





# Review of the Academic and Practitioner Literature on Social Enterprise

## Definitions and Models

June 2018

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## Selected Definitions of Social Enterprise

- “Social enterprises – defined simply – are organisations seeking business solutions to social problems. They need to be distinguished from other socially-oriented organisations and initiatives that bring (sometimes significant) benefits to communities but which are not wanting or seeking to be ‘businesses’” (Thompson, and Doherty 2018).
- “We view social entrepreneurship as a process of creating value by combining resources in new ways. Second, these resource combinations are intended primarily to explore and exploit opportunities to create social value by stimulating social change or meeting social needs. And third, when viewed as a process, social entrepreneurship involves the offering of services and products but can also refer to the creation of new organizations” (Mair and Martí, 2006).
- “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), recognizing 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).
- “The three salient features of social enterprises are: (1) the social goal pursued; (2) the non-profit distribution constraint; and, (3) the assignment of ownership rights and control power to stakeholders other than investors coupled with an open and participatory governance model” (Galera and Borzaga, 2009).
- “We define social entrepreneurship as having the following three components:
  - (1) identifying a stable but inherently unjust equilibrium that causes the exclusion, marginalization, or suffering of a segment of humanity that lacks the financial means or political clout to achieve any transformative benefit on its own;
  - (2) identifying an opportunity in this unjust equilibrium, developing a social value proposition, and bringing to bear inspiration, creativity, direct action, courage, and fortitude, thereby challenging the stable state’s hegemony; and
  - (3) forging a new, stable equilibrium that releases trapped potential or alleviates the suffering of the targeted group, and through imitation and the creation of a stable ecosystem around the new equilibrium ensuring a better future for the targeted group and even society at large” (Martin and Osberg, 2007).

## Selected Models/Classifications of Social Enterprise

### The Diverse World of Social Enterprise

Thompson, John, and Doherty, B. “The Diverse World of Social Enterprise.” *International Journal of Social Economics* 33.5/6 (2006): 361-75.

- [We] list the following as determining characteristics for a social enterprise:
  - They have a social purpose.
  - Assets and wealth are used to create community benefit.
  - They pursue this with (at least in part) trade in a market place.

- Profits and surpluses are not distributed to shareholders, as is the case with a profit-seeking business.
- ‘Members’ or employees have some role in decision making and/or governance.
- The enterprise is seen as accountable to both its members and a wider community.
- There is either a double- or triple-bottom line paradigm. The assumption is that the most effective social enterprises demonstrate healthy financial and social returns – rather than high returns in one and lower returns in the other.

### Recent Trends in Social Enterprise

Defourny, J., and Nyssens, M. (2008). “Social Enterprise In Europe: Recent Trends and Developments”. *Social Enterprise Journal*, 4(3), 202-228.

- Until recently, the notions of **“social entrepreneur”**, **“social entrepreneurship”** and **“social enterprise”** have been used interchangeably. To clarify, one could say that social entrepreneurship was seen as the process through which social entrepreneurs created social enterprises.
  - In the last decade, however, fast-growing literature has produced various definitions and approaches of each of these three notions.
- The term **“social entrepreneur”** has been particularly emphasized by American foundations and organizations like Ashoka since the mid-1990s. Those entities identify and support in various ways individuals launching new activities dedicated to a social mission, while behaving as true entrepreneurs in terms of dynamism, personal involvement and innovative practices. Such a social entrepreneur brings about new ways of responding to social problems.
- The notion of **“social entrepreneurship”** has been conceptualized in rather precise ways in the late 1990s... However, the concept is increasingly being used in a very broad sense as, for various authors, it now refers to a wide spectrum of initiatives, ranging from voluntary activism to corporate social responsibility.
  - Between these two extremes, a lot of categories can be identified: individual initiatives, non-profit organizations launching new activities, public-private partnerships with a social aim, etc.
- **“Social enterprise”**... first appeared in Europe ... The EMES Network stresses the positioning of European social enterprises “at the crossroads of market, public policies and civil society” , especially to underline the “hybridization” of their resources: social enterprises indeed combine income from sales or fees from users with public subsidies linked to their social mission and private donations and/or volunteering... We may summarize the EMES definition as follows: *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.*

### The Meaning of ‘Social Entrepreneurship’

Dees, J. Gregory. “The Meaning of ‘Social Entrepreneurship.’” Center for Social Innovation, Stanford School of Business (October 1998, revised May 2001).

