

# YC INTERNS' MAGAZINE

## ISSUE XI 2019



YunusCentre

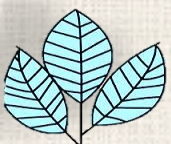
# CONTENTS

Messages  
Page 1-2

Interns  
Windows  
Page 3

Immersion  
Windows  
Page 19

YC Windows  
Page 34



# MESSEGE FROM PROFESSOR MUHAMMAD YUNUS

---

It is with great pleasure that I announce the completion of another round of the Yunus Centre Internship Program. We are happy that the philosophy of Social Business is attracting attention of the young people. Our program brings brilliant young minds from every corner of the globe to engage in our mission for super happiness.

The concept of social business was created to address the unresolved problems left behind by the present capitalist system. This concept is propelled forward whenever youth are empowered to get involved. With this concept the young people become aware that they do not have to be job seekers. Instead, they can be job givers. I hope every participant in this program will consider this option in their lives.

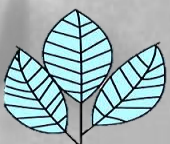
I am sure those who have completed this program, as well as the youth everywhere are aware that the world is changing very fast. If we are late by a day, we will fall behind by years. Let us not allow ourselves to slow down.

**Professor Muhammad Yunus**

Nobel Peace Laureate, 2006

Founder of Grameen Bank

Chairman of Yunus Centre





## MESSAGE FROM EXECUTIVE DIRECTOR

It is always a treat to be able to work with interns of diverse backgrounds and disciplines. Eager and curious, they come full of new ideas to make a contribution to our important mission. The internship program provides not only an exceptional experience for young people looking to embrace the concept of social business, but it benefits Yunus Centre greatly.

Interns have the opportunity to see the crucial work that forms the backbone of our core activities. These past few months, they have carried out everything from drafting speeches to participating in the organisation of Social Business Day 2019. It is truly an unforgettable program that I would have jumped at during my undergrad.

No matter which part of the world you reside in, and no matter what unique set of barriers you

face, you have the skills and ability to harness the power of social business. I strongly encourage

anyone interested in taking charge of their own future, and the future of our planet, to look into how

being a Yunus Centre intern can launch you forward.

**Lamiya Morshed**  
Executive Director  
Yunus Centre



Interns' Windows



**Why We're  
Learning Wrong**  
**Aysha Tabassum**  
4

**Perception vs  
Reality**  
**Shabiba Benta Habib**  
7

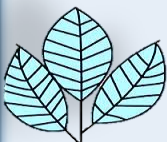
**Social Business,  
Yunus Centre,  
and My  
Experience as an  
Intern**  
**Md. Delwar Hossain**  
9

**Framing  
Internship &  
immersion  
program at Yunus  
Centre**  
**Md. Kamrul Hassan**  
12

**A Short Introdude**  
**Anushka Bibi**  
16

**One Idea Million  
Possibilities**  
**Mehrab Motin**  
17

**From the Horn of  
Africa**  
**Mahad Ahmed Muse**  
18



## WHY WE'RE LEARNING WRONG

**Aysha Tabassum** | Intern, May 2019  
COMMERCE, QUEEN'S UNIVERSITY



At the beginning of this year, the Dhaka Tribune reported that over 11,000 Bangladeshis committed suicide in 2018, with the majority being of school or college age. While the tone of the article was heavily indifferent to the challenges youngsters face – in one case referring to the causes of suicide as “trivial” – this alarming rate speaks numbers to how we treat students in Bangladesh.

While the lives that we lose every day to this phenomenon present their own tragedy, the real tragedy is the loss society incurs by sacrificing young peoples' talents in its pursuit of meaningless standards of perfection. The issues that underly this tragedy are largely systematic, and they are best demonstrated through the schooling system. Every child possesses unique strengths and capabilities, and the current system only plays on the strengths of a select few.

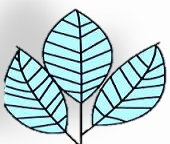
What's worse is that during these crucial years of development, among the small group that can succeed, even fewer find intrinsic motivation from the schooling system. Learning should be a lifelong pursuit. It should be something that we all have the chance to genuinely enjoy. Instead, children are made to despise every aspect of it, waiting impatiently for the day that they are no longer subjected

to traditional learning.

How can we expect the younger generation to face the mount of world issues left for them, when they don't even want to learn anymore? Change is nothing but a hopeless endeavor when it is carried out by the close-minded.

Yet, it is not that traditional schooling inherently prevents young people from enjoying learning. Rather, this is what happens when traditional schooling methods aren't supplemented with more diverse opportunities for learning. Just like their adult counterparts, youth are creative, ambitious, and independent. As much as we seem to cling to enforcing a rigid structure on their daily lives, this will never be enough to harness their full potential.

In *A World of Three Zeroes*, Professor Muhammad Yunus separates life into two distinct phases. In phase 1, we carry out the activities necessary to build a life for ourselves. We undergo schooling, build a career, take care of our families, and find self-sufficiency. In Phase 2, after these duties are completed, we can move on to finding a greater purpose beyond taking care of ourselves – taking care of others. Fortunately, this doesn't have to be the case anymore. This outlook on life is just as





restricting of the young, as the concept of retirement is restricting of the elderly. You don't have to wait to make meaningful change. The desire to make social impact can start to be

satisfied in the earliest stages of life, and this can foster a mindset that maximizes what we are able to accomplish in Phase 2.

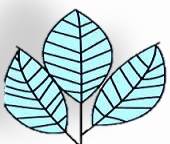
*You don't have to wait to make meaningful change. The desire to make social impact can start to be satisfied in the earliest stages of life...*

Overseas, like in the province in Canada where I grew up (where the education system is nowhere near perfect, either), more and more opportunities are developed annually for students to learn experientially. Along with the fact that each school offers a wealth of extracurricular opportunities in the arts, STEM, and sports, obtaining volunteer hours were a requirement for me to graduate. This nudge to begin contributing to my community in an unpaid capacity created a drive that will last for a lifetime. Since Grade 9, I have volunteered upwards of ten hours a week for many different organizations. I have been involved as a volunteer with local recreational centres, charitable organizations, and even political campaigns. While I have continued donating my time each week, my experiences have launched me into the world of non-profit management, where I have worked in paid positions for the last two summers. The skills I have developed have so far allowed me to make a difference in the lives of artists as a program manager for an arts non-profit, children as a camp counselor, immigrant families as treasurer of a youth council, and entrepreneurs as a journalist for my university's Centre for Social Impact.

than my Canadian peers. According to the most recent data made available by Statistics Canada, over 66 percent of youth volunteer their time. While we face similar challenges to our Bengali counterparts as a result of pressure to compete for academic success, much of this pressure seems to be alleviated as we are given more freedom to do the things we enjoy – which for a great number of us, happen to be things that help others.

This is what has saved me, over and over again. Despite my upbringing outside of Bangladesh, I faced great difficulty coping with stress and mental illness in my senior year of high school. After two years of preparation, as my IB examinations approached, I felt helpless. No matter how much time I devoted to studying, I felt unprepared and bound to fail, and, somehow, failing felt like the worst punishment possible.

A few days before my first exam, I spent my Saturday afternoon as I always did – running a computer class for senior newcomers. This was a stressful task in it of itself. Every week was a battle to get my students to take me seriously.



*Your child is full of talent and drive, and, every so often, you should ask what they would like to do with their time.*

Every last thing I did, including what snacks I provided, were under major scrutiny. However, as I had spent the entire morning studying, the shift between the worlds of school and volunteering brought on an important realization: there is good stress. There is wonderful stress that can only come from the belief that what you are stressed about is worth the trouble, because you love what you are doing.

This realization brought me out of a very dark place. While school would only become more stressful as I was on the verge of entering university, I had lifelong comfort in having found my bliss: giving back to others.

If learning beyond the classroom is enough to get an ungrateful, overly-modern, and disrespectful first-generation to “stop complaining” about the pressures of schooling, then it’s certainly enough to lift Bangladeshi students out from the rubble that the education system has left them stranded underneath.

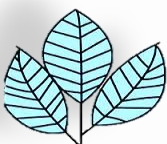
This change must start with parents.

