


**Entrepreneurship / Entrepreneuriat:  
Social Entreprises  
/ Entreprises sociales**

---


 2020 EWC/RDC Workshop/Atelier  
 Encounters with Canada / Rencontres du Canada  
 Ottawa – March 3 mars 2020


**François Brouard, DBA, FCPA, FCA**  
 Director/Directeur, SCSE/CSES  
 Sprott Centre for Social Entreprises (SCSE) /  
 Centre Sprott pour les entreprises sociales (CSES)

© 2020, François Brouard, DBA, FCPA, FCA


**Structure of presentation  
Structure de la présentation**

---


- Introduction
- What? / Quoi?
- Why? / Pourquoi?
- How? / Comment?
- Who? / Qui?
- When? / Quand?
- Conclusion



© 2020, François Brouard, DBA, FCPA, FCA


**INTRODUCTION**

---

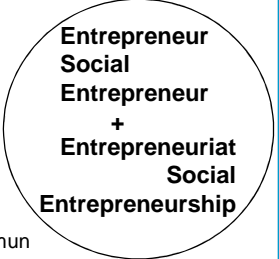


Part A / Partie A


© 2020, François Brouard, DBA, FCPA, FCA


**Social enterprise, entrepreneur, entrepreneurship  
Entreprise, entrepreneur, entrepreneuriat social**

<p><b>Social Enterprise</b></p> <ul style="list-style-type: none"> <li>• Oriented on public service <i>Soup kitchen / Soupe populaire</i></li> <li>• Oriented on common interest <i>Sport association / Association sportive</i></li> </ul>	<p><b>Entreprise sociale</b></p> <ul style="list-style-type: none"> <li>• Orienté vers l'intérêt public</li> <li>• Orienté vers l'intérêt commun</li> </ul>
---	---



© 2020, François Brouard, DBA, FCPA, FCA


**Social**

---


Social

→ Social needs  
Social mission  
Change agent & transformation  
Responsibility: personal & collective

→

Besoins sociaux  
Mission sociale  
Agent de changement & transformation  
Responsibilisation: personnelle & collective

© 2020, François Brouard, DBA, FCPA, FCA


**Entreprise sociale  
Social Enterprise**

---

entreprise sociale

→ Création de bénéfice pour collectivité  
Diversité des formes juridiques  
Degré d'autosuffisance financière

social entreprise

→ Create community benefit  
Wide variety of legal forms  
Degree of financial sufficiency

© 2020, François Brouard, DBA, FCPA, FCA

**SPROTT**  
SCSE+CSES

## Entrepreneuriat social Social Entrepreneurship

entrepreneuriat → Occasions  
Innovation et risques  
Démarrage d'entreprise  
Mobilisation de ressources  
Création de valeurs


social → Opportunities  
Innovation and risks  
Business start-up  
Resources mobilization  
Value creation

entrepreneurship →

© 2020, François Brouard, DBA, FCPA, FCA

**SPROTT**  
SCSE+CSES

## Processus entrepreneurial Entrepreneurial Process



© 2020, François Brouard, DBA, FCPA, FCA


**SPROTT**  
SCSE+CSES

## Contexte de développement Context for development

- Not a new phenomena
- Decreasing in \$
- More social needs
- Demographic changes
- Call for social responsibility
- Search for meaning
- Pas un phénomène nouveau
- Baisse de \$
- Plus de besoins sociaux
- Changements démographiques
- Appel pour plus de responsabilisation
- Quête de sens

© 2020, François Brouard, DBA, FCPA, FCA

**WHAT? / QUOI?**



Part B / Partie B

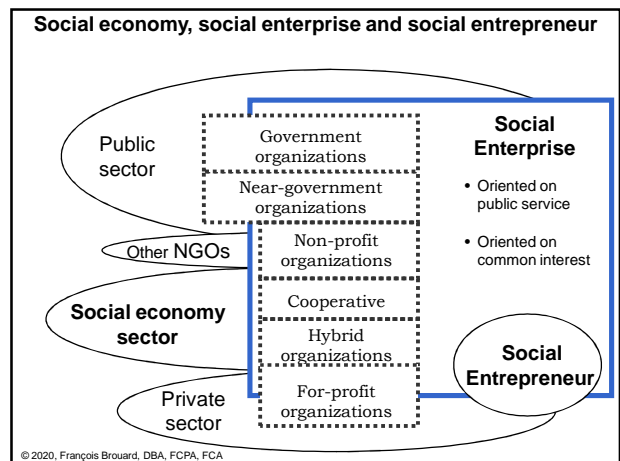
© 2020, François Brouard, DBA, FCPA, FCA

