



Global Entrepreneurship Monitor Caribbean

Social Entrepreneurship, in the Caribbean Region: 2011

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Executive summary

Social Entrepreneurship is a field in development with different definitions and approaches, in which practitioners and academics have different views. Due that there is not consolidated information about this concept in the Caribbean Region, the GEM Caribbean project decided to build this knowledge by applying the GEM's social entrepreneurship questionnaire used in 2009 special topic, in 2011 Adult Population Survey (APS) of Jamaica and Trinidad & Tobago and integrating that data with the results obtained in 2009 from Colombia, Jamaica, Venezuela, Dominican Republic, Panama and Guatemala to construct this report. The same questionnaire will be applied in Barbados in 2012 to have a complete data set of the social entrepreneurship in 8 Caribbean countries. The report includes a bibliographical review of the social entrepreneurship field and of the social entrepreneurs.

In similar form that the GEM APS questionnaire measures the Total Entrepreneurial Activity (TEA), the questionnaire applied measured the Social Entrepreneurial Activity (SEA), understood as the percentage of adult population (18-64 years old) who are actually involved in a social enterprise which has been paying salaries for less than 42 months.

The results showed that the SEA values are quite different from country to country having an average SEA rate in the Caribbean islands of

2.81% and 2% for the continental Caribbean countries. The study also measured the percentage of persons (18-64 years old) who are actually involved in a social enterprise which has been paying salaries for more than 42 months and call it Established Social Enterprise (ESE). The Caribbean islands had an ESE rate of 0.7% while the continental Caribbean has an ESE of 0.1%. These low values of social entrepreneurial activities limit the possibility of doing deeper national analysis in specific variables and for that reason the characterization of social entrepreneurs by: age, gender, educational developments, commitment to the enterprise, are presented as an aggregate data for the country group.

A model is developed in the report to classify the social enterprises into six categories, considering the prevalence given to the economic, environmental and the social purpose, the level of income generated by entrepreneurial activities and the innovation level in their product services. Most of the social enterprises are classified as “for profit regular enterprises with some social activity”.

This preliminary approach to Social Entrepreneurship, indicates the need to do a more specific research sampling not from the general adult population, but from the social entrepreneurs and from the social enterprises, to know better the specific national characteristics.

Global Entrepreneurship Monitor Caribbean 2011

Social Entrepreneurship in the Caribbean Region



2. The Global Entrepreneurship Monitor Research (GEM)

A broad agreement exists today among academics and public policy makers about the importance of entrepreneurial activity and entrepreneurs in the dynamic of the economic development. The increase the wellbeing of society.

The Global Entrepreneurship Monitor (GEM) first appears in 1997 as an initiative of the London Business School and Babson College. In 1999, with the first publication of GEM, a worldwide process of measuring the level of the entrepreneurial activities and some specific characteristics of the entrepreneurial process, started in different countries under a unified methodology.

Since then, it has worked with more than 80 economies around the world and has become the biggest worldwide research to study and analyze the relationship that exists between entrepreneurship and the national economic development, generating several annual publications: a global one, one for each country and others with special topics. This research helps governments, businesses and educators

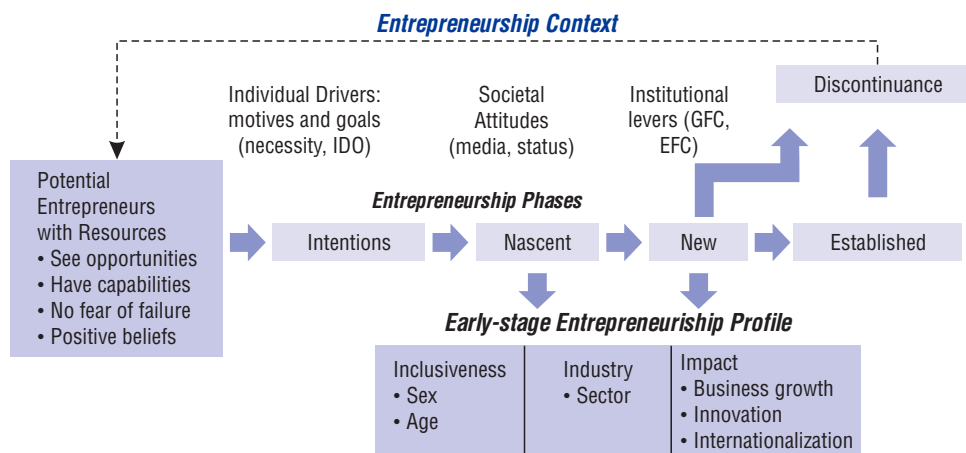
around the world to design policies and programs aimed at stimulating entrepreneurship¹. At the present time, GEM is the only comparable data source that exists globally, to measure a wide range of variables and particular elements associated to the general entrepreneurial activity.

GEM has been able to take and process harmonized data in an annual basis, focusing in three objectives:

- Measuring the existing differences in the entrepreneurial activity levels, between the countries that participate.
- Discovering the main causes and variables that affect the level of entrepreneurial activity in each country.
- Identifying policies that may foster the quality and quantity of the entrepreneurial activity in each country.

Diagram 1 show the entrepreneurial cycle, in which GEM divides the entrepreneurial

Diagram 1
Entrepreneurial Process²



¹ Global Entrepreneurship Monitor 2009 Report on Social Entrepreneurship - Babson College, GERA - 2012.

² Global Entrepreneurship Monitor 2011 Executive Report. Babson College. San Francisco. 2011.



process. GEM classifies the entrepreneurs according to the level of development of their initiatives as:

Potential Entrepreneurs: Those developing entrepreneurial knowledge and abilities.

Intentional Entrepreneurs: Those having the intention of starting a new business or developing a business idea in the future (next three years).

Nascent Entrepreneurs: Those who have been in an entrepreneurial activity paying salaries for less than 3 months.

New Entrepreneurs: Those who have been in an entrepreneurial activity paying salaries for more than 3 months but less than 42 months.

Established Entrepreneurs: Those having an entrepreneurial activity which has paid salaries for more than 42 months.

Discontinued Entrepreneurs: Those who for any reason have exited an entrepreneurial activity.

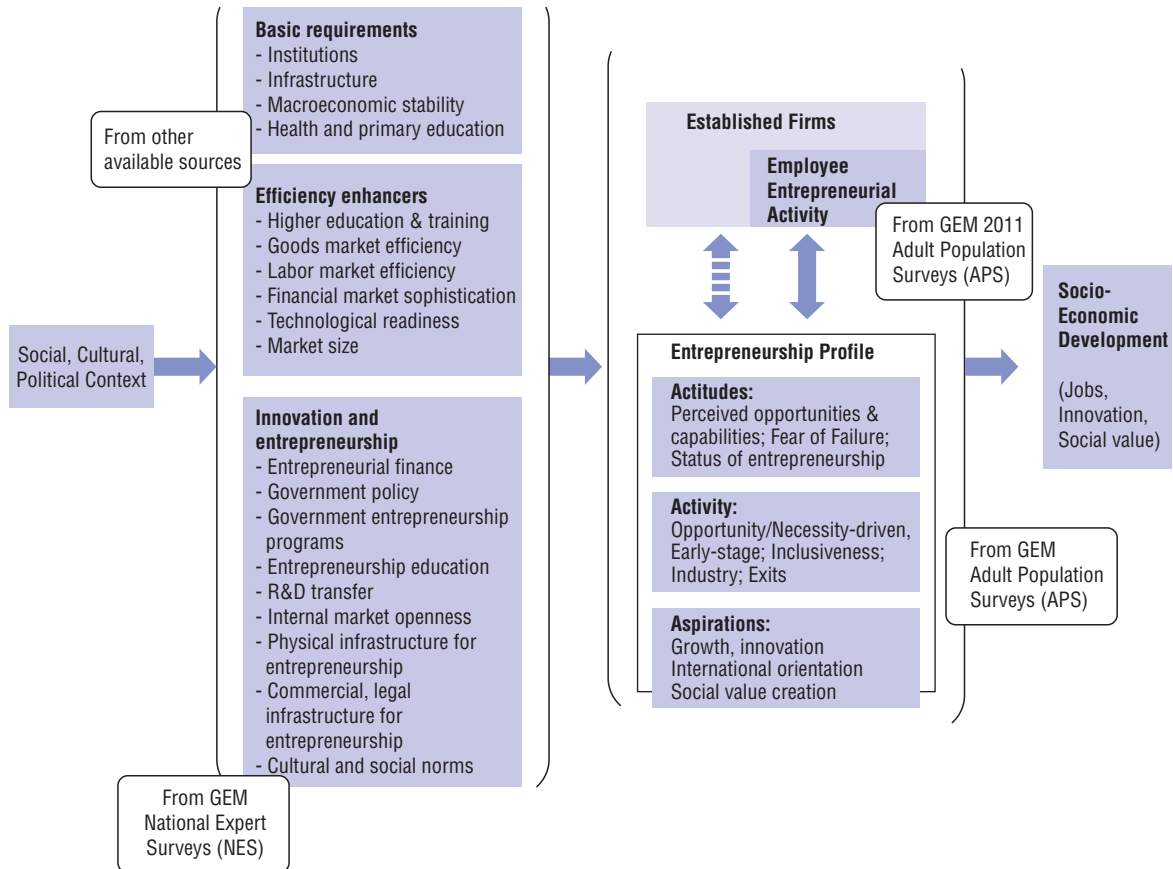
The methodology used by GEM has been continuously improved along its years of operation, which contributes to the valuable and unique information the project provides, and is very helpful to compare entrepreneurship

among nations. The GEM model interviews a representative sample of the population in the 18-64 years range in every country (in some countries bigger samples are used to conduct regional studies), in order to know in detail their attitudes, activities and aspirations towards entrepreneurship, and to know several elements of their entrepreneurial initiatives.

The main metrics that GEM produces is the proportion of the population that are: nascent entrepreneurs, new entrepreneurs and established entrepreneurs. The sum of the categories “Nascent” and “New” generates the Total Entrepreneurial Activity rate (TEA) which indicates the percentage of individuals in the population, which are involved in the process of creating and/or managing a new business that has less than 3½ years paying salaries.

GEM has developed a conceptual model that explains how the social, cultural and political contexts of each country has an influence on three sets of conditions – basic requirements, efficiency enhancer and innovation / entrepreneurship - which are the critical factors for the value creation of the socioeconomic dynamism generated by the established firms and the new enterprises. The magnitude of the socio economic value creation is the defining variable of the socioeconomic development (–Diagram 2 GEM Model).

Diagram 2
GEM Model³



³ Global Entrepreneurship Monitor 2011 Executive Report. Babson College. San Francisco. 2011.

Global Entrepreneurship Monitor Caribbean 2011

Social Entrepreneurship in the Caribbean Region



3. Social Entrepreneurship

In the year of 2009, GEM decided to explore a special topic in entrepreneurship, Social Entrepreneurship, which even though it has existed throughout the ages, its consideration as an academic subject of study just started in the late 20th century. GEM knows it is a field in development with many different definitions and approaches, in which practitioners and academics have had different views, but it is a field for which there are no measurements on the level of entrepreneurial activities and of the specific characteristics of social entrepreneurs.

Even though during the last years there has been a significant increase in the number of investigations and academic publications about the topic, there is still quantitative data missing to support the theoretical statements. GEM decided to approach the problem of compiling data, so it could provide enough background for the theories and present an estimate of the current prevalence of social entrepreneurship. The study was done, being fully aware of the restrictions for collecting and analyzing the information due to the different definitions, concepts and interpretations existing in each country, and knowing that in some cases, the sample size in specific variables would have limitations because of their statistical representativeness.

The social entrepreneurship subject has become increasingly more important due to drivers from the supply side, which includes: growth of global wealth, improvement in social mobility, elongation of productive life, increase of more democratic governments, increment of more powerful multinational corporations, improved educational level, and rise of more organizations willing to support social actions; and drivers on the demand side which include: crisis

in health and environment, increase in economical inequality, government supply of inadequate public services supply, need to accept ONGs for resources management, unemployment and displacement.