Your child’s free time during the school year does not have to go exclusively to additional coaching. And summers do not have to be spent entirely indoors or tagging along when you go shopping or to a friend’s house. Your child is full of talent and drive,

and, every so often, you should ask what they would like to do with their time.

Instead of yelling at them for always seeking loose paper for drawing, you should invest in a paint set. Instead of teaching them to ignore beggars knocking on the car windows, you should give them the opportunity to volunteer with organizations like Yunus Centre, so they can be part of the solution to the problem. Instead of insisting it’s too dangerous for them to go outside on their own, you should take the time to escort them to the playground.

If you don’t, eventually they will lose the light that makes them who they are.







## Perception vs Reality

Shabiba Benta Habib | Intern, January to March 2019

BBA graduate from BRAC University and learning about the world one country at a time.

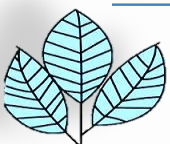
In theory, the philosophy and model of Grameen Bank and Social Businesses will seem farfetched and not capable of success. A banking system based on mutual trust, accountability and participation from marginally poor people; and a business model that retains no profit, even though it is built to make profit sounds ludicrous. However, ever since the fateful day in August 1976, Dr. Muhammad Yunus and his ideas have subverted all the expectations of its peers and became what it is today: a multi-million-dollar unconventional bank, and a revolutionary business model that helps society a little at a time.

The work of Grameen Bank is hardly conventional. One has to get down on the field and every employee has to go through it. Unless they do not that, there is no place for them in Grameen Bank. And it is what the group of us realized as well. Learning all the theories, processes and hierarchies was in-formative, but it is more effective to see and learn, rather than read and learn. Impacts and statistics can be read and retained. But once you visit one of centres of Grameen Bank and listen to the brave women telling you about the success they have had, it will not sink in how much of an impact Grameen Bank has made. There is discipline among them. There is the strive to work hard. Also above all there is the sense of community they have built,

that transcends what any conventional charity or NGO may not have emphasized on.

However, at the end of the week-long program with Grameen Bank, you leave with a lot of hope for the country of Bangladesh. That is also accompanied by the disappointment of not having this concept all over Bangladesh.

There is only so much development one big giant can do. The same goes for Social Businesses. One has to stick to creating jobs and making a social impact, and not guzzling profits for their own, in order to break the cycle of capitalism that Professor Yunus warns us about. The social businesses present a unique and fragile business model that has been successfully implemented in the many pop up business that the Professor has established. Presentations and a few fields trip we the highlight of the Immersion program; to be able to see and learn of the unsung impacts was very humbling. Yunus Centre presented itself as a hub for multi-cultural people to gather together and create a bond like no other. Conversations and exchanges of knowledge were abundant. While also learning about social businesses and Grameen itself, I got to learn about at least 7 different cultures; This experience overall is something



I chose over experiencing the harsh corporate world. Growing up with the ideology of Professor Yunus and getting to see it with my own eyes are completely different. I was painfully unaware of social businesses and was

baffled how the Professor managed to translate the Grameen way into a conventional business. This has possibly inspired me to take on projects with a humane side and strive to become a better version of myself.





## Social Business, Yunus Centre, and My Experience as an Intern

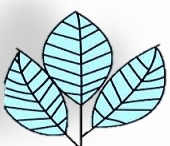
Md. Delwar Hossain, Intern, November-December 2019

Economics Graduate from United International University

In Economics, 'development' is such a condition where quality of living-standards and well-being are established economically through the processes of "[Modernization](#)", "[Westernization](#)", and "[Industrialization](#)". And in view of Economics, that development of a particular country is observed by economic growth and GDP per capita of that respective country. But such traditional definition is losing its acceptability to most of the economists nowadays since all the attributes of development are not visible in this traditional definition of development in Economics. And this is also observable from Dr. Amartya Sen's definition where he claimed that, GDP and economic growth are as only one aspect to define development; there are other aspects too by which development must be defined, like social and human development. Therefore, an absence of proper definition of development is still there in Economics.

While studying Economics, I, as a student, was also introduced with another branch of Economics that is 'Welfare Economics'. The main aim of this study is to intensify development, especially economic development, in an optimum but as maximum way as possible through aggregate development of a society. By using some methods like, Hicks, Kardor, Buchanan, etc. the theory

try to establish 'Pareto Efficiency' which indicates the development for all or societal development. And that societal development exists in the presence of fairness, justice, and rights to all the members of a particular society. But still the appropriate development is not guaranteed by the theory of 'Welfare Economics' which I clearly observed after attending Yunus Centre and introduced with the theory of 'Social Business'. The term 'Social Business', itself is not a small term that I can explain just in one sentence. The theory of 'Social Business' was invented by Nobel laureate Professor Dr. Muhammad Yunus. According to him, a business would be a social business if it follows the special seven principles of social business. And here I was able to observe the main difference between the theory of 'Welfare Economics' and the theory of Dr. Yunus's 'Social Business'. A huge difference is observed in the mechanisms between these theories. Where's in 'Welfare Economics', respective country. But such traditional definition is losing its acceptability to most of the economists nowadays since all the attributes of development are not visible in this traditional definition of development in Economics. And this is also observable from Dr. Amartya Sen's where he claimed that GDP and economic growth



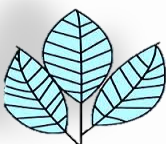


are as only one aspect to define development; there are other aspects too by societal development is ensured by methods of 'Pareto Efficiency' which lead to ensure every single individual's maximum level of satisfaction/utility in a society which may ultimately tend to eradicate poverty or to increase utility among all the members of a society. But the feasibility of such theory's poverty alleviation program and social development is very ambiguous. Since the main control of such program is in the hand of government or in high level policy makers who treat every individual in the same manner. Where's every different individuals has different social conditions, different status, and different needs. So, the risk of misallocation of resources may take place which tend to spoil the sustainability of the goals of this theory. On the other side, I found 'Social Business' away more different than other theories since it functions in a unique way. It fulfills the lacking and fuzziness of 'Welfare Economics'. In the sense of this theory, every single individuals who runs social business, has the control of his/her business in his/her own hands. So, he/she has the freedom to conduct the business with inner creativity (which is a major condition of true development according to Dr. Amartya Sen). Furthermore, while running the business, the main aims of any social businessman is the 'three zeros' (zero poverty, zero unemployment, and zero net carbon emission) achievement.

We live on Earth and every development

process has to go through two very important environment of this world. One is natural environment and another is social environment. And any development process must not escape either of the environments as both the environments have a massive influence on every single live on Earth. The philosophy of Dr. Muhammad Yunus's social business idea is based on the probable impacts of these environments and this is why the main seven principles are made in such a way that its businesses would not contradict with any of the environments. Therefore, the economic, social, and natural sustainability from social business is ensured. And this is how, social business helps a country, a nation or a society to achieve the SDG goals since most of the SDGs are associated with natural environment, income, and aggregate economic development in the world. So, in this moment when the world is facing two most harmful and destructive problems, like income inequality and climate change, in such situation, there may not be any good alternative rather than the idea of social business which may get us rid of those two major problems.

It has not been so many days that I have joined the Yunus Centre but within these days, I have started to know easily and swiftly Dr. Muhammad Yunus's two philosophies, 'Micro-credit' and 'Social Business' through my works, part of internship here. By reviewing books on 'Micro-credit' and 'Social Business', editing scripts of the speeches of Dr. Muhammad Yunus and so on help to get a more clearer idea on his ideas.



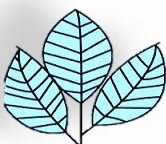
Though for the very first time, I got to know about 'Micro-credit' when I was in class viii while studying a case study on Jobeda Begum, a micro-credit beneficiary of Medulia village. At that time the case study was charmed me so much that I had become so excited to learn more about micro-credit but could not able learn further. However, back into my University, an assistant professor again introduced us thoroughly with social business ideology and again I got interested on this subject and determined to learn again on this. Up to that level, there I had very little knowledge on social business. It is the internship program here which elaborates my knowledge on social business and the philosophy of Dr. Muhammad Yunus. As a student of Economics and as an ordinary person, I was not able to distinguish between development and social development and the link between them until I joined here. So, working in Yunus Centre environment, have made me more knowledgeable and help me to get more explicit ideas regarding social business. And one very interesting thing that I have identified here, the most important assumption of rationality, which gives the basis for Economics, is not welcomed by Dr. Muhammad Yunus since the term itself is an obstacle in social well-being. And this is one reason I support his philosophy (since in a unique way his philosophy becomes a shield to protect the society from capitalism's threats). Hence, some of his lectures has encouraged me to be engaged with social business and I have already made up my mind to open a nursery business in the coming next year.

