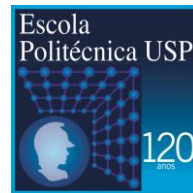


ESCOLA POLITÉCNICA DA USP
DEPARTAMENTO DE ENGENHARIA DE PRODUÇÃO

PRO 3385
Social Enterprises

2020



Agenda



Definitions

Social Entrepreneurship umbrella

Inclusive business

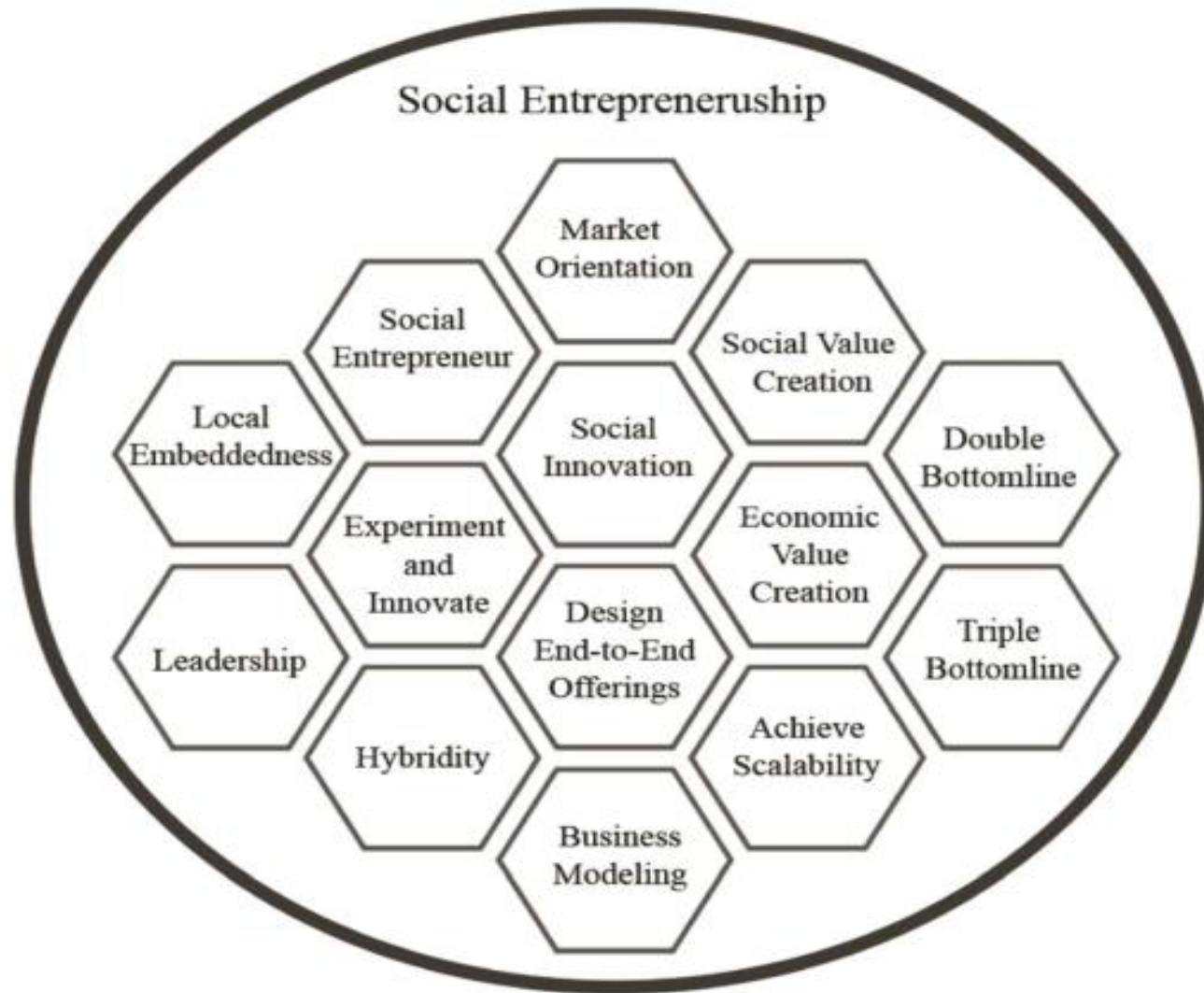
Social Business – Prof. Muhammad Yunus

Tensions and Innovation

Definitions



- 1) Social Innovation School:** the social innovation school, focuses more on social innovation irrespective of whether that is integrated with commercial activity or not.
- 2) Social Enterprise School:** a social enterprise takes heed of earned-income strategies for sustainably fulfilling their social mission.
- 3) ESES:** The European approach, known as EMES (Emergence of Social Enterprise in Europe), considers those enterprises as social enterprises which are initiated by citizens for producing specific goods and services for **communities**. **(also transparent governance)**
- 4) CICs:** In the UK, social enterprises get registered as CICs (Community Interest Companies), which identifies social enterprises as those who use their assets for public good and the surpluses are reinvested in the business or community rather than profit maximization of owners and shareholders (Sengputa et al., 2018)
- 5) Business with social impact** (negócios com impacto social): “empresa que tem objetivos sociais ou uma unidade de negócios incorporada a uma empresa tradicional. Assim, ele pode ser usado também por grandes corporações que almejam desenvolver negócios que tenham lucro e impacto social ao mesmo tempo” (Comini et al., 2013, p.51). Eg. Coca Cola Plataforma Coletivo (https://www.youtube.com/watch?v=urJlpb6FvDk&feature=emb_logo)



Scale x Niche

Fig. 1 The umbrella of social entrepreneurship

Sengupta, S., Sahay, A., & Croce, F. (2018). Conceptualizing social entrepreneurship in the context of emerging economies: An integrative review of past research from BRIICS. *International Entrepreneurship and Management Journal*, 14(4), 771-803.

Inclusive Business (negócios inclusivos)



- Latin America Business Schools
- Social Enterprise Knowledge Network (Sekn)
