

Collaboration and Cohesion in Enhancing Social Entrepreneurship: Some Food for Thought



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Presentation Outline – Objectives



- Identifying Social Entrepreneurship;
- The Role of Collaboration and Cohesion;
- Higher Education as a Field of Social Entrepreneurship;
- Methodology Issues;
- The Cases of Bournemouth and Memorial Universities;
- Where are we heading from here?

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Development of Social Entrepreneurship

- 1993: Harvard Business School launches the “Social Enterprise Initiative”;
- Social enterprise particularly linked with market-oriented activities in the US;
- Early 1990s: Social entrepreneurship comes to Europe; In Italy it is linked with a stimulus on cooperation;
- 2002: The Blair government creates the “Social Enterprise Coalition” and the governmental agency “Social Enterprise Unit”.

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Defining Social Entrepreneurship and Social Entrepreneurs

- “Social entrepreneurs are one species with the genus entrepreneur. They are entrepreneurs with a social mission” (Harding & Cowing, 2004);
- To this extent, “social enterprises are “orthodox” businesses with social objectives, whose surpluses are principally re-invested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners” (Harding and Cowing, 2004; The Observer, 20.11.2005).

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Defourny (2001) Suggests that Social Entrepreneurship Encapsulates- 1

- **An explicit aim to benefit the community:** One of the principal aims of social enterprises is to serve the community or a specific group of people. In the same perspective, a feature of social enterprises is their desire to promote a sense of social responsibility at local level;
- **An initiative launched by a group of citizens:** Social enterprises are the result of collective dynamics involving people belonging to a community or a group that shares a well defined need or aim;
- **Decision-making power not based on capital ownership:** This generally refers to the principle of “one member, one vote” or at least to a decision-making process in which the voting power in the governing body with the ultimate decision-making rights is not distributed according to capital shares;

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Defourny (2001) Suggests that Social Entrepreneurship Encapsulates- 2

- **A participatory nature, which involves the various parties affected by the activity:** Representation and participation of users or customers, stakeholder influence on decision-making and participative management are often important characteristics of social enterprises;
- **Limited profit distribution:** Social enterprises not only include organisations that are characterised by a total non-distribution constraint, but also organisations which may distribute profit, but only to a limited extent, thus avoiding profit-maximising behaviour

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The Role of Collaboration and Cohesion

- To what degree collaboration and cohesion, as expressive tools of people's activities can support and enhance social entrepreneurship?
- It is about how meaningful people find social entrepreneurship so that they could enrich and enforce its activities by collaborating and sticking together towards common entrepreneurial goals;
- The enhancement of social entrepreneurship by utilising collaboration and cohesion can perhaps be outlined via the formation of specific criteria;

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Criteria for Collaboration and Cohesion

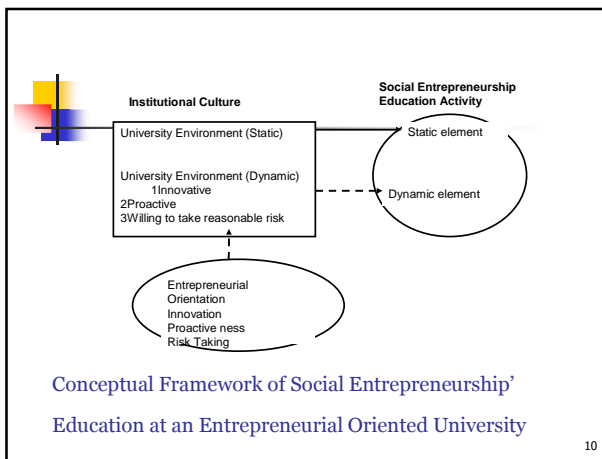
- Development of an entrepreneurial orientation and innovation within the community;
- Development of a collaborative and cohesive mentality that could support proactiveness and risk taking (as if with the financial risk of economic entrepreneurship);
- Development of an explicit aim to benefit the community;
- Indications that specific initiatives are launched by groups of people who belong to a particular community;
- Indications that decision-making power is not based on capital ownership;
- Existence of a participatory nature, which involves the various parties affected by the activity;
- Indications of none or limited profit distribution that would not contribute to a profit-maximisation mentality.

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Higher Education as a Field of Social Entrepreneurship' Activity

- Students today are educated more with regard to a dynamic person-environment interaction rather than a rote based learning (Crosby, 1995);
- To this extent, social entrepreneurship could help universities to produce knowledge that can improve efficiency and, in many cases profitability. This could be align with what Todorovic (2004) called the **entrepreneurial orientation** of an organisation.

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	Continuum of Options		
	<i>Purely philanthropic</i>	<i>Hybrids</i>	<i>Purely Commercial</i>
General Motives	Appeal to goodwill	Mixed motives	Appeal to self-interest
Methods	Mission-driven	Balance of mission and market	Market-driven
Goals	Social value creation	Social and economic value	Economic value creation

The Social Entrepreneurship spectrum

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Methodology

- Primary research of qualitative nature via conduct of semi-structured interviews;
- Additionally, collection of secondary data was used such as interior case studies, local newspapers and university documents.

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The case: Bournemouth University, Dorset, UK

- A relatively new university, has promoted entrepreneurship through government initiatives e.g. Knowledge Transfer Partnerships – a portfolio of external funding of £1.7 million;
- The University recognises the important role of all local actors in pursuing entrepreneurship;
- However, the university recognises lack of information, advice and guidance on how to identify and organise enterprise work (BU, Enterprise Review, 2008).

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The case: Memorial University, Avalon, Newfoundland, Canada

- The PJ Gardiner Institute, founded in 1978, is the main promoter of entrepreneurship within the University;
- In September 2007 ACE Memorial, a student group for entrepreneurship opened Launch Pad, Canada's first student incubator exclusively for student entrepreneurs;
- Lack of official university statement for supporting social entrepreneurship but evidence that students and staff support it.

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	Bournemouth University	Memorial University of Newfoundland
UNIVERSITY ATTRIBUTES		
Entrepreneurial orientation & Innovation	Principally yes but at an early stage	Yes
Proactiveness & Risk Taking	Principally yes but at an early stage – Collaboration has begun to “kick off” at the university level	Yes, well established - Collaboration at the university level well established
UNIVERSITY ATTITUDE TOWARDS SOCIAL ENTREPRENEURSHIP		
An explicit aim to benefit the community	In principle, yes – Community cohesion not established	No, but there is evidence for willingness to change in the future – However, community cohesion is principally established (citizens of Newfoundland)
An initiative launched by a group of citizens	Rather sporadic attempts especially where severe social problems exist	Not applicable
Decision-making power not based on capital ownership	The opposite applies	The opposite applies
A participatory nature, which involves the various parties affected by the activity	In principle, yes – Collaborative attempts at both university and local level	No, but there is evidence for willingness to change in the future
Limited profit distribution	The opposite applies	The opposite applies

The Social Entrepreneurship spectrum at Bournemouth and Memorial Universities

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Instead of Conclusion

- *I think we make an impact to local community...[but] I can't really say [exactly] what ..It's an on-going process really, so hopefully this time next year we have a much more greater contribution to local community... I would like to think that we educate the local community but again what we like to change is to work with organisations such as Business Link...I think if we establish a relationship with Business Link and then it will all follow from there, with the resources we would have here they [businesses] could be promoted through to people they know and that can get local community involved.*

(Representative of the student entrepreneurship group at Bournemouth University)

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**Thank you!
Any
Questions?**

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