



RESEARCH ARTICLE

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SOCIAL ENTREPRENEURSHIP AS A PROMOTER OF SOCIAL DEVELOPMENT

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ARTICLE INFO

Article History:

Received 19th November, 2019

Received in revised form

26th December, 2019

Accepted 17th January, 2020

Published online 29th February, 2020

Key Words:

Social business. Third sector. Social transformation. Social impact.

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ABSTRACT

The government, private institutions, and the third sector have difficulties to solving social problems that affect certain parts of the population. It was for this that social entrepreneurship was born, since it is a thematic that emerged from the empirical universe for the scientific universe. With the objective of analyzing the Bairro da Juventude social enterprise, from the theories of social entrepreneurship and local development, this study presents a case study, with information collected from in-depth interviews. The entity is a promoter of social transformation, due to the attention it provides for cases of social vulnerability. The results also showed that the team of managers is concerned with maintaining a solid, lean and objective organizational structure, where each sector is aware that the activity performed is crucial to maintain the quality and effective of the organization.

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Citation: Carla Spillere Busarelo and Melissa Watanabe. 2020. "Social entrepreneurship as a promoter of social development", *International Journal of Development Research*, 10, (02), 34036-34042.

INTRODUCTION

As social entrepreneurship is an emerging and leading-edge topic in the world's scientific and academic production, it gained notoriety in this field only in the mid-1990s. Social entrepreneurship is a term that still lack a clear and objective definition, which possibly explains what Parente, Santos, Chaves, and Costa (2011) call "conceptual inflation", that is, the term social entrepreneurship is accompanied by an excess of meanings, without having, therefore, a clear concept that defines it objectively. Even so, some authors Dees (1998); Martin and Osberg (2007); Parente et al. (2011), agree that its ultimate goal needs to be prioritized, that is, it is a transformation of a social reality to a certain group with apparent needs. One can consider social entrepreneurship as an extension of traditional entrepreneurship. Both have similar characteristics; what differentiates them in fact is their end, in which the former aims at profit and the latter in social transformation Dees (1998). This legitimates the statement that social entrepreneurship emerges from traditional entrepreneurship and aims to overcome social gaps that compromise the quality of human life. One can legitimize this objective through the creation of a social enterprise that may

be profitable or not profitable, coming from the public or private sector. However, it is important to emphasize that any social enterprise that aims to profit destines these surpluses to feed themselves and maintain their activities in a sustainable way. It is worth saying that if an investor wants to invest money in a venture, this investor will not make a profit in this transition, since the money to be withdrawn will be exactly equal to the monetary amount invested (Yunus, 2010). Borzaga, Depedri, and Galera (2012) understand social enterprises as unique organizations, in which groups of people work and coordinate activities with the objective of fulfilling society's needs. Corroborating with this discussion, other authors (Comini, Barki, and De Aguiar, 2012; Karnani, 2007; Marquez, Reficco, and Berger, 2010; Young and Lecy, 2014) also bring the concept of social enterprises, mentioned that these types of institutions aim to solve social dilemmas with efficiency and sustainable development, applying strategies and market criteria. Social enterprise arises from the desire for change in the social scene. Oliveira (2008) states that social entrepreneurship consolidates in the observation of a scenario of social vulnerability, which seeks opportunities to create an enterprise that can collaborate to the eradication of poverty and other social inequalities. Dees (1998) emphasizes that for

social entrepreneurs the social mission is the main motivation, since this entrepreneur does not have profit as an end goal, but as a means to sustain his/her mission of generating social transformation and creating social value. Peredo and McLean (2006) corroborate with the author, affirming that the only objective of social enterprises is the transformation of a social reality and the identification of the positive impacts caused by this change. Although having distinct goals if compared to traditional enterprises, social organizations also develop business strategies and take market tactics to achieve financial sustainability and thus fulfill their mission (Mair, 2010). However, for social institutions, maintaining transparency of management, especially financial, is urgent so that they can prove its reliability and win partners.

