

SOCIAL
ENTREPRENEURSHIP
AND THE
WORLD WATER CRISIS

AN INTERVIEW
WITH TUFTS GRADUATE
AND FOUNDER
OF ETHOS WATER,
JONATHAN GREENBLATT

Jonathan Greenblatt graduated from Tufts University with honors in 1992. After Tufts, he spent more than five years developing international economic policy in the Clinton Administration, where he served in the White House and the U.S. Department of Commerce. In 2002, Greenblatt co-founded Ethos Water with his business partner, Peter Thum, to help children around the world gain access to clean water. Launched in the U.S., half the profits of Ethos bottled water directly support humanitarian water programs in developing countries. Ethos was sold to Starbucks Coffee Company in 2005. Greenblatt managed the bottled water business as vice president of global consumer products for the company and, as a board member of the Starbucks Foundation, helped develop the principles to guide water-related investments around the world. Today, Ethos is sold in more than 6,000 Starbucks locations, and it has achieved record performance for the company in bottled water sales. Through a strategic partnership with PepsiCo, Ethos will expand its distribution to an additional 100,000 more retail outlets across North America in 2008. Ethos will invest more than \$10 million through 2010 to bring clean water to children and communities in need around the world. It is already doing so in Africa, Asia, and Latin America. In August 2007, *Discourse's* Padden Murphy sat down with Jonathan Greenblatt to talk about Ethos, the world water crisis, and social entrepreneurship.

WATER

Padden Murphy

Thank you for taking time to talk with us today. The accessibility of alumni is vital to a university, so we are grateful that you made a point to meet with us.

Jonathan Greenblatt

Thank you, Padden. One thing I should note up front, in case I don't have the chance to say it during this interview, is that Ethos really owes a big debt of gratitude to Tufts. When Ethos first started, there were only two people — Peter and me — and it was a struggle to raise money. We were first-time entrepreneurs, and we were just selling water that wasn't scientifically re-engineered or some exotic sort of thing. It was just plain water. We were competing for shelf space with big multinational corporations like Coke, Pepsi, and Nestle. And our ambition was to help children get water — which we aspired to accomplish by donating 50 percent of our eventual profits. That was the model.

As you might imagine, prospective investors thought this was a fairly preposterous idea. *We pitched to everyone imaginable*: venture capitalists, institutional investors, commercial lending sources, angel investors, corporations, and foundations. All of them sort of said, "Good luck with your project." They all thought it was a fool's errand.

Padden Murphy

So how did the business take off? Was Tufts involved?

Jonathan Greenblatt

Tufts was core to our initial lift-off. Among all the people we engaged, two of my friends took a chance and invested a bit of money to supplement our quickly depleting savings accounts. One of those two angel investors was Steven Koltai, a Tufts alumnus who also serves on the Board of Trustees of the University. Steven is an incredibly active alum and his support of Ethos was a key component of our early success.

Even as we started to attain scale, most investors didn't get it, but consumers did. So, Peter and I started making the product by ourselves. We made our own little supply chain with Scotch tape and Dixie cups, so to speak. We would go to cafes, coffee shops, natural food stores, and trade shows. We would show consumers and retailers our bottle and explain what we were doing. Many times, you could just see

the light bulb flicker on as someone would say, "Hey, wait a sec, when I drink this water, you mean somebody gets clean water? I get it. Why would I drink anything else?" And they would make that link. The cause was relevant to the product. They believed.

Padden Murphy

So it was a cause marketing play.

Jonathan Greenblatt

No, I think there is an important distinction to make here. "Cause marketing" is not new. We see a lot of short-term promotional tactics, when a company will tie a completely unrelated product to a cause *de jour*, but connecting consumers to those in need and embedding the mission in the DNA of the brand — this was a totally new concept in the category.

Getting back to Tufts, Ethos initially happened in part because of Steven's seed capital. A second Tufts connection that was critical to our success took place after we started to ramp up our operations. We were present at the annual TED Conference in March 2004, where I first met Pam and Pierre Omidyar. I was manning a table at the event, and they just came up and we started to talk, not about Ethos but about ourselves and our experiences at Tufts. If I remember correctly, Pam lived in Miller, Pierre and I both lived in Carmichael. We literally started with that sort of rudimentary discussion, which broke the ice before we ever started to talk about Ethos. Eventually the Omidyar Network invested in the business and helped us in many ways beyond the money. It was a great relationship that benefited our business enormously.

