INDEX

Accountability	investing ratings and analytics,
legal, 47	14–15
outcomes/impact, 53-54	media coverage, 12–13
practical, 46–47	promotional strategies in, 26–29
process, 52–53	Benefactor-beneficiary model, 82
public, 45–46	Benefit corporation, 43, 44, 46, 53,
ADP. See Area development	54, 58
program (ADP) model	B Impact Assessment (BIA), 8
Advocacy promotional strategy, 28	B Lab Company. See B
Agreement, 42, 44, 47, 48, 49	Corporations
Ainu Ventures, 137	Bundjalung community, 133,
Area development program (ADP)	135, 136
model, 72, 74, 76	Business Development Bank of Canada (BDC), 10
B Corporations, 2, 3, 220	Business model canvas, 159,
accuracy and transparency of,	160, 170
31–32	Business model innovation, 63,
attrition, 24–25	86, 87
background, 3–5	Business value, 191
benefit corporation legislation, 14	,
certification process, 8–9	Certifications, 24, 26, 28, 32
certification promotion,	Charitable purposes, 42, 43, 44,
25–29	50, 52
certified B Corporations, 5–8	Charities, 73, 87
consumer awareness, 12–13	Child Sponsorship, 62, 63, 71, 72
current status, 15	Civic institutions, 103, 104, 106, 110,
declaration of interdependence, 9	112, 124, 130
fee schedule, 9	Clinton Global Initiative (CGI)
future research on, 29-32	Annual Meeting, 10, 11
geographic landscape of, 17-20	COAG. See Council of Australian
industrial landscape of, 20–24	Governments (COAG)
international expansion, 10-11	Collectivism vs. individualism, 98

234 INDEX

Commercial business models, 153, Financial value, 41, 43, 47 154, 158, 159, 162, 163, Financial viability, 71 169, 171, 172, 175 Commercial entrepreneurship, 64 Geopolitical landscape, 63 Commercial values, 152, 160, 174 Global economy, 103-112 Global Impact Investing Rating Communities, 64, 82 Community-based entrepreneurship, System (GIIRS), 14, 15 191–193 Consumer, 195-198 High embeddedness, 119 entrepreneurship emerge, 198-212 Household, Income and Labour Consumer entrepreneurship, 189, 191 Dynamics in Australia direction, 207 (HILDA), 100 emergence of, 203, 214 Human resources, 40 sharing influence, 203 Hybridity Consumer protection laws, 51 and business models, 158–160 Consumption, 188, 189, 190, 194, 195 management perspectives on, Contract, 47-49 155-157 Contract law, 48, 49 measuring social impact, 160-161 Corporate social responsibility, 42 nonprofit perspectives on, Council of Australian Governments 154–155 (COAG), 130 synergy between business models, Creating social value, 152, 173, 174 161 - 162Hybrid organizations, 25, 30 Hybrid ventures, 221-222 Decision making, 42 Delaware's benefit corporation legislation, 10 Impact investing, 46 Differentiated hybrids, 113 Impact Reporting & Investment Distinct peoples, 102 Standards (IRIS), 14 Donor funds, 74 Imperfect transmission, 226 Dun and Bradstreet identifier, 16 Indigeneity, 97–99 Indigenous children, 130, 132, 135 Economic development, 95, 96, 102, Indigenous community 103, 104, 105, 107 embeddedness, 117-121 Economic incentives, 207 Indigenous community orientations, Entrepreneurship, 190-194, 220, 139 221, 224, 228 Indigenous entrepreneurs, 95, 97, 98, Entrepreneurship theory, 190 99, 100, 103, 107, 110, 111 Indigenous entrepreneurship, 114-117 challenges to, 116 Fiduciary, 40, 41, 44, 45, 47, 49–51 Financial capital, 40 identification of, 115

Index 235

Indigenous hybrid venture cases, Legitimacy, 2, 3, 26, 27, 28, 31 Long-term funding commitments, 128-138 Australia, Booderee National 72, 76 Park and Yaru Water, Low embeddedness, 121 128-136 Low profit limited liability company Japan, Ainu Museums and (L3C), 42, 44, 46, 50, 54 Heritage Sites, 136-138 Indigenous Hybrid Venture Creation Mauri Model Decision-Making Conceptual Model, 140 Framework, 127 Indigenous Hybrid Venture Medium embeddedness, 120 Creation Considerations, MSD Capital, 5 140, 141 Indigenous participation, 103-112 Nation building strategy, 105 Indigenous Peoples' Overarching Conditions, 139 Optimal distinctiveness, 2 Indigenous rights, 99-103 Organizational fields, 221–222 Organizational identity change, 224 Indigenous value creation, 122 Organizational responses, 63 Indigenous vs. Western socioeconomic Osoyoos Indian Band Development objectives, 109 initial public offering (IPO), 10 Corporation, 112 Institutional logics, 65-67 Owner value, 41, 42, 43, 44, 47, 50 Integrated hybrid ventures, 113 Interests, 43, 44, 50, 51, 52, 58 Policymakers, 40 Poverty, 62, 64, 67, 71, 73, 74 International non-governmental Practical accountability, 46-47 organizations (INGOs), xi-xii, 64-65 Procurement processes, 40, 47 Inter-organization, 220, 221, 222, Public accountability, 45-46 224, 225, 227, 229 Inter-organizational approach, 222 Quadruple Bottom Line, 123–128, 124 Inter-organizational dynamics, 224 Investors, 40, 44, 46, 47, 50, 51, 54, Regulatory, 51 Revenue, 70, 72, 73, 77, 81 57, 58 IRIS. See Impact Reporting & Revenue flow, 40 **Investment Standards** (IRIS) Self-determination, 100 Sharing organizations, 188-190, 193, 204, 207, 208, 209, L3C. See Low profit limited liability company (L3C) 210, 211 Legal accountability, 45, 47 SIC. See Standard Industrial Legal liability, 52-53 Classification (SIC)

236 INDEX

Social and Commercial Model Components for Social Enterprise, 167 Social business, 40 Social entrepreneurship, 2, 13, 25, 29, 64–65, 191, 220, 221, 223, 224 Social good, 42, 43, 44, 47, 48, 50, 51, 54, 56, 57 Social innovation, 64, 65 Social logics, 81, 85 Social primacy company, 54–57 Social purpose corporation, 43, 45, 46, 50, 51, 54 Social value, 152, 160, 174 Social ventures, 222 Stakeholders, 152, 156, 157 Standard Industrial Classification (SIC), 16

Structural attractors, 79–80 Sustainable development, 98

Tax treatment, 40, 47, 52 Transition economies, 190, 193

Urbanization, 67, 74 User value, self-creation, 190–194

Value creation, 159, 171, 191, 194, 195, 196, 197, 198, 202 Value propositions, 173, 174

World Vision New Zealand (WVNZ), xii, 70–73 Wreck Bay Hybrid Enterprises, 131

Yaru Water Hybrid Venture Partnership, 134