



UNIVERSITY OF
HOHENHEIM

**Social enterprises:
The future of business!?**

A Short Introduction & Current Research Endeavours

Dr. Felix Ostertag, PhD & Alicia Prochotta, PhD Candidate

WHO we are and WHY we are here...



Alicia Prochotta, PhD Candidate

Research associate & PhD candidate at the University of Hohenheim, guest researcher

determined | focused | ambitious

Research interests: Perception in the Context of Entrepreneurship, Entrepreneurial Business Failure, Psychology & Entrepreneurship



Dr. Felix Ostertag, PhD

Post-doc for sustainability management, senior research fellow, and visiting professor

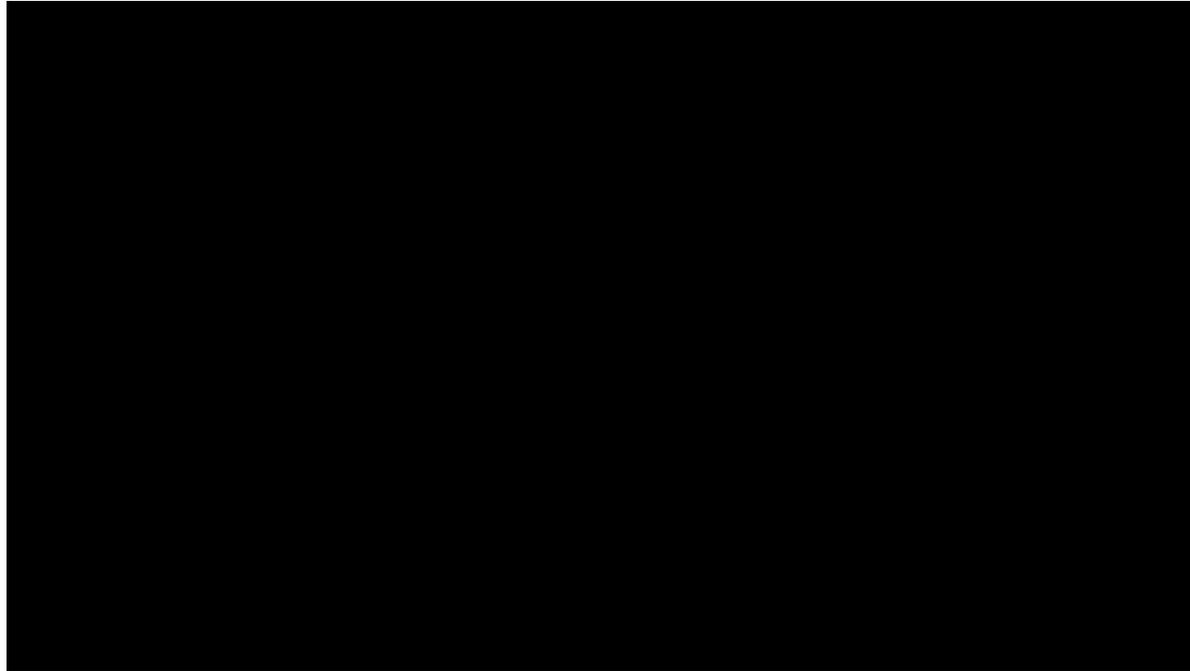
inquiring mind | entrepreneurial spirit | mission-driven

Research interests: Proenvironmental Behavior, Moral Leadership, Management of Social Enterprises, Social Value Creation of and in Hybrid Organizations

... We are both here to conduct research on social entrepreneurship! 😊

Introduction to social enterprises / hybrid businesses

What is a social enterprise?



<https://www.youtube.com/watch?v=kBhwDjoWEcg>

Non-profit

**Social and/or
ecological
goals**

**Social enterprises/
hybrid businesses**

Businesses that „pursue a social mission while engaging in commercial activities to sustain their operations“

(Battilana & Lee, 2014, S. 399)

For-profit

**Entrepreneurial
activities and
thinking**

Network-oriented

(participative;
communicative, and passing on
knowledge)

Cooperation and exchange with like-minded partners NOT competition, coordinate the work method in hybrid business models.

Society-oriented

(revenue generating;
strategically sustainable & growth-
oriented)

Hybrid business models do not generate profits as an end in itself, but for the benefit of society (public welfare oriented).

Ideal-oriented

(Immaterial motives for action; transformation-oriented & value adding)

Social mission and/or Sustainability as mission.

Hybrid business models support society's transformation towards sustainability and social responsibility through their entrepreneurial activity.

