

Annotated Bibliography: Social Enterprise, Social Entrepreneurship, Social Economy, Social Innovation

Authored by Heather Anderson, Janelle Weissman and Sharine Ling, The Australian Centre for Philanthropy and Nonprofit Studies

February, 2012

Note: Many entries below are excerpted from the original text and/or the abstract. For more information and detail, please refer to the complete citation accompanying every entry to access the original source.

Allan, Bob. 2005. 'Social enterprise: through the eyes of the consumer (prepared for the National Consumer Council) economy'. *Social Enterprise Journal*. 1(1): 5 -77.

Region(s): UK

Keywords: Consumer behaviour, Public administration, Small to medium-sized enterprises, Social enterprises, Social responsibility, United Kingdom

Aims: To apply a consumer-based approach to the study of the underlying concepts involved in social enterprises.

Approach: The report aims to examine social enterprises from the consumer's point of view and address the question of how social enterprise can make its case for consumer support. Pays particular attention to market segmentation, including: the ethical marketplace; under-served markets; companies; public sector; voluntary sector; and consumer agents.

Core Findings/Argument: It is suggested that there are three schools of thought on how social enterprises should be promoted: the first focusing on social enterprises as "ethical businesses", with the term used as an umbrella term for a wide range of firms practising corporate social responsibility (CSR); the second emphasising the role of social enterprise in trading for a social purpose; and the third focusing on social ownership.

Alvord, Sarah H.; David L. Brown; and Christine W. Letts. 2004. 'Social Entrepreneurship and Societal Transformation: An Exploratory Study'. *The Journal of Applied Behavioral Science* 40(3): 260-282.

[peer-reviewed theoretical and empirical paper]

Region(s): USA

Keywords: sustainable development, nongovernment organizations, social entrepreneurs, social change, disadvantaged groups

Aims: To identify common patterns across a set of successful social entrepreneurship initiatives.

Approach: A comparative analysis of 7 cases of social entrepreneurship that have been widely recognised as successful.

Core Findings/Argument: The authors highlight factors associated with successful social entrepreneurship, particularly with social entrepreneurship that leads to significant changes in the social, political, and economic contexts for poor and marginalized groups. They generate propositions about core innovation forms (including building local capacity, disseminating a package, and building a movement), leadership and organization, and scaling up in social entrepreneurship that produces societal transformation. The article concludes with a discussion of the implications for social entrepreneurship practice, research, and continued development. They suggest the following themes recurred in each reviewed case of successful social entrepreneurship: possess the capacity for bridging and adaptive leadership; build on assets of disadvantaged constituencies served; and identify key stakeholders in creating a vision for change.

Amin, Ash. 2009. 'Extraordinarily ordinary: working in the social economy'. *Social Enterprise Journal*. 5(1): 30-49.

Region(s): UK

Keywords: Empowerment, Entrepreneurs, Labour, Social economics, Social welfare, United Kingdom

Aims: The assumption is that future capitalism can accommodate, perhaps even require as recession deepens, the energies of the social economy in making new markets and meeting welfare needs. While a body of research has emerged examining the economic characteristics of social enterprises and how they succeed or not in managing the interface between market and ethical priorities, little is known about what it is like to be involved in the social economy or about what different social actors gain from the experience. However, most academic and policy thinking assumes that engagement in the social economy is both rewarding and empowering. This paper aims to fill this gap.

Approach: This paper draws on sobering case evidence from Bristol relating to the experience of social entrepreneurs, employees and volunteers.

Core Findings/Argument: The critical question raised by this study is whether the role of the social economy should be that of returning the socially disadvantaged back into the formal economy. The evidence in this study tends to suggest that this expectation could be misguided and overly ambitious.

Austin, James E., et al., eds. 2006. *Effective Management of Social Enterprises: Lessons From Businesses and Civil Society Organizations in Iberoamerica*. Cambridge, Massachusetts: Harvard University Press.

Region(s): Latin America

Keywords: social enterprise, business, nonprofit organization, cross-sector convergence, case study, management

Aims: To analyse forty qualitative case studies highlighting the growing trend of blending private sector business strategies to strengthen nonprofit operations, and applying social a purpose to the private sector.

Approach: Faculty at the Harvard Business School and at the top business schools in Latin America collaboratively dissect case studies to argue that the points of convergence between nonprofit organisations and private business are multiple and growing.

Core Findings/Argument: Nonprofit endeavors (whether of independent civil-society organizations or of entities associated with private corporations) increasingly employ smart management techniques and earned-income activities, while corporations are increasingly broadening their stakeholders beyond shareholders to accept wider social responsibilities. The chapters are professionally organized around the concepts of leadership, strategy, institutional culture, human resources, financial viability, governance, and performance measurement, underscoring valuable lessons for managers of both nonprofit and for-profit enterprises.

Bailis, Rob, Cowan, Amanda, Berrueta and Masera, Omar. 2009. 'Arresting the Killer in the Kitchen: The Promises and Pitfalls of Commercializing Improved Cookstoves'. *World Development*. 37(10): 1694-1705.

Region(s): Mexico, Kenya, China

Keywords: Improved cookstoves, household energy, public health, social enterprise, Mexico, Latin America.

Aims: To analyse market-based interventions in household energy and health in the developing world.

Approach: The article presents details of a Mexican case study and compares the Mexican experience to past stove interventions in Kenya and China, which are both examples of commercialized stove dissemination.

Core Findings/Argument: Rather than presenting an "either/or" choice of commercialization or continued subsidization, the evidence justifies a balanced approach acknowledging that the adoption of certain business practices would lead to a more successful stove dissemination, but also accounting for the difficulty of establishing viable commercial enterprises in the places where the disease burden from household energy is highest and acknowledging that the links between household energy and health are characterized by public goods and may deserve long-term state

and/or donor support. The challenge lies in identifying a combination of commercialization and state or donor support that works in the highly varied geographic space where woodfuel-dependency persists.

Barraket, Jo. 2008. 'Social Enterprise and Governance: Implications for the Australian Third Sector'. In *Strategic Issues for the Not-for-Profit Sector*, ed. Jo Barraket. 2008. Sydney: University of New South Wales Press.

Region(s): Australia

Keywords: social enterprise, Australia, governance, networks

Aims: To consider in what ways social enterprise in other parts of the world impact the Australian Third Sector.

Approach: Examines definitions and the development of social enterprises in the UK, US, and Western Europe, and considers implications for their evolutionary patterns impacting on Australia's social enterprise sector.

Core Findings/Argument: In this chapter, Barraket concludes that while social enterprise evolves due to institutional setting, they can also create alternative inclusive economies, which underscores their uniqueness. She suggests that Australian social enterprises should work together to foster a collective identity in order to take advantage of political opportunities, such as funding to bolster the sector as a whole.

Barraket, Jo and Michael Crozier. *The Social Economy in Australia: A Research Agenda*.

Region(s): Australia

Keywords: social economy; social inclusion; third sector; network governance

Aims: To examine the idea of social economy in an era of network governance.

Approach: The authors focus on recent approaches to social inclusion involving strategic partnerships that combine both social and economic objectives. The intention is to highlight the conceptual and empirical challenges this area of research poses.

Core Findings/Argument: The paper outlines some key themes in both the social economy and network governance literatures, linking them together through the issue of cross-sector joint action. In this regard, the authors propose some preliminary questions and tentative responses as part of a broader program of research which involves conceptualising and mapping the Australian social economy.

Basargekar, Prema. 2009. 'Microcredit and a Macro Leap: An Impact Analysis of Annapurna Mahila Mandal (AMM), an Urban Microfinance Institution in India'. *The IUP Journal of Financial Economics*. 7(3/4): 105-120.

Region(s): India

Keywords: Social Enterprise, Microcredit, Microfinance, India

Aims: To understand the forces responsible for the emergence and growth of one of the leading microfinance movements in urban India and to make impact assessment on its beneficiaries through a case study method.

Approach: Case study. The first part of this paper deals with the factors responsible for the inception of AMM, the role of a social entrepreneur in its development, its objectives, its strategies, and its growth over the years. The second part deals with the assessment of economic and social empowerment of member beneficiaries due to this movement, by using the survey method.

Core Findings/Argument: The survey reveals that while economic empowerment of members, in terms of income generation, asset creation and monthly expenditure, were marginal, it is significant in terms of savings. The survey also reveals that the members of AMM experienced a significant rise in self-esteem, self-respect and leadership qualities.

Bates, Timothy. 2001. 'Minority Business access to mainstream markets'. *Journal of Urban Affairs*. 23(1): 41-56.

Region(s): United States

Keywords: Minority business, Market Access

Aims: To ask the question, "do entrenched old-boy networks impede MBE expansion into mainstream markets, or do they simply lack the capacity to compete?"

Approach: This study investigates discriminatory barriers by defining concrete measures of discrimination in small business access to product markets. Product market access is measured empirically by utilising U.S. Bureau of the Census small business data, describing firms that operate in the urban United States.

Core Findings/Argument: Empirical findings of this study support the discriminatory barrier explanation. However larger, more established firms irrespective of owner race, have more access to business and government clients than smaller younger firms.

Bielefeld, Wolfgang. 2009. 'Issues in Social Enterprise and Social Entrepreneurship'. *Journal of Public Affairs Education*. 15(1): 69-86.

Region(s): USA

Keywords: Social Enterprise, Social Entrepreneurship

Aims: To discuss the background and current configuration of discussions on issues in Social Enterprise and Social Entrepreneurship, to highlight questions about the impact of earned income on nonprofit organizations and corresponding sectors.

Approach: The article traces the origins of the interests in Social Enterprise and Social Entrepreneurship and highlights a number of issues that are raised in the dialogues about them, expecting that these issues will influence the direction of continuing developments in theory, research and practice.

Core Findings/Argument: Topics of interest in the area of Social Enterprise and Social Entrepreneurship include appropriate definitions, the degree to which entrepreneurship may differ between nonprofits and for-profits, and the potential of social entrepreneurship to address significant social problems.

Borzaga, Carlo and Jacques Defourny, eds. 2004. *The Emergence of Social Enterprise*. London: Routledge.

Region(s): Australia

Keywords: social enterprise

Aims: To report on work completed through the Targeted Socio-Economic Research program of the European Commission.

Approach: Researchers formed the EMES (European Research) Network, working on the emergence of social enterprises in Europe from 1996 through 1999. In the first half of this volume, diverse authors describe social enterprise in fifteen EU countries. In the last half, theoretical perspectives on social enterprise are introduced. In conclusion, the joint research project's empirical and theoretical results are summarised.

Core Findings/Argument: The authors suggest country variations could be explained by the varied level of economic and social development, characteristics of welfare systems, role of the third sector, and the existence of particular legal frameworks. Finally, public policies are recommended to support social enterprises, including: the full legal recognition and regulation of social enterprises; move to policies seeking to bolster the emergence and development of new demand for services (public, and in the medium term, private); more clearly defined quasi-market and contracting-out strategies; creating supply-side policies aiming to reinforce entrepreneurial activity; improve the managerial skills of staff; favour the establishment of second/third level organisations and increasing propensity to spin off and create new and autonomous groups.

Brainard, Lori A. And Patricia D. Siplon. 2004. 'Toward Nonprofit Organization Reform in the Voluntary Spirit: Lessons from the Internet'. *Nonprofit and Voluntary Sector Quarterly* 33(3): 435-457.

[peer-reviewed theoretical and empirical paper]

Region(s): USA

Keywords: internet, participation, membership, nonprofit organization, reform

Aims: To draw on examples of health-based citizen cyber-organizations to derive lessons for how professional nonprofit organizations can recapture their voluntary spirit generally, placing an emphasis on participation and membership.

Approach: This article identifies two models of nonprofit organization roles: the economic model, which emphasizes business-like methods, and the voluntary spirit

model, which emphasizes participation and membership. It examines examples of ways relatively small cyber-organizations successfully engage memberships and other stakeholders to drive more than dollars to their doors, fostering stronger partnerships and connections to the organizations and their cause.

Core Findings/Argument: The authors argue that professional nonprofits might use the Internet to recapture their voluntary spirit and can learn important lessons on how to do so from more informal, nonprofessional, citizen cyber-organizations. Lessons include: (1) beyond fundraising, organizations can use their web sites to foster communication between and among members, volunteers, supporters, and service recipients to foster solidarity and commitment; (2) with an established forum for multidirectional communication, the professional nonprofits could allow the participants—members, volunteers, service recipients, and supporters—to set the terms for participation in the electronic forums.

Brest, Paul, Hal Harvey, and Kelvin Low. 2009. 'Calculated Impact'. *Stanford Social Innovation Review* 7(1): 50-57.

Region(s): USA

Keywords: social return on investment, measuring impact, evaluation, social innovation

Aims: To review three philanthropic organisations' approach to measuring social return on investment, establishing the importance of paying attention to outcomes.

Approach: The authors apply a particular evaluation method, expected return analysis, to assess the impact of grants made by three different funding organisations, to diverse grantees.

Core Findings/Argument: Expected return implies that a cost is justified to the extent it contributes to net benefit. This analysis can be used not only at the end of a grant, but also early on to help philanthropists consider how realistic their desired outcomes are in relation to finite resources. The tool, and further discussion, provides insight into measuring social innovation more broadly, and challenges the field to more rigorously engage in evaluation efforts.

Brock, Debbi D. 2008. 'Social Entrepreneurship Teaching Resources Handbook'. Accessed 26 February 2009. Available at <http://www.universitynetwork.org/handbook>.

Region(s): USA

Keywords: social entrepreneurship, social enterprise, teaching resources, cases

Aims: To consolidate the number of resources available, and catalogue the growing cadre of academics around the world who are collectively building the field of social entrepreneurship.

Approach: As advocates for social entrepreneurs and social entrepreneurship education

throughout our careers, the authors have gathered many resources for both faculty new to the field of social entrepreneurship and seasoned veterans who blazed the trail in the early twenty first century. The first version of the Social Entrepreneurship Teaching Resources Handbook was published in January 2004 and included twenty schools actively teaching social entrepreneurship courses. The expanded version is a culmination of the Social Entrepreneurship Teaching Resources Handbook prepared in partnership with Ashoka's Global Academy for Social Entrepreneurship.

Core Findings/Argument: Bill Drayton, founder of Ashoka, said we are at a tipping point in social entrepreneurship. The growth of the sector now includes over 350 professors who are actively teaching or researching in social entrepreneurship from more than 35 countries, with over 30 national and international competitions, 800 different articles and 200 cases used in social entrepreneurship courses.

Brown, Jim. 2006. 'Equity finance for social enterprises'. *Social Enterprise Journal*. 2(1): 73-81.

Region(s): UK

Keywords: Equity capital, Investments, Public administration, Small enterprises, Small to medium-sized enterprises, Social enterprises, Social responsibility, United Kingdom.

Aims: To study a range of options for providing equity finance (equity capital) in social enterprises.

Approach: The UK government's keenness for social enterprises to overcome the sector's cultural aversion to borrowing and seek finance for their activities and end grant dependency within the sector is discussed. Considers the different motives of ethical investors and the potentially blurred boundary between what constitutes a social enterprise and what constitutes a private enterprise. Reports on how the Community Interest Companies (CICs), which provides the legal format for social enterprises, has adapted its regulations to pave the way for new forms of equity finance for social enterprises.

Core Findings/Argument: It is possible to adapt the rights of ownership identified by Jeff Gates (1998) to provide the basis for equity finance for social enterprises through its attention to liquidation rights, income rights, appreciation rights, voting rights, and transfer rights.

Brozek, Kathy O. 2009. 'Exploring the Continuum of Social and Financial Returns: When Does a Nonprofit Become a Social Enterprise?'. *Community Development Investment Review*. 5(2): 7-17.

Region(s): USA

Keywords: Nonprofit, Social Enterprise, Venture Philanthropy.

Aims: To explore the continuum of social and financial returns from Conventional nonprofit to Conventional business, and focus on the challenges, opportunities and trends facing nonprofits and the circumstances in which each model is a better fit.

Approach: Analytical

Core Findings/Argument: The nonprofit social enterprise warrants distinction from a nonprofit with earned income due to a number of differences including vision, mission integration, capable leadership, structure at inception, sustainability, funding sources, leadership capabilities, operations model scalability and collaboration. The availability of early-stage funding is the missing link that keeps a promising social enterprise business plan from being implemented. Given that the current funding system favours less risk, shorter time horizons, and labour-intensive practices, this social enterprise model could potentially be underused.

Bull, Michael. 2008. 'Challenging Tensions: Critical, Theoretical and Empirical Perspectives on Social Enterprise. *International Journal of Entrepreneurial Behaviour & Research*. 14(5): 268

Region(s): UK

Keywords: entrepreneurialism, social welfare organizations, nonprofit organizations, social enterprise

Aims: The purpose of this paper is to introduce the special issue, which explores the concept and significance of social enterprise and social entrepreneurship internationally.

Approach: This introductory article examines the literature that exists to date and presents an outline of some of the fundamental issues and the challenging tensions within the conceptualisation of social enterprise. The article concludes with a discussion of critical future research needs.

Core Findings/Argument: The findings suggest that a critical perspective is required in order to add originality and value to this developing area of research. The author calls for a challenge to the 'business model'. The article contrasts the US's emphasis on entrepreneurialism and EMES emphasis on group objectives, shared aims and decision-making power, with the UK somewhere in the middle.

Bull, Mike. 2007. "Balance": the development of a social enterprise business performance analysis tool'. *Social Enterprise Journal*. 3(1): 49-66

Region(s): UK

Keywords: Balanced scorecard, Business analysis, England, Organizational development, Public administration, Small enterprises, Small to medium-sized enterprises, Social enterprises, Social responsibility.

Aims: To investigate the higher-level skills needs and learning provisions for small medium social enterprises (SMSEs) in Northwest England in order to support strategies for lifelong learning and organizational development.

Approach: The study involved the development of "Balance", a tool based on an adapted form of Kaplan and Norton's Balanced Scorecard (1996) performance measurement and management tool, integrating the notion of incremental learning development, and utilizing Kolb and Fry's (1975) organizational learning cycle. Discusses the findings of

piloting the tool in 30 social enterprises to make a case for an alternative approach to business analysis, where a qualitative approach is put forward.

Core Findings/Argument: The results indicated that the Balance tool provided SMSEs with an easy to use diagnostic tool for collating managers' subjective opinions in order to simplify the analysis process and provide a reference point for discussing management skills needs. Reveals that there is a spectrum of social enterprise with the "need" or "social" driven organization at one end and the more "enterprise" driven organization at the other. Concludes that the "social" led business tends to focus on an informal, organic organizational system, utilising a loose business framework purely as a means to meeting the social/environment need, while the "enterprise" led business focuses on a structured business organizational system, embracing business logic and businesslike methods and discourse to meet the social/environment/business need.

Bull, Mike, and Crompton, Helen. 2006. 'Business practices in social enterprises'. *Social Enterprise Journal*. 2(1): 42- 60.

Region(s): UK

Keywords: Balanced scorecard, Business analysis, England, Public administration, Small enterprises, Small to medium-sized enterprises, Social enterprises, Social responsibility.

Aims: To report the findings of a European Social Fund (ESF) financed study into the investigation and development of business practices and managerial skills in the social enterprises sector.

Approach: The qualitative and grounded research investigation was conducted using interviews with owner/managers of 15 social enterprises in Greater Manchester and Lancashire, UK, and aimed to develop a strategic understanding of social enterprise business practices and issues and to develop baseline information to develop a management tool based on the balanced scorecard (BS) of Kaplan and Norton (1996). Develops a definition of social enterprise and presents a brief background of the post-war development of the social enterprises sector, its recent growth and increasing competition for resources.

Core Findings/Argument: The results indicated that social enterprises adopt varying practices, face many issues and, while many are beginning to make themselves more accountable in terms of their social value, there was little evidence to suggest that social enterprises were measuring their social impact beyond providing data that was sought by funders. Reveals that the social enterprise managers implied that the next step was to become more proactive in recording and marketing their social values and that developing social value indicators is the next challenge, while evidence suggests that tools developed for social enterprises need to be informal, non-generic and based on experiential learning.

Bull, Mike, Crompton, Helen and Jayawarna, Dilani. 2008. 'Coming from the heart (the road is long)'. *Social Enterprise Journal*. 4(2): 108-125.

Region(s): UK

Keywords: Enterprise economics, Entrepreneurialism, Organizational development, Small-to medium-sized enterprises.

Aims: This paper aims to investigate the organisational development of three small- and medium-sized social enterprises (SMSEs). The objectives of the paper are to highlight the critical stages of development that have led to change, growth and success for these enterprises. Although social purpose organisations have existed for some time, recent political interest in the subject has created a new and emerging field of interest where little empirical research exists. This paper examines how SMSEs evolve, utilizing the framework of organisational life cycle (OLC) models, specifically Adizes's model. Thus, drawing on the OLC field of study this paper will make a significant contribution to a deeper understanding of social enterprise development.

Approach: A qualitative methodological approach was undertaken in order to understand the stories and experiences. A semi-structured approach enabled the researcher to gain deep insights into the life cycle stages that changed and developed each of these organisations over time – which would not have been as insightful through a quantitative methodological approach.

Core Findings/Argument: The key findings indicate that a host of internal and external incidents were critical to the development of these firms. The entrepreneurialism shown within these organisations was crucial. These three firms all grew from community-based campaigns that were able to exploit financial opportunities and grow with a momentum over a number of years. The organisation structures, although different across the three cases, were critical factors in the ability to deliver, develop skills and handle growth. Through analysing these cases through the framework of the OLC model we found that the development stages were similar and that the model is a useful lens for viewing social enterprise organisation development.

Cafaggi, Fabrizio and Paola Iamiceli. 'New Frontiers in the Legal Structure and Legislation of Social Enterprises in Europe: A Comparative Analysis'. *EUI Working Papers Law No. 2008/16*.

Region(s): Europe

Keywords: social enterprise, legal reform, accountability

Aims: To present and discuss policy issues regarding the legal structure and legislation of social enterprise through the lens of recent law reforms in Europe.

Approach: The legislation of seven countries is analysed: Portugal, France, Poland, Belgium, the United Kingdom, Finland and Italy. National models are compared distinguishing them according to the legal form and the main rules concerning asset allocation, governance and responsibility.

Core Findings/Argument: Aware about the specificity that the legal, social and economic context may entail in each legal system, the authors conclude that, in order to promote a distinctive role for social enterprise in Europe, the law should guarantee: (1) a control mechanism over the social nature of the finality pursued by the organisation; (2) the enforcement of a positive (although not total) assets lock to ensure the achievement of

social goals; (3) the possibility for the enterprise to sustain its own activity through remunerated financing; (4) a certain degree of stakeholders' interests' representation inside the governance of the enterprise; (5) the enforcement of a non-discrimination principle concerning the composition of membership; (6) the enforcement of a democratic principle inside the governing bodies which allows pluralism, fair dialogue and no emergence of controlling rights; and (7) an adequate degree of accountability which allows sufficient information disclosure about the governance and activity of the social enterprise.

Cameron, Jenny and Katherine Gibson. 2005. 'Alternative Pathways to Community and Economic Development: The Latrobe Valley Community Partnering Project'. *Geographical Research* 43(3): 274-285.

Region(s): Australia

Keywords: economic development, community development, participatory action research, poststructuralism, community economy, diverse economies

Aims: To report on a pilot project with the goal of developing an alternative approach to community and economic development in the context of the Latrobe Valley, Victoria, a resource region that has experienced downsizing and privatisation of its major employer, the state-owned power industry.

Approach: The project sought to challenge familiar understandings of disadvantaged areas, the economy, community and the research process in order to open up new ways of addressing social and economic issues. The resulting four-stage research project was informed by the techniques of asset-based community development and action research, as well as by discourses of the diverse economy and communities of difference.

Core Findings/Argument: During the two-year project span, four community enterprises were developed. Their varying degrees of success achieved in the four years since the project's end underscore the important role of local agencies such as the council in providing ongoing support for such activities. The experience of exemplary community enterprises is that this more formal economic development takes time and needs to be initially underwritten by volunteer labour and grant-funding.

The project demonstrates the community and economic development potential of building on unfamiliar representations of disadvantaged areas, the economy, communities and research. This project highlights that an action research approach based on collaboration between people with professional training and others who have been marginalised can produce tangible outcomes.

Carmel, Emma and Harlock, Jenny. 2008. Instituting the 'third sector' as a governable terrain: partnership, procurement and performance in the UK. *Policy & Politics*. 36(2): 155-171.

Region(s): UK,

Keywords: Governance, Third sector, Voluntary sector, Partnership, Public services

Aims: To argue that governance of the 'dispersed state' is being extended into the quasi-private realm of voluntary and community organisations and their activities.

Approach: Literature and policy review

Core Findings/Argument: That the goal of partnership carves out a newly governable terrain – the third sector – which is to be organised through the operational governance mechanisms of procurement and performance. The result is the attempted normalisation of VCOs as market-responsive, generic service providers, disembedded from their social and political contexts and denuded of ethical or moral content and purpose.

Cato, Molly Scott, Arthur, Len, Smith, Russell, Keenoy, Tom. 2007. "So you like to play the guitar? Music-based social enterprise as a response to economic inactivity". *Social Enterprise Journal*. 3(1): 101-112.

Region(s): UK, Wales.

Keywords: Entrepreneurialism, Music industry, Public administration, Small enterprises, Small to medium-sized enterprises, Social enterprises, Social responsibility, Wales

Aims: To study the relationship between organization structure and socio-economic impact in the Welsh music industry and the potential role of social enterprises.

Approach: The economic value of social enterprise and the role of creative industries in urban regeneration are discussed from the viewpoint of the inclusion of marginalized workers, especially the young, into the labour-market. Discusses the increasing political interest in social enterprise and explores evidence for this policy interest, including whether the nature of the governance and management structure of social enterprises influences their social and economic impacts. Reports preliminary stages of the research project and presents evidence gathered through case studies of three unnamed music businesses based in South Wales comprising: a development agency based on co-operative principles; a loosely organized collective of practitioners and trainers; and a limited liability company. Explains that all three companies began by focusing on hip-hop music but have developed in different directions and have also developed distinct forms of governance, and this enables the relationship between governance, the music industry, and socio-economic outcomes to be studied.

