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# Social innovation and entrepreneurial process: application of typologies in start-ups of Yunus Social Business Brazil

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## Abstract

This study applies the social entrepreneurs typology suggested by Zahra, Gedajlovic, Neubaum et al. (2009): Social Bricoleur, Social Builder, and Social Engineer in interviews with evaluators and start-ups supported by Yunus Social Business Brazil. A case study was conducted to identify similarities and divergences between the characteristics of these types of social entrepreneurs, exploring their profile and motivation, considering the reality of the social businesses. Each type concentrates features of innovation and utilization of resources as those proposed by Hayek (1945), Kirzner (1973) and Schumpeter (1942). Social businesses, according to Muhammad Yunus (Nobel Peace Prize in 2006 for the creation of the Grameen Bank), unify in a single business model the positive socio-environmental impacts and economic-financial sustainability, without the distribution of dividends, which are intended to expand the businesses or fund new initiatives of the same nature. Thus, Social Business maximizes social wealth and restricts the concentration of individual income. The results showed that the start-ups researched have characteristics of the Social Builder type, as described in the work by Kirzner (1973). This study works as a starting point for empirical studies on entrepreneurship and social business, and helps entrepreneurs and investors guiding the first to align business models to receive funding, and investors to identify the best social business opportunity.

**Keywords:** Social Innovation. Social Entrepreneurship. Yunus Social Business. Start-up. Typology.

## *Inovação social e processo empreendedor: aplicação de tipologia em start-ups da Yunus Negócios Sociais Brasil*

### Resumo

O presente estudo aplica a tipologia bricolagem social, construtor social e engenheiro social, sugerida por Zahra, Gedajlovic, Neubaum et al. (2009), às entrevistas realizadas com avaliadores e empresários de *start-ups* apoiadas pela Yunus Negócios Sociais Brasil. Por meio de um estudo de caso, buscou-se identificar semelhanças e divergências entre as características dessas tipologias e a realidade desses negócios sociais, assim como aprofundar a identificação do perfil e motivações nesse processo empreendedor. Cada um desses tipos concentra características de inovação e utilização de recursos aderentes às propostas por Hayek (1945), Kirzner (1973) e Schumpeter (1942). Os negócios sociais, segundo a concepção de Muhammad Yunus (Nobel da Paz em 2006 pela criação do Grameen Bank), unificam em somente um modelo de negócio objetivos de impactos socioambientais positivos e sustentabilidade econômico-financeira, sem a distribuição de dividendos. Estes são destinados à expansão dos próprios negócios ou novas iniciativas de mesma natureza. Assim, negócios sociais maximizam a riqueza social e restringem a concentração de renda individual. Os resultados evidenciaram maior aderência ao tipo construtor social, de acordo com o empreendedor descrito na obra de Kirzner (1973). Este estudo ajudará empreendedores e investidores a compreenderem melhor os negócios sociais, auxiliando tanto no alinhamento dos modelos de negócio daqueles que querem receber apoio, quanto na decisão dos avaliadores sobre em qual negócio investir, apoiando a construção de mais estudos empíricos acerca do empreendedorismo e de negócios sociais.

**Palavras-chave:** Inovação Social. Empreendedorismo Social. Yunus Negócios Sociais. Start-up. Tipologia.

## *Innovación social y proceso emprendedor: aplicación de tipologías en start-ups de Yunus Negócios Sociais Brasil*

### Resumen

El presente estudio aplica la tipología sugerida por Zahra, Gedajlovic, Neubaum et al. (2009): bricolaje social, constructor social e ingeniero social a las entrevistas realizadas con evaluadores y *start-ups* apoyadas por Yunus Negócios Sociais Brasil (unidad brasileña ligada a Yunus Social Business Global Initiatives). Por medio de un estudio de caso, se buscó identificar semejanzas y divergencias entre las características de esas tipologías y la realidad de esos negocios sociales, así como profundizar la identificación del perfil y las motivaciones en ese proceso emprendedor. Cada uno de estos tipos concentra características de innovación y utilización de recursos que se adhieren a las propuestas de Hayek (1945), Kirzner (1973) y Schumpeter (1942). Los negocios sociales, según la concepción de Muhammad Yunus (Nobel de la Paz en 2006 por la creación del Grameen Bank), unifican en un solo modelo de negocio objetivos de impactos socioambientales positivos y sostenibilidad económico-financiera, sin la distribución de dividendos. Estos se destinan a la expansión de los propios negocios o nuevas iniciativas de la misma naturaleza. Así, los negocios sociales maximizan la riqueza social y restringen la concentración de la renta individual. En el contexto del complejo concepto de emprendimiento social, los resultados evidenciaron mayor adhesión al tipo constructor social, de acuerdo con el emprendedor descrito en la obra de Kirzner (1973). Este estudio ayudará a los emprendedores e inversores a comprender mejor los negocios sociales al colaborar tanto en la alineación de los modelos de negocio de aquellos que quieren recibir apoyo, como en la decisión de los evaluadores sobre en qué negocio invertir, y apoyará la elaboración de más estudios empíricos sobre la iniciativa empresarial y los negocios sociales.

**Palabras clave:** Innovación social. Emprendimiento social. Yunus Negócios Sociais. Start-up. Tipología.

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## INTRODUCTION

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The concept of social business, as idealized by the economist Muhammad Yunus, combines the maximization of positive socio-environmental impact and economic-financial sustainability without the distribution of dividends. This model represents an opposition to the traditional concept of entrepreneurship, which entails the distribution of dividends. This business model also differs from the not-for-profit organizational model, in which organizations depend to some extent on external mobilization of resources for the fulfillment of their purpose (YUNUS, 2010). Although literature has not yet covered the theoretical foundations of Social Businesses, this business model can be analyzed through the entrepreneurship spectrum, which is an area that has more mature and elaborated discussions (DACIN, DACIN and MATEAR, 2010). The term entrepreneurship is a compilation of various concepts such as: the creation of new companies; the behavior profile of the individuals who take the risk of turning ideas into action; innovation; creativity; and economic growth (EBRASHI, 2013). This term may also be interpreted as a process through which new opportunities are identified and taken so as to collect resources for the creation of value (SHANE and VENKATARAMAN, 2000).

Combined with the word “social”, the term entrepreneurship becomes even more complex (ZAHRA, GEDAJLOVIC, NEUBAUM et al., 2009). The popularity of the theme stems from its practical importance which allows social issues to be addressed, even when governments and enterprises refrain from taking action on them properly (EBRASHI, 2013).

