

≈ SUMMARY ≈

**SOCIAL ENTREPRENEURSHIP IN NEW ZEALAND: WHERE TO FROM HERE?**

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**Principal Topic**

This paper is submitted for consideration as part of theme 10, “social entrepreneurship”. Its primary focus is to describe an attempt to bridge the perceptual gap between (a) those societal engineers who wish to pursue their objectives in a more entrepreneurial manner; and (b) those entrepreneurial individuals who wish to use their skills to “make a difference” in society. The subject project has been conceived as a three part process, stretching over an eighteen month period, and the paper to be presented in February 2006 will report on the background and history of the project, and on the outcomes of stage one of the research. As such, it is very much a work in progress, and should be evaluated as such. In this section, the broad aim and specific goals of the project are identified, and in the next the research methods are briefly described. Results are as yet unknown, and are therefore discussed in outline only.

*Research Aim:*

*“to design and pilot test a community development model, based on established principles of social entrepreneurship, that will encourage a move from a culture of dependence to a culture of independence amongst participating community groups”.*

*Research Objectives:*

*Phase One: Research what is already known*

- define social entrepreneurship
- establish core “social” and “entrepreneurial” components of that definition
- identify international best practice benchmarks
- draft a “best practice model” of social entrepreneurship strategy

*Phase Two: Adapt to a New Zealand context*

- identify best practice techniques as used in New Zealand
- compare NZ experiences to international experiences
- revise the international model to reflect critical New Zealand influences

*Phase Three: Pilot test the revised strategy*

- identify an appropriate community organization
- secure core stakeholder support and endorsement
- implement a pilot and evaluate results

### **Methodology/Key Propositions**

The methods used in pursuit of the above research objectives are based on what Henry Mintzberg called “logical incrementalism”, or what I prefer to think of as “tiptoeing through a minefield”. In other words, the research design is based on a perceived need to take a step, stop, consider, analyse, and achieve consensus, before proceeding to the next step. That way, if the project ever takes a wrong turning, and steps on a procedural landmine, at least every previous step will be safely retraceable by those who follow!

I have therefore formed a loose, unofficial, and unashamedly non-representative “gang of seven” to act as an expert panel for the research process. This group’s task is to review every step of the research process as it comes to fruition, and to endorse that step before going on to the next one. Membership of this panel includes representation from :

- the research team (i.e. me!)
- national government (Ministry of Social Development)
- local government (our West Auckland district council)
- the local public sector enterprise agency
- the ‘green’ business movement
- potential beneficiaries of the eventual model (a community development group)
- traditional funders of community projects (two trusts who hold a joint local monopoly on liquor distribution and automated gambling)

This board is required to participate in a five step process at each of the three phases of research. The process is summarised for simplicity below :

1. Conduct data collection activities
2. Prepare draft report and submit to expert panel for comment
3. Expert panel suggests revisions
4. Revised version of report is negotiated and approved by the expert panel
5. Research continues to the next phase

### **Results and Implications**

As the timeline below suggests, this is very much a “work in progress” project. Indeed, the dates themselves are of lesser importance than the concept of a progressively developing consensus – the timeline may therefore be arguable, but the need for a timeline isn’t! As such, and given the 15 November deadline for full papers, it is clear that phase one results only will be presented to the February conference.

<b>Objective</b>	<b>Draft Report</b>	<b>Panel Evaluation</b>	<b>Revised Report</b>	<b>Panel Adoption</b>
Research what is already known	30.9.05	31.10.05	30.11.05	15.12.05
Adapt to a New Zealand context	31.3.06	30.4.06	31.5.06	15.6.06
Pilot test the revised strategy	31.8.06	30.9.06	31.10.06	30.11.06

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