Core Findings/Argument: The critical analysis of the potential of social enterprises to achieve social and economic regeneration supports the authors' own conception of mutual economic activity in terms of what they call "associative entrepreneurship". Concludes that this concept is needed because the existing definition of social enterprise has become too wide to have analytical value. Notes that the authors hope to present the research findings to a conference of creative industries' academics in the coming year.

Chapman, Tony, Forbes, Deborah and Brown, Judith. 2007. "They have God on their side": the impact of public sector attitudes on the development of social enterprise'. *Social Enterprise Journal*. 3(1): 78-89.

Region(s): UK

Keywords: England, Public administration, Small enterprises, Small to medium-sized enterprises, Social enterprises, Social responsibility, Voluntary organizations

Aims: To study the reasons why UK social enterprises are not yet fulfilling their potential due to the lack of support and trust on the part of key decision makers.

Approach: The study was based in Tees Valley, the southernmost sub-region in northeast England, which has suffered from a decline in its traditional industries over the past 30 years. Reports the results of in-depth qualitative interviews with 18 local authority economic regeneration officers and leading local strategic partnership managers across the five borough councils as key stakeholders across Tees Valley to explore potential barriers to the development of the social enterprises sector in this sub-region. Explains that each interview focused on: perceived differences in the culture of the social enterprise sector compared with private business and the public sector; representation of the sector in key decision making in the sub-region; the potential for developing entrepreneurship and foresight in the sector; and opinions on the level of support required for capacity building.

Core Findings/Argument: The results indicated that key stakeholders in the public sector assume that there is a value continuum between the voluntary and community sector, through the social enterprise sector, to the small and medium enterprise (SME) sector, while the assumption is also that the closer an organization is to the voluntary and community sector, the more likely that it will be driven by its social values. Supports the view that social enterprises are both “value led” and “market driven”.

Chell, Elizabeth. 2007. ‘Social Enterprise and Entrepreneurship: Towards a Convergent Theory of Entrepreneurial Process’. *International Small Business Journal*. 25(1): 5-26.

Region(s): UK

Keywords: Cognitive constructivism, Discourse, Enterprise, Entrepreneurship, Social constructionism.

Aims: The article considers the nature of social enterprise and whether, indeed how, it might be construed as a form of entrepreneurship.

Approach: Discourses and perspectives of the nature of enterprise and the entrepreneur are traced as a backdrop to understanding social and economic entrepreneurship.

Core Findings/Argument: It is argued that in the past social enterprises have been modelled on tenets of ‘not-for-profit’ charitable organizations that have attracted human and social capital with pro-social, community-spirited motives, and have engendered survival strategies premised on grant dependency. In the longer term, the author argues, social enterprises should be self-sustaining and therefore entrepreneurial in their endeavours. From these premises, it is suggested that the definition of entrepreneurship might be modified to include the creation of ‘social and economic value’ and may thus be applied to both private, entrepreneurial ventures as well as social enterprises.

Chertok, Michael; Jeff Hamaoui; and Eliot Jamison. 2008. ‘The Funding GAP’. *Stanford Social Innovation Review* 6(2): 44-52.

Region(s): USA

Keywords: investment, social enterprise, social entrepreneur

Aims: To explore constraints and opportunities for raising investments of greater than \$250,000 to grow social enterprises.

Approach: The authors discuss a range of investment organisations interested in social enterprise, and discuss the characteristics of these, including individual/institutional direct investors and intermediary investors, and the role of government policies in incentivising such investment. They also highlight reasons why social enterprises are sometimes a difficult fit for traditional investors' portfolios, as the enterprises fall in the space between sectors (not wholly charitable or private), expanding on the spectrum of social and financial returns such enterprises aim to reach.

Core Findings/Argument: The authors conclude by suggesting areas ripe for research and resources that should be developed in order to expand the availability of larger pools of capital to support social enterprises. Short-term resources include: toolkits designed to help entrepreneurs select the most appropriate organisational form for incorporation; development of an incubator to experiment with diverse funding tools for social enterprise; enhanced educational and training programs on social enterprise. Long-term resources include: exploring fiduciary duties of incorporating non-financial returns in investment decision-making; assessing realistic financial returns on social enterprise investments; investment trade-off research; studying government policies' effects on availability of capital; and research on economic efficiency.

Clancy, Elaine and Mayo, Amanda. 2009. 'Launching a social enterprise see-and-treat service'. *Emergency Nurse*. 17(3): 22-24.

Region(s): UK

Keywords: Paediatric care, See-and-treat services, Social enterprise.

Aims: To outline an innovative partnership between a primary care trust and a social enterprise company to develop a see-and-treat primary care service that has reduced the number of children attending the traditional emergency department at a London hospital.

Approach: The authors provide background to the partnership, outline how it was implemented, and discuss issues and successes.

Core Findings/Argument: This project shows that collaboration between a social enterprise company and primary care trust provider arm can help to manage increased demand for paediatric emergency care services. It also illustrates how companies such as Urgent Care Ltd' can work with clinicians to provide innovative services for patients.

Community Wealth Ventures. 'Powering Social Change: Lessons on Community Wealth Generation for Nonprofit Sustainability'. Accessed 10 February 2009. Available at <http://www.communitywealth.org/Powering%20Social%20Change.pdf>

Region(s): USA

Keywords: nonprofit business venture, social enterprise, best practice, survey

Aims: To provide an overview of nonprofit business venture practice, and advance the field through lessons and analysis.

Approach: Through a survey, case studies, and essays, the authors offer lessons for those interested in launching a nonprofit business venture, and a window into the diversity of social enterprises in operation.

Core Findings/Argument: Business enterprise by nonprofit organizations is one of the least noticed but fastest growing areas of small business today. Community Wealth Ventures authors identified a range of factors commonly leading social enterprises to success, which are illustrated in the diverse case studies and survey data: (1) The business venture operates independently as its own department or entity; (2) The business venture has a champion; (3) Energy and support for the venture must come from the entire nonprofit organization and its board; (4) The venture is adequately capitalized; (5) Skilled staff is hired for the venture; (6) The venture's goals are clear.

Cook, Beth; Chris Dodds and William F. Mitchell. 2003. 'Social Entrepreneurship - False Premises and Dangerous Forebodings'. *Australian Journal of Social Issues* 38(1): 57-72.

Region(s): Australia

Keywords: social welfare policy, partnerships, employment, monetary policy, social change, unemployment benefits, charities, citizenship

Aims: To explore whether social entrepreneurship and public-social-business partnerships offer helpful alternatives to administering welfare services for the public good.

Approach: The authors review the history of unemployment, the fiscal constraints on government, the history of the Social Entrepreneurship Movement and welfare provision as a possible substitute to the public's provision of welfare services.

Core Findings/Argument: The authors argue that the Social Entrepreneurship Movement (SEM) literature is based on two false premises: the failure to understand the true causes of mass unemployment, and the assumption that the government faces financial constraints in the provision of welfare services. They also argue that implementation of the SEM proposals would erode the rights-based eligibility to universal welfare services based on the principle of social justice. They conclude that the SEM is indistinguishable from neo-liberalism and as such does not represent a viable solution to unemployment and the welfare needs that accompany it.

Dal Forno, Arianna and Merlone, Ugo. 2009. 'Social Entrepreneurship Effects on the Emergence of Cooperation in Networks'. *Emergence: Complexity & Organization (E:CO)*. 11(4): 48-58.

Region(s): Unknown

Keywords: Social enterprise, Social entrepreneurship, Community, Computational model.

Aims: To present a model of interaction among agents in a community, and shed light on the catalytic role that some individuals have on the social structure.

Approach: This paper applies a computational model to obtain an interactive platform where the composition of the community can be chosen together with different parameters.

Core Findings/Argument: The number of social entrepreneurs and their relative location is extremely important. A culture for a moderate social entrepreneurship would be effective in promoting projects; deciding who should act as a social entrepreneur can be considered a coordination game. Also, while the action of social leaders is more effective, when they are removed the community cannot replicate the evolution in the short run.

Darby, Lauren and Jenkins, Heledd. 2006. 'Applying sustainability indicators to the social enterprise business model: The development and application of an indicator set for Newport Wastesavers, Wales'. *International Journal of Social Economics*. 33(5/6): 411-431.

Region(s): Wales

Keywords: Corporate social responsibility, Social accounting, Organizational change.

Aims: The purpose of this paper is to briefly assess social accounting methods and tools to measure business and social enterprise (SE) contributions to sustainability in relation to their usefulness and applicability to SEs. Using a case study example, the paper aims to describe and evaluate the process of developing and applying indicators to measure contributions to sustainability.

Approach: The researchers worked with three senior members of staff at Wastesavers to develop a set of sustainability indicators. First a literature review of existing sustainability indicator sets and sustainability tools was undertaken. Then a scoping exercise was undertaken to understand what the company wanted out of the process and to decide on which indicators to use. A list on eight key indicators was developed and data on each of these collected and collated and a report was written. Discussion is focussed on the requirements, difficulties, appropriateness and potential pitfalls of such an approach, including commentary on the integration of indicators into working practices, organisational change and strategic development.

Core Findings/Argument: No one method of social accounting has been universally accepted in the UK. This requires greater coordination by those developing such models and a common research agenda on this area for SEs in the UK.

Dart, Raymond. 2004. 'The Legitimacy of Social Enterprise'. *Nonprofit Management and Leadership* 14(4): 411-424.

Region(s): Canadian author

Keywords: social entrepreneurship, social enterprise

Aims: To focus on the emergence and evolution of social enterprise and apply institutional theories of organization to help make sense of the role of socio-political

contexts in its rapid emergence.

Approach: This article develops an explanatory direction for social enterprise based on institutional perspectives rather than more traditional rational economic concepts. It maps the social enterprise field, highlighting contrasts between traditional nonprofit forms and social enterprise forms of organisation; develops an institutional theory perspective emphasising conformity to societal expectations rather than efficiency as organisational goals.

Core Findings/Argument: Social enterprise has emerged as a business-like contrast to the traditional nonprofit organization. Through Suchman's typology of legitimacy (1995), the authors argue that the origin and evolution of social enterprise is put into dramatically different focus through the concept of moral legitimacy. Moral legitimacy connects the overall emergence of social enterprise with neoconservative, pro-business, and promarket political and ideological values that have become central in many nations and also explains the observation that social enterprise is being more frequently understood and practiced in more narrow commercial and revenue-generation terms.

Dees, J. Gregory and Anderson, Beth Battle. 2003. 'Sector-Bending: Blurring lines between nonprofit and for-profit'. *Society* 40(4): 16-27.

Region(s): USA

Keywords: nonprofit for-profit, sector-bending

Aims: To introduce the concept of "sector-bending" that is blurring the distinctions between nonprofit and for-profit organisations.

Approach: Conceptual paper that defines sector-bending around four broad types of behaviour: imitation, interaction, intermingling and industry creation. Goes on to discuss potential benefits of sector-bending along with risks and concerns.

Core Findings/Argument: Instead of emphasising legal forms of organisation there may be benefits from focusing on communities of practice that include different organisational forms serving a common purpose.

Dees, J. Gregory. 1998. 'Enterprising Nonprofits'. *Harvard Business Review* 76(1): 55-67.

Region(s): USA

Keywords: nonprofit, social enterprise, nonprofit business venture, best practice

Aims: To outline reasons why nonprofits are increasingly seeking out income-earning opportunities, or developing 'social enterprises', as a more sustainable and flexible income stream to support their missions.

Approach: The author discusses the context ripe for growing interest in social enterprises, risks associated with and suggestions to nonprofits interested in launching business ventures.

Core Findings/Argument: The author argues nonprofits increasingly seek income-earning activities because: (1) for-profit activities are becoming more acceptable; (2) there is a keen interest in nonprofit service delivery that does not create dependency in their clients (nominal fee-for-service); (3) seeking financial sustainability; (4) increased competition for philanthropic dollars opens a door for more commercial transactions; (5) given for-profit competitors are encroaching on traditional nonprofit domains from health care to charter schools, nonprofits are inclined to experiment with more commercial operations.

Dees outlines risks associated with nonprofit commercial activities, including: (1) mission drift; (2) the odds indicate failure more likely than success with the start of a new business venture; (3) lack of business and managerial skills to effectively compete in the marketplace; and (4) a marked difference between nonprofit and corporate cultures.

Dees offers suggestions to nonprofits interested in engaging in commercial activities, including: (1) first, research the whole range of commercial sources of revenue; (2) next, set realistic financial goals, including the appropriate blend of earned and philanthropic resources to sustain the organisation; (3) bolster management skills as well as skills unique to commercialisation including business knowledge and expertise to do business planning and implementation; and (4) seek tax and legal advice before launching a venture. Above all, nonprofits should keep in mind program/mission-related (rather than commercial) outcomes need to stay at the forefront of their operations.

Defourny, Jacques, and Nyssens, Marthe. 2008. 'Social enterprise in Europe: recent trends and developments' *Social Enterprise Journal*. 4(3): 202-228.

Region(s): Europe

Keywords: Europe, Non-profit organizations, Organizational structures, Public policy.

Aims: Twelve years ago, the concept of social enterprise was rarely discussed in Europe, however, it is now making significant breakthroughs in European Union (EU) countries. Within this context, the purpose of this paper is to synthesize major evolutions experienced by social enterprises across Europe and the key challenges they are facing; and specific members of the EMES European Research Network provide a more in-depth update as to current trends and debates in their respective countries.

Approach: This paper is based on a comparative analysis of the different institutions (legal frameworks, public policies, supporting structures, public procurement policies) which support the development of social enterprises in the different EU countries. To delimit the field, the paper relies on the "ideal-type" social enterprise as defined by the EMES network: "Social enterprises are not-for-profit private organizations providing goods or services directly related to their explicit aim to benefit the community. They rely on a collective dynamics involving various types of stakeholders in their governing bodies, they place a high value on their autonomy and they bear economic risks linked to their activity.

Core Findings/Argument: It was found that although the concept of social enterprise itself has not gained the same recognition in all EU countries (and is even still poorly

understood in several of them), the reality is that growth and social enterprise are being experienced in most EU countries.

Defourny, Jacques and Marthe Nyssens. 2006. 'Defining Social Enterprise', in Nyssens, Marthe; Sophie Adam and Toby Johnson, eds. *Social Enterprise: At the Crossroads of Market, Public Policies and Civil Society*, New York: Routledge, pp. 3-26.

Region(s): Europe, UK, USA

Keywords: social enterprise, origins, definitions, debate, theory

Aims: To put a spotlight on the debate of the meaning of social enterprise in Europe, the UK, and the USA.

Approach: Compare and contrast the meaning of social enterprise in these different contexts (Europe, UK, USA).

Core Findings/Argument: The authors suggest that social enterprises may provide a bridge between cooperatives and nonprofit organisations. They present research questions for further consideration, including social enterprises most commonly: possess three goals (social, economic, and socio-political); have multi-stakeholder ownership; catalyse different sorts of market and non-market resources to feed their mission; and are embedded in a political context – which are all innovative characteristics in contrast to the USA's and UK's conceptions of social enterprise.

Dey, Pascal and Steyaert, Chris. 2010. 'The politics of narrating social entrepreneurship'. *Journal of Enterprising Communities: People and Places in the Global Economy*. 4(1): 85-108.

Region(s): Global

Keywords: Entrepreneurialism, Narratives, Social change, Societal organization

Aims: Responding to recent pleas both to critically analyze and to conceptually advance social entrepreneurship. The purpose of this paper is to examine how the political "unconscious" operates in the narration of social entrepreneurship and how it poses a limit to alternative forms of thinking and talking.

Approach: To move the field beyond a predominantly monological way of narrating, various genres of narrating social entrepreneurship are identified, critically discussed and illustrated against the backdrop of development aid.

Core Findings/Argument: The paper identifies and distinguishes between a grand narrative that incorporates a messianistic script of harmonious social change, counter-narratives that render visible the intertextual relations that interpellate the grand narration of social entrepreneurship and little narratives that probe novel territories by investigating the paradoxes and ambivalences of the social.

Diochon, Monica and Anderson, Alistair R. 2009. 'Social enterprise and effectiveness: a process typology'. *Social Enterprise Journal*. 5(1): 7-29.

Region(s): Canada, UK

Keywords: Entrepreneurialism, Entrepreneurs, Innovation, Sustainable development.

Aims: The purpose of this paper is to address the lack of conceptualisation within the emerging field of social enterprise and contribute to a better understanding of process effectiveness and potential.

Approach: The literature is drawn upon in providing a rationale for focusing on process, for selecting an appropriate organising framework, and for developing the typology and its key dimensions.

Core Findings/Argument: In proposing two polar opposite “ideal types” – one based on traditional concepts of non-profit organisations and one that employs entrepreneurship as a strategy for achieving social aims (such as poverty and marginalisation) – the process components (activities, people and organising) and their interrelationship are explained. The dimensions of each component that facilitate or constrain entrepreneurship are conceptualised along a continuum, whereby a predisposition toward either end of the continuum forms the basis of classification. Upon assessing each process component, an overall determination of type can be made. Effectiveness – innovation in dealing with the challenges of social exclusion and marginalisation; increased self-sufficiency and sustainability – depends upon the extent to which the process components are congruently configured to foster entrepreneurship.

Drayton, William. 2002. ‘The Citizen Sector: Becoming as Entrepreneurial and Competitive as Business’. *California Management Review* 44(3): 120-132.

Region(s): USA

Keywords: social entrepreneurship, ethics, citizen sector, nonprofit

Aims: To describe the historical context in which social entrepreneurial activity has been seeded and indeed flourished, applying innovative business models to catalyse social change, and the implications of these developments on society.

Approach: As founder of Ashoka in 1980, which uses a venture capital model to support social entrepreneurs, the author, Bill Drayton, uses some of his organisation’s examples to highlight how social entrepreneurs contribute to tackling world problems. He introduces three management challenges which have emerged given the growth of social entrepreneurial activity, including: integrating social and business components of society; modifying the financial services sector to provide for the citizen sector (not only the business sector); and reinvigorating a commitment to ethical behavior as integral to all organisations.

Core Findings/Argument: He concludes by offering insights into how a growing citizen sector will impact society as a whole, including: (1) closing the gap between society and business and the evolution of new legal and institutional structures to embrace increased collaboration and competition across sectors; (2) increasing competition with government, forcing the public sector to improve services or learn how to compete; (3) strengthening democracy; and (4) finally, a decreased disparity of wealth.

Edler, Jakob and Georghiou, Luke. 2007. ‘Public procurement and innovation - Resurrecting the demand side’. *Research Policy*. 36(7): 949-963.

Region(s):

Keywords: Innovation policy, Public procurement, Demand and innovation, Concepts of demand-oriented policy, Public sector innovation.

Aims: To discuss public procurement as one of the key elements of a demand-oriented innovation policy.

Approach: The paper starts by signaling the new significance of public procurement for innovation policy strategies at the EU level and in a range of European countries. It then defines the concept of public procurement and embeds this concept within a taxonomy of innovation policies. The rationales and justifications of public procurement policies to spur innovation are discussed, followed by a consideration of the challenges and potential pitfalls as well as appropriate institutional arrangements and strategies, including some recent empirical examples of good practice.

Core Findings/Argument: The paper confronts the public procurement approach with two of the most common objections to it and considers future prospects.

Edery, Yared. 2006. 'Ethical developments in finance: Implications for charities and social enterprise'. *Social Enterprise Journal*. 2(1): 82-100.

Region(s): UK, England

Keywords: England, Ethical investment, Ethics, Finance, Public administration, Small enterprises, Small to medium-sized enterprises, Social enterprises, Social responsibility.

Aims: To show how social enterprises can take advantage of the growing ethical awareness of financial institutions to finance their work while remaining true to their social principles.

Approach: The concept of financial intermediation and the growing ethical dimension of financial institutions are discussed to examine the evolving role of ethics within financial intermediation and the opportunities these offer to social enterprises which have hitherto been wary of such finance on principle. Focuses on the fact that many depositors and investors are willing to sacrifice financial return for social results. Reports results of the study, with literature searches and other methods, and presents information based on case studies of eight financial intermediaries that provide services to social enterprises and have a strong concern for ethics.

Core Findings/Argument: The case studies comprise: Aston Reinvestment Trust (ART), an industrial and provident society; Charity Bank, an FSA regulated bank with a national lending scale; Derby Loans, an industrial and provident society (IPS) and a community development finance institution (CDFI); The Ecology Building Society (EBS), an FSA-regulated building society with a national lending scale; Industrial Common Ownership Finance (ICOF), a public company limited by guarantee with a national lending scale; London Rebuilding Society (LRS), an IPS with a local lending scale, with borrowers having to be located in London; Triodos Bank, a regulated bank with a national lending scale; and Ulster Community Investment Trust (UCIT), an IPS with a local lending scale limited to specified geographical areas. Concludes that several financial intermediaries now exist that are willing to provide short and long term finance to social enterprises.

Edwards, Michael. 2008. *Just Another Emperor? The Myths and Realities of Philanthrocapitalism*. New York: Demos and The Young Foundation.

Region(s): USA

Keywords: social enterprise, venture philanthropy, corporate social responsibility, civil society, social change, philanthrocapitalism, theory, definitions

Aims: To explore the emergence of the philanthrocapitalism movement, by defining a range of related terms and reviewing studies uncovering the lack of knowledge and understanding around impacts – good or bad – of applying business practices and market principles to nonprofits for improved results.

Approach: The author reviews micro-level and macro-level examples of how markets and capitalism influence social change and have impacted nonprofit organisations, alongside theories of capitalism and the role of market forces in society.

Core Findings/Argument: Applying business principles to the operations of nonprofit organisations and creating new markets for goods and services that benefit society or 'philanthrocapitalism' with the aim of social change does not deliver results and can in fact damage civil society. The concentration of power and wealth in this new philanthropy is unhealthy for democracy, and does not foster needed levels of accountability. Systems change requires social movements, politics, and the state, and philanthrocapitalism generally ignores that realm, leading to limited social change. Edwards offers specific suggestions about how foundations and other philanthropists can change practices to commit to: learning, transparency and accountability, democracy, modesty, devolution, and to funding structural and systemic change.

Eikenberry, Angela M. and Kluver, Jodie Drapal. 2004. "The Marketization of the Nonprofit Sector: Civil Society at Risk?" *Public Administration Review*. 64(2): 132-140.

Region(s): USA

Keywords: Nonprofit organizations, Trends, Finance, Social impact, Industry wide conditions

Aims: To discuss the significance of marketisation in the nonprofit sector for public administration scholars and public managers.

Approach: This article reviews the major marketisation trends occurring within the nonprofit sector – commercial revenue generation, contract competition, the influence of new and emerging donors, and social entrepreneurship - and surveys research on their potential impact on nonprofit organizations' contributions to civil society.

Core Findings/Argument: The public sector has increasingly adopted the methods and values of the market to guide policy creation and management. Several public administration scholars in the United States have pointed out the problems with this, especially in relation to the impact on democracy and citizenship. Similarly, nonprofit organizations are adopting the approaches and values of the private market, which may harm democracy and citizenship because of its impact on nonprofit organizations'

ability to create and maintain a strong civil society. These issues are important to public administrators for a number of reasons.

Enjolras, Bernard. 2009. 'A governance-structure approach to voluntary organisations'. Working Paper no. 09/01. European Research Network.

http://www.emes.net/fileadmin/emes/PDF_files/Working_Papers/WP_09-01_Enjolras_WEB.pdf.

Region(s): Europe

Keywords: Governance-structure, Voluntary organisation, Reciprocity, Trustworthiness.

Aims: To develop a governance-structure theoretical understanding of voluntary organisations.

Approach: The working paper focuses on coordination mechanisms and failures. It compares governance structures of For-Profit, Governmental and Voluntary organisations and provides a short case study of the differences between these three organisational forms running a rehabilitation centre.

Core Findings/Argument: The governance structure of voluntary organisations enhances reciprocity and trustworthiness.

Evans, Mel and Syrett, Stephen 2007, 'Generating social capital? The social economy and Local economic development'. *European Urban and Regional Studies*. 14 (1): 55- 74.

Region(s): Europe

Keywords: Local development, Social capital, Social economy, Social enterprise.

Aims: To explore the notion of social capital and the manner in which it is produced, reproduced and used locally within the social economy as part of the local economic development process.

Approach: Findings are presented from a transnational European research project which examined the development of social enterprises and the social economy within different localities in order to seek to better understand their interrelationships with the local production and use of social capital.

Core Findings/Argument: These findings emphasize the importance of contextualization in the study of local social capital and the importance of interpretative approaches for area-based policy development.

Ferguson, Kristin M. and Bin Xie. 2008. 'Feasibility Study of the Social Enterprise Intervention With Homeless Youth'. *Research on Social Work Practice* 18(1):5-19.

Region(s): USA

Keywords: mental health, intervention, social enterprise, vocational cooperative, homeless youth

Aims: To reduce mental health symptoms and high-risk behaviours and increase social support and service utilization among street-living youth, the authors conducted a pilot

study to assess the feasibility of the social enterprise intervention (SEI) at a homeless youth agency. Approach: Convenience sampling was used to recruit 16 street-living youth from the agency. SEI participants received 7 months of vocational and small business training and service referrals. A comparison sample of 12 agency youth was used.

Core Findings/Argument: Findings from independent sample tests demonstrate that SEI participants displayed significant improvements at 9 months in life satisfaction, family contact, peer support, and depressive symptoms. Preliminary findings suggest that the SEI was feasible within the agency setting and associated with higher mental health and social outcomes.

Flockhart, Andrew 2005. 'Raising the profile of social enterprises: the use of social return on investment (SROI) and investment ready tools (IRT) to bridge the financial credibility gap'. *Social Enterprise Journal*. 1(1): 29-42.

Region(s): UK, England, Scotland

Keywords: England, Entrepreneurialism, Public administration, Return on investment, Scotland, Small enterprises, Small to medium-sized enterprises, Social enterprises, Social responsibility.

Aims: To evaluate the potential of social return on investment (SROI) and investment ready tools (IRT) in enabling social enterprises to address the credibility gap associated with their ability to build capacity and to adopt a more commercial/entrepreneurial approach to their activities.

