

Chapter 18

A Qualitative Analysis of Social Entrepreneurship Involving Social Innovation and Intervention

Vera Fernandes

University of Aveiro, Portugal

António Carrizo Moreira

University of Aveiro, Portugal

Ana Isabel Daniel

University of Aveiro, Portugal

ABSTRACT

Social entrepreneurship is emerging as an innovative approach for dealing with complex social and environmental needs, and is an important lever for the development of a sustainable society. Social entrepreneurship and related concepts have had a growing attention in the academy, giving rise to dissimilar approaches in the United States of America and in Western Europe. Despite the importance of the Third Sector in Portugal, it has been difficult to set ideal definitions for social entrepreneurship, social entrepreneur and social enterprises. By means of a qualitative study involving four Portuguese social ventures, this chapter identifies contemporary socio-cultural and economic factors that foster social innovation and intervention in Portugal, and contributes to understand the role of social entrepreneur in this context.

INTRODUCTION

Social entrepreneurship is emerging as an innovative approach of modern societies for dealing with complex social and environmental needs. As social and economic conditions are constantly changing – and calling for intervention – the opportunities to innovate and become socially active arise in the business

DOI: 10.4018/978-1-5225-1978-2.ch018

arena, in civil society, within non-governmental organizations, or even at government level (Murray, Caulier-Grice, & Mulgan, 2010).

In Portugal, the challenges faced over the last 40 years led civil society, governing bodies and Third Sector organizations to develop stronger efforts regarding societal and environmental issues. With the accession of Portugal to the European Union in 1986, a period of economic stability is established and social policies are implemented more in line with European Union standards. However, with recent economic hardship the Portuguese economy went through, the progressive downsizing in the provision of social services by the state has also been a key player in the triggering of such initiatives. Nonetheless, 'social innovation', 'social economy', 'social entrepreneurship' or 'social enterprises' are yet foreign topics for many in Portugal, especially in what conceptualization is concerned.

Whilst innovation is instinctively connected to technology-based innovation, social entrepreneurship initiatives provide solutions to pressing societal needs that technology, by itself, cannot resolve. This novel form of social innovation and intervention can manifest itself in many different ways to respond to varied phenomena. It may be a product, a process or a technology, a principle, an idea, a law, a social movement, an intervention or a combination of the former ways, among others (Social Innovation eXchange, 2010).

Thus, social entrepreneurship presents itself as a new paradigm of social innovation and intervention, a different way of addressing social risks, where everyone participates actively and may become an agent of change (Michela, Robert, & James, 2010). The fact that anyone can be this Schumpeterian agent that triggers change, either individually or in-groups, is also a hallmark of social innovation. The ability to change and innovate is not in the hands of a minority, but available to all, and the information and communication technologies have made people more alert and reactive to societal needs and more easily empowered.

It is in this context of social empowerment that a new generation of entrepreneurs has emerged, driven by innovators who are using market-based approaches to solve social problems, fostering the expansion of the social entrepreneurship phenomenon. Social entrepreneurship is, thus, emerging as an innovative approach for dealing with complex social and environmental needs in order to contribute to a sustainable development of societies (CASE, 2008). Research on social entrepreneurship is generally phenomenon-driven and one can consider it is still at its infancy (Dees, 2001). Nonetheless, the growing attention in the last years paid to social entrepreneurship from an academic point of view gave rise to dissimilar approaches in the contexts of the United States of America and Western Europe (Defourny & Nyssens, 2010). Thus, it is essential to understand the basic concepts and propose ideal-type definitions for social entrepreneurship, social entrepreneur, and social enterprise adapted to the Portuguese reality, where most initiatives, by tradition, are in the Third Sector.

International theoretical frameworks may not fit perfectly to national context, due to differences in political, regulatory and historical perspectives. However, the understanding of contemporary socio-cultural and economic factors that foster the need for both social innovation and intervention in modern societies, as well the focus on the themes of mission, impact, processes and sustainability within the social entrepreneurship initiatives, may contribute to the setting of a new research field within entrepreneurship. The main aim of this chapter is to contribute to the social entrepreneurship body of research and to the identification of contemporary socio-cultural and economic factors that foster social innovation and intervention in Portugal, by means of a qualitative study involving four social ventures. Its main goals are to:

- Explore the adequacy of current international definitions and theoretical approaches to social entrepreneurship regarding the Portuguese reality;
- Contribute to raise awareness and visibility of the distinctive characteristics and outputs of social enterprises;
- Identify facilitators, obstacles and other environmental factors that may interfere with the social venture, which may positively contribute to sustain and better promote the development of social enterprises in smart cities;
- Contribute to a better understanding of the impact of the current economic and social crises in the development of social enterprises, mainly regarding sustainability and social impact.

SOCIAL ENTREPRENEURSHIP

The growing interest for social entrepreneurship derives from economic, political, and social unbalances occurring in society creating, on one hand, problems that demand innovative solutions and, on the other hand, fostering opportunities and solutions to solve those problems (Hoogendoorn, Pennings, & Thurik, 2010). State and philanthropic efforts are not able to provide adequate and timely answers to growing societal needs. Furthermore, the competition for the available funds has increased over the years with the successive downsizing of government sponsorship. This need to self-fund organizations led nonprofit leaders to develop a pro-business mindset, ambition and marketing skills, adopting entrepreneurial attitudes and ultimately setting a different landscape of innovative institutions operating within the Third Sector (European Commission, 2003).

Social entrepreneurship blurs the boundaries between the for-profit and the non-for-profit sectors (CASE, 2008). Moreover, attempts to define it tend to engage first by the definition of what entrepreneurship is and what may be ‘social’ within entrepreneurship. Although entrepreneurship, even if not socially-oriented, “brings about social value by nature, e.g. in creating employment” (Bacq & Janssen, 2011, p. 376), social entrepreneurship has distinctive features that enable its distinction from commercial entrepreneurship (Santos, 2009). The mission, processes, and potential impact are key elements that allow this distinction. Firstly, the social entrepreneur, either individual or in-groups, is driven almost blindly by the mission of changing the world in some aspect, preferentially at larger scale. Martin and Osberg (2007, p. 70) reinforce the idea that “the social entrepreneur aims for value in the form of large-scale, transformational benefit that accrues either to a significant segment of society or to society at large.” Thus, the alma mater of social entrepreneurship relies in the efforts done to achieve a better future for a neglected group and ideally for society in general (Martin & Osberg, 2007). Secondly, the way individuals or organizations pursue their social goals is also distinctive. Adopted efforts, and processes must be innovative, appealing, and efficient taking advantage of market skills to promote social change (Certo & Miller, 2008). Thirdly, another important aspect of social entrepreneurship is the impact, which is expected to be systemic and provoke a tangible change of old models and methods. Ideally, it breaks patterns on a wide-scale, leading to a better solution to old problems.

As Mair and Martí (2006, p. 36) state, social entrepreneurship is “still largely phenomenon-driven”, as entrepreneurship has been in its early days, but the scenario is changing (Peredo & McLean, 2006; Martin & Osberg, 2007; Dacin et al., 2011). Several authors have been trying to come up with an integrated definition for social entrepreneurship, but no universally accepted version has been issued, as social entrepreneurship “in addition to innovative not-for-profit ventures (...) can include social purpose

business ventures, such as for-profit community development banks, and hybrid organizations mixing not-for-profit and for-profit elements” (Dees, 2001, p. 1). “Social entrepreneurship may be expressed in a vast array of economic, educational, research, welfare, social and spiritual activities engaged in by various organizations” (Weerawardena & Mort, 2006, p. 22), i.e. the term became so inclusive that wide-ranging beneficial activities, as charities or corporate responsibility may fit under its umbrella, what may constitute a problem for ‘real’ social and entrepreneurial efforts.