If this very short period of time can make me able to be more knowledgeable on Dr.

Muhammad Yunus's philosophies, then I can surely expect to learn some more interesting and valuable things in the upcoming days, especially, in the immersion program which is likely to be held in the next month. social business and the philosophy of Dr. Muhammad Yunus.

As a student of Economics and as an ordinary person, I was not able to distinguish between development and social development and the link between them until I joined here. So, working in Yunus Centre environment, have made me more knowledgeable and help me to get more explicit ideas regarding social business. And one very interesting thing that I have identified here, the most important assumption of rationality, which gives the basis for Economics, is not welcomed by Dr. Muhammad Yunus since the term itself is an obstacle in social well-being. And this is one reason I support his philosophy (since in a unique way his philosophy becomes a shield to protect the society from capitalism's threats). Hence, some of his lectures has encouraged me to be engaged with social business and I have already made up my mind to open a nursery business in the coming next year.

If this very short period of time can make me able to be more knowledgeable on Dr. Muhammad Yunus's philosophies, then I can surely expect to learn some more interesting and valuable things in the upcoming days, especially, in the immersion program which is likely to be held in the next month.





## Framing Internship and Immersion Program at Yunus Centre, Bangladesh.

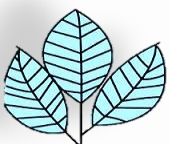
Md Kamrul Hassan Kamol

Intern, September to November 2019  
Bangladeshi Youth| Language Student at  
Goethe-Institute Dhaka.

“Experience without theory is blind, but theory without experience is mere intellectual play.”, elucidated by eminent German Philosopher Immanuel Kant. I conceived this idea as the days passed while continuing internship period at Yunus Centre, Bangladesh. As a literature student I have developed a passion on Critical Theory, Philosophy and Postmodern thought in particular. At the beginning of the internship I was informed to complete required materials, e.g. books and magazines, and what I experienced was robust account on elegant economic concepts to sociology. It was absolute rapture for me as I relish any opportunity to acquire theoretical understandings. However, I have been only equipped with theories within books, experiences and imaginations. This internship extended an opportunity to read books and relate Ideas; how concept is transformed into social entities. Most importantly, I could meet Professor Muhammad Yunus and I could feel the entire mechanism, concept and the impetus to identify social problems. Honestly speaking, belonging at a space for developing professionalism and reading period at an Internationally recognized think tank is a bliss. This write up will attempt to depict my encounter as an Intern at Yunus Centre and learning

outcomes from the Immersion Program. Frankly, I consider this Internship as the cornerstone of my professional beginning. It perfectly balances reading books and intense training on office work.

I believe the Internship experience was more resourceful than the Immersion Program. I was stationed under the Executive Director's team and I had the opportunity to work under Ms Urmee Hossain. It was an enriching time to work under her supervision. I learned how to work under high pressure situation and which assignments should be completed urgently. Even she convinced me the importance of moving forward despite making an error in executing a work. To borrow her words “To humane is an error. It is common to make mistakes. But professionalism is to concentrate on the next.” Being a fresher at professional world, I was quite under pressure as I did a minor mistake. But tension released as she helps me. Afterwards, I had new perspective and enthusiasm to work. In addition to this team, I worked with Admin and Human Resources team. One of the enthralling aspects of working under these teams was I was appreciated for my sincerity and quality of assignments I completed. Mr. Rakibul Islam, for example, commented “Very good” as he evaluated



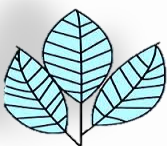


one of my works. The remarkable experience while sitting on the desk, I received complement from the Executive Director, Lamiya Morshed. "You are working dedicatedly.", she commented. That was an exquisite feeling for me. I was bit tired in office closing time but I was rejuvenated. She is an inspiration. I cannot present the exact word image. But, certainly she has a charismatic personality and leadership capabilities. For the first time, however, I met Professor Muhammad Yunus in September 2019. This experience was akin to the earlier experience. I was preparing a document on my laptop and I have not noticed Professor Yunus walking towards the conference room. "What are you up to?", he asked with a bright smile. I was perplexed, I could only smile waving my head. Honestly speaking, I felt he is one of us. I believe he is younger than us. Furthermore, at one of our office meeting he invited me whether I would like to take selfie. I was in a monologue "May be I have become an old person." I did close reading and realized how an initiative comprising of twenty-seven dollars have been transformed throughout the decades. I count on, that was merely a budget of twenty-seven dollars. A trillion of earnest hopes and dreams invested at the very beginning of Professor Yunus' expedition to counter I learnt how knowledge and elegant, high theories could be deployed in our world of experience. This has ignited a flame of courage to go beyond texts book theories in order to contribute in other people's lives. Markedly, I arrived at higher sphere of an introspective mind. I have learnt the danger of wealth concentration and the innate desire of profit maximization

ignoring responsibilities of a human being. I could conduct a detailed reading on the dilemma of our existing economics' infrastructure; the problem with Capitalism. I actively listened to Professor Yunus' video lectures. He pointed out how the system takes pride on despite making life impossible for poor people. He illustrated that entrepreneurship is in our DNA. Life at earth existed before the economic system evolved. It could be argued that this insane drive of profit maximization was absent then.

Professor Muhammad Yunus' proposed a dream of a sustainable earth in *A World of Three Zeros*. It advances a new economic idea concentrating on zero poverty, zero unemployment and zero net carbon emissions. However, many of world environmentalists alarm us on climate crisis. Many of international organizations have set SDGs. But, a very few have addressed what particular economic approach and practice could facilitate reformation of a world that would be sustainable. I confer, Professor Muhammad Yunus' philosophical position should be considered as a potential prototype.

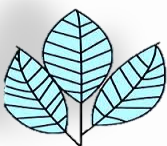
However, forget malnutrition, ignore education; think about the environment crisis. What we have done to this friendly world, back in 2015 I read a news online on consumption of oxygen bottle. I was utterly disgusted seeing the photo the report stated. I was thinking if that occurs in my homeland I would not able to purchase it. Of course, I was unemployed and still have no income at the moment writing this paper. That was a news on Chinese people start consuming bottled



fresh air from Rocky Mountains of Canada. Our rational faculty suggests food of any kind say for example nutritious foods needs oxygen to digest. The scarcity of air would stop everything. The point must be conceived is our system encouraging people to store oxygen in bottle and creating another consumer trend. That is/was not the solution of the problem, rather it is the maximization of profit benefited from the invested crisis. Nevertheless, there is an extension of it but in different form. There is an emergence of Oxygen Bar in New Delhi, reports The New York Times. India is renowned for greenery and beauty, but our world system encouraged people living with toxic air. I am afraid, may be my county will undergo the same crisis. May be we can recover.

It is high time we must do something, profit or amount of money in Bank would not secure life. I could learn strategies and tactical approach to Social Business. Meeting with Grameen Euglena officials was substantial. I gained practical mechanisms of exporting Mung Beans to Japan. A wide array of procedures and methods have been presented and discussed. We were informed about the supply chain, the challenges it face, the risks and future of the Mung Beans. We listened a story of a farmer in Bangladesh to the consumers at Japan. My experience at Grameen Euglena was profoundly meaningful. As for learning from surroundings, I felt all officials and people in the security guards in the Grammen Bank (GB) Bhaban were friendly, caring and full of sprits to achieve something. Speaking of the Grameen Bank canteen where I have had lunch, I encountered a

harmonious atmosphere. I had a friendly bonding with the guards at the main entrance. Every morning I used to ask them "How are you?" and they responded with smiles. This continued for a couple of week. Later, I started to say them "bye for today and see you tomorrow again". We had created a hart to heat transmission of greetings. One at the beginning of office time and the last at the closing time of the office. I used to smile for them and they smiled me back. Soma Khala<sup>3</sup> was the most friendly soul among guards. It was a wonderful time. It is proven that each and every person in the GB Building are friendly from the guards to Professor Yunus. There is a nursing college in GB premises, Grameen Caledonian College of Nursing; the students made the place vibrant. Their agile movement around the college building is eye soothing. I have seen dream in their eyes and sincerity in behavior. I wished if I could A Bangla word for aunt. be one of them. I was lost to my undergraduate life. In short, my Internship period was a bustling experience. And, of course I love the *Singara* offered from office twice a week. My fellow intern Erika, a kind spirit from USA, loved the *Singara* as well. We used to wait for the *Singara* to start our routine office work. These mouthwatering *Singaras* prepared at Grameen Bank Canteen. The sweet yogurt with French expertise, Grameen Danone, immersed into it was mesmerizing. I will always remember the taste of *Singara* as at Yunus Centre. It is clear, from the narration stated above that I am well informed about theories and real-life situation.