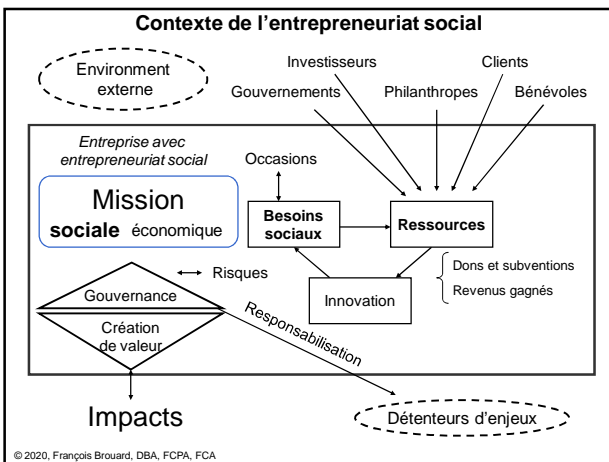
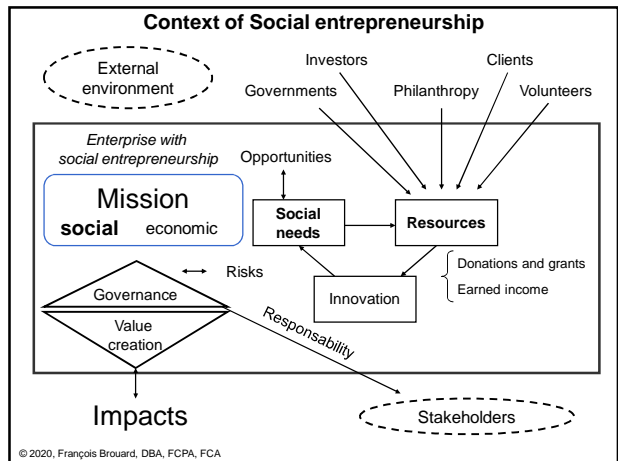
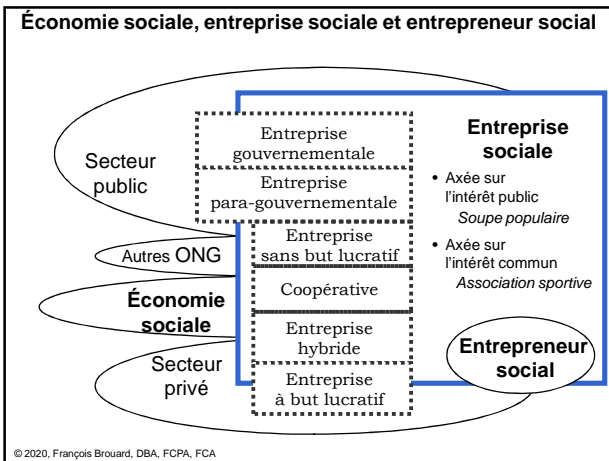
**SPROTT**  
SCSE+CSES

«Any definition of the term 'Social Entrepreneurship' must start with the word 'Entrepreneurship'. The word 'Social' simply modifies entrepreneurship. If entrepreneurship doesn't have a clear meaning, then modifying it with social won't accomplish much, either.»

© 2020, François Brouard, DBA, FCPA, FCA

Martin and Osberg (2007, p.30)





### Social Entrepreneurship Definition

Concept which represents a variety of activities and processes to create and sustain social value by using more entrepreneurial and innovative approaches and constrained by the external environment.

Source : Brouard and Larivet (2010)

### Entrepreneuriat social Définition

Concept qui représente un ensemble d'activités et de processus pour créer et soutenir la valeur sociale en utilisant des approches plus entrepreneuriales et innovantes en tenant compte des contraintes de l'environnement externe.