In 2009 a special questionnaire on Social entrepreneurship, was administered in 49 countries in the GEM research. The only Caribbean countries that participated in this study were: Colombia, Dominican Republic, Jamaica, Venezuela, Panama and Guatemala. In 2011, the Caribbean countries participating in the GEM Caribbean Project supported by the International Development Research Centre (IDRC) - decided to include in their study an evaluation of “Social Entrepreneurship”, and they included the same specific questionnaire used in 2009 on the subject in the APS. Jamaica and Trinidad Tobago were able to administer the questionnaire in 2011; Barbados will conduct the questionnaire in 2012. For the purpose of building knowledge about the topic, this report includes the 2011 information from Jamaica, Trinidad & Tobago and the 2009 information from Colombia, Jamaica, Venezuela, Dominican Republic, Panama, and Guatemala.

The specific objectives of the social entrepreneurship project in the Caribbean are:

1. To generate research findings on social entrepreneurship on a national and regional level, for the Caribbean.
2. Facilitate discussion of these research findings and policy recommendations among the private sector, policy makers, educators, and researchers.
3. Generate a harmonized, publicly available database on social entrepreneurship in the Caribbean

⁴ Sommerrock K., Social Entrepreneurship Business Model, Palgrave Mac Millan, New York, 2010.



This well-conceived database which measures, characterizes, and compares social entrepreneurship in the member countries of the GEM Caribbean project, as well as in some of the Caribbean countries will be useful for several reasons: one of them is to provide a better understanding of what factors motivate social entrepreneurs; another is to permit the academic community to have at their disposal better

information to define Social Entrepreneurship, which in turn would help to design academic programs oriented to social intervention as well as aid in the design and application of new policies in order to help under-represented groups or in-need groups; finally, it will help to identify the main competences needed for the social entrepreneurial process, and contribute to the development of existing social enterprises.

4. Conceptual Framework for Social Entrepreneurship

Social Entrepreneurship has been considered an object of study and discussion during the last 10-15 years, addresses the concepts of: “entrepreneurship” and “social”. Each concept has its own characteristics, complexities and interpretations. Therefore, it's convenient to review the different perspectives to understand better the “Social Entrepreneurship” concept.

4.1 Entrepreneurship

- When *Cantillon*⁵ introduces the concept “entrepreneur” in economic-management literature, he describes it as a person that does business activities, with some level of uncertainty, and expects to gain profits.
- *Say*⁶ defines it as the agent that gathers and combines the productive means, to establish a business and find, in the value of products, the recovery of the investment, and expenses incurred and obtaining the expected profits.
- Schumpeter⁷ states that the function of the entrepreneur is to reform the pattern of production, either by exploiting an invention, using a new technology to create a new good, generating new production systems, creating a new material supply, opening a new selling point or by reorganizing an industry. His concept “creative destruction” means much more than simple creativity or invention; it implies coming back to reality, taking it to the market, overcoming environmental difficulties, and especially achieving continuous success and extending it by repeating the process.
- Kirzner⁸ emphasis is in the entrepreneur's ability to identify and take advantage of an opportunity and generate profits.
- Baumol⁹ states that the entrepreneur's aim is to identify new ideas to guide and inspire a group in the process of developing a new business.
- Ronstadt¹⁰ affirms that the entrepreneur creates wealth by taking the risk to invest money, time and personal commitment, with the purpose of adding value to products and services.
- Vesper¹¹ considers the entrepreneur is whoever has the means to create products/services, with more value by making changes and innovations, regardless of the environmental circumstances.
- Timmons¹² defines entrepreneur as a person with the ability of creating and building something new, and simultaneously taking calculated risks and doing what is needed to avoid failing.
- Stevenson¹³ considers that the entrepreneurial process involves searching for an opportunity, without worrying about the available resources.
- Veciana¹⁴ states that entrepreneurs are men and women that create business, jobs/employments and wealth.
- GEM¹⁵ affirms that entrepreneur is the person or group of people able to perceive the opportunity and take the risks of opening new markets, designing new products, and developing innovative processes.

⁵ Cantillon R., Quoted by Kirby D.A., “Entrepreneurship”, Mc. Graw Hill, London 2003.

⁶ Say, J.B. A “Treatise of Political Economy”, Kelley, New York, 1827.

⁷ Schumpeter, J. S., “Can Capitalism Survive? Harper and Row, New York, 1950.

⁸ Israel M. Kirzner, Perception, Opportunity, and Profit: Studies In the Theory of Entrepreneurship (Chicago: The University of Chicago Press, 1979), p. 39.

⁹ Baumol, W., “Entrepreneurship in economic theory”, American Economic Review, May 1968.

¹⁰ Ronstadt, R., “Entrepreneurship: Text, Cases and Notes”. Lord Publishing, Dover Mass, 1984

¹¹ Vesper, K., “New Venture Strategies”. Prentice Hall, New Jersey, 1980.

¹² Timmons, J., “New Venture Creation: Entrepreneurship for the 21st Century”, Irwin Mc Graw Hill, Boston, 1999.

¹³ Stevenson, H. H., “Babson College Research Conference”, Calgary, 1988

¹⁴ Veciana, J. M., “Emprendedor o Empresario”, Innovando No. 17, Universidad ICESI, Cali, Diciembre 1997.

¹⁵ Global Entrepreneurship Monitor, Babson College – London Business School, Boston- London, 1999-2005.

- Venkataraman¹⁶ envisions the entrepreneur as a person able to imagine a future business that is well adjusted to the new trends and the macroeconomic environment; he takes the needed actions to convert the future into an actual reality; he is not limited by restrictions in resources, and acts with a sense of urgency, commitment, and flexibility during the whole creation process for the purpose of generating profits.
- Kuratko and Hodgetts¹⁷ consider that the entrepreneur is the one who leads the dynamic process of vision, change and creation.
- Sommerrock¹⁸ also affirms that entrepreneurship is the process of recognizing the opportunity, of redirecting resources of an area of low productivity to one of high productivity, including innovation and risk, driven by the desire to create value and obtain a personal reward.
- Varela¹⁹ indicates: “Entrepreneur is the person or group of people able to perceive an opportunity, to obtain and assign the natural, financial, technological and human resources, that are needed to start a business, to create incremental value for the economy, to generate new jobs for himself and for others. In this creative and innovative leadership process, the entrepreneur invests energy, time, money, and knowledge; participates actively in the business setting up and operation; risks his resources and personal prestige; and seeks for monetary, personal or social rewards, generating social wellbeing.”

By using these and other definitions, it is possible to identify several commonalities of entrepreneurs in being able to:

- Identify an opportunity.
- Create and innovate in the development of the opportunity.
- Obtain and assign all sort of resources.

- Participate in design, set up and operation.
- Risk money, time, personal and professional prestige.
- Invest money, time, knowledge and energy.
- Expect retribution expressed as economic, social, or personal benefits.
- Create wealth and jobs.
- Operate freely, with independence and autonomy.
- Apply values of entrepreneurship.

4.2 Social

Sommerrock²⁰ suggests three notions of the term “social”:

- Social may be related with human relationships, societies, human interaction, and companionship.
- Social could be associated to the status, rank or class a person occupies in a community.
- Social could be related to the welfare of human being as members of society. Welfare understood as the state of doing well, especially in respect to good fortune, happiness, wellbeing or prosperity.

Based on the last implication, it is possible to say that organizations, institutions, or enterprises involved in social activities are social entities which intend to create or restore goods/services in order to solve social needs or social values for specific groups in the society, usually groups in need or those subjected to discrimination. It is important to be attentive to

¹⁶ Venkataraman, S., “Entrepreneurship: Creating something new and of during value with very limited resources”, Darden University

¹⁷ Kuratko, D.F., Hudgetts, R. M., “Entrepreneurship Theory Process, Practice”, South Wester Publisher, Mason, 2004.

¹⁸ Sommerrock K., Social Entrepreneurship Business Model, Palgrave Mac Millan, New York, 2010.

¹⁹ Varela V., Innovación Empresarial: Arte y Ciencia en la Creación de Empresas, Pearson 2007.

²⁰ Sommerrock K., Social Entrepreneurship Business Model, Palgrave Mac Millan, New York, 2010.

the fact that social values, social needs and discrimination differ among groups in a society and may be subject to changes through time.

These social entities often belong to the civil society, rather than to the government. They normally include a large number of stakeholders whose purpose is to generate social welfare, rather than pursue profits. These entities also make a clear distinction between those who own the capital/stock and those who make the decisions to solve social needs.

In order to clarify the vast area of Social Entrepreneurship, it is important to analyze the diverse knowledge domains. To do this, the Short et al²¹ approach is very useful since they suggest three main domains to be considered: the generic area of Entrepreneurship, the area of the public and nonprofit management, and the area of social issues in management. Diagram 3, presents the different sets of knowledge and conditions as well as some sections they developed to make the analysis easier:

Section 1: Entrepreneurship is understood as a field of knowledge related to different topics such as: the creation of new value; the ways opportunities are identified and operated; the ways goods and future services are discovered, created and exploited; the consequences which the entrepreneurial leader (person or group), society and groups of interest face; the potential of strengthening the business/organization in order to make it grow and cover new markets.

Section 2: is related to the management characteristics of public and/or nonprofit organizations interested in promoting social improvements for the community (including social clubs, charity, political, and community organizations), and whose efforts are oriented toward reducing social deficiencies that are not “well served” by

the market; through the civil society, they support the lack of government actions.

Section 3: is aligned with the research on social issues in management. It considers the construction of collective interests, which has been defined as actions or decisions that relate to a specific social group, rather than individual interests. It analyzes topics such as: organizations and the community, corporate governance, diversity, employee relations, the natural environment, human rights, and organizational safety.

Section 4: is the intersection of entrepreneurship and public/nonprofit management; includes activities that contribute to new social value creation, such as the creation of new or growing nonprofit organizations that provide opportunities to meet unfulfilled social needs and/or create social value.

Section 5: includes Entrepreneurship and social issues in management, management of the creation of value that impacts the relation between organizations and the interests of a specific social group. Community based organizations or communities that work as corporations who provide benefits to its members are studied in this section. Other issues such as the social cooperative entrepreneur and those motivated by a social agenda are also studied in this section.