Thus, the connection between the themes social business and social entrepreneurship is so great that at times they are mistaken for one another. In general, the second theme presents more elaborated features and encompasses the first. According to Mair and Martí (2006), social entrepreneurship is the process of creating social value in a sustainable manner. This process is initiated by established or new businesses, and the generation and appropriation of economic outcomes may or may not be obtained through this format. Social entrepreneurship may also be defined as resource combination and use in an innovative way with the objective of pursuing opportunities that have economic profit potential. The main goal of the referred to process is to overcome social problems by meeting specific needs (for instance, through the provision of poverty alleviation, the facilitation of access to health care, to quality education, etc.), or through the promotion of social change.

As stated by Shaw and De Bruin (2013), researches that explore the stakeholders that work within this niche and that identify the way innovation takes place through entrepreneurial actions are relevant for a greater comprehension of the social business theme. The present article is a response to the proposition of Shaw and De Bruin (2013), for we have applied the typology suggested by Zahra, Gedajlovic, Neubaum et al. (2009), based on the literature on innovation that focuses on the importance of the social entrepreneur. This typology outlines the dimension of social value aggregation to its beneficiaries when exploring business opportunities, and it was applied to the empirical evidence collected through interviews with evaluators and with companies accelerated by Yunus Social Business Brazil (YNS). YNS is the Brazilian branch connected to its global parent Yunus Social Business Global Initiatives (YSB). This paper aims to indicate through the collection and analysis of the data which of the three types of social entrepreneurs suggested by Zahra, Gedajlovic, Neubaum et al. (2009) best defines the process of social entrepreneurship fostered by YSB. In order to achieve this goal, we identified the main elements that comprise the dimensions of this social entrepreneurial process, and the most relevant characteristics of the entrepreneurs that run social businesses.

The referred to typology has been cited 587 times, and the article that presents it is the third most cited paper on the social entrepreneurship theme in Scopus database (accessed on 09/02/2018). Hence, the study represents a robust theoretical foundation for the elaboration of a comparison that will orient the analysis of the present paper.

The theoretical implication of this study is the collection of empirical evidence that provides tools for the filling of a structural research gap in the social entrepreneurship domain (LEE, BATTILANA and WANG, 2014). The study also represents progress when it comes to the delimitation and deepening of the scope of the area, through the characterization of the studied phenomena (DACIN, DACIN and MATEAR, 2010). The paper will also contribute to the description of social businesses and to the diffusion of their premises. We wish to add to the theory pieces of information that emerge from the triangulation of data with the typology proposed by Zahra, Gedajlovic, Neubaum et al. (2009), thus providing systemized knowledge of the connection between the typology and our findings (DENZIN and LINCOLN, 2011). Hence, it is hoped that this study reveals strategies, attitudes, and behaviors of YNS that have economic, social, and theoretical representativeness.

The results will give entrepreneurs and investors greater perception of the way social entrepreneurship can be manifested, providing help with the process of making expectations align, and with the clarification of future evaluation. At the end of the analysis, we aim to indicate which of the three types of the social entrepreneur's typology proposed by Zahra, Gedajlovic, Neubaum et al. (2009) is a better indicative of the entrepreneurial process identified in the social businesses fostered by YNS.

Following this introduction, the selection of the typology and of the context in which it is applied – evaluators and startups supported by YNS- is presented. The methodology of the empirical application will be explained; subsequently, a comparison between the study carried out in this context to the contribution of Zahra, Gedajlovic, Neubaum et al. (2009) will be exposed. The results will be displayed in accordance with the case study model.

## THEORETICAL FOUNDATION

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### Yunus Social Business Brazil (YNS)

The economist Muhammad Yunus has his own model of social business, Yunus Social Business Global Initiatives (YSB), which is present in Brazil and seven other countries (Albania, Colombia, Costa Rica, Haiti, India, Tunisia and Uganda). His trajectory in the social area started in Bangladesh, with Grameen Bank which offers microcredit with the intention of contributing to the eradication of poverty (YSB, 2016). The concession of microcredit started with the lending of small amounts, mainly to women residing in poverty-stricken communities, with the objective of supporting micro companies' projects within sectors of extreme poverty. YNS worldwide currently has 27 companies and subsidiaries that aim to increase profit in order to better the life conditions of those who live below the poverty line (MURRAY, MULGAN and CAULIER, 2008).

Social business, under this perspective, may be understood as a classification that belongs to the social entrepreneurship domain. It is an entrepreneurship model that seeks to reconcile economic and social outcomes, giving emphasis to the latter. It also entails the identification of opportunities in gaps in the operation of society in general, of governments and of companies, thus working through the development of social responsibility practices, philanthropy, and through not-for-profit organizations (NGOs) (STEVENS, MORAY and BRUNEEL, 2015).

There is an effectual orientation in the entrepreneurial area that supplants social mission and complements the idea that having an economically viable organization is prerequisite for offering greater social value to the targeted communities (DWIVEDI and WEERAWARDENA, 2018). Effectuation is the theory that describes the entrepreneurial behavior in environments where resources are scarce, and where it is indispensable to maximize the use of the resources made available from more pragmatic sources, such as entrepreneurial skills, entrepreneurial expertise, and the networks an entrepreneur is able to access. The entrepreneur is the focus of observation in this theory. Therefore, this theory is oriented to the features and performance of the entrepreneur, and it tolerates a certain amount of improvisation (SARASVATHY, 2001).

According to this logic, social business is the result of the maximization of socio-environmental impact through economically and financially sustainable businesses, however without the distribution of dividends (YSB, 2016). As stated by Yunus (2010, p. 33), "[...] when profit and human needs conflict, usually profit wins out – which means that people lose". Yunus defends that pursuing economic-financial sustainability in social businesses is essential for gaining scale and obtaining consistent results in the short, medium and long run.

In Brazil, the YNS is in the city of São Paulo since 2013. In 2016, its management structure was already horizontal with ten employees that, among other activities, had the mission of accelerating social business projects and startups. When these projects and startups gained scale and reached a certain level of maturity, they were able to request financing to its global structure, YSB.