Pam and Pierre clearly are committed to the notion of strengthening civic engagement and empowering people. I think that they have demonstrated this passion through numerous Tufts-related activities, such as starting the Tisch School or launching the micro-finance fund. I think their support of Ethos seems aligned with these investments.

Padden Murphy

Did you grow up in an environment that was *globally* focused?

Jonathan Greenblatt

I came to Tufts after spending my entire life in a little town in Connecticut, but Tufts opened my eyes to the promise of

The countries where Starbucks sources its coffee and tea, what the company refers to as its "countries of origin," such as Ethiopia, Indonesia or Colombia,

all these countries and others lie along the Equator and suffer from chronic water scarcity. And the process of getting coffee beans — growing them, cleaning them, roasting them, and then creating the handmade beverages that you purchase at the store — it takes massive amounts of water to conduct this process.

engagement and participation. Exposure to programs like EPIIC or my junior year abroad challenged me to think beyond New England, beyond boundaries and beyond borders. I guess you could say that gave me a more global view.

While I was a senior at Tufts, I became engaged in politics during the presidential cycle of '92. Tufts really served as an intellectually stimulating environment that left a long imprint on me, something that continues to stay with me. It started in 1988 and has stayed with me beyond 1992, for the rest of my life.

Padden Murphy

And that's when, in '92, you went to Little Rock?

Jonathan Greenblatt

I had the good fortune to see and to learn about the candidates when they were coming through Boston on their way to New Hampshire, when the New Hampshire primary really mattered. I am not sure whether it is as important today with the new lineup of primaries. But anyway, I saw the candidates in person or on television, read interview transcripts in the *Globe* — [Bob] Kerrey, Harkin, Tsongas and Clinton — and

you know, I just really liked Clinton. His messages deeply resonated with me.... I liked what Clinton said about Bosnia, about health care. I particularly liked what he said about national service because I was working at Hotung Café and washing dishes in Carmichael to make money to pay for school. So I was taken with this concept of national service after graduation to pay down your loans. I started to volunteer for the campaign. Had I not been at Tufts, had I never been involved, I might have never known it was possible. The campus allowed me that opportunity.

Padden Murphy

Are you still engaged with Tufts?

Jonathan Greenblatt

Yes, I spoke at the first annual CSR [Corporate Social Responsibility] conference that was held on campus in the spring. That was a great event. Pamela Goldberg and the Gordon Institute are doing great things.

Padden Murphy

So, from an outsider's perspective, at least on the surface it appears Ethos is successful in its mission right now. Correct

me if I'm wrong, but there are projects in Bangladesh, the Democratic Republic of Congo, Ethiopia, Honduras, India, Indonesia, and the goal was ten million by 2010, and...

Jonathan Greenblatt

That was the minimum.

Padden Murphy

And you just broke through to Starbucks in all of North America and signed with Pepsi?

Jonathan Greenblatt

That's correct. We actually negotiated a distribution deal with Pepsi in the summer of 2006, right before I left the company. It will be implemented during the first quarter of 2008. So basically stepping back, when we were approached by Starbucks in 2005, we proposed that they sell our water in their stores. From a business perspective, it clearly made a lot of sense for us. They could provide massive reach in all the right locations; they serve our target customers; as with

all their products—unlike a grocery store—there is no direct competition in the store. For all these reasons, it seemed like an ideal location to build our brand. Secondly, we were excited about the prospect of serving one customer versus a fragmented market of many customers. As you could imagine, this is much easier, much more efficient. I also should note that, while Starbucks are positioned as premium outlets, they didn't carry a high-end water.

We said to them, "It makes sense for us, but it also makes a lot of sense for you. First, 98 percent of a cup of coffee is water. Water matters across your value chain. The countries where Starbucks sources its coffee and tea, what the company refers to as its 'countries of origin,' such as Ethiopia, Indonesia or Colombia, all these countries and others lie along the Equator and suffer from chronic water scarcity. And the process of getting coffee beans — growing them, cleaning them, roasting them, and then creating the handmade beverages that you purchase at the store — it takes massive amounts of water. Lastly, the company sees its future in emerging markets such as China, India, Brazil — countries where water is an essential issue every day. Finally, no corporation seemed to own the issue." At that time, there were companies staking claims on issues like the environment, cancer, education, and lots of causes, yet no one owned water. We explained that water could provide Starbucks with an opportunity to undertake thought leadership and meaningful action on a global scale. So we said it matters, it's a core product, it matters to your value chain, and nobody else can do it. After some consideration, they responded positively to our arguments. They specifically reflected that they liked the brand, the issue, and the two of us — but that we needed additional resources to support their needs as a customer.

