

TEACHING NOTE

Better World Books and the Triple Bottom Line

Structure of the Case

The case is written from the perspective of Mike Miller, CEO of Better World Books (BWB). BWB is a B corporation committed to meeting a triple bottom line of financial, social, and environmental performance. Founded in 2003, the company experienced successful early growth but now faces serious questions as to how to continue on its upward trajectory and promising growth as it transitions from startup to a mature company in the face of ever-growing competition from online books and shrinking book donations.

The first section discusses BWB's early history from 2003 to 2014. BWB is the brainchild of two Notre Dame students, Xavier Helgesen and Christopher Fuchs, who started selling used textbooks online as a way to make some extra cash. Realizing the potential growth in the online used-book market, they partnered with local charities to run book drives and shared in return any profits they raised. Their motive was two-fold: they genuinely wanted to give back to the community and also recognized that association with a charitable cause provides an added incentive for people to contribute. With the help of another classmate, Jeff Krutzman, they wrote their ideas up in a business plan that won as "Best Social Venture" in a Notre Dame business-case competition, netting them some much needed start-up capital.

The young entrepreneurs initially expanded their business by sponsoring book drives on university campuses nationwide. Student groups collected textbooks in return for a small royalty, BWB obtained access to inventory, and BWB's charity partners received a much needed donation. The next phase of growth came from developing partnerships with libraries that donated used books in return for a portion of the proceeds. By 2009, BWB had also established partnerships with multiple new and used booksellers to gain access to even more inventory as well as joint market coverage. The company currently processes more than one million books a week, selling 25,000 books daily, and is one of the top three online sellers of used books in the world. Moreover, roughly 25 percent of BWB's book sales take place through its proprietary website, which the company launched in 2008. As BWB moves into a more mature stage of corporate development, it has started to pursue economies of scope as well as scale. While print books remain the company's main focus, it has expanded into selling audiobooks, e-books, digital games, movie DVDs, and music CDs.

The second section introduces the concepts of social entrepreneurship, triple bottom line, and B corporations:

Economically, BWB is a for-profit company and earns a “social-profit” margin of 7 to 8 percent on each textbook sold. Donors receive a fixed percentage of net revenue, and another 5 percent of sales is given to one of BWB’s nonprofit literacy partners (selected by the donor). The company has created more than 365 jobs for local economies.

Socially, BWB strives to give power to the people by promoting literacy and education through their network of nonprofit partners. Their book sales have raised over \$8.6 million for nonprofit groups, \$9.5 million for libraries, and \$3.6 million for college organizations. The company has also donated more than 15 million books at no charge to global literacy groups such as Books for Africa (see <http://www.betterworldbooks.com/Info-Literacy-Partners-m-41.aspx> for a list of BWB’s major NGO partners).

Environmentally, BWB has recycled or reused over 216 million pounds of books (an estimated 153 million books) and kept over 50,000 tons of books out of landfills. BWB strives to maintain a neutral carbon footprint for all of its business activities, and the company estimates that it has offset 44,000 tons of carbon on BetterWorldBooks.com shipping alone.

The third section provides information regarding the online used-book industry, which dates back to the foundation of Amazon.com as the first online bookseller in 1995. Amazon has significantly expanded its offerings, and it remains the largest and most threatening competitor, with a 62 percent share of all visits to bookseller websites. Half.com (owned by eBay) was the first company to develop an online *used* book market and ranks second with a 9.5 percent share. Alibris (owned by Monsoon Inc.) is another contender. Other sources of competition come from book rental sites such as Chegg.com. Competition for used-book sales is fierce, given the number of companies that have entered the market and the fact that customers have access to price comparisons at the touch of a mouse (a sample online search is provided in Exhibit TN-1). Yet another significant challenge comes from the advent of electronic book readers and e-book sales, placing even further price pressures on print-book margins.

The fourth section describes the major issues that BWB must face as it tries to scale up in this competitive environment. In addition to its campus collection program and library donations, the company needs to cultivate new inventory from sources such as independent booksellers, community book drives, an online portal, and so on. The company must also continue to invest in its operations management systems to manage its increased inventory and track market data, which is important given the narrow margins on which BWB operates. One of the more recent developments is the company’s proprietary inventory management software system that it developed in-house, and BWB is looking to monetize the software as a SaaS solution in other e-commerce business. At the same time, BWB faces major branding challenges and scrutiny of its social mission. The company has solid relationships with the socially motivated customer segment, but it must find a way to make its products attractive to mainstream buyers given that it does not necessarily have the lowest prices. Perhaps most importantly, their competitive position is vulnerable. Copycats like Books4Cause are soliciting campuses nationwide (see Exhibit TN-2), and there is no reason why large competitors like Amazon could not add a social component to their business model.