Approach: The differences that exist between social and financial returns in social enterprises are discussed. Reports the results of interviews conducted with key informants from the social investment industry in Scotland and England to explore their personal understanding or experience of SROI, the tools they use at present to assess social enterprise sustainability and capacity for growth and potential for investment, their likes and dislikes of SROI, and how they see SROI moving forward in a Scottish and/or UK context.

Core Findings/Argument: The results indicated that, should social enterprises find a way to overcome the resource implications of implementing SROI, this would enable them to become the preferred investment vehicle for new sources of social finance.

Frances, Nic. 2008. 'The End of Charity'. *Public Policy Research* 15(2): 89-93

Region(s): Australia

Keywords: nonprofit, social enterprise, business, social value

Aims: To explore multisectoral approaches to tackling social problems, and barriers to success.

Approach: In this short essay, Frances provides personal examples of ways social enterprises have effectively addressed difficult social problems.

Core Findings/Argument: Frances argues against the compartmentalisation of business and charity: the latter being residual welfare - the 'leftovers' - and an excuse for the former to avoid the creation of social value. He argues for a value-centred market economy, where value is the starting point for business and economic strategy. The market can be used as a tool to tackle social problems. A true social entrepreneur is not just an innovator propped by government and philanthropic subsidies, but someone who "locates the interface between a social goal and building a consumer base for the service that delivers that goal: value-centred market economics". p. 92

Frogett, Lynn and Chamberlayne, Prue. 2004. 'Narratives of Social Enterprise: From Biography to Practice and Policy Critique'. *Qualitative Social Work*, 3(1): 61-77.

Region(s): UK

Keywords: Active Citizenship, Biographical Methods, New Labour Discourse, Organizational Narrative, Psychosocial, Social Enterprise.

Aims: To use Biographical research methods to make links between interpersonal, organizational and policy domains.

Approach: This article draws on research based in an innovative community and health centre/social enterprise in a deprived inner London borough that includes education and social care.

Core Findings/Argument: The authors argue that biographical research methods can support a psychosocial practice by exploring intersections between individual lives, organizations and public policy. The analysis questions the adequacy of notions of social enterprise' and 'active citizenship' to characterize activism, leadership and engagement in disadvantaged communities. The article also points to the capacity of biographical methods to enhance professional skills and understanding, and bring a newly dynamic relationship between research, policy and practice.

Fung, Abby. 2008. 'Baked Goods'. *Stanford Social Innovation Review* 6(2): 71-72.

Region(s): USA

Keywords: social enterprise; best practice; resources for practitioners

Aims: To highlight one successful social enterprise, balancing social purpose and its business' bottom line, and its plans to scale up.

Approach: Case study of a successful social enterprise.

Core Findings/Argument: In order to balance both a social and business bottom line, the authors suggest: (1) Never skimp on product quality; (2) Pursue profit by increasing efficiencies; (3) Hire from and support local communities; (4) Court investors who share your company values.

Galera, Giurlia and Borzaga, Carlo. 2009. 'Social enterprise: An international overview of its conceptual evolution and legal implementation'. *Social Enterprise Journal*. 5(3): 210-228.

Region(s): Europe

Keywords: Enterprise Economics, Entrepreneurialism, Law, Social economics.

Aims: The purpose of this paper is to analyze the evolution of the social enterprise concept at an international level. It provides a comprehensive overview of the existing literature in this subject area and focuses on the legal implementation of social enterprises.

Approach: The paper is an analytic review, building on previous work. Conclusions are on how the social enterprise concept has been legally implemented in a number of representative European countries.

Core Findings/Argument: The lack of a common understanding of social enterprise should not be regarded as a limitation as such debate encourages a rethinking of the theoretical definition of enterprise and its legal structure. The legal recognition of social enterprise contributes to conceptual clarification in the countries concerned.

Gentile, Mary C. 2002. 'Social Impact Management and Social Enterprise: Two Sides of the Same Coin or A Totally Different Currency?'. New York: Aspen ISIB Discussion Paper Series Discussion Paper IV.

Region(s): USA

Keywords: social impact management, social enterprise, business education

Aims: To define social impact management and social enterprise, and examine how these concepts are woven into business and public management school programs of study, and business practice.

Approach: As a piece produced by the Aspen Institute's Initiative for Social Innovation through Business (Aspen ISIB), whose mission is 'to increase the supply of business leaders who understand—and seek to balance—the complex relationship between business success and social and environmental progress' through a focus on business education, the author reviews definitions, trends in business education, and evaluates how these paradigms can be used to apply multisectoral, creative approaches to solve social problems.

Core Findings/Argument: Social impact management is about a way of *doing* business that is consistent with healthy and sustainable societies, while social enterprise is about a way of *using* business methods to help improve the health and sustainability of societies. They both serve useful and needed ends, but they are different, and business education programs may incorporate both strands in their curriculum to reinforce one another, or compete. These initiatives, taken together, can help students to develop a comprehensive vision of the matrix of private, public and civil sectors. The challenges facing our world are not created, nor can they be solved, by one sector alone.

George, Abraham M. 2009. 'Identifying Social Entrepreneurs Serving the Poor at the Base of the Pyramid'. William Davidson Institute Working Paper Number 972, December 2009.

Region(s): India and global

Keywords: social entrepreneurship, bottom of the pyramid, poverty alleviation

Aims: This paper attempts to clarify what constitutes social entrepreneurship serving the Bottom of the Pyramid segment of the population, and how the Bottom of the Pyramid may be defined to better represent the poor.

Approach: Discussion paper

Core Findings/Argument: The combined intervention of governments, international agencies, NGOs, donors and private companies is needed if poverty is to be significantly reduced within a reasonable period of time. To assume that MoP ventures will somehow reduce poverty within BoP is unsubstantiated. Social entrepreneurship is a noble business activity that can serve all segments and classes of a society. It is not necessary to appear as helping the poor to gain an elevated social or moral status in business. Investments in social enterprises might be preferred by some over regular businesses, but it must be sought under the right premise. Not to do so would be highly unethical, especially since it relates to the poor.

Ghalib, Asad, Hossain, Farhad, Arun, Thankom. 2009. 'Social Responsibility, Business Strategy and Development: The Case of Grameen-Danone Foods Limited'. *Australasian Accounting Business and Finance Journal*. 3(4): pp. 0-1,

Region(s): Bangladesh

Keywords: Non-profit organisations, social business enterprises, dairy industry, Bangladesh.

Aims: The aim of this paper is to study the phenomenon of Social Business Enterprises (SBEs) and gain an understanding of their nature, operations, objectives and implications. The paper seeks to investigate, with Grameen Danone's case, if, how and to what extent such social businesses help towards social and economic uplift of the poor by simultaneously being both suppliers and consumers of their services.

Approach: Uses Grameen Danone Foods Limited (GDFL) as an illustration and asks the questions: is the concept of Social Businesses just another 'fashionable business marketing fad' that will fade and wither with time, or does it offer a real workable solution to cure the ills of global poverty? The case of GDFL is evaluated critically and compared analytically with similar social businesses in the dairy business sector, in order to gauge its impact on local communities, especially on the target market – malnourished children. Finally, project sustainability is discussed along with consequences of a possible commercial scale-up in operations.

Core Findings/Argument: If upgraded to a commercial scale of operations, GDFL may be able to surpass its profitability targets by many times; the only concern would be that it would have to compromise on its actual founding objectives. Grameen Bank is renowned for its social service and the economic uplift of people, while Groupe Danone has an enormous amount of skill and proficiency to offer, being a world leader in the food industry. Each partner offers its unique expertise to serve the core rationale of GDFL: social (and indirectly, economic) benefit by way of a food item that helps rural communities within the proximity, but for how long only time can tell.

Ghalib, Asad K. and Farhad Hossain. 2008. 'Social Business Enterprises - Maximising Social Benefits or Maximising Profits? The Case of Grameen-Danone Foods Limited'. *Brooks World Poverty Institute Working Paper No. 51*.

Region(s): Asia

Keywords: poverty, free markets, social enterprise, food processing, corporate, case study, public-private partnership

Aims: To look at the core concepts that lie at the heart of capitalism and free markets, and redefine enterprises as entities that not only operate to maximise profits, but also work towards a righteous cause.

Approach: The paper discusses the basic features of a social business enterprise (SBE) and provides an illustration of the theoretical framework; the second part of the paper presents a specific case, that of Grameen-Danone Foods Limited (GDFL), a social business enterprise. It carries a detailed analysis of its rationale, incorporation, product, operations, and the challenges it currently faces.

Core Findings/Argument: The paper concludes with a note on the benefits which such a social enterprise brings, and surmises future prospects. In this case, the enterprise is making gains trying to break the cycle of ill health and poverty. The nature of the product, though (requiring refrigeration) makes it difficult to market and sell. Advertising (through word of mouth and area meetings), while cost-effective, limits the comprehensiveness and broad reach of the message, given a relatively narrow geographic scope (it has not yet been released to urban markets which has the potential to substantially increase sales). No studies have been done to date indicating the nutritional value and contribution the product makes to combating ill health; such studies will assist in the messaging and ultimately distribution and sales potential of the product, again, with a social benefit.

Gibson-Graham, J. K.; Cameron, Jenny. 2007. 'Community Enterprises: Imagining and Enacting Alternatives to Capitalism'. *Social Alternatives* 26(1): 20-25.

Region(s): Australia

Keywords: community enterprise, social economy

Aims: To explore alternative economic pathways, and discuss ways that research could assist with the development of better tools to project and measure performance of community and social enterprises.

Approach: The authors discuss the possibilities of building economic alternatives beyond capitalism, including community and social enterprises, which are growing significantly across Australia, and contribute to community well-being especially for disadvantaged groups.

Core Findings/Argument: The authors advocate for a practice of theorising that can help discover openings and possibility; a practice of thinking with a reparative motive fostering connection and coexistence; a practice that produces positive affect and energizes an interest in experimentation. Engaging new models to define and strategise what constitutes high performing social and community enterprises will help strengthen and expand alternative economic possibilities.

Grant, Suzanne. 2008. 'Contextualising social enterprise in New Zealand'. *Social Enterprise Journal*. 4(1): 9-23.

Region(s): New Zealand

Keywords: New Zealand, Economic development, Social environment, Business enterprise

Aims: Social enterprise in New Zealand is still in its infancy, with no recognised framework to inform knowledge of current or future developments. In this exploratory paper, the aim is to consider four influences which are shaping the development of social enterprise in New Zealand.

Approach: A critical-appreciative lens utilising Habermas' concepts of the lifeworld and system informs the consideration of these influences.

Core Findings/Argument: Four distinct cultural and historical influences are proposed as contributing to the scope and "flavour" of social enterprise developing in New Zealand: socio-cultural norms, e.g. "Kiwi ingenuity"; the neoliberal reforms initiated by successive governments during the 1980s; Crown settlements in relation to breaches of the principles of 1840 Treaty of Waitangi; New Zealanders' as international citizens.

Gray, Mel; Karen Healy; Penny Crofts; and Mel Gray. 2003. 'Social enterprise: Is it the business of social work?'. *Australian Social Work* 56(2): 141-154. Key words include: social policy

Region(s): Australia

Keywords: social enterprise, social policy, social work, community economic development, definitions

Aims: To explore the relevance of social enterprise to social work practice and policy development.

Approach: The paper provides an overview of the meaning of social enterprise, outlines the reasons for the renewed focus on social enterprise and related concepts in social policy debates, particularly community economic development, and examines its underlying values.

Core Findings/Argument: This piece concludes with a discussion of questions and concerns surrounding the implementation of social enterprise in Australia. Social enterprise is and always has been the business of social work in that it refers to a broad range of activities for integrating economic and social goals in the pursuit of community well being. Given social

workers' historical mission to address social disadvantage, the profession has a vital role to play in current debates on social enterprise, in particular, to participate in the much needed examination of the its strengths and limitations for achieving social justice with marginalised individuals and communities.

Handy, Femida; Meenaz Kassam; and Shree Renade. 2002. 'Factors Influencing Women Entrepreneurs of NGOs in India'. *Nonprofit Management and Leadership* 13(2): 139-154.

[peer-reviewed theoretical and empirical paper]

Region(s): India

Keywords: women, social entrepreneurs, social policy

Aims: To examine women entrepreneurs in a particular segment of the nonprofit sector in India to assess which socioeconomic and cultural characteristics they possess.

Approach: The authors conducted in-depth interviews with founders and staff of NGOs in Maharashtra, where women play an important role in gender-focused NGOs.

Core Findings/Argument: The authors conclude by confirming findings of other scholars that nonprofit entrepreneurs receive a high payoff from promoting social issues. They discover that past experience in the nonprofit sector, culture, beliefs, education, social class, and family background play an important role in shaping whether a woman becomes a nonprofit entrepreneur. Promoting women volunteering in the social services can stimulate early interest and lead to starting-up NGOs in the future.

Harding, Rebecca. 2004. 'Social Enterprise: The New Economic Engine?'. *Business Strategy Review* 15(4): 39-43.

Region(s): UK

Keywords: social enterprise, social entrepreneurship, measuring impact, definitions

Aims: To explore the lack of definition for the terms social enterprise and social entrepreneur, and the common difficulty in measuring the level of socially entrepreneurial activity and its impacts in terms of job and wealth creation. This article suggests that the value and impact of both are often overlooked, and deemed too difficult to measure.

Approach: Reviews UK's Global Entrepreneurship Monitor survey for social entrepreneurship data, to highlight the size and scope of socially entrepreneurial activity.

Core Findings/Argument: It concludes by suggesting the performance and impact of social enterprise are worthy of further research, given the level of interest and activity in that space.

Harman, Jessie. 2008. 'Successful Social Entrepreneurship: The Case of the Eaglehawk Recycle Shop'. *Journal of Services Research*, Special Issue: 201-217.

Region(s): Australia

Keywords: social entrepreneurship, definitions, models

Aims: The author intends to answer the question: What are the factors associated with successful social entrepreneurship?

Approach: The author considers key success factors through detailed analysis of a specific successful case of social entrepreneurship in Australia.

Core Findings/Argument: Using Austin, et. al's (2006) Framework for Social Entrepreneurship, the author suggests a number of factors in the key areas of: opportunity (stakeholders have a shared understanding of the nature of the opportunity); people (need to work well across diverse stakeholder groups, and have a long-term commitment to the cause; key players need be resourceful and accountable); financial resources (self-sustaining); economic and institutional factors (engineering innovative solutions to difficult problems, in this case, high unemployment); and social value (in this case, providing meaningful employment opportunities). While Austin, et. al's Framework for Social Entrepreneurship seems to be a useful lens through which to view social entrepreneurship and the factors which are related to its success, the author concludes that this framework, and the identified success factors, are limited by the fact they explore a single successful case, and more in-depth study is needed to understand key success factors across a range of organisations and activities.

Haugh, Helen. 2005. 'A research agenda for social entrepreneurship'. *Social Enterprise Journal*. 1(1): 1-12.

Region(s): UK, Europe and USA

Keywords: Entrepreneurialism, European Union, Public administration, Small enterprises, Small to medium-sized enterprises, Social enterprises, Social responsibility, Social values, United Kingdom, United States of America.

Aims: To study the nature of social entrepreneurship from the viewpoint of activities associated with the perception of opportunities to create social value and the creation of social purpose organizations to pursue them.

Approach: The ways in which social enterprises adopt financially sustainable strategies to pursue social aims and address a wide a range of social problems, such as unemployment and inequalities in access to health and social care services, are discussed. Applies the results of existing research to summarise the size of the social enterprise sector in the UK, Europe and US. Proposes eight research themes for social enterprises.

Hare, Paul, Jones, Declan, Blackledge, Gemma. 2007. 'Understanding social enterprise: a case study of the childcare sector in Scotland'. *Social Enterprise Journal*. 3(1): 113-125.

Region(s): UK, Scotland

Keywords: Child care, Child welfare, Public administration, Scotland, Small enterprises, Small to medium-sized enterprises, Social enterprises, Social responsibility.

Aims: To investigate the application of the social enterprise model to the childcare sector in Scotland and develop a practical model for analysing such social enterprises.

Approach: A review of the literature of ideas on social enterprise found in official and academic literature is presented. The concept of "social enterprise" is reviewed with particular reference to features of the childcare sector that relate both generally and specifically to Scotland. Reports the results of a questionnaire survey, conducted in late 2005 and early 2006, involving 81 childcare organizations (27.0 per cent response rate).

Core Findings/Argument: The results indicated that about two-thirds of the organizations operated at just one site, with playgroups tending to be local groups operating in relatively small geographical areas. Reveals that the issue of whether childcare should be free caused mixed but fairly evenly distributed responses, from strong agreement to strong disagreement, but the issue of external sources of funding and the problems involved caused the majority of respondents to agree that childcare services are unsustainable without external funding, a finding that shows that sustainability is not the same as self-sufficiency. Concludes that childcare sector issues and social economy issues are the most significant.

Haugh, Helen. 2005. 'A research agenda for social entrepreneurship'. *Social Enterprise Journal*. 1(1): 1-12.

Region(s): UK, Europe and USA

Keywords: Entrepreneurialism, European Union, Public administration, Small enterprises, Small to medium-sized enterprises, Social enterprises, Social responsibility, Social values, United Kingdom, United States of America.

Aims: To study the nature of social entrepreneurship from the viewpoint of activities associated with the perception of opportunities to create social value and the creation of social purpose organizations to pursue them.

Approach: The ways in which social enterprises adopt financially sustainable strategies to pursue social aims and address a wide a range of social problems, such as unemployment and inequalities in access to health and social care services, are discussed. Applies the results of existing research to summarise the size of the social enterprise sector in the UK, Europe and US. Proposes eight research themes for social enterprises research and endorses the need for researchers to build on current knowledge and to work together to generate a theory and produce valid, reliable and comparable data capable of being shared by researchers, policy makers and those with an interest in social entrepreneurship.

Core Findings/Argument: The eight research themes identified by the study comprise: defining the scope of social entrepreneurship; the environmental context; opportunity recognition and innovation; modes of organization; resource acquisition; opportunity

exploitation; performance measurement; and training education and learning about social entrepreneurship.

Helm, Scott T and Anderson, Fredrik O. 2010. 'Beyond Taxonomy: An empirical validation of social entrepreneurship in the nonprofit sector'. *Nonprofit Management and Leadership*. 20 (3): 259-276.

Region(s): United States

Keywords: Social enterprises, empirical measurement, United States

Aims: To address the considerable confusion about the definition of social entrepreneurship in academic literature that stems from a lack of empirical research on the subject and advance social entrepreneurship research beyond conceptualization discussions.

Approach: This paper develops and validates an instrument that quantifies the incidence of nonprofit entrepreneurial behavior. Information from 145 Kansas City Metropolitan Area nonprofit organizations was collected to validate the underlying constructs represented in the instrument. Behavior differences were depicted between entrepreneurial and nonentrepreneurial nonprofits.

Core Findings/Argument: Using principal component factor analysis, the research illustrates social entrepreneurship as a unique nonprofit behavior that occurs at the intersection of innovation, proactiveness, and risk taking.

Hervieux, Chantal, Gedajlovic, Eric and Turcotte, Marie-France B. 2010. 'The legitimization of social entrepreneurship'. *Journal of Enterprising Communities: People and Places in the Global Economy*. 4(1): 37-67.

Region(s): Global

Keywords: Entrepreneurialism, Social action, Social roles, Societal organization

Aims: The paper aims to answer how important institutional actors, such as academic researchers, consulting firms, and foundations, are tracing the boundaries of social entrepreneurship (SE) and how they justify SE as a legitimate form of social purpose organization.

Approach: The paper employs a discourse analysis methodology.

Core Findings/Argument: The paper finds traces of the legitimacy issues in the literature on non-profits and, based on this, argue that a new institutional domain is being constructed. The paper concludes that in this new domain not only is the use of market-based initiatives seen as a legitimate means of funding a social mission, but also it has now become the normative way and one that is promoted by consultants and foundations concerned with social entrepreneurs and their initiatives.

Hines, Frances. 2005. 'Viable social enterprise: an evaluation of business support to social enterprises'. *Social Enterprise Journal*. 1(1): 13-28.

Region(s): UK

Keywords: Business support services, Public administration, Small enterprises, Small to medium-sized enterprises, Social enterprises, Social responsibility, United Kingdom.

Aims: To identify the challenges faced by UK social enterprises in their attempts to develop the kind of support needed to achieve their social, economic and environmental objectives.

Approach: The history of social enterprise development in the UK is traced, focusing on some of the key problems of definition and complexity within the social enterprise sector. Examines some of the current problems facing social enterprises in terms of the provision of business support. Reports the results of a survey of 28 key informants working in 30 social enterprises (20 drawn from Triodos Bank's client list, 10 non-Triodos Bank clients) to gather data relating to: business profile; technical profile; business support; evaluation of business support; and the role of social businesses in the UK and the quality and level of support available to the sector. Includes results for five organizations from two specific industry sectors for more detailed research (electrical and electronic waste refurbishment sector, care sector).

Core Findings/Argument: The results indicated that the current needs of social enterprises are not being met by the current provision for such organizations since such provision fails to address the strategic tension that exists between social and business purpose. Concludes with recommendation for providers of business support and advice to the social enterprise sector.

Ho, Amy Po-ying and Chan, Kam-tong. 2010. 'The social impact of work-integration social enterprise in Hong Kong'. *International Social Work*. 53(1): 33-45.

Region(s): Hong Kong

Keywords: Disadvantaged groups, Non-governmental organization, Social capital, Social enterprise, Social impact, Social worker.

Aims: To examine the personal gains and social impacts of Work Integration Social Enterprises (WISEs) for a wide spectrum of disadvantaged groups in Hong Kong as well as the role played by welfare organisations in providing employment and training opportunities.

Approach: Documentary analysis of the history of the WISEs, face-to-face interviews and focus group sessions conducted with senior administrators of welfare organizations and social workers who were involved in their establishment and management, as well as employees and customers.

Core Findings/Argument: WISEs do provide disadvantaged groups with an opportunity for employment and training in businesses. The participants benefit in terms of income, and also through expanded social networks and improved psycho-social well-being. WISEs thus contribute to poverty alleviation and social capital building.

Hopkins, Liza. 2007. 'Social Capital, Health and Electronic Community in Public High-Rise Estates: An Australian Case Study'. *Health Sociology Review* 16(2): 169-178.

Region(s): Australia

Keywords: sociology, electronic networks, social capital, health, well-being, community capacity

Aims: To report on a three year research project undertaken to assess the impact of an initiative providing low-income housing residents with access to personal computers, training, internet and email, and support for using this technology, and to analyse its effects, not only on residents' access to and use of new forms of information and communication technologies, but also the less tangible effects of an electronic network on health, social capital and community well-being.

Approach: Conducted surveys and analysed the results to better understand the impacts of the initiative on residents.

Core Findings/Argument: People with previous low access to technology take advantage of information and communications technology (when available to them) in order to pursue employment and educational opportunities, research information on social services, and acquire news from around the world. The initiative has positive impacts on social capital, particularly in reducing social isolation and connecting residents with contemporary technology and information in society.

Hughes, Patricia and William Luksetich. 2004. 'Nonprofit Arts Organizations: Do Funding Sources Influence Spending Patterns?'. *Nonprofit and Voluntary Sector Quarterly* 33(2): 203-220.
[peer-reviewed theoretical and empirical paper]

Region(s): USA

Keywords: nonprofit funding, nonprofit expenditures, commercialization, organizational goals

Aims: To assess whether greater reliance on private funding and commercial ventures will ultimately cause nonprofit arts organizations to place less emphasis on program services and more emphasis on fundraising and management expenses.

Approach: The analysis is focused on three categories of nonprofit arts organizations: museums, performing arts, and media and communications.

Core Findings/Argument: Overall, the provision of program services appears to be the primary goal of organizations in these three sectors, and greater reliance on private funding does not divert funding from program service delivery. The authors are clear that the findings should not be generalised to a broad set of arts nonprofits, as this study focused on larger, well established organisations in contrast to newer, emerging groups with less of a track record.

Hynes, Briga. 2009. 'Growing the social enterprise – issues and challenges'. *Social Enterprise Journal*. 5(2): 114-125.

Region(s): Ireland

Keywords: Business development, Entrepreneurs, Ireland.

Aims: The purpose of this paper is to explore the concept of business growth as it applies to social enterprise. It examines if social entrepreneurs have a growth agenda, how this is achieved and the challenges encountered in achieving firm growth.

Approach: This exploratory study involves the completion of a series of four case studies of established social enterprises.

Core Findings/Argument: Social entrepreneurs do have aspirations to grow their enterprise, where growth is perceived from multiple perspectives, primarily underpinned by the provision of a perceived social value. Firm growth is predominately measured from the external beneficiary perspective rather than internal financial metrics. Sourcing financing, staff retention adjusting to different roles in managing the enterprise and measuring the scale and impact of their business are the primary challenges encountered. The creation of social value and profit generation are not mutually exclusive in the social enterprise when social entrepreneurs confront the challenges of growth within a business context.

Islam, Zia ul. 2007. 'A new model for supporting social enterprise through sustainable investment'. *Social Enterprise Journal*. 3(1): 1-9.

Region(s): Pakistan

Keywords: Entrepreneurialism, Joint ventures, Non-profit organizations, Pakistan, Poverty, Public administration, Small enterprises, Small to medium-sized enterprises, Social enterprises, Social responsibility.

Aims: To present a practitioner's view on the experiences of the HELP Foundation, Pakistan, in finding practicable ways of helping poor people to escape the poverty trap through the setting up of sustainable institutions and social enterprises.

Approach: A review of the literature of fund availability and public policies is presented. Discusses the origin and work of the HELP Foundation, a not-for-profit organization (NPO) formed by a consortium of professionals, business people, industrialists and public servants, to develop a robust model for poverty-alleviation through social enterprise. Examines the approaches used to finance the organization and the changes required at public and individual levels to establish sustainable institutions based on the new model. The paper reports the gathering of data through surveys and interviews with clients, staff and HELP Foundation benefactors to reveal the mixed results of micro-finance and the difficulties faced when setting up social enterprises in a poor country.

