

STRATEGIES FOR SUCCESS FOR SOCIAL ENTREPRENEURSHIP

THESIS

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The degree of Master of Management



by

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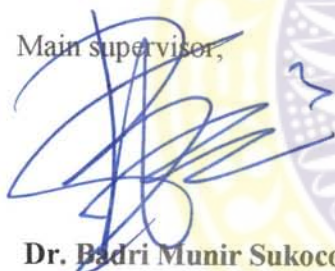
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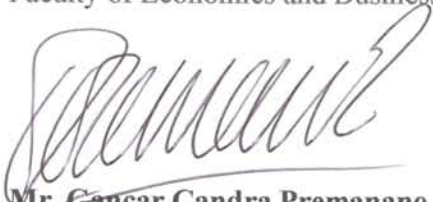


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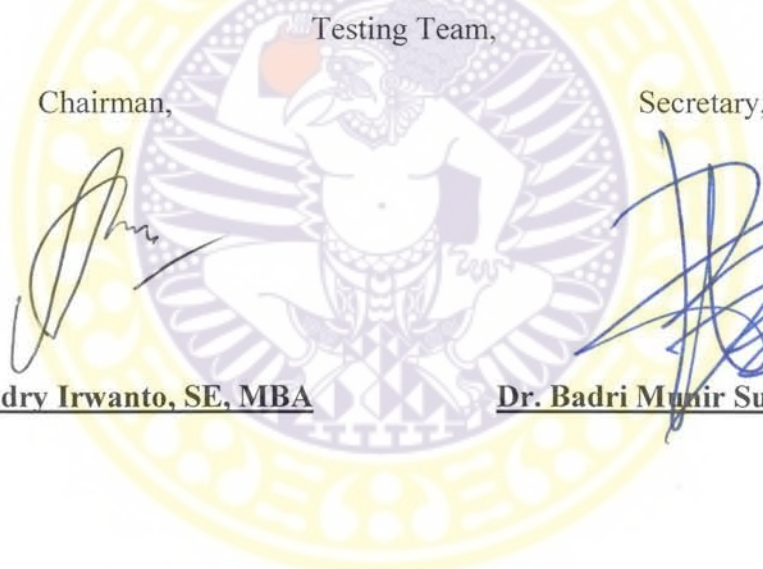
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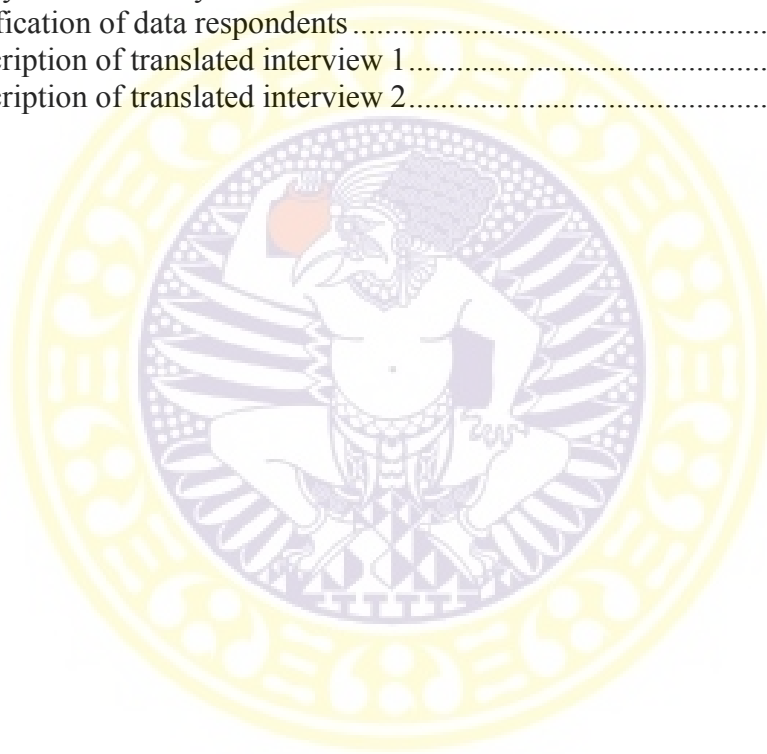
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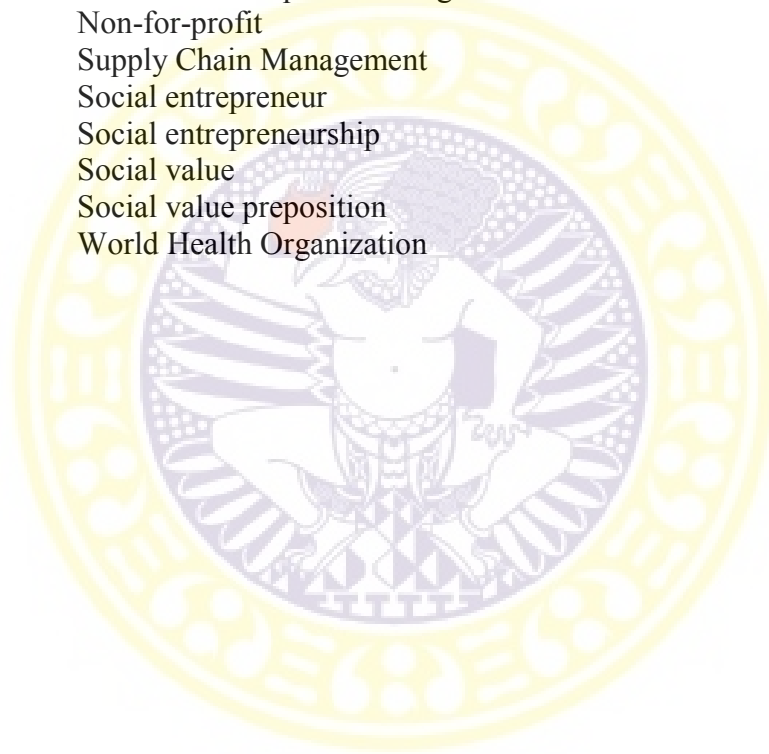
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LIST OF ABBREVIATIONS

