

## Incorporating Business Models and Strategies into Social Entrepreneurship: A Book Review

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### Abstract

This book basically deals with unemployment and social issues across the globe and how social entrepreneurship can play vital role in solving above problem at global level. Social entrepreneurs, society and communities have power to generate employment and social welfare. Social entrepreneur have power to do social work, improve quality of life, work life balance and sustainable social development with employment of power through Incorporating business models, strategy and empowerment. Incorporating business models and strategies into social entrepreneurship helps to face social responsibility, social ethics, business ethics and corporate governance. Community development and growth is the major theme of work. Book has well written forwarding letter from *Henry Wissink (University of KwaZulu-Natal, South Africa)* that support to understand the book in brief. There are four sections in the book namely understanding social entrepreneurship, business models, strategies and global trends. Full book is further divided into sixteen chapters. The book is organized in a very systematic manner with an understandable language which shows author's rich experience and knowledge in the field. Sequential presentation of contents, list of figures, list of tables, list of abbreviations, and list of photographs, proper indexing and complete notes helps readers to gain a better understanding and encourages future reading. This book is an essential reference for consultant, professionals, academicians, students, social workers, research scholar, government officers, entrepreneurs and policymakers etc.

**Keywords:** Social entrepreneur; Social entrepreneurship; Society; Community; Strategy; Business model

### Introduction

This book deals with following concepts business model, business strategy, business growth, business value, and business development. It shows important of human capital, human interaction, human development and human management. Competency mapping, community development and community growth have been highlighted. Role of young blood in social and corporate growth and development were also expressed with some practical example. Value creation, value capturing and social venture has been also defined with some live example. Transition process, transformation process and translation process can be easily understood with the help of this book. This book touch multi-disciplinary domain knowledge and skills like basic management principle along with the concept of strategic management, entrepreneurship, international business, marketing management, law and sociology.

### Few new learning concepts

- Corporate citizenship
- Isolating mechanism
- Legal empowerment
- Marketing audit
- Shared value
- Social capital
- Social constructionist
- Social innovation
- Social marketing
- Social responsibility
- Stakeholder interest etc.

If we want to develop one country we have to develop last layer of the country that is poor and needy people we have to educate them, we

have to feed them, we have to take care of them, we have to provide quality of life to them that is social welfare and social work can help in it, social entrepreneurship can play vital role to implement our business model and strategies in this purpose. A social entrepreneur have to be positive to teach to community to needy people how to live and how to earn. it is innovative project to integrate all of them for overall growth and continuous development with life safety and security. Social entrepreneurship is social venture that can help in many social problems like poverty, health, pollution, education, and unemployment. The social entrepreneurship process can be explained by focusing on six stages: (1) a pressing social problem is identified and examined; (2) the social entrepreneur responds to the unmet needs of society and sees it as an opportunity to bring about social change; (3) the primary purpose and mission of the social enterprise are identified; (4) programmes are put in place and the opportunity is translated into a social innovation; (5) the performance of the enterprise is evaluated and scaled; and finally (6) income is generated [1].

Social entrepreneurs are considers as change agent of society. Social capital helps to bring social equity .many times social entrepreneurship helps in generating self-employment and woman empowerment. Social entrepreneurship is not charity but it is a solution to a problem. Social entrepreneurs face many problems and challenges as they have to face society, government, community and global conditions they have fight in between charity, responsibility, willpower, goodwill, discipline and chapter.

Creativity and social innovation along with social learning keeps

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social entrepreneur alive. The text highlights social entrepreneurial trends in the UK, Zimbabwe, Saudi Arabia and South Africa. South Africa is highlighted in various chapters due to the various social challenges the country is facing, which includes the wide income and social inequalities, the unemployment rate, the prevalence of HIV/Aids, lack of decent housing, inadequate access to health care facilities, electricity and water issues, inequalities in education and skills, corruption in the public sector, high income inequalities and high levels of crime [2,3].