- The language of social entrepreneurship may be new, but the phenomenon is not. We have always had social entrepreneurs, even if we did not call them that. They originally built many of the institutions we now take for granted. However, the new name is important in that it implies a blurring of sector boundaries.
- In addition to innovative not-for-profit ventures, social entrepreneurship can include social purpose business ventures, such as for-profit community development banks, and hybrid organizations mixing not-for-profit and for-profit elements, such as homeless shelters that start businesses to train and employ their residents.
- Social entrepreneurs look for the most effective methods of serving their social missions.
- For social entrepreneurs, the social mission is explicit and central. This obviously affects how social entrepreneurs perceive and assess opportunities. Mission-related impact becomes the central criterion, not wealth creation.
  - Wealth is just a means to an end for social entrepreneurs. With business entrepreneurs, wealth creation is a way of measuring value creation. This is because business entrepreneurs are subject to market discipline, which determines in large part whether they are creating value. If they do not shift resources to more economically productive uses, they tend to be driven out of business.
- Any definition of social entrepreneurship should reflect the need for a substitute for the market discipline that works for business entrepreneurs... In brief, this definition can be stated as follows:
  - *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);*
    - *Recognizing 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 heightened accountability to the constituencies served and for the outcomes created.*

#### Distinguishing Social Entrepreneurship from Other Forms of Social Activity

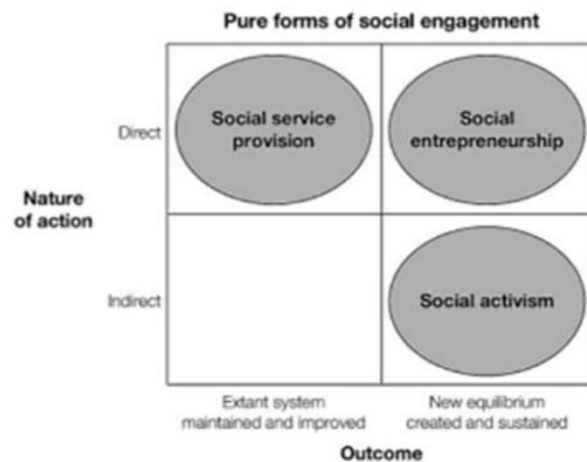
Martin, Roger L., and Sally Osberg. "Social Entrepreneurship: The Case for Definition." *Stanford Social Innovation Review*, vol. 5, no. 2, Spring, 2007, pp. 28-39.

- In defining social entrepreneurship, it is also important to establish boundaries and provide examples of activities that may be highly meritorious but do not fit our definition. Failing to identify boundaries would leave the term social entrepreneurship so wide open as to be essentially meaningless.
- There are two primary forms of socially valuable activity that we believe need to be distinguished from social entrepreneurship:
  - The first type of social venture is **social service provision**. In this case, a courageous and committed individual identifies an unfortunate stable equilibrium - AIDS orphans in Africa, for example - and sets up a program to address it - for example, a school for the

children to ensure that they are cared for and educated... These types of social service ventures never break out of their limited frame: Their impact remains constrained, their service area stays confined to a local population, and their scope is determined by whatever resources they are able to attract. These ventures are inherently vulnerable, which may mean disruption or loss of service to the populations they serve. Millions of such organizations exist around the world – well intended, noble in purpose, and frequently exemplary in execution – but they should not be confused with social entrepreneurship.