Boundaries are complex, though. Researchers from different disciplinary and geographical origins have followed different approaches (Alvord, 2004; Bacq & Janssen, 2011; Dees & Anderson, 2006). On the other hand, Smith and Stevens (2010) identified different typologies of social entrepreneurship, while Dave and Woods (2005) try to evaluate how the academic and theoretical approach differs from the practitioners’ *modus operandi*. Most authors have coalesced around the notion that social entrepreneurship involves the pursuing of opportunities to catalyze social change (Mair & Martí, 2006), social value creation (Dees, 2001), new social equilibrium (Martin & Osberg, 2007) achieved through innovative approaches (Skoll, 2012).

Although being a worldwide phenomenon, space and context gave rise to different approaches, probably related to the different conceptions of capitalism and the government’s role on each side of the Atlantic (Hoogendoorn et al., 2010). Nevertheless, within each continent and in the same context, differences emerge (Bacq & Janssen, 2011). Dees and Anderson (2006) identified in the US two different schools: the American Social Enterprise School and the American Social Innovation School.

The American Social Enterprise School focuses on income generation when conducting a social mission. The growing interest of non-profit organizations for new financial sources, other than grants and subsidies, motivated the creation of this movement (Hoogendoorn et al., 2010). This school focuses on the generation of “earned-income” to serve a social mission, blurring the lines between business and social sectors. Differently, the American Social Innovation School focuses on the establishment of new and better ways to address social problems or to meet social needs (Bacq & Janssen, 2011). By identifying and exploiting an opportunity innovatively, the social entrepreneur satisfies a social need and is an activist of social change. This school focuses on the individual, not on the organizational structure (non-for-profit or for-profit) and often incorporates themes effecting large scale, and social systemic change (Pritha, 2007).

According to Dees and Anderson (2006), the intersection of these two schools is of major importance to further developments in this field. They merge both paths and define “enterprising social innovation” as carrying out innovations that blend methods from the worlds of business and philanthropy to create social value that is sustainable and has the potential for large-scale impact.

In Europe, theoretical approaches have been mainly devoted to the concept of ‘social enterprise’, very focused on EMES research outcomes (Defourny & Nyssens, 2008; 2010), a research network of established university research centers and individual researchers, named after its first research program on “the emergence of social enterprises in Europe”. EMES has studied different European national realities in the period 1996-2000 describing social enterprises as organizations providing goods and services related to their explicit aim of benefitting community, which are initiated by a group of citizens with limited material interest in terms of capital. Also, they rely on a collective dynamics involving various types of stakeholders in their governing bodies and treasure their autonomy. Rather than concluding on a single definition, EMES used indicators to frame such ventures and set boundaries for the “galaxy of social enterprises”, to provide a conceptual characterization of an “ideal-type” social enterprise (Defourny

& Nyssens, 2008). Generally, EMES social enterprises consist of associations, co-operatives, mutual organizations, and foundations very much concentrated on the Third Sector domain.

Notwithstanding the broadness of EMES definition, the UK approach is distinct. The initiative to foster social enterprises had origins in the government itself, by promoting active “partnerships between civil society, the public sector, and the private sector” (Hoogendoorn et al., 2010). Institutions have been set to promote the establishment of social enterprises, which were defined as being comprised of “businesses with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or the community, rather than being driven by the need to maximize profits for shareholders and owners” (Hoogendoorn et al., 2010, p. 9). They were given a special legal form, the “Community Interest Companies,” subject to a limited distribution of profit and can be promoted by individuals, groups of citizens or by legal entities. In contrast to the EMES approach, the goods and services provided can be related, unrelated or central to the venture’s mission, but must be traded within the market.

In sum, whereas in the American Social Innovation School the entrepreneur is highlighted, in all other three approaches the perspective is much more focused on the organization. Two main commonalities must be highlighted: the emphasis on the creation of social value and the existence of earned income to sustain and develop company’s mission.

Retrieving the best of each school and following contemporary trends, social entrepreneurship may be defined as a process that involves the identification of an unmet social need (opportunity) and the gathering of resources to act and resolve the need (social mission) in a sustainable and innovative way, through a business-like approach.

The Social Entrepreneur

One of the most well-known definitions of ‘social entrepreneur’ was proposed by Dees (2001, p. 4) who recognized a social entrepreneurs as:

(...) 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.

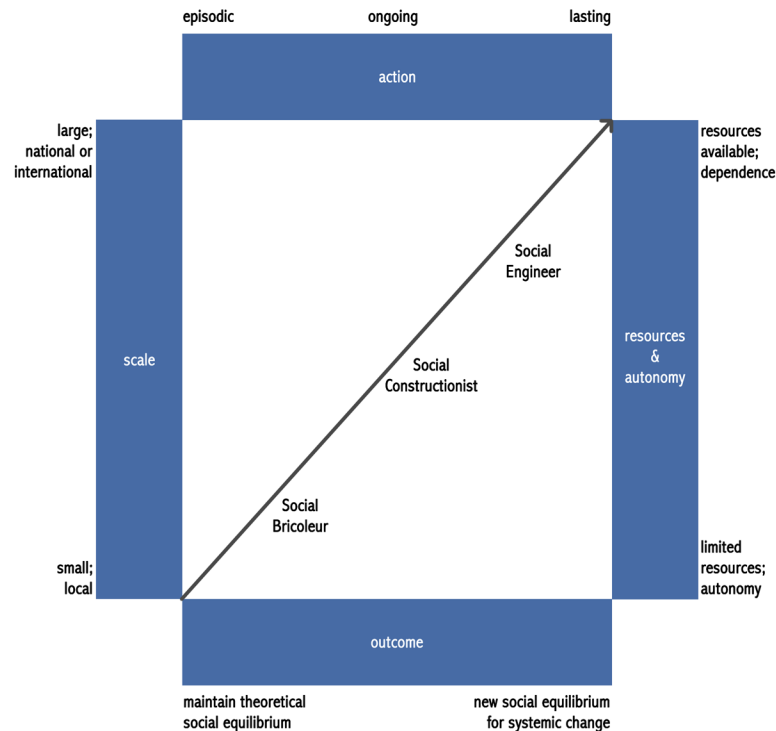
As such, social entrepreneurs can be considered a ‘sub-species’ of the entrepreneurs’ “family”, where the main difference is that social entrepreneurs usually have a vision of something that they would like to solve in the social field, rather than pursuing wealth or fame in the business arena, as social value is the ultimate goal.