What must BWB do to hold onto “conceptual space” in people’s minds as “the” socially and environmentally responsible used-book company? Which business- and corporate-level strategies will best enable BWB to mature as a company, remain profitable, and attain its aggressive growth objectives?

Suggested Questions

ANALYSIS: FOCUS ON EXTERNAL AND/OR INTERNAL ENVIRONMENTS

1. What are the vision, mission, and values of Better World Books? Critically evaluate their usefulness to the company's leaders in formulating strategic intent.
2. Utilize Porter's five forces framework to analyze the used-book industry. Is this an attractive industry? Why or why not? Which force(s) have the strongest influence?
3. What are BWB's resources and capabilities? What core competencies do they have to help them compete in the used-book industry?
4. Perform a SWOT analysis for BWB.

FORMULATION: FOCUS ON BUSINESS, CORPORATE, AND/OR GLOBAL STRATEGY

5. Analyze the ways in which BWB strives to achieve a triple bottom line.
6. Is this business model sustainable in the long term? Why or why not?

IMPLEMENTATION: FOCUS ON RECOMMENDATIONS AND HOW TO EXECUTE THEM

7. How might BWB differentiate its product and services to create a strategic competitive advantage?
8. What are some other ways in which BWB can create and sustain a long-term competitive advantage?

Suggested Answers

ANALYSIS: FOCUS ON EXTERNAL AND/OR INTERNAL ENVIRONMENTS

1. What are the vision, mission, and values of Better World Books? Critically evaluate their usefulness to the company's leaders in formulating strategic intent.

See **Case Exhibit 3** for BWB's mission and core values. BWB does not have a separate vision statement. For an interesting exercise, you can ask the students to write a vision statement for the company, keeping in mind the characteristics of a good vision statement listed in the text. A vision statement should:

- Paint a picture about what the organization ultimately wants to accomplish.
- Be forward looking and inspiring.
- Motivate employees to aim for a winning target.
- Help employees to find intrinsic meaning in their work.
- Be clear and concise.

BWB's mission is as follows: *Better World Books is a global bookstore that harnesses the power of capitalism to bring literacy and opportunity to people around the world.*

BWB's mission is more product-oriented (global bookstore) than customer-oriented. It promises to bring “literacy and opportunity” to people around the world but does not identify a focal customer group or the markets in which it intends to compete. It is also not clear how this mission helps BWB's employees to make sound decisions on a day-to-day basis.

Ask the students to rewrite the mission statement with a customer focus. Product-oriented mission statements tend to be less flexible when adapting to changing environments, yet can help a company maintain focus on their core strategic activities. Ask students to discuss which issue is more pertinent to BWB at this stage of development.

2. Utilize Porter's five forces framework to analyze the used-book industry. Is this an attractive industry? Why or why not? Which force(s) have the strongest influence?

As shown in the table in Exhibit TN-1, the used-book industry faces a high threat of new entrants, has high interfirm rivalry, and is threatened by potent substitutes (e-books and book rentals). Buyers have moderate power because the product is not differentiated and there are no switching costs. Suppliers have minimal power; indeed, many of them give their books to BWB for sale! Overall, this industry is becoming increasingly unattractive, though the potential for profitability exists to the extent that used-book sellers can successfully differentiate their brand/product/services. As noted in the case, this is perhaps the key issue for BWB: What can they do to maintain their image as “the” socially and environmentally responsible online bookseller, in light of increasing cost-based competition and imitation by companies like Books4Cause?

3. What are BWB's resources and capabilities? What core competencies do they have to help them compete in the used-book industry?

BWB's tangible resources include its status as a B corporation, its massive inventory of used books, inventory management system, pricing algorithms, warehouse distribution center, and financial revenues. Despite the physical nature of its core product, tangible resources are not the main source of BWB's strategic competitive advantage. As shown in Exhibit TN-2, intangible assets such as the company's reputation as a socially and environmentally responsible firm, its network of partnerships

with universities, libraries, and other booksellers, and unique organizational culture are the building blocks of BWB's success. The challenge heading into the future is to maintain these core competencies, protect them from being copied, and organize them to capture maximum value for all of BWB's stakeholders.