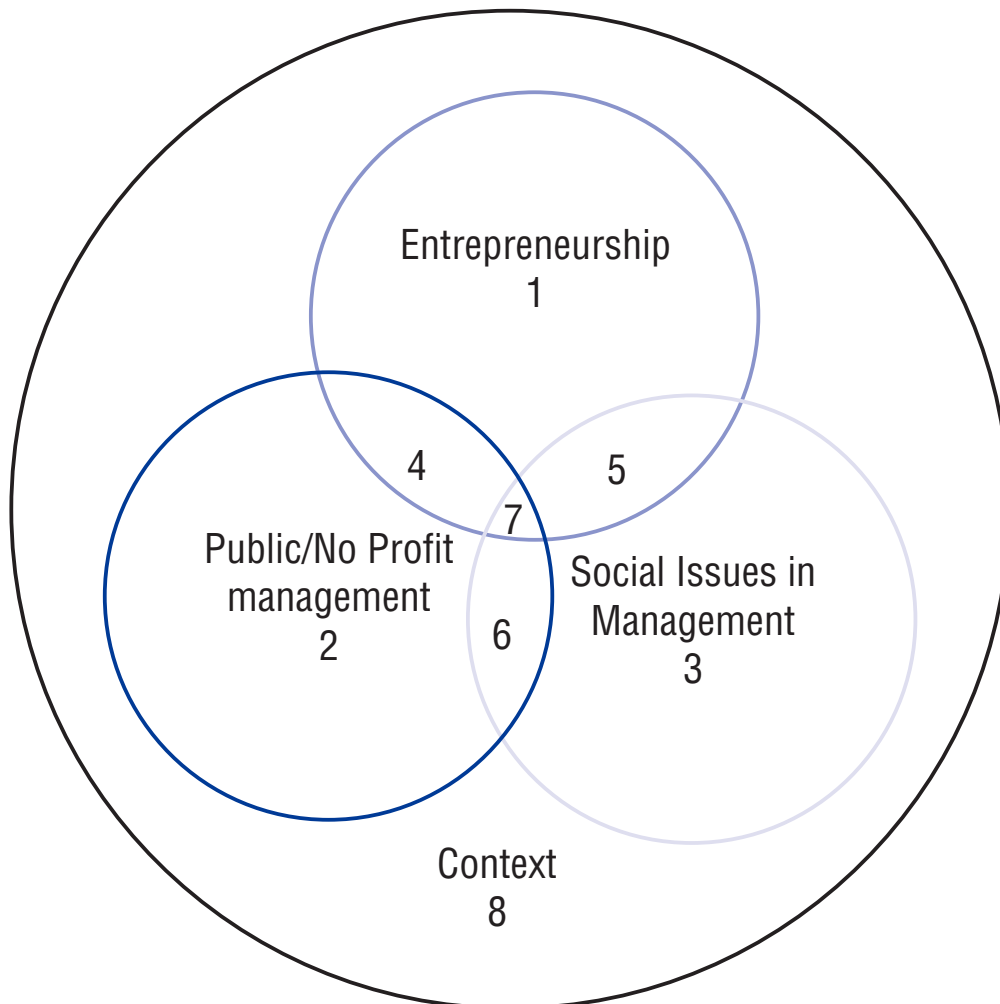
Section 6: is the intersection of public nonprofit management and social issues in management. The main topics are related to how politics and social programs are disseminated across public and nonprofit organizations.

Section 7: the zone of triple intersection relates to creating value in the economy and in the social environment in order to benefit social groups rather than individual interests. The aim is to create social good rather than search for profit.

Sections 4, 5 and 7 should be considered as the action areas of Social Entrepreneurship since they propose the creation of social value.

²¹ Short, J. C., Moss, T. W., & Lumpkin, G. T. 2009. Research in social entrepreneurship: past contributions and future opportunities. Strategic Entrepreneurship Journal. UK.

Diagram 3
Conceptual domains informing social entrepreneurship research



For years, definitions approaching different aspects about the social entrepreneur and social entrepreneurship process have been formulated, hence, it is important to analyze and identify their most common elements.

- Deeds and Anderson²² define social entrepreneurship as a balance between two schemes: the first one focuses in generating income which allows financing a social mission (Social Enterprise School), and the second one looks for the best way to solve a social problem (Social Innovation School). This is why they define Social Entrepreneurs as an individual or a group of individuals who

innovate by integrating the business world with philanthropy to create social value.

- Deeds²³ consider social entrepreneurship is characterized by:
 - o Having as main mission creating and maintaining social value.
 - o Recognizing and seeking continuously new opportunities that fulfill the social mission.

²² Sommerrock K., Social Entrepreneurship Business Model, Palgrave Mac Millan, New York, 2010.

²³ Lehner O.,M. en <http://www.acrn.eu/resources/Journals/TriangulatedSE.pdf>, 2012.

- o Commitment to a process of constant innovation, adaptation, and learning.
- o Acting firmly without feeling limited by the resources available.
- o Having a high sense of accountability with the communities where the services are directed.
- Austin²⁴ considers social entrepreneurship as an innovative activity that creates social value in either the public, private or nonprofit sector.
- CASE in Duke²⁵ University considers social entrepreneurship as the process of recognizing opportunities to create social value and develop them with the available resources. It may take place in the for-profit or nonprofit sector but its main purpose is to maximize the social impact. The business/organizations/institutions/initiatives might be new or old, religious or secular, for profit or nonprofit, big or small.
- Schwab Foundation²⁶ considers that Social Entrepreneurship is to apply practical, innovative and sustainable approaches for the purpose of benefiting society in different areas such as: education, health, wellness, human rights, employment rights, environment, economy development, agriculture, etc., either in a for-profit or non-for-profit organization.
- Sommerrock²⁷ defines social entrepreneurship as a process of creating and implementing a solution to a problem, which satisfies social needs and creates social value and impact.

Social problems are situations or circumstances which endanger or affect social welfare. The social needs appear from the desire to restore or create wellness. The main objective of social entrepreneurship is to provide a definite solution to a social problem and remove a social need.

The process is managed by a social entrepreneur who is able to identify an opportunity

and create a new social business, often by transforming systems and partly or totally established structures; he takes risks, uses entrepreneurial techniques and market mechanisms, moves and changes new resources to create social impact.

These types of organizations have no political or religious affiliations and do not depend on shareholders, but seek to be self sustainable in their operation.

Unlike regular entrepreneurs, the aim of the social entrepreneur is to improve social conditions rather than increase profitability. On the other hand, they do have to assure: financial short and long term sustainability, productive use of resources, the identification of new products and services, and the acquisition of new sources to get the elements required to extend the scope of their activity.

In order to solve social needs, a social entrepreneur must have knowledge of the social reality, technical skills, as well as innovation, creativity, professionalism, and a transforming and changing spirit.

- Nicholls²⁸ defines social entrepreneurship as the successful introduction of social change through the combination of elements that allow creating value and social change. This elements are:
 - o Motivation directed toward a mission to generate social change.
 - o Innovation in executing new changes for production: financing, legal, organiza-

²⁴ Austin (2006) in Sommerrock K., Social Entrepreneurship Business Model, Palgrave Mac Millan, New York, 2010.

²⁵ CASE, homepage, section “What is Social Entrepreneurship?”; www.caseatduke.org/about.

²⁶ Schwab Foundation for Social Entrepreneurship homepage; www.schwabfoundnorg/cohatis.htm.

²⁷ Sommerrock, K. (2010). Social Entrepreneurship Business Models: Incentive Strategies to Catalyze Public Goods Provision: Palgrave Macmillan.

²⁸ Nicholls, A. (2006). Playing the field: A new approach to the meaning of social entrepreneurship. Social Enterprise Journal, 2(1), 1-5.

tional ways, and ways of finding resources for operations.

- o Non-resistance to social changes.
- o Creation of economic and social value.
- o Commitment to generate change in society.

The orientation of social enterprises changes according to the development levels of the country/region. Factor-driven economies focus on attending the basic needs of a population while innovation-driven economies concentrate on special sectors such as environment, disability, social groups, etc. which have already covered their basic needs.

- GEM²⁹ considers Social Entrepreneurship as any effort made by a person, group, and organization to create a new business, or expand an existing one with the specific goal of improving social or communitarian welfare, and where benefits are reinvested instead of being passed on to investors.
- Bornstein³⁰ considers that social entrepreneurs are to social changes like profit entrepreneurs are to economic changes. They are creative, determined, highly motivated people who are firmly committed to creating a better world by seeking new opportunities and questioning the status quo.
- Emerson and Twersky³¹ consider that social entrepreneurs are people who combine management abilities and knowledge to create commercially sustainable organizations oriented toward social aims, which use generated income from commercial activities in order to reach the social goals.
- Ashoka³² states that social entrepreneurs are those who produce small changes but have the potential to affect the existing systems in the long term.

Social organizations reinvest surpluses to provide services and benefits to the community because their main objective is the

social good. They are profitable, produce social impact and are environmentally sustainable.

Social entrepreneurs identify those parts of the society with difficulties and find new ways of providing solutions. They are entrepreneurs with a social mission.

Social entrepreneurship is any attempt by individuals, groups or organizations to develop new activities and businesses with social or communitarian goals where the entire income is reinvested in the activity or in strengthening of the business.

- Mair & Marti³³ consider social entrepreneurship as the process of creating value by a new combination of resources. The purpose is to use this combination of resources to explore and exploit opportunities which create value and stimulate social change or satisfy social needs. This includes the supply of a product or service not only by existing organizations but also by new organizations.
- Social entrepreneur, for Light³⁴, is the visionary person who takes the risk of challenging the status quo and creates a new organization to generate social change. A Social Entrepreneur is a person, group, network, organization or alliance that seeks to create sustainable ideas that produce great scale changes on how the government, the nonprofit and for-profit organizations solve social problems.

²⁹ Global Entrepreneurship Monitor 2009 Report on Social Entrepreneurship–2012 - GERA.

³⁰ Bornstein, David. *The Price of a Dream. The Story of the Grameen Bank.* New York: Oxford University Press. 2005.

³¹ Emerson, J. & Twersky, F. (Eds.). *New Social Entrepreneurs: The Success, challenge, and lessons org non-profit Enterprise creation.* San Francisco: The Roberts Foundation. (1996).

³² Ashoka in www.ashoka.org

³³ J. Mair, I. Marti, Social entrepreneurship research: A source of explanation, prediction, and delight, *Journal of World Business* 41 (2006) 36–44.

³⁴ Light (2006) in Sommerrock, K. (2010). *Social Entrepreneurship Business Models: Incentive Strategies to Catalyze Public Goods Provision:* Palgrave Macmillan.

- Martin & Osberg³⁵ identify social entrepreneurship as a process with 3 elements:
 - o Identify an unfair situation causing exclusion, marginalization, or suffering to a segment of humanity that lacks the political and financial means to solve them.
 - o Identify the opportunity of solving injustice by a proposal of social value full of inspiration, creativity, direct action, courage and strength for changing the situation.
 - o Establishing a new balance that allows a group to pass through the situation and improve their condition.

Social entrepreneurs, according to Martin & Osberg differ from social activists. Activists are only concerned with the actions of the government while NGOs and other groups try to improve conditions of a group. Conversely, social entrepreneurs do what is necessary to solve the problem, provide new services and create activities to provide them.

They also state, that the role of the social entrepreneur is to help change part of society from a permanent unfair situation to one that solves or at least mitigates the unfairness. While undergoing this process, society changes its concepts and values its way of thinking and is motivated to provide resources as well as opportunities for the growth of the initiative and for the birth of other initiatives to help transform other parts of society.

- Alvarod et al³⁶ considers that social entrepreneurship is a person or a group whose actions attempt to create innovating solutions to actual social problems and are able to move ideas, abilities, resources and required social arrangements to accomplish long term sustainable social transformation.
- Zahra et al³⁷ reconsiders that social entrepreneurship includes the activities and process

that are executed to discover, define, and explore opportunities directed to improve society, by creating and refining business that are focused on solving social problems. This is why the social entrepreneur and social intrapreneur exist.

These definitions contain basic elements which help identify the social entrepreneurship process and the social entrepreneur actors since they are changing agents that:

- Transform the way social problems are traditionally solved.
- Go from diagnosing to implementing sustainable solutions which will solve the problem in the community and maybe expand the solution to many other communities.
- Have as their mission to provide social improvement for a group rather than produce for private or individual benefits; create value, wealth, usefulness, or attend needs of clients as part of this process and as the means to achieve their proposed goals. Thus the measure of success is the long term social impact rather than other metrics such as profits etc.
- Recognize and execute the operative solutions they identify going farther than finding social needs or feeling compassion for human groups that require solutions; they are persistent and find an operative way to overcome obstacles and solve problems.
- Are innovative in all the stages of the process: investments, applying new versions of existing ideas, changing structure of

³⁵ Lehner O.,M. in <http://www.acrn.eu/resources/Journals/TriangulatedSE.pdf>

³⁶ http://dspace.mit.edu/bitstream/handle/1721.1/55803/CPL_WP_03_5_AlvardBrownLetts.pdf Social Entrepreneurship Leadership That Facilitates Societal Transformation - An Exploratory Study Sarah H. Alvard, L. David Brown, and Christine W. Letts

³⁷ Lehner O.,M. in <http://www.acrn.eu/resources/Journals/TriangulatedSE.pdf>

programs, using different ways of finding, gaining and distributing resources.