- A second class of social venture is **social activism**. In this case, the motivator of the activity is the same - an unfortunate and stable equilibrium. And several aspects of the actor's characteristics are the same - inspiration, creativity, courage, and fortitude. What is different is the nature of the actor's action orientation. Instead of taking direct action, as the social entrepreneur would, the social activist attempts to create change through indirect action, by influencing others - governments, NGOs, consumers, workers, etc. - to take action.
- Why not call these people social entrepreneurs? It wouldn't be a tragedy. But such people have long had a name and an exalted tradition: the tradition of Martin Luther King, Mahatma Gandhi, and Vaclav Havel. They are social activists. Calling them something entirely new – i.e., social entrepreneurs – and thereby confusing the general public, who already know what a social activist is, would not be helpful to the cause of either social activists or social entrepreneurs.
- Having created a definition of social entrepreneurship and distinguished it from social service provision and social activism, we should recognize that in practice, many social actors incorporate strategies associated with these pure forms or create hybrid models. The three definitions can be seen in their pure forms in the diagram [below].
- In the pure form, the successful social entrepreneur takes direct action and generates a new and sustained equilibrium; the social activist influences others to generate a new and sustained equilibrium; and the social service provider takes direct action to improve the outcomes of the current equilibrium.

**Forms of social engagement**



The Social Enterprise Continuum

Seanor, Pam, et al. "Where Social Enterprise Practitioners Draw the Line" *The International Journal of Public Sector Management*, vol. 27, no. 4, 2014.

- The imagery of a social enterprise continuum is invoked in discussing transitions from one state (social organisation) towards another perceived as more desirable (social enterprise).

|                            |               | Purely<br>Philanthropic                              | ←————→   | Purely<br>Commercial                                       |
|----------------------------|---------------|--|--|--|
| Motives, methods and goals |               | Appeal to goodwill<br>Mission driven<br>Social value | Mixed motives<br>Mission and market driven<br>Social and economic value  | Appeal to self-interest<br>Market driven<br>Economic value |
| Key<br>stake-<br>holders   | Beneficiaries | Pay nothing  | Subsidized rates,<br>or mix of full payers and those<br>who pay nothing  | Market-rate prices   |
|                            | Capital       | Donations and grants                                 | Below-market capital,<br>or mix of donations and market-<br>rate capital | Market-rate capital  |
|                            | Workforces    | Volunteers   | Below-market wages,<br>or mix of volunteers and fully paid<br>staff      | Market-rate<br>compensation                                |
|                            | Suppliers     | Make in-kind donations                               | Special discounts,<br>or mix of in-kind full-price<br>donations          | Market-rate prices   |

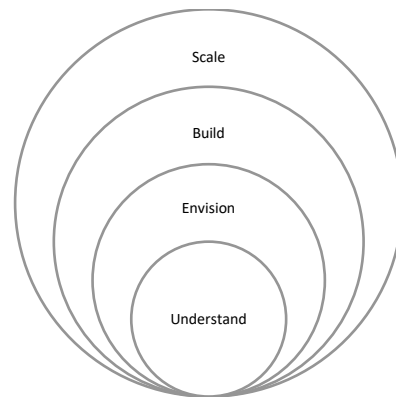
## Selected Approaches To Social Enterprise

### Framework: How Social Entrepreneurship Works

Adapted from Martin, R. L. and Osberg, S. R. (2015). *Getting Beyond Better: How Social Entrepreneurship Works*. Boston, Massachusetts: Harvard Business Review Press.