The chemistry of Economics in terms of society, world, environment and life. Referring back to the Kantian understanding of theory and experience nexus; I am optimistic to claim that I am one step closer to that Kantian idea. I hope someday I will have the opportunity to meet Professor Yunus and listen to his lecture.

- 1.A report in Daily Telegraph Link:  
<https://www.telegraph.co.uk/news/worldnews/asia/china/12051354/Chinese-buy-up-bottles-of-fresh-air-from-Canada.html>
- 2.A report from New York Times  
Link:<https://www.nytimes.com/2019/11/15/world/asia/india-pollution.html>
3. A Bangla word for aunt.





## A Short Introdude

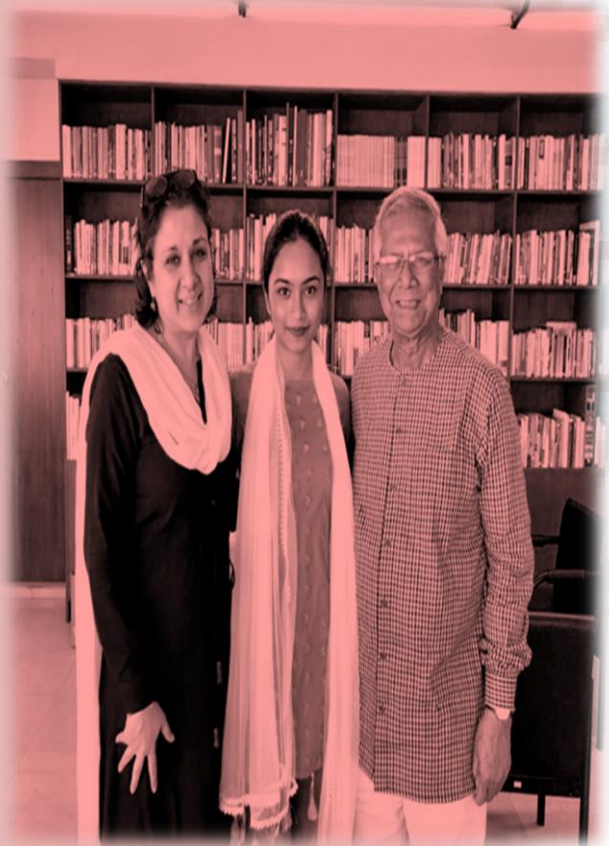
Anushka Bibi | Intern, March 2019

Before commencing my university, I attended Yunus Centre for a month-long internship and urged to write for their 'SpotLight' Magazine. During my work as an intern, I could confidently say that I have gained significant experience and exposure at the field of social business. I have learned a lot regarding the concept of social business, Grameen ventures and Professor Dr. Muhammad Yunus.

Throughout my one-month internship program, I was inspired by every step of the way by seeing committed people who work there towards a noble cause. I was pleasantly surprised to find out about the number of projects that Grameen have and how far their impact reaches throughout Bangladesh. I truly have a lot of respect for this organization and Professor Dr. Muhammad Yunus, him- self. I am proud to have been able to contribute myself in a small way towards a bigger change.

In addition, the work environment in the Yunus Centre was very welcoming and helpful. My fellow interns and colleagues were cordial to help me with settling in and providing the information I needed. On top of it all, meeting with Professor Dr. Muhammad Yunus, the mastermind behind the idea of social business, was a fan moment. Despite achieving so much, Professor Yunus is a humble and down to earth man who is an inspiring person.

However, the most crucial part for me was how this intern- ship opened my eyes to how detrimental social business in solving social and financial problems of the world. Walking into Yunus Centre, I knew how beneficial social business was, but now I know that social business has the power to change the world.



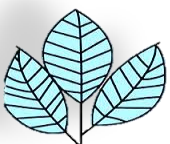
One Idea, Million Possibilities

**Mehrab Motin** | Intern, June-July 2019  
KIS International School, Bangkok

I had the opportunity to be a Yunus Centre intern for three weeks, which enabled me to gain a global perspective about social business in the world. It was a great honor as I could see how one idea has helped so many people (mainly women) within the rural areas of Bangladesh and many other countries. Within such a short time, I understood the significance of social business in the modern world, especially in developing countries. In the real world context, the success can be assessed by the works of Grameen Bank as it is an excellent example of justifying the value of social business! I learnt the concepts of Social Business in Yunus Centre through presentations, videos and books written by Nobel Laureate Professor Dr. Muhammad Yunus. In my second week, I spent time with Grameen Bank, where I learnt about Professor

Dr. Muhammad Yunus's vision and the concepts of Grameen Bank. It was really interesting to learn about the journey of Grameen Bank with all the details, followed by a visit to one of the centre offices. The visit was amazing as I could personally see everything I had learnt about. My time in Yunus Centre was very valuable for me as I got to learn about multiple social business concepts within my work.

The idea of Social Business really allowed me to think beyond the box and always question myself, is the regular form of business the way to go, even though I am seeing all of these people suffer? It was a very powerful thought I had throughout my time at Yunus Centre, which I am sure I will carry on in the upcoming stages of my life. I wish everyone in Yunus Centre and all the interns, all the best in the future!





## From the Horn Africa

Mahad Ahmed Muse | Intern,  
January - March 2019

I have been living in Dhaka since February 10, 2018. Apart from the traffic jam, I have found myself enjoying here. People here are friendly, and I like the delicious foods. I am very keen about Professor Muhammad Yunus and the idea of Social Business. I had worked at a number of humanitarian organizations and learned many sorts of mechanism for various purposes. However, Social Business is a kind of special mechanism/philosophy by which we can eradicate poverty everywhere in the world.

During my internship, I also took part in the immersion program, which was a one-month intensive program, the aim of the program was to provide young minds with an opportunity to understand the concept of social business and what is its impact on the society, how the idea of social business helps the society to build individual's social business plans in future. It was a great experience for me because I

have learnt many theories and practical examples of social business, including by introducing with microcredit, meeting and discussing with people from different parts of the country who are doing social business. While talking with the Grameen Bank clients, their stories were amazing, and meeting the managing director of Grameen Bank, Grameen Trust, Grameen Telecom, Grameen Shakti, and Grameen Shikkha, was knowledgeable as well.

After finishing my studies, I would likely to create a social business organization with an objective to help the people of my country. I also have a plan to talk to a number of universities we have in my country; will discuss with them, how we can create Yunus Centre type organization which promotes Social Business. I would be delighted to be involved in social business activities and to help society.





Immersions' Windows



**Bangladesh; A  
Lifetime  
Experience**  
**Marina Silva**  
**20**

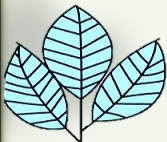
**Into the Unknown**  
**Changee Yoo**  
**23**

**Conventional  
Business and  
Social Business,**  
**Anais Doucet**  
**25**

**Reflection of the  
Internship**  
**Shiang-Chi Huang**  
**27**

**Meeting with  
Professor  
Muhammad Yunus**  
**Immersion**  
**Participants, Jan'19**  
**28**

**Interview**  
**Marina Silva**  
**30**





## Bangladesh: A Lifetime Experience

Marina Nogueira Martins e Silva | Immersion, November 2018

Google and Professor Yunus. That's how it all started! I was looking online for inspiration when I thought to myself: "If I died, who would be the person that I would regret not having met?"—Yunus was the answer! I found out about the Yunus Centre and the Social Business Immersion Program through researching online.

Visiting Bangladesh and participating in the Social Business Immersion Program was an experience that went beyond the walls where part of the training took place. It was 30 days of pure emotions! The context where I lived for those 30 days provided valuable learning experiences, paradigm shifts, and deep connections. To illustrate, follow some of those lessons I have learned.