4. Perform a SWOT analysis for BWB.

After students summarize the results from their external and internal analyses in SWOT format (see Exhibit TN-3), engage them in a discussion regarding the following questions:

- How can managers use strengths to take advantage of opportunities?
- How can managers overcome weaknesses that prevent the firm from taking advantage of opportunities?
- How can managers use strengths to reduce the likelihood and impact of threats?
- How can managers overcome weaknesses that will make threats a reality?

For example, students might suggest leveraging BWB's current network of donor relationships (a strength) to reach out to corporations and individuals (new donor opportunities). The company's inventory management system (a strength) could be utilized to manage a broader portfolio of products (diversification opportunities), decreasing its dependence on print books as a declining commodity [a threat]. BWB has already hired a key marketing person (mitigating a weakness) to create a more consistent marketing program and explain the company's social mission. In turn, this should bolster BWB's reputation in the minds of its stakeholders (another opportunity) and enable it to gain in market share against its competitors (a potent threat).

FORMULATION: FOCUS ON BUSINESS, CORPORATE, AND/OR GLOBAL STRATEGIES

5. Analyze the ways in which BWB strives to achieve a triple bottom line.

BWB is a B corporation, meaning it has publicly committed to meeting economic, social, and environmental objectives. External auditors use the B Impact Rating System to evaluate the company's social and environmental performance. For more information about B corporations, see: <http://www.bcorporation.net/what-are-b-corps>. B corporations are legally recognized in only a handful of states, and they do not (yet) confer the same tax benefits as traditional S and C corporations. See Video Option #4 for short clips introducing BWB's social and environmental missions.

Economically

- BWB receives a “social-profit” margin of 7 to 8 percent from each textbook it sells.
- All profits are reinvested in the company.
- BWB has never paid economic distributions to company owners or employees.
- BWB was EBITA positive by the end of 2010.

- BWB expects to achieve \$100+ million in annual revenues in the near future.
- BWB has created more than 365 jobs (with health care and benefits across three locations). Their warehouse in Mishawka, Indiana, was an abandoned packaging plant in a distressed industrial center.
- In 2009, BWB provided stock option grants to its nonprofit partners to give them a vested interest in the company's economic success. Subsequent grants will be based on performance.

Socially

- A fixed percent of net revenue is paid to book donors (libraries receive 15 percent of the net sale price).
- Five percent of net sales is given to one of BWB's major nonprofit literacy partners. The literacy partners receive their designated share of net revenues regardless of whether the company earns an economic profit in that time period.
- As of December 2014, the company has donated \$8.6 million to 80+ literacy and education nonprofits, \$9.5 million to thousands of libraries nationwide, and \$3.6 million to college organizations that run book drives.
- In excess of 45 million books have been collected, many of which were donated at no charge to literacy organizations.

Environmentally

- By focusing on the reuse of an existing product, BWB eliminates the need for additional raw materials and production waste.
- Books that cannot be sold are channeled through literacy partners to build libraries or equip schools in developing nations.
- Any books unsuitable for donation are recycled.
- BWB estimates it has reused or recycled over 216 million pounds of books (an estimated 153 million books) and kept over 50,000 tons of books out of landfills.
- BWB uses recycled metal shelving from libraries in its warehouses (keeping more than 900,000 pounds of shelving out of landfills).
- BWB strives to maintain a neutral carbon footprint and purchases carbon offsets to balance its shipping and other operations (44,000 tons on all bwb.com shipping alone).
- A few cents from every transaction go to support wind-energy projects.
- BWB offers an eco-shipping option that utilizes local post offices whenever possible.

6. Is this business model sustainable in the long term? Why or why not?

After several years of teaching this case, we have found that most students respond negatively to this question. The most frequent comment is that it is not possible to serve both for-profit and social motives at the same time without detracting from the firm's overall performance. In order for BWB to have a sustainable business model over the long term, students argue that it will be necessary for the company to shift to a purely nonprofit orientation. In their view, this has several benefits:

1. It eliminates customers' doubts about the company's "mixed motives" and thereby increases its social appeal.
2. It reduces pressure from for-profit competitors who have distinctive size and cost advantages.
3. It eliminates shareholder demands for a return on their investment (i.e., meeting growth and performance targets).