Padden Murphy

At that point you were still just a start-up, right?

Jonathan Greenblatt

Yes, we were a small company. We were selling less than 1,000 bottles a day across all our accounts, but the day that we launched in Starbucks stores across the U.S., we sold over 55,000 bottles. So, their perspective that a small west coast-based brand needed capital and resources to serve them was quite logical. At that point, they suggested the prospect of

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buying our business whereby they would be in a position to help grow Ethos as a brand and increase our ability to help children get clean water.

Padden Murphy

Were you expecting an offer?

Jonathan Greenblatt

Its timing was a surprise to us. When you start a business that aspires to donate 50 percent of the profits, you do not anticipate that a F500 company driven by EPS [Earnings Per Share] and focused on shareholders would consider an acquisition. Milton Friedman stated clearly that the goal of a company is to maximize profits and to distribute such profits to shareholders, not to give away half of these funds as corporate donations.

Padden Murphy

So how did you do it?

Jonathan Greenblatt

I think we had some useful leverage. We only were interested in this outcome if Starbucks would agree to scale the social cause, because that ultimately was the core of the brand. So we thought about how to realize this ambition. We aspired to donate 50 percent of our profits. Although we already were making donations, almost like marketing expenses, we had not yet achieved profitability. Nonetheless, we estimated that our high cost structure would mean that these eventual profits would be about two and a quarter, maybe two and a half cents per unit. So we suggested that Starbucks invest at least five cents for every bottle it would sell. They agreed to this term. It meant that Ethos instantly would more than double our impact per sale, and every bottle truly would make a difference. This also was nice because by establishing a clear amount per unit, we could avoid the vagaries of corporate profits and communicate a clear and decisive message to consumers that would never change. Regardless of size, material, or point of distribution, Starbucks always would contribute at least nickel per bottle for the lifetime of the brand. Starbucks also agreed to invest at least \$10 million in humanitarian water programs through 2010. This helped to shore up the per unit contribution with a large-scale investment that signified their commitment to the cause. It was very positive.

Padden Murphy

The \$10 million figure was leaps and bounds over what Ethos had done at that point.

Jonathan Greenblatt

Yes, it was a major step change for our company and our mission. At the time of the sale, we had committed about \$100,000 to various non-governmental organizations working to provide clean water sanitation services and hygiene education to communities in need. We were collaborating with first-rate groups operating in water-stressed countries with dire need, such as: UNICEF in Kenya, CARE in the Democratic Republic of Congo, Water Aid in Bangladesh and Ethiopia, and Water Parkers International in Honduras and India. Ten million was more than 100 times our current impact. We felt good about the fact that, on a per unit basis, we had more than doubled our impact and on a total contribution basis we scaled up tremendously. But ultimately, the real opportunity presented by Starbucks was not the money. The mission of the brand always has been to help children get clean water and to raise awareness about the world water crisis here at home. Because ultimately, we hoped to build consciousness and create a social movement of consumers that would want to make a difference on this issue.

Padden Murphy

It seems to me that starting a social movement is a much more ambitious objective than starting a bottled water company.

Jonathan Greenblatt

It was just an idea for a long time, but Starbucks gave us the sense that it might be possible. However, to achieve this goal, we needed to educate people, since awareness levels about the global water crisis are quite low among Americans. This was not a new idea. Looking back on the history of social movements in this country — the civil rights movement, anti-apartheid movement, the whole anti-sweatshop movement that has unfolded over the past decade — these phenomena start with grassroots awareness. Thus, we were excited at the prospect of converting more than 5,000 Starbucks retail stores into 5,000 classrooms and reaching 35 million people each week walking into those stores. We felt we could not pass up the opportunity to motivate even a sliver of this consumer base to understand the issue and to take action. Imagine the impact if we could inspire a fraction of a percent

I mean I'm certainly not a Luddite, but I'm also not some techno fiend who thinks that through technology we can solve every single problem. Technology can't reinvent the air and it can't reinvent the water. So we had better deal with these issues now, because the consequences of getting it wrong are incomprehensible.

of these people not only to purchase Ethos but to take notice of the message on the bottle, pick up a pamphlet, visit the website, sign an online petition, tell a friend, make a donation, volunteer their time, perhaps even to start their own social venture.... If we could convert just .01% of the total weekly consumer base into activists. Imagine the potential impact of 3,500 engaged, inspired, committed activists who want to make a difference on this issue. That is how you change the world. Imagine if, out of 3,500 people who actually read the thing, just one percent of them say, "I'm going to really do something." Imagine if we were able to create 35 new social entrepreneurs every week. Think about the impact that Ethos might yield over time.