Being in Dhaka and staying in Mirpur made me connect with the reality and the pain of the world in an extraordinary way. It was an entirely different experience when compared to watching a documentary or reading a book. Everything there played a part: the noise of the city, the chaotic traffic, the various forms of transport (e.g. car, bus, moto, CNJ, rickshaws), the garbage in the streets, the different aromas, the height of the sidewalks, the street shops and the way people looked at me. As the days passed, I started to relax, the initial astonishment born out of cultural

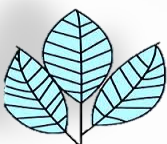
differences settled and gave way to contemplation. I managed to pay more attention to the vibrant colors of people's garments, the way they repaid a smile allowing me to take selfies with the locals who wanted to register that instant of connection between East and West... I was surprised several times when local people offered to help me cross the street. People that I didn't know. People who did this for the simple fact that I was visiting their country.

This experience has made me reflect and rethink my values and my prejudices, made me aware of my privileges and I began to ask myself what my responsibility in this context is.

### Experiencing the Immersion Course at Yunus Centre:

During the first week, we had meetings with the executive team of Grammen Bank, as well as two visits to rural villages close to Dhaka. This was a unique opportunity to learn about the work "in loco", understand the reality faced by women living in rural areas. Hospitality was also there on the tea latte and homemade biscuits that were offered to us!

In the following two weeks, we visited other two companies that are part of the



Grameen Group, to understand their business model, their partnerships with international organizations and their current challenges. It was amazing to realize that there were different models, distinct challenges, but all had a common goal: to end poverty and unemployment in the world.

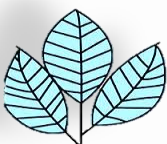
On the last week of the course, we presented our business model to the Yunus Centre's executive team. I attended the course with my Brazilian friend, Ana Maria Drummond, so we decided to work together on the business model with the intention to create something applicable to Brazil. With the support of the Yunus Centre, we have been able to present our business model to the executive team of Grameen Trust, a company responsible for replicating the methodology of Grameen Bank and the Nobin Program elsewhere in the world. It was great to hear their experience in other countries, their guidance on what our next steps should be and the possibility of a partnership in Brazil! During the four weeks, we had direct contact with the companies' executive team. Many of them had begun their career with Yunus many years ago when the Grameen Bank was still an idea that needed to be prototyped and polished. Besides that, the meetings' environment was unique when compared to the corporate world. In many of them, we didn't have a PowerPoint presentation. Knowledge was transmitted based on conversation, in the interest of each one, eye to eye contact. There was no direction imposed – and the conversation

flowed. It was exciting for me to realize that the executive who was talking to us was fulfilling his life purpose! Everything was so integrated, so connected with no distinction between professional and personal life. Experience with interdependence. It was all so inspiring!

I was able to know about companies whose focus is on HUMAN BEINGS and whose process-control is based on RELATIONSHIPS and TRUST. So basic, yet so essential in the present day.

### Having the courage to live a dream:

Being passionate about social entrepreneurship and wanting to live in a more equal and sustainable world, it was natural for me to feel inspired by Professor Yunus when I was reading about him and his books. The challenge came when I decided to allow myself to dream about spending 30 days in Bangladesh to study social business while my two sons, Felipe and Roberto, and my husband Daniel were living in Hong Kong. Several questions arose: Is it right to leave my children for one month? Am I being selfish? Will the kids be well? Am I going to be okay? The desire to live this experience was greater than the fear I felt when all these questions came.

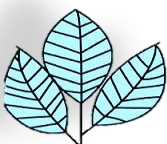




## What's next?

Upon my return to Hong Kong, as I digested everything that I learned, I realized that I could not have learned what I did to the same depth had I not been out my routine, out of my comfort zone and having had the time to isolate myself and to connect with my heart. Coming from a country like Brazil where inequalities are also there, my Bangladesh experience had

a deep impact on me. was in finding the solutions and not on the problem. And the solutions that I learned are already sustainable and scalable. It shows that we all need to have EMPATHY, WILL and CARE about the people and the planet to go for ACTION! Thanks Yunus for showing by example that it's possible!





## Into The Unknown

**Changhee Yoo** | Immersion, February 2019  
Graduated from University of Wisconsin-Madison where she studied Economics and International Studies.

When I declared that I would go to Bangladesh to join Immersion Program at Yunus Center, my friends warned me how dangerous it is for a young woman to travel by herself and my mom tried to convince me not to go. To many people, Bangladesh was just an impoverished country with bad security, hungry children, and oppressed women. Before heading to Dhaka, however, I had trouble falling asleep for many days because of nervousness for a whole new experience and excitement for an upcoming journey.

Microcredit was not an unfamiliar topic for me as I read multiple academic articles about it and learned about it in many of my university classes. Some people criticized the microcredit program while the others lauded it. Without knowing what to believe, I knew I had to visit Bangladesh and see Grameen Bank's work with my own eyes.

Once I made up my mind, the rest of the process from applying to the program to getting Bangladesh Visa flew by and I was in Shahjalal airport before I noticed.

The biggest take away from a month at the Immersion program is that Grameen Bank's work is human-centric. There are

no magic bullets or fancy financial formula to solve the problem of poverty. Grameen Bank's beauty lies in the fact that it is easily adaptable, understandable, and simple. After visiting Kolakopa, Nawabganj and Tangail branch and

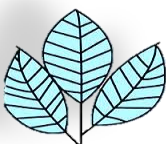
meeting the borrowers, I realized that the secret for Grameen's success is the genuine human connection among the people. The dedicated workers and hardworking borrowers were the same teams together. They were working for the same goal of achieving human potential, unlike conventional banks divided by a lack of trust between clients and the bankers. Grameen Bank is not merely a financial institution, but it supports an inclusive and onerous development process with its 16 Decision that Grameen Bank encourages its borrower. I was struck to find out that 16 decisions were about female empowerment, hygienic and healthy life, education, and social capital building rather than about money and profit. Professor Yunus' philosophy for solving social problem reverberates in other Social Businesses in Grameen family as well as Grameen Bank. With its unique business model, Social Businesses were





solving problems that the government could not answer and profit making business neglected to care. One of the firms that impressed me was Grameen Shakti, the renewable energy supplier. When I was living in the US, my housemates and I had to give up installing solar panels due to the high cost that will take 10 to 30 years to reach a break-even point. Even with a good deed, supporting and practising environmentally sustainable life can be difficult and unaffordable even in the country with the largest economy in the world. However, Grameen Shakti was doing its work so easily and steadily. Besides Grameen Shakti, other Grameen Social Businesses pursue their visions and integrate the poor and the marginalized in their work.

*I was content, and I felt wholesome during my stay in Bangladesh. I was always inspired by Grameen's work and the people involved. Every Grameen people I met welcomed me with hospitality and gentle smiles. I learned lessons that will last me a lifetime. The women borrowers who tend cattle, run a small shop and make clothes taught me real-life lessons that I could not get in the textbook full of graphs and equations. It was an enriching experience to travel around Bangladesh, explore its beautiful culture and befriend with people who made my time at Yunus Center special. When my friends and family ask about my time in Bangladesh, I will tell them about Grameen Bank, Yunus Center, visionaries striving to solve social problems, and micro-entrepreneur who take their work with dignity.*







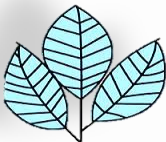
Conventional Business and Social Busine

Anais Doucet | Immersion, February 2019  
Universidad Anáhuac México

Nowadays there are many social problems that the government cannot alleviate, Non-governmental organizations (NGOs) are filling the gap but there is a big limitation, money. The social problems are not going away if anything they are becoming bigger, each time the number of people at risk and the magnitude of the risk are bigger, therefore the need for a better solution with greater impact.

Social businesses are a great tool to alleviate social problems, they run sustainably and make a profit which is rein- vested into the business; the investors can take their investment back but nothing more. According to Professor Muhammad Yunus, social businesses are based on selfless- ness and the difference between charity and social business is that charity money goes out, does a wonderful job and never comes back, whereas social business money gets the job done and comes back, it can be used endlessly. Social businesses look very appealing considering the impact they have on those who need help, but there is a big obstacle that many social businesses face, and many aren't able to overcome it, and that is money. Many social businesses start out great but after ten years or twenty they come to a stagnation point, they don't have the necessary resources to keep the business going.

