

# Understanding Social Enterprise Theory and Practice

By Rory Ridley-Duff and Mike Ball

Second Edition, Sage Publishing, 2016. ISBN: 9781446295526 hardback and 9781446295533 paperback.

Social enterprise is a curious construct. Whilst proponents of free enterprise and markets will argue that business activity in general is a net contributor to the wealth and welfare of society and its members, social enterprise is promoted as something qualitatively different. Indeed, its very name suggests that those enterprises that are not social might therefore be asocial at best, or anti-social at worst. Many critics of the capitalist model of enterprise would subscribe to this view, and indeed big businesses often seek to defend against such accusations through Corporate Social Responsibility policies. Some businesses are going further than this, seeking to reinvent the very purpose of for-profit business through the B Corps movement, which it claims "is to business what Fair Trade certification is to coffee" (B Lab, 2016).

One reason that social enterprise can be difficult to pin down is that it can mean different things to different people. In our consumer culture, this alternative way of doing business was popularised by "hippy capitalists" such as Anita Roddick who mixed make-up, money and morals (The Economist, 2006). During the heyday of the halcyon New Labour years, social enterprise also served as the poster child of public service reform. Seen as a route to improved productivity and outcomes through innovation by non-state, market-based actors, it encompasses models ranging from charities contracting to deliver public services to employee-led mutual spin-outs freed from the control of alleged monolithic government bureaucracies.

Here social enterprise represents a way to a way to marry the perceived caring ethos of the public sector with the efficiency of the private sector. Arguably it came to embody the third way, something that reached its apotheosis in the creation of a specific legal form for its corporate personification: the Community Interest Company or CIC. Yet a great deal of confusion still surrounds what a social enterprise is — and is not. Informal anecdotal evidence conducted for this review suggests that there is a popular conception of social enterprises as small scale, local, community-run businesses that "do some good". This might reflect recent success and cut-through in the promotion of models that, for example, allow fans to buy into their sports clubs and communities to take ownership of their local shops and pubs or generate their own electricity.

However, whether large organisations such as John Lewis or even the Co-operative Group would be seen as social enterprise is a moot point. And what of social firms, or the current Whitehall flavour of the month, mission-led businesses? (Wilson, 2016). Going further afield, how does social enterprise fit with other concepts often in and out of fashion that are prefigured by the term 'social', such as 'economy', 'value', 'investment' and 'capital'?

Fortunately, help is at hand. *Understanding Social Enterprise Theory and Practice* presents the critical thinking, theoretical arguments and practical evidence base needed to try to unpack just what exactly a social enterprise is. In this highly readable and accessible textbook to the social enterprise business form the authors guide the reader through the social enterprise landscape. Help with navigation is provided in the form of very visual diagrams that aid an understanding of the concepts involved, and a series of illuminating case studies enable the reader to accurately appraise and apprise oneself of the distinguishing features and characteristics of the model.

# Understanding Social Enterprise Theory And Practice

**Benjamin Means, Joseph W. Yockey**



## **Understanding Social Enterprise Theory And Practice:**

**Understanding Social Enterprise** Rory Ridley-Duff, Mike Bull, 2019-06-21 This updated edition of Understanding Social Enterprise comes packed with a wealth of learning features to help students understand the theory and practice within this ever expanding field Updates to this edition include New case studies and examples throughout Considerations of new developments in policy the economy and legal implications of social enterprise A focus on the pathways that social enterprises follow

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even more relevant in an uncertain business climate How does Social Enterprise fit into the wider social context In 12 comprehensive chapters the authors discuss and illustrate both theoretical and practical considerations for the field The book Focuses on different and distinct approaches to Social Enterprise and social economy Contains comprehensive coverage of employee owned cooperative community and charitable enterprises Looks at private voluntary and public sector differences Examines managerial issues for social enterprises strategic thinking leadership HRM governance and globalisation Draws on international debates and examples Includes extensive learning features such as summaries international case studies reflection boxes further reading and links to online information about social enterprise projects Is accompanied by a companion website with a full instructors manual including PowerPoint slides and extra case studies for lecturers and access to full text journal articles for students Visit the companion website at [www.sagepub.co.uk/ridleyduff](http://www.sagepub.co.uk/ridleyduff)

Managing Change, Creativity and Innovation Patrick Dawson, Constantine Andriopoulos, 2017-03-20 A fresh approach to managing organizational change by looking at it as complex dynamic and messy as opposed to a series of neat linear stages and processes leading to success Key to the approach is the idea that change creativity and innovation all overlap and interconnect rather than being three separate areas of study and that managing the three together is central to organizations having the competitive edge in developing new technologies and techniques products and services The book continues to offer practical guidelines as well as a theoretical understanding of change creativity and innovation It delivers an equal balance of critical perspectives and sound ideas for organizational change and development and presents the idea that change can be proactive driven by creativity and innovation The new edition includes additional change management content including learning personal change managing the self employability developments in conventional Organizational Development and new emergent forms including appreciative inquiry Along with a series of rich international case studies including TNT Australia Amazon Leeds Rhinos Jerusalem Paints Alpha Pro Pump and KPMG It is supported by a range of learning and revision aids including reflective exercises review and discussion questions and hands on research tasks All of which help students to reflect on the material covered and provide a source for more open group discussion and debate A companion website accompanies the book with additional material including PowerPoint slides for lecturers and video links and access to SAGE journal articles for Students Suitable for upper level undergraduates and postgraduate students

