

MECHANISMS AND BOUNDARIES OF COLLECTIVE ACTION IN SOCIAL ENTREPRENEURSHIP

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CHANGE IN PERSPECTIVE IN SE LITERATURE

- Focus on the **social entrepreneur** (e.g. Leadbeater 1997; Dees 1998; Alvord *et al* 2004)
- Focus on the **social enterprise** (e.g. Seelos & Mair 2007; Battilana & Dorado 2010; Pache & Santos 2010, 2013; Mair *et al* 2012)
- **Multiplicity of subjects** enacting social entrepreneurial activity (e.g. Spear 2006; Sud *et al* 2006; Hanleybrown *et al* 2012; Santos 2012).

COLLECTIVE SOCIAL ENTREPRENEURSHIP:

Collaboration among similar as well as diverse actors for the purpose of applying business principles to solving social problems

(Montgomery *et al*, 2012 pg. 376).

RESEARCH QUESTIONS



- A) What are the mechanisms behind collective social entrepreneurship?**

- B) What are the boundaries of the collective enacting it?**

LITTERATURE ON COLLECTIVE SE

Main studies **place a social enterprise at the center of the collective** (Montgomery et al., 2012) as the hybrid organizations able to connect two fields concerned with economic value creation and social value creation (Battilana & Lee, 2014).

Diversity is not seen as a characteristic of a collective connecting non-hybrid but different organizations (e.g., firms vs. NGOs'), but as a characteristic of one single organization using its **hybridity to bridge the two worlds of profit and non-profit**, in this way **facilitating the connection between the two sides of the collective social entrepreneurship project**.

METHODOLOGY

Methodology

We use an explorative in-depth case study (Yin, 2003) to develop a grounded theory (Strauss & Corbin, 1998) through inductive-abductive approach (Gioia, Corley, & Hamilton, 2012; Reichertz, 2007).

INTERVIEWS

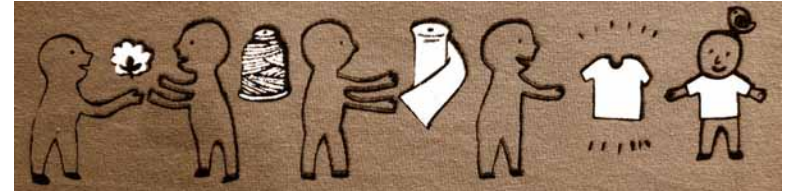


Name	Role in MadeInNo	Organization Characteristics	Role	Duration (minutes)
Gianluca Bruzzese	Founder of Sartoria Bruzzese	Firm - Specialized in clothes for adults	Entrepreneur	75
Fabrizio Miaton	New Partner Emme3	Firm – specialized in clothes for children	Entrepreneur	45
Deborah Lucchetti	Co-founder FairCoop	No-profit organization specialized in fair trade	President	81
Monica Di Sisto	Co-founder FairCoop	No-profit organization – specialized in fair trade	Vice President	105
Luigi Eusebi	Consultant	Private Consultant	International Broker	73
Laura Fontana	Supportive Buy Group (GAS)	Ethical Purchasing Group	Customer (GAS leader)	66
Paola Letardi	Supportive Buy Group (GAS)	Ethical Purchasing Group	Customer (GAS leader)	68
Silvia Serventi	Supportive Buy Group (GAS)	Ethical Purchasing Group	Customer (GAS leader)	66

SECONDARY DATA

Typology of document	Title	N pages
Newsletter	Le migliori imprese ecologiche italiane ed europee	13
Magazine	Valori	40
Article (NewsPaper)	Made In No: biancheria "intimamente" solidale	3
Blog	Bojafaus	4
Newsletter	Ecofiera	3
Blog	Cotone e Bambini	6
Article (NewsPaper)	Essere sostenibili	3
Article (NewsPaper)	Eventhia	3
Article (NewsPaper)	Premio Impresa Ambiente 2010	2
Article (NewsPaper)	Fatti della stessa pasta	1
Newsletter	FCRE	1
Newsletter	Frontiere News	1
Forum	Fa la cosa giusta	8
Newsletter	GAS Genova	6
Newsletter	Promiseland	4
Newsletter	Retegas	1
HandBook	Guida Manifatturiero	42
Blog	Ibrianza	3
Article (NewsPaper)	"Made in no", ecco la nuova linea di intimo biologico	3
Article (NewsPaper)	UmbiraLeft	2
Newsletter	Incontro di verifica del progetto	2
Newsletter	Intergas e Visita del gas	2
Newsletter	Intimo	1
Article (NewsPaper)	Continuo a cucire tutto a mano	1
Forum	Lillinet	4
Newsletter	LineaIT	1
Newsletter	Macrolibrarsi	1
Article (NewsPaper)	Eco-equo	1
Report	Opportunità Imprese	15
Purchase order	Ingasati	1
article (NewsPaper)	Panorama	1
Report	Artigiani dell'eccellenza	43
Newsletter	Per filo e per sogno	1
Newsletter	Legambiente	1
Report	Legambiente	4
Article (NewsPaper)	Quartiere	1
Article (NewsPaper)	Redattore sociale	1
Article (NewsPaper)	Repubblica	1
Purchase order	Rete Gas Lazio	2
Article (NewsPaper)	Forum Social Mundial	2
Article (NewsPaper)	End WP	2
Website	Alpha	8
Website	Beta	6
Article (NewsPaper)	Termotecnica	1
Article (NewsPaper)	Terranuova	1
Newsletter	Tessile Reti	1