Some authors try not to distinguish entrepreneurship from social entrepreneurship, but rather entrepreneur from social entrepreneur (Light, 2005). Social entrepreneurs draw their strengths from collective wisdom and experience, rather than from personal competences and knowledge; they focus on long-term capacity rather than short-term financial gains; their ideas are limited only by their mission; they see profit as a means in people’s service that has to be reinvested in the mission, rather than distributed to shareholders. They engage in a process of continuous innovation, adaptation, and learning, which characterizes their modus operandi (Dees, 2001), but social entrepreneurs “risk their monetary contributions and efforts and mobilize resources for investing in communities without expecting monetary

A Qualitative Analysis of Social Entrepreneurship Involving Social Innovation and Intervention

Figure 1. Types of social entrepreneurs

Source: Own preparation.



returns” (Autar, 2010, p. 705). Furthermore, some personality traits as agreeableness (i.e. the ability to promote social consensus and mutual understanding), the openness, and the conscientiousness have been recognized as key influence factors on potential social entrepreneurship development (Direction, 2011).

Different perspectives, different *modi operandi* and fields of action led to different “types” of social entrepreneurs. Building upon conceptualizations of social entrepreneurship, Zahra, Gedajlovic, Neubaum, & Shulman (2009) suggested three types of social entrepreneurs, namely the *Social Bricoleurs*, *Social Constructionists* and the *Social Engineers*, as Figure 1 depicts.

The *Social Bricoleur* stems from the perspective that “entrepreneurial opportunities can only be discovered and acted upon at a very local level” (Zahra et al., 2009, p. 524). Entrepreneurs possess the tacit knowledge to intervene at specific local situations with the resources available, thus the association to “bricolage”. Their action is autonomous, but limited, as it occurs in a small local scale, intending to solve a specific and episodic situation with limited resources. In view of this, no systemic change or new social equilibrium is targeted, as *social bricoleurs’* actions are marked by a “reliance on readily available resources and improvisation rather than formal planning”, what “sometimes prevents *social bricoleurs* from addressing larger needs and scaling up their operations or expanding geographically” (Zahra et al., 2009, p. 525).

Differently, the *Social Constructionist* builds, launches, and operates ventures to tackle social needs unsatisfactorily addressed by existing institutions. They fill in the social gaps unattended by for-profit businesses or not-for-profit organizations. They match the scale and scope of the social needs, what in some cases may be “quite small, but in many others, the response could be regional, national or even

global in scope” (Zahra et al., 2009, p. 525). Their distinctive capacity (a) to spot and pursue opportunities that generate social wealth, and (b) to innovatively deliver goods and services to that end, turns social constructionists into global agents of change, as they are able to develop systemized scalable solutions to meet emergent needs, solutions that can be transferred to other social contexts.

The Social Engineer identifies systemic problems within the social systems and tries to address them by bringing about revolutionary change. Moved by innovation, they destroy dated systems, structures, and processes in order to replace them by newer, more efficient ones. Thus, it is easy to understand that social engineers are a strong change element that can profoundly impact society, as “the revolutionary and ideological nature of the reforms they introduce are usually a threat to the interests of established institutions, and are sometimes seen as subversive and illegitimate” (Zahra et al., 2009, p. 526).

Regardless of such typologies, some characteristics are common to social entrepreneurs. They have to meet the entrepreneurial condition and be innovators and pioneers, dealing with resistance to change. They adopt novel approaches and form social partnerships and cooperation networks. They engage in economic activities, produce goods, provide social and health services or pursue various societal objectives that contribute to the development of society in general or of local communities. The major objective is not connected to material gains to add to their assets; profits are, in principle, (re)invested in the enterprise. Social entrepreneurs mobilize their creative and managerial skills to react positively to social needs, actively and innovatively, not neglecting the sustainable character of their ventures. The social entrepreneur is a person who seeks sustainable and impactful change through pattern-breaking ideas to address significant social or environmental problems, either focusing at local, national or global level, adopting both a social- and business-oriented strategy and ensuring sustainability to the social mission and impact envisaged.

The Social Enterprise

The increasing number and impact of social enterprises, as well their role in welfare provision, environmental issues and in helping restoring post crisis economic activity is recognized in many studies (Dart, 2004; Thompson & Doherty, 2006; Michael, 2008; Nicholls, 2009; Teasdale, 2010; Defourny & Nyssens, 2010; Wilson & Post, 2011; Teasdale, Lyon, & Baldock, 2013). Yet it is still a difficult task to theorize on social enterprising (Nicholls, 2009).

For many years, the terms social entrepreneurship, social enterprise, and social capitalism were used interchangeably to describe revenue-generating activity on behalf of a social mission (Light, 2008). As a result, most of the organizations or initiatives promoted by social entrepreneurs tend to basically be labeled as social enterprises. Thompson and Doherty (2006) studied the diverse world of social enterprises, addressing different “types” of social ventures, profiled according to a basic set of markers. As such, social enterprises must have an underlying “social purpose”, where “assets and wealth” are used to benefit community and where “profits and surpluses are not distributed to shareholders” (Thompson & Doherty, 2006, p. 362). The enterprise is seen as “accountable to both its members and a wider community” and “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” (Thompson & Doherty, 2006, p. 362).

Social enterprises could be described as organizations employing “business solutions to social problems” (Thompson & Doherty, 2006, p. 362). This, though, seems to be an oversimplification of the term. In most countries the lack of a specific legal form to encompass these “social enterprises” dims the application

of the label. Some socially oriented organizations are more likely to remain dependent on government funds, gifts and grants rather than develop true paying customers, as a true social enterprise must foster. In fact, authors contend that if an enterprise does not generate revenues, and depends mostly on grants and subsidies, then it may be only innovative, but not entrepreneurial (Boschee & McClurg, 2003).

The way social enterprises are legally constituted and financed are critical issues that reflect both distinct socio-economic contexts and the conceptions of social enterprise both in the US and in Europe (Defourny & Nyssens, 2010). To Mair and Martí (2006), however, the important element is the entrepreneurial attitude that fosters social initiatives with an entrepreneurial character. From this point of view, it is easy to understand the hybridity in the organizational forms and their flexibility towards market needs, and available resources. They can be independent; generate profit, employ people and/or hire volunteers, as well as adopt innovative strategies in their pursuit of social change.

If economic benefits are created, these should ideally be reinvested in the social mission, but this is not mandatory. In the end, only the social added value is important.

In Europe, historical developments have led to legal frameworks for enterprises with significant differences across member States, leading to a situation in which most types of social enterprises are not recognized by a legal framework at European level, but only at national level in some member States (Dees & Anderson, 2006). Open-model legal frameworks exist nowadays across Europe, as in Belgium, Italy and United Kingdom, among other countries. Within the EMES approach, social enterprises may combine revenues from sales or fees with public subsidies linked to their social mission and private donations and/or volunteering, and an “ideal-type” social enterprise that comprises the following indicators (I) to reflect both the economic and entrepreneurial dimensions of social enterprises is idealized:

I1: A continuous activity producing goods and/or selling services.

I2: A high degree of autonomy.

I3: A significant level of economic risk.

I4: A minimum amount of paid work.

As for the social dimensions of such enterprises, the following indicators have been provided:

I5: An explicit aim to benefit the community.

I6: An initiative launched by a group of citizens.

I7: A decision-making power not based on capital ownership.

I8: A participatory nature, which involves various parties affected by the activity.

I9: A limited profit distribution.

With these indicators, the authors aimed at providing governments, scholars and users with criteria and indicators to position an organization within the “galaxy” of social enterprises (Defourny & Nyssens, 2008).

