

QuickTime™ and a
decompressor
are needed to see this picture.

How Will Journalism Survive the Internet Age?

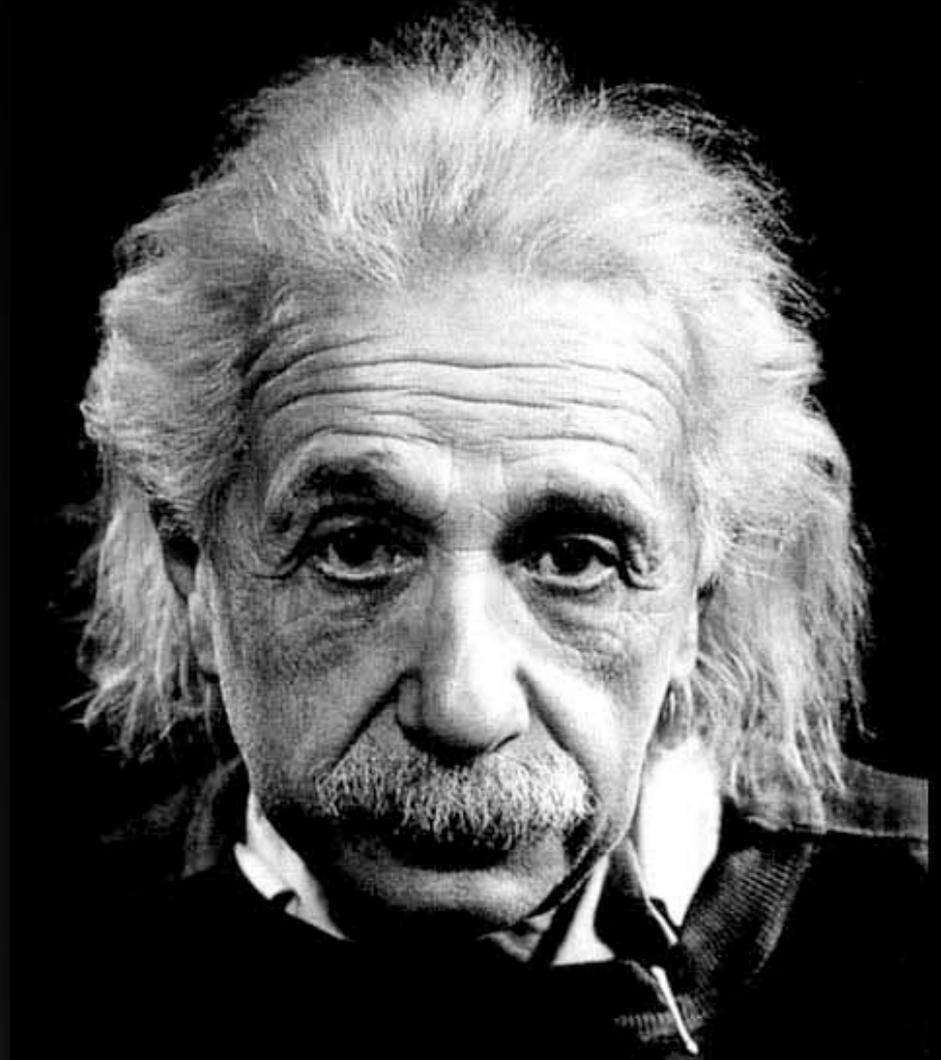
March 9, 2010

Fourth Sector Solutions for the Fourth Estate

Heerad Sabeti, Fourth Sector Network

“We can't solve problems by using the same kind of thinking we used when we created them.”

