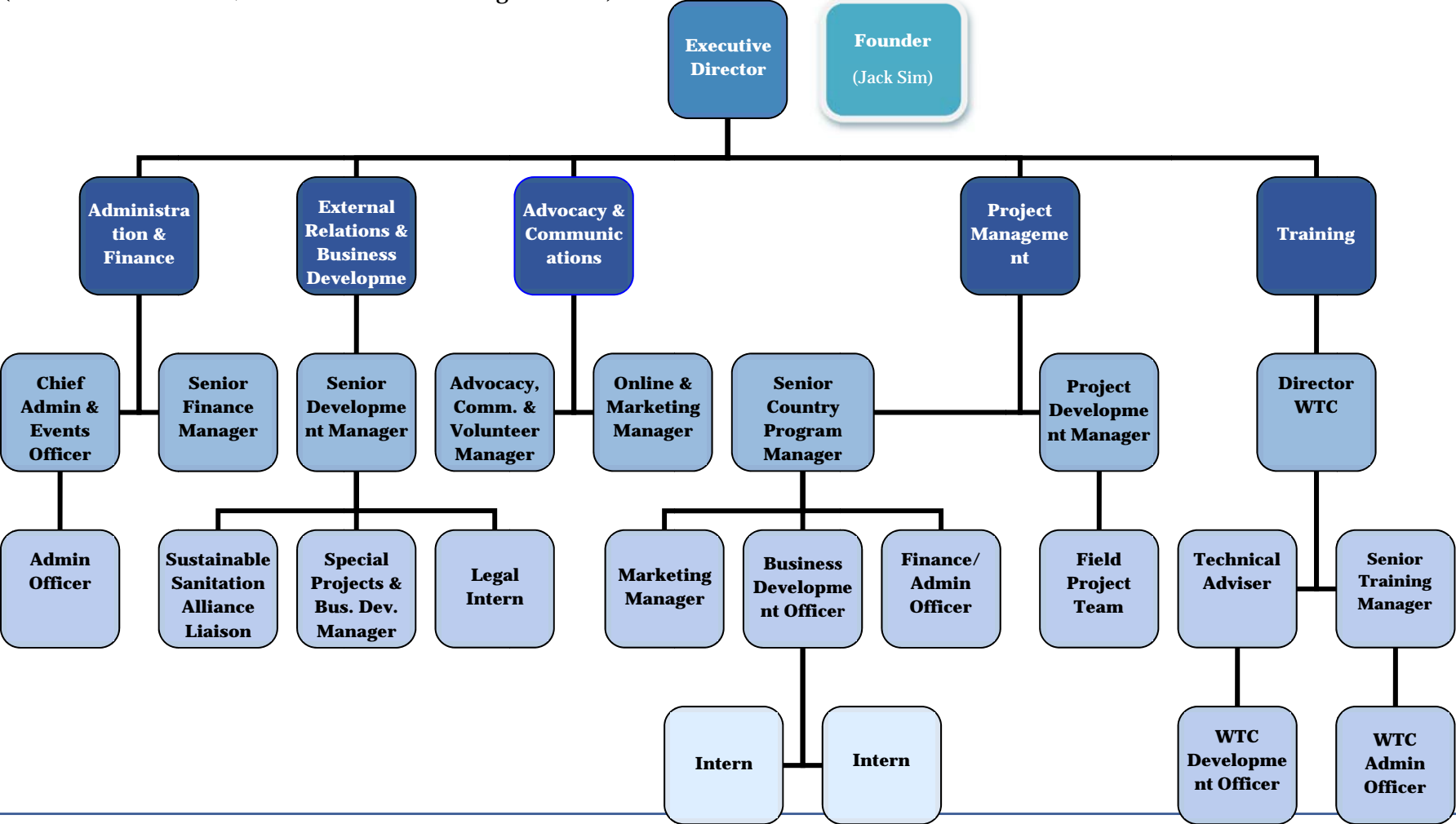


lecture to students and faculty at the Clinton School of Public Service in Little Rock, Arkansas (USA).

Source: Clinton School of Public Service, University of Arkansas

# Exhibit 6 WTO, Singapore Organizational Chart

(as of November 2010, source: World Toilet Organization)



## Exhibit 7      WTO, Singapore Financial Statements

### 7A: Income and Expenses Statement

<b>Income and Expenses Statement</b> (monetary figures calculated in Singapore Dollars)						
FY	2005	2006	2007	2008	2009	2010
Revenue	190183	265619	178698	985243	622836	799032
Cost of Sales (Sing \$)	69770	131746	58655	837901	172259	169837
Gross Profit	120413	133873	120043	147342	450577	629195
Expenses	26833	112647	153954	207800	248306	463020
<b>Surplus/Deficit after taxes</b>	<b>93580</b>	<b>22215</b>	<b>-33911</b>	<b>-60458</b>	<b>202271</b>	<b>166175</b>

**7B: Sources of Incomes**

<b>Sources of Income</b>	<b>(monetary figures calculated in Singapore Dollars)</b>					
	<b>FY</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Donations received		247034	128585	133762	224924	553816
In-kind donations: third parties		—	18000	1997	3453	412
In-kind donations: from a director		—	10750	—	—	200
Income from projects		18585	—	—	120379	8083
Profit from World Toilet Expo and Forum		—	10505	—	202833	35006
Youth expedition		—	8342	—	—	—
Net income from TWAP project		—	—	7006	—	—
Pro-bono services		—	—	1050	—	—
Restricted funds - better place/FIF/Global giving		—	—	18298	—	—
Resticted income		—	—	823061	—	—
Other income		—	2516	69	71247	201515
<b>Total income</b>		<b>265619</b>	<b>178698</b>	<b>985243</b>	<b>622836</b>	<b>799032</b>

Source: World Toilet Organization

## ENDNOTES

<sup>1</sup>The World Bank Group. *The State of the World's Communities*. Washington, DC, 2009.

<sup>2</sup>DK Nanto 1998. *Congressional Research Service Report on The 1997-98 Asian Financial Crisis*. Washington, DC.

<sup>3</sup>WHO/UNICEF Joint Monitoring Programme for Water Supply and Sanitation. *Progress on Sanitation and Drinking-water: 2010 Update*. Geneva, 2010.

<sup>4</sup>The World Bank Group. *The State of the World's Communities*. Washington, DC, 2009.

<sup>5</sup>The World Bank Group. *The State of the World's Communities*. Washington, DC, 2009.

<sup>6</sup>WHO/UNICEF Joint Monitoring Programme for Water Supply and Sanitation. *Progress on Sanitation and Drinking-water: 2010 Update*. Geneva, 2010.

<sup>7</sup>Personal interview with the Casewriters, April 2010.

## QUESTIONS

1. Think about the differences between being a commercial entrepreneur and a social entrepreneur. How do you think Jack's experience as a social entrepreneur has been affected by his background as a small-scale serial entrepreneur running his own businesses?
2. What did the starting business model of WTO look like? What might it look like in the future? What business model would you propose that WTO adopt?
3. How might the leadership of the "next version" of WTO be organized? How can this particular social enterprise move away from being so founder-centric?