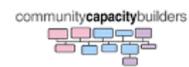


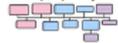
A Smorgasbord of Concepts, Tools and Techniques



In this lecture we are going to look at the different social entrepreneurship approaches we have explored in this unit as a smorgasbord of concepts, tools and techniques that can be recombined to address social problems.

This is quite a different approach from most social entrepreneurship programs. Generally social entrepreneurship programs focus on teaching just one approach to social entrepreneurship.



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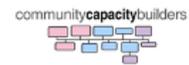
Community Capacity Builders Program takes a different approach it sees the six social entrepreneurship approaches that have been explored in this unit, not as competing with each other, but instead as providing a smorgasbord of concepts, tools and techniques that social entrepreneurs can choose from to create social change.

It also recognises the benefits of bringing together social entrepreneurship approaches that are based on unrelated bodies of knowledge such as systems thinking and social investment finance.

Social Enterprise Focus

- Social enterprise school
- Participatory governance approach
- Communitarian approach
- Marketisation approach

Hoogendorn et al., 2010, p. 39



Four of the social entrepreneurship approaches that we have looked at in this unit are similar. These are

The social enterprise school

The participatory governance approach

The communitarian approach, and

The marketisation approach.

They are similar in that they all focus on creating a social enterprise, and do not consider innovation to be important (Hoogendorn et al., 2010, p. 39).

Unique Traits

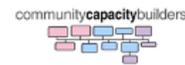
- Social enterprise school
 - focuses on nonprofits creating social purpose businesses often with the aim of job creation

Emerson and Twersky, 1996
- Participatory governance approach
 - has unique participatory characteristics

Defourny & Nyssens, 2012
- Communitarian approach
 - focuses on community enterprises, is practitioner led and places importance on values such as fairness, equality and cooperation

Mazzei and Roy, 2017, p. 2454
- Marketisation approach
 - centres on earned income strategies, delivering public services, accessing private and social investor finance and creating social enterprise spin-outs

Hazenberg, et al., 2016; Teasdale, 2012, p. 114



While they have these common characteristics, the social enterprise school, the participatory governance approach, the marketisation approach, and the communitarian social entrepreneurship, also have their own unique traits.

The social enterprise school focuses on nonprofits creating social purpose businesses that trade in the market to achieve a social mission often with the aim of job creation (Emerson and Twersky).

The participatory governance approach has unique participatory characteristics (Defourny & Nyssens, 2012).

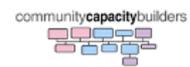
The communitarian approach focuses on community enterprises, it is practitioner led and places importance on values such as fairness, equality and cooperation (Mazzei and Roy, 2017, p. 2454).

In contrast, the marketisation approach centres on earned income strategies, delivering public services (Teasdale, 2012, p. 114), accessing private and social investor finance and creating social enterprise spin-outs (Hazenberg, et al., 2016).

Social Innovation Focus

- Social innovation school

Hoogendorn et al., 2010, p. 39

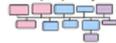


The social innovation school differs from the social enterprise school, and the participatory governance, marketisation, and communitarian approaches in that it does not have an enterprise focus. Instead the social innovation school focuses on innovation (Hoogendorn et al., 2010, p. 39).

Community Capacity Builders Approach

- Different combinations of concepts, tools and techniques would be selected for:
 - commercialising a social innovation,
 - providing employment for people disadvantaged in the labour market,
 - strengthening participation,
 - accessing private investment
 - building cohesive communities



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In the Community Capacity Builders Program for Social Entrepreneurs we consider the unique concepts, tools and techniques of the different social entrepreneurship approaches to provide social entrepreneurs with a palette, or smorgasbord, of concepts, tools and techniques that they can choose from when developing initiatives.

The concepts, tools and techniques that a social entrepreneur chooses from the palette would depend on what they consider is the best combination of initiative or enterprise characteristics for addressing their target problem in their context. For example different approaches are better suited for:

- commercialising a social innovation,
- providing employment for people disadvantaged in the labour market,
- strengthening participation,
- accessing private investment and/or
- building cohesive communities

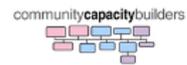
And social entrepreneurs can combine concepts, tools and techniques from these different approaches for example:

- They could strengthen participation and build cohesive communities, or
- They could commercialise a social innovation by accessing private investment

Unique Trait Social Innovation School

- Systems approach
 - the social entrepreneur identifies an opportunity in a system by addressing a few of the underpinning causal factors of a wicked problem: those that they consider will produce the greatest impact

Martin& Osberg, 2015



A unique characteristic of the social innovation school of social entrepreneurship is that it takes a systems approach: the social entrepreneur identifies an opportunity in a system by addressing a few of the underpinning causal factors of a complex problem: those that they consider will produce the greatest impact (Martin& Osberg, 2015).

To be able to make this selection, social entrepreneurs need to take the time to gain an understanding of the broader problem and solution systems.

Community Capacity Builders Approach

- The social enterprise school, the participatory governance approach, the marketisation, and the communitarian approaches can adopt the social innovation school characteristic of taking a systems approach



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In the Community Capacity Builders Program for Social Entrepreneurs we consider there is the opportunity for the social enterprise school, the participatory governance approach, the marketisation, and the communitarian approaches to adopt this social innovation school characteristic, and also take a systems approach.

By taking this approach, social entrepreneurs or social enterprises are able to position their initiative to contribute towards systems change and addressing overarching more complex problems.

Social Entrepreneurship Approaches

- Social innovation school
 - Social enterprise school
 - Participatory governance approach
 - Communitarian approach
 - Marketisation approach
- } Individual Agency Approaches
- Complexity approach }
- Not an Individual Agency Approach

While the concepts, tools and techniques of the complexity approach generally do not enable individuals to take action as it involves the coming together of ecosystems of initiatives, the initiatives of individual social entrepreneurs can focus on their part in these solution ecosystems.

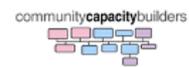


Unit 2

Mapping Problem & Solution Ecosystems

In Unit 2 participants research and map the problem and solution ecosystems for the problem that they are addressing.

It is highlighted during Unit 2 that in order for participants to create initiatives that can influence systems change, their initiative needs to be a part of a solution ecosystem that is addressing their problem's overarching wicked problem. Complex problems are underpinned by an ecosystem of intertwined causal factors. A solution ecosystem for a given complex problem and geographical community, consists of all the initiatives in the community that are addressing any of the interdependent causal factors that underpin the wicked problem and all of the organisations that are partnering on those initiatives.



In the next unit of this program, Unit 2, we focus on ecosystems of initiatives. After exploring problem ecosystems, we look at solution ecosystems – the ecosystems that social entrepreneurs initiatives can be a part of to address complex wicked problems.

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