YNS was selected due to its relevance as a business and as an instance of delimitation of the vast social business theoretical area. As Choi and Majumdar (2014) pointed out, the social entrepreneurship concept is essentially confronted in the proposal elaborated by Walter Bryce Gallie. Consensus is hard to reach when the analysis involves this type of concept; trying to find it would be the same as trying to narrow down to one the definition of concepts such as art or love. Thus, the best approach to defining the concept of social entrepreneurship is to consider its fundamental characteristics manifested in the same way; simultaneously or not. It seems that the typology selected for the analysis of this paper was elaborated according to these fundamental traits, considering scale, scope, timing, impact, significance and types of social equilibrium generated.

## The Social Entrepreneurship Typology

In order to contribute to the delimitation of the wide social entrepreneurship domain, and to overcome the aforementioned conceptual difficulties, Zahra, Gedajlovic, Neubaum et al. (2009) proposed a typology based on a robust literature review and on the classic works of Hayek (1945), Kirzner (1973) and Schumpeter (1942) – authors that have studied the process of creating new companies and how this process affects the existing rules of competition and consumption in the markets. However, each of these authors presented a different perception of the aforementioned phenomenon. Hayek (1945) studied small companies highly centered in their own contexts. Kirzner (1973) and Schumpeter (1942) studied the faults in the market. The former considered the entrepreneur as an agent that promotes stabilization and regulation, while the latter, in turn, considered the entrepreneur as an agent able to promote creative destruction, as well as create new markets (EBRASHI, 2013). These theories have been profusely revisited, discussed and tested. The typology selected assumes that there are three types of social entrepreneurship: 1) social bricolage; 2) social construction; and 3) social engineering. The way through which the opportunities are identified, the ability that the entrepreneur has of mobilizing the necessary means to take them, and the magnitude of the generated social impact orient this classification (ZAHRA, GEDAJLOVIC, NEUBAUM et al., 2009), which makes this typology compatible with the perspective that defines entrepreneurship as a process. (SHANE and VENKATARAMAN, 2000).

Van Der Have and Rubalcaba (2016) point out that there is more to social innovation than the introduction of new technologies; it also consists in procedures that are innovative and that provide solution to concrete social problems which cannot be addressed by the established business models and public policies. The proposed three types of social entrepreneurship are in consonance with this perspective, and are situated within their different contexts, manifestations, and effects. The idea of a visionary entrepreneur who aims to change the world by himself and promote innovation through his various efforts is a myth. This type of innovation depends essentially on a network of interested parties (PHILLIPS LEE, GHOBADIAN et al., 2015). Zahra, Gedajlovic, Neubaum et al. (2009) analyzed the implications of the suggested typology regarding ethics, behavior, and forms of measuring social impact on businesses.

Hayek (1945) defends that entrepreneurship opportunities are only viable locally, since a great portion of the knowledge the entrepreneurs have is not intelligible outside its local context. This type of knowledge is tacit and it often represents a limitation of apprehension for people outside its scope of action. Therefore, the importance of the entrepreneurs connected to the social bricolage typology is evident (social bricoleurs), for they handle social needs that are difficult to detect – even though in limited scope and small scale –, and adopt the premise of asymmetric information when it comes to the combination of resources available in order to solve problems, and for new opportunities to emerge. Effectuation is sometimes related to bricolage, for both concepts reflect the flexibility and dynamics of social businesses (MAIR and MARTÍ, 2009).

In turn, the idea of social constructionists stems from the concept in Kirzner (1973), which regards entrepreneurship as a process of identification of opportunities due to preexisting unique capacities. Services, goods, and products generate change that reconciles market relations and meet repressed demands. This typology received this name for this type of entrepreneur constructs and plays a role that is not properly performed by institutions, companies, not-for-profit organizations, and the government. The typology is related to the application of tools and techniques of business administration. In addition, this typology is also the one with the greatest potential of creating larger scale businesses.

Finally, the social engineer typology is based on the contribution of Schumpeter (1942). The author studies the entrepreneurial profile that is able to create disruptive and drastic change. His pioneer contribution indicates that creativity and change may result in the recreation of systems, structures, and processes. The social engineer may be of great importance and influence and has great social transformation potential. Moreover, this typology may reach national, transnational and global scales of change. The microcredit model of YSB carried out by Muhammad Yunus is an example of social engineering.

## METHODOLOGY

In order to evaluate whether there is consonance between the social entrepreneurship typology as suggested by Zahra, Gedajlovic, Neubaum et al. (2009) and the features present in the startups fostered by YNS, the selected research strategy for this paper is a case study (EISENHARDT, 1989). The approach of the paper is based on abductive logic intelligible through a systematic combination (DUBOIS and GADDE, 2002). At first, two categories were established: evaluators of social businesses within the YNS structure; and entrepreneurs of social businesses accelerated by this organization, as it is displayed in Box 1. Three cases of each category were used in the analysis; it is worth mentioning that the selection of these cases was carried out at the same time as the theoretical elaboration of this study took place.

**Box 1**  
**Profile of the interviewees**

Evaluators of YNS social businesses	<b>Evaluator 1</b> – Founder of Yunus Social Business in Brazil, executive with 15 years of experience in finance.
	<b>Evaluator 2</b> – Leader of the process of identification and acceleration of social businesses.
	<b>Evaluator 3</b> – Leader of the economic-financial evaluation process, and leader of social business modeling.
Social business startups	<b>Startup 1</b> – Works in the construction and in the financing of renovations in poverty-stricken communities.
	<b>Startup 2</b> – Works with waste reuse and in the creation and design of new products.
	<b>Startup 3</b> – Works with dietary re-education through the creation of urban gardens.

Source: Elaborated by the authors.

A preliminary exploratory research was conducted, and multiple variables emerged from the triangulation of the analysis of the preliminary material with the theory, therefore helping in the delimitation of the social business domain (VERGARA, 2007).

In-depth semi-structured interviews were elaborated for each case. In addition, interviewees were consulted by e-mail and by telephone. The interviews took place between June and September of 2016. Secondary data available on the Internet, on magazines, on newspapers, and on TV shows were also used. The interviews lasted around one hour each and were transcribed for posterior analysis (DENZIN and LINCOLN, 2011).