- Negócios inclusivos “organizações ou empresas que geram a mudança social por meio de atividades de mercado. Isso inclui ONGs e organizações sem fins lucrativos ou privadas”

<http://www.sekn.org/>

What is a Social Business?

A business with a social mission at its core. 100% dedicated to solving human problems.

A Social Business is a company that either creates income for the poor or provides them with essential products and services like healthcare, safe water or clean energy. They operate exactly like normal companies except for a few small differences:

- The primary aim of Social Business is to solve a social problem.
- Unlike a charity, a Social Business generates profit and aims to be financially self-sustaining. Removing the need for fundraising allows social businesses to reinvest profits back into generating impact.

Os 7 princípios do Prof. Muhammad Yunus para um negócio social:

1. Objetivo é resolver um problema da sociedade (como pobreza e saúde), não maximizar lucro;
2. Sustentabilidade financeira e econômica;
3. Investidores recebem apenas o que investiram, sem direito à distribuição de dividendos;
4. Lucro deve ser 100% reinvestido na empresa para expandir as operações e aumentar o seu impacto social, ao invés de distribuído como dividendo;
5. Deve ser ambientalmente consciente;
6. Funcionários obtêm salários compatíveis com o mercado e boas condições de trabalho;
7. Faça com prazer!



Negócios Sociais: Unem o dinamismo do business tradicional com a consciência da filantropia.



<https://www.youtube.com/watch?v=Q6vH0Ynzb2I> (Instituto Muda)

https://www.youtube.com/watch?time_continue=161&v=jDgFbOmmMoY&feature=emb_logo (Renovatio)

<https://www.yunusnegociossociais.com/o-que-so-negocios-sociais>

Hybrid Organizations



Hybrids may be nonprofits that earn most or all of their revenue [without support], or they may be forprofits that have a very strong social mission and a business model designed to alleviate a particular social issue be it poverty, education, the environment, or income inequality, just to name a few.

hybrids have emerged as a type of organization that earns part or all of its revenue to support a social mission.