Examples of social enterprises



Example 1: auticon – “integration of autists into regular employment” (1)



- First enterprise that exclusively employs **autistic adults** as IT-consultants.
- Offers **professional IT consulting services** to clients in industry and service sectors.
- Activates the **extraordinary talents of autistic adults** (i.e., making use of their Savant-Syndrom) in complex IT projects.

Image Source: <http://auticon.de/wordpress/wp-content/themes/auticon/images/logo.png>

Example 1: auticon – “integration of autists into regular employment” (2)

About auticon ...



<https://www.youtube.com/watch?v=z7CZ2mdCx84#action=share>

Example 2: meine ernte – “gardens for self-harvesting“



- Provision of urban self-sufficient gardens for organic cultivation in cooperation with farmers (flexible seasonal rent).
 - New revenue possibility for farmers.
 - Convenient possibility of sufficiency for city residents:
 - ☀ The arable land is already planted and sowed.
 - ☀ Provision of water, garden tools & comprehensive consulting.

Image Source: <http://www.meine-ernte.de/fileadmin/Resources/Public/Images/logo.png>

Example 3: Quartiermeister – “social beer”



- Beer production in regional breweries.
- Profits flow in regional and local social projects; online voting.
- High transparency (quarterly publication of revenues, expenses and wages).

Image Source: <http://www.social-startups.de/wp-content/uploads/2013/07/quartiermeister-300x289.jpg>

Individual Level

(motivations and actions of social entrepreneurs)

- emotions associated with a **prosocial personality**, such as **empathy**, **sympathy**, and **compassion**, are found to propel individuals to pursue SE
- other characteristics such as **self-efficacy**, **perceived support** and **prior working experience with social organizations**, are also important antecedents to predict an individual's intention to engage in SE

Organizational Level

(management, scaling, and performance of social enterprises)

- a SE's **orientation** and **identity** determines its **fund-raising** capability
- the **embeddedness in social networks** and **collaborations with non-governmental organizations** is important in **scaling** the SE
- **marketing capabilities** and **prior commercial experience** are important for increasing the **performance** of SEs

Institutional Level

(impact of SE activities on a regional/national level; the role of institutions in the SE context)

- **unsatisfied social needs** or the existence of **institutional voids** (e.g., government failure) are important predictors of SEs
- **regulatory, political, and institutional** forces shape the **acquisition of resources** by SEs
- **formal and informal institutions** affect the **emergence and development** of SEs within a region or country

Social entrepreneurship research: What we don't know so far (= potential research gaps)

Individual Level

(motivations, intentions and actions of social entrepreneurs)

- consideration of **actions** of the entrepreneur and the **reaction of stakeholders** that she/he is dealing with
- inclusion of **observable action** (the launch of a venture) rather than **self-reported intention**
- consideration of the SE **founder's personality, education, experience, skills, and judgment abilities** in the context of **social value creation**.

Organizational Level

(management, scaling, and performance of social enterprises)

- exploration of the **factors** that influences the **choice of a particular hybrid model**
- investigation of the abilities of different SE types to **attract funding, scale, and motivate and retain highly talented staff**
- investigation of the kind of **conflicts** (e.g., mission drift) **different SE types** can cause regarding the venture's **dual mission** (social/economic)

Institutional Level

(impact of SE activities on a regional/national level; the role of institutions in the SE context)

- deduction of more definite **conclusions** on the **actual impact** of (different types and/or differently run) **SEs**
- establishment of **systematic measures** of the **social value construct**
- development of a **typology of potential SE outcomes**

Social entrepreneurship research: What we don't know so far (= potential research gaps)

Individual Level

(motivations, intentions and actions of social entrepreneurs)

- consideration of **actions** of the entrepreneur and the **reaction** of **stakeholders** that she/he is

Organizational Level

(management, scaling, and performance of social enterprises)

- exploration of the **factors** that influences the **choice** of a **particular hybrid model**

Institutional Level

(impact of SE activities on a regional/national level; the role of institutions in the SE context)

- deduction of more definite **conclusions** on the **actual impact** of (different types



SE is inherently a multilevel phenomenon, conducting SE research at mainly one level not only misrepresents the phenomenon but also risks foregoing the opportunities for advancing knowledge by taking more levels into account.

➔ **call for multilevel approaches**

founder's personality, education, experience, skills, and judgment abilities in the context of **social value creation**.

conflicts (e.g., mission drift) **different SE types** can cause regarding the venture's **dual mission** (social/economic)

So...social enterprises and further research in the field of social entrepreneurship seem important...