Albert Einstein



**Systemic Problems
Require
Systemic Solutions**

BUILDING BLOCKS OF THE ECONOMY

INDIVIDUALS

Decisions and actions lead to systemic consequences



ORGANIZATIONS

Both enable and constrain INDIVIDUAL behavior



SUPPORT ECOSYSTEM

Both enables and constrains ORGANIZATIONAL behavior



THE BLURRING SECTORAL BOUNDARIES

Categorize Organizations By **PURPOSE**



- Corporate Social Responsibility
- Cause-Related Marketing
- Cause-Related Purchasing
- Ethics
- Carbon Offsets
- Corporate Philanthropy
- Environmental Management
- Green Business
- Community Relations

- Renewable Energy
- Socially Responsible Investing
- Triple Bottom Line
- Stakeholder Accountability
- Social Auditing
- Employee Ownership
- Volunteerism
- Sustainability Reporting
- Transparency

THE BLURRING SECTORAL BOUNDARIES

Categorize Organizations By INCOME

Earned
(market
exchange of
value)

FOR-PROFITS

Contributed
(charity,
grants, tax,
subsidies)

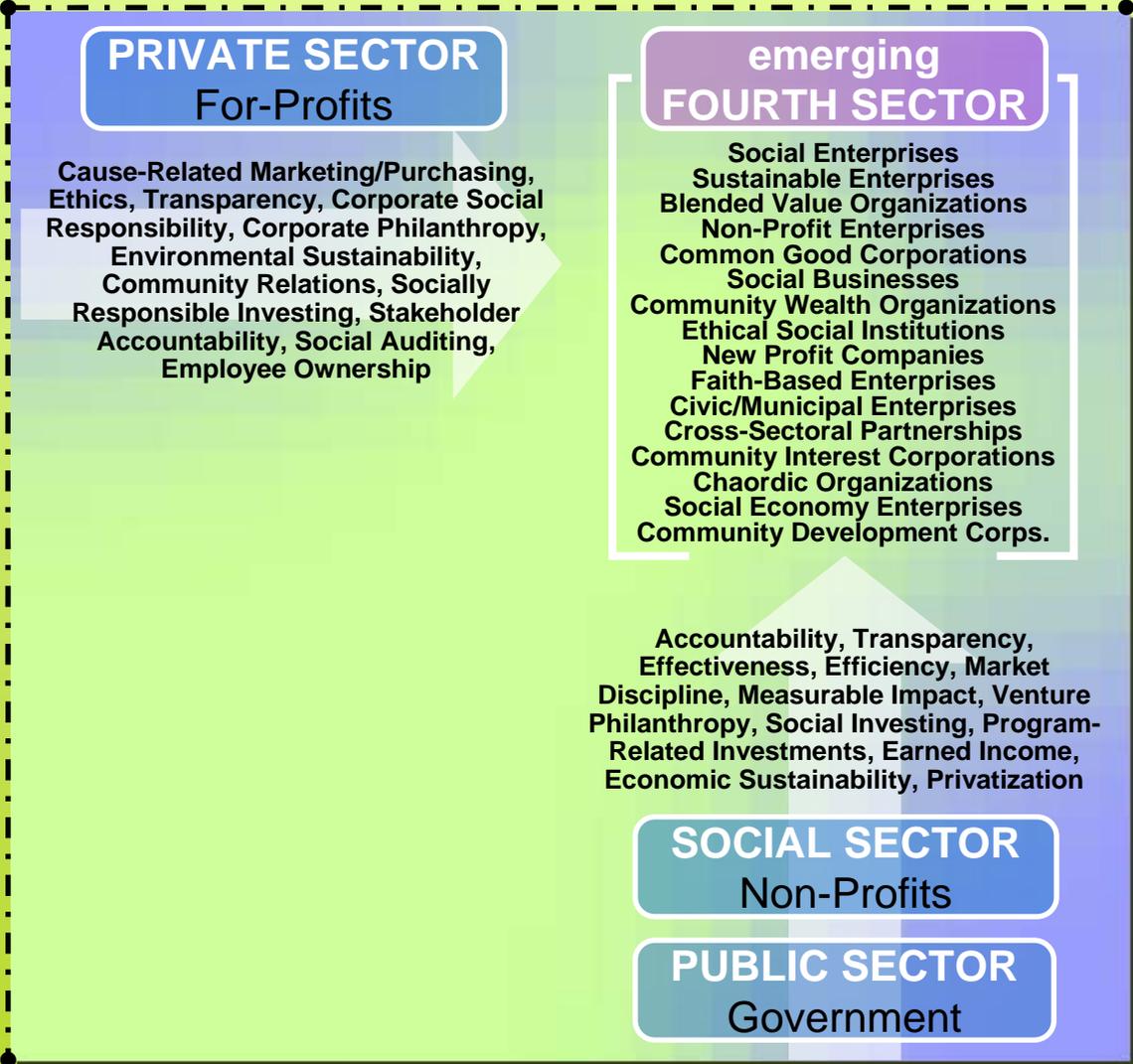
**NON-PROFITS
GOVERNMENT**

- Effectiveness
- Efficiency
- Market Discipline
- Accountability
- Measurable Impact
- Venture Philanthropy
- Social Investing
- Program Related Investments

- Mission Related Investing
- Earned Income Ventures
- Economic Sustainability
- Privatization
- Reinventing Government
- New Public Management
- Microfinance
- Social Return on Investment