However, it is difficult to measure qualitative results of social enterprises, which makes indicators planning and structuring difficult. It is possible to observe that there is a gap in the researches referring to measurement studies results obtained by social enterprises. One can also observe the lack of studies related to these social enterprises requiring research based on empirical examples, real observations and experiences (Barbosa, Dias, and Walchhutter, 2014). Strengthening the discussion, Fischer (2011) stresses the importance of conducting studies that may reveal the capacity of social enterprises to minimize problems such as misery and poverty, as well as bringing their contributions to sustainable local development. From these theoretical gaps the understanding of the relevance of this research is possible, since it proposes the analysis of the local development generated by a social enterprise, by means of a case study. In order to sustainable development to take place, the actors should assume their responsibilities in the process. The activism of the citizen beyond civic activities is crucial, as well as making human being's protagonists of the transforming action of society through critical thinking, environmental assessment and action for change (Sen, 2010).

Thus, local development is a process that not only provides economic growth, but also enhances human, social and entrepreneurial capital through the dynamism of competitive and comparative advantages of each local (Paula, 2008). The local development referred to by Moura (1998) alludes mainly to a locality (region, city or neighborhood), where local entrepreneurs act in a practical way in the public and/or private spheres, aiming to boost the economy and living conditions of people from these localities. According to Knoop (1996) local initiatives financed by small and medium-sized enterprises are primarily responsible for long-term local development and emphasizes the role of local public governance. Some fundamental elements for the construction of a "sustainable social development" are presented by Wolfe (1992) emphasizing the application of administrative strategies to face collective problems of a community. Hence, the author questions the type of development desired and highlights the importance of addressing social, economic and political issues of similar relevance to each other. Some local development strategies are pointed out by Vásquez-Barquero (1993) in order to reorganize the production system, increasing job vacancies and opportunities through the creation of local public policies. In relation to empirical approaches to local development, Hamel (1990) observed in his studies some experiences that occurred at a global level, separating two basic visions: one of an elitist and another of a social nature.

In the first vision, the author identified high levels of competitiveness and scope of comparative advantages, seeking better positions in the world market, thus invested in qualification of labor for technological handling, modernization of companies, and attractiveness of the city (landscape and business). In the second approach, thinking goes beyond developing profitable businesses, seeking above this the fulfillment of social needs. Regarding the determining factors for achieving local development, some authors seek to understand the experiences that municipal governments went through, so, Dowbor (1996) highlights the efforts made by these public administrators towards raising people's incomes by providing jobs, analyzing the collective interests of the community. Following the same line, Pacheco (1993) points to the articulation between public governance and local actors. The author mentions as an example the creation of the industrial districts, originating from the 1970s. According to Moura (1998), although there are structural limitations that may limit local development, there are gaps in management models that need to be exploited in order to make the region's economic development possible. In this sense the author raises issues related to possibility of financing projects, either by local public finances, fundraising, partnerships, cooperatives, or other sources of funding, depending on the type of initiative to be implemented. Another point raised by Moura (1998) refers to the transparency of actions and the use of resources.