Three major categories – here referred to as “pillars” – were designed to cover the pieces of information organized and obtained from the interviews, namely: (1) entrepreneurial profile; (2) impact potential; and (3) economic-financial sustainability. The pillars were mentioned consistently in the interviews and were considered fundamental for the analysis of the results. Within these pillars, other elements characterized as subcategories were identified. By the end of the sixth and last interview, no new relevant elements had been identified, as the cycle of interviews was completed. Regarding pillar number (1), entrepreneurial profile, the following subcategories were identified: a. passion for social businesses; b. social innovator with a purpose that prioritizes maximization of socio-environmental impact; c. empathy, participative management; d. self-knowledge for the composition of a complementary team, and for having autonomy in the business. As to pillar number (2), impact potential, the following subcategories were observed: a. social impact; b. environmental impact; c. social innovation; d. scalability and replicability. Pillar number (3), economic-financial sustainability, has the corresponding subcategory: a. the pursuit of the continuity of the business.

First of all, a general analysis of the original transcriptions was made, which was followed by separate analyses for each case, so as to confirm if the content of the interviews had features that aligned with the scope of the present study. Regarding the evaluators, we identified the conditions necessary for a business to be fostered by YNS. Then, the characteristics of each startup were analyzed in order to detect possible features that justify compatibility with the YNS model. An evaluation of the data collected was carried out at the end of each interview, in order to complement the subsequent interviews and investigate the most relevant, recurrent, or conflicting elements (DENZIN and LINCOLN, 2011).

For the application of the content analysis, the method proposed by Franco (2003) was used as conceptual basis, in addition to the general guidelines that were observed for conduction of case studies (GHAURI, 2004). We sought to identify the elements mentioned by interviewees to the point of theoretical saturation (TAROZZI, 2008).

The pieces of information obtained were analyzed in light of the theoretical framework introduced by Zahra, Gedajlovic, Neubaum et al. (2009) with the purpose of identifying to what extent the cases studied were compatible with the theory selected for analysis. The identities of the evaluators, as well as the startups and their respective representatives were preserved. Throughout the text the codenames presented in Box 1 were used to refer to each of the interviewees.



The material collected was analyzed and categorized so that meanings that helped the clarification of the relative issue of the entrepreneurial process were identified. Regarding this last issue, the interviews allowed the identification of common traits mentioned by interviewees, especially when it comes to the entrepreneurial profile pillar. Box 2 summarizes the perspective of each of the interviewees and presents four characteristics that emerged from the initial content analysis of the interviews (MALPELLI, CICCARINO and MORAES, 2017).

**Box 2**  
**Entrepreneurial profile identified by the interviewees**

Elements	Evaluator 1	Evaluator 2	Evaluator 3
Passion for Social Businesses	Understands that passion is a driving force for the entrepreneur, and that it generates resilience. He must be obsessed with the issues involving his operation. This is a feature that may lead the entrepreneur to be stubborn when it comes to pursuing his ideas.	Even though it is not possible to measure, it is important to understand whether the entrepreneur is passionate and engaged in his operation.	Specifies that the entrepreneur must be strong willed, and that this generates resilience for undertaking the challenging task of being an entrepreneur in Brazil.
Social innovator with a purpose that prioritizes the maximization of social-environmental impact	It is necessary to have “the right pilot to drive the plane, otherwise the business will not go anywhere”.	Believes that at the end of the day you lend money to people, not businesses. It is necessary having an entrepreneur who has a purpose oriented by a socio-environmental consciousness, who is also capable of making constant adjustments in the business.	The entrepreneur’s project must be aligned with his own life purpose, so that he will not give up in the face of difficulties when running a business. Having socio-environmental consciousness elevates the potentialities of the project.
Empathy and participative management	Believes that empathy enables openness to different opinions, and helps the entrepreneur to be “coachable”.	It is essential to draw people and to keep them close to your business, in your area of operation. Points out that for social entrepreneurship it is even more important to have empathy, once this business model is more dependent on personal networks. Mentions the instance of an entrepreneur that for ten years could not engage people during his management, which was considered an indicative of disaggregation.	Believes that it is a fundamental feature. Points out the instance of an entrepreneur with inflated ego who is not able to make progress in the business. Believes that good management is a result of the balance between the “heart” and “efficiency”.
Self-knowledge for the composition of a complementary team and for having autonomy in the business	Aims to identify the matter of humility and self-knowledge in the entrepreneur when recognizing what is missing and how much is missing in him, so that he is able to complement his team with other partners. This determines the potential of continuity of the business.	Believes that diversity in the teams is important. Considers essential that the entrepreneur is able of assembling a team that is adequate. Points out the importance of the entrepreneur being able to stand on his own feet, making his own decisions, and being tested in the market.	Self-knowledge is the necessary balance between heart and efficiency. The entrepreneur must compose his team with people who can complement his profile. Entrepreneurship is not an easy task in Brazil, and the entrepreneur must be prepared for that.

Continue

Elements	Evaluator 1	Evaluator 2	Evaluator 3
	<i>Startup 1</i>	<i>Startup 2</i>	<i>Startup 3</i>
Passion for Social Businesses	Identifies passion as a relevant feature.	Passion is the driving force of the business.	Mentions that passion and dedication are motivational and increase the returns of the business.
Social innovator with a purpose that prioritizes the social-environmental impact	Believes that the business must start being oriented by a social mission, from a gap of society's operation that must be addressed. The motivator must first aim to maximize impact potential, and not to earn profits.	Highlights that positive impact for people must be the ultimate goal of the business. The business should not be started from the inspiration of the market evaluation, or as an option for making money. Considers the purpose of overcoming a social problem the starting point for the business, which influences directly the decision-making process of startups.	Defends that it is better being a mission-oriented entrepreneur, than being focused of dividends. The entrepreneurs must be fascinated by the impact that can be generated, not by the profit. Believes that the mission must be incorporated in the values of the company, and this consciousness will draw people with similar values.
Empathy and collaborative management	Believes that empathy permeates the various relations of businesses: partners, employees, clients. It changes the way through which clients are charged, which becomes more understanding and closer to the reality of employees.	States that empathy is extremely important and that it is born with the entrepreneurs, once they are passionate about the business. It is essential, and it transforms management. Aims to be a more horizontal, leader, one that includes people in the decision-making process, and includes consumers as well. Views the various actors as partners rather than competitors in the business.	Highlights that empathy is important to influence people, clients, and partners. Believes in a participative management with a more collaborative profile.
Self-knowledge for the composition of a complementary team, and for having autonomy in the business	Complementarity between partners is essential within the business. It enables success. Mentions that the founding partner has great power of execution. He had heard feedbacks during the incubation phase of his business, and was able to find partners that complemented him, in order to turn the business into a viable one.	Believes that diversity is positive and that it enriches the business. States that there is a common link between sensitiveness and social change. Searches for constant adequacy of the business model to the Market structure.	Believes that an entrepreneur does not accomplish anything on his own, and that he must be surrounded by people in order to succeed. The entrepreneur also needs to be capable of handling things and reconcile equilibrium and future.