THE CASE STUDY

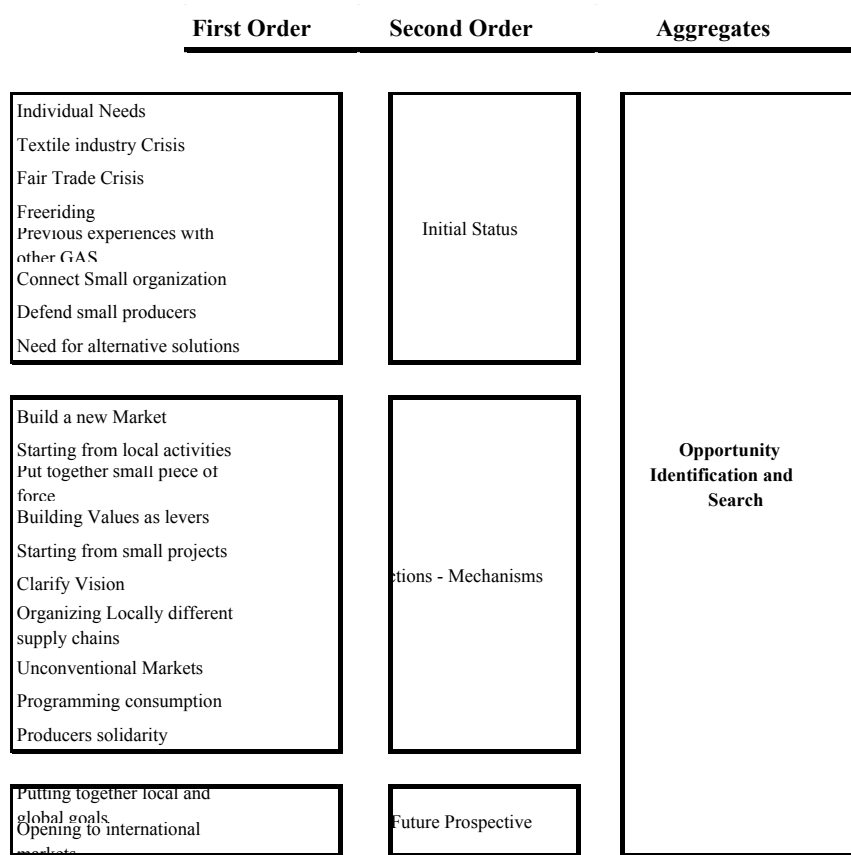


The study is carried out in the Italian textile district based in the North East of Italy (Novara), specialized in the production of underwear and swimming suits.