- Have innovation as part of their modus operandi mainly present in their constant search for new alternatives while maintaining a positive attitude towards learning, improvement and research.
- Take more risks than those in traditional business, becoming personally involved, taking chances with their own resources, with themselves and with the expectations of the community in order to improve the socio-economic conditions.
- Recognize and accept their failures and mistakes as part of the learning process which will help them find better solutions for their next projects.
- Are not limited by resources to achieve their goals; are able to find new sources and channel them to their projects, use them efficiently and potentiate them with the contributions of their partners.
- Understand the importance of social results, and in order to assure that actions are

creating value to the social groups they establish close relations with these communities; they evaluate their needs and values, inform their objectives to the communities, and develop indicators to measure them.

- Understand expectation and values of the resources invested (money, time, technology, experience, etc.); find a way of balancing the social objectives with the financial ones thus, gaining more investor support.
- Are responsible for social transformation going beyond the original scope since many of the small changes produced in the short term of the intervention will help the community improve the trend in the long term; this is a cascade type process that reinforces itself producing many social changes along the way.
- Reinvest earnings completely in the social initiative leaving no profit for investors.
- In many cases they accomplish results in three areas: social, environmental and economical.
- Are entrepreneurs with a social mission.

5. Research Methodology

The social entrepreneurship research was conducted under the parameters and procedures that the GEM research has developed since its inception in 1999 that is acknowledged as the best source of comparative entrepreneurship data in the world. (Sommerock 2008).

The methodology used two specific elements:

1. Adult Population Survey (APS), in every country a representative population sample of, about, 2000 randomly selected adults, between 18-64 years old, were surveyed by a specialized market research company, using telephone and face to face interviews. The questionnaire used in every country is the same, but in every country a careful procedure of translating it to the national languages is done to assure that the spirit of the questions will not be affected by languages or by cultural characteristics. For the social entrepreneurship section some specific questions were included.
2. Secondary sources related with socioeconomically variables of the countries (Secondary Variables – SV), a series of data exists about each participant country, fundamental for the basic requirements as to the efficiency enhancers, such as: population; level of income; employment and unemployment rates; investment in research & development; commercial and physical infrastructure; competitiveness; risk indicators; corruption levels; national gross product per capita; ease in doing business, among others. This information was developed by the central coordination team of the GEM project in London, using data produced by: The World Bank, International Monetary Fund, World Economic Forum, OCDE, ONU, USA Census, UE, UNESCO, Doing Business Report, Heritage Foundation and many other secondary sources of information.

The sample used in each country is presented on Table 1.

The GEM APS questionnaire was composed of a series of questions to identify among many other things the percentages of adults in every country that were either “nascent”, “new” or

Table 1:
Sample Size

Country	Year	Number of interviews
Colombia	2009	2055
Dominican Republic	2009	2190
Guatemala	2009	2000
Jamaica	2009	1578
Jamaica	2011	1877
Panama	2009	2007
Trinidad & Tobago	2011	2047
Venezuela	2009	1813

“established” entrepreneurs. With the first two: nascent and new, the Total Entrepreneurial Activity (TEA) is defined, and with the last one the prevalence of established business is measured.

After all the traditional GEM APS questions were answered, the social entrepreneurship section came in operation with the following procedure:

- The first question was a very open range one, to allow all types of definitions and conceptualization:

“Are you, alone or with others, currently trying to start or currently owning and managing any kind of activity, organization or initiative that has a particularly social, environmental or community objective? This might include providing services or training to socially deprived or disabled persons, using profits for socially oriented purposes, organizing self-help groups for community action, etc.”

- The second set of questions was oriented to identify better the involvement of the people in the social enterprise.

“Over the past twelve months have you done anything to help start this activity, organization or initiative, such as looking for equipment or a location, organizing a start-up team, working on a business plan, beginning to save money, or any other activity that would help launch an organization.”

- The third set of questions was oriented to identify the percentage of the total income that comes from, sale of products or services.

What percentage of total income will come from the sale of products or services? (Baby enterprises)

- The fourth set was oriented to identify the goals of the enterprise, and in that sense the entrepreneurs were asked to split 100 points among the three main goals of its enterprise:

economic value, societal value, and environmental value.

- The fifth set of questions was oriented to identify the innovation culture of the enterprise.

Your activity, organization or initiative:

- Are you offering a new (type, way of producing, way of delivering, way of promoting and marketing) of product or services? Or
- Are you attending to new or so far unattended market niche or customer? Or
- Do you believe that if your activity organization or initiative did not exist your customer needs could be served elsewhere in the market?

- The sixth set of questions was oriented to identify the involvement level of the entrepreneur in terms of time dedicated.

Is this intended activity, organization or initiative your daily job, part of your daily job, or outside your daily job?

- The seventh set of questions was oriented to identify the first year of operation or of receiving external funding; the kind of products/services, and the composition of the working people in the organization.

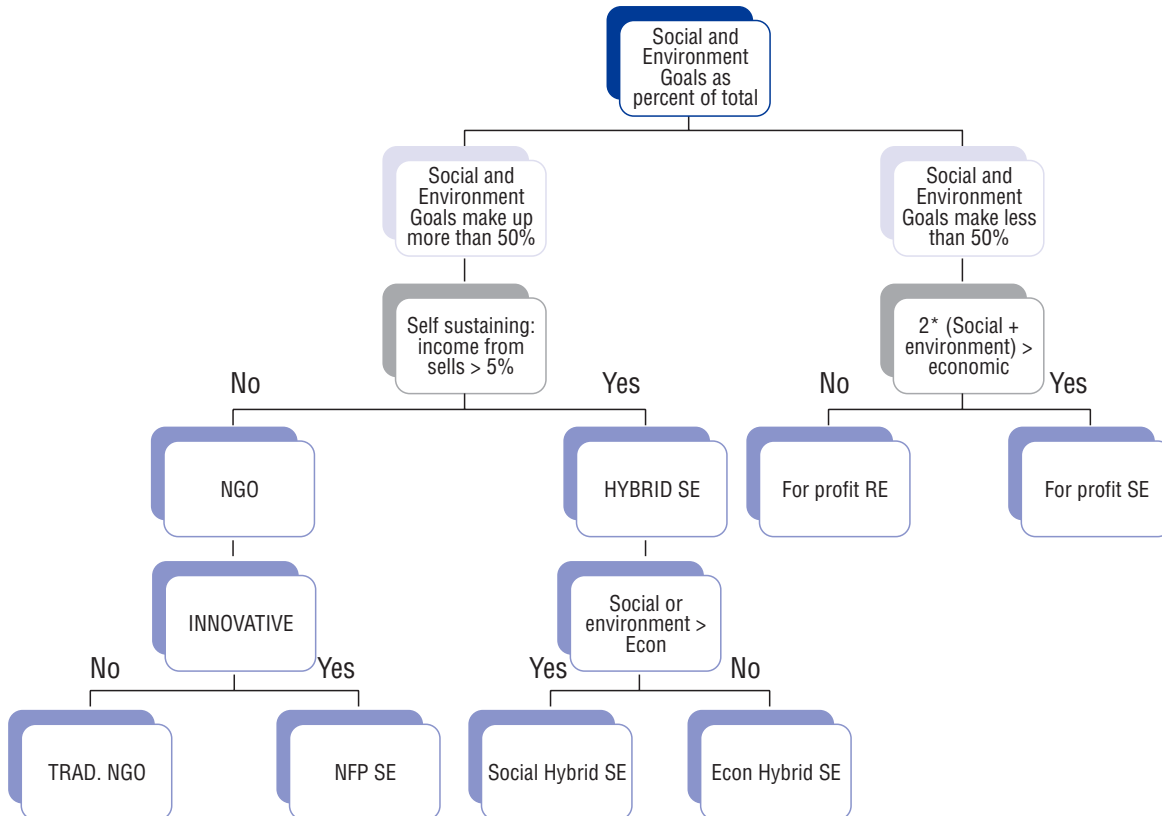
The measures obtained in relation with the level of goals of the organization did allow splitting the organization in two groups: Category I composed by the organization where the social and environmental goals are higher than 50% and Category II when the economical goals are higher than 50% (Diagram 4).

The ones in Category I were also split in two groups:

Group 1: those whose income from sale of products and services is less than or equal to 5% of their budgets.

Group 2: those whose income from sale of products and services is greater than 5% of their budgets.

Diagram 4
Social Enterprises Typology



The ones in Group 1 are again split in two subgroups depending on their innovativeness level. Those that are providing traditional solutions to the social problems are classified as traditional Non Governmental Organizations. Those that have produced “pattern breaking” (Light 2006) or “innovative solutions” (Ashoka), or are “change agents” (Schwab Foundations) are classified as non for profit social enterprises.

The ones in Group 2 are called Hybrid Social Enterprises. If the social or environmental goals are more important than the economic ones, they are called Social Hybrid enterprises, and if

the economic goals are more important than the social or environmental ones, they are called Economic Hybrid Social Enterprises.

The ones in Category II are split in two groups:

Group 3: the ones where the social and environmental goals are more than twice the economic are consider for-profit social enterprises.

Group 4: the ones where the social and environmental goals are less than the economic goals are called profit regular enterprises with social commitment.

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6. Adult Population Survey Results

As previously mentioned the analysis of the APS survey will include data of the GEM 2009 and data obtained in 2011 in Jamaica and Trinidad & Tobago. Several geographical groups will be used:

- Caribbean Islands: Jamaica (2009 and 2011), Trinidad & Tobago (2001) and Dominican Republic (2009).
- Continental Caribbean: Guatemala (2009), Panama (2009), Colombia (2009), Venezuela (2009).
- Caribbean: Caribbean Islands plus Continental Caribbean.
- MENA: Egypt, Jordan, Yemen, United Arab Emirates, Israel, Algeria, Syria, Lebanon, Morocco, Saudi Arabia.
- South America: Colombia, Venezuela, Argentina, Peru, Uruguay, Chile, Brazil, Ecuador.
- Africa: South Africa, Uganda.
- Western Europe: Greece, Netherlands, Belgium, France, Spain, Italy, Switzerland, United Kingdom, Denmark, Norway, Germany, Iceland, Finland.

- Eastern Europe: Russia, Hungary, Romania, Latvia, Serbia, Croatia, Slovenia, Bosnia-Herzegovina.

6.1 Social Entrepreneurship Activity (SEA) and Established Social Enterprise (ESE)

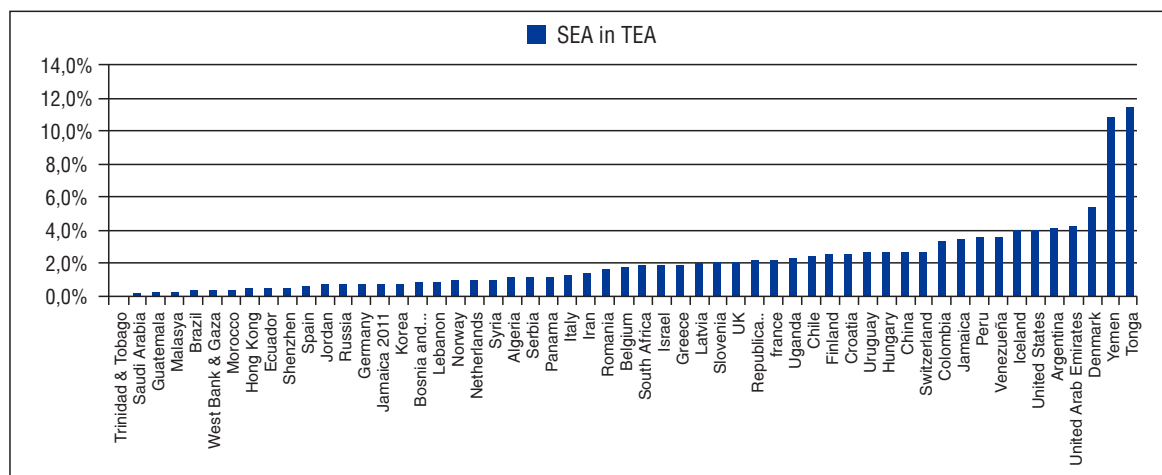
Figure 1 presents the Social Early Entrepreneurship Activity (SEA) for all the countries. SEA is defined as the percentage of adult population (18 – 64 years old) who is actually involved in a social enterprise, which has been paying salaries for less than 42 months. The variations are quite significant from country to country, range from 11.5% in Tonga, to 0% in Trinidad & Tobago.³⁸

This result indicates that New Social Entrepreneurial propensity is still low in all the countries, considerably below the Total Entrepreneurial Activity (TEA) that is also measured by GEM.

