



# Royal College of Art

Postgraduate Art & Design

## PROJECT REPORT

**Project title: Design for Social Entrepreneurship: Developing design-driven models for social entrepreneurship and social innovation**

**Project aim:** The project aims to study, develop and deliver a design-driven training programme to support social entrepreneurial practices both within start-ups and large corporations.

**Research objective:** to demystify social entrepreneurship and social innovation

### Project team:

**Dr Nicolás Rebolledo**, Lecturer, Service Design, School of Design (NR); and **Tatiana Schofield**, Head of Knowledge Exchange (TS), acting as the Project Co-Investigators (CoIs).

### Project structure

**WP1: desk research** - Review and understand existing models, frameworks and tools for social entrepreneurship.

- Why - Project aim
- to focus on What – SE specific context, SE specific competencies & skills (3 aspects – cognitive, psychological & behavioural)
- considered When / Where – different phases of entrepreneurial journey cycle
- considered Who – individual and organisational capabilities

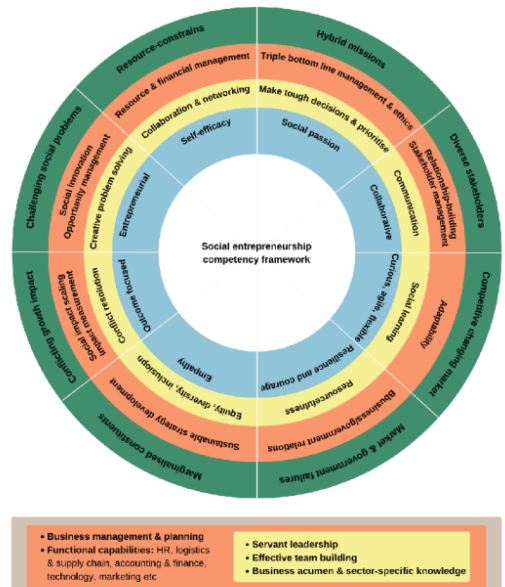
### Social entrepreneurship research map



**WP2 Develop a capacity building framework that based on the synthesis of findings**

**The theoretical SE competency framework**

- **SE specific context:** how are social enterprises different from traditional commercial enterprises?
- **Social enterprise organisational competencies:** to successfully operate in the specific SE context
- **Social entrepreneur knowledge & skill:** hard personal skills for effective business performance
- **Social entrepreneur attitude:** soft personal mission-related characters to commit to social cause
- **Common entrepreneurial context:** similar context for social enterprises and commercial enterprises



Design for Social Entrepreneurship

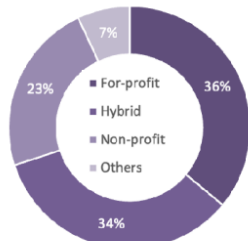
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**WP3: interviews and stakeholder survey** including universities, private companies and the public sector organisations to develop a deeper understanding of skills for social entrepreneurship - companies, RCA start-ups, individuals to test theoretical findings / test our assumptions

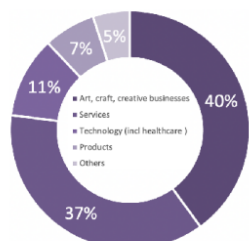
**Survey results - Respondents' organisations summary**

The **100 respondents** represent a diverse range of social enterprises. The majority is **for-profit / hybrid-modelled micro-enterprises at the opportunity development level in the creative and service industries.**

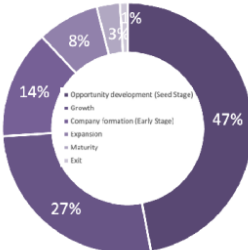
**Legal Form**  
Most (70%) social enterprises represented are **for-profit** (S-Corp, LLC, G Corp., Sole Proprietorships, etc.) and **hybrid** (Benefit Corp, Low-profit LLC, etc.)



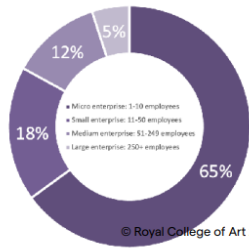
**Offering**  
Most (77%) social enterprises represented are in the **art, craft, and creative businesses as well as service industries**



**Development Stage**  
Almost half of (47%) social enterprises represented are in the **opportunity development / seed stage**



**Size**  
Most (65%) social enterprises represented are **micro enterprises with 1-10 employees**



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**WP4: international practice/benchmarking** – e.g. Aalto, Stanford

**WP5 Develop and deliver a training programme** on social entrepreneurship for the RCA students and staff

**WP6 Disseminate tools, frameworks and learnings** of the programme to a wider RCA and Aspect audiences

**KPI 1:** Our short programme for staff and partner organisations will aim to benefit at least 25 academic social science researchers.

- 100+ researchers participated in our survey
- Share/disseminate the framework with the ASPECT community CoP RC

**KPI 3:** New collaborations

- Developed partnership with Aalto university, TS gave a key note at the Artpreneurship seminar in Jan 2023;
- 5 RCA MA students are participating in the Aalto ART Summer school 2023 LIVING WITH WOOD(S)
  - we have 50+ applications from students who submitted their application to participate in the social
- Design for Good project by the RCA led by Service Design to reinforce the value of social entrepreneurship and innovation and focus on SDG each year. Clean Water and Sanitation in 2022-23 and Quality Education in 2023-24
- Wicked Lab partnership with Imperial College Business School brings social innovation aligned with CSR and ESG agenda
- TS attended the Triple Helix Conference 2023 - <https://triplehelixconference.org/> which focused on entrepreneurial and engaged university theme – social enterprise and sustainability high on the agenda
- NR took part in the GovTech Global Forum: Governance in the Digital Era co-organised by the MIT GovLab <https://mitgovlab.org/> - <https://www.worldbank.org/en/events/2023/03/14/govtech-global-forum-governance-in-the-digital-era>
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**KPI 5: Benefits to students**

- NR delivered a lecture incorporating results of the Project to 100 RCA Service Design students
- in August 2023, the RCA launched the RCA Knowledge Exchange Academy and plan to deliver a shortened version of the findings internally as part of staff capacity building