

Contents

1	Introduction	15
1.1	Relevance of Social Venture Partnerships	15
1.2	Research Questions, Scope, and Contribution	17
1.3	Relevance of this Research Project for the Field of Education	19
1.4	Structure of this Work	20
2	Relevant Fundamentals.....	23
2.1	Social Entrepreneurship – Clarifying Terms	23
2.1.1	Historical Development of this Phenomenon	24
2.1.1.1	Historical Development of Social Entrepreneurship <i>in Practice</i>	24
2.1.1.2	Historical Development of Social Entrepreneurship <i>in Academia</i>	27
2.1.2	Different Streams in the Current Definition Debate	30
2.1.2.1	The Earned Income School of Thought	31
2.1.2.2	The Social Innovation School of Thought	33
2.1.3	Specifics Influencing Social Entrepreneurship in Germany	35
2.1.3.1	Influencing Factors.....	36
2.1.3.2	Consequences.....	38
2.1.3.3	Implications for this Research Project	39
2.1.4	Understanding Underlying this Thesis	41
2.1.4.1	Reasons for Following the Social Innovation School of Thought.....	41
2.1.4.2	Definition of Social Entrepreneurship Underlying this Thesis	42
2.2	Social Engagement of (For-Profit) Corporations	43
2.2.1	Clarification of the Term ‘Corporation’	44
2.2.2	Understanding of CSR and Different Areas of Responsibility	45
2.2.2.1	The Inner Sphere of Responsibility.....	46
2.2.2.2	The Middle Sphere of Responsibility.....	47
2.2.2.3	The Outer Sphere of Responsibility.....	47
2.2.3	Perspectives on and Assumptions behind CSR.....	49
2.2.3.1	The Instrumental Perspective	51
2.2.3.2	The Societal Perspective.....	52
2.2.3.3	The Political Perspective	53
2.2.3.4	The Ethical Perspective	54
2.2.3.5	Conclusion from the Different Perspectives	55
2.2.4	German Specifics Regarding CSR	58
2.3	Same- and Cross-Sector Partnerships	60
2.3.1	Partnerships in General Management Studies	61
2.3.1.1	Partnerships as Hybrid Exchange Relations between Market and Hierarchy.....	61
2.3.1.2	Identifying the Optimal Exchange Relation Using the Transaction Cost Approach.....	63
2.3.1.3	Relationship Commitment and Trust in the Perspective of Social Exchange Theory.....	64

2.3.2	Cross-Sector, Socially-Oriented Partnerships.....	65
2.3.2.1	Different Forms of Socially-Oriented Partnerships	66
2.3.2.2	Motives for Corporations to Participate in Socially-Oriented Partnerships ..	68
2.3.2.3	Motives for Social Ventures to Participate in Partnerships.....	70
2.3.3	Current Research Status of Social Venture Partnerships	72
3	Theoretical Frameworks	75
3.1	Effectuation and Causation.....	75
3.1.1	Introduction to the Logic of Effectuation and Causation.....	76
3.1.2	Principles and Processes of Effectuation Versus Causation	77
3.1.3	Assumptions behind Effectuation and Causation	81
3.1.3.1	Positioning Strategies.....	82
3.1.3.2	Construction Strategies.....	83
3.1.4	Effectuation and Social Entrepreneurship	84
3.2	Governance Mechanisms in Inter-Organizational Relations	86
3.2.1	The Governance Mechanism Control.....	87
3.2.1.1	Definition and Aspects of Control	87
3.2.1.2	Choosing the Appropriate Control Mechanism	88
3.2.2	The Governance Mechanism Trust.....	89
3.2.2.1	Definition and Aspects of Trust.....	89
3.2.2.2	Objects and Sources of Trust.....	91
3.2.3	Interplay of Trust and Control and the Role of Perceived Risk	92
3.2.4	Governance Mechanisms in Cross-Sector Partnerships.....	98
4	Research Methodology	99
4.1	Fundamentals on the Research Approach.....	99
4.1.1	Reasons for Choosing a Qualitative Research Approach.....	100
4.1.2	Quality Criteria in Qualitative Research.....	101
4.1.3	Introduction of the Multiple Case Study Approach	103
4.2	Outline of Relevant Employed Research Steps.....	105
4.2.1	Research Preparation.....	106
4.2.1.1	Preparing the Inquiry.....	106
4.2.1.2	Case Selection	106
4.2.1.3	Problem-Centered Interviews and Further Data Collection Instruments....	108
4.2.1.4	Reflecting Quality Criteria in the Preparation Phase	110
4.2.2	Data Collection from Multiple Case Studies	110
4.2.2.1	Conducting Interviews	112
4.2.2.2	Reflecting Quality Criteria in the Data Collection Phase.....	112
4.2.3	Data Analysis Using Qualitative Content Analysis	113
4.2.3.1	Data Preparation and Data Analysis within the Case Studies	114
4.2.3.2	Data Analysis across Case Studies	116
4.2.3.3	Reflecting Quality Criteria in the Data Analysis Phase	116
4.2.4	Development of Conclusions	116
4.2.4.1	Shaping Propositions, Enfolding Literature, and Closing the Inquiry.....	117
4.2.4.2	Reflection on Quality Criteria	117
5	Description of Case Studies.....	119
5.1	Definition of Parameters through which to Describe the Case Studies	119
5.1.1	Understanding of the Partnership Formation Phase.....	119
5.1.2	Presentation and Discussion of Governance Mechanisms.....	120
5.2	Case Study #1 – a Partnership between a Social Venture Focusing on Youth Development and a Trading Company.....	121