Padden Murphy

William Easterly recently wrote an op-ed in the *Los Angeles Times* criticizing, among other things, the RED Campaign [<http://www.redcampaign.org/>] and the Bono-edited *Vanity Fair* issue dedicated to its cause. He said, "Perhaps Bono [is] grouchy because his celebrity-laden 'RED' campaign to promote Western brands to finance begging bowls for Africa has spent \$100 million on marketing and generated sales of only \$18 million." ["What Bono doesn't say about Africa," *Los Angeles Times*, 6 July 2007] So, what do you say to that? So, Ethos and RED may be catalysts for mobilizing the masses, but in the end is the aid effective?

Jonathan Greenblatt

First of all, Bill Easterly is a brilliant scholar. His most recent book, *The White Man's Burden*, is quite impressive and rep-

resents an important contribution of scholarship to the field of development economics. He's correct to point out that the model of centralized, top-down government-led aid is flawed and insufficient as a means to address the economic and social inequities plaguing much of planet. That is not to say that aid isn't important — it is. And it always will matter, as some segments of the population always will need assistance to improve their standing.

On the other hand, it is not correct to state that the viable alternative is top-down, centralized big-business-led trade as a means to break the cycle of global poverty. I don't believe that either. During my time in the Clinton Administration, I worked on trade agreements and arrangements including NAFTA, GATT, APEC and others. Based on the data, I have come to believe that the dogma about focusing on reducing tariff/non-tariff barriers to unleash increased investment flows that will alleviate global poverty also is flawed and insufficient.

Padden Murphy

You don't think that there is value to free trade?

Jonathan Greenblatt

No, free trade is very important. We certainly need to break down artificial economic barriers — globalization ultimately is a good thing. However, there has been a lot written by experts and scholars about the damage that unfettered trade creates for indigenous local industries who might not be prepared for the chemotherapy of creative destruction that foreign competition can impose. We didn't grow the U.S.

economy in this manner. I actually think that the greatest hope lies with social entrepreneurship. It's not aid or trade, but locally developed, *home-aid* approaches to micro enterprise and market-driven models. We should not underestimate the extraordinary talent and entrepreneurial ambitions of people who want to improve their lives. Grameen Bank [<http://www.grameen-info.org/>] and ACCION International [<http://www.accion.org/>] are great examples of the incredible potential of local entrepreneurs. With the right mix of aid and trade, homemade is the best shot. By the way, that's how China did it. That's how all the East Asian tigers have done it.

With respect to the RED campaign, I am not sure that those numbers are correct. I heard about that report that quoted those numbers, but I cannot verify its accuracy. Personally, I wish that the RED campaign had done more to educate their consumers about the issues. I think people want to understand the situation and the relationship between infectious diseases like malaria and TB and AIDS and development. However, if RED can engage 10 year-olds and get them thinking about global issues...that is a good outcome. So I wish RED had integrated education into their initial marketing, but there is still ample time to do so. Then again, it's easy to criticize, but RED deserves praise. The effort enlisted enormous multinationals like Apple, Nike, Motorola, Gap, and Amex to build new product lines that emerged as profit centers with their marketing tied squarely to issues of global poverty. It's an impressive feat to take this issue out of the CSR Department and to place it in the domain of Sales & Marketing so that the initiative is seen as an above-

the-line profit center rather than a below-the-line expenses — that is a breakthrough.

Padden Murphy

So does social entrepreneurship work for the entrepreneur? It's obviously working for Ethos. But in other markets, when it's not a product just to serve a PR campaign, but a brand infused with cause...Can that work in other markets?

