

**Managing
and Measuring
Social Enterprises**

ROB PATON

Managing And Measuring Social Enterprises

Simon Denny, Frederick Seddon



Managing And Measuring Social Enterprises:

Managing and Measuring Social Enterprises Rob Paton, 2003-02-05 Its emphasis on performance measurement affords rare insights into some innovative techniques Moreover institutional and other theories are deployed to explore the reasons for innovation The book should be a prized resource for postgraduate students who seek a deeper understanding of social enterprise measurement and management practices It covers extremely and topical issues while the case studies offer a perspective on the complexities of real social enterprises Prometheus Recent years have seen the voluntary and social enterprise sectors embark on a tentative love affair with performance measurement We should it seems be measuring monitoring and reporting our performance for a variety of reasons accountability continuous improvement and self motivation to name a few But has anyone stopped to consider the realities of implementing the range of tools on the market Author Rob Paton does just this Voluntary Sector Managing and Measuring Social Enterprises examines the question of what happens when performance improvement techniques originating in the private sector are applied to public and nonprofit organizations Managing and Measuring Social Enterprises looks critically at a range of performance measurements and improvement methods including Outcome measurement Using financial ratios for performance comparison Social audit Process benchmarking Externally accredited standards like Investors in People and ISO 9000 Diagnostic models and other tools from the quality movements Balanced scorecards Rob Paton offers a measured critique of the naive realism and rhetorical excesses of the performance management movement but also shows why many of its critics are unduly pessimistic Through a combination of theory and research the book provides practical guidance to the problem of performance management outside of the private sector This is an essential text for those interested in public and social enterprises particularly MBA and Masters students in public administration public management and non profit management

Managing and Measuring Social Enterprises Rob Paton, 2003 This title examines the question of what happens when performance improvement techniques originating in the private sector are applied to public and nonprofit organizations

Managing and Measuring Social Enterprise Rob Paton, 2006 **Understanding Social Enterprise** Rory Ridley-Duff, Mike Bull, 2011-02-09 The first authoritative student textbook on the subject explores the issues of understanding the context and processes of Social Enterprise In 12 comprehensive chapters the authors discuss and illustrate both theoretical and practical considerations for the field Each chapter contains a summary of key topics covered illuminating and engaging international case studies to illustrate the themes covered and link them to practice reflection boxes to enable students to critically consider their interpretation of issues raised informative further reading and links to online information about social enterprise projects There is also an accompanying website with a full instructors manual including PowerPoint slides and extra case studies for lecturers and access to full text journal articles and online exercises for students

Management for Social Enterprise Bob Doherty, George Foster, Chris Mason, John Meehan, Karon Meehan, Neil

Rotheroe, Maureen Royce, 2009-03-19 *Management for Social Enterprise* is a great introduction to the rich variety of social enterprises in the UK. It is also a useful tool to help us to build more effective social enterprises that really deliver on their missions by people who have hands on experience. This is just what the rapidly growing social enterprise sector needs: a management manual to help us take social enterprises to the next level by people who have hands on experience. Sophie Tranchell, Managing Director of Divine Chocolate Ltd and Cabinet Office sponsored Social Enterprise Ambassador. The recent explosive growth in the number of social enterprises, their diverse and dynamic nature and the upsurge in research about them all makes this a potentially bewildering field of knowledge to explore. This book provides a clear and timely guide to the management challenges involved in understanding and running social enterprises and underlines why their unique nature requires something more than just standard business school wisdom. Ken Peattie, Professor of Marketing and Strategy, Cardiff Business School and Director of the ESRC Centre for Business Relationships, Accountability, Sustainability and Society. Provides a good introduction to the management of social enterprises touching on a broad range of topics and will help those involved in managing social enterprises and those trying to understand more about the sector. It draws on the experience of those who have worked in the social enterprise sector in a range of countries and are passionate about developing it. Fergus Lyon, Professor of Enterprise and Organizations, Middlesex University. Overviewing the key business topics required by social entrepreneurs and managers in social enterprises. *Management for Social Enterprise* covers strategy, finance, ethics, social accounting, marketing and people management. Written in direct, accessible language by a team of authors currently teaching and researching in this sector, each chapter is fully supported with learning resources. Chapters include brief overviews, further reading, suggested web resources and importantly, international case studies drawing on real life business examples. This book is essential reading for students and practitioners of Social Entrepreneurship and Social Enterprise but will also be of use to anyone with an interest in management, corporate responsibility, ethics or community studies. **Social Enterprise Management** Bob Doherty, John Thompson, 2006. Annotation: Social enterprises are organisations seeking business solutions to social problems. This e-book looks at social enterprises around the world in terms of governance, corporate social responsibility, entrepreneurship, sustainability and in the public sector. *Social Entrepreneurship and Tourism* Pauline J. Sheldon, Roberto Daniele, 2016-12-22. This volume explores the links between the rapidly growing phenomenon of social entrepreneurship (SE) and the international tourism and hospitality industry. This unique industry is particularly ripe for transformation by SE and the book's authors delve deeply into the reasons for this. The book has three parts. The first creates a conceptual and theoretical framework for understanding the uniqueness of SE in the tourism context. The second examines different communities of practice where SE is being applied in tourism. The third is a rich collection of case studies from eight countries where tourism SE is already having an impact. The book's authors address the topic from many different angles: disciplinary backgrounds and geographic areas. Many case study authors are practicing social entrepreneurs who share their