- Unlike social service providers, social entrepreneurs explicitly aim to permanently and systemically transform a miserable or unfair social condition. Unlike social advocates, social entrepreneurs act directly, creating a product, service or methodology that spurs the transformation of the status quo”
- In considering social entrepreneurship, the concept of *equilibrium change* looms large in our thinking. Left alone, a system of equilibrium will persist in its current state, according to its current structure. The system may well be corrupt, or evil or unfair but its forces are in balance and will remain so without intentional action to shift it.
- Social entrepreneurs seek to shift a stable but suboptimal equilibrium in a way that is neither entirely mandated nor entirely market-driven. They create new approaches to old and pernicious problems. And they work directly to tip society to a new and better state.
- We have seen a distinct pattern in the way social entrepreneurs do their work... When we look at cases of successful social entrepreneurship – cases in which true equilibrium was imagined, enacted and sustained – we can discern a heuristic, a set of actions which seem to guide an enterprise towards success. This model for equilibrium should not be thought as a simplistic recipe, but rather as a framework for thinking about the work of social entrepreneurship as a process. The four states are [illustrated below], emanating out in waves. The stages [can be summarized] as:
  - Stage 1: Understanding the world
    - *The paradox of social transformation is that one has to truly understand the system as it is before any serious attempt can be made to change it. Yet those who understand the status quo best are often those most deeply invested in the current system, while those who see the imperative for change most clearly tend to sit outside the system, looking in. Effective social entrepreneurs acknowledge this dynamic and find a way to navigate it.*
  - Stage 2: Envisioning a new future
    - *To make a positive difference, ever change agent, whether a social entrepreneur or not, needs to set a direction. Successful social entrepreneurs set the bar high, envisioning fundamental equilibrium change for specific, target constituents.*
  - Stage 3: Building a model for change
    - *To bring a vision to life, social entrepreneurs must apply creativity and resourcefulness to building a model for change – one that is sustainable in that it reduces costs or increases value in a systemic and permanent way that can be quantified and captured. In our view, social entrepreneurs don't build innumerable different models for change; there are themes and parallels across success stories.*
  - Stage 4: Scaling the solution
    - *Scalability is a critical feature of successful social entrepreneurship. Models that require constant*

*reapplication of the same level of investment regardless of scale will commonly fail to produce sustainable equilibrium change. Such an approach may be too expensive to achieve transformational scale, especially when intended beneficiaries unable to pay for the benefit.*



(Adapted from *Getting Beyond Better: How Social Entrepreneurship Works* figure 1-1, Forms of Social Engagement, page 8; figure 1-2, Stages of transformation, page 19)

#### Framework: Re-imagining Social Enterprise

Kay, Alan, Michael J. Roy, and Cam Donaldson. "Re-Imagining Social Enterprise." *Social Enterprise Journal*, vol. 12, no. 2, 2016, pp. 217-234.

- The three distinct systems of the economy are organised – and this is important to emphasise – in accordance with their over-riding values:
  - **The First System (or private sector)** is essentially profit-driven, maximising return to private shareholders, founded on competition and celebrating individual gain
  - **The Second System (public sector)** is about re-distribution and planning within the public service based around democratic institutions
  - **The Third System is about citizens taking collaborative action**, centred on “principles of self-help and mutuality, of caring for others and of meeting social needs rather than maximising profits”
- Traditionally, it has been widely regarded that social enterprises have a “triple bottom line” of social, environmental and economic impacts. In re-imagining social enterprise, we suggest that social enterprise should be using economic activities as a means to an end – the end being working towards social, environmental and societal impacts. So not only impacting upon individuals and communities, but upon the relationships between them.
- Rather than perceiving the economy as an “impact”, the use of economic activities is what a social enterprise does – a means. But this is different from the final ends, which are social, environmental or societal in nature. Thus, economic activities are a means to an end and not an end in itself... Social enterprise should impact on people and their livelihoods in a positive way, ensuring well-being and prosperity, where prosperity is more than money and distinct from wealth for its own sake.



- There is an additional connection between the social enterprise's value base (or the way it "does business") and its impacts. In an economy where "values" become increasingly important, social enterprise will benefit from being explicit about their values and how it is living up to them.



- If one accepts this paradigm for social enterprise, then a number of things fall into place:
  - Firstly, social enterprise will not have to assume that adding to the economy is an end in itself;
  - Secondly, social enterprises can put in place a set of values that define how they want to influence the way we live and work together as a society;
  - Thirdly, it allows for a wider understanding of economic activities and for some social enterprises, the adoption of ways to exchange goods and services that create prosperity and well-being without necessarily contributing to the financial economy;
  - Fourthly, some social enterprises are beginning to challenge and redefine the nature of "products" in a market society – so that we buy reused goods and exchange our material goods in different ways, and;
  - Finally, in accepting that social enterprise can have an impact on society, the concept that we are not individual "islands" needs to be re-emphasised. Rather, we live and work within society and have an influence on that society and the relationships within it.