AD:	Auto Disabled
AWRAD:	Arab World Research and Development Centre
CAQDA:	Computed Assisted Qualitative Data Analysis
CCSP:	Cross-sector collaboration/partnership
CI:	Critical Incident
CIT:	Critical Incident Technique
IFPSEship:	International For-profit SEship
IPÊ:	Instituto de Pesquisas Ecológicas
NFP:	Non-for-profit
SCM:	Supply Chain Management
SE:	Social entrepreneur
SEship:	Social entrepreneurship
SV:	Social value
SVP:	Social value preposition
WHO:	World Health Organization



ABSTRACT

There are persistent social needs in society and a changing context for the non-profit sector; simultaneously, literature proposes social entrepreneurship (SEship) could solve those issues; nevertheless, there is a lack of research regarding how to succeed in SEship. This study tries to identify the critical problems and strategies of success of SEship, in order to contribute to the formulation of more effective initiatives in the future.

The research methodology is based on Critical Incident Technique (CIT) using a self-report survey, and Nvivo as a supporting tool for analysis. Conclusions were derived from the response of 24 SEship considered successful in their area of impact; and the analysis of 333 secondary sources.

It was found that there are two types of problems faced by SEship. First, there are internal problems which consist of i) financial structure, ii) employees' competencies, iii) supply chain management; and, iv) growth management. Secondly, there are external problems, mainly rooted in i) the negative predisposition from the community of impact, ii) unfavorable legislation and relationship with governmental institutions; and finally iii) to find the appropriate partner. Most common tactics for their solution are, mainly, the development of branding and credibility, to find new ways of funding in short and long term, strategic hiring, training and development; and to approach the correct constituencies. Moreover, it was identified the following strategies for the success of SEship: networking, local-capacity building, continuous learning, and the display of proactiveness and performance measurement.

Key words: Social entrepreneurship, strategies for success, Social entrepreneur, Critical Incident Technique, Nvivo.

ABSTRAK

Terdapat kebutuhan sosial yang tetap dalam masyarakat dan perubahan konteks dari sektor *non-profit*: secara simultan, literatur mengajukan *social entrepreneurship* (SEship) dapat menyelesaikan masalah-masalah tersebut, namun, terdapat kekurangan penelitian tentang bagaimana untuk sukses dalam SEship. Studi ini mencoba mengidentifikasi masalah-masalah kritical dan strategi kesuksesan dari SEship, yang bertujuan untuk memberikan kontribusi pada formulasi inisiatif-inisiatif yang lebih efektif di masa mendatang.

Pertanyaan-pertanyaan ditujukan melalui penggunaan *Critical Incident Technique* (CIT) menggunakan *self-report survey*, dan Nvivo sebagai alat bantu analisis. Kesimpulan yang didapat dari respon 24 SEship mempertimbangkan kesuksesan di area dimana mereka mempunyai dampak; dan analisis terhadap 333 sumber sekunder.

Ditemukan bahwa permasalahan-permasalahan kritical dari SEship antara lain struktur finansial mereka; menemukan karyawan dengan *skill* yang tepat; menemukan rekan yang tepat; dan manajemen tentang i) *supply chain* ii) pertumbuhan iii) pemerintah dan permasalahan-permasalahan legislasi. Taktik paling umum bagi solusi mereka adalah, utamanya, pengembangan branding dan kredibilitas; menemukan cara baru dalam pendanaan dan pendanaan jangka panjang; strategi dalam mempekerjakan; dan pendekatan kepada konstituen yang tepat. Lebih jauh lagi, studi ini mengidentifikasi beberapa strategi untuk suksesnya SEship: jaringan, kapasitas lokal bangunan, pembelajaran yang berkelanjutan, dan tampilan pengukuran keaktifan dan kinerja.

Kata Kunci: *Social entrepreneurship, strategies for success, social entrepreneur, critical incident technique, Nvivo.*