Core Findings/Argument: The success of the HELP Foundation in deriving a novel model for a workable partnership between NPOs and slum-level entrepreneurs is reported. It is argued that social enterprises can be set up in urban slums through joint ventures between an NPO funder and small businesses that have the capacity to expand. It concludes that such joint ventures should be entered into only after trust has been established between the business person and the NPO. While the involvement of respected members of the locality, transparent processes and close monitoring are all necessary for the social enterprise's success.

Jones, Declan and Keogh, William. 2006. 'Social enterprise: a case of terminological ambiguity and complexity'. *Social Enterprise Journal*. 2(1): 11-26.

Region(s): UK

Keywords: Public administration, Scotland, Small enterprises, Small to medium-sized enterprises, Social enterprises, Social responsibility.

Aims: To study some of the difficulties involved in defining the nature of social enterprises and the environments in which they operate in order to provide a framework to show how and where social enterprises fit in the overall social economy.

Approach: The complexity of organizations involved in the spectrum of the social economy is discussed in terms of the literature to show how many social enterprises in the UK and worldwide can be categorized as small and medium sized enterprises (SMEs). Discusses the ambiguity prevalent in the social economy concerning the terms and concepts of "not for profit", "non-profit", social enterprise and social entrepreneur and illustrates the successes, failures and difficulties of the social enterprise sector.

Core Findings/Argument: The four key issues which the definitional debate needs to address, comprise: voluntary participation; independence from the state; the concept of profit (profit making, appropriateness of profit making from certain activities, profit maximization, profit distribution); and ownership and corporate governance. Illustrates the points made in the article with particular reference to three case studies involving: Edinburgh Lothian Council On Alcohol (ELCA) (company limited by guarantee with charitable status); First Scottish University Credit Union Ltd (FSUCUL) (credit union); and Forth Sector (social firm).

Jonker, Kim. 2009. 'In the Black with BRAC'. *Stanford Social Innovation Review* 7(1): 74-80.

Region(s): Bangladesh

Keywords: social enterprise, practitioner, best practice, case study, start-up

Aims: To discuss factors leading to success for social enterprise.

Approach: Case study of a successful example of a social enterprise in Bangladesh.

Core Findings/Argument: The author offers suggestions for enterprise founders, including a focus on building infrastructure before building the business; encourages a thoughtful process of selecting the business itself; and promotes listening to diverse stakeholders (from clients to workers). The article also offers a helpful grid which can be used as a checklist for nonprofits considering starting a social enterprise.

Jungerhans, Robert. 2008. 'Soup Kitchen Confidential'. *Stanford Social Innovation Review* 6(4): 69-70.

Region(s): USA

Keywords: social entrepreneur, impact, practitioner

Aims: To illustrate the development and evolution of a successful social enterprise, and how it battled 'mission drift'.

Approach: Describes the historical events leading to FareStart's development of a new spin-off organisation to teach their social enterprise business model, in response to high demand for consulting and technical assistance.

Core Findings/Argument: In the words of Jim Collins in *From Good to Great*, this case illustrates the importance of 'following the hedgehog' – doing what it is they do best, staying close to their mission. FareStart's programs were so successful that numerous nonprofits sought out information about their model and factors leading to such success. Rather than diverting energy from their core programs, in 2005, David Carleton came up with a way to share FareStart's model while avoiding mission creep. Carleton, a FareStart volunteer, donor, and consultant, suggested that the organization create another entity-a sort of consultancy. With the full support of the FareStart board, Carleton established the new consultancy, called Kitchens with Mission (KWM). This enables FareStart to carry on with their core mission-related programming and help coach others through the process of developing a successful social enterprise.

Kerlin, Janelle. 2006. 'Social Enterprise in the United States and Europe: Understanding and Learning from the Differences'. *Voluntas: International Journal of Voluntary and Nonprofit Organizations* 17(3): 246-262.

Region(s): US and Europe

Keywords: social enterprise, third sector, United States, Europe

Aims: To compare and contrast American and European social enterprise through an extensive review of literature from the two regions and discussions with social enterprise researchers on both sides of the Atlantic.

Approach: This article outlines the definitions of social enterprise used by American and European academics and practitioners, identifies historical factors promoting and shaping different conceptions of social enterprise, and highlights the differing institutional and legal environments in which it operates.

Core Findings/Argument: The author concludes by identifying what Americans and Europeans can learn from each others' experience with social enterprise.

Krueger, Norris F. and Kickul, Jill. 2006. 'Are Social Entrepreneurs Really Different? Discrete Choice Modeling of Triple Bottom Line Venture Preferences'. Available at SSRN: <http://ssrn.com/abstract=1150490>

Region(s): USA

Keywords: sustainable entrepreneurship, social entrepreneurship, discrete choice, mental prototyping

Aims: To explore more detailed knowledge of the differences and similarities between social entrepreneurs and "traditional" entrepreneurs, as it is critical to the advancement of the field of social entrepreneurship.

Approach: The authors use a Discrete Choice Modeling (DCM) approach to map the mental prototypes of "opportunity", and to examine beliefs about social ventures and the intentions toward creating them.

Core Findings/Argument: Findings disclosed strong preferences for building environmentally sustainable, rapid-growing ventures. Low preference however was found for the social sustainability of the enterprise. This research contributes to the understanding of the complexities underlying how entrepreneurs construct their evoked set of opportunities. The study has significant implications for the future study of entrepreneurial intentions, and for the ways entrepreneurship is taught.

Le Ber, Marlene J. & Branzei, Oana. 2010. (Re)Forming Strategic Cross-Sector Partnerships: Relational Processes of Social Innovation. *Business and Society* 49(1): 140-172.

Region(s): Canada

Keywords: social innovation; strategic cross-sector partnerships; relational processes of social value creation

Aims: This study explores the relational processes that underpin social innovation within strategic cross-sector partnerships.

Approach: Using four longitudinal narratives to document the duality of success and failure in strategic collaborations between nonprofit and for-profit organizations, the authors explain how partners navigate this duality: deliberate role (re)calibrations help the partners sustain the momentum for success and overcome temporary failure or crossover from failure to success.

Core Findings/Argument: The grounded framework models three relational factors that moderate the relationship between role recalibrations and the momentum for success or failure: relational attachment, a personalized reciprocal bond between partners, which provides a stabilizing buffer in the face of unexpected contingencies; partner complacency, an insufficient investment that signals temporary misalignments; and partner disillusionment, an erosion of confidence in the other partner's commitment that diagnoses premature failure.

Light, Paul C. 2008. *The Search for Social Entrepreneurship*. Washington, D.C.: Brookings Institution Press.

Region(s): USA

Keywords: social entrepreneurship, case studies, research, key success factors

Aims: This book expands on the contemporary conversation around social entrepreneurship, rather than offering formulas for success.

Approach: The first section considers the debate surrounding the definition of social entrepreneurship, and compares new and existing groups serving as launching pads for socially entrepreneurial work. It explores the link between key concepts of entrepreneurs, organisations, opportunities, and ideas, and how they may succeed. The final section describes Light's 2006 survey of socially entrepreneurial organisations, and its results.

Core Findings/Argument: Light offers suggestions for future action to help social entrepreneurs flourish in the face of the stressors inherent in a vision-motivated life, including 'building ideas that have maximum impact, finding especially ripe opportunities for attacking the social equilibrium, and creating organizations that provide the kind of high performance needed for sustainable change' (2008: xi). He concludes by suggesting there is a research agenda ripe for exploration, in order to develop a clearer definition of social entrepreneurship and identify strategies for social entrepreneurs to increase their likelihood of success.

Low, Chris. 2006. 'A framework for the governance of social enterprise'. *International Journal of Social Economics*. 33(5/6): 376-385.

Region(s): UK

Keywords: Corporate governance; Corporate social responsibility.

Aims: This paper aims to assess the appropriateness of two contrasting models of governance to organisations within the social enterprise sector.

Approach: In order to achieve this aim the paper draws on theories of for-profit governance, particularly the stewardship model, and theories of non-profit governance, particularly the democratic model. Theoretical insights from these literatures are then combined with the emerging literature on social enterprise.

Core Findings/Argument: Two propositions result from this which posit that social enterprise, despite being located within the non-profit sector, may be more likely to exhibit for-profit forms of governance.

Luke, Belinda and Verreyne, Martie-Louise. 2006. 'Social enterprise in the public sector. MetService: thinking beyond the weather'. *International Journal of Social Economics*. 33(5): 432-445.

Region(s): New Zealand

Keywords: Public sector organizations, Entrepreneurialism, New Zealand, Government

Aims: The purpose of this paper is to consider the role of government in fostering entrepreneurial activity and economic development, thereby balancing social and economic objectives.

Approach: Case studies on state-owned enterprises (SOEs) in New Zealand, one of which is examined in detail, are analysed and compared. Triangulated data from interviews, texts, and personal observation were collected and analysed in two separate phases, examining effective pathways for social enterprise in the public sector and related themes.

Core Findings/Argument: Findings suggest the role of government is not limited to policy-making. Examination of activity which aims to balance social and economic objectives identifies several factors which have contributed to successful and entrepreneurial operations within SOEs.

Lundqvist, Mats A., and Williams Middleton, Karen L. 2010. 'Promises of societal entrepreneurship: Sweden and beyond'. *Journal of Enterprising Communities: People and Places in the Global Economy*. 4(1): 24 – 36.

Region(s): Sweden

Keywords: Communities, Entrepreneurialism, Societal organization, Sweden

Aims: Several types of entrepreneurship with a societal purpose coincide in Sweden today, some stemming from older domestic traditions, others being more recent foreign influences. This paper aims to interrelate social, civic, community, and other entrepreneurs in search of a more unifying concept of societal entrepreneurship for Sweden and beyond

Approach: As part of a larger study, Swedish researchers and practitioners promoting some kind of entrepreneurship with societal purpose, are interviewed and asked for examples and literature references. Altogether 176 actors are identified and 59 are interviewed. The main distinguishing factors between different discourses of entrepreneurship are accounted for as well as results from workshops where actors representing different discourses partook.

Core Findings/Argument: Seven societally oriented entrepreneurship discourses are distinguished, with different foreign or domestic origins. Key characteristics for interrelating different discourses are the type of actor (individual and/or collective) and purpose (social/ecological and/or economic) emphasized in a discourse. Interactions documented from workshops indicate a potential in unifying different entrepreneurs within a widened understanding of societal entrepreneurship.

Lynch, Diane; Barbara Ann Elliott; and Debbi D. Brock. 2008. 'Appalachian by Design: Lessons on Creating Social Value'. *Social Enterprise Journal* 4(3).

Region(s): USA

Keywords: social entrepreneurship, social enterprise, social values, rural regions,

women, USA

Aims: To explore how an enterprise, with an embedded social mission, navigated shifting economic and market conditions to achieve results in their double bottom line.

Approach: The case study was developed using personal interviews with the founder, board of directors and employees of the organization, observations and materials from the organization.

Core Findings/Argument: The article provides insights into how to create job opportunities for rural women in a shifting global economy. The case provides a detailed analysis of the organization's development which will assist social entrepreneurs in addressing issues early in their own organization's development. The case study is designed for student learning, and offers questions for reflection at the conclusion rather than solid findings around the best way to proceed to ensure a strong financial future for the enterprise.

Lyon, Fergus and Sepulveda, Leandro. 2009. 'Mapping social enterprises: past approaches, challenges and future directions'. *Social Enterprise Journal*. 5(1): 83-91.

Region(s): UK

Keywords: Entrepreneurialism, Demographics, Knowledge mapping, United Kingdom.

Aims: The purpose of this paper is to examine how mapping of social enterprises has been carried out in the past, and the challenges being faced by current studies. It pays particular attention to the definitions used and how these definitions are operationalised. The challenges and future opportunities are examined, and recommendations are made for policy makers commissioning studies.

Approach: The paper draws on a range of different approaches, namely literature reviews, interviews with key informants, focus group type discussions with social enterprise support providers and researchers in different UK regions (in 2004), and focus group type discussions with policy makers in 2008.

Core Findings/Argument: There has been a variety of approaches with different definitions and politically-driven interpretations of definitions, which limits the ability to compare results. A particular challenge has been in interpreting what is meant by "trading income" or "social" aims. This presents interesting political dilemmas with many studies avoiding clarity in order to be inclusive thereby reducing the rigour of their data collection and analysis.

Lyon, Sarah. 2008. 'We want to Be Equal to Them: Fair-trade Coffee Certification and Gender Equity between Organisations'. *Human Organisation*. 67(3): 258-268.

Region(s): Guatemala/Global

Keywords: Fair-trade, Coffee, Gender, Maya, Certification.

Aims: To analyse the understudied gendered dimensions of fair-trade coffee networks and certification practices.

Approach: The paper combines data collected during 14 months of fieldwork among the members of a Guatemalan coffee cooperative with a survey of existing literature on fair-trade coffee cooperatives.

Core Findings/Argument: The paper demonstrates that the current fair-trade network is falling far short of its goal to promote gender equity, particularly in voting and democratic participation, the promotion of non-agricultural income generating programs, and support for female coffee producers. The paper concludes that a participatory certification process would address central concerns about the effectiveness of the certification process and the adequacy of current fair-trade standards.

Lyon, Fergus and Ramsden, Mark. 2006. 'Developing fledgling social enterprises? A study of the support required and means of delivering it'. *Social Enterprise Journal*. 2(1): 27 -41.

Region(s): UK, England

Keywords: England, Public administration, Small enterprises, Small to medium-sized enterprises, Social enterprises, Social responsibility.

Aims: To explore what type of support is required by social enterprises, how this is different from mainstream business, what the preferred approaches to learning and working with support providers are, and how the provision of social enterprise support can be co-ordinated and the capacity of support providers built up.

Approach: The study examined the different approaches and indicators used in conventional evaluations of social enterprises. Uses the literature and the views of those delivering support for the pilot projects to identify indicators to include social enterprises' perceptions of the process of support provision, changes in their operations and behaviour and the extent of constraints faced. Describes the three pilot projects, comprising: Areas of Industrial Decline (Ex-coalfield areas) pilot project, based on work with 11 eleven existing and 4 pre-start social enterprises in Derbyshire and Nottinghamshire, UK, exploring the use of tools developed for conventional micro-businesses; Black, minority and ethnic fledgling social enterprises pilot project, involving 14 social enterprises in the West Midlands, emphasizing those managed by Black Asian Minority Ethnic (BAME) women; and Rural social enterprise pilot project, which provided advisory support to 14 organizations in Lancashire and Oxfordshire on organization structure, management and legal structures.

Core Findings/Argument: The results revealed the importance of meeting those technical skill gaps that are easier to identify plus those that are harder to define (lack of confidence). Concludes that social enterprises may be confused about types of support available, particularly where duplication and competition takes place.

Maase, Simone J.F.M. and Bossink, Bart A.G. 2010. 'Factors that inhibit partnering for social start-up enterprises'. *Journal of Enterprising Communities: People and Places in the Global Economy*. 4(1): 68-84.

Region(s): Netherlands

Keywords: Business formation, Entrepreneurialism, Joint ventures, Partnership, Societal organization

Aims: The purpose of this paper is to analyze the inhibiting factors of partnership creation between social entrepreneurs in the business, government, public and non-profit sector.

Approach: This paper examines four cases of social entrepreneurship in the start-up phase. Each case is studied in real time, for a period of two years.

Core Findings/Argument: The empirical research reveals that partnership creation for social enterprises between a social enterprise and organizations in various sectors is inhibited by conflicting interests and diverging speed of on one hand and by the conflicts that originate from the opportunity-seeking behavior of the social entrepreneur and the risk avoiding behavior of the organizations. While the social start-ups that managed to neutralize such inhibitors succeeded, the start-up enterprises that did not manage to do so failed.

Mair, Johanna and Marti, Ignasi. 2006. 'Social entrepreneurship research: A source of explanation, prediction, and delight'. *Journal of World Business* 41(1): 36-44.

Region(s): Global

Keywords: Entrepreneurship, Social Entrepreneurship, Embeddedness

Aims: To put forward a view of social entrepreneurship as a process that catalyzes social change and addresses important social needs in a way that is not dominated by direct financial benefits for the entrepreneurs.

Approach: First, the authors examine the meaning of the terms "social" and "entrepreneurship", which constitute the essence of the phenomenon. The paper offers a working definition of social entrepreneurship and elaborates on its distinctive characteristics. In a next step, the authors portray social entrepreneurship as a fascinating playground for different theories and literatures. In particular, they build on sociology and organizational theory and look at how structuration theory and theories on institutional entrepreneurs, social capital and social movements, may contribute to the understanding of social entrepreneurship. The paper concludes with some questions for future research that could define the future of social entrepreneurship as an area of research.

Core Findings/Argument: Social entrepreneurship is seen as differing from other forms of entrepreneurship in the relatively higher priority given to promoting social value and development versus capturing economic value. To stimulate future research the authors introduce the concept of embeddedness as a nexus between theoretical perspectives for the study of social entrepreneurship.

Mair, Johanna and Ernesto Noboa. 2003. 'Social Entrepreneurship: How Intentions to Create a Social Enterprise Get Formed'. *IESE Working Paper No. D/521*.

Region(s): Authors: Spain

Keywords: entrepreneurship, social enterprise

Aims: To contribute to the field of social entrepreneurship by clarifying key elements, comparing and contrasting a range of working definitions, and illuminating the social entrepreneurship process.

Approach: In the first part of the paper the authors review the existing literature. In the second part they develop a model on how intentions to create a social venture -the tangible outcome of social entrepreneurship- get formed.

Core Findings/Argument: The authors assert any solid definition of social entrepreneur must not only address characteristics but outcomes as well. Combining insights from traditional entrepreneurship literature and anecdotal evidence in the field of social entrepreneurship, the authors propose that behavioural intentions to create a social venture are influenced, first, by perceived social venture desirability, which is affected by attitudes such as empathy and moral judgment, and second, by perceived social venture feasibility, which is facilitated by social support and self-efficacy beliefs. They suggest more empirical and conceptual research should be done to better understand the process of social entrepreneurship.

Martin, Maximilian. 2008. 'Investing in the Emerging Social Enterprise Landscape'. *Viewpoints*: 108-115.

Region(s): Author: Switzerland

Keywords: social entrepreneurship, philanthropy, financing, social enterprise

Aims: To analyse underlying sustainability issues in the emerging social investment landscape.

Approach: The paper discusses four sub-categories of potential social investment targets. First, it looks at small and medium enterprises with a demonstrated social impact. Second, it examines social entrepreneurs who provide private goods. Subsequently, it discusses social entrepreneurs who provide public goods. Finally, it distinguishes the other categories from microfinance institutions.

Core Findings/Argument: Deploying social enterprise as an umbrella term, the author argues that when asking how to best finance a social venture, one first needs to gain clarity about the inherent sustainability of the underlying model. He asserts that philanthropy, in innovative forms, needs to play a role alongside more traditional investment capital, particularly in the early stages of development of social enterprise.

Martin, Roger L. and Sally Osberg. 2007. 'So*cial en*tre*pre*neur*ship: the case for def*i*ni*tion'. *Stanford Social Innovation Review* 5(2): 28-40.

Region(s): North America

Keywords: social entrepreneurship, definitions

Aims: To develop a definition of social entrepreneurship that helps more clearly

delineate between what is within the bounds of social entrepreneurship, and what is not.

Approach: The authors review historical definitions for entrepreneurship, the context ripe for entrepreneurship, characteristics of entrepreneurs, and outcomes, before discussing the emergence of social entrepreneurship. Providing examples of social entrepreneurship, the authors also draw boundaries, separating social entrepreneurship from social service provision and social activism.

Core Findings/Argument: The authors argue a more rigorous definition of social entrepreneurship will allow those who support social entrepreneurship to focus their resources on building and strengthening a concrete and identifiable field. They argue the primary distinction between entrepreneurs and social entrepreneurs is the value proposition, which for the social entrepreneur, lies in the large-scale, transformational benefit that is reaped by society as a whole, or a significant segment of society.

Mason, Chris; James Kirkbride; and David J. Bryde. 2006. 'From Stakeholders to Institutions: The Changing Face of Social Enterprise Governance Theory' Working Paper.

Region(s): UK

Keywords: social enterprise, governance theory

Aims: To set out the current theoretical landscape of social enterprise governance.

Approach: The authors consider the two theories of governance currently advocated in the social enterprise literature - stakeholder and stewardship theories. Furthermore, it asserts the utility of neoinstitutional theory in analysis of social enterprise governance. The methodology employed was critical review and application of the prevailing governance theory in a social enterprise context.

Core Findings/Argument: This paper advocates institutional analysis of governance as an alternative method of mapping social enterprise governance, testing existing concepts such as isomorphism within the third sector, and new conceptual research. The paper consolidates the governance theory currently attributed to social enterprise governance, and puts forward an alternative theory that considers the influence of institutional pressures upon governance arrangements. It adds to the governance literature by suggesting a deeper analysis of institutional factors upon governance structure. It also adds to the growing literature that focuses on the governance of social enterprise as a distinct form of organisation in the third sector.

McBrearty, Sinead. 2008. 'Social enterprise: a solution for the voluntary sector?' *Social Enterprise Journal*. 3(1): 67-77.

Region(s): UK

Keywords: Critical success factors, Public administration, Small enterprises, Small to medium-sized enterprises, Social enterprises, Social responsibility, United Kingdom, Voluntary organizations

Aims: To identify the factors influencing the success or failure of voluntary organizations to utilize social enterprise models to achieve financial and/or social objectives.

Approach: A review of the literature of success/failure factors in trading ventures is presented. Describes the study to understand why social enterprise models either do or do not work in the voluntary sector. Evaluates findings from five separate consultancy projects with UK voluntary sector organizations, where the consultancy work comprised feasibility assessments of new business ideas for each organization and projects carried out by Beehive Promotions Ltd, a subsidiary of Social Enterprise London (SEL). Presents the critical success and failure factors involved in an action research framework for the organizations.

Core Findings/Argument: The five critical success factors identified were: organisations wishing to trade must have a product or service that can be sold; the need to identify a market with resources and inclination to pay for the service or product offered; ability and desire to change organizational culture; significant commitment from internal and external stakeholders; and the need for organizations to have requisite management skills to deal with the additional complexity involved in pursuing social enterprise models. Concludes that the three critical failure factors were: underestimating the development time required; the bureaucratic burden carried by third sector organizations; and the fact that organizations driven toward social enterprise for reactive reasons and fear declining grant income are less likely to succeed. Suggests that commercialization is not always a good thing for voluntary organizations struggling to build businesses while maintaining a focus on their core social mission.

McCarthy, Breda. 2008. 'Case study of an artists' retreat in Ireland: an exploration of its business model' *Social Enterprise Journal*. 4(2): 136 - 148.

Region(s): Ireland

Keywords: Arts, Entrepreneurialism, Ireland, Tourism.

Aims: The purpose of this paper is to explore the business model adopted by an artists' retreat.

Approach: The paper comprises qualitative, case-based exploratory research.

Core Findings/Argument: The paper argues that there are some aspects of arts tourism that ally themselves naturally with social enterprise. The case study outlines challenges facing artistic ventures such as the importance of maintaining artistic integrity and managing the tension between creativity and financial return, between the local and the international. The paper argues that partnership between the tourism industry, state agencies, social entrepreneurs and the arts community, has the potential to influence socio-economic outcomes. The case study suggests that arts tourism has the potential to achieve social change in a peripheral region but obstacles remain. Policy makers require more systematic research, statistics or figures to detail the exact impact of socially-inspired arts tourism.

McCrudden, Christopher. 2004. 'Using public procurement to achieve social outcomes'. *Natural Resources Forum*. 28(4): 257–267.

Region(s): Malaysia, South Africa, Canada, and Europe

Keywords: Public procurement, Targeted procurement, Green procurement, Sustainable development, Disabled workers, Affirmative action, Equal rights, Aboriginal rights, Human rights, Labour standards, Unemployment, Gender equality.

Aims: To describe the history and current use of government contracting as a tool of social regulation.

Approach: The article is a mapping exercise and considers examples of the use of procurement to promote equality on the basis of ethnicity and gender drawn from Malaysia, South Africa, Canada, and the European Community.

Core Findings/Argument: The article considers the popularity of linkage in the 19th century in Europe and North America, particularly in dealing with issues of labour standards and unemployment. The use of linkage expanded during the 20th century, initially to include the provision of employment opportunities to disabled workers. During and after World War II, the use of linkage became particularly important in the United States in addressing racial equality, in the requirements for non-discrimination in contracts, and in affirmative action and set-asides for minority businesses. Subsequently, the role of procurement spread both in its geographical coverage and in the subject areas of social policy that it was used to promote. The article includes some reflections on the relationships between 'green' procurement, 'social' procurement, and sustainable development, and recent attempts to develop the concept of 'sustainable procurement'.

McLoughlin, Jim, Kaminski, Jaime, Sodagar, Babak, Khan, Sabina, Harris, Robin, Arnaudo, Gustavo, Mc Brearty, Sinéad. 2009. 'A strategic approach to social impact measurement of social enterprises: The SIMPLE methodology'. *Social Enterprise Journal*. 5(2): 154-178.

Region(s): UK

Keywords: Entrepreneurs, Modelling, Social action.

Aims: The purpose of this paper is to develop a coherent and robust methodology for social impact measurement of social enterprises (SEs) that would provide the conceptual and practical bases for training and embedding.

Approach: The paper presents a holistic impact measurement model for SEs, called social impact for local economies (SIMPLEs). The SIMPLE impact model and methodology have been tried and tested on over 40 SEs through a series of three day training courses, and a smaller number of test cases for embedding. The impact model offers a five-step approach to impact measurement called SCOPE IT; MAP IT; TRACK IT; TELL IT and EMBED IT. These steps help SE managers to conceptualise the impact problem; identify and prioritise impacts for measurement; develop appropriate impact measures; report impacts and embed the results in management decision making.

Core Findings/Argument: Preliminary qualitative feedback from participants reveals that while the SIMPLE impact training delivers positive learning experiences on impact measurement and prompts, in the majority of cases, the intentions to implement impact systems, the majority feels the need for follow up embedding support. Participants see value in adopting the SIMPLE approach to support business planning processes. Feedback from two SEs which have received in-house facilitates embedding support clearly demonstrates the benefits of working closely with an organisation's staff team to enable effective implementation.