The variations are also significant on the three

³⁸ In the GEM Social Report (2011), Tonga and Yemen weren't include, neither the 2011 data. For this reason, the range was from 0.2% to 4.93%.

Figure 1
SEA by Countries



types of economics used by GEM: factor driven, efficiency driven and innovation driven.

Figure 2 not only presents the new social entrepreneurship propensity (SEA) by regions, but also the proportion of adult population managing social enterprises that have been paying salaries for more than 42 months which will be called, Established Social Enterprise (ESE). The Social Enterprise Proportion, for the different regions has been defined for this study. It is interesting to observe that in all the regions, the percentage of Established Social enterprises represent a very small percentage of the New Social Entrepreneurship Propensity. The United States of America has a rate of SEA/ESE of 7.31 and the Continental Caribbean of 41.2, Western Europe with a ratio of 2.13, presents the best balance between new and established social enterprises.

The Caribbean Islands with a SEA of 2.81% is the second region in terms of new social entrepreneurial activity, surpassed only by the

USA. The Continental Caribbean shows a SEA very similar to Africa, Western Europe and MENA. When all the Caribbean countries are integrated, they are surpassed by the USA, Asia and South America.

The situation in existing social entrepreneurs is quite different. The Caribbean Islands show a 0.73%, surpassed by Asia (1.20%), and Western Europe (0.96%). In contrast, the Continental Caribbean show the lowest indicator in the regions considered.

Figure 3 shows that Venezuela and Colombia had the highest value in the propensity to nascent social entrepreneurs and Trinidad & Tobago and Guatemala presents the lowest values. In terms of new social entrepreneurs, Jamaica (2009) presents the highest propensity, but in 2011 presents one of the lowest. Venezuela shows a very high proportion between nascent and new which indicates a high attrition of nascent entrepreneurs in the 0-3 month period.

Figure 2
SEA by Regions

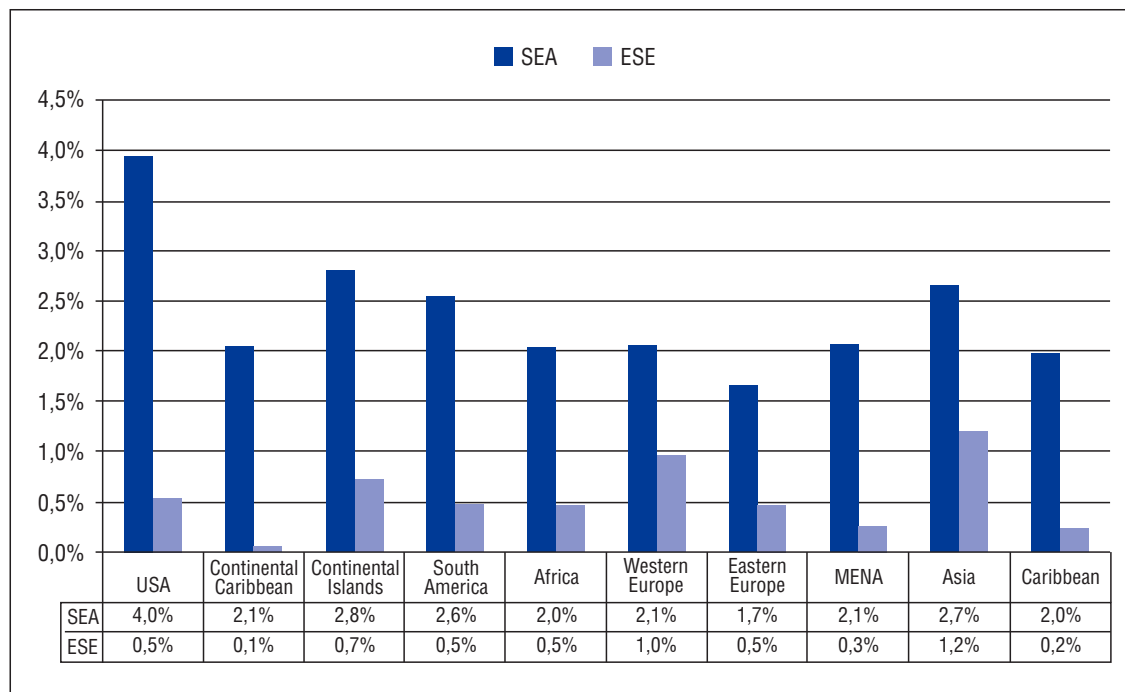
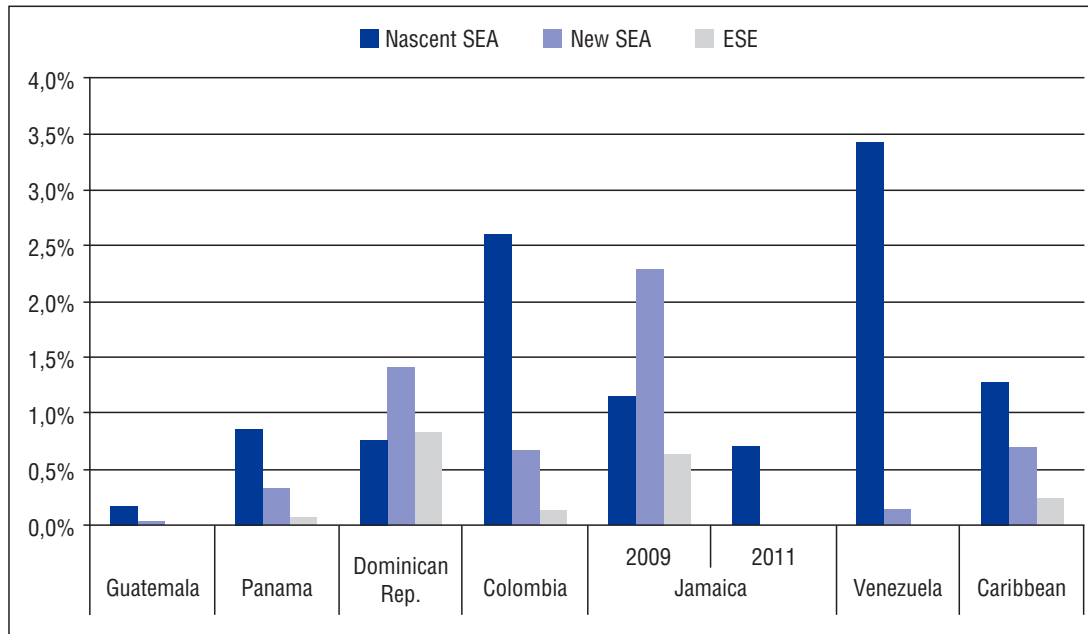


Figure 3
Nascent, New Business and Established Business Propensities in the Caribbean Countries



These results confirm that entrepreneurship, in all of its forms, including the social entrepreneurship, is manifested in different ways and proportions depending on institutional, cultural and social context. They also show that social entrepreneurship is not concentrated in developed countries, but covers all levels of development with different approaches. It is not a given that since rich countries may have satisfied their own basic needs, they may be more prone to assign resources to other needs especially social ones.

6.2 Entrepreneur Characteristics

To better understand 'who is a social entrepreneur', some characteristics such as age, gender and education were analyzed. The propensity to start a new social enterprise when analyzed by age, has a very similar distribution than the TEA and established business in general. Figure 4 shows that the group of 25-34 years old present the highest propensity followed by the 35-44 in the new social entrepreneurial activities; and the group 45-54, presents the highest proportion,

followed by the 35-44 in the established social entrepreneur.

When the variable gender is analyzed, the gap between propensity of males and propensity of females toward entrepreneurship is again quite evident in all Caribbean countries as indicated by Figure 5. The exception is Guatemala but the number of cases is so low that the difference could be more the effect of such few cases.

Jamaican women show the highest propensity to develop new social enterprises (1.6%) followed by Venezuela (1.5%) and Colombia (1.3%). The biggest differences SEA male / SEA female, happens in Dominican Republic and the smallest in Jamaica.

Figure 6, presents the level of SEA and ESE according to educational level. As the level of education increases, so does the propensity rate on new social enterprises; among the people with graduate experiences the SEA reaches the highest value (3.55%).

Figure 4
SEA and ESE: Age

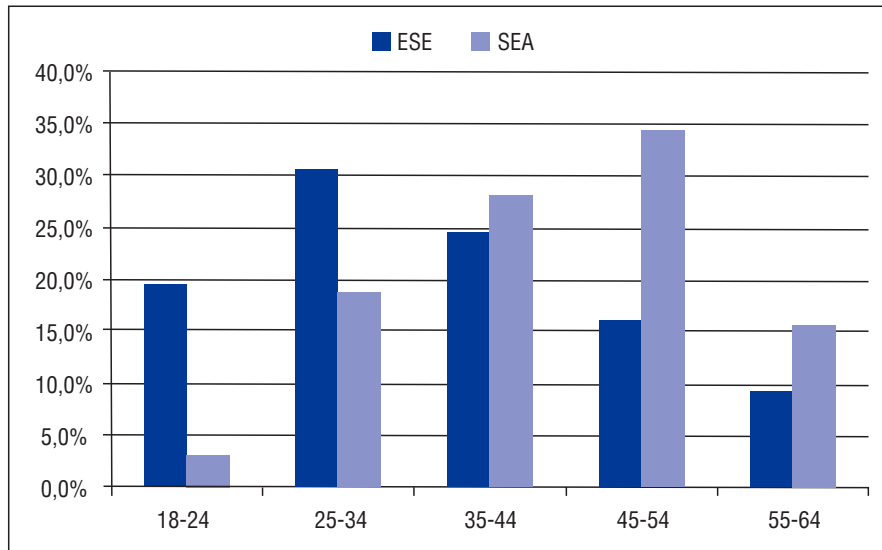
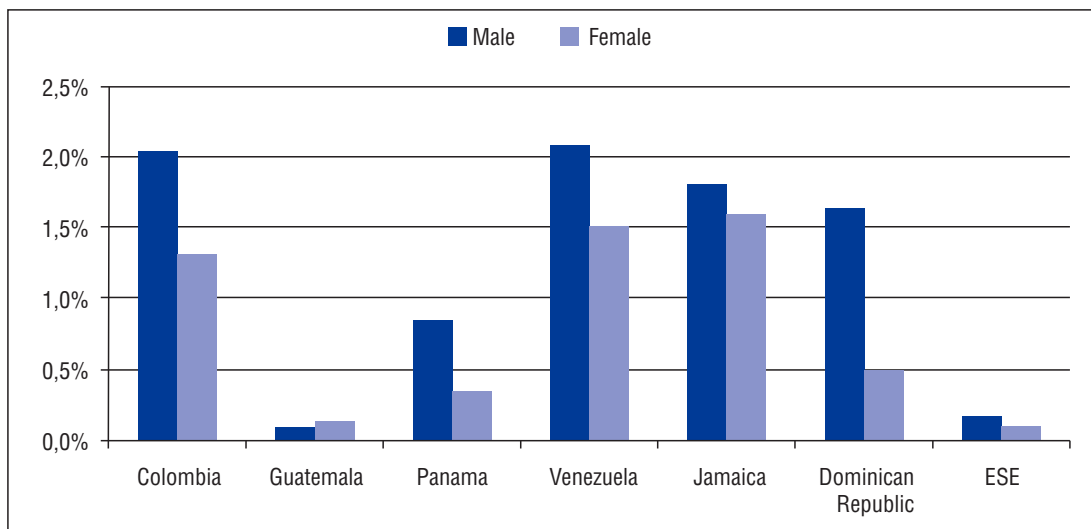


Figure 5
SEA and ESE: Gender



For the established entrepreneurs the propensity presents a very low proportion for the people with not too much education (lower than graduate experience) fluctuating from 0.13% to 0.26%; but it sharply increases for the people with graduate education (2.12%).