AN EMERGING FOURTH SECTOR

ORGANIZATIONS CATEGORIZED BY



FORMALIZING THE FOURTH SECTOR

ORGANIZATIONS CATEGORIZED BY

P U R P O S E

← MAXIMIZE FINANCIAL BENEFIT TO OWNERS

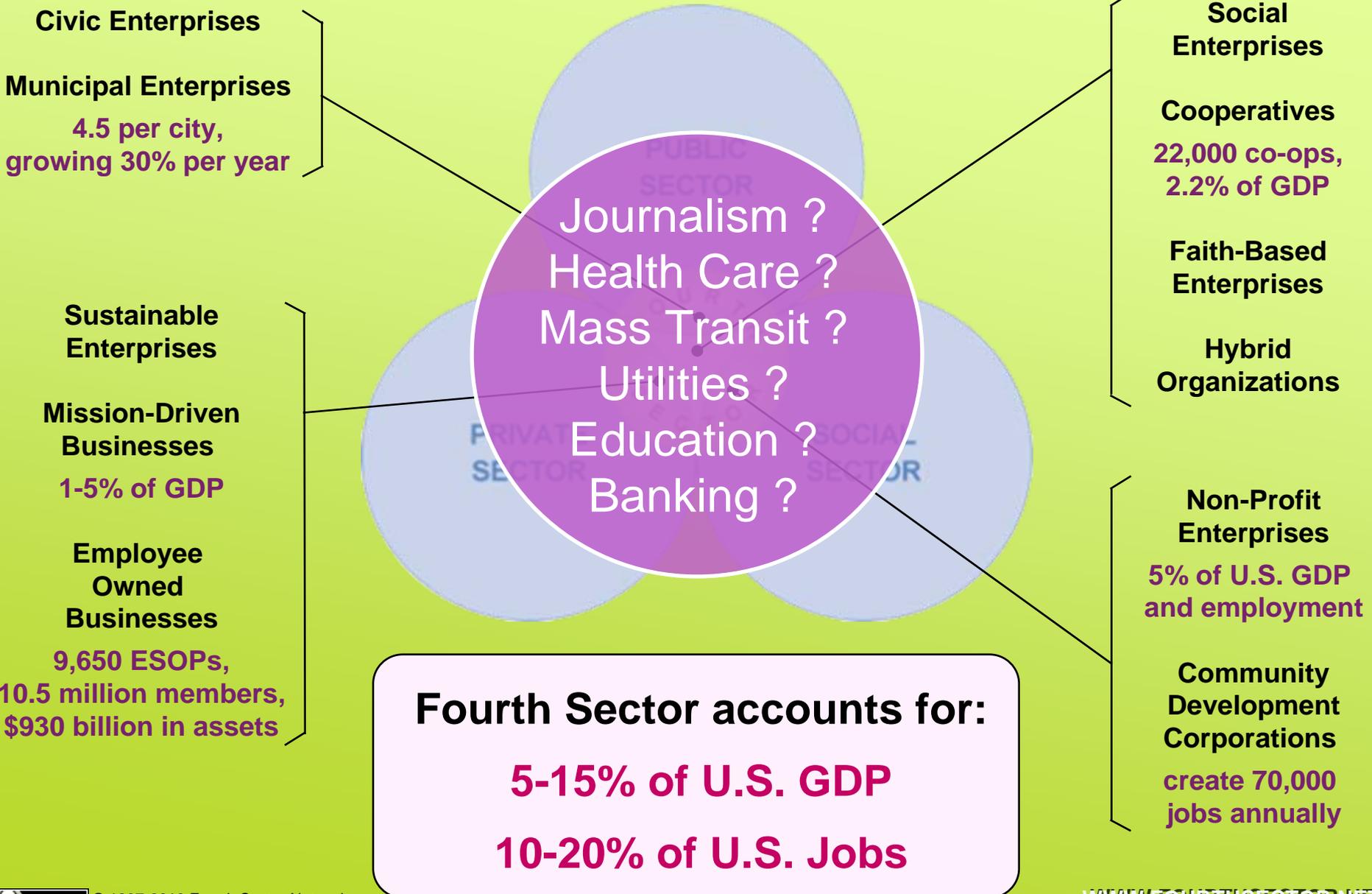
