

Key Features of the Social Enterprise School Approach

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1

Social Enterprise School

- also rooted in the body of knowledge of commercial entrepreneurship
 - the commercial entrepreneurship tradition that defines entrepreneurship as the process of creating and managing (new) organisations

Hoogendoorn et al., 2010

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2

Social Enterprise School



Ed Skloot

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3

**NEW SOCIAL
ENTREPRENEURS:**
*The Success, Challenge and Lessons of
Non-Profit Enterprise Creation*

A black and white photograph of two chefs in a kitchen. The chef on the left is a man wearing a white chef's hat and a white apron, holding a round pie. The chef on the right is a woman also wearing a white chef's hat and a white apron, holding a round pie. They are both looking towards the camera.

A Progress Report on the Planning and Start-up of Non-Profit Businesses
from
THE ROBERTS FOUNDATION
HOMELESS ECONOMIC DEVELOPMENT FUND
September, 1996

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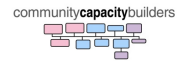


4

- *'New Social Entrepreneurs have their roots in the history of community service and development. This history of commitment to social justice and economic empowerment is what feeds their passion for the creation of social purpose business ventures. This commitment to community is strengthened by an equally profound commitment to using the power of free enterprise to redirect economic control back to individuals and organizations which, for the most part, have relied on outside sources for funding and support. This commitment to a "double bottom-line" is at the heart of the New Social Entrepreneur. It forces the non-profit manager to live within a dynamic tension of what makes good business sense and what fulfils the organization's social mission. It is a practice which is clearly evolving and, when integrated with the strategies of the "old" breed, harnesses the potential power of economic self-determination for the benefit of all.'*

Emerson and Twersky, 1996, pp. 2-3

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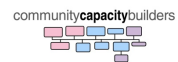
5

Social Entrepreneurship Driving Forces

- Decreasing public funds available for non-profits
- The recognition that you cannot service people out of poverty; job creation, economic development and access to markets is required to overcome poverty

Emerson and Twersky, 1996

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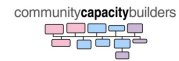
6

Social Enterprise School

- social problems addressed by establishing a nonprofit enterprise described as:
 - ‘an entrepreneurial, nonprofit venture that generates “earned-income” while serving a social mission.’

Hoogendoorn et al., 2010

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7

Traditional Nonprofit

- Human service organization
- Framed as voluntaristic, prosocial, and civic
- Funding: a mixture of member fees, government funds, grants, and user fees
- Considered distinct from business organizations

Dart, 2004, pp. 414-415

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8

Social Enterprise Differ from Nonprofit Organisations

- Strategy
- Structure
- Norms
- Values

Dart, 2004, p. 411

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9

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10