It is important to explain to that this book does not much talk about cooperatives and non-profit organizations (NGOs) and their strategies in detail. NGOs were basically established due to the perceptions that governments failed to solve societal problems and due to the failure of the public sector to redistribute resources from taxpayers, individuals and firms to improve the lives of people. NGOs and cooperatives therefore fill market gaps between the private enterprise and the public sector for the benefit of communities and are often referred to as the 'independent sector', 'citizen sector', and 'third sector'. Cooperatives are owned by community members to service local human needs and use local resources, for example the labour of unemployed people in the community to alleviate poverty.

The text, references and details provided by book has major purpose to provide a guidelines in area of social entrepreneurship in both the countries developing and developed countries.it provide expertise, specialize and deep opportunity for future research in the above area.

### Reader's benefits

This book may give following benefits to readers

- Continuous learning
- Entrepreneurial skill
- Food for thought
- Intellectual joy
- Knowledge and information
- Off the job training
- Quality decision making
- Reading satisfaction
- Retune on time
- Return on investment (purchase price of book)
- Self confidence
- Self-Actualization
- Self-employment
- Strategic thinking
- Value Addition Etc.

### Book value to globe

- Creativity and innovation – idea generation and implementation
- Employment generation
- Infrastructure development
- Leadership

- Model building and testing
- Pollution and corruption control
- Skill building and development
- Social and business ethics
- Social and human Capital
- Social welfare
- Utility Development Etc.

### For whom

This is a book about social entrepreneurship, social marketing, business strategy, business models, entrepreneurial learning, marketing thinking, self-analysis and overall social entrepreneurs' success, which can be useful for the following category of reader:

- Business leaders
- Entrepreneurs
- Executives
- Government Leaders
- Graduate Students
- Internal and external consultants
- Marketing leaders
- Policy makers
- Professors/Academicians
- Research Scholar
- Senior Line Manager
- Social workers Etc.

### About the book

Book has well written forwarding letter from *Henry Wissink (University of KwaZulu-Natal, South Africa)* that support to understand the book in brief. Unemployment and poverty are big issue to think and solve social entrepreneurship can help in it with the help of community development and growth.in the era of global village business model and strategies are need to integrated with entrepreneurship empowerment of community and society with the help of work performed in social enterprise and transformation of social capital can help in solving above global problem. There is a need of big and truly hearted entrepreneurs to bring poor and weak community in front and make them capable to work with flow of society.

Author has included global literature in simple but scientific language. Thinking must be converted into planning and planning must be converted into doing with feedback this is the major theme of the book. This book talk about socially minded business people, global corporation and government policy for society and community, social welfare, schools, health caress for all. This book talks about social entrepreneurship and its growth and development along with benefits and necessities of social driven societies and communities it will bring social welfare, economic change and answer to global poverty. Social entrepreneurship can help to fill the gape between rich and poor. This book can give sustainable growth development and better human world with peace and happiness. At the end of each chapter key terms

and definitions are also discussed along with future research direction.

There are four sections in the book namely understanding social entrepreneurship, business models, strategies and global trends .Full book is further divided into sixteen chapters as below

- Section one on understanding social entrepreneurship has been discussed before chapter one.

## Chapter 1 - Boundaries and Challenges for Social Entrepreneurship

This chapter talks about challenges and boundaries about social entrepreneurship.it also proposed some strategies to adopt to overcome from these challenges and boundaries.it also provide global example for future entrepreneur. Social and economic progress work together. Charity and aid can help to improve quality of life, better education, healthcare along with the social welfare and social work but by this we can subsidies poverty we can't remove poverty. For social economic development with equality we need society level and community level participation, engagement, empowerment. Betterment of poor people, society and community is possible only by facing boundaries and challenges related to social entrepreneurship. Based on content analysis, in-depth literature review and published reports, the chapter findings relate to the strategies which need to be adopted to overcome the challenges. It is also hoped that the global examples would serve as role models for future entrepreneurs.