## Selected Examples of Social Enterprises

Below is a cross-section of award-winning social enterprise programs/businesses that have won multiple awards from social enterprise advocacy and funding organizations. Illustrative of the diverse range and innovative nature of social enterprises, the examples show how social enterprise operates across the world and in a variety of sectors. Additional information about these social enterprises can be found on their websites.

### **Building Change** (Natural Disaster Recovery/Natural Disaster Preparation Focus)

<http://www.buildchange.org/>

Working in areas that are vulnerable to typhoons and earthquakes, Building Change designs and constructs disaster resilient buildings. They aim to not only have their structures, like houses and schools, be resilient to natural disasters, but to also help change local building codes to ensure future construction will be built with resilient principles without outside influence.

By working with local populations, Building Change ensures that its structures are culturally appropriate and supportive of local workforces through employment and dissemination of construction knowledge throughout the community. This process also works to empower homeowners, involving them with the design and construction of their own homes. Building Change's world-class architects and engineers work within specific local parameters to ensure the best designs are applied in the most appropriate way.

Through their work, Building Change has impacted over two hundred and fifty thousand lives in thirteen countries around the world. Building Change has won eighteen awards, including recognition from the Tech Awards, the Earthquake Engineering Research Institute and the Skoll Foundation.

### **Gram Vikas** (Economic Development Focus)

<http://www.gramvikas.org/>

Gram Vikas works to build a sustainable and equitable future in India, where the poor and marginalized can live dignified lives. Operating at the community level, Gram Vikas works with the poor and marginalized to provide access to basic education, sustainable methods of resource use and food security, all in ways that are gender equitable.

Founded in the 1970s, Gram Vikas has installed local energy sources as well as aided in the construction of weather resilient buildings. In the 1990s, Gram Vikas responded to the needs of the communities they served and began to focus on health and sanitation related issues, installing toilets in over twelve hundred villages. By working at the community level, Gram Vikas is able to establish projects that are inclusive of gender and social considerations.

Since its foundation, Gram Vikas has impacted the lives of over four hundred thousand individuals through a number of initiatives, including: the construction of twenty two thousand houses in cyclone vulnerable areas; helped achieve an eighty-five per cent drop in water borne illnesses in beneficiary communities; assisted in the the training and education of thousands of youths and established four schools. Gram Vikas has been recognized with over thirty awards, including from the World Water Forum, the World Bank and UN-Habitat.

**Saúde Criança** (Public Health Focus)

<http://www.saudecrianca.org.br/en/>

In 1991, Dr. Vera Cordeiro noticed that while she was able to treat her pediatric patients, they continued to return to her hospital due to structural barriers to health created by poverty. She founded Saúde Criança to address poverty related precursors to disease and to help “create a healthy and sustainable world where equal opportunities are possible”.

Saúde Criança works in Brazil to create self-sufficiency in families and improve their home environments with the end goal of reducing illness in children. Saúde Criança attempts to address the multidimensional aspects of poverty and illness by using a multidisciplinary approach. Through working with individual families, solutions are tailor made for each family and seek to promote autonomy and dignity within families while finding health and poverty solutions.

Families entered in the program saw a 90% reduction in length of hospital visits as well as an improved perception of family wellbeing. These families also saw an almost doubling of income, resulting in an almost doubled rate of homeownership. Furthermore, the rate of school enrolment rose from 10% to 92% after involvement in the program. In total, seventy thousand people have been helped through Saúde Criança’s involvement. Saúde Criança has won over fifty awards, including from the Global Health Council, Ashoka and Forbes Magazine.