Conventional businesses do not face this problem since their main goal is to make a profit and to give money to the shareholders. They are profit oriented and they do so, sometimes, at the expense of the environment and welfare of society. Conventional businesses have the economic capacity to help and make a change but more often than not the owners are not interested in investing the money on social and environmental causes. An excellent way to address both the advantages and disadvantages of social business and conventional business is to make an alliance. A great example of such alliance is the one that Danone and Grameen Bank created called Grameen Danone Foods Ltd. This alliance was born out of the necessity to provide a yoghurt with key nutrients to kids living in rural Bangladesh that are missing these nutrients from their diet. This alliance not only solves the malnutrition problem but also unemployment. The milk used in the yoghurt is sourced locally and the yoghurt is being sold by local people who need a job. This company creates economic value because with its business model it is self-sustainable, and that also creates social value because that solve the problem of malnutrition in Bangladesh.



During my Immersion Program at the Yunus Center, I saw many of the social business that Muhammad Yunus has created under the name of Grameen. The one that stuck out the most was Grameen Danone due to the fact that it's a multinational company, Danone, that took interest in a social problem and looked for ways to address the problem. Companies like Danone have the economic means to help and social business, like the ones Muhammad Yunus has created, have the social problem and the strategy to alleviate it.

The best type of alliances are the ones between conventional business and social business. In the future, the social business that will continue to exist and have a bigger impact are the ones that have a big company next to them.



## Reflection of the Internship

Shiang-Chi Huang | Immersion,  
January 2019



As a student studying in Economics, I am very much curious about how could a business help people in need and earn money at the same time. There is no “social business” in textbooks or general courses. The teachers keep telling us how to make maximum profit. But I feel something wrong when studying those business rules. The businessmen become

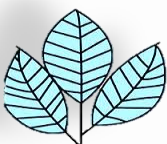
richer, but the poor people are unable to get a proper income and polluted environment also seems like an innocent victim. On the other hand, it is impossible to keep donating others since most people's income is limited. The donation is not a sustainable way to help people in need.

When I heard about social business, I thought it was the thing I kept looking for! The money donated to charity has only one life. It is gone when the charity uses it to build a house or makes a meal to the homeless people. But social business is different. Instead of donations, it makes those people in need the investors and the owner of the company. The money is invested by themselves. They make profits and then invest again. The money is more than one life. It is a cycle. The most important thing is that they are not just investing money, but their better living environment, education, and their future. When visiting the village, I was touched by

the villagers.

Forty years ago, there was no toilet in their houses, and they had trouble getting clean drinking water. But now, they take loans, have their own capital, and improve their lives. Furthermore, they support their children to go to school and college to complete their education. It's a huge difference between the past and the present. Seeing their confident eyes, I am really proud of them. During these two weeks of internship, I met many friendly people. I am so glad and honored to meet people from different companies and stakeholders. Whenever in the meetings, visits or presentations, everyone is willing to share, keeps encouraging us to ask questions. There is no

business secret at all. In the meeting with Professor Yunus, I am encouraged by Professor Yunus. “Business is to solve problems, not to make money.” When there is a problem, just solve it, and figure out a way to make it sustainable; “Do it with joy.” To me, it is not only for social business but for everything. Although it seems like a simple principle, it is still not easy to follow. It reminds me to be happy when I struggle on my goal. It is still a long way to make the world a world of three zeros. It won't be just a dream





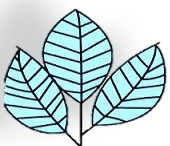
## Meeting with Professor Muhammad Yunus

### Immersion Participants, January 2019

We were so excited and honored to have a chance to meet Professor Yunus. In the meeting with Professor Yunus, we learned and received many aspects of new information from him, his perspectives and interpretation of social business, what he did and how he gradually fulfilled the vision of eliminating poor and empowering women and to create overall welfare. Following are the two points that impressed and inspired us a lot. First of all, Professor Yunus brought us to recall the history of stating up the Grameen business including their motivation, process, and the future. In the beginning, as a pioneer, Grameen Bank went to the villages and gave the villagers loans to improve their house such as setting up a toilet in each of their houses. He tried to start the Grameen Bank with taking care about the sanitary and health care issue firstly to build up a basic environment for people to live, which he considers the most effective way to help the poor to reduce their cost on medical service and promote their health as well. As for supplementing nutrition for the poor, the bank sends managers with seeds when they visit villages to collect payback of loan so that women could

access seeds easier and planted more vegetables for their livelihoods and promote eating vegetables for health sake. As long as the children get enough vitamin A from vegetables, the rate of night blindness would be reduced. In addition, they also provide health care insurance, hiring doctors to the villages, give villagers health check and services to make sure their wholesome health condition. There are so many impacts and contributions to Bangladesh and the world done by Grameen Group.

Second, there was a question asked by Professor Yunus that inspired us: "Can human beings be selfless?" The answer we learned in school is that people are all selfish in a capitalist society. However, in Professor Yunus opinion, human beings can undoubtedly be selfish and selfless at the same time. The mixture of these two characteristics becomes a special term called "social business." Social business is a social-issue-solving, solution oriented organization that can not only solve the

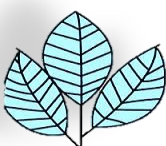
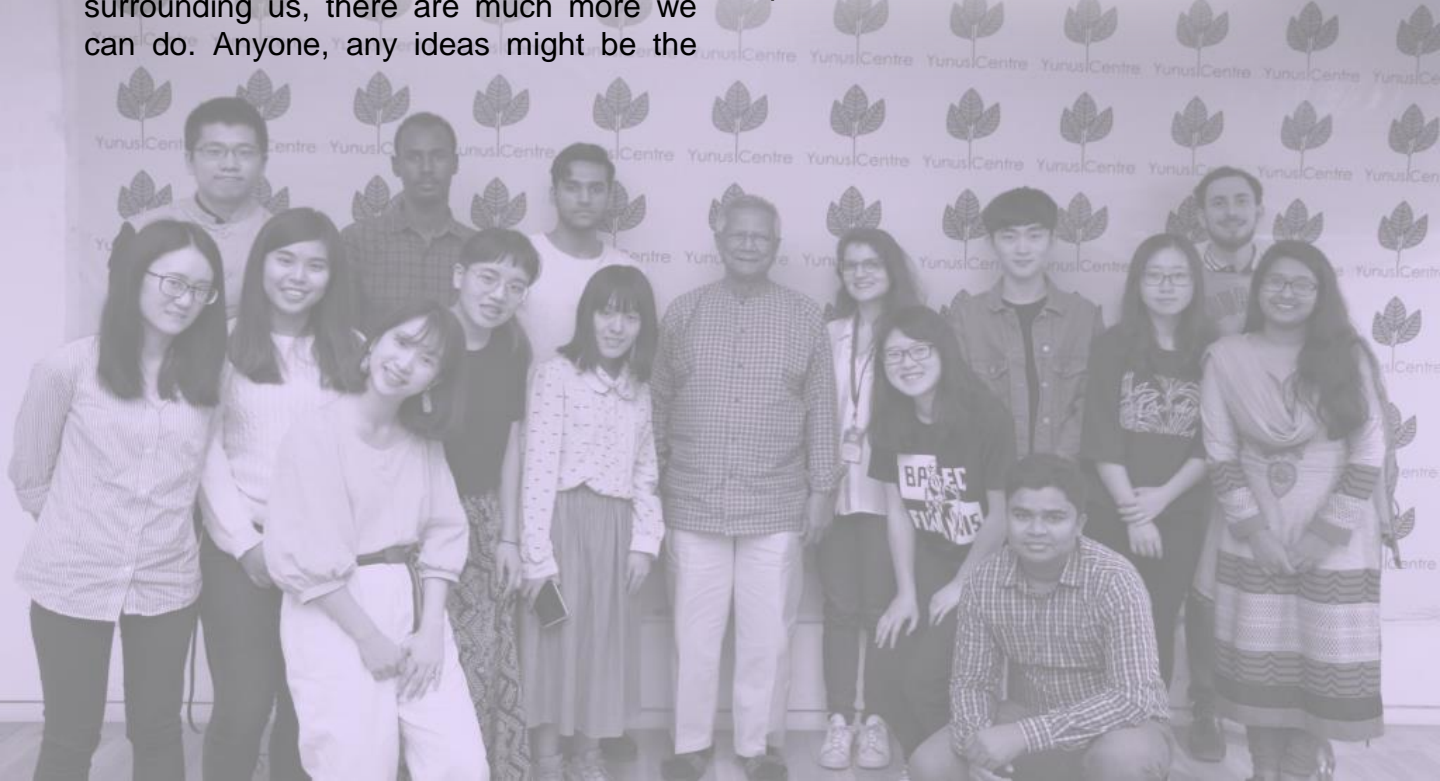