→ MAXIMIZE SOCIAL BENEFIT

ORGANIZATIONS CATEGORIZED BY
 EARNED
 I N C O M E
 CONTRIBUTED



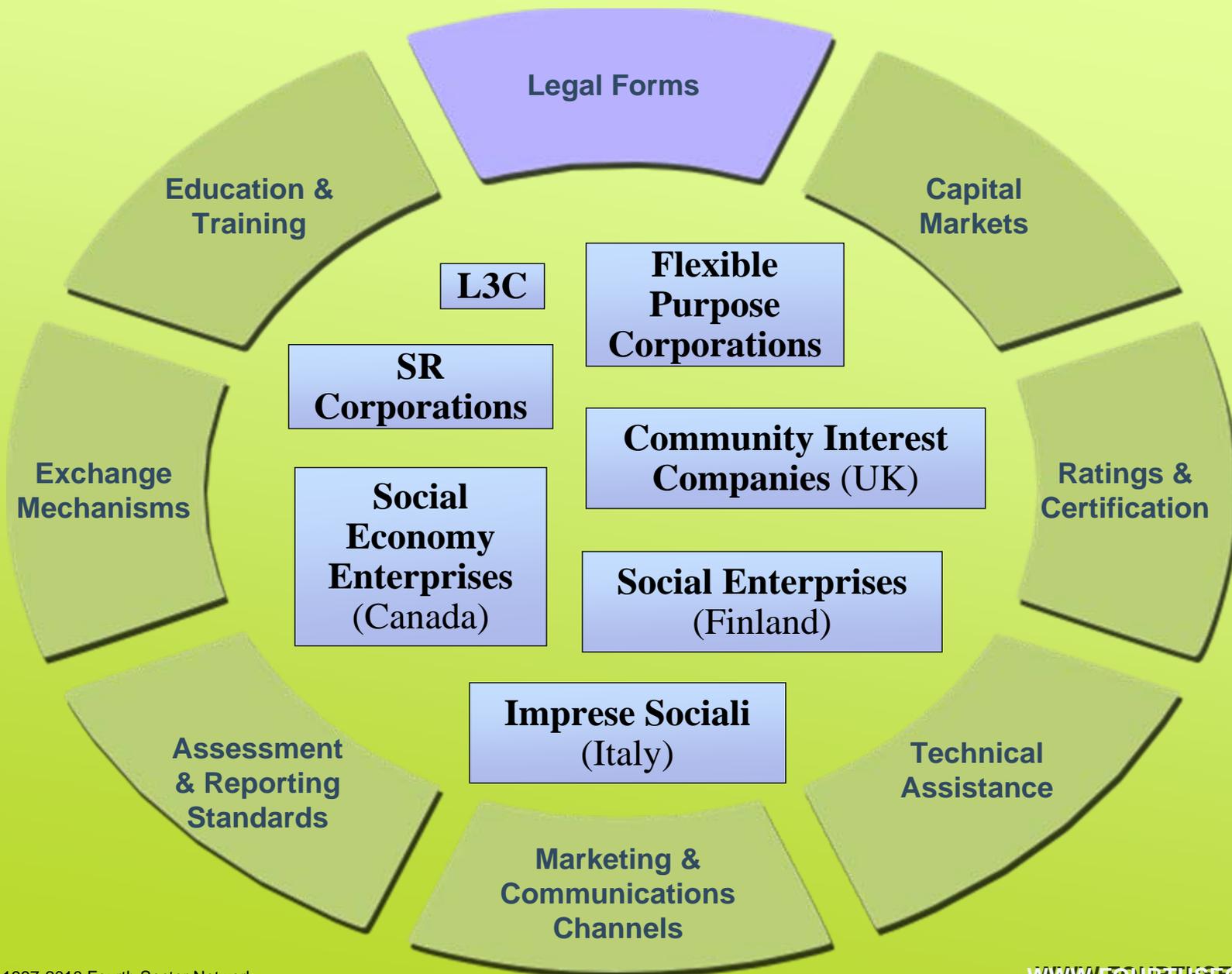
Size and Scope of the Fourth Sector

Size and Scope of the Fourth Sector in the U.S.