Source: Elaborated by the authors.

The categorization process was carried out *a posteriori*, based on the elements that had emerged in the preliminary material. In a content analysis, this phase consists in “[...] a classification operation of the constitutive elements in a set through differentiation, followed by a regrouping based on the analogies and on the defined criteria.” (FRANCO, 2003, p. 59). The criterion adopted was lexical, with the pairing of synonyms and of elements close in meaning.

All these elements were analyzed, as well as the original transcripts of the interviews, to identify the essential elements of relevant contribution, for the purpose of comparing with the selected typology.

The following descriptive phase aimed to deepen the knowledge compilation of the literature review, resulting on a synthesis that will orient the comparison between the preliminary material collected from the interviews, and the typologies proposed by Zahra, Gedajlovic, Neubaum et al. (2009): 1) social bricoleur, 2) social constructionist, and 3) social engineer.

The comparison of these three types of social entrepreneur to the pillars and to the discriminative elements with classificatory potential of the businesses supported by YNS will raise awareness about the risks, potentialities and challenges of this type of business.



## RESULTS AND ANALYSES

Zahra, Gedajlovic, Neubaum et al. (2009) propose that each typology is accessed through different answers to each of the following questions: “What do they do?”; “Scale, timing and scope”; “Why are they necessary?”; “Social Significance”; “Effect on social equilibrium”; “Source of discretion” and “Limits to discretion”.

These questions were applied to the data obtained from the interviews for the identification of aspects that have greater compatibility with each of the suggested models. After this evaluation, it was possible to name which characteristics and which of the three models is more compatible with the one identified within the social business definition provided by YNS.

Box 3 presents the concepts related to each question in the theoretical framework. The content analysis of the interviews will focus on answering each of these questions, so as to detect which type of social entrepreneur is more compatible with YNS.

**Box 3**  
**Theoretical framework**

Typology	Social Bricoleur	Social Constructionist	Social Engineer
Theoretical inspiration	Hayek	Kirzner	Schumpeter
What do they do?	Perceive and act when come across opportunities to address local social needs they are motivated and have the expertise and means to address.	Builds and operates alternative structures for the provision of goods and services which address social needs that governments, agencies, and businesses fall short on providing.	Creation of newer, more effective social systems designed to replace the existing ones when they fall short on addressing relevant social needs.
Scale, scope and timing	Small scale, local in scope—often episodic.	Small to large scale, local to international in scope. Designed to be institutionalized to address a perennial social need.	Large scale, national to international in scope. Seeks to build lasting structures that will challenge the existing order.
Why are they necessary?	Knowledge about social needs and about the abilities to address them are scattered. Many social needs are hard to detect or easily misunderstood, requiring local agents to detect and address them.	Laws, regulations, political acceptability, inefficiencies and/or lack of will prevent existing governmental and business organizations from addressing many important social needs effectively.	Some social needs are not amenable to improvements within their social structures. Traditional actors may contradict actions in order to address social needs that undermine their own interests and power sources.
Social significance	Collectively, their actions help maintain social harmony in the face of social problems.	They make amends to the social fabric where it is torn, address acute social needs within existing social structures and help maintain social harmony.	They seek to rip apart existing social structures and replace them with new ones. They represent an important force for social change in the face of established traditional actors.
Perception of opportunities	Atomistic actions by local social entrepreneurs.  brings us closer to a theoretical “social equilibrium.”	Addressing gaps in the provision of relevant social goods and services creates new “social equilibrium.”	Disrupts the existing social equilibrium and seeks to replace it with one that is more socially efficient.
Source of discretion	Being on the spot with the capabilities to address local problems not on others’ “radars.” Local scope means they have limited resource requirements and are to some extent autonomous. Small scale and local scope allow for quick response times.	They address necessities left un-met and have limited or do not have any competition. They may even be welcomed and be seen as a “release valve” avoiding negative publicity/social problems that may affect adversely.  Government and business organizations.	Popular support to the extent that existing social structures and actors are incapable of addressing important social needs.

Continue

Typology	Social Bricoleur	Social Constructionist	Social Engineer
Theoretical inspiration	Hayek	Kirzner	Schumpeter
Limits to discretion	Not much besides local laws and regulations. However, the limited resources and expertise they possess restrain their ability to address other needs or expand geographically.	They need to acquire financial and human resources necessary to fulfill their mission and institutionalize as a company. Funder demands supervision. Both volunteers and employees are needed to operate the organization.	They are fundamentally illegitimate by the established parties that see them as a threat, parts that make a detailed examination and attempt to undermine the ability of the social engineers to make a change. The illegitimacy will inhibit the ability to mobilize financial and human resources from traditional sources. As a consequence, they may become captive of the parties that support it with the needed resources.

Source: Adapted from Zahra, Gedajlovic, Neubaum et al. (2009).

The following is a presentation of the conclusions based on the systematization of the answers to each of the aforementioned questions.

### What do they do?

The evaluators of YNS entrepreneurship acknowledge the importance of entrepreneurs’ local expertise -when it comes to getting to know the reality of poverty-stricken communities-, for the businesses to succeed. This evaluation technique is closer to the concepts connected to social bricolage, where entrepreneurs experience and are able to truly perceive the problem:

Social businesses are not always doing business at the base of the pyramid, lower social classes, but when they are, it is very important that the entrepreneur gets familiar with these classes’ realities, that he is empathetic when looking at them[...] But for him to start a social business that is salad delivery service inside a slum, it is no use for him to consider it a solution for the community without really knowing if the community wants to eat this food; we think that every business that generates a social business is good business (Evaluator 2).

However, businesses that show scale potential and may replicated have priority in the support given by YNS. In this sense, the social constructionist and social engineer types become closer. This is due to the need to maximize the social impact generated by the supported actions, in order to ensure that the available resources are used to their fullest, which guarantees the sustainability of the YNS business model.

[...] our reality is that resources are scarce, therefore if I had an endless amount of resources I would love to support all businesses that generate impact anywhere in the world; but the truth is that because our access to resources is restrained, me must have focus, so it is sort of intuitive that we will prefer the business that is scalable... If you ask me if both are interesting and nice...perhaps to the same extent, but the matter is: for me to provide human and financial resources to support a certain project, the more scalable the better, because I will benefit as many people as possible (Evaluator 3).