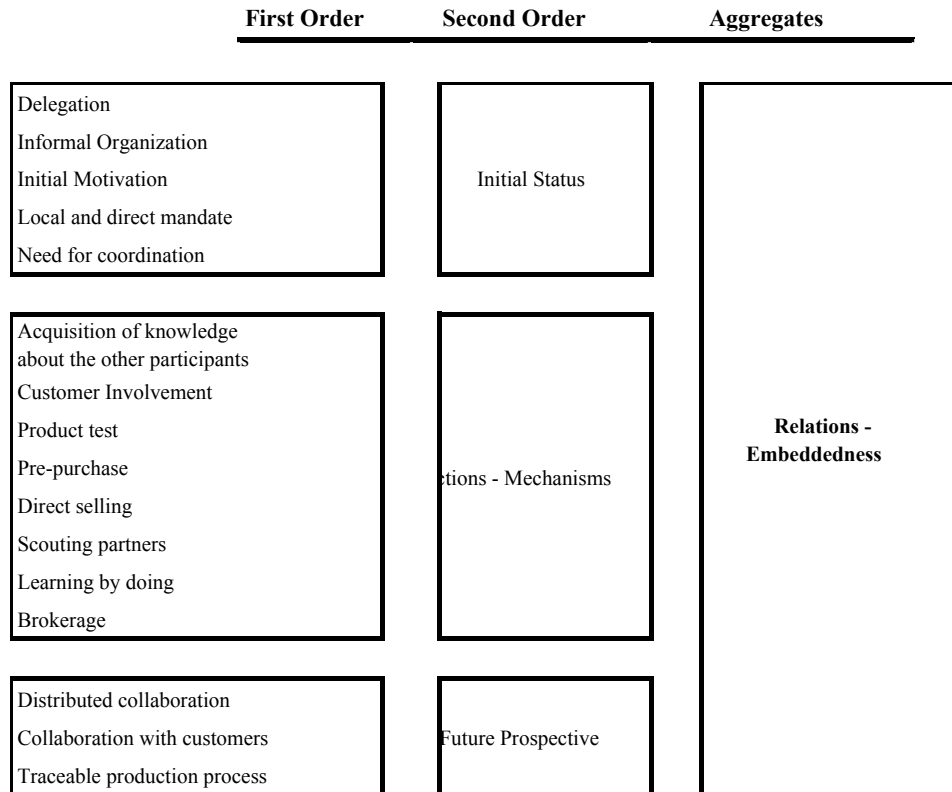
MADE IN NO

The “Made in No” project is based on the production and commercialization of a completely eco-friendly line of cotton clothes developed by a collective of actors following organic production, and fair trade principles.