successes challenges and experience with tourism related projects The book also proposes a research agenda and educational programmatic changes needed to support tourism SE As these are developed tourism SE will bring innovation to destinations transformation of their economic and social structures and contribution to a better world The book has many insights and resources for scholars and practitioners alike to usher in this transformation

Understanding Social Entrepreneurship Jill Kickul, Thomas S. Lyons, 2012-03-22 Social entrepreneurship involves the application of business practices to the pursuit of social and or environmental mission It brings the mindset principles strategies tools and techniques of entrepreneurship to the social sector yielding innovative solutions to the vexing problems facing society poverty hunger inadequate housing and homelessness unemployment and under employment illiteracy disease environmental degradation etc It finds solutions where government and private sector efforts have not This intriguing field has captured the imaginations of thousands of business and public administration students around the world leading to the creation of hundreds of courses and programs of study to meet this burgeoning demand Yet there are few if any textbooks that offer a comprehensive treatment of this subject Instructors are forced to cobble together reading materials from multiple sources creating a hardship for professors and students alike This book is aimed at addressing this problem Available with Instructor s Manual PowerPoint s and Testbank

Social Entrepreneurship Alex Nicholls, 2008-04-03 Social Entrepreneurship is a term that has come to be applied to the activities of grass roots activists NGOs policy makers international institutions and corporations amongst others which address a range of social issues in innovative and creative ways Themed around the emerging agendas for developing new sustainable models of social sector excellence and systemic impact Social Entrepreneurship offers for the first time a wide ranging internationally focused selection of cutting edge work from leading academics policy makers and practitioners Together they seek to clarify some of the ambiguity around this term describe a range of social entrepreneurship projects and establish a clear set of frameworks with which to understand it Included in the volume are contributions from Muhammad Yunus the father of microfinance Geoff Mulgan former head of the British prime minister s policy unit and Bill Drayton founder of the Ashoka network of social entrepreneurs Jeff Skoll founder of the Skoll Foundation and first president of eBay provides a preface

Social Impact in Solidarity-based Organizations Julien Kleszczowski, Nathalie Raulet-Croset, 2025-06-24 In recent years social impact assessment SIA has become an important issue for organizations in the social and solidarity economy SSE SIA refers to the measurement of the effects of these organizations on society and it is increasingly seen as a performance measurement for this type of organization Social Impact in Solidarity based Organizations is based on a series of original case studies of SIA approaches carried out in a variety of organizations It takes a nuanced reflective look at SIA charting a path between unreserved promotion and wholesale rejection of the very principle of the approach The book focuses on the debates uses and limits of SIA practices placing them in their own contexts values challenges and objectives

Social Enterprise Simon Denny, Frederick Seddon, 2013-08-15 Social enterprise has

become a much discussed term in recent years often in conjunction with the public sector the idea that entrepreneurship might somehow step in and save the public purse has taken hold in a number of areas This book introduces and explains the terminology surrounding social enterprise and brings much needed rigour to proceedings by demonstrating how this can be measured evaluated and held accountable A range of validated evaluation measures tools and techniques such as SROI the Outcomes Star and randomised control trials are presented in individual research projects conducted by an exciting and eclectic mix of international authors who are recognised experts in the field of social enterprise Wrapping up with the ground breaking use of a General Self Efficacy scale a reflective critique of social finance and a challenge to the actual concept of social enterprise the book discusses the potential disadvantages that can arise from the commodification of social enterprise activities resulting in a fascinating summary of current thinking surrounding this topic **The Business of Giving** P.

Grant,2011-12-06 The Business of Giving reviews current thinking and surveys the key techniques any philanthropist or grantmaker should adopt It also outlines a generic social investment process that can be utilized for all philanthropic or grantmaking programmes Essential reading for all engaged in or with an interest in philanthropy or civil society in general