Minard, C. Sara L. 2009. 'Valuing entrepreneurship in the informal economy in Senegal'. *Social Enterprise Journal*. 5(3): 186-209.

Region(s): West Africa

Keywords: Entrepreneurialism, National economy, Senegal, Social economics, West Africa.

Aims: The purpose of the paper is to provide a theoretical reflection on existing and emerging literature on social entrepreneurship as it applies to the developing country experience, and specifically to the informal economy in Senegal, West Africa.

Approach: The paper adopts an exploratory, multi-disciplinary approach grounded in economic and social theory, including open-ended interviews and focus groups. The data are complemented by field observations and analysis.

Core Findings/Argument: Socio-religious networks in West Africa like Mouridism, with its strong emphasis on work and giving of one's personal financial gains back to the Muslim brotherhood, has actually created a non-capitalist spirit of commerce, and to some degree entrepreneurialism, among Senegalese Mourids who are majority Wolof.

Morrow, Marina, Wasik, Adrienne, Cohen, Marcy and Elah Perry, Karen-Marie. 2009. 'Removing barriers to work: Building economic security for people with Psychiatric Disabilities'. *Critical Social Policy*. 29(4): 655-676.

Region(s): British Columbia, Canada

Keywords: Neo-liberalism, Psychiatric disability, Recovery, Social enterprises, Supported employment

Aims: To argue that the practice of citizenship, including economic security, is essential for mental health recovery and that supported employment and social enterprise models are well suited to support these goals.

Approach: This paper is based on research from two separate studies conducted in BC, Canada. The first study was concerned with documenting how funding and policy changes in one health region were affecting housing, employment and income related supports for people with psychiatric disabilities. This included an environmental scan of programmes, policies and services and an assessment of the available statistics on the numbers of people served through mental health housing. In addition, twenty interviews were conducted with managers, policy makers and a range of individuals providing community-based mental health services, advocacy and legal supports to people with psychiatric disabilities. Additionally, information was also sought from

employment and income assistance workers and a community legal aid worker specializing in disability law. Three focus groups with housing and income support workers were also conducted.

The second study involved an examination of disability benefits and employment incentives provided by the BC Ministry of Employment and Income Assistance, and a comparative analysis of employment incentives and policies for persons with disabilities from other Canadian provinces and industrialized countries. A review of eight BC community college based supportive employment programmes and seven BC social enterprises was also undertaken. Only the analysis of three supported employment programmes and five social enterprises whose mandate it is to support or employ persons with psychiatric disabilities is included in this report.

Core Findings/Argument: The aims and values underlying neo-liberalism, with its attendant welfare state restructuring, undermine the progressive vision of recovery and the practice of citizenship for people with psychiatric disabilities. Community-based supported employment programmes which adhere to recovery-oriented values, and the newly emerging social enterprise sector in BC are two examples of innovation that addresses this. The research suggests that the combination of flexible, rather than restrictive income assistance policies and employment supports will be more effective in enhancing economic security for people with psychiatric disabilities.

Mort, Gillian Sullivan; Jay Weerawardena; and Kashonia Carnegie. 2003. 'Social Entrepreneurship: Towards Conceptualisation'. *International Journal of Nonprofit and Voluntary Sector Marketing* 8(1):76-89.

[peer-reviewed theoretical and empirical paper]

Region(s): Australia

Keywords: social entrepreneurship, marketing, decision making, social aspects of industry

Aims: To conceptualise social entrepreneurship as a multidimensional construct involving the expression of entrepreneurially virtuous behaviour to achieve the social mission, a coherent unity of purpose and action in the face of moral complexity, the ability to recognise social value-creating opportunities and key decision-making characteristics of innovativeness, proactiveness and risk-taking.

Approach: First, an overview of the theory of entrepreneurship is presented. Secondly, past attempts aimed at conceptualising the social entrepreneurship construct are examined. Thirdly, the proposed approach to conceptualising the construct is presented. Next, implications for policy and practice are discussed.

Core Findings/Argument: This paper conceptualises social entrepreneurship as a multidimensional construct involving the expression of entrepreneurially virtuous behaviour to achieve the social mission, a coherent unity of purpose and action in the face of moral complexity, the ability to recognise social value-creating opportunities and key decision-making characteristics of innovativeness, proactiveness and risk-taking. The paper discusses implications for policy and practice and concludes with a

consideration of theoretical issues and directions for future research. Specifically, the authors suggest future research should empirically test, refine, and develop a conceptualisation of social entrepreneurship across diverse contexts.

Muñoz, Sarah-Anne. 2009. 'Social enterprise and public sector voices on procurement'. *Social Enterprise Journal*. 5(1): 69-82.

Region(s): UK

Keywords: Entrepreneurialism, Entrepreneurs, Procurement, Public sector organizations.

Aims: The purpose of this paper is to analyse the perceived barriers to engaging in a procurement relationship from the point of view of social enterprise practitioners and public sector procurement professionals.

Approach: This paper stems from focus group work carried out during 2007 with social enterprise practitioners and public sector procurement professionals.

Core Findings/Argument: The analysis of these "voices" demonstrates the progress that has been made in various parts of the UK towards a procurement relationship between the public sector and the social enterprise sector that is more mutually beneficial. However, it also permits reflection on the barriers and challenges that still remain for social enterprises that wish to sell to the public sector.

Muñoz, Sarah-Anne and Tinsley, Stephen. 2008. 'Selling to the Public Sector: Prospects and Problems for Social Enterprise in the UK'. *The Journal of Corporate Citizenship*. 32: 43-63.

Region(s): UK, Midlands

Keywords: Procurement, Public sector, Social added value, Social enterprise.

Aims: To highlight the problems and prospects for social enterprises to sell to the public sector, and discuss the role of social and environmental added value in public-sector procurement and social enterprise business marketing.

Approach: Details the results of qualitative fieldwork carried out as part of a three-year project relating to social enterprise development in the East Midlands region of England.

Core Findings/Argument: Social enterprise provides an organisational model that can be not only an effective business and a provider of public services but also an entity that maintains clear underlying social and environmental objectives.

Moulaert, Frank and Nussbaumer, Jacques. 2005. 'Defining the Social Economy and its Governance at the Neighbourhood Level: A Methodological Reflection'. *Urban Studies*. 42(11): 2071-88.

Region(s): Europe/UK

Keywords: Social economy, Governance, Urban neighbourhood.

Aims: The article focuses on how to define the social economy and its governance at the local and especially the urban neighbourhood level. A distinction is made between essentialist and holistic definitions.

Approach: The largely methodological article appraises the potential contribution of various current ideas in institutional economics and economic sociology to the definition of the social economy and its governance. The article also elaborates on the analytical elements required for defining the social economy from a holistic perspective, stressing the role of essentialist abstract categories, the role of local culture and articulation between spatial scales.

Core Findings/Argument: The authors show how the notion of social capital defined through a 'holistic approach' can enrich the definition of the social economy. Secondly, the authors stress the importance of empirical investigations in feeding into the holistic definitional work.

O'Connell, Sean. 2006. 'How to value an Australian icon: The economic and social value of surf lifesaving in Australia'. *Australian Journal On Volunteering*. 11(1): 76-79.

Region(s): Australia

Keywords: Beaches – Australia, Volunteer workers in social service – Australia, Lifesaving – Australia, Surf Life Saving Association of Australia, Australia -- Social life and customs, Surf lifesaving (Aquatic sports) – Australia, Surfing -- Australia.

Aims: Outline the results of a study commissioned by Surf Life Saving Australia into the economic and social value of volunteer surf-lifesaving services.

Approach: The author provides a history of surf life saving in Australia, briefly outlines the methodology applied by The Allen Consulting Group and provides the major findings of the report.

Core Findings/Argument: The study showed that, were it not for the presence of lifesaver volunteers on Australian beaches, 485 people would drown each year and 313 people would be permanently incapacitated, resulting in a cost to the community of \$1.4 billion.

Nicholls, Alex, ed. 2006. *Social Entrepreneurship: New Models of Sustainable Social Change*. Oxford: Oxford University Press.

Region(s): UK

Keywords: social entrepreneurship, policy, theory, research

Aims: The book is comprised of chapters aiming to review diverse models and theories of social entrepreneurship.

Approach: The book is organised into four sections: New Perspectives, New Theories, New Models, and New Directions. The first section is authored by leading social entrepreneurs who unpack different elements of the policy and praxis underpinning the growing academic field. The second section is written by leading researchers, showcasing five different academic perspectives on social entrepreneurship. The third

section explores four modalities of how social entrepreneurship could transform social issues and add value. The fourth section discusses four key challenges limiting the future of social entrepreneurship, including: foundation support, creating a social finance marketplace, developing strategic competencies around sustainability, and pursuing a blended value approach to measure success.

Core Findings/Argument: The final section describes a range of directions for future research, including: development of a market for social capital investments in social entrepreneurship; social venture accountability and governance structures; the use of social impact measures; and networking modelling of strategic social value creation.

Novkovic, Sonja. 2008. 'Defining the co-operative difference'. *The Journal of Socio-Economics*. 37(6): 2168-2177.

Region(s): Canada

Keywords: Co-operative firms, Co-operative principles, Externalities, Social entrepreneurship.

Aims: To argue that co-operative firms play a set of roles in market economies, based on the co-operative values and principles that are rarely noted in economic literature.

Approach: Section 2 describes the co-operative principles and their application in addressing some of the agency and incentives problems of co-operatives in general. The subsequent sections focus on specific aspects of those roles. Section 3 discusses co-operatives in monopsony and oligopsony markets, Section 4 looks at the externalities, and Section 5 deals with the social innovation and entrepreneurship functions.

Core Findings/Argument: Roles of co-operatives include to internalise market externalities, to serve as laboratories for social innovation, to espouse social entrepreneurship, to promote ethical business practices, and to aid in development. While economic literature has been focused primarily on the ownership and control structure as a source of the difference, we argue that this focus paints an incomplete picture. The principles of co-operation may supply additional insights in addressing questions why co-operatives may thrive in areas of low labour mobility, prevalent market failures, oligopoly markets, and labour intensive industries. They may also offer insights into strategies and survival in global markets of successful co-operative firms.

Nyssens, Marthe; Sophie Adam and Toby Johnson, eds. 2006. *Social Enterprise: At the Crossroads of Market, Public Policies and Civil Society*. New York: Routledge.

Region(s): Europe

Keywords: social enterprise, theory, case study, comparative analysis

Aims: This text develops a comparative European analysis within a multidisciplinary framework to explore social enterprises.

Approach: The book combines theory with an extensive analysis of 160 social enterprises across 11 EU countries to provide readers with a thorough understanding of

these complex organizations The text is structured around a number of key themes (multiple goals and multiple stakeholders, multiple resources, trajectories of workers, public policies) and developed through a pan-European analysis. Each theme is illustrated with short country experiences that reflect the diversity of welfare models across Europe.

Oncer, Ayla Zehra., & Yildiz, Muge Leyla. 2010. 'Creating Sustainable Value for Society: Social Entrepreneurship'. *The Business Review, Cambridge*, 14(2): 222-228.

Region(s): Turkey

Keywords: Studies, Social entrepreneurship, Profits, Wheat

Aims: To examine the conception of social entrepreneurship and the social value created from these activities and to explain what sort of sustainable values the sample cases (looking at "the Wheat Movement") create for society.

Approach: In-depth interviews and document analysis are chosen as the suitable data collection methods for the research pattern and interpretive analysis has been used as the analysis method.

Core Findings/Argument: The study project, while creating economical value for many different society parts, also creates sustainable ecological and social values while providing a production solution on nation level.

Opstal, Wim Van, Deraedt, Eva, and Gijssels, Caroline. 2009. 'Monitoring profile shifts and differences among WISEs in Flanders'. *Social Enterprise Journal*. 5(3): 229 - 258.

Region(s): Belgium

Keywords: Belgium, Enterprise economics, Government policy, Labour market, Performance monitoring.

Aims: The sector of work integration social enterprises (WISEs) has grown considerably all across Europe during the last few decades. Unfortunately, many governments do not have a clear sight on the profile of WISEs they are supporting. The purpose of this paper is to provide a detailed profile of WISEs in Flanders and identify shifts and differences within and between WISE work forms.

Approach: Data are utilized from a newly designed monitoring instrument to capture the profile of WISEs in Flanders (Belgium). This paper discusses some methodological issues in using administrative data to monitor this sector, and present a profile at the enterprise level and at the worker level. Parametric and nonparametric tests are applied to assess the significance of profile shifts and differences within this sector.

Core Findings/Argument: One of the dominant features of the analysis has been the identification of profound differences that can be observed between the work forms and the slighter differences that are observed within the work forms while comparing start-ups to their mature counterparts. Therefore, it might be concluded that the policy framework on the social insertion economy as it currently exists in Flanders has a strong regulative impact on the WISEs in Flanders. This impact translates itself through

differences in the profile of enterprises, as well as differences in the profile of the target group workers they employ.

O'Shaughnessy, Mary. 2008. 'Statutory support and the implications for the employee profile of rural based Irish work integration social enterprises (WISEs)'. *Social Enterprise Journal*. 4(2): 126-135.

Region(s): Ireland

Keywords: Enterprise economics, Ireland, Labour market, Rural regions, Social economics, Unemployment.

Aims: The purpose of this paper is to explore the limitations of specific statutory support for the long-term survival of rural based Irish work integration social enterprises (WISEs).

Approach: The paper is based on empirical research derived from a combination of quantitative and qualitative research methods which entailed a national survey of Irish social enterprises, a series of in depth interviews with the management of 13-rural based WISEs and a survey of a sample of employees across these 13 WISEs.

Core Findings/Argument: Empirical evidence is used to provide a profile of the characteristics of the workforce of a sample of 13 rural WISEs. The paper argues that the rural location of these WISEs along with the prescriptive nature of the statutory support they receive have combined to both create and compound these challenges which in turn are argued to restrict the long-term survival potential of these organisations.

Parkinson, Caroline and Howorht, Carole. 2008. 'The language of social entrepreneurs'. *Entrepreneurship and Regional Development*. 20 (3): 285 – 309.

Region(s): UK

Keywords: social entrepreneurship, social enterprise, discourse analysis, policy, community.

Aims: To question the application of the entrepreneurship discourse to social entrepreneurship in the UK and look at how people 'doing' social enterprise appropriate or re-write the discourse to articulate their own realities.

Approach: Drawing on phenomenological enquiry and discourse analysis, the study analyses the micro discourses of social entrepreneurs, as opposed to the meta rhetorics of (social) entrepreneurship. Analysis uses both corpus linguistics software and Critical Discourse Analysis.

Core Findings/Argument: There is a preoccupation among interviewees with local issues, collective action, geographical community and local power struggles. Echoes of the enterprise discourse are evident but couched in linguistic devices that suggest a modified social construction of entrepreneurship, in which interviewees draw their legitimacy from a local or social morality. These findings are at odds ideologically with the discursive shifts of UK social enterprise policy over the last decade, in which a

managerially defined rhetoric of enterprise is used to promote efficiency, business discipline and financial independence. The paper raises critical awareness of the tension in meanings appropriated to the enterprise discourse by social enterprise policy and practice and illustrates the value of discourse analysis for entrepreneurship and social entrepreneurship research.

Paton, Rob. 2003. *Managing and Measuring Social Enterprises*. London: Sage Publications.

Region(s): UK

Keywords: social enterprise, evaluation, performance measurement, public policy, management

Aims: To examine diverse methods of managing and evaluating social enterprises.

Approach: This book opens with a discussion of social enterprise and its definition in the context of public policy. It reveals a range of ways that performance measurement and improvement methods devised for use in the private sphere have been applied to public and nonprofit organisations. The difficulty of successfully applying these performance measurement and improvement strategies to other sectors is underscored through a presentation of original research on eight diverse methods.

Core Findings/Argument: The text concludes by describing implications for social enterprise managers and public policy-makers, proposing the performance agenda must be pursued with and through people; measurement is best when it supports and informs dialogue around different concerns and conceptions of performance. Performance agendas need to include external stakeholders. Familiarity with measurement methods and analytic tools, and the ability to gauge their potential in new settings, are now additional requirements for many managers of social enterprises.

Peattie, Ken and Morley, Adrian. 2008. 'Eight paradoxes of the social enterprise research agenda'. *Social Enterprise Journal*. 4(2): 91-107.

Region(s): UK

Keywords: Business enterprise, Corporate social responsibility, Enterprise economics, Research.

Aims: This paper summarises key issues arising from a comprehensive research monograph and accompanying discussion paper on social enterprise that reviewed over 150 sources. It aims to provide insight into the future development of the social enterprise research agenda, and how to attract scholars new to the field to contribute to it.

Approach: The paper seeks to identify and address some of the difficulties faced by social enterprise researchers, in terms of defining their field, overcoming institutional

pressures that may deter scholars from tackling the social enterprise research agenda and in dealing with some of its complexities.

Core Findings/Argument: In developing the monograph, two key themes were diversity and distinctiveness. Social enterprise is a form of business that is distinctly different to conventional commercial enterprise and that has an extraordinary diversity in organisational form, legal structure, purpose, culture, scale and scope. There are also a number of “paradoxical” elements to the research agenda for social enterprises arising from their “hybrid” nature.

Peredo, A. M., & Chrisman, J. J. (2006). Toward a Theory of Community-Based Enterprise. *Academy of Management Review*, 31(2), 309-328.

Region(s): North America

Keywords: entrepreneurship; economics – sociological aspects; culture; economic development; industrial management; businesspeople; new business enterprises; communities; poverty; social capital (sociology); community involvement.

Aims: To develop a theoretical model of community-based enterprise (CBE) as an alternative representation of how entrepreneurial activity may be harnessed to ameliorate chronic poverty.

Approach: The authors develop the theoretical foundation of the proposed model, and discuss the importance of entrepreneurship in the process of economic development, emphasizing in particular its possibilities in the context of poverty as a process involving people as individuals and as members of a community. They use anthropological concepts to highlight cooperation as an engine of collective action, with community identified as a vital asset in an integrated approach to local development. The authors employ social network theory to draw connections between entrepreneurial activities and the building and maintenance of communities. Following this, they develop the concept of CBE and examine the components of its creation, as well as its characteristic structure and operation.

Core Findings/Argument: The authors argue that community-based enterprise provides a potential strategy for sustainable local development in poor populations. They maintain that in this emerging form of entrepreneurship, typically rooted in community culture, natural and social capital are integral and inseparable from economic considerations, transforming the community into an entrepreneur and an enterprise. Drawing on interdisciplinary and multilevel approaches, they propose a theoretical model of the determinants, characteristics, and consequences of CBEs. The authors conclude by suggesting further study will be needed to refine their understanding of this evolutionary innovation and to assess its actual performance. However, its fundamental merging of economic and noneconomic goals and its enhanced ability to draw on the social and material resources of the communities in which it arises make CBE a model to be given serious consideration in the ongoing struggle against persistent poverty.

Peredo, Ana Maria and Murdith McLean. 2006. 'Social Entrepreneurship: A Critical Review of the Concept'. *Journal of World Business* 41(1): 55-65.

Region(s): Canada

Keywords: social entrepreneurship, not for profit, social enterprise, definitions

Aims: To undertake an analytical, critical and synthetic examination of 'social entrepreneurship' in its common use, considering both the 'social' and the 'entrepreneurship' elements in the concept.

Approach: The authors review the literature defining and modelling social entrepreneurship, exploring how social entrepreneurship does not sit squarely within the for-profit or not-for-profit sector, and the range of ways organisations and their goals may be at different points along a continuum of social or profit-drive goals and activities.

Core Findings/Argument: The paper concludes with the proposal of a suitably flexible explication of the concept: social entrepreneurship is exercised where some person or persons (1) aim either exclusively or in some prominent way to create social value of some kind, and pursue that goal through some combination of (2) recognizing and exploiting opportunities to create this value, (3) employing innovation, (4) tolerating risk and (5) declining to accept limitations in available resources.

Phills, James A Jr; Kriss Deiglmeier; and Dale T Miller. 2008. 'Rediscovering Social Innovation'. *Stanford Social Innovation Review* 6(4): 34-44.

Region(s): US

Keywords: social innovation, social entrepreneurship, social enterprise, cross-sector collaboration

Aims: To describe how the free flow of ideas, values, roles, relationships, and money across sectors is fueling contemporary social innovation.

Approach: The authors discuss the meaning of innovation, social, and the mechanism of social innovation. They identify specific examples of social innovation, and discuss the importance of exchanging ideas and resources across sectors in order to seed innovation.

Core Findings/Argument: The authors argue that social innovation is the best construct for understanding - and producing - lasting social change, and that cross-sector collaboration is critical to help social innovation flourish.

Pirson, Michael. 2009. 'Social Entrepreneurship: A blueprint for Humanistic Business Organisations'. In H. Spitzbeck (Ed.), *Humanism in Business* (pp. 248-259). Cambridge: Cambridge University Press.

Region(s): Global

Keywords: Social Entrepreneurship, crisis management, Humanistic Management

Aims: To examine how organizations can weather the “perfect storm” by learning from a newly emerging field called social entrepreneurship.

Approach: To answer the question of whether social enterprises serve as a model for humanistic organizations, the author looks into the constitutive elements of social entrepreneurship and determine under what conditions social entrepreneurship is indeed humanistic. This is approached by looking at social entrepreneurship as comprising three main elements: market orientation, innovation, and sociality.

Core Findings/Argument: Efforts to find shared value in operating practices and in the social dimensions of competitive context have the potential not only to foster economic and social development but to change the way companies and society think about each other. The current dichotomy, with business on one side and society on the other can be overcome.

Pitta, Dennis A. And Kucher, J. Howard. 2009. ‘Social enterprises as consumer products: the case for vehicles for change’. *Journal of Product and Brand Management*. 18(2): 154-158.

Region(s): United States

Keywords: Product management, Non-profit organizations, United States of America

Aims: This paper aims to describe how a social enterprise can use product innovation and management to succeed in its mission.

Approach: The case describes an approach to new product development and management that is of value to social enterprises. The Vehicles for Change organization exists and operates in the USA.

Core Findings/Argument: Provides information and action approaches to non-profit organizations to increase their sustainability. Often non-profits do not understand nor value business. Consequently, they elevate their mission to do good but sabotage their ability to succeed. Infusing business into non-profits can lead to an entirely new organization, the social enterprise. Social enterprises use profit-generating businesses to fund their charitable elements. This new form can be called a for benefits organization. That focus lends itself to using product development and management techniques to succeed. Their results offer implications for non-profit organizations.

Prabhu, Ganesh N. 1999. ‘Social Entrepreneurial Leadership’. *Career Development International* 4(3): 140-145.

[peer-reviewed theoretical and empirical paper]

Region(s): India

Keywords: social entrepreneurs, social change, leadership, socioeconomic factors, comparative studies, management theory

Aims: To examine research prospects in social entrepreneurial leadership and its relevance to mainstream entrepreneurship research and propose useful cross-

fertilization opportunities.

Approach: This paper identifies the common characteristics of both economic and socially entrepreneurial organizations so that insights from one could be hypothesized or applied to the other. It then identifies the significant differences so that knowledge is not transferred where it is not applicable. Subsequently, it enumerates the similarities and differences between the two types of entrepreneurial leaders while developing several theoretical positions on social entrepreneurial leadership.

Core Findings/Argument: Apart from their social contribution, social entrepreneurial organizations add value by creating jobs, improving utilization of developmental funds, and empowering their client groups thereby also adding towards economic growth. The study of their creation and creators as well as their management is an important area of research. This unexplored area has tremendous prospects in developing the field of leadership.

Rangan, V. Kasturi; Herman B. Leonard and Susan McDonald. 'The Future of Social Enterprise'. Harvard Business School Working Paper. Accessed 17 February 2009. Available at <http://www.hbs.edu/research/pdf/08-103.pdf>

Region(s): US

Keywords: social enterprise, measuring impact

Aims: To consider the confluence of forces shaping the field of social enterprise, changing the way that funders, practitioners, scholars, and organizations measure performance.

Approach: The authors trace a growing pool of potential funding sources to solve social problems, much of it stemming from an intergenerational transfer of wealth and new wealth from financial and high-tech entrepreneurs. They examine how these organizations can best access the untapped resources by demonstrating mission performance and then propose three potential scenarios for how this sector might evolve.

Core Findings/Argument: Measuring performance to demonstrate impact will become increasingly important in order to attract and maintain funding. Funding organizations likewise must work with nonprofits and their clients across sub-sectors to develop appropriate measures, fund capacity and evaluation efforts, and engage with other donors on performance issues. Nonprofit boards can engage in strategic planning, include client representation on the board, and engage in the performance review process. Emerging intermediary organizations can play a role in coordinating donors

Reid, Kristen and Griffith, Jon. 2006. 'Social enterprise mythology: critiquing some assumptions'. *Social Enterprise Journal*. 2(1): 1-10.

Region(s): UK

Keywords: Public administration, Small enterprises, Small to medium-sized enterprises, Social enterprises, Social responsibility, United Kingdom.

Aims: To debate some of the commonly held assumptions about social enterprises.

Approach: The three main assumptions that are commonly applied to the development and characteristics of social enterprises are discussed, namely: that social enterprise must be a collective or democratic pursuit; that social enterprise is institutionally different from earlier mechanisms designed to usher in a “third way”; and that social enterprise is better than doing nothing. Analyses the development of these three assumptions through the framework offered by DiMaggio and Powell (1983) on institutional isomorphism.

Core Findings/Argument: There are indications that the social enterprises sector would benefit from more co-ops taking an ever-greater market share in an ever-increasing range of industries, but that this should be the outcome of decisions freely made by individual, autonomous organizations that are free to choose social enterprises over other available options. Concludes that the practical danger posed by the wrong kind of isomorphic tendencies is to the potential flourishing of alternative organizational forms, alternative business models, and alternative ways of seeing the economic world.

Ridley-Duff, Rory. 2009. ‘Co-operative social enterprises: company rules, access to finance and management practice’. *Social Enterprise Journal*. 5(1): 50-68.