Jonathan Greenblatt

I would describe what we are seeing as CSR 3.0, the evolution of "Corporate Social Responsibility." Part of this third wave of responsible corporate behavior is the emergence of ethical brands, new products and services that generate social good and financial return, not as the result of a cause-marketing scheme but due to their brand architecture and core value proposition. The businesses that get it right will reap extraordinary benefits from customers and broader constituents. Those firms that fail to adopt these practices stand to lose.

Padden Murphy

Is this the Innovator's Dilemma?

Jonathan Greenblatt

Yes, it is similar to Christensen's hypothesis that was developed around technology-related competition markets. His theorem was developed around the behaviors of one-time market leaders that do not understand and adapt to new competitive dynamics. Such businesses frequently are undermined by challengers that sneak up with underestimated innovations, steal share, and suddenly overwhelm

EVENTUALLY IT'S NOT ABOUT DRINKING BOTTLED WATER,

IT'S ABOUT CHANGING THE WAY YOU THINK ABOUT WATER.

AND THAT'S WHAT WE HOPE TO DO.

the incumbents. I think ethical brands can be catalytic in the same way, which means incumbents risk losing share because of the threat of ethical challengers. When such firms finally realize that an ethical challenger is upon them, they might try to buy it, but at an extremely high cost. Companies would be well served to take risks and experiment in this realm, pioneering their own ethical brands before it's too late.

I think that you could see Ethos' performance in the bottled water arena in these terms. I have heard people predict that Ethos will be a bigger brand in North America than Evian in the not-too-distant future. Whether or not this comes to pass, one could imagine that Danone, the parent company, could have incubated their own ethical brand of water well before Ethos launched. They have all the advantages and should have developed such a brand to complement Evian and retain their leadership position. Now, it seems probable that Ethos could overtake Evian, in large part because its value proposition is much more vital and enduring than a water sourced from a European mountain range. I think the Ethos-Evian dynamic could be a case study about the challenge ethical brands pose to market leaders.

Padden Murphy

Despite the good that Ethos might generate, some may find it hypocritical that it is a bottled water, a product category that creates 1.5 million tons of unnecessary plastic waste a year. At the 2007 Social Entrepreneurs Summit of the World

Economic Forum, you stated that Ethos' long-term goal was biodegradable packaging. Is this true?

Jonathan Greenblatt

First, let me clarify a few points. First, bottled water is a product category with a series of significant intrinsic challenges. I'm not going to make a blanket defense of the bottled water industry. However, there are 150 million Americans drinking the product every day. In my opinion, if we can divert some portion of these consumer dollars toward the neediest people on the planet, I think it's a goal worth pursuing. So if an individual is going to drink bottled water, I would encourage them to consider Ethos as an option.

Second, I no longer work for Starbucks, so I do not have much insight into the future direction of the brand. I would say that the PET [polyethylene terephthalate] issue always was bothersome to Peter and me. Before we were purchased, we were starting to explore biodegradable packaging options. I would guess that Peter and the talented people at Starbucks who work on the brand are continuing to investigate such options. Down the road, I would be delighted to see them take Ethos beyond bottled water and into more sustainable categories such as water coolers or perhaps household filters. Imagine if Ethos offered a product to compete with Brita or Pur, but the sale of every Ethos water filter contributed funds to support humanitarian water programs around the world.

As a brand, I think Ethos has lots of opportunities of this sort. Whether or not bottled water is an ideal product type, it was a great way to raise awareness about water while simultaneously generating a new stream of funds for a related cause. I am proud of this legacy.

Padden Murphy

Tell me about some of the programs Ethos is supporting. Where does the money go?

Jonathan Greenblatt

Again, I no longer work at Starbucks so I cannot represent investments that have been made since my departure. I can share thoughts about the programs that I helped to create.

We developed a concrete methodology to guide our investments in integrated and sustainable water programs. We

developed this language very carefully. "Integrated" captures our desire to make investments that would catalyze holistic change, because such a fund would ideally be linked to other grants. For example, when the Ethos Fund of the Starbucks Foundation invested more than one million dollars in the Benishangul region of Ethiopia, the U.K.-based NGO Oxfam co-invested in a series of health care clinics, and the local government invested in roads. This integrated approach ensures leverage on our dollars, which creates benefit to the local population beyond water access and sanitation.

We also sought to make "sustained" investments, meaning we sought opportunities to drive micro-enterprise into our work. The prevalence of some economic dimension to the investment can facilitate sustainability over time.