Consequently, the evaluated startups meet the premises of YNS and have as an important characteristic the supply of goods or products that represent a solution to a social and/or environmental problem. They are fostered by the Institution to learn how to use new tools and techniques, in order to guarantee the necessary scalability that justifies the support. This characteristic makes these startups even more compatible with the typology.

Nonetheless, entrepreneurs’ logic tends to get closer to the social bricolage typology, considering the familiarity with local social needs:

I think it is very important to put yourself in the shoes of the community to be assisted, or of your targeted public... My partner was a resident practically all his life; he moved out of Jardim Pantanal a year ago, a year and a half, but he used to live in Jardim Pantanal, and he suffered with all of the problems that we are currently helping to overcome. So, many people wish to start a business after learning on TV about a problem; I find it very noble, but, in my opinion, chances of succeeding are much better when you are familiar with and when you experience the problem (Startup 1).

The mentioned familiarity would represent limitations in focus and a lack of holistic perspective, which restrains the businesses' capabilities of reaching larger scales in the long run. At first, if the entrepreneur has a vision, and the evaluator has another, there is a gap to be filled. The entrepreneur's vision may limit his operation within his local reality, for being very familiar with it and for being able to better conduct actions in that context. It happens that this is a choice constitutes a strategic decision, which itself could limit the business' structure. Even though this choice could represent efficiency, such a limitation may lead to core rigidity, which could prevent new opportunities to be taken, alter the perception of important changes in the market, and also alter the development of new capacities and solutions (LEONARD-BARTON, 1992).

### Scale, scope, and timing

Scale and replicability of businesses were recurrent elements identified among the evaluators' statements. In addition, all interviewed startup entrepreneurs presented a model that aligns to this expectation. Solutions were directed to common problems, also present in other locations. "[...] look, I think that if we are talking about impact increase, I see a direct connection to scalability, right?" (Startup 2).

In the words of Evaluator 3, the most supported businesses should have "[...] a model in which you are able to, either through financing or through organic growth multiply the solution found at first, and then enlarge the operational area of that company". Thus, all interviewed startups had businesses with the purpose of reaching economic-financial sustainability in the medium or long run, aiming to find solutions to social problems in an indefinite, scalable and non-episodic way.

Taking all of these elements into consideration, it is possible to conclude that the studied startups' model is more connected to the social constructionist typology, and that the abovementioned divergence detected in the statements is overcompensated by the convergence of the business models to Yunus' investment profile.

### Why are they necessary?

The investigated social businesses supply products or services that either represent solutions to socio-environmental problems, or substitute existing products, or even supply a product that had not yet been made available to low-income communities.

Startup 1 aims to solve health issues through reform and funding; by adopting a model that is accessible to poverty-stricken families, they help improve the life conditions within these families' homes. The goal of Startup 2 is to generate socio-environmental impact through waste that will be reused in the making of new products, promoting vertical economic inclusion of waste pickers, and raising awareness about more conscious consumption. Startup 3 seeks to better nutritional health through the development of urban gardens, and through the consumption of plant-based organic food.

Although the evaluators do not exclude supporting disruptive businesses connected to the social engineer typology, it is possible to observe that, within the scope of the conducted interviews, the profile detected is more compatible with the social constructionist model.

### Social significance

The question of searching, identifying, and finding solutions to social problems in a scalable or replicable manner, and complementing or substituting products or services for segments that are not addressed by companies and/or governmental or private institutions, allows the realization that the social significance of the interviewed startups is connected to the social constructionist typology.

The main reasoning for this classification consists in the extensive adoption of a market view, coupled with management tools and techniques that integrate a financing and incentive model. While there may be some emphasis on the idiosyncrasies that could link YNS' operation to the social bricolage typology, the systemic feature that makes YNS be part of the global institution keeps it aligned to a social constructionist.

In this case, the perception of one of the evaluators confirms the abovementioned classification:

Yunus, since the very beginning, when he started Grameen, he lent money to women and started to see many problems in the villages. There were cases that kids had a disease that provoked night blindness; he researched what that was and found out that it was caused by deficiency of vitamins that are essential for nutrition. Then he informed the women about it and the women responded that they did not have access to such vitamins. So, it is just logic, right? He looked at the problem and thought if I sell the seeds, seed packets, in the medium run they will have these vegetables in their backyards; and that was what happened. In five years, India became the greatest trader in Bangladesh, and night blindness was eradicated (Evaluator 2).

It is worth highlighting that the evaluators do not exclude supporting businesses compatible with the social engineer typology.

## Effects on social equilibrium

The effect of the goods and services supplied by the investigated businesses is to fill gaps un-addressed by traditional institutions. They also aim to incorporate inclusive “end-to-end” models with, for instance, inclusive work and a more participative management. Thus, they divide roles in the social equilibrium of the social constructionist, propitiating the creation of an actual social transformation that subverts structures that cannot support the improvement of social conditions.

As the aspiration is of generating as much impact as possible, inspired by the first seed that was the creation of Grameen Bank, it is believed that, in this aspect, businesses are more aligned to the social engineer profile. It is worth noting that Yunus accumulates lawsuits for interfering in the relations of powerful incumbents in the financial market, which corroborates to the idea of disruption, present in the social engineer model. Another important aspect related to the first is the very idea that a model does not contribute to the individual accumulation of capital for shareholders and investors (YUNUS, 2010).

[...] of course, if it were profitable enough to guarantee the continuity of our work, but above all it had to create social impact for peoples' lives... I do not need to earn for my own benefit an amount that I do not need, I can redistribute the amount and share it with other people, and I can redistribute the amount for the maximization of this impact, right? (Startup 2).

The startups evaluated, perhaps for not being completely mature, and for they are still initiating an expansion process, are focused on the communities where they operate, which brings these businesses closer to the social bricoleur typology. Nevertheless, because their business models are aligned with the expectations of scalability and replicability valued by YNS, there is more consonance with the characteristics of the social constructionist.

## Source of discretion

The ideal of maximizing social impact and giving maximum return to the invested resources separates the investigated startups from the social bricolage model.

We will try to understand the viability of the product for the client... I think it is a combination of these two features, a quantitative analysis, which for us is indispensable that it is still standing, but coupled with a more subjective analysis of viability, of interest, of pertinence of the product in the market (Evaluator 2).