### Key learning

- A sustainable solution
- Business Entrepreneurs
- Employment Enlargement
- Entrepreneurial outcome
- Innovation/New Goods and Services
- Promotes Equity
- Social activism
- Social Capital
- Social Entrepreneurs
- Social entrepreneurship shift
- The Social Entrepreneurship Initiative (SEI) Etc.

### Distinctiveness of social enterprise

- A Centrality of the Social Mission
- Alliance Opportunities
- Ambiguous Market Signals
- Blending of Social and Commercial Approaches
- Challenge of Scale
- Dispersed and Distinct Role of Governance
- Fragmented, Heterogeneous Capital Markets
- Human Resources Challenges

### Qualities of social entrepreneurs

- Ambitious

- Focused
- Goal Oriented
- Mission Driven
- Resourceful
- Results Oriented
- Strategic
- Visionary

### Seven C-Strategies for successful social entrepreneurship

1. Collaborations
2. Connections
3. Competitive advantage
4. Communications
5. Creativity
6. Courage
7. Customer Satisfaction

## Chapter 2 - Creating Social Value in Societies

Social entrepreneurs have to understand that it is important to have social values for successful social entrepreneurship and social enterprise. Business model along with the social values can enhance image of social enterprise. social value creation means focusing on the essential business/social inputs, social value forms, platforms, stakeholders' involvement, locations, timing, outcomes and the social value appraisal systems. The United Kingdom is used as a case study.

### Key learning

- Collective responsibility
- Shared values theory
- Social responsibility
- Social Value Creation and Its Effect on Modern Societies
- Stakeholder Function and Effects on Social Value Creation
- Stakeholder theory
- Sustainable process
- The Process of Social Value Creation in Today's Dynamic Societies
- The United Kingdom (UK) Social Value Creation Model
- Understanding Social Value and Its Place in the Society Etc.

- Section two on **business models** have been discussed after chapter one and two

## Chapter 3 - Designing Business Models for Creating and Capturing Shared Value: An Activity-System Perspective

It identifies a framework for designing business models that enable the creation and capturing of shared value. Using the shared value framework proposed by Porter and Kramer the authors proposes three design themes, namely the Product-Market Design (PMD), the Value Chain Design (VCD) and the Social Cluster Design (SCD).

### Key learning

- A value based view of social entrepreneurship
- Activity System
- Blended Value
- Business Model
- Capturing Shared Value
- Creating and capturing value through business model design
- Creating Shared Value
- Design of Business Model
- Economic Value
- Exchange Value
- Isolating Mechanism
- Shifting the value paradigm towards creating shared value
- Use Value
- Value Capture
- Value Creation Etc.

### Chapter 4 - Business Models for Social Entrepreneurs

It proposes business models by identifying models that are used by Zimbabwean women.

#### Key learning

- Bricoleur
- Circumventing Finance and Training Challenges to Women Entrepreneurs in Zimbabwe
- Conceptualization of the Social Entrepreneur
- Cultural Barriers to Women Social Entrepreneurship in Zimbabwe
- Defining Social Entrepreneurship
- Double Bottom Line Reporting
- Economic Impact on Women Social Entrepreneurs in Zimbabwe
- Social Constructionist
- Social Venture Models
- Solutions and Recommendations
- The Importance and Domain of Social Entrepreneurship
- Triple Bottom Line Reporting
- Zimbabwean Context of Social Entrepreneurship Etc.
- Section three on **strategies** have been discussed after chapter three and four

### Chapter 5 - Business Strategies Creating Value for Social Entrepreneurs

It explores various strategies available to social entrepreneurs for social entrepreneurship. It explain various competitive and resource

strategies that can be adopted by social entrepreneurs.

#### Key learning

- Business Growth
- Business Strategies available to Social Entrepreneurs
- Business-Level Strategy
- Communication as a Driver of Culture
- Corporate-Level Strategy
- Differentiation Strategy
- Entrepreneurship Marketing
- Marketing and Communication Strategies
- Product Mix Consistency
- Recommendations for Social Entrepreneurs
- Social Entrepreneurship
- Social Marketing
- Social Skill
- Social Skills Strategy
- Strategic Management
- Strategy etc.