We also spoke of programs, not projects. I think there has been a tendency in the development sector to discuss projects, but this implies hardware and short-term thinking. While you certainly need "hardware," the "software" dimension might be even more important. I've seen plenty of failed water points, systems that fell into disrepair because there wasn't adequate education or training of the local community. So you need approaches that combine software and hardware.

With this model in mind, we tried to apply portfolio theory and invest in various activities, including classic grant-type programming as well as disaster relief. Over time we hoped to shift the investments to fewer grants-driven activities and start to explore more entrepreneurial models.

We also hoped to make some innovation-oriented investments in technologies that might have game-changing potential on the water issue, such as new modes of filtration or sanitation.

Padden Murphy

What will it ultimately take to alleviate the water crisis? You've been talking about how it's a \$100 billion problem.

Jonathan Greenblatt

Rather than focus on that number, I would emphasize that what will solve the problem is not a specific amount of capital but a groundswell of political will. What it will take is

a change in priorities and a public awakening, both bottom-up and top-down. What it will take is a convergence of sectors — public sectors, private sectors, and civil sectors. Again, it's not a technology problem, it's a systems problem. There is no silver bullet, no easy answer. And we need to move quickly because the issue will be amplified and exacerbated by climate change. It's an enormous challenge.

Padden Murphy

Exactly. If you look at the top ten largest rivers in China alone, over half of them don't reach the sea.

Jonathan Greenblatt

That raises a related point. One of the problems is that people in our country believe that the water crisis is not their problem. However, as climate change unfolds and global temperatures rise, we can anticipate rising sea levels that will salinate low-lying aquifers in coastal areas around the world. Suddenly, it's not a developing world issue but first world capitals like New York and cities all over the world that will be impacted. Water will soon be an issue that will be very visceral for everyone.

Padden Murphy

Well, I'm from Montana, most of the breadbasket region has been in anomalous droughts or floods the past few years. Today, as we sit here, most of the region is breaking record high temperatures.

Jonathan Greenblatt

Yes, that's right. You're going to see a range of consequences, such as desertification. This is a growing problem in parts of China. Beijing suffers from massive dust storms that last days on end. No matter how much Beijing tries to clean up for the Olympics, when international visitors can't see ten feet in front of them because of the dust, let alone breathe, the enormity of the situation will be inescapable.

Padden Murphy

So what can the average person do?

Jonathan Greenblatt

The average person can do so much. These seem like terrifying issues, but every person can make a difference and improve the world in some way. For example: simply use

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less water in your daily life. If everyone tried to educate him or herself and minimize their consumption in some regard, it might not stop the dust storms in China but it would make an impact.

Padden Murphy

Final question, what are you up to now? I've read that you are involved in creating \$10 million contests to create incentives for innovation?

Jonathan Greenblatt

Yes, I'm a senior advisor to the X PRIZE Foundation, a nonprofit that is dedicated to creating societal benefit through competitions. The organization enlists foundations, philanthropists, and corporations to fund massive prizes that motivate entrepreneurs and inventors to achieve groundbreaking results. The first example, the Ansari X PRIZE, was won in 2004 and awarded \$10 million to a privately funded team that built a vehicle that achieved sub-orbital altitude. Since this accomplishment, X PRIZE has launched new prizes in the fields of genomics and lunar exploration. I

am helping to design a prize focused on breaking the cycle of global poverty, thinking about how we can use a market-based competition to find the next Grameen bank. It's a big challenge but a lot of fun.

Padden Murphy

Where is the X PRIZE Foundation based?

Jonathan Greenblatt

It is headquartered in Santa Monica, though their competitions attract teams from around the world. X PRIZE just announced a \$30 million prize funded by Google to the first privately funded team to land a vehicle on the lunar surface. In less than a month, there were contestants from more than two dozen countries. It's a marvelous organization with terrific leadership, so I feel fortunate to have the opportunity to contribute in some small measure.

Padden Murphy

Can anyone participate in these competitions? Can students participate?

Jonathan Greenblatt

Absolutely. There are student teams competing in all their contests.

Padden Murphy

What else are you doing these days?

Jonathan Greenblatt

I developed a class in social entrepreneurship for the business school at UCLA, which I now teach on a regular basis. I am a contributor to a terrific blog, Worldchanging.com, which covers the intersection of sustainability and innovation. I do a bit of consulting with startups and larger corporations thinking about how to build ethical brands. I am pretty busy and incredibly grateful to choose projects where I think I can make the most impact.