**APOPO** (Health/Landmine Removal Focus)

<https://www.apopo.org/en>

APOPO is an organization that seeks to provide low cost solutions for humanitarian problems. Based in Tanzania, APOPO trains African Giant Pouched Rats to detect land mines via scent. These trained rats, who unlike, metal detectors, only react to explosives aromas and not to metal refuse, can also be trained for much less than dogs. So far, APOPO’s “sniffer rats” have been used to destroy over one hundred thousand landmines in countries such as Cambodia, Angola, and Mozambique (among others), freeing almost one million people from the threat of explosives.

APOPO is also investigating using trained rats in detecting tuberculosis in lab samples, where the rats can process one hundred samples in twenty minutes thus exponentially speeding up the process of detection. APOPO’s work with tuberculosis has increased the detection rate of the disease by forty-three per cent, analyzed almost five hundred thousand samples and halted over one hundred thousand infections. With thirteen awards, APOPO has received recognition from institutions including the World Bank, Ashoka and the World Economic Forum.

**Camfed** (Educational/Poverty Reduction Focus)

<https://camfed.org/>

Camfed provides access to education to disadvantaged girls and women in sub-Saharan Africa. Beginning with education, Camfed’s end goal is to create systemic change that is advanced by gender equality. Other goals include declining the rate of child and maternal mortality, reducing poverty and fostering climate change resilience.

Twenty eight million girls are not in school in sub-Saharan Africa and Camfed believes that by addressing this lack of access to education, other social harms can be concurrently dealt with. Camfed helps girls and their families overcome poverty-based barriers to education. By providing girls with access to education,

Camfed lowers the HIV rate in girls, promotes delaying marriage and smaller families as well as helps them resist systemic gender-based violence.

Camfed has supported over one million girls to go to primary and secondary school, with a further one and a half million girls being supported through Camfed's Community Initiative programs, in which Camfed alumni promote the education of girls within their own communities. Camfed has won over twenty awards, including recognition from the Financial Times, Goldman Sachs and the Schwab Foundation. Furthermore, the founder of Camfed, Ann Cotton, was awarded an Order of the British Empire Award.

**EcoPeace Middle East** (Environmental Sustainability Focus)

<http://ecopeaceme.org/>

EcoPeace Middle East is an organization that brings together environmentalists from Jordan, Palestine and Israel. They work to create sustainability in the ecosystems that transcend their borders, and in doing so, work to foster peace and cooperation between the three nations. EcoPeace Middle East is able to create a singular vision and present it to audiences in all three nations.

Working with a combined bottom-up and top-down approach, EcoPeace Middle East is able to work on hyper-local, constituent led project as well as create overarching policy briefs that are applicable to the entire region of operation. Fresh water is of particular concern in these arid countries, and EcoPeace Middle East has focused on rehabilitating the River Jordan.

With 18 awards, EcoPeace Middle East has been recognized for the important and unique work they do. Recognitions have come from Skoll, Time Magazine and the Geneva Centre for Security Policy among others.

**One Acre Fund** (Agriculture Focus)

<https://oneacrefund.org/>

The One Acre Fund is Africa's largest network of smallholder farmers. Founded in Kenya in 2006, the One Acre Fund now works with over six hundred thousand small farmers in six African countries. Their prime directive is to create a future where each farmer has the tools they need to ensure their own success. Through the promotion of farmers, the One Acre Fund hopes to help eradicate hunger as they give farmers tools to not only feed themselves, but their communities as well.

Through their four step model, the One Acre Fund offers smallholder farmers flexible loans, provides local delivery of farming inputs, trains farmers in modern agricultural techniques and finally teaches farmers how to maximize profits. The One Acre Fund believes at each of these four steps is essential to enable to prosperity of farmers, and if one step is missing then their impact will be lessened.

The One Acre Fund has over thirty awards, including recognition from the Bill and Melinda Gates Foundation, the Stanford Social Innovation Review and The Economist. The amount of farmers they are able to help grows by almost one hundred thousand each year, with farmer incomes growing by around fifty per cent and seeing ninety-eight per cent of loans being repaid.

