

teaching note

The Challenges to Social Entrepreneurship in Brazilian Art/Handicraft Organizations: Today and in the Future

Summary of the case

A Estrela is a social entrepreneurship that has the mission of teaching traditional Brazil art skills and techniques to indigent people from the favelas of Rio de Janeiro. The overall goal is to provide the opportunity for residents of the favelas to have a source of income and to maintain the traditional authentic Brazilian art culture. This case study can be used to inform students about social entrepreneurship, creating shared value, creating social value, corporate social responsibility and the challenges facing authentic art tourism globally. There are four (4) Teaching Options that include Assignments incorporating Articles and Videos followed by Discussion Questions which reinforce the Teaching Objectives.

Teaching objectives

After reading and analyzing this case study and supporting articles/videos, students should be able to: 1) describe the characteristics and environments of social entrepreneurs; 2) discuss the process of creating shared values in organizations; 3) outline the framework for creating social value; and 4) identify the challenges facing authentic art tourism. The target audience is college students in upper level or graduate level tourism management class.

Recommended teaching approach and strategy (Instructors may chose to use all four (4) of the teaching options or fewer depending on the course level and time available).

1. Assign the case study and selected articles to be read in Teaching Options 1, 2, 3 and/or 4 before coming to class. The Discussion Questions should be posted in an online format for students to read, review and take notes upon before coming to class (3 hrs preparation out of class).
2. In class, the instructor will lead a discussion of the case, in general, and show the videos that support each of the Teaching Options (60 minutes in class).
 - a. Teaching Option #1 Evaluating the Internal and External Environments of Non-Profits;
 - b. Teaching Option #2 Creating Shared Values: Videos- "Creating Shared Value: Connecting Business, Societal Value and Opportunity" and "People, Planet, Profit, the Triple Bottom Line".
 - c. Teaching Option #3 Social Entrepreneurs Creating Social Value: Video- "What is a social entrepreneur?"
 - d. Teaching Option #4 Authentic Art Tourism: Video- " China's giant oil painting copy shop - BBC News".
3. Then, the students will be organized in teams of no more than 5 students where they respond to and debate the Discussion

Questions (30 minutes in class).

4. After 30 minutes, the instructor will lead a discussion on each of the Teaching Options and students will be expected to "report out" on how their team responded based on case study, articles, and videos (30 minutes in class).

Theoretical concepts covered in this case study

This case study can be used to demonstrate several concepts: 1) social entrepreneurship; 2) corporate social responsibility (CSR) versus creating shared value (CSV); and 3) impact of globalization on authentic art tourism. Below you will find background material on each of these topics in Teaching Options and References.

Teaching Option #1: Evaluating the Internal and External Environments of Non-Profits

Assignment: Evaluation the Internal and External Environments of Non-Profits

Students should read the article by Turbide (2012) in preparation for a discussion related to the following questions. Turbide (2012) proposed and tested a model for assessing/monitoring the complex internal and external environment within which social entrepreneurs in arts organizations must operate. For the purposes of analysis of A Estrela, Turbide's model in Figure 1 Systematic Framework for Evaluating the Internal and External Environments of Non-Profit Organizations will be used to analyze this case (Turbide, 2012).

Turbide, J. Can Good Governance Prevent Financial Crises in Art Organizations. *International Journal of Art Management*. 14 (2), 3-17.

Discussion questions: Evaluation the Internal and External Environments of Non-Profits

1. Using Turbide's model of how arts organizations operate, analyze A Estrela. Use the table on page 69 to systematically evaluate A Estrela's international and external environments.

Teaching Option # 2 Creating Shared Value

Assignment: Creating Shared Value

Students should read the article by Porter and Kramer's (2011) in preparation for a discussion related to the following questions. The videos should be viewed in class to stimulate discussion.

Porter, M. E. & M. R. Kramer. (2011). *Creating Shared Value*. *Harvard Business Review* 89(1-22)(January–February).

Video: Creating Shared Value: Connecting Business, Societal Value and Opportunity <https://youtu.be/kF3wsT7FG7k>

Video: People, Planet, Profit, the triple bottom line <https://youtu.be/d95qkMxSfm0>

	Environment	Challenge	Potential solution
Competition in the sector			
Socio-Economic Environment			
Partners & Stakeholders			
Cultural Environment			
Legal Environment			

Discussion questions: Creating Shared Value

1. Define corporate social responsibility.
2. How does the triple bottom line audit of people, place and profit relate to the concept of corporate social responsibility?
3. Does A Estrela fit Porter and Kramer's definition of a non-profit organization? How?
4. Explain the difference between corporate social responsibility and creating shared value as outlined in the article.

Teaching Option #3 Creating Social Value

Assignment: Creating Social Value

Students should read the articles by Sigala's (2015a&b) in preparation for a discussion related to the following questions. The video should be viewed in class to stimulate discussion.

Sigala, M. (2015a). Social value co-creation: findings and implications from Mageires the social restaurant. The fourth The 2015 Naples Forum on Service, "Service Dominant Logic, Network & Systems theory and Service Science: Integrating three perspectives for a new service agenda.," hosted and organized by the University of Salerno and The University of Naples "Frederico II" Naples, Italy, June 9-12, 2015

Sigala, M. (2015b). The role of franchising in generation social value and transformation: The case of LeMat. The 14th International Research Symposium on Service Excellent in Management (QUIS14 symposium) "Collaborative innovations in the network Environment" organized by the Center for Service Marketing and Management (CSMM), Fudan University, China Europe International Business School (CEIBS), Karlstad University, Sweden, Arizona State University, USA and Cornell University, USA. Shanghai, China, June 18-21, 2015.

Video: What is a social entrepreneurship? <https://youtu.be/1ecKK3S8DOE>

Discussion questions: Creating Social Value

1. Is A Estrela a social entrepreneurship? Explain.
2. According to the concept of "learning the market", what are the three capabilities that a social entrepreneur should develop?
3. Considering the case study of A Estrela, do you think the organization has developed the three capabilities? Explain and give examples.
4. How could developing these three capabilities result in A Estrela being more sustainable and less at risk of closing its doors?

Teaching Option#4 Authentic Art Tourism

Assignment: Authentic Art Tourism

Students should read the articles by Stoddard, Evans and Shao (2012), Scrase (2003) and Anderson and Littrell (1995) in preparation for a discussion related to the following questions. The video should be viewed in class to stimulate discussion.

Stoddard, J.E, M.R.Evans & X.Shao (2012). Marketing arts and crafts: Exploring the connection between hedonic consumption, distribution channels and tourism. *International Journal of Hospitality and Tourism Administration*. 13, 95-108.

Scrase, T. J. (2003) Precarious production: Globalisation and artisan labour in the Third World, *Third World Quarterly*, 24:3, 449-461

Anderson, L. F., & Littrell, M. A. (1995). Souvenir-purchase behavior of women tourists. *Annals of Tourism Research*, 22, 328-348.

Video: China's giant oil painting copy shop - BBC News <https://youtu.be/qZVJT-W4jpck>

Discussion questions Authentic Art Tourism:

1. What is the difference between a craft and a souvenir?
2. What motivates a tourist to purchase crafts?
3. Should A Estrela consider setting up an online site to sell their crafts globally? Why? Why not?
4. What are the threats to authentic art tourism? What are some steps that could be taken to reduce these threats?
5. How should A Estrela change their marketing strategy, or, should they?

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