This line of discussion can provide valuable opportunities for debating the merits of social entrepreneurship in general, as well as the specific example in this case.

Another factor that we must take into consideration with the BWB example is that used books are a commodity product with inventories projected to decrease over the long term. The commodity-like nature of used books begs the question of whether it is possible for BWB to differentiate its products/services adequately to generate the necessary profit margins, and if so, how it should go about doing so (see question #7). The fact that the supply of used books is likely to decline as e-readers become more popular raises the issue of whether BWB should remain a single product-oriented company or diversify into related products and services. The case indicates that BWB has already expanded into e-books, digital games, used movie DVDs, and music CDs, but the optimal product mix is still open for debate. Used DVDs and CDs face a similar future as print books and, therefore, do not present a long-term solution to the declining inventory problem. Selling digital property such as e-books and games is a vastly different market, which will require the company to acquire new resources and competencies in order to compete effectively.

Entrepreneurial firms like BWB should always have an exit strategy. While one possibility is to continue to grow in size and/or scope, BWB could also choose to milk its current niche for as long as it is profitable to do so. Another possible outcome would be to enter into a merger or acquisition by a larger firm, though this would likely make it difficult to maintain the company's culture and its accompanying emphasis on social and environmental objectives.

IMPLEMENTATION: FOCUS ON RECOMMENDATIONS AND HOW TO IMPLEMENT THEM

4. How might BWB differentiate its product and services to create a strategic competitive advantage?

Because of BWB's social and environmental mission, the firm has narrower margins than its purely for-profit competitors. This implies they either need to compete based on volume (which is difficult to do against Amazon.com), or find ways to increase their margins through differentiated products and services. The main value levers available to differentiating firms are:

- *Product features*—For the most part, a used book is a used book. Possible differentiating features include providing a wider selection, promising higher quality, or giving access to rare/difficult-to-find items. BWB currently differentiates its books/services based on the company's social/environmental mission, but has legitimate concerns that competitors may copy their approach and adopt their own social causes.
- *Customer service*—BWB's "no-shipping-costs" policy is popular with customers, but this erodes the company's margins and may not be sustainable in the long term.

- *Customization*—BWB provides a personal note describing each book's journey as an expression of the company's passion and authenticity, but it is not clear how much extra customers are willing to pay for this "personal touch."
- *Complements*—BWB does not offer any complements.

5. What are some other ways in which BWB can create and sustain a long-term competitive advantage?

BWB currently utilizes a focused differentiation strategy, where it differentiates its products based on service (no shipping costs), customization (personal notes), and its social/environmental mission. This strategy has primary appeal to socially/environmentally conscious consumers, which constitute a relatively small but loyal market segment. One way of growing the size of this segment without dramatically changing the company's underlying strategy is by expanding internationally. BWB has established a distribution center in Edinburgh, Scotland, which could be utilized to support deeper penetration of the European Union. Expanding into Europe has some innate appeal as European social values are arguably more aligned with BWB's mission than those of the United States. As a developed market (like the United States), Europe also has a relatively high purchasing power per capita, meaning that its citizens are likely to have the financial means to purchase books for personal use (ensuring the availability of inventory).

Alternatively, BWB could develop a broad differentiation strategy and increase its appeal to a broader customer base in its current markets. The success of this approach depends on the willingness of "average" used-book consumers to pay a price premium to support BWB's social/environmental mission and higher cost structure. Given the commodity-like nature of the core product (used books), the increasing number of competitors in the used-book marketplace, the ease of online comparison shopping, and the rapid emergence of e-books as cheap substitutes, this is a far more challenging value proposition.

Perhaps a better alternative to broad differentiation might be to work toward an integrated or best-cost strategy, where BWB offers roughly comparable prices AND the added value of contributing to the company's social/environmental mission. While this strategic approach can be quite profitable when well executed, it can also be extremely difficult to implement because it requires careful management of both cost and value drivers. On the value side, BWB would need to clearly articulate its value proposition to prospective customers as well as address concerns about its "mixed motives." Both objectives could potentially be accomplished through a professionally administered marketing program. On the cost side, BWB would need to commit to strict operational efficiencies as well as reconsider the necessity of free shipping. Marketing studies could be used to determine consumers' price sensitivity, or exactly how much extra they are willing to pay to satisfy their social/environmental conscience.