Foundations of Social Entrepreneurship Tanja Collavo, 2022-09-08 Foundations of Social Entrepreneurship presents definitions of social entrepreneurship explains its benefits and challenges describes the components of an ecosystem of support and presents practical tools to approach social entrepreneurial projects It is designed to be easily approachable by anyone without prior in depth knowledge of the subject The book is divided into two parts the first provides readers with theoretical foundations to understand the phenomenon of social entrepreneurship its different interpretations the context in which it developed and its socio economic function The second part of the book covers what it takes to create and manage a social entrepreneurial initiative Pedagogical features are

incorporated throughout to aid learning They include summary tables international case studies of social entrepreneurs from both developed and emerging economies as well as suggested exercises and examples of how the tools presented are used in practice Truly global in its scope with a strong emphasis on combining theory with practice this text should be core reading for advanced undergraduate and postgraduate students studying Social Entrepreneurship Enterprise and Responsible Business Online resources include links to resources chapter by chapter PowerPoint slides and instructor s manual

**Handbook of Research on Value Creation for Small and Micro Social Enterprises** Maher, Chi,2018-12-07 In the corporate world businesses are focused on increasing their revenues but ignore the cries of social and environmental concerns from nearby communities At the other end of the spectrum nonprofits seek to help their local communities but are constantly required to create fundraisers without having adequate time to put those collected donations to use The world needs an industry to combine civic engagement and public service with wealth and value creation to provide self sustaining opportunities for public services that are sometimes overlooked or ignored The Handbook of Research on Value Creation for Small and Micro Social Enterprises defines the concept of social enterprise and provides vital insight into the importance of rebalancing creating and promoting economic activities that achieve social fairness cultural fulfillment and the protection of the environment While highlighting topics such as marketing strategies cross cultural frameworks and public policy this publication focuses on empowering rather than controlling sustainable solutions for various communities and consumers This book is ideally designed for researchers policymakers academicians who teach and or research small and micro social enterprises and advanced level students furthering their research exposure to pertinent topics in this field

**Transformational Entrepreneurship Practices** Gideon Maas,Paul Jones,2019-03-29 Presenting an updated overview of transformational entrepreneurship this book explores how critical concepts can be contextualised for different regions and countries underlining the fact that no one system fits all In order for entrepreneurship to play a role in socio economic development a balance needs to be struck between focusing on individual entrepreneurial activities and regions and society wide changes Building on the Editors previous books Systemic Entrepreneurship and Entrepreneurship Centres this volume delves deeper into the importance of innovative eco systems providing examples of how transformational entrepreneurship can be implemented in different geographical locations An invaluable read for policy makers as well as scholars the authors provide a series of detailed case studies from regions including the UK Malaysia and Africa *The Cambridge Handbook of Social Enterprise Law* Benjamin Means,Joseph W. Yockey,2019-01-03 Growing numbers of employees consumers and investors want companies to be truly good these stakeholders will accept lower economic returns in order to support companies that prioritize sustainability fair wages and fair trade Unlike charities or non profit organizations such companies or social enterprises are not only permitted but also expected to produce an economic return for investors Yet unlike traditional business ventures social enterprises have no obligation to maximize profits even on a long term basis In this

comprehensive volume Benjamin Means and Joseph W Yockey bring together leading legal scholars and practitioners to offer an authoritative guide to social enterprise law and policy The Cambridge Handbook of Social Enterprise Law takes stock of the field and charts a course for its future development It should be read by entrepreneurs investors practitioners academics students and anyone else interested in how companies are evolving to address new demands for capitalism with a conscience

**Social Enterprise** Rosario Laratta, 2016-04-13 This book is an original high quality research level work It sheds lights on the similarities and differences of social enterprise practices across the international scene Most of the chapters include empirical findings derived from researches conducted by the authors in Middle East and North Africa East and West Europe Southeast Asia and Latin America From this perspective the book fills an important knowledge gap while also making a contribution to sorting out the competing and contrasting predictions of social enterprise Through exploring context dependent dynamics in a global perspective the authors address potential opportunities and benefits of social enterprise that may help to find solutions to face emerging social needs Written by leading academics this book will be of interest not only to students and academics of social enterprise and entrepreneurship but also to those international practitioners who are looking for new approaches for sustainably tackling emerging social challenges

## Whispering the Strategies of Language: An Mental Quest through **Understanding Social Enterprise Theory And Practice**

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