social problem but also making profits. Professor Yunus mentioned that “business is to solve problems, not to make money.” He encouraged us to aware of the social problem as possible as we can, trying to figure out the solution and make it become a sustain- able business. Take the anti-blindness project for example. It was hard for villagers to get seeds to do agriculture, so they gave them seeds not for free but sold it at a low price, since the villagers might not treasure those goods if they didn’t pay anything. Gradually, this business slowly but surely reduces the blindness and help kids in villages to have their chance to study at night as well. At the end of the meeting, Professor Yunus also encouraged us to think creatively. “Idea brings ideas,” he said. Listen to and unfold the stories from people’s sides, be aware of the world surrounding us, there are much more we can do. Anyone, any ideas might be the

solution to a social problem.

•To sum up, the meeting is not only for knowing what social business is, but also a great chance for us to get more close to Professor Yunus’ philosophy. It gives so many inspiration and reflection about types of business, charity, belief, and many different points to see the world and issues hidden in the society of Taiwan. People build up society and society shapes up our life. We have the responsibility to make it a better place.

After the meeting with Professor Yunus, we took photos together. At that time, we could feel how easy-going and kind he is, and also see the wisdom from his eyes. We are so appreciated to the opportunity, the story and the philosophy that Professor Yunus share with us. It won’t only be a memory but will make a big impact on our future life.





Interview with one of the Successful  
Immersion Participants Marina  
Nogueira Martins e Silva Monterosso.

Yunus Centre

**Marina is a socially responsible Brazilian Woman.** Interviewer is Md Kamrul Hassan Kamol, Intern, Yunus Centre.

Welcome to Bangladesh, Miss Marina. And greetings from Yunus Centre.

**Marina: Thank you so much. My pleasure.**

What are up to you?

**Marina: I am very happy to be in Bangladesh for the second time after one year.**

Do you know that Bangladeshi people are crazy fan of Pele and Ronaldo?

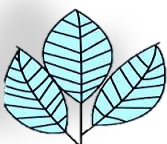
**Marina: Before coming to Bangladesh, I had no idea about the passion of Bangladeshi people for the Brazilian soccer! On my first visit to one branch of Grameen Bank, I was surprised that after telling a child I was from Brazil, he started shouting "Neymar, Neymar!", he ran to his house and came back with a Brazilian flag in his hands!**

You would be surprised, one of our cities, called Narayanganj, Brazil flag has been painted on an entire building!

**Marina: I heard about that! I must come back again to Bangladesh to visit the building.**

By the way, we are not good at football but we play good cricket. Sakib Al Hasan is our pride, best all-rounders. Alright, Marina, let's move onto the questions. Could you please tell our readers about your background?

**Marina: Sure! I am Brazilian, a mother of two sons, Felipe (8 years old) and Roberto (6 years old), living with my husband Daniel and my sons in Hong Kong since August 2017. I have a major degree in Business Administration and in Accounting.**





I still remember very clear on my first year at the University when the Professor was explaining us the purpose of an organization “maximize the financial return for its stakeholders”. I started my career at international consulting companies. After 18 years of professional experience and being promoted to partner on the Merger & Acquisition field, I started to reflect about the future of my kids. One question had not left my mind: What do I want my sons to become? Many different professions jumped to my head (artist, engineer, doctor, teacher, banker, administrator, clown...). The more I think about that, the more I realized that this was not important to me. The only thing that I care about was Felipe and Roberto becoming good human beings, without prejudice and putting themselves to serve others. As a mother, I knew that sons and daughters are like monkeys: they repeat what we do, not what we say. So, the next question that jumped in my head was “what am I doing to plant the seeds in their hearts?” And at that time, I was working crazy hours, not balancing my time with my family, my husband, my kids and myself. The pressure at work was to meet the forecast revenue and profit, and keeping the margin up. Suddenly, all of that was not fulfilling my heart and my soul. I felt an emptiness inside and I started searching around to find a solution. I began studying the concept of social businesses, conscious capitalism and B Corps and decided to start a new chapter in my life.

Okay, I have completed a close reading of your writing. But your write-up suggests you are very passionate about professor Muhammad Yunus. Could you please explain more on specific aspects of his works or initiative, or anything you have felt something very concrete?

**Marina:** Professor Yunus represents my beliefs! From real examples of successful business models, he proved that is possible to align impact and sustainability; brain and heart; with no separation from who you are and your work- everything can come together, in a holistic way.

Okay, so you are primarily influenced by the selfless aspect of social business in the world of capitalism and everything?

**Marina:** Yes exactly right

Okay. Which book do you like most? *Banker to the Poor*, *Building a Social Business*, or *A world of Three Zeros*?

**Marina:** I love *A World of Three Zeros*. For me this is the best one.

Could you please tell us what statements or paragraphs or even of the book you still remember?

**Marina:** In this book, Professor Yunus pointed out why capitalism is a failed system, bringing data about poverty, wealth concentration and unemployment. Thinking of solutions, Professor Yunus pointed about the importance of nourishing an entrepreneurship



concentration, and unemployment. Thinking of solutions, Professor Yunus pointed about the importance in nourishing an entrepreneurship spirit since childhood and not raise the youth to become "job seekers, but job givers". The book is filled with practical examples of business models to solve the inequality of the World and also to shift the way of doing business, taking into account the impact on the nature in every business decision.

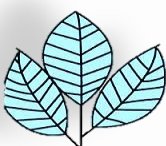
What would be your recommendation for future immersion participants at Yunus Centre?

**Marina:** Yunus Centre exceeded all my expectations! The different type of business models that you have here in Bangladesh are disruptive and, innovative. I learnt about human connection and scale through trust and not through technology. When you think about social business it means serving other first based on a genuine and deep human connection. On top of that, I feel that Yunus Centre is my reference, my supporting group. People are here to encourage me to believe that "it is possible to create business to make the world a better place for everyone". And that means a lot for me.

That's a very kind remarks of you, Miss Marina. And your positive remark on Bangladesh, we will remember it. And I have heard you are developing a project with social business concept. Please, tell us about your initiative, briefly how you are doing, how you are executing everything.

**Marina:** The inspiration for the project came from Bangladesh. During the Immersion Program we met an entrepreneur Hasnat, a Nobin entrepreneur, owner of a beauty salon. To stop a domestic violence cycle, she escaped from home and started doing garment course and later, beauty courses. In Hasnat's view, her business is beyond helping other women to become more beautiful – it is connected to support other women to stop a violence cycle, rescue self-esteem and seek financial independence to go after your dreams in life. My friend Ana Maria Drummond, who was attending the immersion course with me, and I decided to create a business in Brazil to support entrepreneurs women, who are owners of beauty salons, connecting them with products and solutions to improve the profitability of their businesses as well as offering them financial

literacy, human rights and emotional education. Since February of this year, we are dedicated to develop the business model of "Somos Todas Marias" and partnerships, together with the incubator team, comprised by amazing women: Andreia Vettorazzo, Maria Pestana, Jamile Coelho, Fabiana Peroni and Gabriele Garcia. We are all working together to make this dream become a reality ! As of December 2 we will start the pilot phase with 25 women in a community in Sao Paulo, Brazil. The length of this phase is 6 months. A period during which we will



co- create with them some solutions for the business model, adjust and validate some of the assumptions of the business model. In the second semester of 2020, we will look for investors who are connected with our purpose and values, as we are keen to scale up the model.

Okay then you are primarily replicating the Nobin program in your country?

**Marina:** At this moment, we will not invest though equity on the beauty saloons. The business model is to connect them with affordable products and solutions, not forgetting the human connection and relationship based on trust.