The case also indicates that the company is starting to explore various diversification options, which could help create economies of scope as well as scale. As noted under question #6, the optimal product mix has yet to be determined and could be the subject of a lively and interesting in-class debate.

Case Updates

In early 2015, Scott Coning left the company for unspecified reasons.

Source: Personal communication with Diane Maier, Director of Sales & Marketing

Additional Resources

1. Better World Books keeps a running list of its press coverage on the following web page: <http://www.betterworldbooks.com/info.aspx?f=press>.
2. Better World Books. <http://www.cnn.com/video/?/video/living/2009/07/01/elam.mainstreet.books.cnn&ieref=videosearch> (2:10).

Literature for Less. <http://www.cnn.com/video/?/video/living/2009/07/01/elam.mainstreet.books.cnn&ieref=videosearch> (2:16).

Two CNN clips talking about the origins and business model of BWB. The videos feature images of the warehouse, a brief financial summary, and interviews with the founders. Nice, brief, and objective introduction to the company as a whole.

3. Better World Books Vimeo channel: <http://vimeo.com/bwbooks/videos>.
4. Better World Books YouTube channel: <http://www.youtube.com/user/BetterWorldBooks?feature=watch>.

Better World Books Intro. <http://www.youtube.com/watch?v=Uk64ytD7WSQ&feature=c4-overview-vl&list=PLE74383761B9E0D6F> (4:26).

This video is produced by BWB and describes their mission and passion for books and literacy. It starts with customers talking about their passion for books, and it then describes the origins of the company and its triple-bottom-line business model.

Business = Social Impact at Better World Books. http://www.youtube.com/watch?v=5G3PZlWmgGw&feature=mfu_in_order&list=UL (1:40). This clip highlights the social impact of BWB's business model and explains B corporations.

The Environmental Impact of Better World Books. http://www.youtube.com/watch?v=p7XZ3yY6vhY&feature=mfu_in_order&list=UL (1:21). This clip discusses BWB's environmental activities.

Inside the Better World Books Warehouse. <http://www.youtube.com/watch?v=V7Sm44wI-ec&feature=related> (1:48). This video provides an inside view of the BWB warehouse and its inventory processes.

Books for Africa and Better World Books.

<http://www.youtube.com/watch?v=o4d4E-VkVE8&feature=c4-overview-vl&list=PLE74383761B9E0D6F> (2:06). This is a video produced by BWB/Books for Africa as a thank you to groups who sponsor a book drive. It discusses how donated books benefit various aspects of African society. Students may benefit from seeing the people and places touched by BWB's activities, if they are having trouble grasping the human element of the company's business model. There are similar videos pertaining to BWB's other major NGO partners (Room to Read, Worldfund, Invisible Children, etc.).

5. *When Sustainability Means More than "Green."* http://www.mckinsey.com/insights/strategy/when_sustainability_means_more_than_green (7:51). This is a video of a *McKinsey Quarterly* interview with Adam Werbach, author of the book *Strategy for Sustainability*. He discusses the need to take a long-term perspective on business, arguing that true sustainability has four components: social, economic, environmental, and cultural. This video is useful for prompting a broader discussion of sustainable businesses, apart from BWB's direct activities.

Contact your local representative from McGraw-Hill Education (<http://shop.mheducation.com/store/paris/user/findltr.html>) for information about access to financial analysis spreadsheets.

EXHIBIT TN-1 Applying Porter's Five Forces Framework to Analyze the Used-Book Industry

Factors Leading to...	Threat of New Entrants	Power of Suppliers	Interfirm Rivalry	Power of Buyers	Threat of Substitutes
High threat	Customer switching costs are low Low capital requirements	Suppliers can credibly forward integrate	Many competitors in industry Amazon is lone giant; others of relatively equal size Slow or negative industry growth	Products are undifferentiated Buyers have low switching costs	E-books offer an attractive price-performance trade-off Book rentals Many alternatives to reading for leisure
Moderate threat	Some incumbents have proprietary inventory and market data systems Brand equity varies				Buyers must purchase an e-reader to use substitutes
Low threat	Retaliation by incumbents is likely	Many potential suppliers Products are not easily differentiated Incumbents face low switching costs	Low exit barriers, though some sellers have strong emotional investment	Multiple small buyers Buyers purchase in small quantities Buyers are not likely to backward integrate	
Overall Assessment	High	Low	Very high	Moderate	High

Source: Courtesy of F. T. Rothaermel.

