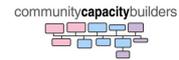


Explaining the Tension Between the Schools

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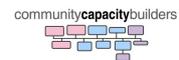
1

Explaining the Tension

- Narrow definitions
 - refer to applying business expertise and market based skills to the social sector, such as when non-profit organisations run revenue-generating enterprises
 - minimalist approach defines an entrepreneur as someone who starts or organises a commercial enterprise
- General definitions
 - refer to innovative activity directed at achieving a social objective in either the private or non-profit sector, or across both sectors
 - scholarly approach draws heavily on the scholarly literature on entrepreneurship

Wei-Skillern et al., 2007, p. 4; Peredo and McLean, 2006

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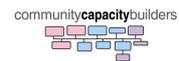
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Social Innovation School Definition

- ‘Social entrepreneurs play the role of change agents in the social sector, by:
 - Adopting a mission to create and sustain social value (not just private value)
 - Recognising and relentlessly pursuing new opportunities to serve that mission
 - Engaging in a process of continuous innovation, adaptation, and learning
 - Acting boldly without being limited by resources currently in hand; and
 - Exhibiting a heightened sense of accountability to the constituencies served and for the outcomes created’

Dees, 1998

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3

Key Difference Between Two Schools

- The Social Enterprise School
 - based on the minimalist definition of social entrepreneurship
 - considers social entrepreneurs to be individuals that focus on the generation of earned income to serve a social mission by starting or organising a social enterprise
- The Social Innovation School
 - considers social entrepreneurs to be *‘individuals who reform or revolutionize the patterns of producing social value, shifting resources into areas of higher yield for society’*

Dees and Anderson, 2006, p. 44

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4

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