Region(s): UK

Keywords: Assets, Business enterprise, Co-operative organizations, Entrepreneurialism, Equity capital.

Aims: In light of the faster than expected take up of the community interest company (CIC) in the UK, the purpose of this paper is to revisit findings from a study undertaken in 2000 on the impact of asset-locks on the longevity, growth and management styles in co-operative social enterprises.

Approach: This paper is both conceptual and empirical. It examines different worker co-operative traditions and develops a meta-theory that explains underlying assumptions in different forms of co-operative social enterprise. Using empirical data from five common ownership co-operatives and five equity-based co-operatives, this exploratory study finds differences in management style, access to finance and growth prospects both within and between the two groups.

Core Findings/Argument: Devolution of management responsibilities is more prevalent in co-operatives permitting both individual and collective ownership, as opposed to common ownership. Access to external finance is less problematic for organisations where individuals have made investments. Despite this, it is not established that organisations with external equity or loan finance grow quicker or fare better over the longer term.

Ridley-Duff, Rory. 2008. ‘Social enterprise as a socially rational business’. *International Journal of Entrepreneurial Behaviour & Research*. 14(5): 291-312.

Region(s): UK

Keywords: Co-operative organizations, Governance, Social capital.

Aims: This paper seeks to examine the discourses that influence policy and practice in social enterprises. In institutional circles, arguments are shaped by the desire to protect assets for the community, while entrepreneurial discourses favour a mixture of investment sources, surplus sharing and inclusive systems of governance. A critique is outlined that challenges policy-makers and academics to move beyond the heated debate on “business-like” activity through a deeper understanding of the social relations entered into (and created by) different social entrepreneurial activities.

Approach: The paper is wholly theoretical. First, contradictions are exposed through a review of practitioner and scholarly literature. Thereafter, empirically grounded studies are used to develop a theoretical model that accommodates and accounts for diverse practices.

Core Findings/Argument: A broader perspective, that views human behaviour as a product of, and support system for, our socio-sexual choices, is deployed to extend understanding of social capital. By integrating this into governance theory, workplaces come to be seen as complex centres of community-building, replete with economic and social goals. The concept of “social rationality” is elaborated as an alternative way to understand the legitimacy of social entrepreneurial activity and management practice.

Ridley-Duff, Rory. 2007. ‘Communitarian Perspectives on Social Enterprise’. *Corporate Governance: An International Review* 15(2): 382-392.

Region(s): UK

Keywords: agency theory, corporate governance code, corporate social responsibility, employees, stakeholders

Aims: To develop a meta-theoretical framework of social enterprise through discussion of individualist and communitarian philosophy.

Approach: Philosophers from both traditions build social theories that emphasise either consensus (a unitarist outlook) or diversity (a pluralist outlook). The various discourses in corporate governance reflect these assumptions and create four distinct approaches that impact on the relationship between capital and labour. In rejecting the traditional discourse of private enterprise, social enterprises have adopted other approaches to tackle social exclusion, each derived from different underlying beliefs about the purpose of enterprise and the nature of governance.

Core Findings/Argument: Concepts of social enterprise have been debated repeatedly, and continue to cause confusion. The theoretical framework offers a way to understand the diversity found within the sector, including the newly constituted Community Interest Company (CIC).

Roberts, Jennifer. 2009. ‘Let's Share’. *Stanford Social Innovation Review* 7(1): 62-64.

Region(s): USA, India

Keywords: measuring impact, evaluation, social enterprise

Aims: To provide an introduction to a new web-based evaluation tool.

Approach: The author discusses the development and evolution of this web-based evaluation tool.

Core Findings/Argument: The author describes the positive experience thus far of a few pilot users, while indicating a shortcoming remains that it does not have as robust a report feature as would be liked.

Rotheroe, Neil C. and Miller, Liz. 2008. 'Innovation in social enterprise: achieving a user participation model'. *Social Enterprise Journal*. 4(3): 242-260.

Region(s): UK,

Keywords: Service delivery, Social capital, Social inclusion, Social services sector, Stakeholder analysis, User studies.

Aims: The place of social enterprise in providing innovation in the delivery of services previously undertaken by the public sector is currently receiving much attention, as is service user participation in the delivery of services. The purpose of this paper is to investigate the propensity of a service delivery model to positively influence service users' goals, fulfil their own expectations and life chances.

Approach: A case study of a social enterprise, providing services to children with Attention Deficit Hyperactivity Disorder (ADHD) and their families. The paper takes a Kantian perspective on the position of service users as ends in themselves, is informed by social capital theory and is carried out as a single case study with survey, interviews and triangulation.

Core Findings/Argument: The service delivery model is found to increase social capital and assists in the reduction of social exclusion and in the building of local sustainable development. It delivers positive social outcomes and the importance of innovative capacity in the social enterprise sector is demonstrated.

Rotheroe, Neil and Richards, Adam. 2007. 'Social return on investment and social enterprise: transparent accountability for sustainable development'. *Social Enterprise Journal*. 3(1): 31-48.

Region(s): UK.

Keywords: England, Furniture, Pakistan, Public administration, Return on investment, Small enterprises, Small to medium-sized enterprises, Social enterprises, Social responsibility, Sustainable development.

Aims: To apply the social return on investment (SROI) concept to a case study, based on the Furniture Resource Centre Group (FRC Group), a social enterprise based in Liverpool, which aims to satisfy a need for quality affordable furniture for low-income households.

Approach: The nature of FRC Group's business is discussed from the viewpoint of how it exemplifies Westall's (2001) values-led operation concept with four core values (bravery, creativity, professionalism, passion). The paper discusses the value of social

enterprises and the importance of identifying their social returns as measured by the SROI approach, which was adapted by the New Economics Foundation (NEF) to take account of stakeholder engagement, materiality, impact map, and appreciation of deadweight. The paper also reports on the action research based case study which explored the relationship between the social enterprise business model and the concept of sustainable development.

Core Findings/Argument: The results indicated that the SROI technique demonstrated many qualities of sustainability and, with stakeholder inclusiveness pivotal to the innovative process, it allows for truly connected thinking that reveals advancements in sustainable development.

Rothschild, Joyce. 2009. 'Worker's Cooperatives Social Enterprise: A Forgotten Route to Social Equity and Democracy'. *American Behavioral Scientist*. 52(7): 1023-1041.

Region(s): USA/Global

Keywords: Workers' co-operatives, Social enterprises, Job creation, Democracy and civil society, Social property.

Aims: To provide public policy proposals that would encourage the formation of cooperative enterprises in the United States, at once offering a way to anchor well-paid jobs in U.S. communities and to extend the opportunity for shared ownership and control to working people. Also, to consider how the extension of practical democratic rights into the economic realm might enhance citizens' capacity for and confidence in dialogue and democratic decision making in the political and civic realms of life.

Approach: Case studies, grounded in both domestic and international illustrations of modern-day worker cooperatives and social enterprises.

Core Findings/Argument: The practices of modern-day worker cooperatives and social enterprises give rise to more democratic management of the workplace and equitable outcomes for society than would ever be possible with conventionally owned enterprises.

Royce, Maureen. 2007. 'Using human resource management tools to support social enterprise: emerging themes from the sector'. *Social Enterprise Journal*. 3(1): 10-19.

Region(s): UK

Keywords: Human resource management, Public administration, Small enterprises, Small to medium-sized enterprises, Social enterprises, Social responsibility, United Kingdom, Voluntary organizations.

Aims: To devise a human resource management (HRM) approach capable of application to the management of employees in social enterprises.

Approach: The difficulty of applying traditional HRM techniques to social enterprises, where the workforce tends to be volunteers, is discussed. The paper reviews HRM concepts and their relationship/applicability to social enterprise (labour market relationships within social enterprise, resourcing and skills to support social enterprise, leadership and operational strategy within social enterprise). The paper also presents

two case studies, involving an inner city credit union in northwest England and an inner city after-school club. Reports on a pilot questionnaire survey focusing on the strands identified by the earlier research.

Core Findings/Argument: The results indicated a heavy reliance on volunteer labour with almost all organizations working with volunteers. The paper notes, however, that when asked whether volunteers were crucial to the running of the organization, only 59 per cent felt they were, with the remaining 41 per cent being uncertain or felt that volunteers were not crucial and only a small fraction (12 per cent) having more volunteers than paid workers. Reveals that the infrastructure to support coherent people-management systems in social enterprise do not appear to be robust and piecemeal support and advice through a range of well-meaning board members, fragile networks and higher education institutes cannot provide a strong framework for growth and sustainability in managing human resources in the social enterprise sector. Concludes that labour market relationships, resourcing and skills, and leadership and operational strategy have nevertheless been recurring themes in research in this field which suggests that there may be a very real opportunity for HRM tools and expertise to support social enterprise organizations in achieving their business and social goals.

Ryan, William P. 1999. 'The New Landscape for Nonprofits'. *Harvard Business Review* 77(1): 127-136.

Region(s): USA

Keywords: nonprofit business venture, social enterprise, competition, social services

Aims: To describe how government outsourcing and a new business mind-set have changed the landscape of social services.

Approach: The author uses examples of organizations like the YWCA and Abraxas to demonstrate various ways that nonprofits are responding to the growth of for-profits in the social services space, from subcontracting to partnership to converting to for-profit status, and discusses the implications of increased competition in this arena.

Core Findings/Argument: The author argues by playing in the new marketplace, nonprofits will be forced to reconfigure their operations and organizations in ways that could compromise their missions, showing how the lines between for-profit and nonprofit organisations will increasingly blur. He suggests government contracts may favour efficiency of service provision over quality, favouring for-profit social services. Nonprofits with better community connections and a long-term view of sustainable positive outcomes for clients tend to still deliver higher quality services, but this may change over time as nonprofits are enticed to compete for lucrative government contracts, requiring them to skimp on quality to achieve efficiency and short-term gains.

Ryzin, Gregg G., Grossman, Seth, DiPadova-Stocks, Laurie, Bergrud, Erik. 2009. 'Portrait of the Social Entrepreneur: Statistical Evidence from a US Panel'. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*. 20(2): 129-140

Region(s): USA

Keywords: Entrepreneurship, Social enterprise, Social capital, Personality, United States.

Aims: To understand what individual characteristics might describe or explain who in society is likely to be (or become) a social entrepreneur.

Approach: This preliminary study empirically addresses this question using data from a United States online panel.

Core Findings/Argument: Our results suggest that social entrepreneurs are likely to be female, non-white, younger, and college-educated individuals with some business experience and who live in big cities. Social entrepreneurs also tend to have more social capital, as measured by their activity in clubs and organizations other than work, and they are more likely to be happy, interested in politics, extroverted, giving (to charity), and liberal ideologically. Although exploratory, these findings help describe the social entrepreneur and suggest ways in which this important actor in civil society can be better identified, understood, and perhaps cultivated.

Schlee, Regina Pefanis, Curren, Mary T., Harich, Katrin R. 2009. 'Building a Marketing Curriculum to Support Courses in Social Entrepreneurship and Social Venture Competitions'. *Journal of Marketing Education*. 31(1): 5-15.

Region(s): USA

Keywords: Social venture, Social entrepreneurship, Social enterprise, Marketing curriculum.

Aims: To examine the implications of the increased popularity of social enterprise programs and social venture competitions for the marketing curriculum.

Approach: Research project of undergraduate and graduate business programs, based on a systematic sample of 93 Association to Advance Collegiate Schools of Business (AACSB)-accredited U.S. business schools. This research involved an examination of university Web sites.

Core Findings/Argument: Social enterprise programs and competitions are often offered outside the school of business and target students from a variety of academic backgrounds. Although social enterprises use business skills to solve social problems, the specific marketing skills required differ from those covered in most marketing curricula. This article recommends some changes in emphasis and/or scope to specific areas in the marketing curriculum and includes an outline of the proposed marketing curriculum for social enterprise programs.

Schorr, Jim. 2006. 'Social Enterprise 2.0'. *Stanford Social Innovation Review* 4(2): 12-13.

Region(s): USA

Keywords: social enterprise, business model critique, measuring impact, sustainability

Aims: To explain the reasons why the first generation social enterprise business model has been unsuccessful achieving social and financial outcomes.

Approach: The author describes the flaws inherent in small retail businesses, constraining their ability to achieve social and financial results, and highlights some specific cases where this has proven to be true. He also discusses sustainability and the imbalance between high social returns and low financial returns present in many social enterprises.

Core Findings/Argument: The author argues that the business models (generally small retail businesses) that have been developed during the first generation of social enterprise have failed to realize its vision of creating both social and financial value, as these models are flawed and incapable of generating such positive outcomes. More innovation is necessary, and it is imperative to look beyond small retail businesses, which offer limited job creation and revenue generation, and are unsustainable. Moreover, the author argues social enterprise as a model may in fact not be sustainable, and if this is the case, the need for subsidies has to be better articulated, with the demonstration of social outcomes outweighing the lack of income earned to fund the enterprise.

Seanor, Pam and Meaton, Julia. 2007. 'Making sense of social enterprise'. *Social Enterprise Journal*. 3(1): 90-100.

Region(s): UK, England

Keywords: England, Public administration, Small enterprises, Small to medium-sized enterprises, Social enterprises, Social responsibility.

Aims: To study the ways in which the people involved in social enterprises make sense out of what they are trying to do.

Approach: The study focused on the issues and concerns of participants in a social enterprise network in Bradford, UK, where the network includes both social enterprises and agencies offering them support. Explains that the study aimed to examine the relationship between the development of social enterprise and organizational identity, processes and problems to determine what shared meanings and sense of shared identity are used by participants to make sense of social enterprise, how these are related to actions and projects within the social enterprise sector, and whether there is network integrity in responding and adapting to changes. Reports on a case study involving exploratory semi-structured interviews, between November 2005 and February 2006, with 11 key actors involved in social enterprise networks in Bradford, all of which were involved in either delivering services to the community or from agencies tasked with supporting these groups.

Core Findings/Argument: Five key themes emerged from the interviews: identifying as a social entrepreneur; organizational identity; common language; growth; and networking. Concludes that the factors involved in the way that actors in social enterprises make sense of their activities include: identity, where most organizations did not identify a heroic leader nor would they choose to become social entrepreneurs; lack of a common metaphor; staying small; and fragmentation.

Shah, Daniel. 2009. 'A UK policy perspective: thought piece from the UK Social Enterprise Coalition'. *Social Enterprise Journal*. 5(2): 104-113.

Region(s): UK

Keywords: Coalitions, Enterprise economics, Government policy, United Kingdom

Aims: The purpose of this paper is to provide a view on key social enterprise research priorities from the perspective of the UK's national body for social enterprise.

Approach: The suggestions are informed by the coalition's ongoing policy work, especially preparation for a Ministerial Summit on social enterprise held on the 12 March 2009. Preparation involved building on extant policy positions and desk research, and extensive consultation with coalition members and the wider social enterprise movement, including regional consultation events, an online forum, semi-structured interviews and workshops and discussion at the summit itself.

Core Findings/Argument: A number of areas of particular interest for future research are identified in the context of a highly dynamic policy, political and economic climate for social enterprises.

Sharpen, Clare. 2006. 'Social enterprise under the microscope: comparing and contrasting Green-Works and ReBoot'. *Social Enterprise Journal*. 2(1): 101-113.

Region(s): UK, England

Keywords: England, Public administration, Small enterprises, Small to medium-sized enterprises, Social enterprises, Social responsibility.

Aims: To understand the factors encouraging growth in two social enterprises involved in recycling based in London, UK, and how these can be interpreted and understood in terms of "managerialist" concepts.

Approach: The study aimed to understand how particular aspects of social enterprise literature relate to practice on the ground, and to gain a clearer picture of the diversity, complexity and contested ideas that coexist within the social enterprise sector. Focuses on the experience of two social enterprises based in London: ReBoot, a project set up by Bootstrap Enterprises, a social enterprise based in Hackney for the recycling of computers donated from individuals and organizations; and Green-Works, a social enterprise for preventing large volumes of office furniture from going to landfill. The research comprised two parts: an extensive literature review to provide background theory and context; and the use of semi-structured interviews with the selected organizations to gain qualitative data for comparison.

Core Findings/Argument The results provided broad indications relating to the ideas and conflicts existing within and between social enterprises across such broad themes as "growth", public and private origins, market orientation and long-term sustainability. The research highlights the diversity of social enterprises in terms of their objectives, structures, operations and long-term visions, while demonstrating the great differences between the two enterprises despite their seeming similarity on the surface.

Shaw, Eleanor. 2004. 'Marketing in the Social Enterprise Context: Is it Entrepreneurial?'. *Qualitative Market Research: An International Journal* 7(3): 194-205.

Region(s): UK

Keywords: entrepreneurialism, marketing, quality, research, social environment

Aims: To present some of the findings from a qualitative study of social enterprise in the UK, considering the extent to which these can be described as "entrepreneurial"..

Approach: This paper opens by reviewing the entrepreneurial marketing literature and identifying key research topics before introducing social entrepreneurship and discussing the contribution which social enterprises make to the economic and social wealth of the UK. The research problem and methodology are detailed before then describing respondents and presenting the key themes relevant to understanding entrepreneurial marketing in a social enterprise context which emerged from this qualitative study.

Core Findings/Argument: This discussion suggests that while social enterprises do engage in entrepreneurial marketing, the local embeddedness of their activities, their not-for-profit orientation and challenges posed by social exclusion impact on their marketing activities.

Smith, Craig R. And Fernandez, Sergio. 2010. 'Equity in Federal Contracting: Examining the Link between Minority Representation and Federal Procurement Decisions'. *Public Administration Review*. 70(1): 87-96.

Region(s): USA

Keywords: Federal procurement, representative bureaucracy

Aims: The federal government increasingly relies on nongovernmental organizations for procuring goods and services. This long-term trend presents a significant challenge for administrators because it risks the egalitarian values of democracy by further distancing administrative action from direct, participative, democratic oversight. The purpose of this article is to test a theory of representative bureaucracy as a way to reconcile democracy with the reality of the contemporary policy process in which unelected officials are the principal decision makers.

Approach: The authors put forward a theory of representative bureaucracy as a way to reconcile democracy with the reality of the contemporary policy process in which unelected officials are the principal decision makers. The theory is tested in the domain of federal procurement, specifically within the contract award decisions of 60 federal agencies over three years.

Core Findings/Argument: The authors argue that increased minority representation in leadership positions results in an increased proportion of federal contracts awarded to small minority-owned firms.

Snaith, Ian. 2007. 'Recent reforms to corporate legal structures for social enterprise in the UK: opportunity or confusion?'. *Social Enterprise Journal*. 3(1): 20-30.

Region(s): UK

Keywords: Company law, Public administration, Small enterprises, Small to medium-sized enterprises, Social enterprises, Social responsibility, United Kingdom.

Aims: To study the legal underpinnings of the definition of social enterprise in the context of the problems with the corporate legal structures available in the UK in the late twentieth century and the reforms of the early twenty first century to assess whether further reforms are needed to facilitate the growth of the social enterprise movement.

Approach: A definition of social enterprise is proposed and examined in light of the problems associated with twentieth century company law and the efforts to reform and develop it in the period, 2000-2006.

Core Findings/Argument: Four major developments may be seen to have important consequences for the continuing reform and development of company law: the Industrial and Provident Societies Act 2002 (Office of Public Sector Information 2002a) (private members bill); the Co-operatives and Community Benefit Societies Act 2003 (Office of Public Sector Information 2003) (private members bill); the PIU Report "Private Action, Public Benefit" (Cabinet Office/Strategy Unit 2002) and the resulting Companies (Audit, Investigations and Community Business) Act 2004 (Office of Public Sector Information 2004); and the Charities Act 2006 (Office of Public Sector Information 2006). Refers also to other developments impacting on company law, notably the European Co-operative Society's European Co-operative Society Statute (SCE) Regulation and Directive.

Snibbe, Alana Conner. 2006. 'DROWNING in DATA'. *Stanford Social Innovation Review* 4(3): 39-46.

Region(s): USA

Keywords: measuring impact, summative evaluation, formative evaluation

Aims: To discuss the increasing attention funders pay to accountability, requiring nonprofits to evaluate their programs, without commensurate attention to funding sound evaluation practice, or putting the data gathered to good use.

Approach: The author provides examples from the field, outlining diverse evaluation methodologies and the value of looking to well-researched and proven effective programs when considering program designs.

Core Findings/Argument: The author asserts that oftentimes funding decisions do not incorporate evaluative data into their decision-making. As a result, funders should start evaluating themselves, measuring the success of their grant program as a whole and sharing these results with others. Funders should coordinate their evaluation and reporting requirements with other funders to alleviate the burden on nonprofits'

submitting many unique reports. They should also consider partnering with grantees to promote evaluation as part of the learning and development cycle of a program.

Somers, Ali B. 2005. 'Shaping the balanced scorecard for use in UK social enterprises'. *Social Enterprise Journal*. 1(1): 43-56.

Region(s): UK

Keywords: Balanced scorecard, Business analysis, Public administration, Small enterprises, Small to medium-sized enterprises, Social enterprises, Social responsibility, United Kingdom

Aims: To develop and apply the social enterprise balanced scorecard (SEBS) as an amended balanced scorecard technique for use evaluating UK social enterprises.

Approach: The study involved exploring the potential mainstream application of the balanced scorecard in UK social enterprises to learn how this process show the ways in which social enterprises can develop, and implement and track the performance of their socially driven strategies. Describes the development of an SEBS and its testing by 12 social enterprises in a pilot training programme (August 2004-December 2004).

Core Findings/Argument: The results indicated that the SEBS had changed participant views about their organizations in terms of: increased employee understanding about their organization as a business; the usefulness as a business planning tool for social enterprises; the natural fit of the SEBS alongside the existing UK quality accreditation scheme of Investors In People; the power of the SEBS to be an effective means to engage staff and team members as an early-warning system for potential problems; helping to redress the balance between purely financial gains and social purpose; and providing focus, clarity, and the ability to remove non-essential detail from strategic planning. Concludes that: Kaplan and Norton's balanced scorecard is capable of being adapted to suit social enterprises; positive outcomes include creating a common language through which social entrepreneurs can share and compare experience, even if they operate in different industries; and the application of the SEBS can enable organizations to become better businesses, while demonstrating social value added to stakeholders.

Spear, Roger, Cornforth, Chris, and Aiken, Mike. 2009. 'The governance challenges of social enterprises: evidence for a UK empirical study'. *Annals of Public and Cooperative Economics*. 80(2): 247-273.

Region(s): UK

Keywords: Industries - Social aspects, Corporations – Growth, Civil service, Nonprofit organizations, Great Britain - Politics & government.

Aims: To research, and fill a gap in knowledge about, the governance challenges and support needs of social enterprises. To explore the typical governance challenges faced by social enterprises.

Approach: Based on interviews and focus groups with governance advisers, board members and chief executives.

Core Findings/Argument: The paper develops a new, empirically-grounded typology of social enterprises based on their origins and development path, and presents findings about some of the governance challenges that are common across the sector and some that are more distinctive to the different types of social enterprise.

Spear, Robert. 2006. 'Social entrepreneurship: a different model?'. *International Journal of Social Economics*. 33(5/6): 399-410.

Regions (s): UK

Keywords: Corporate social responsibility, Entrepreneurialism, Co-operative organizations.

Aims: This paper is concerned with developing a framework which allows both economic and social entrepreneurship to be analysed.

Approach: The framework is developed to accommodate the often neglected collective or pluralistic dimension of entrepreneurship. It draws on the behavioural approach to adopt a straightforward definition of social entrepreneurship – focusing on the creation of a social enterprise (co-operative, mutual or voluntary organisation). The paper is exploratory, developing a conceptual framework, based on some case studies of social enterprises in a range of business sectors, in the UK.

Core Findings/Argument: The findings from this small scale study provide interesting models of entrepreneurship that contrast with conventional models for SMEs.

Spear, Roger and Eric Bidet. 2005. 'Social Enterprise for Work Integration in 12 European Countries: A Descriptive Analysis'.

Region(s): Europe

Keywords: social enterprise, Europe, work integration, innovation

Aims: To explore how social enterprise focused on work integration addresses some of the more difficult problems of social exclusion in labour markets.

Approach: The study on which this paper is based was a large scale comparative analysis of developments of these social enterprises in 12 European countries.

Core Findings/Argument: While there are clear differences in national contexts, there are also similarities in the forms and characteristics of these social enterprises across Europe. It is argued that the work integration form of social enterprise has proved effective and is an important innovation to address problems of more marginalised groups and individuals, but there remain issues about how to sustain and promote good models and practices.

Squazzoni, Flaminio. 2009. 'Social Entrepreneurship and Economic Development in Silicon Valley: A Case Study on The Joint Venture: Silicon Valley Network'. *Nonprofit and Voluntary Sector Quarterly*. 38(5): 869-883.

Region(s): USA

Keywords: Social entrepreneurship, Nonprofit organizations, Social capital, Local economic development, Silicon Valley.

Aims: To describe the role of Joint Venture: Silicone Valley Network as an example of a social enterprise servicing an “affluent” area.

Approach: This article reports on a case study of the Joint Venture: Silicon Valley Network, a nonprofit organization launched in 1992 to promote a series of intersectoral initiatives at the edge of the economy, society, and environment in Silicon Valley.

Core Findings/Argument: Social entrepreneurs are crucial in responding to particular market and government failures to solve complex problems and in promoting bottom-up economic development initiatives at a region/community level. Also social capital is a catalyst for establishing intersectoral initiatives and strengthening self-reinforcing collaboration between participants and across sectors.

Tan, W.-L., Williams, J., & Tan, T.-M. (2005). ‘Defining the “Social” in “Social Entrepreneurship”’: Altruism and Entrepreneurship’. *International Entrepreneurship and Management Journal*, 1, 353-365.

Region(s): Singapore

Keywords: social entrepreneurship, definition, taxonomy, altruism

Aims: To offer a definition of social entrepreneurship, provide a taxonomy of social entrepreneurship, and identify a number of real cases from Asia illustrating the different forms it could take.

Approach: The authors highlight the range of theories and definitions of entrepreneurship, and social entrepreneurship over time, focusing on that which makes social entrepreneurship distinctive.