Regarding Portugal, the provision of social services has been, for years, mainly promoted within the Third Sector and supported by the government, by means of the so called Private Institutions for Social Solidarity, by church-related charitable organizations or by families, which still play a central role as providers of social assistance (Defourny & Nyssens, 2008). In short, a social enterprise to this context can take any legal form, but it has to pursue a social objective to improve a given social condition (social mission), in an systemic and impactful way (impact creation), and by merging social and commercial

methods (business-like approach) while at the same time testing creative ways (innovative operational approaches) to mobilize resources, and to generate revenues, other than government funds (sustainability).

METHOD

A preliminary consultation to key social actors actually operating within the Third Sector and the analysis of secondary sources of information allowed an exploratory analysis at the first stage, where organizations were sought to illustrate the Portuguese reality at the time, considering their hybrid mission (both social and business oriented), as well as their potential social impact. The methodology used to carry out this study was explorative, based in the case studies' qualitative data, collected from semi-structured interviews, conducted, between June and July 2012, and available information on media. Deriving from the state-of-the-art review, frameworks adopted and specificities of the Portuguese scenario, questions were formulated and the guide for the interview comprised 10 major sets of questions, namely 1) Characterization of the organization; 2) Mission & Vision, 3) The entrepreneur, 4) Human resources, 5) Organization & Management, 6) Business strategy & performance, 7) Finances & Funding, 8) Interest & pressure groups, 9) Academic or business creation Support and 10) Future actions.

SOCIAL ENTREPRENEURSHIP INITIATIVES IN PORTUGAL

The specificities of the Third Sector, the different legal status and broad social focus, the high dependency on government, the historic proclivity of the Catholic Church, and the absence of a dynamic civil society have made it difficult the deployment of social entrepreneurship and the identification of social enterprises (Franco, Sokolowski, Hairel, & Salamon, 2012). However, given the interest in those initiatives that value, simultaneously, social impact, entrepreneurial approach, and sustainability, several cases were chosen to illustrate some potential catalysts for more initiatives.

The selection of the organizations depended on four main vectors that enabled their distinction from other socially-focused organizations, for instance: their independence, the clear social mission, the adoption of a business-like approach and the sustainability focus. The four Portuguese organizations selected, namely two foundations, an association and a co-operative, were created between 1976 and 2011 (Table 1).

ALFA's mission is to create an interface between business and social economy organizations, encouraging the first to incorporate social responsibility in their culture. The founders aim at using market tools and strategies to serve this social cause, to give support to minorities and empower them to act, leading businessmen to pay attention for a double-line objective: profit and social benefit. The identification of this social need for more socially responsible organizations derived from the founders' former experiences as volunteers in different organizations and their academic backgrounds. By creating the interface between business and social economy organizations, this cooperative contributes to solving social problems and make companies and social organizations walk *pari passu* (i.e. on equal footing).

BETA is a foundation created by Oporto's City Council. The mission is to "promote social inclusion and cohesion" within the Oporto area and their vision is to be recognized as an institution that, directly or indirectly, identifies and solves the problems of Oporto's citizens. The work is centered in the development of various projects and initiatives that contribute to improve the citizen's life quality and to provide a range of infrastructural resources open to the city. Being an affiliate of Oporto City Council is a great

Table 1. Selected organizations

Organization	Year of Creation	Legal Status	Localization	Legal Form/Sector
ALFA	2011	Cooperative	Oporto	Second and Third Sector
BETA	2009	Foundation	Oporto	Third Sector
DELTA	1976	Association	Coimbra	Third Sector
SIGMA	2006	Foundation	Aveiro	Third Sector

competitive advantage as well as the effective citizens' recognition of the high degree of efficiency in the solution of problems in which it intervenes. In terms of funding, the foundation receives near 70% of the budget from the city council. This search for new forms of financing is a constant concern in order to guarantee and promote the sustainability of the foundation, either by obtaining its own revenue, whose percentage is intended to raise, through sponsorships or by the undertaking of sponsorship contracts, or by rendering services as training, lodging, rooming, and infrastructures renting.

Working under the motto "Equal People, Different Products", DELTA is a non-profit social solidarity private organization, founded in 1976 by a group of parents and a social assistant, with the objective of contributing to the effective inclusion of people with disabilities and other special needs. The mission of DELTA is to perform actively, sustainably, and entrepreneurially in the rehabilitation and in the promotion of citizenship and quality of life, believing in the human potential in difference. This entrepreneurial-type mission may also be decoded in the vision of the association, as it aims at being a sustainable organization that guarantees respect for the difference and equality of opportunity for all. Since its foundation, DELTA's action has been guided by the promotion of social inclusion and professional development of the users (ca. 430 currently sharing one or more social facilities), through targeted intervention, working side by side with public and private organizations, in a cooperative, open, and complementary way.

The SIGMA Foundation is a privately funded non-for-profit organization of public utility, established in 2006 to ensure the operation of an Affections Village, open since 2009, which was designed by the founder to be a place where "anyone, of any age, may try emotions, discover the paths, even if only a small one, to reach the hearts of others and the heart of themselves." The foundation aims to develop and implement the underlying principle: education by (and for) the affections, which is rooted solely in the work of the founder.

Doctor, professor and author of books, games for affections, thematic spaces and collections with her own publisher, the founder has been conducting, for twenty years, pioneering work centered on the theme of affection. She put all her efforts in the building of the place with determination and goodwill. Financial problems are reported, as the foundation revenues and the investment of the founder were not enough to build and give form to the project, and currently do not cover all expenses either, jeopardizing the continuity and sustainability of the foundation.

In order to characterize these organizations and to label them as social enterprises, it was important to learn about environmental factors and facilitators that contributed to their creation, as well as about obstacles to their existence.

Environmental factors are of extreme importance to create the opportunity to act and may determine the success of the venture. Regarding the main environmental factors, general sustainability demands created the impetus to act in the founders of ALFA. The need to concentrate all social efforts gave strength to the

A Qualitative Analysis of Social Entrepreneurship Involving Social Innovation and Intervention

Table 2. Environmental factors, facilitators, and obstacles

Organization	Environmental Factors	Facilitators	Obstacles
ALFA	<ul style="list-style-type: none"> • Economic crisis • Current need for organizations to be socially responsible; • General sustainability demands in all domains of society; • Growing awareness of social needs and impetus to act. 	<ul style="list-style-type: none"> • Incubation period at a university incubator • Social contest monetary prize • Incubator business network • Counseling and guidance from university professors and senior managers at a university incubator 	<ul style="list-style-type: none"> • Differences in the conceptualization of social responsibility; • Resistance to change and to integrate novel forms of management
BETA	<ul style="list-style-type: none"> • Economic crisis • Increasing social needs • Disperse social efforts 	<ul style="list-style-type: none"> • Affiliate of Oporto City Council • Resilience and sensibility of the city mayor to the social cause 	<ul style="list-style-type: none"> • Culture of assistentialism • Downsizing in funding • Lack of articulation in the social network
DELTA	Need to assist people with disability	<ul style="list-style-type: none"> • Problem shared by many local parents. • Raising awareness to the theme 	<ul style="list-style-type: none"> • Downsizing in funding • Conceived idea of people with disability
SIGMA	<ul style="list-style-type: none"> • Increasing need for affections • Necessary shift in social paradigms • Economic crisis 	<ul style="list-style-type: none"> • First initiative of the kind in Portugal • Innovative approach 	<ul style="list-style-type: none"> • Lack of funding • Lack of awareness and sensibility to the theme of affections • Family budget constraints

creation of BETA, as a result of the concentration of dispersed efforts. In the case of DELTA, the main environmental factor leading to its foundation was the need to create the perfect place and environment to assist people with disabilities. Regarding Foundation SIGMA, one can also associate the economic crisis as leading to its creation, although not as pivotal as in other situations.