EXHIBIT TN-2 BWB's Resources and Capabilities

BWB's Resources and Capabilities ... are they?	Valuable V	Rare R	Costly to Imitate I	Organized to capture value O
Tangible				
B corporation status	•	•	•	?
Inventory of used books	•			
Inventory management system	•			
Pricing algorithms	•	?		
Warehouse distribution center	•			
Financial revenues	•			
Intangible				
Personalized service	•	?		
Market experience/knowledge	•	?		
Strategic alliance with booksellers	•	•	?	
Library partnerships	•	•	?	
Other donor relationships	•	•	?	
Social/environmental reputation	•	•	•	?
Employee loyalty/enthusiasm	•	•	•	•

Source: Courtesy of F. T. Rothaermel.


EXHIBIT TN-3 SWOT Analysis for Better World Books

<p>Strengths</p> <ul style="list-style-type: none"> Reputation (first-mover advantage) Inventory management system Network of donor relationships Organizational culture Financial profitability 	<p>Opportunities</p> <ul style="list-style-type: none"> Increasing public appreciation for socially and environmentally responsible businesses Laws are slowly changing to provide B corporations with tax status Serve as a consolidating force in a fragmented market to gain market power Seek increased donations from individuals Partnerships with corporations Develop a differentiated product/service bundle Expand into other product lines
<p>Weaknesses</p> <ul style="list-style-type: none"> “Shoestring” budget Competing against for-profit companies without social obligations Reliance on viral and word-of-mouth marketing Inexperienced leadership team 	<p>Threats</p> <ul style="list-style-type: none"> Price competition from other online booksellers, especially Amazon Possibility that competitors might adopt a socially responsible platform Copycat companies like Books4Cause Customers switching to e-books Customers choosing other activities instead of reading Google creating an online digital library Decreasing supply of used books

Source: Courtesy of F. T. Rothaermel.

Additional Exhibits

EXHIBIT TN-4 Competition with Third-Party Sellers



Used offers for
Corporate Finance with S&P card + Connect Plus (Hardcover)
 by Stephen A. Ross
 ★★★★★ 83 customer reviews | Share

Return to product information | Have one to sell? | Every purchase on Amazon.com is protected by an A-to-z guarantee. | Feedback on this page? Tell us what you think

Price + Shipping	Condition (Learn More)	Delivery	Seller Information	Buying Options
\$43.56 + \$3.99 shipping + \$0.00 estimated tax	Used - Acceptable This purchase helps support a small business! This is a used item and will not likely include any cd or access code that may ... » Read more	<ul style="list-style-type: none"> Arrives between Sept. 28 - Oct. 14 Expedited shipping available. Domestic shipping rates and return policy. 	Full Harvest ★★★★★ 90% positive over the past 12 months. (339 total ratings)	Add to cart or Sign in to turn on 1-Click ordering.
\$43.57 + \$3.99 shipping + \$0.00 estimated tax	Used - Acceptable Small Seller, Huge Service! Best copy ships first. CDs, access codes, and other accessories are not guaranteed to be included... » Read more	<ul style="list-style-type: none"> Arrives between Sept. 28 - Oct. 14 Expedited shipping available. Domestic shipping rates and return policy. 	RockMountainBooks ★★★★★ 85% positive over the past 12 months. (544 total ratings)	Add to cart or Sign in to turn on 1-Click ordering.
\$43.60 + \$3.99 shipping + \$0.00 estimated tax	Used - Good U.S. Hardcover 9th Edition. No S&P/Connect plus card. book only	<ul style="list-style-type: none"> Arrives between Sept. 28 - Oct. 14 Domestic shipping rates and return policy. 	TEXTBOOK WAREHOUSE! ★★★★★ 85% positive over the past 12 months. (1,258 total ratings)	Add to cart or Sign in to turn on 1-Click ordering.
\$43.62 + \$3.99 shipping + \$0.00 estimated tax	Used - Good Shows some signs of wear, and may have some markings on the inside. This item does not include any CDs, Infotrac, Access card... » Read more	<ul style="list-style-type: none"> Arrives between Sept. 28 - Oct. 14 Domestic shipping rates and return policy. 	betterbooks2009 ★★★★★ 96% positive over the past 12 months. (8,760 total ratings)	Add to cart or Sign in to turn on 1-Click ordering.
\$52.62 + \$3.99 shipping + \$0.00 estimated tax	Used - Very Good Very Good condition, Used condition books are sold as is and may not include supplements such as access codes, cds, dvd, conn... » Read more	<ul style="list-style-type: none"> Arrives between Sept. 28 - Oct. 14 Ships from CA, United States. Domestic shipping rates and return policy. 	EDUCATION FIRST BOOKSTORES ★★★★★ 92% positive over the past 12 months. (1,969 total ratings)	Add to cart or Sign in to turn on 1-Click ordering.
\$52.63 + \$3.99 shipping + \$0.00 estimated tax	Used - Good 9th edition as pictured. *NO S&P or Connect Plus access code! Access code is one-time use, and it has been used. If you need... » Read more	<ul style="list-style-type: none"> Arrives between Sept. 28 - Oct. 14 Ships from MT, United States. Expedited shipping available. Domestic shipping rates and return policy. 	JT_Media & Textbooks ★★★★★ 96% positive over the past 12 months. (15,065 total ratings)	Add to cart or Sign in to turn on 1-Click ordering.
\$57.74 + \$3.99 shipping + \$0.00 estimated tax	Used - Good This Book is in Good Condition. Used Copy With Light Amount of Wear. 100% Guaranteed.	<ul style="list-style-type: none"> Arrives between Sept. 28 - Oct. 14 Domestic shipping rates and return policy. 	-Daily Deals- ★★★★★ 96% positive over the past 12 months. (672,673 total ratings)	Add to cart or Sign in to turn on 1-Click ordering.
\$57.76 + \$3.99 shipping + \$0.00 estimated tax	Used - Good BOOK ONLY. Shows some signs of wear, and may have some markings on the inside. Used books do not include accessories such as ... » Read more	<ul style="list-style-type: none"> Arrives between Sept. 28 - Oct. 14 Ships from FL, United States. Domestic shipping rates and return policy. 	Max_Book_Stores ★★★★★ 96% positive over the past 12 months. (1,322 total ratings)	Add to cart or Sign in to turn on 1-Click ordering.