Traduit de : Brouard and Larivet (2010)

### Social Enterprise Definition

Organizations which pursue social missions or purposes that operate to create community benefit regardless of ownership or legal structure and with various degrees of financial self-sufficiency, innovation and social transformation.

**SPROTT**  
SCSE+CSES

## Entreprise sociale

### Définition

Organisation qui poursuit un but ou une mission sociale afin de créer un bénéfice pour la collectivité sans égard à la propriété ou forme juridique et avec divers degrés d'autosuffisance financière, d'innovation et de transformation sociale.

© 2020, François Brouard, DBA, FCPA, FCA Traduit de : Brouard and Larivet (2010)

**SPROTT**  
SCSE+CSES

## Social Entrepreneur

### Definition

Any individuals who with their entrepreneurial spirit and personality will act as change agents and leaders to tackle social problems by recognizing new opportunities and finding innovative solutions; and are more concerned with creating social value than financial value.

© 2020, François Brouard, DBA, FCPA, FCA Source : Brouard and Larivet (2010)

**SPROTT**  
SCSE+CSES


## Entrepreneur social

### Définition

Tout individu qui avec un esprit entrepreneurial et sa personnalité va agir comme agent de changement pour s'attaquer à des problèmes sociaux en reconnaissant de nouvelles occasions et trouvant des solutions innovantes; et en étant plus préoccupé par la création de valeur sociale que de valeur financière.

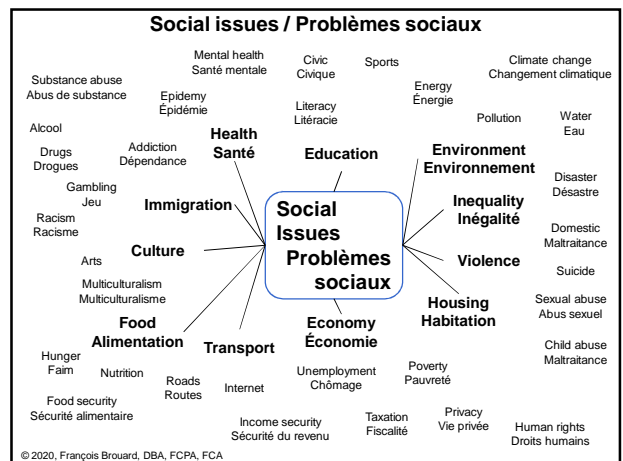
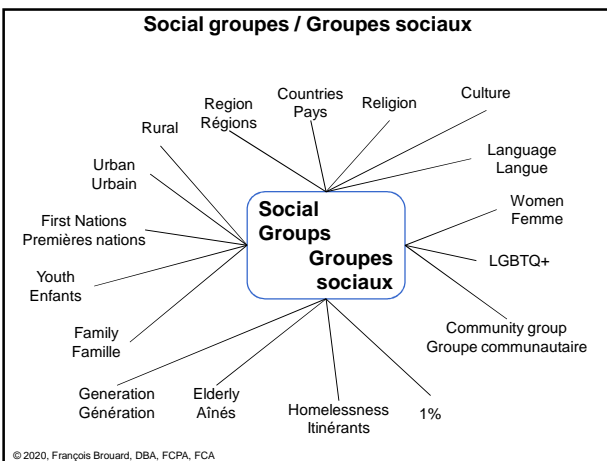
© 2020, François Brouard, DBA, FCPA, FCA Traduit de : Brouard and Larivet (2010)

## WHY? / POURQUOI?



Part C / Partie C

© 2020, François Brouard, DBA, FCPA, FCA



**SPROTT**  
SCSE+CSES

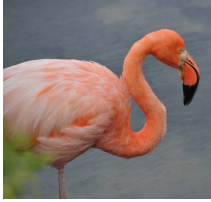
## Activity Sectors in Philanthropy

- Arts & Culture
- Community Foundations
- Education
- Environment
- Health
- International Activity
- Religious Activity
- Science and Technology
- Sports and Recreation
- Social Well-Being
  - mental/physical disabilities
  - children & youth
  - women
  - animal welfare
  - Native groups
  - specific social issues
  - senior citizens