Figure 7 analyzes the level of commitment of the social entrepreneurs with its enterprise.

Except in Panama, in all the Caribbean Countries, less than 40% of the entrepreneurs dedicate full time to the social enterprise. The usual scheme is to attend the social enterprise as a part time job or even as something done in the entrepreneur's free time. Similar behavior was observed for the established enterprise.

Figure 6
SEA: Education

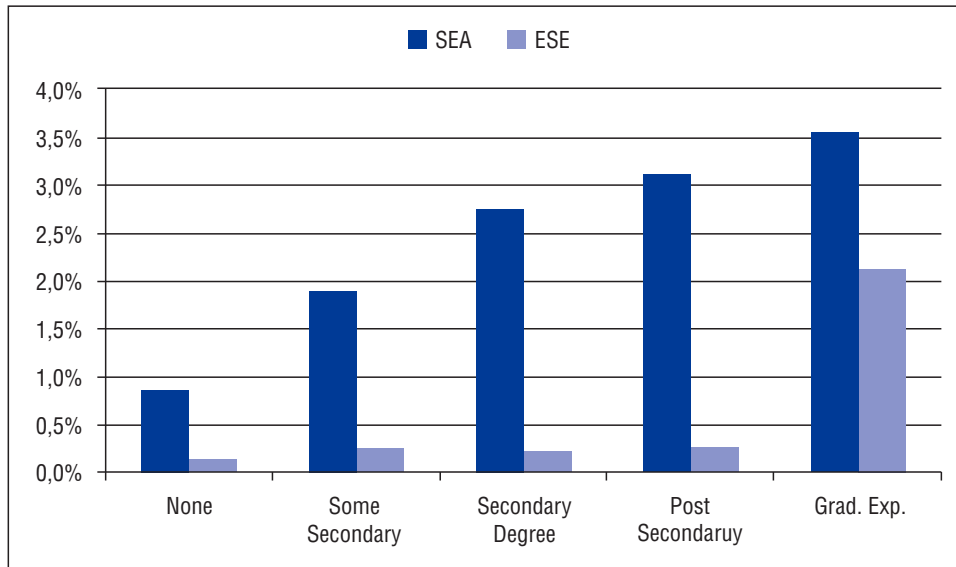
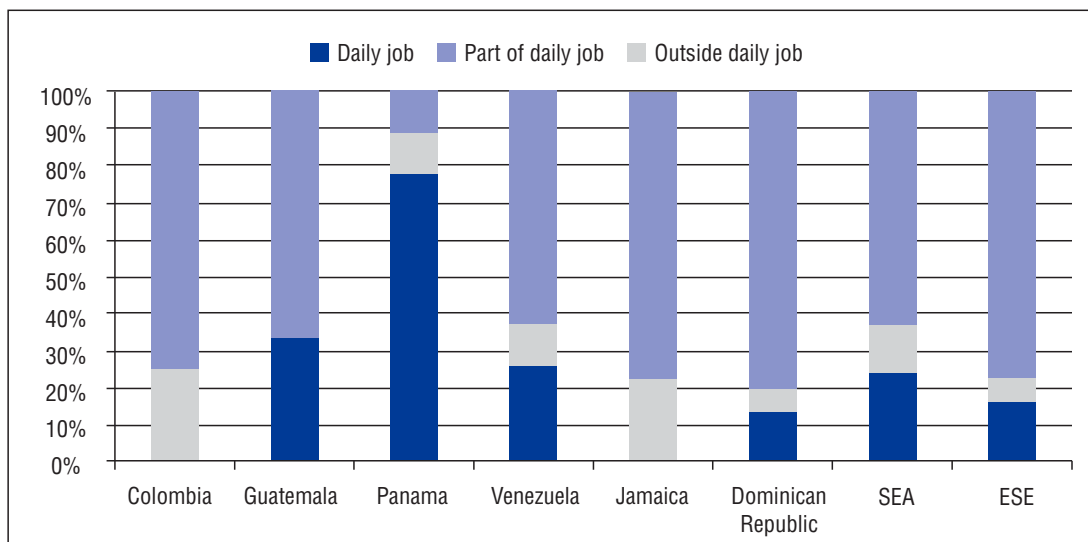


Figure 8 shows that the level of commitment with the management of social enterprises, either new or established, in the Caribbean region is not high. Just 30% of the entrepreneurs consider that they manage all the organization, about 60% considers that they manage part of the organization, and around 10% are not involved in the management.

As indicated by Figure 9, around the Caribbean countries there are differences in terms of the level of management assumed by the social entrepreneurs. Colombia presents a 45% proportion of new social entrepreneurs that are not involved at all in the management of the new enterprises while Venezuela and Jamaica (2011) shows that their new social entrepreneurs are committed to the development of the new social enterprises.

Figure 7
Entrepreneurs Job Dedication



In the case of established social enterprises, a similar trend is shown. Around 30% of the Jamaican (2009) enterprises do not assume any kind of management responsibility. The countries that presented the highest values in part or full commitment with the enterprise management were Colombia, Panama, Dominican Republic and Jamaica (2011).

6.3 Enterprise Characteristics

Figure 10 presents the percentage of organizations which generate income either from selling products or by charging for services. As shown, there are a 62% of the social organizations that appeal to these strategies that allow them more independence and survival capacity. There are a

Figure 8
Management Commitment

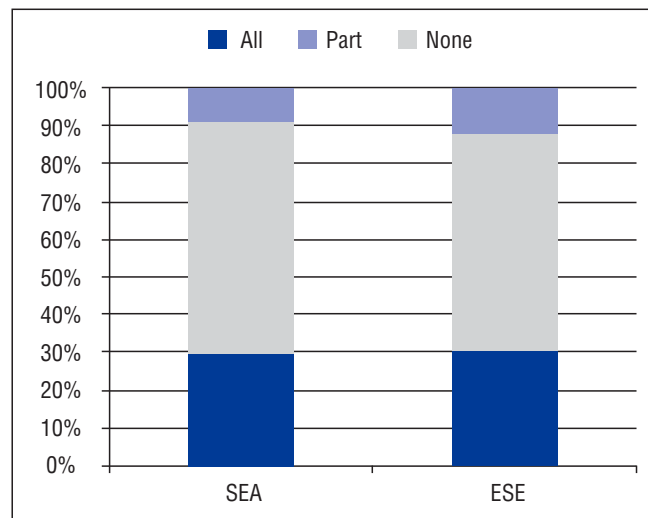
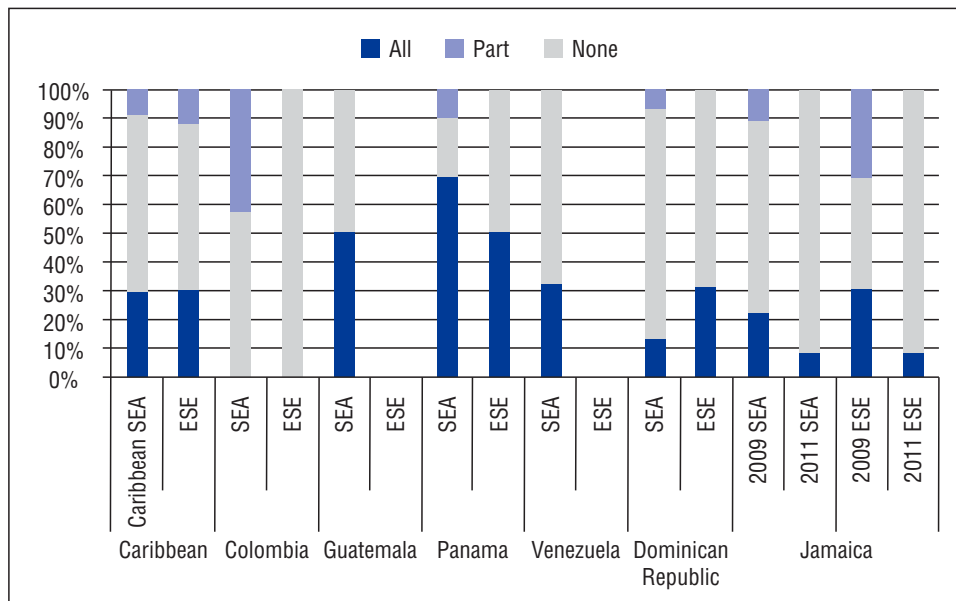


Figure 9
Management Commitment by Countries



38% of organizations that are still fully dependant on grants, charity, philanthropy, donations government transfer and other means to get the resources to fulfill their mission. These organizations need to start developing the entrepreneurial culture to improve and to grow their operations.

Figure 11 shows the results by countries and again significant differences are presented. In only two countries, Guatemala (66.7%) and

Venezuela (57.1%) more than 50% of the enterprises do not obtain any income from the sale of products or services.

Figure 12 presents in a cumulative frequency graph, the percentage of the total income that the new and the established social enterprises obtained from the sale of products/services. In general, the established social enterprises present the higher values. More than 50% of them are able to receive more than 60% of their

Figure 10
Caribbean Revenue Generation

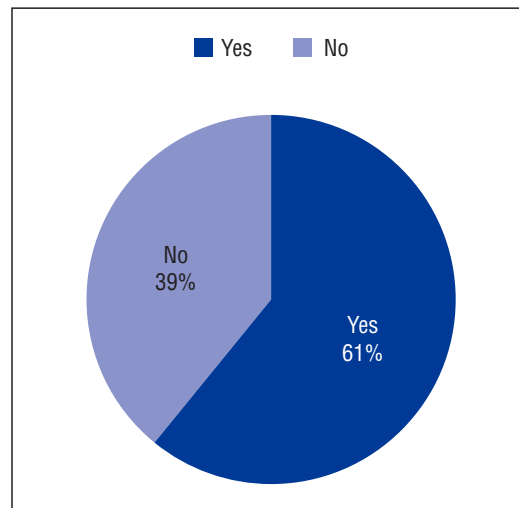


Figure 11
Revenue Generation by Countries

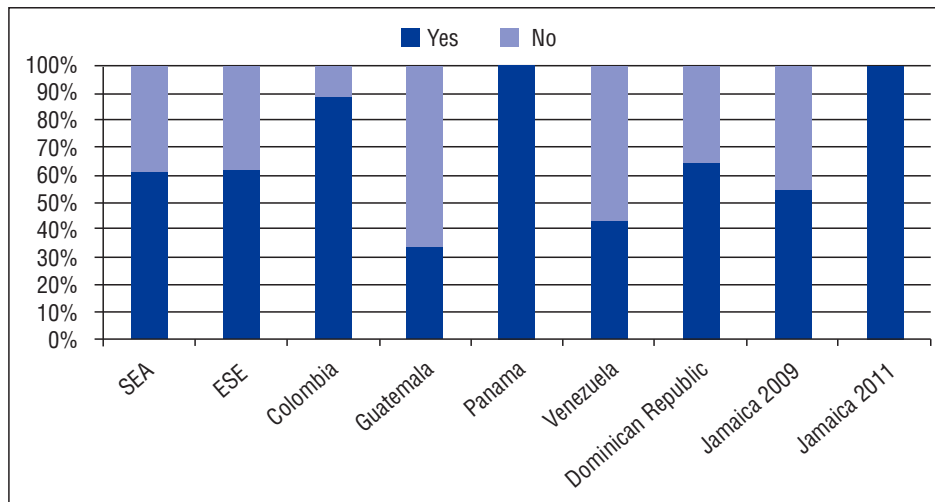


Figure 12
Percentage of total income will come from the sale of products or services