The social engineer model is much more compatible with YNS itself, which needs necessary to focus on its visibility and its transforming power in the businesses fostered by it, legitimizing them. However, as observed in the interviews with Brazilian startup evaluators, there is more proximity with the social constructionist typology. This typology is in search of a sustainable scale that promotes social impact, but the studied businesses have not yet promoted social transformation similar to the one of Grameen Bank. It could be a matter of maturity of the business models; however, at the moment, there is not a way to know if this type of change will ever be accomplished

Therefore, there are indicatives that a symbiotic relation between the two types of social entrepreneurship takes place; both types are complementary and support one another, which is beneficial to all parties:

If you think of the base of the pyramid, it is an intense market, low competition, because sometimes people do not want to give access to credit, they do not want to work with his type of public. You often have unmet demands in the communities. Today, the greatest challenge is creating a business model which is sustainable, and provides prices that are affordable, be it by prices, or by facilitating the payment in installs, which is our case; we do both, but what really makes Social Business feasible is families being able to pay in 12 installs with no interest (Startup 1).

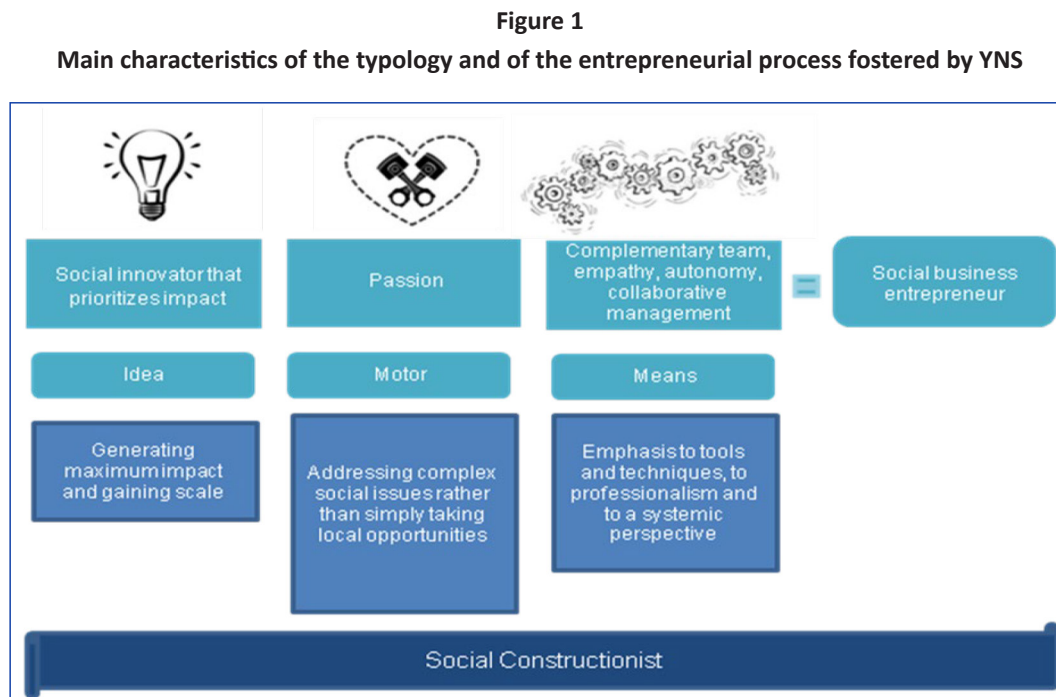
## Limits to discretion

Among the elements identified in the study we can name the complementary team, and the economic-financial continuity of startup business models. Because these are models that demand a certain business structure to meet the requirements of economic-financial sustainability, the entrepreneur needs to assemble complementary and capable teams. He may also need other sources of funding after a certain level of maturity of the business is reached, so that the business can gain scale. This new funding source may even be within Yunus international structure (YSB).

[...] Social Businesses must present goals and social and financial results to their financiers: you need to have good ideas and be capable of surrounding yourself with people that have greater knowledge than yourself [...] but as I think of it, in the cooperative world it is not any different, but people are. When you start a business, empathy is crucial (Startup 3).

In the analysis of both the content of interviews and the comparing of results to the analysis of the entrepreneurial profile to the typology, the typology that has shown more compatibility with the profile fostered by Yunus Social Business Brazil is the social constructionist. A few statements indicate a proximity to the social bricolage typology when it comes to the identification of local opportunities, empathy towards the targeted public, and the connection to the local reality. None of the startups presented a disruptive innovative profile. However, the statements of evaluators that represent international YSB indicate that they wish to get closer to the transformation power of the social engineer typology.

Figure 1 consolidates the application of the characteristics of the dominating typology (ZAHRA, GEDAJLOVIC, NEUBAUM et al., 2009) to the categories of the entrepreneurial process fostered by YNS.



Source: Elaborated by the authors, adapted from Malpelli, Ciccarino and Moraes (2017).

Some of the characteristics of the social engineer typology are desirable, however, they would demand a structure and a network so great that their elements could not be identified in the social businesses here investigated, given the scope of the present research. Box 4 summarizes the findings of the present study. The classification “compatibility desired by the evaluators” refers to business requirements that the evaluators also wish to support but were not identified in the startups investigated in the present paper. It is worth noting that even though these features were not identified in the studied startups that does not mean that they cannot be found in other social business startups.

#### Box 4

##### Compatibility of the elements analyzed from the content of interviews, and the indication of gaps

Type	Social Bricoleur	Social Constructionists	Social Engineer
Theoretical inspiration	Hayek (1945)	Kirzner (1973)	Schumpeter (1942)
What do they do?	Compatibility desired by the evaluators	High	Compatibility desired by the evaluators
Scale, scope, and timing	Low	High	Compatibility desired by the evaluators
Why are they necessary?	Low	High	Compatibility desired by the evaluators
Social Significance	Low	High	Compatibility desired by the evaluators
Effect on Social Equilibrium	Low	High	Compatibility desired by the evaluators
Source of discretion	Compatibility desired by the evaluators	High	Compatibility desired by the evaluators
Limits to discretion	Low	High	Compatibility desired by the evaluators

Source: Elaborated by the authors.