© 2020, François Brouard, DBA, FCPA, FCA Index from the Canadian Donor's Guide (2007)

**SPROTT**  
SCSE+CSES

## HOW? / COMMENT?



Part D / Partie D

© 2020, François Brouard, DBA, FCPA, FCA

**SPROTT**  
SCSE+CSES

## Engagement social / Social Engagement

Direct	Services sociaux Social Service Provision	Entrepreneuriat Social entrepreneurship Yunus
Indirect		Activisme Social Activism Luther King Gandhi

Outputs System Maintained and Improved / Système d'extrants maintenu et amélioré

New Equilibrium Created and Sustained / Nouvel équilibre créé et maintenu

Outcome / Résultats

© 2020, François Brouard, DBA, FCPA, FCA Martin and Osberg (2007, p.38)

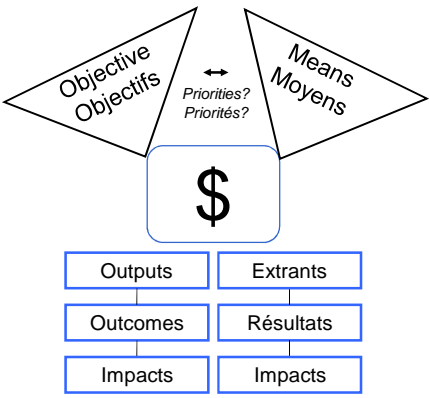
**SPROTT**  
SCSE+CSES

«Earning money is no more the purpose of a business than breathing is the purpose of life ... but they are both necessary!»

CEO Fortune 100 company

© 2020, François Brouard, DBA, FCPA, FCA NCSE (2001, p.24)

**Social enterprise / Entreprise sociale**



© 2020, François Brouard, DBA, FCPA, FCA

**SPROTT**  
SCSE+CSES

## Logic Model IA00I / Modèle logique IAERI

NEEDS / BESOINS	
Inputs	Intrants
resources / ressources	
Activities	Activités
PROCESS / PROCESSUS	
Outputs	Extrants
products / produits	
Outcomes	Résultats
benefits (short term) / bénéfices (court terme)	
Impacts	Impacts
long term consequences / conséquences à long terme	

ch  
a  
n  
g  
e  
m  
e  
n  
t  
s

© 2020, François Brouard, DBA, FCPA, FCA

**SPROTT**  
SCSE+CSES

## Comparison of enterprises social and commercial roles

	Social role	Commercial role
<b>Social enterprise</b>	Role exclusively social	No commercial exchange
	Role exclusively social	Existence of commercial exchange - Profits allocated at 100% toward social
	Role mainly social	Existence of commercial exchange - Profits allocated mainly toward social
Socially responsible enterprise	Role barely social	Existence of commercial exchange - Profits allocated mainly to shareholders
Socially neutral enterprise	No social role	Existence of commercial exchange - Profits allocated at 100% to shareholders
Socially irresponsible enterprise	Negative social role	Existence of commercial exchange - Profits allocated at 100% to shareholders

© 2020, François Brouard, DBA, FCPA, FCA  
Inspired by Peredo and McLean (2006)

**SPROTT**  
SCSE+CSES

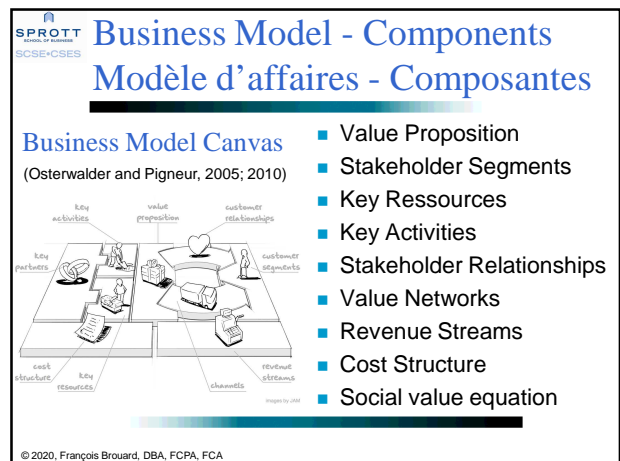
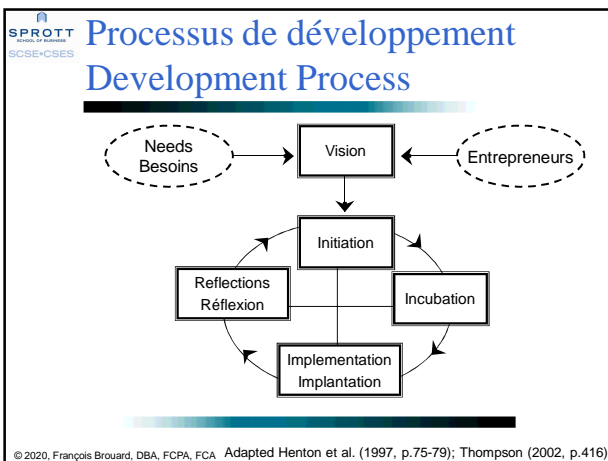
## Comparaison des rôles sociaux et commerciaux des entreprises