Creating Business Value and Competitive Advantage With Social Entrepreneurship Iyigun, N. Oyku,2018-07-20 The field of social entrepreneurship is attracting attention from multiple industries Social entrepreneurs are responsible for finding ways to creatively contribute to society by providing affordable products and services Creating Business Value and Competitive Advantage With Social Entrepreneurship is a useful scholarly resource that examines the broad topic of social entrepreneurship by looking at relevant theoretical frameworks and fundamental terms Focused on topics such as creating business value promoting social entrepreneurship and enacting programs of social change this book provides the latest research and practical solutions concerning social entrepreneurship The source proves valuable to academicians researchers entrepreneurship practitioners and individuals interested in learning more about social entrepreneurship Values and Opportunities in Social Entrepreneurship K. Hockerts,J. Mair,J. Robinson,2010-09-30 Over the past few years social

entrepreneurship has grown as a research field In this 3rd volume in the series contributions explore questions of values in social entrepreneurship as well as the identification and exploitation of social venturing opportunities **Sustainable Communities** Terry Marsden,2008-01-28 Reviews the literatures on sustainable communities This volume explores and analyzes the policies practices and strategies related to community involvement and how this shapes local environmental contexts It debates and shares experiences generated through the various empirical studies *Social Enterprise* Janelle A.

Kerlin,2009-11-15 The first comparative look at how social enterprise is shaped by local conditions worldwide Social Enterprise: Building Businesses That Change Lives Ahmed musa ,2024-12-28 Social Enterprise is a guide for entrepreneurs who want to create businesses with a purpose beyond profit The book focuses on how to build organizations that address societal challenges while remaining financially sustainable It covers everything from identifying social issues to crafting a

mission driven business model funding and scaling social enterprises It also examines the importance of impact measurement stakeholder engagement and marketing with a purpose Entrepreneurs will gain practical advice on how to develop business models that make a positive difference in the world This book is a must read for anyone interested in creating a social enterprise that blends business success with social impact The New Social Entrepreneurship Francesco Perrini,2006-01-01 This book aims to define a novel conception of what social entrepreneurship SE actually is and what it is not starting from a sharp and focused vision of SE it entails innovations designed to explicitly improve societal well being housed within entrepreneurial organizations which initiate change in society In so doing it provides a critical and comprehensive framework for current and future research in the area Francesco Perrini adopts a novel approach to the SE phenomenon considering it as a dynamic process created and managed by innovative social entrepreneur an individual or team who strives to create new social values in the market and community at large By now SE has attained a wider and more enthusiastic acceptance in corporate thinking and practice than in the literature This double line of reasoning partly theoretical and partly practitioner based drives the bottom line of the book In the first part The New Social Entrepreneurship looks for a consistent answer to a muddle of still unresolved questions How can SE be defined How can SEVs be identified What are the main dimensions along which organizations vary and what factors lead to success What does success mean Does the way in which an SEV is designed matter Does it make sense to talk about a social business plan Is an SEV aligned with traditional sources of financing And so on In the second part the book changes perspective examining several practical examples of how perspectives on SE are translated into concrete phenomena LocalFeed CafeDirect The Sekem Initiative Teleserinita the NYC Watershed Agreement and sustainable tourism in Turkey and so on They illustrate theoretical frameworks each enlightening specific aspects of SE and making theory and practice comparisons The Palgrave Handbook of Volunteering, Civic Participation, and Nonprofit Associations David Horton Smith,Robert A. Stebbins,Jurgen Grotz,2017-01-18 Written by over 200 leading experts from over seventy countries this handbook provides a comprehensive state of the art overview of the latest theory and research on volunteering civic participation and nonprofit membership associations The first handbook on the subject to be truly multinational and interdisciplinary in its authorship it represents a major milestone for the discipline Each chapter follows a rigorous theoretical structure examining definitions historical background key analytical issues usable knowledge and future trends and required research The nine parts of the handbook cover the historical and conceptual background of the discipline special types of volunteering the major activity areas of volunteering and associations influences on volunteering and association participation the internal structures of associations the internal processes of associations the external environments of associations the scope and impacts of volunteering and associations and conclusions and future prospects This handbook provides an essential reference work for third sector research and practice including a valuable glossary of terms defining over eighty key concepts Sponsored by the

International Council of Voluntarism Civil Society and Social Economy Researcher Associations ICSERA www.icsera.org it will appeal to scholars policymakers and practitioners and helps to define the emergent academic discipline of voluntaristics

Social Finance Alex Nicholls, Rob Paton, Jed Emerson, 2015 Social Finance is a rapidly advancing area of practice policy and research with a lot of unanswered questions What does it amount to What is it to be social in finance How do you value assets that offer a social as well as a financial return This book provides a collection of authoritative essays on these and related topics The essays embrace the different manifestations of social finance collate existing research set out the controversies offer theoretical insights and advances and draw together the ideas of the leading thinkers in the field Contributors to this volume are leading exponents and practitioners of social finance and leading academics from the main relevant disciplines and fields of study This book is the first serious and comprehensive treatment of social finance and as such will be of interest to academics with research and teaching interests in finance social enterprise entrepreneurship public policy business economics and international development to name a few If you want to understand and join in the academic and policy debates or if you are working in one part of this field and want to understand how the landscape is being rapidly reshaped then this is an essential guidebook

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