## DISCUSSION

There is a research gap both in the social entrepreneurship domain, and in social businesses studies. These areas lack studies that apply theoretical elements to empirical data (LEE, BATTILANA and WANG, 2014). For that reason, this paper aimed to compare the typology proposed in one of the most cited articles on the theme (ZAHRA, GEDAJLOVIC, NEUBAUM et al., 2009) to the reality of Brazilian startups fostered by YNS, a worldwide benchmark institution when it comes to social businesses. The objective of the study was to evaluate the compatibility of the social entrepreneur – identified in the content of interviews evaluators and entrepreneurs of these startups– with one of the three entrepreneur typologies proposed by the theoretical framework, thereby helping to identify the features of the social businesses fostered by YNS in Brazil.

The contribution entails the description of the elements that constitute the typology. The empirical data collected from the interviews and contextualized in the case study provide support to the elements used in the discrimination of each type and help detect which of the three types better describes the social businesses supported by YNS. The classification nature of the typology was explored, deepening the understanding of relevant elements, which outline both entrepreneurs that wish to be supported by YNS and the evaluators responsible for the selection of the businesses.

However, the qualitative character of the research did not allow the significance of the elements to be tested, nor the understanding of their inter-relationships. It would be interesting if the development of new studies checked the explicative capacity of this typology, its reliability, and its utility in the classification of different social businesses. Understanding the



types of social business may help predict the scale of social impact a business may generate and, consequently, better the assessment of the resources and investments that may be received.

Since this is a qualitative research, there is not a pretension to designate a generalization regarding the social business entrepreneurial profile. The study was limited to the organization of YNS and to Brazilian startups supported by YNS. The description presented in this article corroborated to the elements that are involved in the social entrepreneurial concept, namely: generation of social value, social innovation, resource constraint, and sustainability of business models. Even so, the premise adopted is that this term is essentially contestable; hence, it is subject to various interpretations, according to the perspective adopted and to the context (CHOI and MAJUMDAR, 2014). Consequently, the theoretical contribution is relative to the studied context, which increases the assertiveness of the choice of the method.

In order to deepen the understanding of this topic, it would be interesting to apply this study to other groups of startups fostered by YNS around the globe and, if possible, to promote a statistical analysis of these results so as to enrich the discussion. Another important advancement would be studying how the context influences compatibility with the different types of entrepreneur described by this typology, as well as how personal traits affect this context (DWIVEDI and WEERAWARDENA, 2018).

This study provided systematized knowledge of the relation between the typology and the results (DENZIN and LINCOLN, 2011) in order to highlight the strategies, attitudes, and behaviors common to the businesses supported by YNS that have economic, social and theoretical representativeness. More details were included in the description of the entrepreneurial profile of these startups as the premises of this type of social business gained visibility. Thereby, the theoretical gap due to a lack of empirical articles in this domain may be reduced in the future.

When pointing out the scope and the dimension of the studied effects on social businesses, it is worth mentioning important concepts for the delimitation of the research field.

Both the entrepreneurs' and the evaluators' statements highlight the concern about sustainability, scalability and replicability of the business models so as to maximize the generated social impact (YSB, 2016; YUNUS, 2010). This occurs in environments with severe resource constraints and represent, at the same time, a challenge and a motivation that engenders this type of business (DWIVEDI and WEERAWARDENA, 2018). It is hoped that the findings here recorded help entrepreneurs and evaluators to have a greater perception on how social entrepreneurship can be manifested, collaborating to the aligning of their expectations, of possible gaps, of limitations and of opportunities. Therefore, both the ones who receive the support and the ones who decide which business will receive the support may find in this article a reference on this domain.

## CONCLUSION

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The recent economic and financial crises experienced in capitalism raised discussions regarding new business models and more responsible actions (BAKER, 2013; PHILLIPS LEE, GHOBADIAN et al., 2015); these discussions include in the entrepreneurship and social innovation areas. Social entrepreneurship proposes the generation of social value through businesses that are economically sustainable, however it is still being consolidated as a research field (DACIN, DACIN and MATEAR, 2010; MAIR and MARTÍ, 2006), and suffers with the poor comprehension as it is regarded as an essentially contestable concept (CHOI and MAJUMDAR, 2014).

The typology applied in the case study is based on the works of Hayek (1945), Kirzner (1973) and Schumpeter (1942). Three types of social entrepreneur are identified in accordance with the theoretical framework: social bricolage, social constructionists, and social engineers respectively. The characteristics that constitute each type refer to the dimensions of the entrepreneurial structure, and it also refers to the perception of opportunities, innovation, resource use, scope and scale.

Social bricoleurs are those who have tacit knowledge and search for opportunities for starting a business based on personal experience. This type was present in the entrepreneurs' statements, however, in general it is not the model fostered by YNS when we consider scope, scale, and impact. The statement of these startups entrepreneurs may reflect a certain compatibility with this profile. Nevertheless, their social businesses align to the encouraged by YNS, which separate them from this typology.

Social constructionists are the entrepreneurs that build, launch, and carry out activities un-addressed properly by the State, by its institutions, by NGOs and by enterprises. Moreover, this typology generates businesses of greater scale. These were the predominant business characteristic present both in the statement of the social business entrepreneurs, and in the evaluators' statement. The third type, social engineer has great social transformation power and may reach national, transnational and global scales. The characteristics of this typology were seldom found in the entrepreneurs' statements but were present in the statements of the evaluators. YSB is an instance of a social engineer company due to its scope, scale, innovative capacity and social transformation power.

The analysis of the cases indicates great compatibility with the social constructionist type, in accordance with the entrepreneur as described by Kirzner (1973). Nonetheless, the supported entrepreneurial profile demonstrates familiarity with the location of the social problem to be addressed. This familiarity takes this profile closer to the idiosyncratic opportunities taken by the social bricoleur, inspired by the entrepreneur as described by Hayek (1945). If so, the accordance between the social entrepreneurs' discourse and the social bricoleur type can entails a risk of move away startups from the entrepreneurial profile fostered by YNS, considering that the evaluators have reportedly been focusing on models that are scalable and replicable.

The essence of YNS with the economic effects of appropriation of financial returns in order to maximize social impact is in consonance with the social engineer type, according to the entrepreneur as described by Schumpeter (1942). This consonance started with the initial microcredit phenomenon fostered by Grameen Bank, and it currently continues with much greater scale and dimension through YSB international with the scale and dimension it has currently reached.

Even though the features that define the startups fostered by YNS were not systematically identified, the elements that constitute the social engineering type were referred to as possible and desirable by evaluators.

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