What obstacles did you face with advancing with your concept?

**Marina:** The very first obstacle was to see myself as an entrepreneur. For me, an entrepreneur needed to be someone like Steve Jobs and I thought that was impossible for me. However, when I visited the Garmeen Bank clients and heard those women talking about their investments on their businesses (e.g buying a cow, a duck, or another rickshaw), I've thought: "Well, this I can do it!". This was the first step. To be able to overcome the obstacle, it was crucial for me to (i) believe in a project idea that I could see having a transformational power in making others' lives better, (ii) having a potential sustainable business model and (iii) be connected with the right people who share the same vision and values.

How did you overcome them? And please tell us an example.

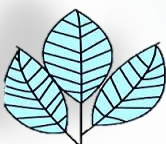
**Marina:** When you feel that you are very connected with your mission in life, things happen and then you can see little miracles every day. We can see the project going much faster than we expect before. I think that gave me a lot of confidence that we are in the right track.

Okay, the last question is, as you said you have a corporate background, you experienced corporate world. So, how optimistic you are about the potentials of social business?

**Marina:** For me, social business is a trend, and this is the only way that we can solve today's world challenges with scale. I came from the corporate world and also have NGO experience. None of them fulfilled me as much as social business did. When you think about business, it is profit maximization. When you think about NGO, you are not making something sustainable and depend on others to recognize your value. That's why I am a big believer on the concept of social business: you provide a service or offer a product to make others' lives better (this is the first goal!) and what you are offering needs to be appealing and have your value proposition perceived by others to make the business model sustainable.

Okay, thank you Miss Marina for your time and your talks. We look forward to hearing more positive stories from your projects.

**Marina:** Thank you so much, it is my pleasure.





**YC Windows**



**Internship  
Opportunity at  
Yunus Centre**

**35**

**Immersion  
Program; an eye  
opening  
experience**

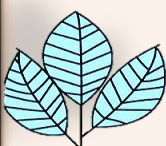
**36**

**Exposure Visit  
Program**

**37**

**Yunus Social  
Business Centre**

**38**



# Internship Opportunity at Yunus Centre

Yunus Centre's Internship Programme is committed to retaining high-potential, team-oriented and self-motivated individuals from diverse range of backgrounds, cultures and experiences. This programme aims to educate and involve bright young minds from all over the world in the field of social business.

Traditional office work (designing programs, reviewing applications, presentations, writing articles, editorial work, analyzing annual reports etc.) allows interns to gain valuable professional experience. Additionally, participation in field trips to Grameen Bank villages and social business campuses as well as meetings with high-ranking officials of Grameen sister social businesses provide tangible insights on Professor Yunus' innovative business framework.

Nobel Laureate Professor Muhammad Yunus has been promoting the Yunus Social Business model in the hopes that it will help address societal problems unresolved by the present capitalist system. The ultimate goal of Yunus Centre is to inspire individuals and organizations alike to join the Social Business movement through workshops, internship and immersion programs, projects, and more.

For detail please visit @  
[www.yunuscentre.org/internship](http://www.yunuscentre.org/internship)





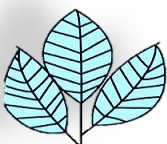
## Immersion Program

*an eye opening experience*



The Immersion Program is a one-month intensive program, which aims to provide young minds with an opportunity to learn about the concept of social business, as well as the philosophy of Nobel Peace Prize Laureate Professor Muhammad Yunus. It is designed to help participants develop their social business entrepreneurial zeal. Interested students, studying in any discipline, are encouraged to apply. This program will give you a grand opportunity to gain practical insights into the operation, management and social impact of these businesses through meetings as well as field trips to Grameen Bank and Grameen families of Social Business. In addition, you will have the access to social business study materials and will be able to attend a short course on social business where each participant will learn how to create a 'Social Business Plan'. At the end of the program, all participants shall submit their own social business plan and a report on the program. We, at Yunus Centre welcome students from all over the world who are enthusiastic about joining our movement of putting poverty in the museums and are passionate about becoming the social business leaders.

For details please visit @ [www.yunuscentre.org/immersionprogram](http://www.yunuscentre.org/immersionprogram)





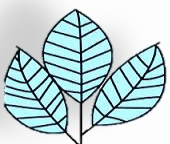
## Exposure Visit

### Get the best out of a week with the Exposure Visit Program

An exposure visit to Yunus Centre may be organized at any time and for a duration of 5 days or it can be customized by the visitor, based on their demand. It starts with a briefing at Yunus Centre about its functions and organization goals.

Exposure visit candidates can be arranged to meet the Executive Director, Professor Yunus Sir, and Meeting with Managing Directors from different Social Business Concerns etc. If they wish, a field trip can also be arranged ranging from a day trip, to five days trip, according to the length of the exposure visit one wishes to attain.

For more details of the visit @ [www.yunuscentre.org/exposurevisit](http://www.yunuscentre.org/exposurevisit)



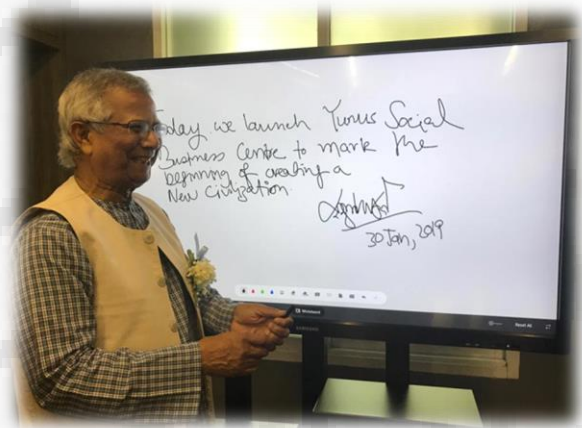
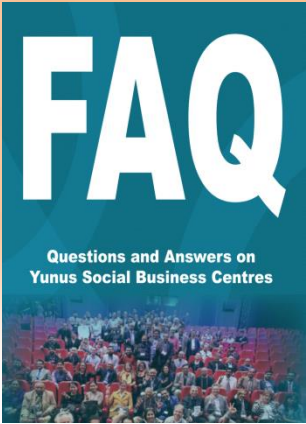
# Yunus Social Business Centre

A Yunus Social Business Centre (YSBC) is an academic hub for social business where young people, academicians, researchers are exploring the concept in details and applying them in real world context.

The steps for the establishment of the YSBC involves signing of an MOU and Terms of Reference for using the 'Yunus' name (TOR) with the Yunus Centre for the formal recognition of the centre. Upon review of documents by the university and agreement by both the parties to collaborate, the agreements copies are signed by representatives of the Yunus Centre and the university to mark the formal establishment of the YSBC.

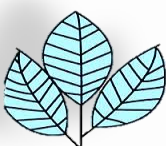
Got Questions? We got the answers!

Check out the YSBC FAQ booklet available at Yunus Centre and also softcopy form at <http://socialbusinesspedia.com/ysbc/faq>. And if you still need more assistance please do not hesitate to get in touch with us at [ysbc@yunuscentre.org](mailto:ysbc@yunuscentre.org).



**2019 witnessed 16 new YSBCs in 10 countries**

University Name	Country
Soochow University	Taiwan
National Taichung University of Science and Technology (NTCUST)	Taiwan
Birla Institute of Management Technology (BIMTECH)	India
Krea University	India
Foundation University	Philippines
Lille Catholic University	France
Leuphana University of Lüneburg	Germany
University of Urbino Carlo Bo	Italy
Ryukoku University	Japan
National Taipei University of Business	Taiwan
Albukhary International University	Malaysia
University of Murcia	Spain
University of Cantabria	Spain
Vivekanand Education Society's Institute of Management and Research (VESIM)	India
Montpellier Business School	France
Universidad ICESI	Colombia





**Advisor**

**Lamiya Morshed**  
Executive Director  
Yunus Centre

**Asst.  
Advisor**

**Rahima Khatun**  
DGM  
Yunus Centre

**Editorial  
Team**

**Rakibul Islam**  
APO  
Yunus Centre

**Shabiba Benta Habib,  
Aysha Tabassum,  
Md. Kamrul Hassan  
Kamol**  
Interns, Yunus Centre

**Design**

**Rakibul Islam**  
APO  
Yunus Centre