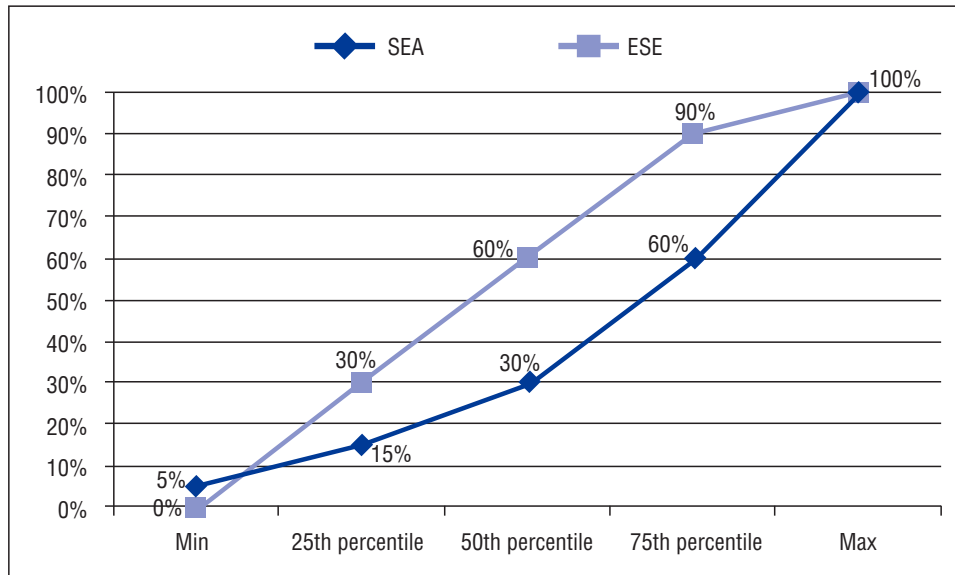
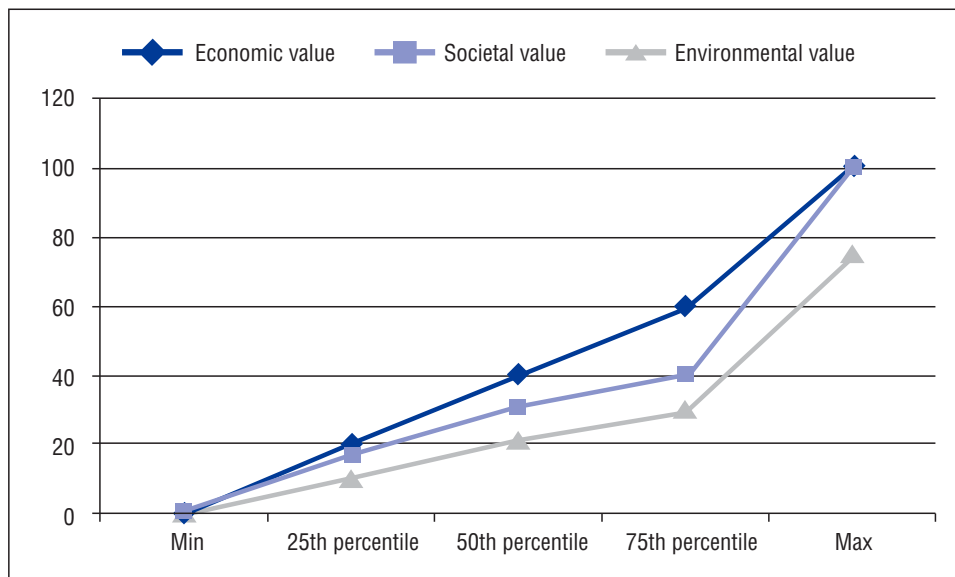


Figure 13
Impact by economical, societal and environmental value generation (SEA)



budget from sales, while the new ones only 50% make more than 30% of their budget from sales.

A very important issue to study is the way these organizations prioritize their value generation. As indicated earlier, they were asked to split their mission using a 100 point scale, among

economic value, social value and environmental value generation. Figure 13 shows that the priorities were in the economic value and the social value. 50% of the organizations consider the economic value to be more than 40 points; their social value 30 points and their environmental value 20 points. Only 25% of the

organization gives to the social value 40 or more points, which indicates that most of the organizations are more hybrids, for-profit, or are regular enterprises with some social commitment.

The established social enterprises present the same general behavior of the new social organization as indicated by Figure 14.

To better understand the social enterprise an additional study has to be done using as sample the social enterprises.

6.4 Types of Social Enterprise

As indicated in Diagram 4, a classification system was developed which considers several types of conditions: the point assigned to the social and environmental value generations, the percentage of their budget obtained through sale of products/services, the level of innovative behavior in any of the value chain steps.

Table 2 presents the results by country in terms of number of organizations and Figure 15 presents the percentage distribution in the

Figure 14
Impact by economical, societal and environmental value generation (ESE)

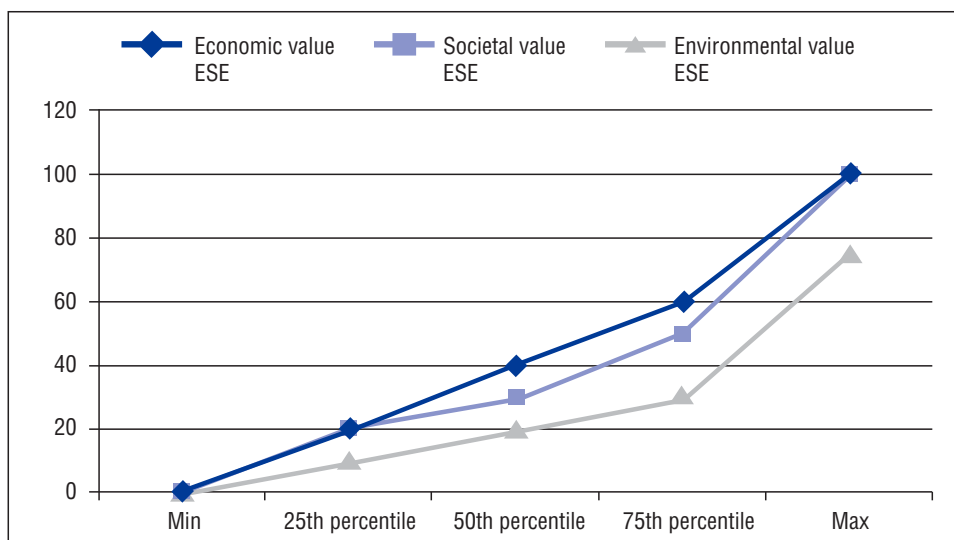
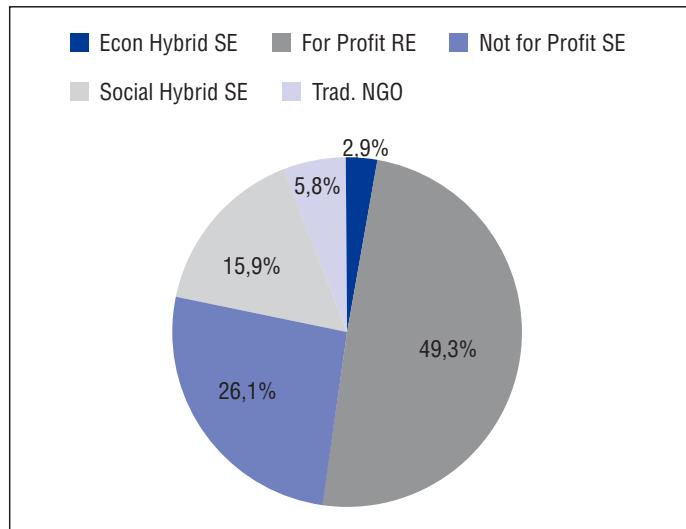


Table 2:
Types of Social Enterprises

Country	Econ Hybrid SE	For Profit RE	Not for Profit SE	Social hybrid SE	Trad. NGO	TOTAL
Dominican Republic	0	10	1	3	0	14
Colombia	1	5	1	2	0	9
Guatemala	1	0	1	2	0	4
Jamaica	0	3	5	4	0	12
Panama	0	5	1	0	0	6
Venezuela	0	11	9	0	4	24
Total general	2	34	18	11	4	69

Figure 15
Types of Social Enterprises



Caribbean region. Venezuela (24) and Dominican Republic (14) present the highest number of social organizations. Trinidad & Tobago (0) and Guatemala (4) present the lowest numbers.

In terms of typology, there are 34 for-profit regular enterprises which represent about a 49.3% and there are 18 not-for-profit social enterprises which represent about 26.1%. Very few cases were obtained in Economic Hybrid Social Enterprises (2) and the traditional NGO (4). The results are aligned with the data obtained in Figure 13 and Figure 14, where the economic value generation did show the prevalence over other value generation options.

It is well known that innovation goes further than new products. Therefore, there is a need to research about other types of innovations such as: new ways to offer, promote, and deliver new products/services, as well as explore new market niches, materials, processes, and technologies. A low propensity toward new product/services is a weakness of the new enterprises and does not provide differentiation.

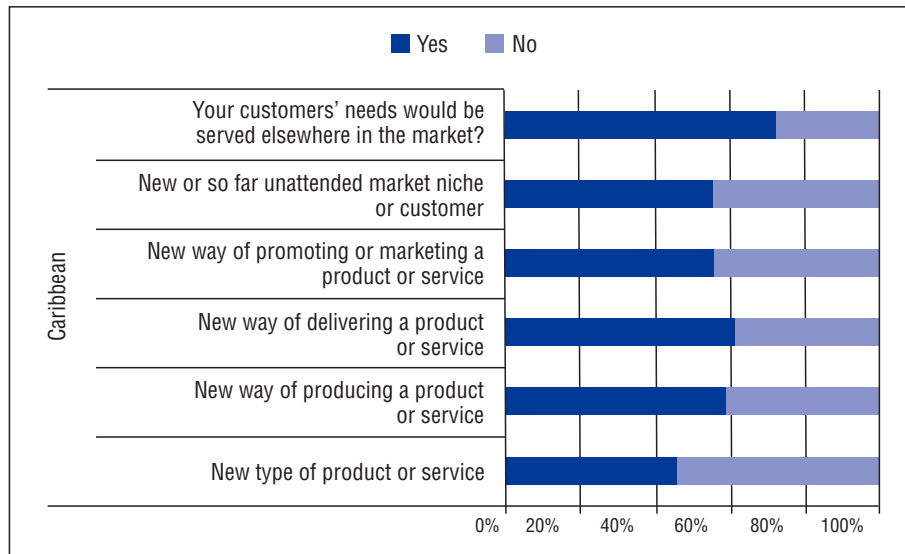
Six questions were formulated to identify innovative aspects among the social enterprises

of the Caribbean. Figure 16 shows the results for the nascent and new social enterprises. In five of the six categories they report innovation at least in 60% of the enterprise. However, most of the costumers needs are served elsewhere in the market, which means that there is not too much innovation in terms of coverage of new areas of services or new market groups.

The same behavior, but with higher values, is presented by the Established Social Enterprise, and again very few innovation activities are created towards the coverage of new areas of service or new market groups. A very special training in innovation may be required for the social enterprises to allow them to generate more differentiation and to be more competitive.