Regarding facilitators, the most important for ALFA has been the neighboring academic and entrepreneurial environment. The fact that ALFA won a contest launched by a Portuguese university provided them with the opportunity to grow in the university social incubator, with access to the business network and benefitting from the support, counseling and guidance from professors and senior managers. In the case of BETA, the main facilitator is the umbilical connection to the Oporto city Council. Parents sharing the same concerns have been identified as the main facilitator of the creation of DELTA, so that their children could have a proper place to learn a trade and learn how to live and outlive with a disability, where physical treatment could be appropriate and directed towards the needs of people with any kind of disability. The innovative approach in the area of affections was pointed out as the main facilitator for the creation of the Affections Village and the foundation.

As for obstacles in the case of ALFA, these are related mainly to the differences in the conceptualization of social responsibility. It is a novel theme for some companies and its introduction in the management and leadership of a company is difficult, facing resistance to change and to integrate these novel forms of social awareness and responsibility. Besides the downsizing in funding, which obliges to some additional efforts, one of the main obstacles referred by BETA was the existing culture of assistentialism in the Portuguese society. For DELTA, the main obstacles to its proper functioning are the downsizing in funding and the decreasing sales as a result of the economic crisis Portugal went through. However, the conceived idea of people with disability is also a permanent obstacle to fight back, since the creation

Generally speaking, the four cases presented have been created to respond to a societal need, i.e. have a social mission, but employ (or try to) business-like strategies to achieve sustainability and depend less on donations or subsidies, recognizing that it is vital in current days.

The entrepreneur and the venture profiles are crucial to further analyze these initiatives. Firstly, the entrepreneurs' profile may determine the large-scale impact of the organization and his/her classification as social *bricoleur*, social constructionist or social engineer. Secondly, an ideal-type social enterprise is proposed and verified, developing herein a characterization framework that sets no strict boundaries and potentially applicable to the Portuguese scenario. The basic assumption is that a sustainable enterprise is more efficient in accomplishing its mission than a company that strives for survival. Therefore, this ideal-type social enterprise proposed in Figure 2 sets the mission as the central vector, establishes relations between processes and sustainability, sustainability, and social impact and processes and social impact.

Classification of Initiatives Regarding Type of Entrepreneur

Personal profile and academic background of the entrepreneur may play here a major role. All responsible members interviewed are female and are highly qualified (Table 3).

The long experience of serving social causes, their sensibility and willingness complemented by a master in social economy, provided ALFA founders with the skills necessary to lead this venture. In the case of Foundation BETA, the executive director has developed throughout her professional career alertness to social causes. Her determination and strategy may lead the institution to a higher degree of autonomy, without losing focus on the social mission. The executive directors for management and rehabilitation at DELTA highlight that the institution always looks for the best practices in inclusion and rehabilitation, but at the same time strives continuously for sustainability. In the case of SIGMA, the medical career raised in the author a sense of alertness to the importance of feeling, as many current health problems may derive from the lack of affection in our daily lives. As a writer, she has been devoted to this theme for years, but always envisaged the creation of the Affections Village, a park to value and learn affections.

As provided previously in Figure 1, the three types of social entrepreneurs, namely the social *bricoleurs*, social constructionists and the social engineers (Zahra et al., 2009) allow us to understand some differences and place the founders under the large umbrella of social entrepreneurs, according to the scale, action, outcome and resources, and autonomy demonstrated.

Foundation BETA represents the Social Bricoleur, as it possesses the tacit knowledge to intervene at a specific local situation, in the case Oporto, with the resources made available by the council and with some self-income. By following an activity plan approved by the council, the foundation's action is autonomous, but limited. The scale is local and the resources controlled, so their action is limited in time and broadness, and the ultimate goal is not to create a new social equilibrium, but to maintain it, which will ultimately contribute to the harmonizing of social needs.

DELTA, the Social Constructionist, was created to respond to a social need no one addressed at that time. Their alertness derived from their own experience as parents of children with disability, so the incentive to address this social gap was enormous. The director of DELTA for almost 20 years contributed enormously for the sustainability and credibility of the institution. He was the social constructionist behind DELTA and employees and friends of the institution still share his vision. His capacity to learn, adopt new management skills in the rehabilitation field and innovative strategies to deliver goods and services to the community generated social wealth and sustainability to the institution. His management

model could be easily transferred to other social contexts. The scale of DELTA is local, but the organization is large and complex. Resources must be carefully handled, as there are considerable resources and staffing needs. The action is limited to the governmental funding and to the self-income capabilities, and the ultimate goal is not to create a new social equilibrium, but to provide the best life quality to the people with disability.

ALFA and SIGMA fit both in the Social Engineer typology, although with some differences. The systemic problem within the social systems targeted by ALFA is the lack of social responsibility in companies, which is quite different from the lack of affections focused by SIGMA. Despite the differences in the object, the mission is to replace old models of dealing with social responsibility and affections by newer and more efficient ones. The Schumpeterian change element held by both institutions has the power to profoundly impact and influence society. Due to this substantial objective and scale of action, especially in the case of SIGMA Foundation, resources are hard to achieve and may impose limits to the autonomy and action of the entrepreneur, as no funding has been obtained. The scale of both institutions may be national, or even international, and the ultimate goal is to create a new social equilibrium, where companies recognize the values of social responsibility and society the value of affections.

Regardless of the differences in the scale, action, outcome and resources & autonomy, all interviewees demonstrated the willingness and capacity to deal with a social problem or need with an innovative approach, by adopting novel strategies, breaking with tradition, inertia and aversion to risk. They are social and business-oriented and are aware of the importance of social partnerships and cooperation networks to reach their goals. They engage in economic activities to reach social goals, produce goods and render services, aiming at the development of local communities, groups, etc. or society in general.

Classification of Initiatives by Ideal-Type Social Enterprise Framework

Aiming at providing a comparative analysis of social entrepreneurship initiatives in Portugal, four vectors were established, i.e. mission, impact, processes and sustainability, as previously shown in Figure 2. This framework was developed with indicators and descriptors in each vector, based on the literature revision and matching with the EMES indicators as basis. The mission has been set as the central vector and relations between processes and sustainability, sustainability and social impact and processes and social impact were established.

As previously verified, the mission of these organizations reflects a double paradigm or hybrid form, i.e. social and business-oriented. However, characteristics and *modi operandi* of the organizations BETA and DELTA are similar, aiming at promoting social and professional integration through the employment of disadvantage or disabled people. In turn, the mission of SIGMA is to “develop and implement the underlying principle: education by (and for) the affections.

The explicit social aim is to benefit community, by offering the possibility to learn more and value affections in people’s lives. The mission of ALFA reflects a more proactive and business-oriented perspective, as the objective is to “create an interface between business and social economy organizations, encouraging the first to incorporate social responsibility in their culture”, by applying a business model to the socially-oriented idea.