Core Findings/Argument: In this paper, we suggest a definition of social entrepreneurship that intuitively accords with what is generally accepted as entrepreneurship and that captures the way in which entrepreneurship may be altruistic. Understanding what social entrepreneurship is enables researchers to study the phenomenon and policy-makers to design measures to encourage it.

Thomas, Antonio. 2004. ‘The Rise of Social Cooperatives in Italy’. *Voluntas: International Journal of Voluntary and Nonprofit Organisations*. 15(3): 227-242.

Region(s): Italy

Keywords: Social enterprise, Social economy, Nonprofit sector; Italy.

Aims: This paper aims to underline the contribution social cooperatives (SCs) have made toward broadening the concept and standard parameters of volunteer organizations, providing basic social welfare services, and integrating the disadvantaged into the mainstream of society.

Approach: The paper focuses on some SCs organizational aspects, highlighting the many traditional and advantageous business features, the ease with which they have access to financial instruments, and their ability to activate wider social projects. It takes a mainly analytical/literature review approach.

Core Findings/Argument: Given their recent spreading in Italy, where the Third Sector is less developed than in other Western countries, SCs incorporate working modalities that could also be of interest and relevance to other countries. To adopt this type of organization, however, calls for adequate competencies and protection under specific laws because they are, on the whole, still small-sized and somewhat fragile.

Thompson, John L. 2008. 'Social enterprise and social entrepreneurship: where have we reached?: A summary of issues and discussion points'. *Social Enterprise Journal*. 4(2): 149-161.

Region(s): UK

Keywords: Enterprise economics, Entrepreneurialism, Entrepreneurs

Aims: The purpose of this paper is to discuss social enterprises, social entrepreneurship and social entrepreneurs. The paper draws on published work to flag key issues and discussion points that affect the clarity of the understanding. It aims to provide some greater insight and help both scholars and practitioners in their respective quests for understanding and improvement. The paper could further help people clarify what needs to be covered on courses and degrees in this subject area.

Approach: The paper draws on the work of others and to this adds personal conclusions from both direct experience and observation. It attempts to deal with complex issues and tensions in a straightforward style and thus draw attention to key debates.

Core Findings/Argument: The central argument is that if we see social enterprises, social entrepreneurship and social entrepreneurs bound together, operating with a common purpose and approach and pursuing the same ends, then we misunderstand this critically important sector. They are clearly linked but there are important distinctions.

Thompson, John L. 2002. 'The World of the Social Entrepreneur'. *International Journal of Public Sector Management*, 15(5), 412-431.

[peer-reviewed theoretical and empirical paper]

Region(s): UK

Keywords: entrepreneurialism, voluntary organisations, leadership

Aims: To look at what social entrepreneurs do and achieve, at the wide scope of their world, and the help that is available and needed.

Approach: This paper begins by defining social entrepreneurs and social entrepreneurship. Then, using projects considered for a charter award under the Duke of York's Community Initiative, it looks at what social entrepreneurs do and achieve for the community, at the wide scope of their world, and at the help that is available and

needed. It uses two case studies of successful social entrepreneurs as a means of drawing out a number of important issues and lessons.

Core Findings/Argument: The paper provides a new map for understanding the complexity and the many facets of the world of the social entrepreneur and the voluntary sector. It questions whether the UK government's stated desire for an "explosive act" of volunteering can happen without more substantial support, and concludes that whilst the growth of this sector is urgent and vital, a number of hurdles remain to be overcome.

Thompson, John; Geoff Alvy; and Ann Lees. 2000. 'Social Entrepreneurship – A New Look at the People and the Potential'. *Management Decision* 38(5): 328.

[peer-reviewed theoretical and empirical paper]

Region(s): UK

Keywords: social change, leadership, social entrepreneurship, private sector

Aims: To consider the crucial role of private sector social entrepreneurship in the context of a state welfare system stretched beyond its means.

Approach: The authors define social entrepreneurship, recount a number of key points from relevant research projects, reflect upon current developments and initiatives, describe a number of cases and use these to draw a set of tentative conclusions about social entrepreneurs and social entrepreneurship in the context of the current government's aim of fostering rapid growth in the sector.

Core Findings/Argument: The authors conclude that while such growth is highly desirable, a number of hurdles have to be overcome. To foster growth in this sector, more social champions need to be found and many of the people involved in existing ventures need to be encouraged to become more ambitious and more professional - in the context of increased efficiency.

Thompson, John and Bob Doherty. 2006. 'The Diverse World of Social Enterprise: A Collection of Social Enterprise Stories'. *International Journal of Social Economics* 33(5/6): 361-70.

Region(s): UK

Keywords: social entrepreneurship, definitions, entrepreneurialism, business enterprise, corporate social responsibility

Aims: To highlight the diverse world of social enterprise.

Approach: This paper profiles 11 different social enterprises from around the world. It discusses a number of key issues in defining an organisation as a social enterprise and highlights the central issue of measuring success and impact.

Core Findings/Argument: In some of the enterprises described here, the important contribution of a pivotal social entrepreneur is apparent. The need to create and add value for customers and clients is always apparent, as is the need to find effective routes to market. Whilst certain beliefs and principles are routinely evident, social enterprises most certainly cannot be described as 'one-size-fits-all'.

Tillmar, Malin. 2009. 'Societal entrepreneurs in the health sector: crossing the frontiers'. *Social Enterprise Journal*. 5(3): 282-298.

Region(s): Sweden

Keywords: Entrepreneurialism, Health services sector, Social roles, Sweden

Aims: The purpose of this paper is to explore societal entrepreneurship in the turbulent health-care sector in a changing welfare state, Sweden. Empirically oriented questions about the businesses explored in this paper are: how do the entrepreneurs see combining "health-driven" and profit-driven enterprises? What mindset and strategies guide their enterprises? What organisational solutions are used?

Approach: The paper is based on two case-entrepreneurs, selected due to the author's perception of them as successful both as businesses and as societal change agents. The entrepreneurs have been interviewed by means of unstructured dialogues.

Core Findings/Argument: Both entrepreneurs prove to be frontier crossing combiners in several dimensions; they unite ideological commitment with economically sound businesses, they bring together their medical professions and complementary methods of treatment, they combine bridge building with challenging and they reconcile part-time entrepreneurship with employment.

Todres, Mathew, Cornelius, Nelarine, Janjuha-Jivraj, Shaheena and Woods, Adrian. 2006. 'Developing emerging social enterprise through capacity building'. *Social Enterprise Journal*. 2(1): 61-72.

Region(s): UK

Keywords: Productive capacity, Public administration, Small enterprises, Small to medium-sized enterprises, Social enterprises, Social responsibility, United Kingdom

Aims: To study the applicability of capacity building as a technique for developing social enterprises.

Approach: Two emerging social enterprises, developed within the WestFocus Partnership, a consortium of seven higher education institutions, were studied in a series of capacity building sessions conducted by Brunel University Business School, UK. Reports the gathering of data for the project using participant observation, questionnaire surveys and focus groups, together with a series of capacity building sessions delivered by specialists, addressing the areas of leadership and human resources, marketing, environmental scanning, stakeholder analysis and business strategy where Session 1 addressed "Management and leadership styles", Session 2 addressed "Strategic marketing and environmental analysis", and Session 3 addressed "Strategy (in the widest sense)".

Core Findings/Argument: The results indicated that, although capacity building could not resolve a perceived conflict between social ends and profit-driven motives, it does play an important role in the development of successful social enterprises, even if the role is limited.

Tracey, Paul, Phillips, Nelson and Haugh, Helen. 2005. 'Beyond Philanthropy: Community Enterprise as a Basis for Corporate Citizenship'. *Journal of Business Ethics*. 58(4): 327-344

Region(s): United Kingdom

Keywords: Community enterprise, Social enterprise, Corporate legitimacy, Corporate social responsibility, Local accountability, Partnership, Resource dependency, Stakeholder engagement

Aims: To argue that the emergence of a community enterprise provides an alternative mechanism for corporations to behave in socially responsible ways.

Approach: First, the authors outline the characteristics of community enterprise, to introduce the developments in the UK to a wider audience. Second, they describe the main challenges faced by corporations in their efforts to improve their citizenship behaviour. Finally, they propose a new mode of CSR governance with the potential to build relationships between corporations and their local stakeholders, and to improve the delivery of CSR outcomes.

Core Findings/Argument: Partnerships between corporations and community enterprises raise the possibility of corporations moving beyond philanthropic donations toward a more sustainable form of intervention involving long-term commitments to communities. At the same time they change substantively the nature of any collaboration by allowing relationships to proceed on the basis of mutual advantage, thereby broadening their appeal and scope. In doing so, partnerships build capacity and enfranchise communities in a way that avoids the paternalism that has traditionally characterised relationships between corporations and voluntary sector organisations. Power relations are transformed because partners are seen as sources of valuable assets, knowledge and expertise, rather than recipients of patronage or charity.

Trelstad, Brian. 2008. 'Simple Measures for Social Enterprise'. *Innovations: Technology, Governance, Globalization*. 3(3): 105-118.

Region(s): Global

Keywords: Social impact, Social enterprise, Social output.

Aims: To provide practical advice about how to produce or consume claims of social impact (or, more appropriately, evidence of social outputs), and to offer some observations about the barriers to adopting these practices.

Approach: Analytical based on experiences at the Acumen Fund.

Core Findings/Argument: Five observations about performance management are: culture matters more than systems; if you build systems start with pencil and paper;

think on the margin; count outputs then worry about outcomes; and don't confuse information with judgement.

Trexler, Jeff. 2008. 'Social Entrepreneurship as Algorithm: Is Social Enterprise Sustainable?'. *E:CO Issue* 10(3): 65-85.

Region(s): USA

Keywords: social enterprise, social entrepreneurship, nonprofit, charity, law, corporate law, corporation, corporate identity, bubbles, economics, science, emergence, social science, systems, networks, social networks, civil society, philanthropy, fractals

Aims: To offer a new definition of social enterprise that reflects its essential nature as a simple rule with complex results; and to provide an explanation for organizational altruism.

Approach: The author's alternative approach is to ground such concepts as civil society and corporate charity within corporate identity itself - in particular, the historic function of organizational form as a means of modelling emergent patterns.

Core Findings/Argument: This article explains how social enterprise can have its greatest sustainable impact by making itself obsolete. The author suggests that social enterprise should be a transitional organizational form, renewing values that should be integral to corporate identities.

Van der Horst, Dan. 2008. 'Social enterprise and renewable energy: emerging initiatives and communities of practice'. *Social Enterprise Journal*. 4(3): 171-185.

Region(s): UK, Scotland

Keywords: Communities, Experiential learning, Renewable energy, United Kingdom.

Aims: After years of attempting to develop renewable energy (RE) mainly through large private sector initiatives, the UK government has broadened its approach to provide more support for other actors in this sector. The purpose of this paper is to assess what role social enterprise (SE) activities can play in the development of the RE sector in the UK.

Approach: The approach consists of an initial effort to map the sector in terms of project types; and to assess the benefit of supporting SE activities in RE through an empirical case study. Two types of SE-RE initiatives are examined here, namely a Scottish SE-RE consultancy (the Highlands and Islands Renewable Energy Company - HICEC) and the various SEs it supports in developing RE projects through grants like the Scottish Community and Household Renewables Initiative (SCHRI).

Core Findings/Argument: A typology of enterprise activities in RE is developed, based on activities along the RE supply chain. The case study demonstrates the value of partnership working between HICEC staff and the staff of local SEs, and suggests that the emergence of a community of practice is a key benefit of the SCHRI and the

collaborative way in which it was implemented by HICEC. The success of this approach does throw up questions about replicability in different geographical settings.

Wallace, Barbra. 2005. 'Exploring the meaning(s) of sustainability for community-based social entrepreneurs'. *Social Enterprise Journal*. 1(1): 78-89.

Region(s): UK

Keywords: Public administration, Small enterprises, Small to medium-sized enterprises, Social enterprises, Social responsibility, Sustainable development, United Kingdom.

Aims: To explore the meaning of sustainability from the perspective of community-based social entrepreneurs (CBSE) on an estate in East London, UK, and enable local practitioners to express their views, and where appropriate, to challenge the values, cultural norms and underlying assumptions involved.

Approach: The study focused on an area of London that has been trapped in a spiral of decline for several decades and has been targeted for regeneration and renewal by the UK government. Describes the application collaborative inquiry and storytelling as research approaches to gather data from four social enterprise practitioners, where the techniques were chosen to be qualitative and allow the voices of informants to be heard, and their meanings and interpretations to be articulated. Addressed the following issues: what social entrepreneurs mean when they talk about sustainability(whether these meanings differ from the dominant discourse of sustainability contained in social enterprise policy and strategy publications; how sustainability is achieved by CBSE; what the barriers to achieving sustainability are; and whether sustainability is constrained by environmental context.

Core Findings/Argument: The findings indicated that the social enterprise meta-narrative has followed orthodox business and embraced the values and ethos of the corporate sector (competitiveness, profit maximisation), while social enterprise is seen as an organizational hybrid with social and business goals. Concludes that the small number of social enterprises that have achieved financial sustainability from trading are included in the dominant discourse, but the majority of social enterprises, especially those engaged in community development and those located in areas of disadvantage, are not, and are unlikely ever to be, financially sustainable.

Zietlow, John T. 2001. 'Social Entrepreneurship: Managerial, Finance and Marketing Aspects'. *Journal of Nonprofit & Public Sector Marketing* (9)1&2:19-43.

Region(s): USA

Keywords: social enterprise, social entrepreneurship, nonprofit management, nonprofit marketing

Aims: To introduce the field of social entrepreneurship, survey major contributions from the leading thinkers, and spotlight key managerial, finance, and marketing issues.

Approach: The author provides definitions for social entrepreneurship alongside examples and the context driving its development. Remaining sections of the paper include a survey of relevant parts of the general entrepreneurship literature, main

contributions to the emerging social entrepreneurship literature, managerial aspects of social entrepreneurship contributions (centring on financial and marketing aspects), and a conclusion.

Core Findings/Argument: Nonprofits are being urged to initiate or increase fees and start for-profit business ventures. As nonprofit organizations engage in fee-based and earned income ventures, they are expected to benefit from long-range financial planning, financing and liquidity management, and a performance measurement focus. Marketing activities which may accompany the development of an earned-income venture include a new or increased marketing emphasis, a developed or acquired marketing capacity, a split marketing focus on donors/funders and clients, and greater attention to the marketing mix variables. More research is needed as to the value of investing in these types of activities before conclusions may be made. Major concerns include adequate capital and liquidity, capacity to conduct market and strategic analysis, unsupportive organizational culture, possible mission drift, and potential donor, volunteer, or client alienation.

Zografo, Christos. 2007. 'Rurality discourses and the role of the social enterprise in regenerating rural Scotland'. *Journal of Rural Studies*. 23(1): 38-51.

Region(s): Scotland

Keywords: Social enterprise; Rural Scotland; Rurality discourses; Q methodology.

Aims: To explore the debate regarding the drivers and the role of Development Trusts in rural Scotland. Development Trusts (DTs) are social enterprises that focus on community regeneration. A 'reformist' view of social enterprise supports the position that social enterprises are simple extensions of existing economic systems, whereas a 'radical' stance sees them as the embodiment of an alternative vision of running local economies.

Approach: The research explores Development Trust stakeholder views regarding the role of Development Trusts in regenerating rural Scotland. Using Q methodology, we drew on 'rurality' discourses expressed by Development Trust stakeholders in order to investigate how these discourses informed their views. Radical positions were mostly associated with a hedonist rurality discourse and were split into three sub-discourses, whereas reformist positions mostly reflected a utilitarian rurality discourse.

Core Findings/Argument: There was consensus between discourses in rejecting a primary Development Trust contribution to rural regeneration by substituting state and local authority functions in rural Scotland. Results suggest that stakeholders prefer that Development Trusts develop their own agendas and activity rather than try to substitute unsuccessful state or local authority provision of rural services. Social enterprise strategies and support policies promoting a service-providing role for Development Trusts in rural Scotland should consider this issue if they are to avoid stakeholder objection and contribute to the success of Development Trusts in becoming active vehicles of rural regeneration.

Defourny, Jacques, and Nyssens, Marthe. 2010. Social Enterprise in Europe: At the Crossroads of Market, Public Policies and Third Sector. *Policy and Society*, 80: 1-12.

Region(s): Europe

Keywords: Social Enterprise, Financing, Legal Frameworks, Public Policies, Economic Risk, Europe.

Aims: Describes the European historical landscapes of social enterprise and then analyses the various public policies introduced in several European countries. The paper then analyses the logics of financing of social enterprises highlighting the 'hybridization' of resources. The authors use the Esping-Andersen typology (1999) to identify the role of the third sector in a variety of European countries in the 1980s and therefore how social enterprise developed. The typology distinguishes three major types of welfare states: 'liberal' or 'Anglo-Saxon', 'socio-democratic' and 'conservative/corporatist'.

Core findings/Argument: The trends in social enterprise development can be understood in a context of changing forms of government support to third sector organisations. Public policies influence social enterprise however, there is contention between the promoters of social enterprise and public bodies over the nature of social enterprises' mission. Public schemes often frame social enterprise as instruments to achieve specific goals of a particular political agenda. This is seen as too limiting social enterprises however, public policies has been and continue to be a key channel of diffusion of various models of social enterprise in Europe. The article focuses mainly on work integration programs (Wise) and argues that social enterprise are hybrid in that they combine economic principles of market, redistribution and reciprocity.

Kong, Eric. 2010. Innovation Processes in Social Enterprises: An IC Perspective. *Journal of Intellectual Capital*, 11 (2): 158-178

Region(s): Conceptual paper

Keywords: Intellectual Capital, Social Environment, Innovation, Management Strategy.

Aims: This conceptual paper investigates the role of intellectual capital in the innovation processes in social enterprise. IC refers to the collective knowledge that is embedded in the personnel, organisation routines and network relationships of the organisation.

Approach: The paper critically analyses the current literature relating to the IC concept within the social enterprise context.

Core findings/Argument: It is argued that the IC concept can be used as a tool that assists social enterprise to utilise knowledge for pursuing innovative social and commercial activities. It is suggested that social enterprise can create value and success if they implement strategies that respond to market opportunities by exploring their IC resources. An IC approach forces social entrepreneurs to rethink their mission and social objectives in their strategy development processes. Calls for more research to be conducted to test the theoretical arguments in the paper.

Teasdale, Simon. 2010. How can Social Enterprise Address Disadvantage? Evidence from an Inner City Community, *Journal of Nonprofit and Public Sector marketing*, 22 (2): 89-107.

Region(s): UK

Keywords: Social Enterprise, Social Exclusion, Inner City

Aims: Examines the potential impact of social enterprise on disadvantage

Approach: The research adopted a case study approach with cases selected based on a preliminary typology of social enterprise which distinguishes types of social enterprise by their decision making structure (Collective or individual). The method selected four social enterprise cases closely representing the four identified forms of social enterprise. The dimensions of social exclusion examined in the study were consumption, production, political engagement, and social interaction.

Core findings/Argument: The author argues that the current literature focuses on the more economic outcomes of social enterprise such as the creation of unemployment. However, the findings suggest that the impact along the lower levels of the exclusion dimension is more important than the literature would suggest. It is also suggested that more economic orientated social enterprise are able to provide employment whereas more socially-orientated enterprise are able to provide a space for bonding, leading to inclusion within a group. The paper argues that services can be delivered more effectively with a hierarchical decision making process however, a narrow focus on employment and service delivery can cause a shift away from empowerment and integration as key concepts of social enterprise.

Lorendahl. 1996. New Cooperatives and Local Development: A Study of Six Cases in Jamtland, Sweden, *Journal of Rural Studies*, 12 (2): 143-150.

Region(s): Sweden

Keywords: Cooperatives, Local Development and Sweden

Aims: The research examines the effect new cooperative enterprises have on local economic development. The focus is on local employment, local infrastructure and geographical patterns of buying.

Approach: Six cooperatives are investigated in northern Sweden. Two commercially operating cooperatives, one community cooperative, one housing cooperative and two belonging to the public sector were selected. The data collection involved interviews and document studies and observations. The model provided assumes that cooperatives will promote local development by providing more jobs, preserving the local infrastructure and promoting a pattern of buying that favours local suppliers.

Core findings/Argument: It is argued that the current literature does not research the impact of cooperatives on local economic development. A common characteristic of the enterprises is that they were created to make it possible for people to live in or move into the community. It was found that the work performed by the members of the housing and community cooperatives promoted solidarity and fellowship. The authors argue that when considering the impact of the cooperatives on local development, there

are important links between economic factors and cultural and social factors. This requires more research. It is suggested that cooperatives can make a substantial contribution to economic development in small rural villages through creating jobs and persevering infrastructure and that national authorities have good reason to support them.

Toner, Anna., Lyne, Isaac., and Ryan, Patrick. 2008. Reaching the Promised Land: Can Social Enterprise Reduce Social Exclusion and Empower Communities? *Education Knowledge and Economy*, 2 (1): 1-13

Region(s): United Kingdom

Keywords: Social Enterprise, Social Exclusion and Community Development

Aims: The paper discusses the potential role of social enterprise in reducing social exclusion and empowering communities.

Approach: Theoretical paper which draws upon discussions from international development relating to microfinance and community-managed service delivery to question assumptions about SE.

Core findings/Argument: The authors argue that SE is part of the liberal paradigm that seeks to reduce the role of the state. The note that SE can make a difference to excluded groups such as the Big Issue and the Grameen Bank however, they cannot tackle the structural issues that shape deprivation. Argues that communities are not homogeneous and therefore gains by communities are uneven and need to be measured over the long term.

Somerville, Peter., and Gerard McElwee. 2011. Situating Community Enterprise: A Theoretical Exploration. *Entrepreneurship and Regional Development*, 23 (5-6): 317-330

Region (s): United Kingdom

Keywords: Community-based enterprise, social capital, social entrepreneurship

Aims: The paper reviews current conceptualisations of community-based enterprise and social enterprise and argues that CBE is only one form of community enterprise. Draws upon two English community enterprises, Colin Street Community Builders based in London and The Eldonians in Liverpool

Approach: Theoretical paper which draws upon two cases to illustrate key arguments

Core findings/Argument:

Argues that conceptualising social enterprise as either in the private, public or third sector is problematic. They conclude that if there is anything distinctive about the third sector is not if they are state-owned or privately-owned but rather the way that they are controlled or managed?

Notes that we should instead classify social enterprise in terms of the social foundations of their ownership and control e.g. family, communities, consumers, supporter networks etc. The author's argument is that a community enterprise is characterised as an enterprise whose social foundation lies in a community of some kind.

The characteristics of CBE are:

- The community is endogenous to the enterprise and enterprise process – the community is simultaneously both the enterprise and entrepreneur. Peredo and Chrisman (2006) also writes about this.
- The focus is on local communities which create collective business ventures and through their results aim to contribute to both local economic and social development
- The community acts as the entrepreneur when they identify a market opportunity organise themselves in order to respond to it .They act as an enterprise when members work together to jointly produce and exchange goods and services.

CBE's are unusual with Peredo and Chisman (2006) only cite nine documented cases in the world. They argue that CBE's social enterprises whose social base lies in a community and that success depends a balance between the forms of capital – economic, social and cultural and between the functions of social capital (bonding, bridging and linking).

Handy, Femida., Ram A. Cnaan., Ganesh Bhat and Lucas C.P.M Meijs. 2011. Jasmine Growers of Coastal Karnataka: Grassroots Sustainable Community-Based Enterprise in India. *Entrepreneurship and Regional Development*, 23 (5-6): 405-417

Region(s): India, Coastal Karnataka

Keywords: Community-based enterprise, sustainable development, grassroots enterprise, India

Aims: Examines the history, mechanisms, interconnectedness and success of the jasmine growing program in India. It also examines its applicability with the community-based enterprise (CBE) model as suggested by Peredo and Chrisman

Approach: Theoretical although draws upon a case example of a CBE

Core findings/Argument: Notes that the story of the jasmine grower does not fit all the characteristics proposed by Peredo and Chrisman. They find that there are three areas in which the actual case deviates from the ideal CBE and note that a more realistic version of the CBE is needed. They argue that the expectation that a program will have a range of goals and that all local people will be equally leaders and doers is to idealistic for the real world. This is in line with Mansuri and Rao (2004) who notes that CBE's literature is too naive in its application of concepts such as 'participation' and 'social capital'.

Chan, K., Y, Kuan., S, Wang. 201. Similarities and Divergences: Comparison of Social Enterprises in Hong Kong and Taiwan. *Social Enterprise Journal*, 7 (1): 33-49

Region(s): Hong Kong and Taiwan

Keywords: Social enterprise, non-profit organisations, Taiwan and Hong Kong

Approach: Empirical study of a survey conducted in both Taiwan and Hong Kong in 2010. Total of 116 completed questionnaires in Taiwan and 45 completed from Hong Kong

Core findings/Argument: It was found that the majority of social enterprise in Hong Kong and Taiwan are in the growth stage. One of the many reasons NPOs set up social enterprise was to solve the problem of unemployment and poverty and to become more self-reliant. Differences between the regions were highlighted in terms of respective importance, institutional context and government policies shaping the future development of social enterprises.

Smith, Brett R. and Stevens, Christopher. 2010. Different Types of Social Entrepreneurship: The Role of Geography and Embeddedness on the Measurement and Scaling of Social Value. *Entrepreneurship and Regional Development*, 22 (6): 575-598

Region(s): US

Keywords: Social entrepreneurship, embeddedness, scaling, social performance, social networks

Aims: Builds upon a typology of different forms of social entrepreneurship to theorise about how the role of 'site' and 'space' affects the social entrepreneurship process.

Approach: Theoretical paper that draws upon Zahra's (2009) typology of social enterprise and proposes a set of propositions around how embeddedness can affect social entrepreneurship measurement and process

Core findings/Argument: There are three types of social entrepreneurship including social bricoleur, social constructionist and social engineer. Argues that while there are studies on embeddedness in various forms of commercial entrepreneurship, there are few studies on how this perspective may be useful in social entrepreneurship. The focus on this article is on structural embeddedness and it is argued that the degree of embeddedness will affect the manner in which social value is measured.