## Readings in Social Enterprise

### Academic Literature on Social Enterprise (\*indicates FT Top50 Journals)

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### Business Media on Social Enterprise

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- Pfitzer, Marc, Valerie Bockstette, and Mike Stamp. “Innovating for Shared Value.” *Harvard Business Review* 91, no. 9 (September 2013): 100

## Industry Reports and Foundation Documents

- Chamberlain, Paul, Kelly Gillis, Taralyn Prindiville, Olivia Bechard, Muska Ulhaq, Peter Elson, and Peter Hall. “Enterprising Change: Report of the 2015 Social Enterprise Survey for Ontario.” Research report. The Canadian Community Economic Development Network, MaRS Centre for Impact Investing, Simon Fraser University, Mount Royal University, 2015.
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- Villeneuve-Smith, Frank, and Nick Temple. “Leading the World in Social Enterprise.” Social Enterprise UK, 2015.

## Books on Social Enterprise

- Martin, Roger and Sally Osberg. *Getting Beyond Better: How Social Entrepreneurship Works*. Boston: Harvard Business Review Press, 2015.
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## Organizations and Institutions

- [Ashoka](#) is a global organization that identifies and invests in leading *social entrepreneurs* -- individuals with innovative and practical ideas for solving social problems. By learning from and collaborating with social entrepreneurs, Ashoka identifies patterns and key levers to help society gain a new framework that enables everyone to become a changemaker.
- [B Lab](#) is a non-profit organization that serves a global movement of people using business as a force for good by granting certified B Corporations, assessing and analyzing corporate impact and promoting innovative corporate structure.
- [Duke Innovation and Entrepreneurship Initiative](#) aims to build upon and extend the strengths of Duke University to create a transformational learning environment to inspire, prepare, and support entrepreneurial leaders and scholars to turn knowledge into action in pursuing innovative solutions to the world’s most pressing problems.
- [EMES International Research Network](#) – EMES is a research network of established university research centers and individual researchers whose goal has been so far to gradually build up an international corpus of theoretical and empirical knowledge, pluralistic in disciplines and methodologies, around our “SE” concepts: social enterprise, social entrepreneurship, social economy, solidarity economy and social innovation.
- [Lee Chin Institute](#) - The Lee-Chin Institute helps business leaders integrate sustainability into business strategy and practices by actively developing and disseminating research, tools and curricula. Currently, our research focuses on three themes: sustainability strategy, social entrepreneurship, and responsible investment.

- [Skoll Foundation](#) drives large-scale change by investing in, connecting, and celebrating social entrepreneurs and innovators who help them solve the world's most pressing problems.
- [Social Enterprise Alliance \(SEA\)](#) has been the champion and key catalyst for the development of the social enterprise sector in the United States.
- [Social Enterprise UK](#) is a leading global authority on social enterprise and the biggest network of social enterprises in the UK. It is also a strategic partner to 6 government departments and have led public policy on social enterprise for 15 years.
- [Social Venture Network](#) is a community of the world's leading social entrepreneurs working together to create transformational innovation, growth and impact.
- [Stanford Social Entrepreneurship Hub](#) is a resource hub that aims to highlights coursework, events, reading lists, funding sources, and legal documents in the social innovation eco-system.

### Case Studies

- Cedar, Jonathan. "How One Startup Developed a Sales Model That Works in Emerging Markets." *Harvard Business Review Digital Articles*, Sept. 2016, pp. 2–10.
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#### **Curricula for an MBA-Level Course on Social Enterprise**

- Creating Value Through Social Innovation and Entrepreneurship (Spring 2015 MBA), Pennsylvania State University
- Research Seminar in International Development: Social Innovation and Entrepreneurship (Fall 2016), McGill University
- Social Entrepreneurship, Based on *Getting Beyond Better: How Social Entrepreneurship Works* (HBR Press 2015), Harvard Business School and Rotman School of Management, University of Toronto
- Topics in Social Entrepreneurship (Spring 2013 MBA), University of California, Davis



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