### Chapter 6 - Using Creativity and Social Innovation to Create Social Value and Change

It highlights needs for social innovation. The author emphasis on social creativity and social innovation are integrated innovative tools for creating social value and social change

#### Key learning

- Barriers to Social Innovation
- Convergent Thinking
- Creativity as Part of Social Innovation
- Divergent Thinking
- Global implementation
- Government responsibility
- Quality of life
- Social Challenges
- Social innovation
- Social Innovation Capital
- Social Innovation Process
- Social problems
- Supporting Social Innovation
- Sustainable solution etc.

### Chapter 7 - Marketing in Social Ventures

It explains challenges, issues, opportunity and problems social

entrepreneurs, social enterprise, and social venture face with reference to marketing. Social venture and social enterprise have different marketing context. Suggestions to overcome from these challenges are also provided in this chapter.

### Key Learning

- “7 Ps”
- A priori segmentation
- Beneficiaries (customer market)
- Competitor Analysis
- Donors (supplier markets)
- Market Analysis
- Marketing audits
- Marketing planning process
- PESTE Analysis
- Post hoc segmentation
- Strategic Marketing Planning
- SWOT Analysis
- Trends in social venture marketing
- Volunteers (internal market) etc.

## Chapter 8 - Marketing for Social Entrepreneurship

Here marketing and social entrepreneurship both are interacting. How to markets social venture? Developing marketing strategies for social entrepreneurship. Identifying drivers and factors for the social entrepreneurship with special reference to marketing. Understanding customer needs for social entrepreneurship. Authors provide various suggestions to solve problem and issues relates to marketing with the help of various tools like strategic marketing planning ,marketing audit, the mapping out of the strategic direction and collaborative or competitive strategies for social ventures. Other tools were also Introduce like segmentation, targeting, positioning, communication etc that can promote innovation and efficacy that can finally help to work with limited resources in quality manner.

### Key Learning

- Challenge of Social Entrepreneurship
- Comparison of Social Entrepreneurship Marketing and Conventional Marketing
- Positioning
- Post-Purchase Maintenance
- Segmentation
- Social Entrepreneurship Ethics
- Social Entrepreneurship Marketing
- Social Entrepreneurship Marketing Mix
- Strategic Marketing Decisions in Social Entrepreneurship Marketing
- Targeting etc.

## Chapter 9 - The Youth and Social Entrepreneurship

It deals with young blood and employment opportunity.it provides an overview of balance between very viable opportunities in a volatile economy and social entrepreneurship. Entrepreneurism involves drive, perseverance, emotional intelligence and risk taking.

### Key learning

- Community skills developmental training
- Creating a culture
- Education and building expertise
- Establishing good networks
- Family support
- Government’s strategy and government assistance,
- Young entrepreneurs
- Young people’s mind on innovation etc.

## Chapter 10 - Nurturing Social Entrepreneurship and Building Social Entrepreneurial Self-Efficacy: Focusing on Primary and Secondary Schooling to Develop Future Social Entrepreneurs

It focuses on promoting social entrepreneurship education at school level in order to generate young entrepreneurs at early age. Several benefits were identified at early age entrepreneurship due to self-efficacy. The author has identified the need for designing and developing curriculum with entrepreneurial education program. Barriers to social entrepreneurship education program are also discussed.

### Key learning

- Curriculum development and building entrepreneurial self-efficacy
  - Entrepreneurial self-efficacy at young age
  - Knowledge based economy
  - Legal and ethical theory of social entrepreneurship
  - Low-Profit Limited Liability Company
  - Maximizing Profits
  - Moral Minimum
  - Program Related Investment
  - Stakeholder Interest
  - The impact of early entrepreneurship education on under-represented group
  - Women and minority entrepreneurs etc.
- Section four on global trends have been discussed after chapters 5, 6,7,8,9 and 10

## Chapter 11 - The Role of Social Entrepreneurship in the Global Business Environments

It explains various practical and theoretical aspects of social

entrepreneurship with special reference of social capital and human capital in global environment. A feasibility study has been conducted.