An Emerging Support Ecosystem

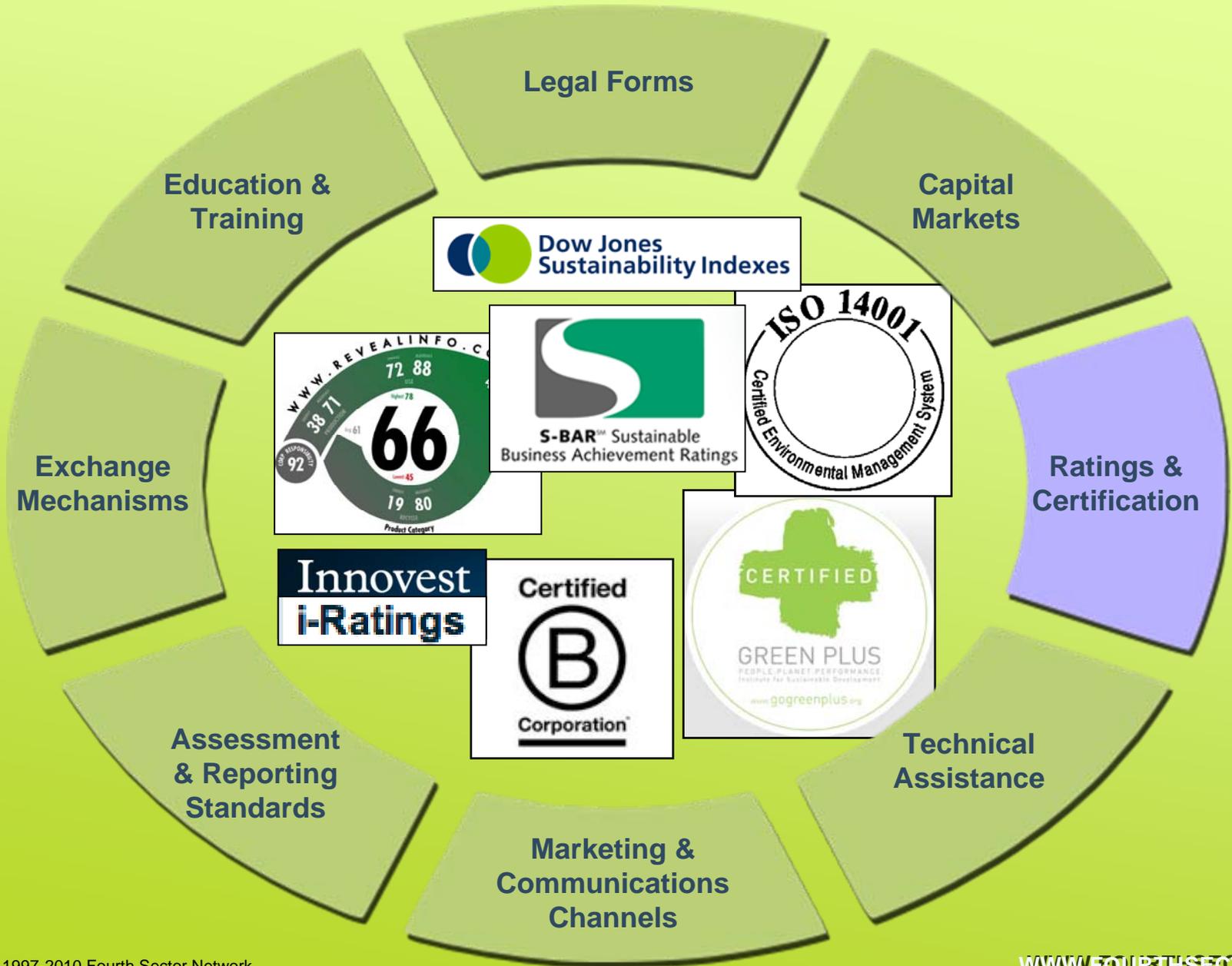
EMERGING FOURTH SECTOR SUPPORT ECOSYSTEM



EMERGING FOURTH SECTOR SUPPORT ECOSYSTEM



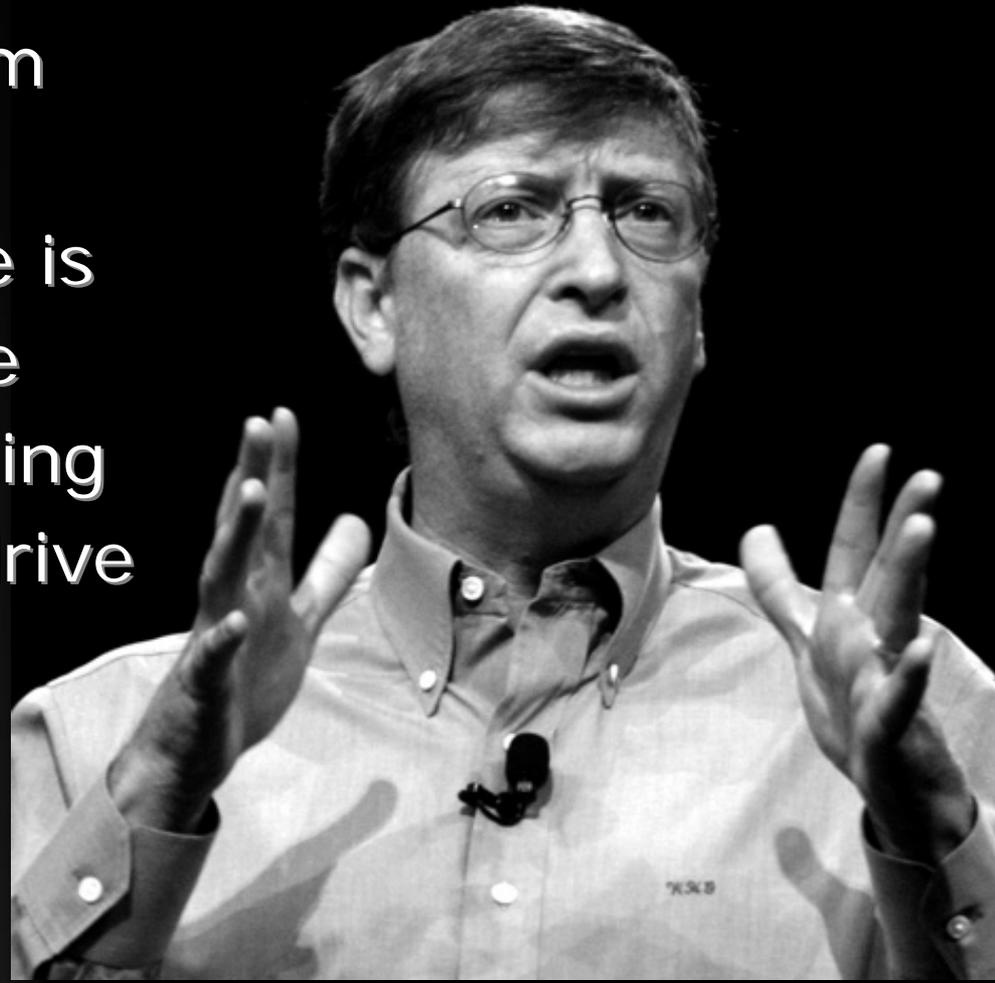
EMERGING FOURTH SECTOR SUPPORT ECOSYSTEM



Perspectives

“We need a creative capitalism where business and non-governmental organizations work together to create