P1. The geographic scale of social entrepreneurship will be inversely related to the degree of structural embeddedness

P2. The degree of structural embeddedness of social entrepreneurship will be inversely related to the time and money spent measuring social value

P3. The degree of structural embeddedness of social entrepreneurship will be positively related to scaling depth

P4. The degree of structural embeddedness of social entrepreneurship will be positively related to scaling strategies that focus on autonomy and inversely related to scaling strategies that focus on control

The article also raises an important point about more research being done in the area of how a social enterprise becomes disembedded.

Friedman, Victor J. And Desivilya, Helena. 2010. Integrating Social Entrepreneurship and Conflict Engagement for Regional Development in Divided Societies. *Entrepreneurship and Regional Development*, 22 (6): 495-514

Region(s): Israel

Keywords: Social entrepreneurship, conflict, regional development, divided societies, action research, action science, arts

Aims: Presents a theoretical model for promoting regional development in 'divided' societies by integrating social entrepreneurship with conflict engagement. The model hypothesises that 'integrating social entrepreneurship and conflict engagement impacts regional development by redefining inter-group relationships, enhancing social networks, activating social capital and leveraging diversity and challenging power structures'

Approach: Draws upon concepts from 'action science' and 'programme theory evaluation'. Action experiences were conducted in June 2009, designed to answer three questions.

1. How can the Studio integrate social entrepreneurship, conflict engagement, and the arts in ways that generate innovative projects and enterprises?
2. How can it attract people and groups from the region to work on their ideas, problems and visions? And
3. How can it mobilise and recombine resources from the college (e.g. teaching, research, social capital) and the community in the service of regional development

The action research involved conducting sessions involving different participants from various groups in the Israeli society. Video recording was used to document the process.

Core Findings/Argument: The experiments assisted the team to learn how to integrate social entrepreneurship and conflict engagement process. Using a social constructionist approach which views the entrepreneurial process as both shaping and being shaped by the social contexts in which they are embedded, the authors illustrate how the two processes raise the likelihood of systemic change and therefore regional development. They argue that too much of social entrepreneurship activities are focused on creating enterprise that focus on a particular issue problem or population, rather than addressing the wider conflict dynamics and exclusion processes that may impeded regional development.

Tapsell, Paul and Woods, Christine. 2010. Social Entrepreneurship and Innovation: Self-Organisation in an indigenous context. *Entrepreneurship and Regional Development*, 22 (6): 535-556

Region(s): New Zealand

Keywords: Social Entrepreneurship, innovation, complexity, indigenous, self-organisation, heritage, Maori, potiki, rangatira, takarangi

Aims: Examine what theoretical insights can emerge from exploring innovation, understood as self-organisation, as it arises in the process of social entrepreneurship.

Approach: Theoretical paper drawing up on the Maori community to explain and develop a number of propositions which include:

1. Innovation is historically and culturally situated
2. Colonization is a critical component of the particular historical context of indigenous entrepreneurship
3. Entrepreneurship can be understood as dynamic change resulting from innovation which takes the form of the introduction of new combinations: the deliberate formation and reformation of cooperating groups
4. Innovation emerges from the novelty-creating, self-organising acts of entrepreneurs who are part of cooperating groups
5. Innovation takes place along a continuum at and between the edges of chaos and stability

Core Findings/Argument: It is argued that Maori, the indigenous people of New Zealand provide an illustration of how innovative activity can emerge as a result of self-organisation of a tribal community. The authors note that tradition and heritage can form the path to innovation while opportunity seeking adventurers are necessary if steps are to be taken along the path. Furthermore, the case study illustrates that research should not only focus on economic and social value created by entrepreneurial action but also to its consequences.

Perrini, Francesco., Vurro Clodia., and Costanzo, Laura A. 2010. A Process-Based View of Social Entrepreneurship: From Opportunity Identification to Scaling-Up Social Change in the Case of San Patrignano. *Entrepreneurship and Regional Development*, 22 (6): 515-534

Region(s): Italy

Keywords: Social entrepreneurship, entrepreneurial process, social innovation, intervening dimensions

Aims: The paper seeks to extend research on SE processes and explore the phases and dimensions of the process by which social entrepreneurial opportunities are identified.

P1. Social opportunity identification reflects the entrepreneurial awareness of the need for challenging mainstream views surrounding a social burden

P2. Social opportunity evaluation results from balancing the extent to which a long lasting change will be produced and the economic sustainability of the project

P3. Social opportunity formalisation articulates consistently the innovativeness of the offering, its expected social impact and the bases for its sustainability

P4. The more formalised the opportunity, through the definition of a mission and a related set of core operating principles, the higher the ability of the project to gain legitimacy and mobilise resources

P5. The Social entrepreneurial opportunity is exploited when its mission and principles are translated into a fitting intervention model and a consistent organisational form

P6: The social opportunity scalability depends on the identification of the determinant of success underlying the model, distinguishing them from the contextual, difficult to replicate conditions

P7. The more the opportunity is scaled up in different contexts, the higher the social impact associated with it

P8. Opportunity identification is fostered by the entrepreneur's commitment and sensitivity to the problem to be addressed

P9a. The better the entrepreneur at articulating social motives, innovativeness and need for achievement in a concrete vision of the future, the easier the evaluation of the social and economic feasibility of the project

P9b. The better the entrepreneur at articulating social motives, innovativeness and need for achievement in a concrete vision of the future, the easier the formalisation of the entrepreneurial project into a distinctive mission and set of core operating principles

P10. The stronger the ability of the entrepreneur to identify and/or create supportive networks, the more likely the move both from opportunity formalisation to opportunity exploitation and from exploitation to scalability

P11. The extent to which the institutional context is aware of the problem, the presence of role models and the level of competition within the social sectors all contribute to the recognition of the need for entrepreneurial action, thus providing the impetus to innovate

Approach: Based on an in-depth longitudinal case study of the San Patrignano Community – the largest drug rehabilitation community in the world. The data collection involved document analysis, archival material and semi-structure interviews with four people. The president and three with members of the management team.

Core Findings/Argument: The authors argue three main contributions to the field.

1. Answered call for a deeper look into the dynamics by which SE opportunities are identified and exploited. Their propositions require further empirical investigation
 2. Unpacks each phase of the process highlighting which characteristics are most relevant in determining the shift from one phase to another
 3. Provides further step towards distinction between social and business entrepreneurial processes
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Birch, Kean and Whittam, Geoff. 2008. The Third Sector and Regional Development of Social Capital. *Regional Studies*, 42 (3): 437-450

Region(s): UK and Scotland

Keywords: Social economy, social enterprise, social entrepreneurship, social capital and regional development

Aims: The paper defines what is meant by social enterprise, social entrepreneurship and the social economy before proceeding to explore the relationship between regional

development of social capital and the various aspects of the Third Sector. It also discusses how UK policy agendas and initiatives consider these concepts

Approach: Theoretical discussion based on UK and Scotland policy initiatives and agendas

Core Findings/Arguments: The authors argue that the Third Sector is linked to regional development in relation to the pursuit of 'sustainable' forms of economic activity as well as the creation and development of social capital and broader socio-economic outcomes. The author draws upon Woolcock (1998 p. 168)

While it is noted that social capital is embedded in communities groups and the wider society, and is necessary for the promotion of the Third Sector, it is also embedded and promoted in place and across scales by the Third-Sector in *socio-economic relationships*. The authors argue that it is the focus on the relationships in the paper as it is more relevant to regional development.

The authors argue that social enterprise has two major functions in regional development (1) binding of different groups together in a network, both within specific places such as local communities, and more broadly at the regional and national scale. (2) Linking of diverse and often disparate normative frameworks (e.g. mutualism and profit seeking) and structures (e.g. social firms and private structures) which produces new insights and resources through inter-group learning.

SE is argued to bridge diverse groups and therefore assist in the development of social capital although lack of existing or institutional basis of relationships may prove detrimental to this. The authors highlight that much of the government agenda for social enterprise focused on helping SE become more efficient rather than developing social capital or social cohesion which assumes that the promotion of market solutions will automatically create an entrepreneurial spirit in these communities.

The paper highlights three barriers to the regional and local development of social capital implicit in the policy initiatives designed to encourage social enterprise. (1) Communities may lack the necessary material resource that goes hand in hand with developing social capital. (2) Individuals and communities may lack the wide or strong networks necessary for the expansion of social capital. In particular, if there is a deficit of embedded values or trust in a particular place and relevant interpersonal and communication skills necessary for developing social capital. (3) Individuals and communities might have to work within specific institutional boundaries (tax credit, welfare systems) that prescribed certain actions and activities.

Ohana, Marc and Meyer, Maryline. 2010. Should I Stay or Should I go? Investigating the Intention to Quit of the Permanent Staff in Social Enterprises. *European Management Journal*, 28 (6): 441-454

Region(s): France

Keywords: Distributive justice, HRM, intention to quit, job satisfaction, leader member exchange, organisational commitment, social enterprises

Aims: The paper aims to study the role of distributive justice, leader-member exchange, job satisfaction and organisational commitment regarding the intention to quite a social enterprise.

Approach: Data collected in France from 101 permanent employees in 27 work integration social enterprise. Partial least square structural equation modelling technique was used

Core Findings/Argument: Involvement in the organisation and overall work satisfaction are independent of the employees' perception of equity in payments. It found that individuals who join a nonprofit organisation are less money orientated, more interested in nonmonetary benefits that are the result of collective more than individual choices, give greater importance to social mission and values such as democracy and autonomy and derive intrinsic satisfaction from their job. The findings also found a difference in magnitude of the effect of job satisfaction and commitment on intention to quit. The paper offers suggestions for HRM practices based on these findings.

Doherty, Bob. 2011. Resource Advantage Theory and Fair Trade Social Enterprises. *Journal of Strategic Marketing*, 19 (4): 357-380

Region(s): UK

Keywords: Resource Advantage Theory, Social Enterprise, Fair Trade

Aims: The paper investigates the competitive competition of two fair trade social enterprises in the UK. It critically analyses if the social and ethical elements of the firm's product offerings really constitute meaningful differentiators (comparative advantage) as required by R-A theory. It also aims to critically examine how FT social enterprise can compete in sectors dominated by larger rivals.

Approach: Case-study approach that builds on an initial study of conducted in 2005/2006 to identify the concept of 'social resources'. Data collection involves a number of sources including documentary evidence, participant observation, and 40 semi-structured interviews. The sample covers the main channels of distribution, key customers of the social enterprise, market analysts, competitors and other key influences in the sectors.

Core Findings/Argument: The key theoretical contribution of the paper is the validation of 'social resources' and its three inter-related components; ethical, and social commitments; connections with partners; and consistency of behaviour as a resource to extend R-A theory.

Madill, Judith., Brouard, Francois., and Hebb, Tessa. 2010. Canadian Social Enterprises: An Empirical Exploration of Social Transformation, Financial Self-Sufficiency and Innovation. *Journal of Nonprofit and Public Sector Marketing*, 22 (2): 135-151

Region(s): Canada

Keywords: Social Enterprises, social transformation, financial self-sufficiency, innovation

Aims: The paper examines the social transformation, financial self-sufficiency and innovation in Canadian social enterprises

Approach: 60 randomly selected social enterprises. Information was drawn from the organisations website using a grounded theory approach. The sites were examined four members of the research team along dimensions of social transformation, financial self-sufficiency and innovation.

Core Findings/Argument: The findings showed that in most cases the social enterprises websites included information about their financial self-sufficiency, innovation and social transformation. The authors suggest that given that few social enterprises were able to provide evidence of their social transformation missions, a marketing approach in social enterprise would bring clearly formulated and concrete measurable objectives. The findings also contribute to resource dependency theory by providing evidence that 51.7% of Canadian social enterprises are highly self-sufficient and less reliant on government grants. Implications are drawn for social marketing.

Zhao, Li., and Gijssels. 2011. Multi-stakeholder co-operatives in China: a resource mix structure approach. *Social Enterprise Journal*, 7 (3): 259-279

Region(s): China

Keywords: China, Rural areas, Social Enterprise, Co-operative organisations, Multiple resources, Co-operative trilemma, Welfare partnership

Aims: The paper seeks to understand the emergence of new, multi-stakeholder co-operatives in China and identify their resource mix structure as well as the influence of institutional environmental.

Approach: 20 cases using a combination of semi-structured interviews and documentary analysis

Core Findings/Argument: The findings show that cooperatives in China are multi-resourced and that there is a transformation in China from classic mutual aids to a new model with more an outward community orientation and a multi-stakeholder approach. The findings provide evidence that institutional environments facilitate or discourage co-operatives' multiple resource formation. The findings contribute to the capital structure of cooperatives and suggests that they are caught in a 'cooperative trilemma' in which they find themselves at the crossroads of market, public policy and civil society.

O'Connor, R., P. Elson, P. Hall and B. Reimer. 2012. *Measuring the Size, Scope and Scale of the Social Enterprise Sector in Manitoba* Manitoba. The Canadian Community Economic Development Network in Manitoba

Region(s): Canada

Keywords: Social Enterprise, Canada, Report

Aims: The report is the first of what is anticipated to be a bi-annual profile of social enterprise in Manitoba.

Approach: Survey of social enterprise in Manitoba during Spring and Summer of 2011 in order to develop clear indicators of their size, market activities and socio-economic contributions. The survey used is provided in the report

SE Defined as: business venture, owned or operated by a non-profit organisation that sells goods or provides services in the market to create a blended return on investment; financial; social, environmental and cultural.

Core Findings/Argument: Out of 266 social enterprises a response rate of 118 was achieved and of this sample at least \$41.5 million was generated through sales. The report advocates a strong case for stakeholders, community, funders and government to value the distinct contributions to support social enterprises.

The paper provides the following:

- History of social economy in Manitoba
 - Current support they receive
 - What their mission and purpose are
 - Anatomy of the sector and
 - The economic landscape of the sector
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Kerlin, Janelle. 2010. A Comparative Analysis of the Global Emergence of Social Enterprise. *Voluntas*, 21: 162-179

Region(s): Global

Keywords: Social Enterprise, International Comparison, Social Origins, Socioeconomic Context

Aims: The paper compares social enterprise across seven regions and countries around the world. It argues that lacking in the current social enterprise literature are explanations of what these regional differences are and how the socio-economic context may play a role in these variations.

Approach: The paper draws upon social origins theory, recent social enterprise comparative research and socioeconomic data. Social origins theory explains variations in nonprofit sectors can be explained by social, economic and political contexts.

Core Findings/Argument: The article concludes that variations in socioeconomic contexts results in international differences in social enterprise. The paper offers implications for the development and transfer of social enterprise internationally.

Steinerowski, Artur A. And Steinerowska-Streb, Izabella. 2012. Can Social Enterprise Contribute to Creating Sustainable Rural Communities? Using the Lens of Structuration Theory to Analyse the Emergence of Rural Social Enterprise. *Local Economy*, 27 (2): 167-182

Region(s): Scotland

Keywords: Rural community, social enterprise, structuration, sustainability

Aims: The paper questions the role of social enterprise in creating sustainable rural communities. Within the Scottish context it highlights promoters and barriers to rural social enterprise development.

Approach: Qualitative data collection. 35 individual face-to-face semi-structured interviews conducted with social enterprise stakeholders:

- Social entrepreneurs
- Social enterprise employees and volunteers
- Politicians
- Service providers

The authors draw upon structuration theory which posits that there is a link between individual choices and structural, contextual and social forces.

Core Findings/Argument: The study highlights the need for tailored rural social enterprise policy and argues that structuration theory is relevant for studying rural social enterprise development. For social enterprise practitioners the paper argues that they have to adaptive, flexible and draw on the culture of self-help which they call adaptive structuralism.

Laratta, Rosario., Nakagawa, Sachiko., and Sakurai, Masanari. 2011. Japanese Social Enterprises. *Social Enterprise Journal*, 7 (1): 50-68

Region(s): Japan

Keywords: Social enterprises, Japan

Aims: The paper discusses the emergence of social enterprise in Japan. It highlights the predominant types of social enterprise, their industries and target groups, their challenges and strengths

Approach: Based on social construction theory it explores the social enterprise environment in Japan.

Core Findings/Argument: There is not a particular legal form for social enterprise in Japan. However, more recently the government is moving towards institutionalising social enterprise with The Bill on Social Cooperatives being passed and the enactment of the Social Welfare Law in 2000.

Korsgaard, Steffen. 2011. Opportunity Formation in Social Entrepreneurship. *Journal of Enterprising Communities*, 5 (4): 265-285

Region(s): Denmark

Keywords: Opportunity, Social Entrepreneurship, Process, Sustainability, Case Study

Aims: The paper examines the following questions about opportunities and the entrepreneurial process:

- What is a social entrepreneurial opportunity?
- What is the role of opportunities in the social entrepreneurship process?

Approach: Single case-study method of a social entrepreneurship venture. Single case-study method of a social entrepreneurship venture using unstructured interviews, documents and document analysis of newspaper article and other written documents.

Core Findings/Argument: The findings suggest that the social entrepreneur actively creates external circumstances rather than respond to opportunities already present, which then imply a different way of thinking about entrepreneurship. The paper argues that the opportunity discovery does not necessarily precede resource mobilisation and based on this a model of social entrepreneurship is proposed.

Klein, J.-L., J.-M. Fontan and D.-G. Tremblay. 2009. Social Entrepreneurs, Local Initiatives and Social Economy: Foundations for a Socially Innovative Strategy to Fight against Poverty and Exclusion. *Canadian Journal of Regional Science* xxxii (1): 23-42.

Region(s): Canada

Keywords: Social entrepreneurs, local initiatives, social economy

Aims: Presents a comprehensive reflection on the topic of development through local initiatives by social entrepreneurs.

Approach: Case-studies undertaken in Quebec

Core Findings/Argument: Local initiatives can trigger processes of socio-territorial innovation to address poverty and exclusion. It shows that success is not only dependent on local actors but also all actors of society including the institutional fabric of society. The authors suggest the need for a flexible and pluralist mode of governance.

Yu, Xiaomin. 2011. Social Enterprise in China: Driving Forces, Development Patterns and Legal Framework, *Social Enterprise Journal* 7 (1): 9-32

Region(s): China

Keywords: China, Society, Non-profit Organisations, Social Enterprise

Aims: The paper explores the institutional context, organisational feature and legislative framework of this new enterprise.

Approach: Data is collected from secondary sources (laws, regulations, forum transcripts and news reports) as well as in-depth study of six social enterprise cases.

Core Findings/Argument: Chinese social enterprises are diverse in terms of mission, org nature and operational pattern. The institutional context is underdeveloped and limited in terms of financial, intellectual, technical and human resources. The legislative system is noted to be flawed in many ways.

Klein, J.-L., D.-G. Tremblay and D. Brussieres, R. 2010. Social Economy-Based Local Initiatives and Social Innovation: A Montreal Case Study. *International Journal Technology Management* 51 (1): 121-138.

Region(s): Canada

Keywords: Social Innovation, Social Economy, Community Development, Garment Industry, Local Development, Cluster, Reconversion, Innovation

Aims: The paper analyses the role of the social economy in developing social innovation in Montreal. Montreal case study of garment industry the paper outlines the problems facing the garment industry, highlights the role of community economic development corporations in Montreal and the theoretical concepts used in the analysis.

Approach: Research conducted between September 2004 and April 2007 using documents produced by government institutions and main actors. 13 interviews were also conducted with government and socio-economic agents and 23 entrepreneurs who together represented the principal actors in Montreal's garment sector.

Core Findings/Argument: The findings refute the claim that the new economy is solely concerned with innovations by key technologies or leading sectors. It suggests that strategies that concentrate on community-based action are more important. The findings also suggest that the reconnection of the local community to global networks is a condition for success.

Borzaga, C. and E. Tortia. 2009. Social Enterprises and Local Economic Development. In *The Changing Boundaries of Social Enterprises*, ed. A. Noya. E-book: OECD.

Region(s): Europe

Keywords: Social Enterprise, Local Economic Development, Europe

Aims: The book chapter suggests that much more work is needed in order to correctly define the economic role of social enterprise in local economic development. There are six sections to the chapter firstly the main features of the legal definitions given by UK and Italian laws to social enterprise are highlighted. Secondly, the section discusses the theory of firms to highlight shortcomings that represent obstacles to defining an appropriate economic role for social enterprise. Thirdly, the chapter highlights how property rights and governance can impact on the allocative and distributive mechanisms of an organisation's surplus. Fourthly, the chapter critically discusses the historical evolution of local economic development. Fifthly, the chapter defines an appropriate role of social enterprises in economic development and lastly the chapter presents some policy implications.

Approach: The chapter is a descriptive discussion of social enterprise in primarily the UK and Italy

Core Findings/Argument: The authors argue that the theory of local development has up until now only considered industrial firms and public bodies and not enough weight has been given to the intermediate sections namely, the social economy. They suggest that social enterprise fits the endogenous approach to local development.

Borzaga, C. and S. T. Depedri, Ermanno 2009. The Role of Cooperative and Social Enterprises: A Multifaceted Approach for an Economic Pluralism. *Euricse Working Papers* N.000/09

Region(s): Italy

Keywords: Cooperatives, Social Enterprises, Organisational Pluralism, Economic Theories

Aims: The paper underlines the shortcomings of the dominant economic approaches to the study of cooperative and social enterprise and suggest that some new economic studies could help to understand the specific features of these forms of enterprise.

Approach: Theoretical paper drawing upon behavioural economics and evolutionary theory to examine social enterprise

Core Findings/Argument: The authors suggest that instead of looking at social enterprise with theories that have been developed for other purposes, priority should be given to constructing models and theories that are consistent with the principles and values define social enterprise.

Borzaga, C., S. Depedri and E. Tortia. 2010. The Growth of Organisational Variety in Market Economies: The Case of Social Enterprises *Euricse Working Papers* N.003/10.

Region(s): Italy

Keywords: Social Enterprises, Organisational Pluralism, Neo-institutional Economics, Behavioural Economics, Organisational Continuum

Aims: The authors suggest that new forms of organisation such as social enterprise, requires a more comprehensive economic approach for explaining them. The paper examines the main limitations of the orthodox and institutional ties and suggests there is a need for creating and testing a new theoretical framework that considers the way in which diverse enterprise pursue their goals.

Approach: Theoretical paper which draws upon the theories of institutional evolution and motivational complexity in order to explain the presence of diverse types of organisations along the continuum.

Core Findings/Argument: The authors note that while various inquiries and in-depth analysis has already been conducted into nonprofits and cooperatives these approaches often deny social enterprises their entrepreneurial nature and ability to run long-term. The paper is an attempt to devise a new framework of analysis by drawing up on evolution and motivational complexity and examining the institutional features of social enterprise. The paper argues that nonprofits and cooperatives may exhibit many features common with social enterprises however, SE are slightly different and require different approaches.

Gonzales, V. 2010. A Different Kind of Social Enterprise: Social Cooperatives and Development of Civic Capital in Italy. *Community Development* 41 (1): 50-75.

Region(s): Italy

Keywords: Civic Capital, Clientelism, Cooperative Movement, Italy, Social Enterprises

Aims: The paper discusses the ability of social enterprise to generate social benefits that strengthen the civil society. In particular the focus is on the creation of civic capital and

its ability to overcome two key 'vices' within Italian society namely, parochialism and patronage. It contributes to understanding how social enterprise can generate collective social benefits which extend beyond individual service customers

Approach: The research adopts an in-depth study of two regions in northern Italy. Lombardia and Emilia Romagna. Data collective involved participatory observation, meta-analysis of secondary materials and in-person surveys of cooperative leaders and associations.

Core Findings/Argument: The findings suggest that social cooperatives foster synergies between otherwise disparate community members and can contribute towards ameliorating parochialism and clientelism. The study argues that social cooperatives make a significant contribution to fostering civic capital in northern Italy and thus should be leveraged as engines of community development.

Munoz, S.-A. 2010. Towards a Geographical Research Agenda for Social Enterprise. *Area* 42 (3): 302-313.

Region(s): UK

Aims: The paper puts forward an agenda for social enterprise that draws on the discipline of geography.

Approach: Theoretical literature review

Core Findings/Argument: Suggests a need to examine spatial distribution of SE and cluster analysis in order to link SE research with theories of space and place.

Kerlin, J. 2012. Defining Social Enterprise Across Different Contexts: A Conceptual Framework Based on Institutional Factors, *Nonprofit and Voluntary Sector* xxx p. 1-25

Region(s): International comparison

Keywords: Social enterprise, historical institutionalism, institutions, international comparison

Aims: The paper proposes a conceptual framework for institutional processes shaping social enterprise. The paper draws upon the theory of historical institutionalism, national-level empirical country descriptions of social enterprise. The author develops a conceptual framework in order to advance understandings of how context influences the development of social enterprise.

Approach: Comparative historical analysis drawing upon qualitative and quantitative macro-level information on country institutions. An international comparison of social enterprise by drawing upon national-level empirical data from US, Italy, Sweden, Argentina and Zimbabwe.

Core Findings/Argument: The five case studies illustrate how macro-level institutions place pressure on social enterprise to fulfil particular functions or be structured in certain ways. The author argues that the framework has implications for the transfer and replication of social enterprise and ideas and structures.

Valentinov, V., and Iliopoulos, C. 2012. Economic Theories of Nonprofits and Agricultural Cooperatives Compared: New Perspective for Nonprofit Scholars, *Nonprofit and Voluntary Sector Quarterly*, xxx P. 1-18

Region(s): Europe

Keywords: nonprofit economics, agricultural cooperative, stakeholder, market failure

Aims: Explores the cross-fertilisation potential that exists between the economic theory of agricultural cooperatives and nonprofit organisations. There are a number of similarities between the two and therefore the authors illustrate how research on nonprofit economics can inform the theory of agricultural cooperatives

Core Findings/Argument: The authors argue that modern nonprofit economics still has to tackle the important challenge of explaining the supply side of nonprofit organisational form and the goals of nonprofit organisations. To address this it is argued that the theory of agricultural cooperatives can help because (1) It contains a service agency perspective which looks at the societal meaning of the nonprofit goals and (2) it contains the coalition perspective which clarifies the derivation of particular goals as a result of a bargaining process among various stakeholders. It suggested greater interdisciplinary discussions are needed.