Hybrid organizations that closely align social mission with profit, and also feature a relatively simple value chain, are more likely to be sustainable in the long term

Example: Runa Group

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

https://www.youtube.com/watch?v=pU30ucoqr_Y

Exhibit 1. Types of tensions in social businesses

Types of tensions	Social and financial dimensions that explain tensions	Emerging issues for social businesses
<p>Related to performance: Goals, metrics, meeting stakeholder expectations</p>	<p>Social impact is generally difficult to measure/compare; financial results, however, tend to be simpler to measure/compare.</p>	<p>How do leaders define success, given the diverging goals (and the risk that economic success may entail social failure)?</p>
<p>Related to organizations: Diverging dynamics due to different structure, culture, practices and processes</p>	<p>To reach social and economic goals, there is a tendency to hire professionals with different, and not necessarily convergent capabilities.</p>	<p>How can hiring be managed so as to engage different professionals to work harmoniously? To what degree do organizations differentiate and integrate social mission and business? What organizational form/structure should the organization adopt?</p>
<p>Related to the feeling of belonging: Divergent identities between groups, sub-groups and the organization</p>	<p>Employees and other stakeholders are usually divided into those who identify more with the social mission and those who identify with the business.</p>	<p>How can the organization manage diverging identities and expectations?</p>
<p>Related to learning: Timelines are different in the processes of change, growth and scaling.</p>	<p>Social goals tend to aim at long-term scenarios; as opposed to business, which focuses on short-term results. An increase in social impact may diminish financial results and vice-versa.</p>	<p>How does the organization deal with short- and long-term schedules? How has the organization sought short-term financial results so as to expand its social results?</p>

Source: Adapted from Smith et al. (2008)