The fact that BETA and DELTA depend largely on governmental support distinguishes them from ALFA and SIGMA, which have no subsidies or financial support. Although the first two organizations have their activity mainly supported by governmental subsidies or donations, the obtained revenues percentages around 30 and 40% of revenues in the case of BETA and DELTA are to be highly treasured

A Qualitative Analysis of Social Entrepreneurship Involving Social Innovation and Intervention

in the Portuguese scenario. The point to highlight here is that DELTA has always pursued this double objective and it is reflected in the mission statement as well, i.e. the social intervention and the organization sustainability.

The processes adopted seek to support sustainability, to fulfill the mission, and to create social impact. These organizations are not immune to the economic crisis Portugal was going through. As societal needs grow up every day, their sustainability may be at risk with the decrease of government support. However, socially oriented initiatives fueled with social focus and social sustainability. As such, DELTA has always acted actively, sustainably, and entrepreneurially sets the difference to other rehabilitation institutions and is reflected in the organization's daily actions and habits. Several services were thought and created to respond to the local community needs and this became a win-win situation.

ALFA and Foundation SIGMA must endure without governmental direct support. The continuous production of goods or provision of services to the community provides the revenues to their existence and guarantees the independency and autonomy of decision. At the moment of the interview, ALFA had no fixed monthly expenses, but aimed to be completely autonomous and self-sustainable. The financial risk involved in ALFA is low when compared to the risky venture of the creator of SIGMA, as personal patrimony is involved and bank might be at stake. The activities of the publisher, the visitors' fees to the Affections Village and all services and products available to community may not be enough to guarantee long-term sustainability of the foundation, as a gross amount was invested in the acquisition and building of the thematic park. The foundation activities imply permanent costs with maintenance, human resources, raw materials and acquisition of services. Sustainability depends fundamentally on the creative owner, who conceived, created and manages the foundation. Thus, the foundation and the decision-making processes benefit from autonomy, but are concentrated on the social entrepreneur.

Although funded by government and other sources, Foundation BETA and DELTA share a high degree of autonomy to develop and implement other funding schemes, enabling the sustainability and enhancement of their activities (I2). ALFA, DELTA and SIGMA are continuously providing services or selling of goods to be able to provide for their objectives. ALFA focuses on a single business area (corporate social responsibility), DELTA provides services and goods to varied areas (physiatrist, laundry, gardening, boxes, cards, pottery, etc.) and SIGMA provides services and goods (therapy, books, games, etc.) in the umbrella area of affections. Unattended social gaps are permanently dealt with by such initiatives. In the case of BETA, the rendering of services is more sporadic and the production of goods is scarce. Workshops, expositions, room renting are some examples of the services rendered, but not on a permanent basis. In summary, all initiatives have a social core (I6) regardless of the form and labeling of each initiative. All envisage benefiting community, bringing about with the social venture more quality of life to the target public and general society, which may bring about social and economic prosperity to the target community (I5), as well as to empower each of the target groups. Ultimately, those organizations have the capacity to influence and empower locals to act socially (I8) by giving all the power to intervene and to participate on decision-making and management of the organization.

A networking and volunteering network (I4) is also helpful in the downsizing of dependency on funds or donors, as on the one hand, it reduces the requirement of human resources and lowers the economic risk, and, on the other hand, it is also empowering and creating the social impact foreseen. ALFA and Foundation SIGMA have not yet recruited volunteers, as the need has not been felt so far. However, it is being under consideration in the future, as the level of economic risk is higher for them. The economic risk in BETA and DELTA is minor, as a large percentage of income is provided by funds.

The existence of this non-paid work is very helpful for a sustainable achievement of the social enterprise. The sustainability pillar is currently essential for any venture, and four (out of nine) EMES indicators reflect such importance. Although all cases strive for a higher proportion of earned income, the analysis of the relationships between processes and sustainability, sustainability and social impact, and processes and social impact can provide some insights regarding the ability of these institutions to pursue their mission and boost their impact in the future.

Foundation BETA is very dependent on the funds and orientation provided by the city council. This is unlikely to change, as the council has been an important stakeholder since its foundation. It acts as a social service provider of Oporto city and the executive director is the social *bricoleur* that manages and conciliates efforts to achieve the social effects intended to provoke. Thus, it has a limited autonomy regarding its operational and investment strategy.

DELTA possesses intrinsic characteristics of social entrepreneurship, ever since its origins. The development of a business strategy allied to the social aim represents perfectly the ideal matching of social and economic activity. However, based on the specific line of activity and target segment, it is impossible for the association to run their everyday actions without governmental support.

ALFA is a well-funded project, with a social and business oriented strategy, founded by socially aware young entrepreneurs. In light of this framework, ALFA is a young social enterprise, which will certainly develop their work in a sustainable way, providing society with solutions to existing needs and empowering others to act socially as well.

SIGMA is the most entrepreneurial institution, in an innovative area that is the dream and personal effort of a social entrepreneur. The lack of funding may origin some sustainability issues, but provides the foundation with autonomy of decision and action. It is expected, however, that with time, the theme of affections will be given more attention. The focus on affections will certainly provide the foundation with the necessary income to ensure its sustainability and future action.

One of the most extraordinary effects of social initiatives is the capability to empower, and to influence others, leading social ventures and society to act and to recognize the importance of being socially active. To create social impact, either by influencing or empowering others to act, or by creating the necessary conditions for social prosperity in unfavorable situations is a *sine qua non* condition for social enterprises.

CONCLUSION

In the Portuguese context, several entities operating in the Third Sector, as co-operatives, mutual societies, associations and foundations, as well as voluntary non-profit entities self-entitle themselves as 'social enterprises'. However, not all organizations fit in the definition of "social enterprises", despite their important contribution to counteract social inequalities.

In harmony with the Portuguese reality, the term 'social enterprise' was not literally interpreted and was enlarged to social initiatives that envisage social aims and sustainability. The difficulty in the conceptualization and distinction of such initiatives was corroborated when testing the framework used by Zahra et al. (2010) and for the classification of social enterprises by means of the ideal-type social enterprise framework. Although models may seem, in theory, very easy to apply, the fact is that social concepts and fields of action are not easily separated as the practices of the real-world do not always fit the conceptual models.

A Qualitative Analysis of Social Entrepreneurship Involving Social Innovation and Intervention

The role of social entrepreneurs, although vital for the society, is still largely ignored. The positive impact of entrepreneurs providing for social needs and their unique contribution to sustainable economic and social development goals should be recognized, notwithstanding the scale of action and impact created.

The social *bricoleur*, as represented in BETA, is a social entrepreneur who seeks to change his ecosystem. It may not be a systemic or replicable change, but again, how scalable can social entrepreneurship be? The social constructionist identifies the opportunity for action and puts all her/his efforts in order to solve the problem identified, even if it means operating large ventures and depending on funds and external resources. Does this make her/him less a social entrepreneur, due to the funding orientation? The social engineer holds the Schumpeterian perspective, but must all social entrepreneurs focus on large-scale and systemic change? Some problems and societal needs do not ask for a social engineer, but for a social *bricoleur* or a constructionist, as they are regionally-based or sporadic.

Regarding autonomy, BETA and DELTA can hardly be completely autonomous due to their core field of action, which influence their capacity to become completely sustainable. Understanding how the field of action or the attended societal needs may limit their long term sustainability is vital to understand how social enterprises can intervene without jeopardizing its survival.