	Rôle social	Rôle commercial
<b>Entreprise sociale</b>	Rôle exclusivement social	Aucun échange commercial
	Rôle exclusivement social	Présence d'échanges commerciaux - Bénéfices répartis à 100% vers le social
	Rôle social majoritaire	Présence d'échanges commerciaux - Bénéfices répartis majoritairement vers le social
Entreprise socialement responsable	Rôle social minoritaire	Présence d'échanges commerciaux - Bénéfices répartis majoritairement aux actionnaires
Entreprise socialement irresponsable	Aucun rôle social	Présence d'échanges commerciaux - Bénéfices répartis à 100% aux actionnaires


© 2020, François Brouard, DBA, FCPA, FCA  
Inspiré de Peredo et McLean (2006)

- SPROTT**  
SCSE+CSES
- ## Model of SE in Canada Modèles d'ES au Canada
- Cooperatives
  - Nonprofit organizations
  - Community development organizations
  - First Nations enterprises
  - Enterprises with a social mission
  - Coopératives
  - Organismes sans but lucratif
  - Organismes de développement communautaire
  - Entreprises autochtones
  - Entreprises avec une mission sociale
- © 2020, François Brouard, DBA, FCPA, FCA  
Source : McMurtry, Brouard, et al. (2015)

- SPROTT**  
SCSE+CSES
- ## International traditions of SE Traditions d'ES - international
- Mutuelle (mutual purpose)
  - Communautaire (community purpose)
  - Altruiste (altruistic purpose)
  - Ethique (ethical purpose)
  - Privé (private market purpose)
  - Publique (public statist purpose)
  - Hybride (hybrid)
- © 2020, François Brouard, DBA, FCPA, FCA  
Source : ICSEM working paper - Gordon (2015)



WHO? / QUI?



Part E / Partie E

© 2020, François Brouard, DBA, FCPA, FCA



«Social entrepreneurs are not new, but they are unusual ...»

«Social entrepreneurs see possibility rather than problems.»

© 2020, François Brouard, DBA, FCPA, FCA Barendsen and Gardner (2004, p.50)

**Examples/Exemples - Canada**  
Sensibilisation/Awareness & Education



- One Drop Foundation / Fondation One Drop (2007)
  - Make safe water accessible to all, in sufficient quantity, today and tomorrow
- Poetic Social Mission in space by Guy Laliberté (2009)

© 2020, François Brouard, DBA, FCPA, FCA

**Examples/Exemples - Canada**  
Gestion de déchets / Waste Management

- Consortium Echo-Logique (2001)
  - Waste management during events / gestion de déchets festivals
- Insertech Angus (1998)
  - Computers recycling and social insertion / recyclage d'ordinateurs

© 2020, François Brouard, DBA, FCPA, FCA

**Examples/Exemples - Canada**  
Recyclage / Recycling

- Harricana (1997)
  - Giving a second life to a fur coat /fourrure
- La Gaillarde (1999)
  - Eco fashion / écomode
- EcoEquitable (2002)
  - Textile manufacturing who recuperate fabric, rice bags, banners





© 2020, François Brouard, DBA, FCPA, FCA

**Examples/Exemples - Canada**  
Produits écologiques/Ecological products

- Coop La maison verte (1999)
  - Community-based co-operative that offers ecological solutions
- Ressourcerie La co.mode verte (2007)
  - Community-based co-operative that offers furniture, textile, responsible products