#### Key learning

- Antecedents of Social Entrepreneurship
- Cognitive Desirability and Feasibility of Social Entrepreneurship
- Entrepreneurial Organization:
- Entrepreneurial Resource:
- Human Capital of Social Entrepreneurship
- Significance of Social Entrepreneurship in Global Business
- Social Capital of Social Entrepreneurship
- Sustainable competitive advantage etc.

### Chapter 12 - The Advent of Social Entrepreneurship in Saudi Arabia: Empirical Evidence from Selected Social Initiatives

This chapter explains various social initiatives taken by several actors in area of social entrepreneurship in Saudi Arabia. The author chooses to study a specific context: the Saudi context; then, presents the context of social entrepreneurship, the existing Saudi ecosystem and selected social entrepreneurial initiatives undertaken by several stakeholders. These initiatives are reviewed and some inclusive business models are discovered.

#### Key learning

- Economic and Cultural Landscape of Saudi Arabia
- Empirical Evidence from Six Social Initiatives
- Inclusive Business Model:
- Key Dimensions of Social Entrepreneurship
- Measuring Social Entrepreneurship in Saudi Arabia
- Philanthropy
- Sadaqah
- Social Demand
- Social (Welfare) Sector: Culture of Giving and Institutionalized Philanthropy
- Social business model
- Social Mission
- Social needs
- Social responsibility
- Social value
- Sustainability
- The Contribution of Social Entrepreneurship in Developing Countries
- The Funding of Social Entrepreneurship
- Waqf
- Zakat etc.

### Chapter 13 - The Social Economy and Role of Government in South Africa

This chapter deals with how government of South Africa and social entrepreneurship are working together. How plan, policy, strategy and action are coming in real life with continuous feedback. How social development along with the national development taking place. Chapter defines and uses the role of social economy in detail. Social economy is a new world, It plays significant roles in socio-economic and political spheres of any nation,. This chapter talks about global recession and economic depression. Chapter also explains how social economy has help in implementation of government policies and national development plan and regulatory framework to ensure to achieve Millennium Development Goals during global recession and economic depression.

#### Key learning

- Economic depression
- Entrepreneurial freedom
- Government intervention processes
- Government policies and regulatory frameworks
- National Development Plan
- Political, social and economic changes
- Recession
- Social Economy
- Unemployment etc.

### Chapter 14 - Exploring Social Entrepreneurship for the Creation of Sustainable Livelihoods in South Africa

This chapter deals with sustainable growth and development. Strategic business model well work with social entrepreneurship. Legal framework, livelihoods and integrated development are key drives for social entrepreneurship. The concept of social entrepreneurship is very well known in the world but still in South Africa it is in early stage. There are many reasons behind this few of them are limited resources, lack of interest, extreme inequality, high poverty levels and unemployment, a weak Small, Medium and Micro Enterprise (SMME) sector, fragmented communities and an economic system that needs to strengthen both social and economic development. In this chapter a model has been develop for social entrepreneurship in South Africa.

#### Key learning

- Different Forms of Social Enterprises
- Entrepreneurial Development
- Government Strategies and Challenges
- Legislation and Government Strategies
- Needs within a Community
- Social and Economic Challenges
- Social Cohesion
- Social Entrepreneurship and the Legal Framework in South Africa

- Socioeconomic, Political and Legal Environment
- Sustainability
- The Private Sector and Development
- Types of Social Enterprises
- Various social entrepreneurship model and development steps etc.