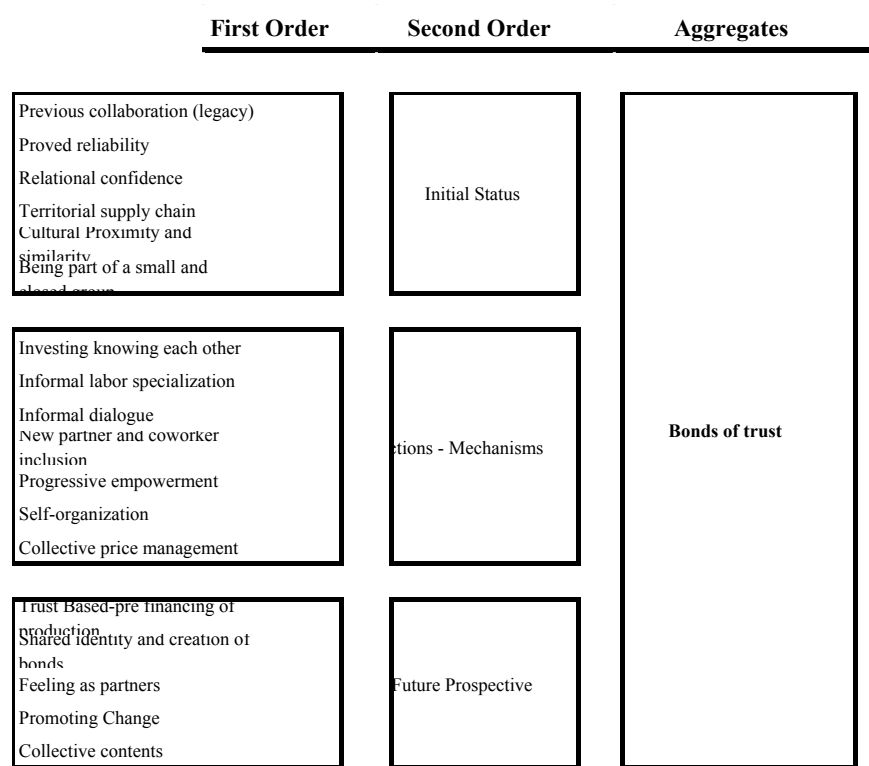
METHODOLOGY – DATA STRUCTURE



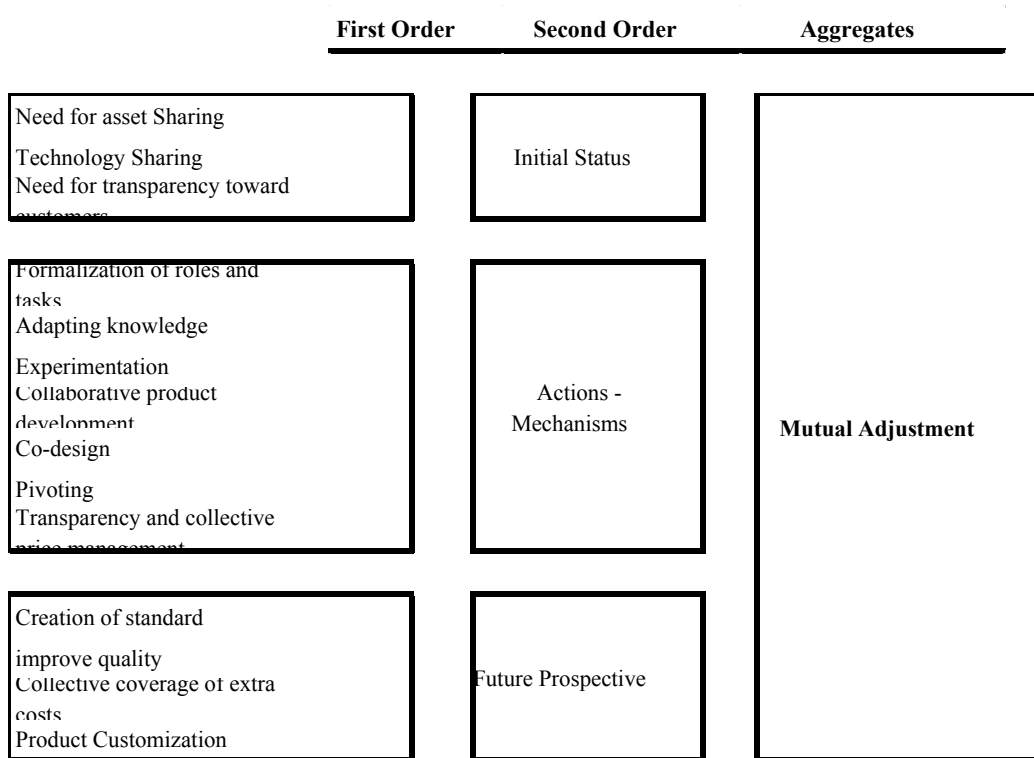
METHODOLOGY – DATA STRUCTURE



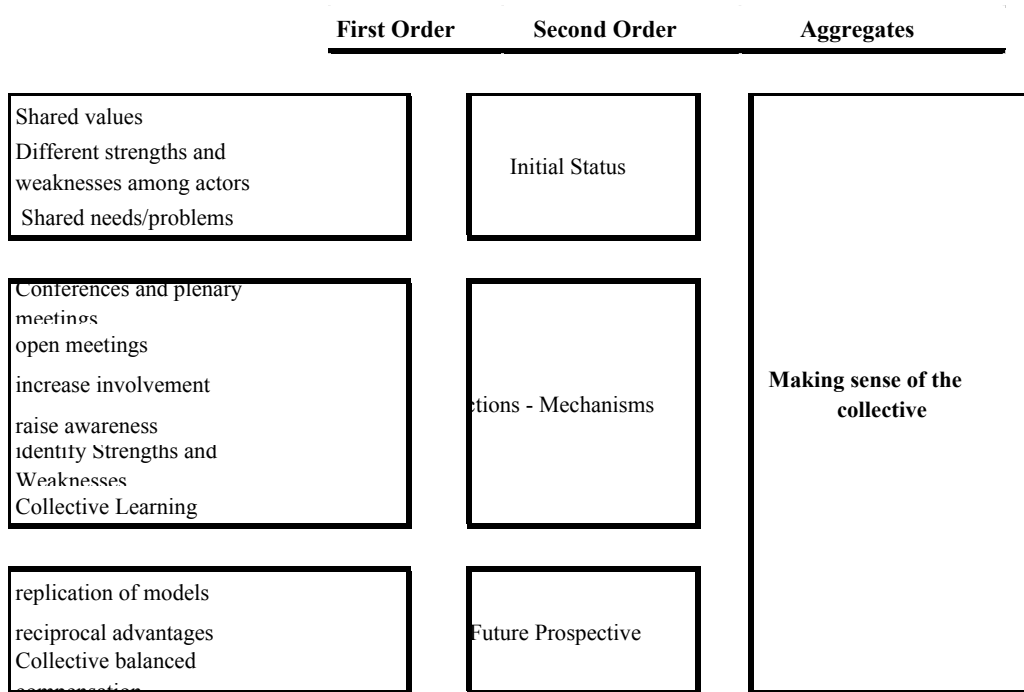
METHODOLOGY – DATA STRUCTURE



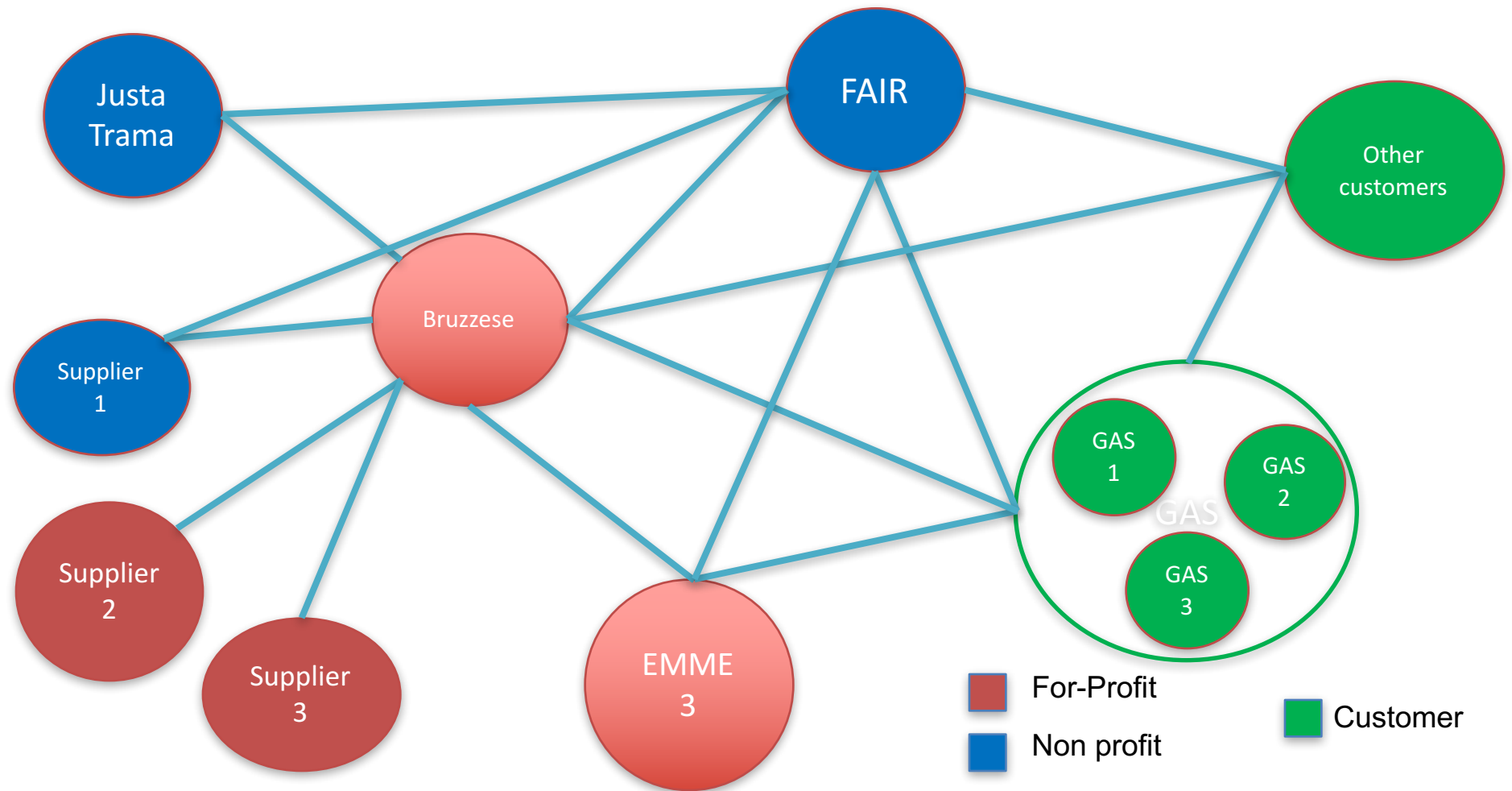
METHODOLOGY – DATA STRUCTURE



METHODOLOGY – DATA STRUCTURE



THE MADE IN NO COLLECTIVE



FURTHER IMPLICATIONS



The collective might be composed by subjects that are not social enterprises.

The focus on a collective of organizations allows to detect social entrepreneurial activity that would be missed by looking only at single organizations.