© 2020, François Brouard, DBA, FCPA, FCA

**SPROTT**  
SCSE+CSES

## Exemples/Exemples - Canada Transport & Environnement/Climat

- Communauto (1994)
  - Auto-partage et pollution / car sharing and reduction of pollution
- Equiterre (1993)
  - Écologie, commerce équitable, énergie / ecological agriculture, fair trade, energy efficiency, sustainable transportation





© 2020, François Brouard, DBA, FCPA, FCA

**SPROTT**  
SCSE+CSES

## Exemples/Exemples - Canada Nature

- COOP agroforestière Kinojévis-Abijlévis (1993)
  - Forestry management
- Turtle S.H.E.L.L. Tortue (1999)
  - Care for turtle, install turtle crossing signs, education and awareness
- Evergreen (Geoff Cape)
  - bringing nature to cities



© 2020, François Brouard, DBA, FCPA, FCA

**SPROTT**  
SCSE+CSES

## Exemples/Exemples – Canada Alimentation / Food

- Robin des Bois (Judy Servay)
  - restaurant
- Club des petits déjeuners (Daniel Germain)
  - breakfast for children
- Dépanneur Sylvestre
  - nourriture, centre communautaire / food, community center
- Roots of Empathy (Mary Gordon)
  - emotional literacy program to reduce childhood aggression / littéracie pour jeunes

© 2020, François Brouard, DBA, FCPA, FCA

**SPROTT**  
SCSE+CSES

## Exemples/Exemples – Canada Itinerant/Itinérance & Youth / Jeunes


- Centre de pédiatrie sociale (Dr Gilles Julien)
  - social pediatrics
- L'itinéraire
  - journal produit et distribué par itinérants / newspaper written and sold by itinerant people
- Operation Come Home / rentrer au foyer
  - Support centre for youth / soutien aux jeunes (BottleWorks, FoodWorks; ArtWorks)
- Planned Lifetime Advocacy Network
  - quality of life and security of disabled persons

© 2020, François Brouard, DBA, FCPA, FCA

**SPROTT**  
SCSE+CSES


## Exemples/Exemples – Canada Multiple purpose / Objectifs multiples

- Groupe Convex (Prescott-Russell)
  - Recycle-Action;
  - Express Net; Antiques Hawkesbury;
  - Menuiserie / Woodshop Casselman;
  - Les Glaneurs / The Harvesters; Café (3)
- Causeway Work (Ottawa)
  - Krackers Katering;
  - Cycle Salvation;
  - Good Nature Groundskeeping



© 2020, François Brouard, DBA, FCPA, FCA

**WHEN? / QUAND?**



Part F / Partie F

© 2020, François Brouard, DBA, FCPA, FCA



**Action = NOW!**  
**Action = MAINTENANT!**

«I look forward to the day when there is no such term as social entrepreneur because there is nothing unique about an entrepreneur with an investment that has a social return.»

Ian Gill, Ecotrust Canada


© 2020, François Brouard, DBA, FCPA, FCA

**A Proof of Success ... Succès**  
**2006 Peace Nobel Prize**

- **Mohammad Yunus / Graamen Bank**
  - since 1983
  - micro-credit loans in Bangladesh
  - \$27 to 42 women in Jobra (a small village)
  - \$6 billion in loans
  - rate of loan reimbursement 99%
  - 58% = out of poverty
  - stop accepting donation in 1995

© 2020, François Brouard, DBA, FCPA, FCA


**CONCLUSION**



Part G / Partie G

© 2020, François Brouard, DBA, FCPA, FCA

«Il ne faut pas hésiter à prendre des risques et à innover si on veut que les choses changent.»