... BUT social entrepreneurship seems such a broad research field!!!



Don't worry, we take care of that!

Our current research projects that you can join:



Project A

Social enterprises: small, social BUT “sexy”?!

Main research objective(s):

We want to find out ...what kind of (social) ventures you perceive as attractive...and under which conditions you would provide your actual support to a (social) venture.

Multilevel Approach



Partners from
the EM
Strasbourg

Project B

What is a meaningful workplace to you?

Main research objective(s):

We want to find out ...how the provision of specific work environments shapes the attractiveness of a (social) enterprise as an employer.

Multilevel Approach



Partners from
the EM
Strasbourg

Project C

Leadership and decision-making in social enterprises

Main research objective(s):

We want to find out ...how social entrepreneurs lead their social ventures... and what determines the social ventures' survival/ failure from a leadership perspective.

Multiple-Case Study Design

Project A: Social enterprises: Small, social, BUT “sexy”? (1)



Project A

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Project C

Leadership and decision-making in social enterprises

Main research objective(s):

We want to find out ...how social entrepreneurs lead their social ventures... and what determines the social ventures' survival/ failure from a leadership perspective.

Research objective: We want to improve our general understanding of what **kind of young (social) companies** – based on **company characteristics** and **company behaviors** – are perceived as **attractive** and **worth to support actively** from a **stakeholder perspective**.

Approximated time:
~20 minutes



Now, it's your turn!

Please go to:

<https://ww2.unipark.de/uc/identity-and-legitimacy-se-ita/>

OR use the following short link:

<https://bit.ly/2zAwglj>

Project A: Social enterprises: Small, social, BUT “sexy”? (3)

Research objective: We want to improve our general understanding of what **kind of young (social) companies** – based on **company characteristics** and **company behaviors** – are perceived as **attractive** and **worth to support actively** from a **stakeholder perspective**.



Stakeholder Characteristics and Institutional Environment

Project B: What is a meaningful workplace to you? (1)



Project A

Social enterprises: small, social BUT “sexy”?!

Main research objective(s):

We want to find out ...what kind of (social) ventures you find attractive...and under which conditions you would provide your actual support to a (social) venture.



Partners from the EM Strasbourg

Project B

What is a meaningful workplace to you?

Main research objective(s):

We want to find out ...how the provision of specific work environments shapes the attractiveness of a (social) enterprise as an employer.

Multilevel Approach



Partners from the EM Strasbourg

Project C

Leadership and decision-making in social enterprises

Main research objective(s):

We want to find out ...how social entrepreneurs lead their social ventures... and what determines the social ventures' survival/ failure from a leadership perspective.

Project B: What is a meaningful workplace to you? (2)

Research objective: Through the lenses of virtues and moral leadership, we want to improve our general understanding of what individual and organizational characteristics shape well-being at the workplace.

Approximated time:
~20 minutes



Now, it's your turn!

Please go to:

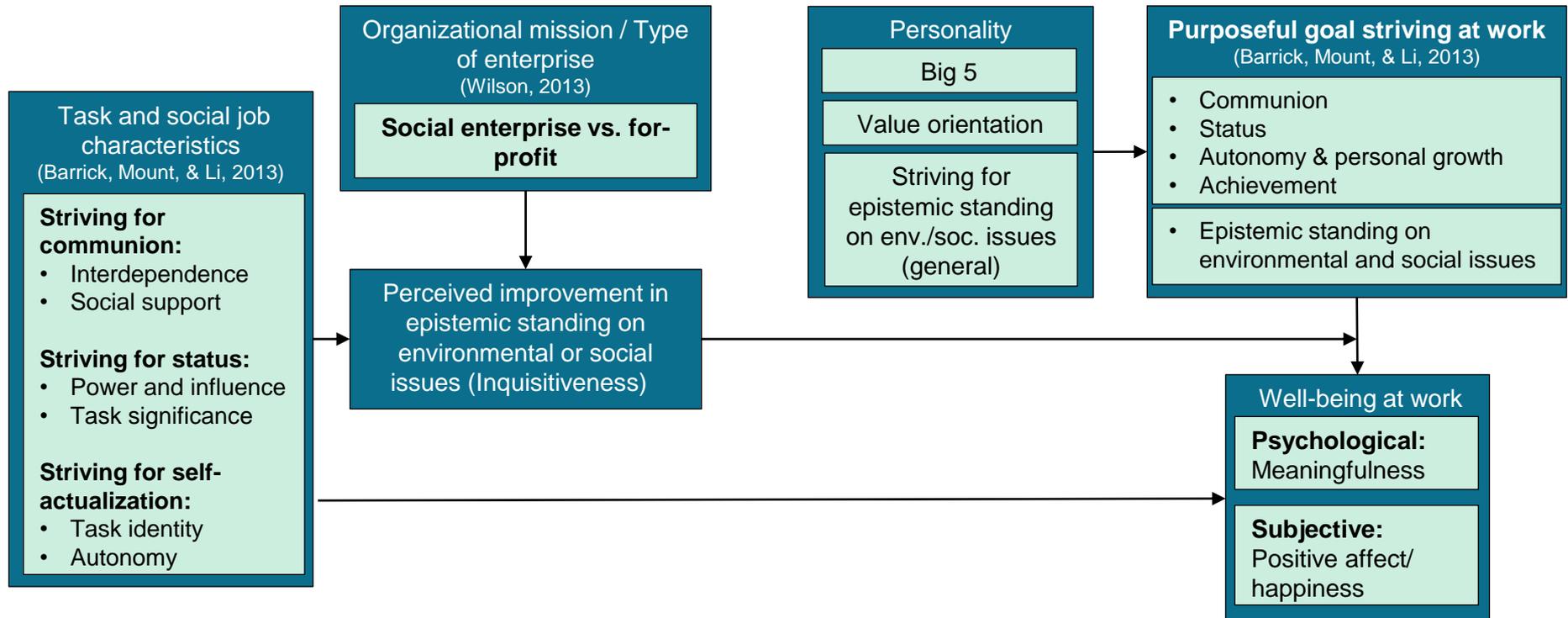
<https://ww2.unipark.de/uc/meaningful-workplace-ita/>

OR use the following short link:

<https://bit.ly/2yUc3XN>

Project B: What is a meaningful workplace to you? (3)

Research objective: Through the lenses of virtues and moral leadership, we want to improve our general understanding of what individual and organizational characteristics shape well-being at the workplace.



Project C: Leadership and decision-making in social enterprises (1)



Project A

Social enterprises: small, social BUT “sexy”?!

Main research objective(s):

We want to find out ...what kind of (social) ventures you find attractive...and under which conditions you would provide your actual support to a (social) venture.



Partners from the EM Strasbourg

Project B

What is a meaningful workplace to you?

Main research objective(s):

We want to find out ...how the provision of specific work environments shapes the attractiveness of a (social) enterprise as an employer.



Partners from the EM Strasbourg

Project C

Leadership and decision-making in social enterprises

Main research objective(s):

We want to find out ...how social entrepreneurs lead their social ventures... and what determines the social ventures' survival/ failure from a leadership perspective.

Multiple-Case Study Design

For those of you that are interested in social enterprises ... and in case you want to gain

1 ECTS of sustainability

you can participate in conducting a semi-structured interview with a social entrepreneur

OR

you can write your **final thesis** about social enterprises!

For further details: Please see next slide and get in touch with Prof. Mantovani.

Further information regarding the research projects and rewards

Social enterprises: small, social BUT “sexy”?!

Type of research: *Online vignette study*



Participation period: 
NOW – December 9th 2018

Approximated time: 
~20 minutes

What is a meaningful workplace to you?

Type of research: *Online vignette study*



Participation period: 
NOW – December 9th 2018.

Approximated time: 
~20 minutes

Leadership and decision-making in social enterprises

Type of research: *Semi-structured interviews with social entrepreneurs*



Participation period: 
register for your thesis till December (defense in Feb. 2019) or till March (defense in June 2019)

Approximated time for one interview: 
~40-50 minutes

1 ECTS of sustainability

Participation in all of the 3 projects required (Prof. Mantovani)

Amazon vouchers available! 

Just fully complete the questionnaire and participate in the raffle.

Amazon vouchers available! 

Just fully complete the questionnaire and participate in the raffle.

Interested in writing your master thesis about social enterprises?

Please contact:
felix_ostertag@uni-hohenheim.de (or your supervisor in Treviso: Prof. Mantovani)

Apart from the rewards you should join our projects for two very good reasons



1. **Social enterprises** with their innovativeness constitute the **business models of tomorrow!**
2. **You** can become part of **high quality international research projects**. Social enterprises – even today – remain **largely unknown**. And you can actively **raise awareness** for such enterprises!

Grazie mille! Thank you! Vielen Dank!



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Image source: <http://www.it.freepik.com>