It is interesting to substantiate that the social mission, form, and adoption of some business-oriented measures may not be sufficient for an institution to be classified as a social enterprise. For instance, Foundation BETA lacks the autonomy, a broader impact area, and sustainability is not possible without public support. Despite their mindset and efforts towards autonomy and sustainability, for DELTA it is impossible to run the everyday support without governmental funds. In light of this framework, ALFA is a young social enterprise, which will certainly develop their work in a sustainable way, providing society with solutions to existing needs and empowering others to act socially as well. SIGMA is the institution that most resembles a social enterprise, according to the definition adopted. However, the lack of funding and sizable revenues, and a poor marketing strategy may jeopardize sustainability.

One can conclude that some social entrepreneurs make the difference in such organizations. Some of them are able to lead employees to share their vision and mission and to create a true organizational culture. The professional management of social initiatives allows the organization to achieve financial viability. However, if the social mission is to be seriously deployed, strategists with business skills, and marketing orientation are still necessary to provide the organization with efficient tools to provide long-term sustainable social services.

It was also possible to conclude that the environment contributes greatly to the development of social enterprises. The access to incubators and the partnership with the university were determinant for ALFA and created the perfect conditions for its launching. The access to funding capital is eased and the contact with the network of the university provided ALFA with a large portfolio of potential clients. The lack of articulation in the city social network and the sensibility of the city mayor to the social cause were the environmental facts leading to the Foundation BETA. The creation of DELTA answered to local problems, fostered by the lack of answers in society for parents with disabled children. The awareness and sensibility to the theme of affections led to the creation of Foundation SIGMA.

Two major concerns were put forward by the interviewees: the conceptualization of the social venture and the limited funding.

Differences in the conceptualization and visibility of social responsibility in society, the novelty of the theme, and its difficult introduction within the traditional management and leadership perspectives were mentioned by ALFA, but are applicable to SIGMA as well. The innovative approach of affections in daily lives is also troublesome as families' budget constraints, and economic sustainability tend to

override the importance of fostering family affections. Besides the general limitation of funding, BETA identified the existing culture of assistentialism in Portugal as a major obstacle to social enterprising and DELTA pointed out the conceived idea of people with disability as a permanent obstacle to overcome. One conclusion is clear, despite the social orientation found in the four case studies, the cultural idiosyncrasies in the Portuguese scenario of social enterprises strongly influences the creation, form, and consistency of such initiatives.

Although the concept of social enterprise has been attracting much attention, little guidance has been offered on how to create social businesses. Moreover, despite ever-growing literature on the social enterprises' concept, there is no consensus regarding its definition. Among the overabundance of definitions, three elements stand out: the social mission, the social impact, and the processes adopted. However, the drive for sustainable ventures in the social field, whatever their nature, is an essential fourth element in current days that needs to be inter-connected with the other three.

Profits can always be controversial in social issues, but if rules were created to regulate their application and distribution, the issue could no longer raise doubts. The creation of social enterprises with legally set boundaries, guidelines and indicators could benefit the whole society and become advantageous for all. Furthermore, innovative business model need to be diffused and training could be provided to social entrepreneurs, in order for them to generate new sources of revenue by finding novel value propositions to address social needs.

The potential market for social enterprises in Portugal is huge, because of the wide range of social needs that remain unsatisfied by existing markets and institutions, which is the result of public policy failure. A new generation of social market-oriented entrepreneurs may be the solution to emerging social problems. Social enterprising is, thus, emerging as an innovative approach for dealing with complex social and environmental needs in order to contribute to a sustainable development of societies.

In short, the *modus operandi* of traditional organizations has been changing in their essence. The mission can no longer be merely social, meaning that profitability or, at least, financial sustainability must also become a concern of such organizations. In a time of crisis and increasing societal challenges and demands, new revenue sources and new business models needed in order to allow that social ventures thrive.

Future Research Directions

The training, background, character and gender of the organization leaders, founders or directors need to be further explored in future studies in order to understand how such variables can provide insight on the entrepreneurs' motivation, strategy, and social orientation. Moreover, it will also be important to analyze how business models are utilized in order to relate social and market orientation with long-term sustainability.

It is clear that individual characteristics, training, and the environment strongly influence social entrepreneurs' action and mirror the organizations they manage. As such it would be useful to understand how training can shape Social awareness and influence long-term performance. Again, the need to further develop the concept of social entrepreneur is mandatory and needs to be complemented with research in countries with less 'favored' social public policies.

REFERENCES

- Alvord, S. H. (2004). Social entrepreneurship and societal transformation: An exploratory study. *The Journal of Applied Behavioral Science*, 40(3), 260–282. doi:10.1177/0021886304266847
- Autar, S. D. (2010). Diaspora, social entrepreneurs and community development. *International Journal of Social Economics*, 37(9), 703–716. doi:10.1108/03068291011062498
- Bacq, S., & Janssen, F. (2011). The multiple faces of social entrepreneurship: A review of definitional issues based on geographical and thematic criteria. *Entrepreneurship and Regional Development*, 23(5-6), 373–403. doi:10.1080/08985626.2011.577242
- Boschee, J., & McClurg, J. (2003). *Towards a Better Understanding of Social Entrepreneurship*. Retrieved from <http://www.caledonia.org.uk/papers/Social-Entrepreneurship.pdf>
- CASE. (2008). *Developing the Field of Social Entrepreneurship*. Retrieved from <http://socialfirmseurope.org/social-firms/definition/>
- Certo, S. T., & Miller, T. (2008). Social entrepreneurship: Key issues and concepts. *Business Horizons*, 51(4), 267–271. doi:10.1016/j.bushor.2008.02.009
- Dacin, M. T., Dacin, P. A., & Tracey, P. (2011). Social entrepreneurship: A critique and future directions. *Organization Science*, 22(5), 1203–1213. doi:10.1287/orsc.1100.0620
- Dart, R. (2004). The legitimacy of social enterprise. *Nonprofit Management & Leadership*, 14(4), 411–425. doi:10.1002/nml.43
- Dave, R., & Woods, C. (2005). Changing the world on a shoestring: The concept of social entrepreneurship. *Business Review (Federal Reserve Bank of Philadelphia)*, 7(1), 45–51.
- Dees, G. (2001). *The Meaning of “Social Entrepreneurship”*. Retrieved from: <http://www.caseatduke.org/>
- Dees, G., & Anderson, B. B. (2006). Framing a theory of social entrepreneurship: Building on two schools of practice and thought. *ARNOVA Occasional Paper Series*, 1(3), 39-66.
- Defourny, J., & Nyssens, M. (2008). Conceptions of social enterprise in Europe and the United States: Convergences and divergences. *Journal of Social Entrepreneurship*, 1(1), 32–53. doi:10.1080/19420670903442053
- Defourny, J., & Nyssens, M. (2010). Social enterprise in Europe: At the crossroads of market, public policies and Third Sector. *Policy and Society*, 29(3), 231–242. doi:10.1016/j.polsoc.2010.07.002
- Direction, S. (2011). Social entrepreneurs offer different model: But all wealth creators must look beyond self-interest and the bottom line. In *Strategic Direction* (Vol. 27, pp. 15 18). Emerald Group Publishing Limited. Retrieved from 10.1108/02580541111135553
- EMES. (2012). *The Emergence of Social Enterprises in Europe*. Retrieved from: <http://www.emes.net/index.php?id=2>
- European Commission. (2003). *Green Paper Entrepreneurship in Europe*. Retrieved from http://eurlex.europa.eu/LexUriServ/site/en/com/2003/com2003_0027en01.pdf

A Qualitative Analysis of Social Entrepreneurship Involving Social Innovation and Intervention

Franco, R. C., Sokolowski, S. W., Hairel, E. M. H., & Salamon, L. M. (2012). *O sector não lucrativo Português numa perspectiva comparada*. Retrieved from http://www.akdn.org/publications/2008_portugal_nonprofitsector.pdf

Hoogendoorn, B., Pennings, E., & Thurik, R. (2010). What Do We Know about Social Entrepreneurship? An Analysis of Empirical Research. *International Review of Entrepreneurship*, 8(2), 71–112.