Dr Gilles Julien, pédiatre social

© 2020, François Brouard, DBA, FCPA, FCA

**Un équilibre délicat / A Delicate Balance**



© 2020, François Brouard, DBA, FCPA, FCA

**Ressources / Resources**

- **Portail web ES / Web Portal SE**  
<http://sprott.carleton.ca/scse-cses/>  
<http://carleton.ca/profbrouard/socialentreprise>
- **Association (ANSER-ARES)** <http://anser-ares.ca>
- **ANSER/ARES Journal** (open access / libre accès) <http://anserj.ca>

© 2020, François Brouard, DBA, FCPA, FCA

**SPROTT**  
SCHOOL OF BUSINESS  
SCSE•CSES

## Conclusion

- Growing social needs
- Infinite opportunities in attacking / solving social issues
- Positive changes
- Growing interest
- Idealism and values
- Besoins sociaux croissants
- Occasions infinies pour s'attaquer / résoudre des problèmes sociaux
- Changements positifs
- Intérêt grandissant
- Idéalisme et valeurs

© 2020, François Brouard, DBA, FCPA, FCA

**SPROTT**  
SCHOOL OF BUSINESS  
SCSE•CSES

## François Brouard, DBA, FCPA, FCA


**SPROTT**  
SCHOOL OF BUSINESS

**SCSE•CSES**  
Sprott Centre for Social Enterprises  
Centre Sprott pour les entreprises sociales

Director/Directeur, SCSE-CSES and/et Professor / Professeur titulaire  
1725DT, 1125 Colonel By Drive, Ottawa (Ontario) CANADA K1S 5B6  
(613) 520-2600, ext. 2213 Fax : 613.520.44.27  
francois.brouard@carleton.ca  
<http://sprott.carleton.ca/scse-cses/> <http://carleton.ca/profbrouard/>

© 2020, François Brouard, DBA, FCPA, FCA <http://sprott.carleton.ca/scse-cses/>

## APPENDICES ANNEXES



Part H / Partie H

© 2020, François Brouard, DBA, FCPA, FCA

**SPROTT**  
SCHOOL OF BUSINESS  
SCSE•CSES

## Social Enterprise

### Primary characteristics

- A1 ■ Are defined as enterprise, organizations or projects
- A2 ■ Have a social mission which is central to addressing social needs/problems
- A3 ■ Assets and wealth are used to create community benefit
- A4 ■ Have various degree of positive social transformation
- A5 ■ Have various degree of innovation
- A6 ■ Have various degree of financial self-sufficiency
- A7 ■ Take a wide variety of legal forms

© 2020, François Brouard, DBA, FCPA, FCA

**SPROTT**  
SCHOOL OF BUSINESS  
SCSE•CSES

## Social Enterprise

### Secondary characteristics – 1/2

- A8 ■ May use business approaches, tools, and techniques
- A9 ■ May rely on a diverse mix of resource streams
- A10 ■ May be engaged in goods and services in a market place
- A11 ■ May be market driven and client driven
- A12 ■ May be a competitive business
- A13 ■ May have risk taking behavior

© 2020, François Brouard, DBA, FCPA, FCA

**SPROTT**  
SCHOOL OF BUSINESS  
SCSE•CSES

## Social Enterprise

### Secondary characteristics - 2/2

- A14 ■ May have a double or triple bottom line paradigm
- A15 ■ Surplus are principally reinvested for the social purpose
- A16 ■ May have rules prohibiting or limiting distribution of surpluses among members
- A17 ■ May be the result of an initiative of a community
- A18 ■ May have complex and democratic governance arrangements
- A19 ■ May be seen as accountable to both its members and a wider community

© 2020, François Brouard, DBA, FCPA, FCA

**SPROTT**  
SCSE+CSES

## Social Entrepreneur

### Primary characteristics

- B1 ■ Is defined as an individual
- B2 ■ Is a change agent and a leader with a vision for change
- B3 ■ Tackles social problems
- B4 ■ Wants to achieve social value creation and sustainability
- B5 ■ Is more concerned with caring and helping than making money
- B6 ■ Possesses an entrepreneurial spirit and personality (passionate, dedicated, persuasive)
- B7 ■ Sees and recognizes new opportunities
- B8 ■ Displays innovativeness and proactiveness

© 2020, François Brouard, DBA, FCPA, FCA

**SPROTT**  
SCSE+CSES

## Social Entrepreneur

### Secondary characteristics

- B9 ■ May provide a blend of business and social principles
- B10 ■ May gather together the necessary resources
- B11 ■ May want to put new ideas into concrete transformational solutions
- B12 ■ May connect the economy (market forces) and the community
- B13 ■ May weight the social and financial return of each investment
- B14 ■ May display reasonable risk-taking propensity
- B15 ■ May be motivated by long-term interest
- B16 ■ May operate in all sectors