Source: Amazon.com.

EXHIBIT TN-5 Books4Cause FAQs

What is Books4Cause?

Books4Cause runs book drives and book donation campaigns on college campuses which help fund and support various initiatives locally, nationally, and around the world.

What type of books do you accept?

We accept any book in good condition, except for journals, periodicals, custom course manuals or magazines. Older books that are a few years out of date are perfect for Africa. Newer books are often sold to raise money and cover the cost of shipping and running the book drive.

Books are heavy, how can I get them to you?

We are a full-service organization. We will come to your home or office, box up the books, and get them started on the way to their new home. Leave the heavy lifting to us.

Sounds great but in which part of the country do you pick up books?

We are based in Chicago and are running book drives all around the country. Send us an email to find out when we will be visiting your campus. You may also sign up on our partner page to start the process of running a book drive.

What do you do with the donated books?

Books4Cause finds the best possible use for each donated book in support of our mission to help worthy causes. Around 25% of the books are sold to raise money for non-profit programs and shipping costs, around 50% are sent to one of our non-profit partners for use in their programs and around 25% are recycled if unsuitable for sale or partner use.

What causes will benefit from my book donation?

All of our book-drives benefit HSRI. We send them money, books, and warehouse all of their other educational supplies that are sent to Ghana. We also have secondary local partners on each campus that get money and/or books. We are looking to work with additional national and local partners. Here is a list of our current partners.

What do you do with the collected books?

Books4Cause finds the best possible use for each book collected in support of our mission to help worthy causes. Books are either sold to raise money for non-profit programs, sent to one of our non-profit partners for use in their programs, or recycled if unsuitable for sale or partner use. Most of our donated books are sent to Africa with the assistance of our non-profit partner Human Service Resources, Inc. (HSRI). HSRI runs the Good Books for Africa program distributing books to children in classrooms and libraries in Ghana and elsewhere in Africa.

Do you throw any books away?

We never throw books away. We genuinely have a love for books and reading and often marvel at the diverse and interesting books that come our way. We also pride ourselves on our ability to derive the maximum value from every book collected. Any book that cannot be sold or used directly by our literacy programs is pulped and recycled. We have diverted thousands of books from landfills.

Do you provide a tax receipt?

Yes, we will furnish a tax receipt for your donation. This receipt is from HSRI for the amount of books that you have donated. The tax receipt will be issued at the end of the book drive.

Source: <http://www.books4cause.com/faq/>.