## Chapter 15 - Legal Empowerment as Social Entrepreneurship: The KwaZulu-Natal Cases of Bulwer and New Hanover

This chapter explains relationship of social entrepreneurship and law in Africa. How legal empowerment and social entrepreneurship work together in Africa. This interaction innovatively contribute self-determined community development, democratic governance etc. Legal justice, legal remedies and legal principles well work with social entrepreneurship that has been explained. The main purpose of understanding interaction of social entrepreneurship and legal empowerment is to examine interaction of social actions by community based-paralegal practice in rural KwaZulu-Natal. Empirical evidence shows that community-based paralegals generate legal empowerment as social entrepreneurship and such service delivery advances rural women empowerment. Self-empowerment, positive theory, is more powerful. Business model should be incorporated in social entrepreneurship and legal empowerment at all level like justice, remedies and principles etc.

### Key learning

- A Social Entrepreneur in Context of the Centre for Community Justice and Development
- African Indigenous Knowledge
- Community-Based Paralegals
- Global/Local Nexus of Legal Entrepreneurship
- Global/Local Nexus of Legal Empowerment
- Intersection of Social Entrepreneurship and Legal Empowerment
- Legal Entrepreneurship
- Legal empowerment discourse
- Plural Legal Systems
- Rule of law orthodoxy
- Social Entrepreneurship Discourse
- The Case of Legal Empowerment as Social Entrepreneurship in Bulwer
- The Case of Legal Empowerment as Social Entrepreneurship in New Hanover
- The Role of Community-Based Paralegals in Social Entrepreneurial Context etc.

## Chapter 16 - A Discussion on Social Entrepreneurship in South Africa: A Look at Why Social Entrepreneurship Offers Opportunity to Strengthen Civil Society and Fast Track Socio-Economic Development in South Africa

This chapter explores literature on social entrepreneurship and civil society in South Africa. In this chapter author has discussed social entrepreneurship condition in South Africa. This chapter explains how socio-economic values have been integrated with social entrepreneurship. Strength and opportunities with special reference to social entrepreneurship in South Africa have been highlighted. Socio-economic change is the key to success. Weaknesses of present system were explained in order to discover that social entrepreneurship can play vital role to bring social values in the system to overcome the weakness. A win-win situation has been introduced to present a solution to dissolve present weakness and problems and to identify efforts made by all parties.

### Key learning

- A Brief Outline of the Socio-Economic Context in South Africa
- A Look at the Current Health of South Africa's Civil Society
- Civil Society
- Human Development Index
- Neo-liberalism
- Social Entrepreneurship – Opportunity to Strengthen the System?
- The Virtuous circle
- Weaknesses in Funding, Governance and Capacity in SA's Civil Society etc.

### About the Contributors

Ziska Fields is an Academic Leader and Lecturer at the University of KwaZulu-Natal, South Africa. She is passionate about developing entrepreneurial skills in students and to support them to start their own ventures. She taught the following Postgraduate entrepreneurship modules: The enterprise environment, Contemporary issues in entrepreneurship and Elements of Entrepreneurship. She also taught the following Honours entrepreneurship modules: Entrepreneurship and economic development, Entrepreneurship, innovation and venture creation and Entrepreneurship and small business development. Her research interests focus on creativity and innovation specifically in tertiary education, business environments, entrepreneurship and research. She also developed two theoretical models to measure creativity in South Africa, focusing on the youth and tertiary education specifically. She has published in international recognised journals such as the Journal of Social Sciences. Recent publications have looked at measuring creativity in various contexts. Dr. Fields is also a member of the South African Institute of Management (SAIM).

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Arash Najmaei graduated from the Macquarie Graduate School of Management (MGSM), Sydney, with an award-winning PhD in entrepreneurship in 2014. He has an MBA and an undergraduate degree in civil engineering. His research interests include entrepreneurial business modeling and the role of business systems and entrepreneurs in sustainable development. His research publications so far include 10 journal articles, 5 book chapters, and more than 30 conference proceedings. Dr. Najmaei is currently working as a marketing consultant in Australia. He is also the editor-in-chief of the International Journal of Sustainable Entrepreneurship and Corporate Social Responsibility (IJSECSR) and an adjunct lecturer at the Australian Catholic University (ACU) and the Australian Catholic University (ACU) and a research affiliate for the Macquarie Graduate School of Management (MGSM) and the Institute for Sustainable Leadership (ISL).

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