a market system that eases the world’s inequities...The challenge is to design a system where market incentives, including profits and recognition, drive the change.”

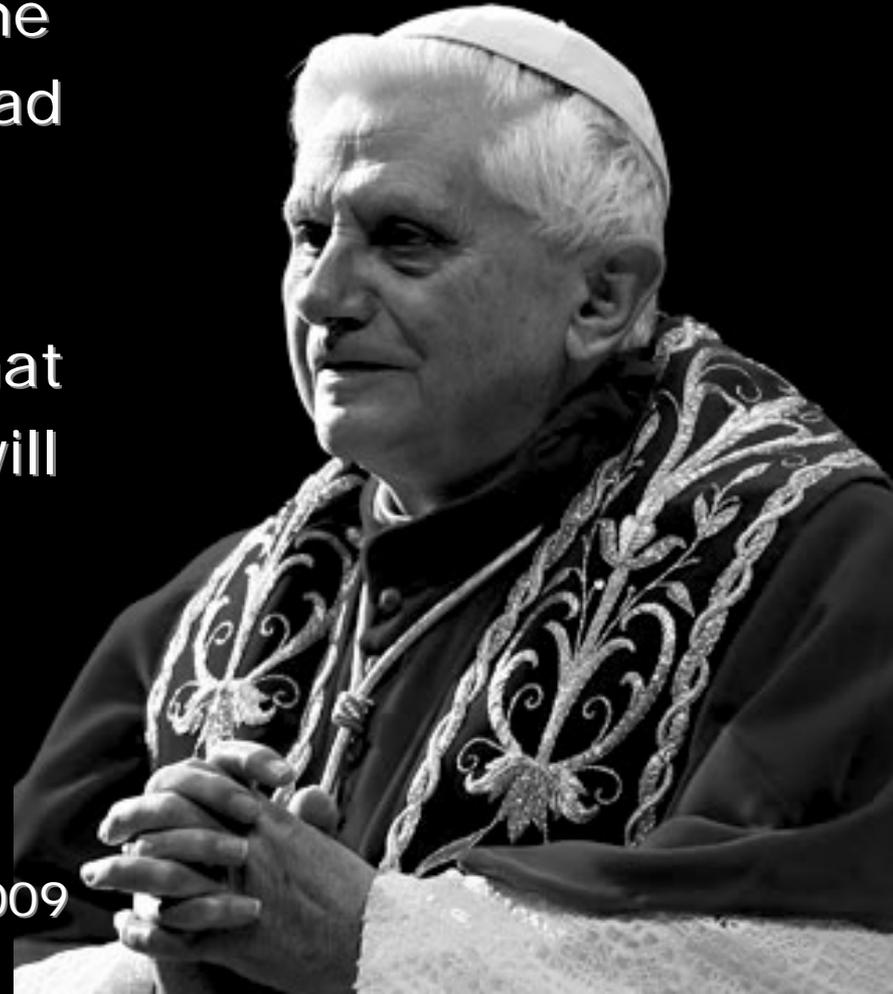
Bill Gates



“...the traditionally valid distinction between profit-based companies and non-profit organizations can no longer do full justice to reality, or offer practical direction for the future. In recent decades a broad intermediate area has emerged between the two types of enterprise... It is to be hoped that these new kinds of enterprise will succeed in finding a suitable juridical and fiscal structure in every country.”

Pope Benedict XVI

Encyclical Letter, Caritas In Veritate, 2009



Thank You.