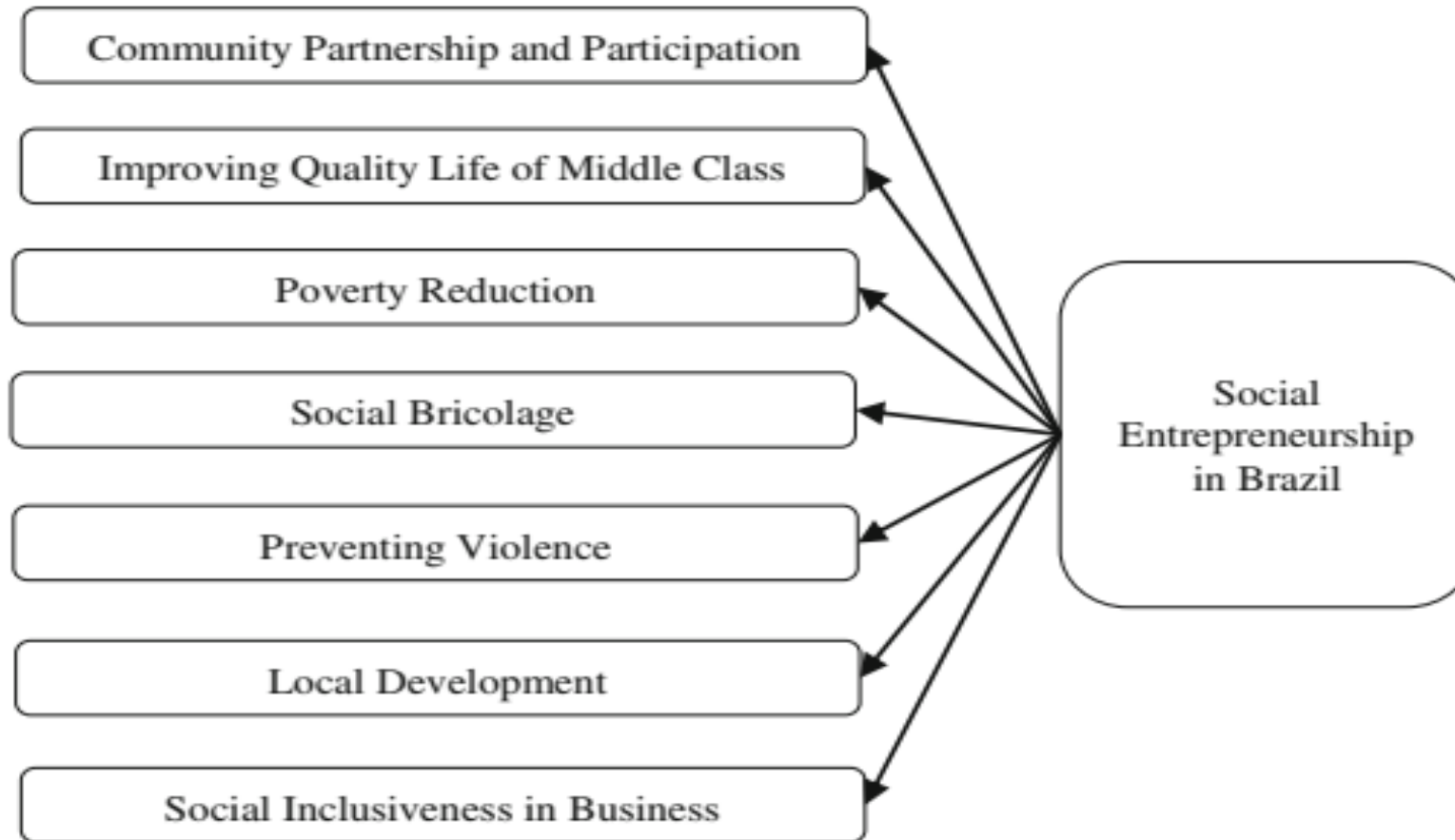


Fig. 3 Social entrepreneurship in Brazil

Sengupta, S., Sahay, A., & Croce, F. (2018). Conceptualizing social entrepreneurship in the context of emerging economies: An integrative review of past research from BRIICS. *International Entrepreneurship and Management Journal*, 14(4), 771-803.

SME's and innovation

EMPRESA

PERFIL

SOLUÇÃO INOVADORA

Fornari

Setor: Agronegócio
Fundação: 2008
Funcionários: 22
Clientes: BRF, JBS, Aurora Alimentos
Países importadores: Turquia, Filipinas, Colômbia, Bolívia, Paraguai e Argentina

Equipamentos de higienização, como máquinas de desinfecção de ovos que eliminam o uso de formol, o que reduz o impacto no meio ambiente, na saúde dos funcionários, a mortalidade de pintos e os riscos à saúde do consumidor.



Brasil Ozônio

Setor: Química verde
Fundação: 2004
Funcionários: 13
Clientes: Bunge, Dow, Unilever, Saneamento Básico do Estado de São Paulo (Sabesp)
Países importadores: Argentina e Peru

Sistema modular de baixo consumo de energia que, a partir do ar ambiente, produz ozônio para tratamento de água, ar e efluentes. Por suas funções bactericidas e oxidantes, o ozônio produzido tem aplicações como: eliminação de odores, sanitização de alimentos e combate a pragas na agricultura.



Safe Trace

Setor: Agronegócio
Fundação: 2005
Funcionários: 12
Clientes: Carrefour, Walmart, Grupo Pão de Açúcar, diversos frigoríficos
País importador: Chile

Monitoramento da cadeia produtiva de diversos produtos, que inclui carnes, frutas e legumes, de sua produção até o consumo. No caso da carne, as soluções de rastreabilidade garantem transparência desde a origem do alimento até sua exposição nas prateleiras



<https://www.youtube.com/watch?v=6RYUFFgeDew> (Brasil Ozônio)