It was mentioned in the introduction that social entrepreneurship has been recognized as an academic subject only in the last 20 years despite it being a long-established activity. One aspect the research tried to measure was the age of the enterprises. As indicated by Figure 18, some enterprises started in the 70's, 80's and 90's, but most of them have appeared in the 21 century. In general, the social sector in the

Figure 16
Innovation in New Social Enterprises

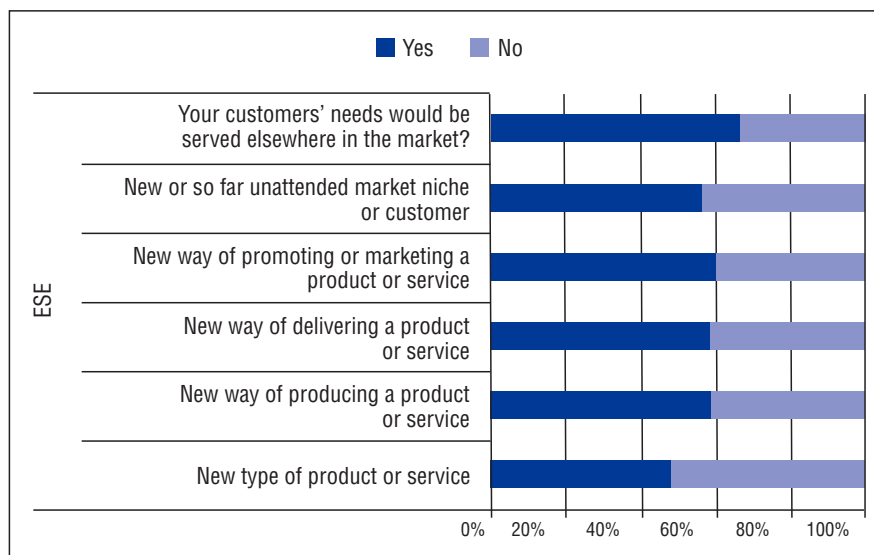


Caribbean is composed of very young organizations. This not only shows a new approach coming to the area in terms of creation of new enterprises, but when crossed matched with the age distribution of the entrepreneurs, it is possible to consider that a new entrepreneurial group is developing, which in the long run, may give more consideration to the social and environmental goals, without abandoning the

economic considerations that are fundamental for the survival and growth of these organizations.

When the total number of people involved in the operation of the new social organization is analyzed, a wide range of answers is obtained which show significant differences among countries (Figure 19).

Figure 17
Innovation in Established Social Enterprises



- In terms of full time workers: in 75% of the enterprises there are less than 10 employees.
- In terms of part time: in 86% of the enterprises there are less than 10 part time workers.
- In terms of volunteers: in 78% of the enterprises there are less than 10 volunteers working.
- The future of the social enterprises in terms of people working full time shows that 50% will have more than 10 employees.

Figure 18
Enterprise startup year

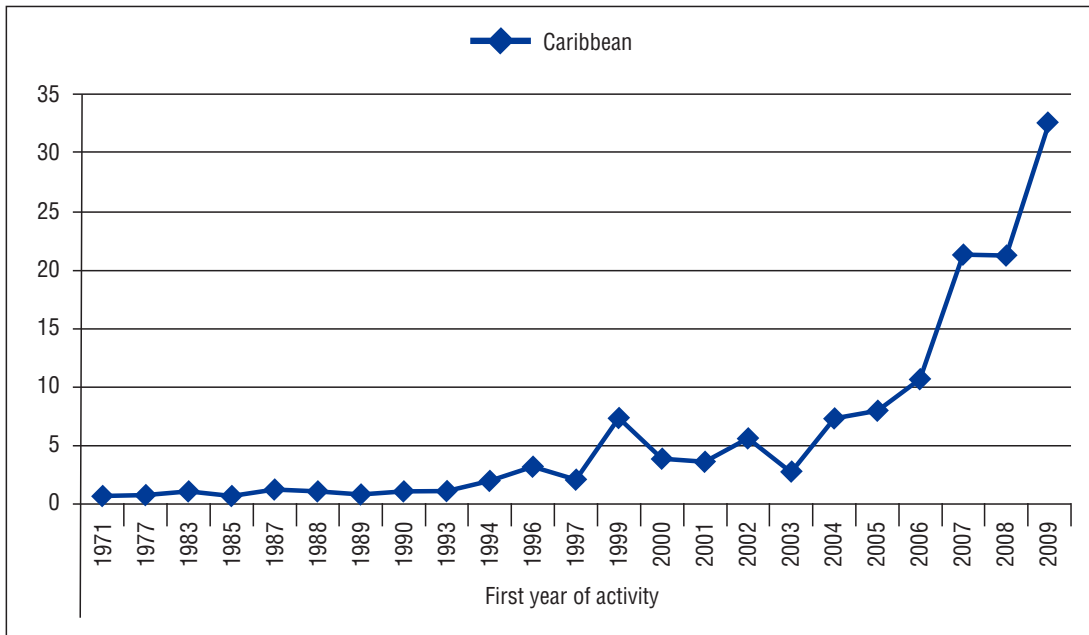


Figure 19
SEA workers distribution

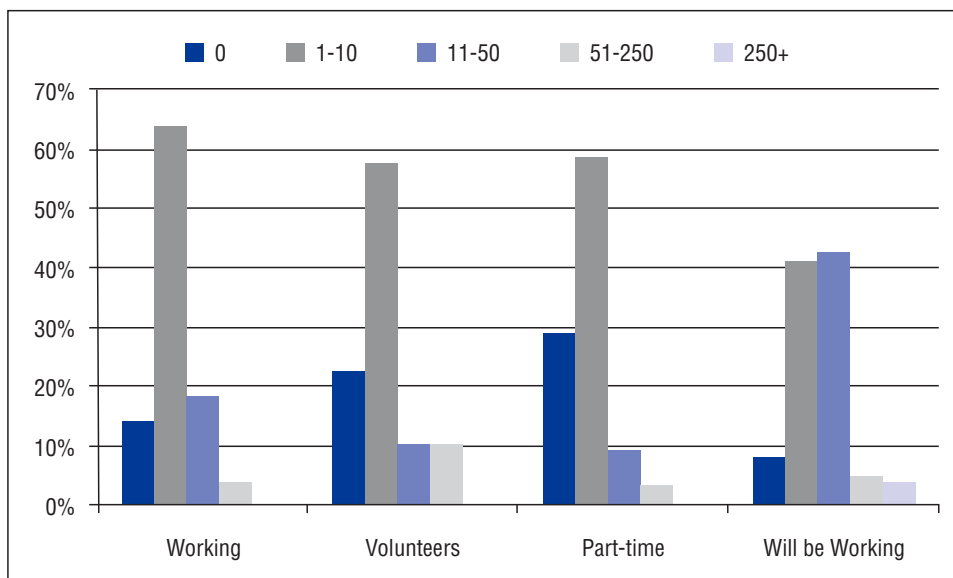
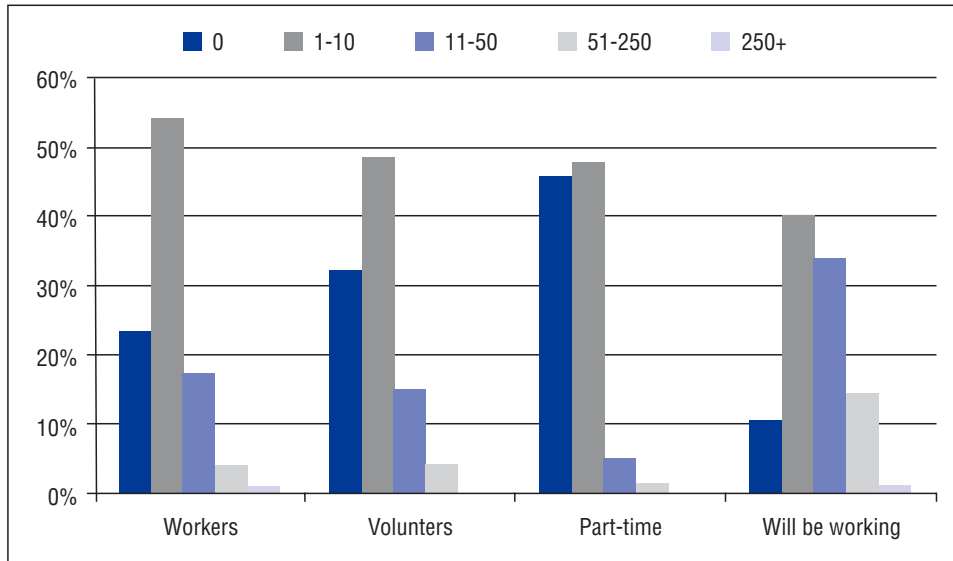


Figure 20
ESE workers distribution



For the established social enterprises, the situation is very similar but with a trend toward less workers in all categories. Thus social

enterprises are in general small organizations considering the number of employees they have.

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7. Conclusions

- The social entrepreneur and the social entrepreneurial activity is a new academic area, and there are still many elements which need to be studied. The enterprise classification model developed in this report, has some variations from the GEM Global – 2009 report and from the GEM Social Entrepreneurship 2012 report, could be an initial element to deepen the analysis about this important entrepreneurial sector. Along the same line, a significant literature review is included in the report to provide more conceptual basis about the topic.
- New Social Entrepreneurial Propensity is now at the global, regional and local levels. This level, in most of the regional cases is below 3.5%, generating a limitation, on the extent of the study because in many countries the social entrepreneurs were so few, that it was impossible to analyze some variables at the national level.
- The established social enterprises are also very few in terms of the adult population, which is why some national level variables were meaningless.
- It is necessary in the future to develop a research project that samples social enterprises and social entrepreneurs, to get a better characterization at the national level.
- The 35 - 54 years old group has the highest propensity toward new and nascent social enterprises. The 45 - 54 years old group has the highest propensity toward established social enterprises.
- In the Caribbean region and for social enterprises there is a disparity by gender. More men than women are involved in this kind of enterprise.
- The higher the education level, the higher the propensity to social entrepreneurship on all levels: New, Nascent and Established.
- Most of the social entrepreneurs' commitment to the social enterprises is part time or during free time, with not too much management/operational function.
- A very significant figure was found where the social enterprises were classified by its capacity to guarantee income; 62% either sell other goods or charge for their product/services to obtain the resources they need. This orientation is stronger in the established business.
- Most of the social enterprises identified in the study are giving priority to the economic value generation. However, is important to know that the social value generation is higher than the environmental value generation.
- Most of the social enterprises identified in the study are “for-profit regular enterprises” with some social activity followed by “not-for-profit social enterprises”.
- Innovative practices are higher in established social enterprises than in new/nascent ones. Innovation in social enterprises is a subject that needs development.
- There is a need to research social entrepreneurship in the Caribbean region to be able to formulate better policies to promote and develop this entrepreneurial sector.
- At the university level, it is very important to start offering courses about the subject to students in all the academic areas.

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8. Annex

Annex 1. About the GEM Caribbean Project

GEM Caribbean is a three-year project, supported by Canada's International Development Research Centre (IDRC) that will establish, train and strengthen entrepreneurship research teams in five Caribbean countries: Colombia, Jamaica, Trinidad & Tobago, Barbados and Haiti³⁹.

The research by these teams will measure the levels, underlying factors, and environmental constraints of entrepreneurship within each national environment and comparatively within the region by using the Global Entrepreneurship Monitor (GEM) methodology. The findings can assist policymakers, educators, and researchers (both applied and theory building) in creating supportive environments that encourage job creation and inclusive economic development through growth in entrepreneurship.

The overall objective of this project is to build research capacities on entrepreneurship research and to provide policymakers with a stronger empirical foundation on which to build and monitor progress in the promotion of entrepreneurship and job creation in the Caribbean.

The specific objectives include:

- To build the capacity of national research teams to conduct entrepreneurship research, report and disseminate their findings, and sustain their work in the long-term.
- To generate research findings on entrepreneurship on a national and regional level, with a focus on high-growth entrepreneurship, particularly among youth and women as well as on creative industries in the Caribbean.
- To facilitate discussion of these research findings and policy recommendations among the private sector, policy makers, educators, and researchers, particularly regarding promotion of high-growth entrepreneurship and gender and entrepreneurship.
- To generate a harmonized, publicly available database on entrepreneurship in the Caribbean through the application of the Global Entrepreneurship Monitor (GEM) methodology.

³⁹ There's not a team working at this time in Haiti and for that reason there isn't any data for the country.

Annex 2. National Teams GEM Caribbean 2011

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