5.2.1	Background Information on Partnership Participants	121
5.2.1.1	About the Social Venture and its Model	121
5.2.1.2	About the Corporation and its Social Engagement	122
5.2.2	Outline of Partnership	123
5.2.2.1	Partnership Formation	123
5.2.2.2	Further Development	124
5.2.2.3	Formal Agreements	125
5.3	Case Study #2 – a Partnership between a Social Venture Addressing Educational Equality and a Dax-30 Company	125
5.3.1	Background Information on Partnership Participants	126
5.3.1.1	About the Social Venture and its Model	126
5.3.1.2	About the Corporation and its Social Engagement	126
5.3.2	Outline of Partnership	127
5.3.2.1	Partnership Formation	127
5.3.2.2	Further Development	128
5.3.2.3	Formal Agreements	128
5.4	Case Study #3 – a Partnership between a Work Integration Social Venture and an Insurance Company	129
5.4.1	Background Information on Partnership Participants	129
5.4.1.1	About the Social Venture and its Model	129
5.4.1.2	About the Corporation and its Social Engagement	130
5.4.2	Outline of Partnership	131
5.4.2.1	Partnership Formation	131
5.4.2.2	Further Development	132
5.4.2.3	Formal Agreements	132
5.5	Case Study #4 – a Partnership between an Incubator for Social Initiatives and an Online Marketplace Corporation	133
5.5.1	Background Information on Partnership Participants	133
5.5.1.1	About the Social Venture and its Model	133
5.5.1.2	About the Corporation and its Social Engagement	134
5.5.2	Outline of Partnership	134
5.5.2.1	Partnership Formation	134
5.5.2.2	Formal Agreements	136
6	Results of Analysis and Interpretations	137
6.1	Means- and Goal-Driven Partnerships	137
6.1.1	Introduction of Means- and Goal-Driven Partnerships	138
6.1.1.1	Case Study #4 – a Means-Driven Partnership	139
6.1.1.2	Case Study #3 – a Goal-Driven Partnership	142
6.1.2	Elaboration of a Partnership Formation Spectrum	145
6.1.2.1	Case Study #1 – a ‘Mainly’ Means-Driven Partnership	145
6.1.2.2	Case Study #2 – a ‘Mainly’ Goal-Driven Partnership	147
6.1.2.3	Spectrum Combining the Different Formation Processes	149
6.1.3	Principles for Partnership Formation Models	149
6.1.3.1	Principle 1: Basis for Taking Action	151
6.1.3.2	Principle 2: Basis for Decision Making	151
6.1.3.3	Principle 3: Attitude toward Outsiders	153
6.1.3.4	Principle 4: Attitude toward Unexpected Contingencies	154
6.1.3.5	Principle 5: View of the Future	155
6.1.3.6	Summary of Principles of Means- and Goal-Driven Partnerships	156
6.1.4	Comparison of Findings with Existing Literature	156

6.2 Partnership Governance.....	162
6.2.1 Governance in Means-Driven Partnerships	163
6.2.1.1 Control, Trust, and Perceived Risk in Case Study #4	163
6.2.1.2 Discussion of Partnership Governance in Case Study #4	166
6.2.1.3 Control, Trust, and Perceived Risk in Case Study #1	167
6.2.1.4 Discussion of Partnership Governance in Case Study #1	170
6.2.1.5 Governance Mechanisms in Means-Driven Partnerships.....	172
6.2.2 Governance in Goal-Driven Partnerships	173
6.2.2.1 Control, Trust, and Perceived Risk in Case Study #3	173
6.2.2.2 Discussion of Partnership Governance in Case Study #3	175
6.2.2.3 Control, Trust, and Perceived Risk in Case Study #2	177
6.2.2.4 Discussion of Partnership Governance in Case Study #2	181
6.2.2.5 Governance Mechanisms in Goal-Driven Partnerships	183
6.2.3 Comparison of Findings with Existing Literature.....	184
6.3 Influence of Social Entrepreneurship on Partnerships.....	186
6.3.1 The Role of Social Entrepreneurship in Each Case Study.....	187
6.3.1.1 Empirical Findings from Case Study #1	188
6.3.1.2 Empirical Findings from Case Study #2.....	188
6.3.1.3 Empirical Findings from Case Study #3	190
6.3.1.4 Empirical Findings from Case Study #4.....	191
6.3.2 Distinctiveness of Social Venture Partnerships?	192
6.3.3 Comparison of Findings with Existing Literature.....	194
6.4 Further Remarks.....	195
6.4.1 Aspects Influencing the Partnership Formation Process.....	195
6.4.1.1 Role of Social Entrepreneurship on Partnership Formation Process.....	195
6.4.1.2 Influence of Participants' Characteristics	196
6.4.2 Influence of Formation Process on Partnership Sustainability.....	198
6.4.2.1 Thesis, Antithesis, and Synthesis in the Case Studies.....	198
6.4.2.2 Partnership Formation Processes and Sustainability.....	200
7 Conclusion and Outlook.....	201
7.1 Summary of Results.....	201
7.2 Contributions to Academic Research	203
7.3 Implications for Practitioners.....	206
7.4 Limitation of this Study and Outlook on Future Research	207
References	211
Appendix	227
a. List of Interviewees	227
b. Declarations of Consent.....	229
c. Interview Guidelines.....	231
d. Coding frame	237
i. <i>Formation</i>	237
ii. <i>Governance</i>	238
iii. <i>Role of social entrepreneurship</i>	239
Zusammenfassung (German Summary).....	241

Combined Forces for Social Impact
Investigating Partnership Dynamics between Social
Ventures and Corporations

Schirmer, H.

2014, XIII, 234 p. 26 illus., Softcover

ISBN: 978-3-658-04858-7