© 2020, François Brouard, DBA, FCPA, FCA

**SPROTT**  
SCSE+CSES

## Social Entrepreneurship

### Primary characteristics

- C1 ■ Represents a variety of activities and processes
- C2 ■ Wants to create and sustain social value
- C3 ■ Encourage more entrepreneurial approaches for social use
- C4 ■ Displays various degrees of innovation and change
- C5 ■ Is constrained by the external environment

© 2020, François Brouard, DBA, FCPA, FCA

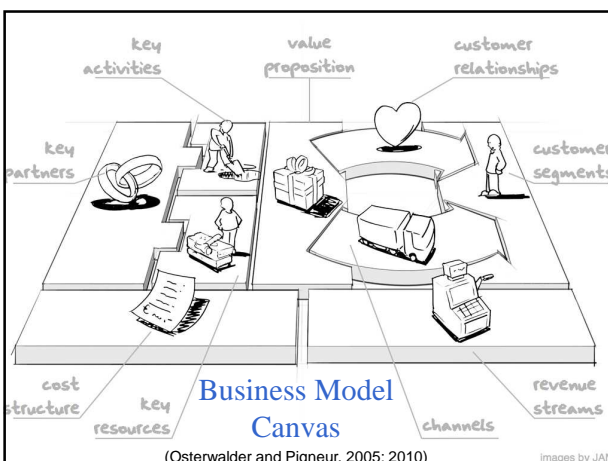
**SPROTT**  
SCSE+CSES

## Social Entrepreneurship

### Secondary characteristics

- C6 ■ May have various degree of positive social transformation
- C7 ■ May take advantage of new opportunities
- C8 ■ May use business concepts, principles, models and tools
- C9 ■ May be constrained by relative resources poverty
- C10 ■ May resolve social market failures
- C11 ■ May invested the profit in the activity of venture itself rather than returned to investors
- C12 ■ May take a wide variety of legal form
- C13 ■ May be achieved by creating a new business

© 2020, François Brouard, DBA, FCPA, FCA



**SPROTT**  
SCSE+CSES

## Entrepreneurial Process

### A business model for every opportunity!

channels to market  
key activities  
key resources  
value proposition = Thirst - 5¢

price (revenue)  
cost structure (fixed/variable)  
customer segment (recurring revenue?)

© 2020, François Brouard, DBA, FCPA, FCA

<b>Continuous Development Process - Phases and Steps</b>	
<u>Phases</u>	<u>Steps</u>
Vision	1 Identification of needs by entrepreneurs
	2 Identification of business opportunities
Initiation	3 Review your mission
	4 Establish the risk willingness of the organization
	5 Establish the mission outcomes of the business
	6 Commitment for action
Incubation	7 Idea generation
	8 Feasibility studies
Implementation	9 Business plan
	10 Implementation plan
	11 Establish the responsibilities
Reflections	12 Implementation
	13 Reflections on the experience
	14 Learning
	15 Renewal of solutions

© 2020, François Brouard, DBA, FCPA, FCA Adapted from Brinckerhoff (2000, p.32) and Henton et al. (1997)

<b>Phases et étapes du processus continu de développement</b>	
<u>Phases</u>	<u>Étapes</u>
Vision	1 Identification de besoins par des entrepreneurs
	2 Identification d'occasions d'affaires
Initiation	3 Révision de la mission
	4 Établissement du niveau de risque acceptable
	5 Établissement des résultats attendus
	6 Engagement à agir
Incubation	7 Génération d'idées
	8 Étude de faisabilité
Implantation	9 Plan d'affaires
	10 Plan d'implantation
	11 Établissement des responsabilités
Réflexion	12 Implantation
	13 Réflexion sur l'expérience
	14 Apprentissage
	15 Renouvellement des solutions

© 2020, François Brouard, DBA, FCPA, FCA Inspiré de Brinckerhoff (2000, p.32) et Henton et al. (1997)