Light, P. C. (2005). *Searching for Social Entrepreneurs: Who They Might Be, Where They Might Be Found, What They Do*. Retrieved from: <http://wagner.nyu.edu/performance/files/ARNOVApaper.pdf>

Light, P. C. (2008). *The search for social entrepreneurship*. Washington, DC: The Brookings Institution.

Mair, J., & Martí, I. (2006). Social entrepreneurship research: A source of explanation, prediction, and delight. *Journal of World Business*, 41(1), 36–44. doi:10.1016/j.jwb.2005.09.002

Martin, R. L., & Osberg, S. (2007). *Social Entrepreneurship: The Case for Definition*. Retrieved from http://www.ssireview.org/articles/entry/social_entrepreneurship_the_case_for_definition/

Michael, B. (2008). Challenging tensions: Critical, theoretical and empirical perspectives on social enterprise. *International Journal of Entrepreneurial Behaviour & Research*, 14(5), 268–275. doi:10.1108/13552550810897641

Michela, B., Robert, J., & James, L. (2010). Entrepreneurship and the innovative self: A Schumpeterian reflection. *International Journal of Entrepreneurial Behaviour & Research*, 16(3), 229–244. doi:10.1108/13552551011042807

Murray, R., Caulier-Grice, J., & Mulgan, G. (2010). *The Open Book of Social Innovation*. Retrieved from: http://www.nesta.org.uk/publications/assets/features/the_open_book_ofsocial_innovation

Nicholls, A. (2009). We do good things, dont we?: Blended value accounting in social entrepreneurship. *Accounting, Organizations and Society*, 34(6–7), 755–769. doi:10.1016/j.aos.2009.04.008

Peredo, A. M., & McLean, M. (2006). Social entrepreneurship: A critical review of the concept. *Journal of World Business*, 41(1), 56–65. doi:10.1016/j.jwb.2005.10.007

Pritha, S. (2007). Ashokas big idea: Transforming the world through social entrepreneurship. *Futures*, 39(5), 534–553. doi:10.1016/j.futures.2006.10.013

Santos, F. M. (2009). *A Positive Theory of Social Entrepreneurship*. INSEAD. Retrieved from <http://evpa.eu.com/wp-content/uploads/2010/09/INSEAD-A-positive-theory-ofSocial-Entrepreneurship.pdf>

Skoll, F. (2012). *The Skoll Foundation*. Retrieved from <http://www.skollfoundation.org/>

Smith, B. R., & Stevens, C. E. (2010). Different Types of Social Entrepreneurship: The Role of Geography and Embeddedness on the Measurement and Scaling of Social Value. *Entrepreneurship and Regional Development*, 22(6), 575–598. doi:10.1080/08985626.2010.488405

Social Innovation eXchange. (2010). *Study on Social Innovation*. Social Innovation eXchange (SIX) and the Young Foundation for the Bureau of European Policy Advisors. Retrieved from: <http://young-foundation.org/wpcontent/uploads/2012/10/Study-on-Social-Innovation-for-the-Bureau-of-European-Policy-Advisors-March-2010.pdf>

Teasdale, S. (2010). *What's in a name? The construction of social enterprise*. Third Sector Research Centre, University of Birmingham. Retrieved from: <http://www.tsrc.ac.uk/LinkClick.aspx?fileticket=MqmKeY9Ciss%3D&tabid=500>

Teasdale, S., Lyon, F., & Baldock, R. (2013). Playing with numbers: A methodological critique of the social enterprise growth myth. *Journal of Social Entrepreneurship*, 4(2), 113–131. doi:10.1080/19420676.2012.762800

Thompson, J., & Doherty, B. (2006). The diverse world of social enterprise: A collection of social enterprise stories. *International Journal of Social Economics*, 33(5), 361–375. doi:10.1108/03068290610660643

Weerawardena, J., & Mort, G. S. (2006). Investigating social entrepreneurship: A multidimensional model. *Journal of World Business*, 41(1), 21–35. doi:10.1016/j.jwb.2005.09.001

Wilson, F., & Post, J. E. (2011). Business models for people, planet (& profits): Exploring the phenomena of social business, a market-based approach to social value creation. *Small Business Economics*, 40(3), 715–737. doi:10.1007/s11187-011-9401-0

Yin, R. K. (1984). *Case study research: Design and methods*. Beverly Hills, CA: Sage.

Zahra, S. A., Gedajlovic, E., Neubaum, D., & Shulman, J. M. (2009). A typology of social entrepreneurs: Motives, search processes and ethical challenges. *Journal of Business Venturing*, 24(5), 519–532. doi:10.1016/j.jbusvent.2008.04.007

KEY TERMS AND DEFINITIONS

Community Interest Companies: A new type of company introduced by the United Kingdom government in 2005 under the Companies Act 2004, designed for social enterprises that want to use their profits and assets for the public good.

EMES: A research network of university research centers and individual researchers whose goal is to build up an international corpus of theoretical and empirical knowledge, pluralistic in disciplines and methodologies, around our “social entrepreneurship” concepts.

Social Bricoleur: A type of entrepreneur that possesses the tacit knowledge to intervene at specific local situations in order to solve specific and episodic situations with limited resources.

Social Constructionist: A type of entrepreneur that builds, launches, and operates ventures to tackle social needs unsatisfactorily addressed by existing institutions. They fill in the social gaps unattended by for-profit businesses or not-for-profit organizations. The social constructionist aims to spot and pursue opportunities that generate social wealth through systemized scalable solutions to meet emergent needs, solutions that can be transferred to other social contexts.

Social Engineer: A type of entrepreneur that identifies systemic problems within the social systems and tries to address them by bringing about revolutionary change.

Social Enterprise: An organization of any legal form that pursues a social objective to improve a given social condition, in a systemic and impactful way, by merging social and commercial methods while testing creative ways to mobilize resources and ensure sustainability.

A Qualitative Analysis of Social Entrepreneurship Involving Social Innovation and Intervention

Social Entrepreneur: A person who seeks sustainable and impactful change through pattern-breaking ideas to address significant social or environmental problems, either focusing at local, national or global level, adopting both a social- and business-oriented strategy and ensuring sustainability to the social mission and impact envisaged.

Social Entrepreneurship: A process that involves the identification of an unmet social need (opportunity) and the gathering of resources to act and resolve the need (social mission) in a sustainable and innovative way, through a business-like approach.