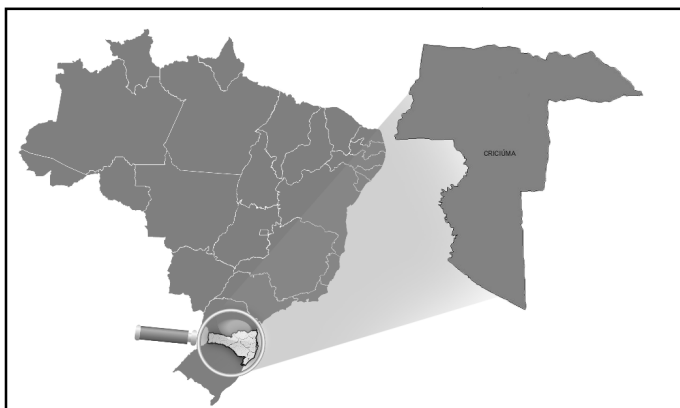
According to Paula (2008), the promotion of local development is the result of the development of these variables: i) human capital; ii) social capital; iii) corporate capital; and iv) natural capital. The development of human relations is enhanced by the qualification of people, called human capital. The same author also points out the relation of local development to social capital, perceived in this point as a form of cooperation and trust between distinct markets: it is the capacity of participation of the social agents. Other factor present in local development is related to entrepreneurial capital, here perceived as the entrepreneurial conduct of people. According to the author is the awakening of the entrepreneurial culture. Natural capital implies a change in production and consumption patterns, such as recycling and energy use with greater efficiency, forming a network in which each factor depends on the other to materialize. Franco (2002) points out the need for cultural and political change and states that local entrepreneurship needs to be awoken. Paula (2008) presents the need to understand: i) local, ii) integrated e, iii) separately sustainable. Therefore, "local" means the physical territorial, economic, ethno-cultural, and political territorial delimitations of each locality. In relation to the integrated, it is a link between the local factors presented. Sustainability arises in an attempt to meet current needs without compromising the satisfaction of the needs of future generations (Paula, 2008). The object of study of the present work is called *the "Bairro da Juventude"* (in free translation: Youth Neighborhood), has been acting as a social assistance institution for more than six decades and aims to generate social transformation by promoting the well-being of children and adolescents in situations of social vulnerability.

The *Bairro da Juventude dos Padres Rogacionistas* (Youth Neighborhood of the Rogationist Fathers) was created in 1949, on the initiative of the Rotary Club of Criciúma, a city located in the State of Santa Catarina (SC). The institution was called SCAN – Criciúma Society of Support to People in Need – and served as a boarding school until 1975. Nowadays, Bairro da

Juventude takes various actions and attends approximately 1,500 students, enabling the teaching and reception of children and adolescents, providing students with social inclusion, ensuring the exercise of citizenship through solidarity education, culture, sports and professionalization ("Bairro da Juventude," 2018). Within this context, aiming to broaden the reflections on social entrepreneurship and to produce elements capable of contributing to the theoretical deepening of the thematic, this research raises some questions: How does the management of a social enterprise occur? Can a social enterprise contribute to the promotion of local development?

MATERIAL AND METHODS

This research is characterized by its applicability in the empirical environment. Being of an applied nature, once it was able to generate knowledge of practical application (Marconi & Lakatos, 2002), with the purpose of understanding the capacity of a social enterprise to contribute to local development. In order to do so, the research method adopted was inductive, since the empirical object is analyzed from the theoretical perspective of social entrepreneurship, that is, in a first moment the theoretical constructions of the thematic approach were analyzed and then formal conclusions about the empirical object (Fernandez and Bêrni, 2012). The approach is characterized as qualitative, since it allows a multiple use of techniques which increases its capacity of application and more detailed analysis of the different data collected, in order to transform into science, the studied empirical reality (Creswell, 2010). This research has exploratory and descriptive objectives. The first objective has the function of making the theme more trivial and explicit, usually having as an instrument of data collection: i) collection of bibliographic data; ii) interviews with experts on the subject; and, iii) analysis of examples that allow the ease of assimilation of knowledge (Gil, 2002). The second one, through a survey of various information, has the purpose of describing the facts and phenomena of the empirical object, as an instrument of data collection, usually using i) questionnaires; (ii) scales; and, iii) interviews (Triviños, 1987). The research strategy adopted was the case study, as the empirical object is an educational institution, with the purpose of understanding in a deeper way the contributions of this institution to regional socioeconomic development, based on its unique and essential characteristics. As an instrument of data collection, in-depth interviews were used with data collection, bibliographic and documentary analysis (Gil, 2002). Figure 1 illustrates the universe and the location of the research, which occurred in the municipality of Criciúma, State of Santa Catarina.



Source: Own elaboration.

Figure 1. Universe of research and location

The survey began on the institution's website, which presented data that allowed the configuration of the institutional profile, size, service provision and actions of Bairro da Juventude. In a second moment, in-depth interviews were conducted with senior managers, psychosocial sector managers, families of the children assisted and with egresses. A number of eight managers of the institution, five mothers and three graduates were interviewed, resulting in six hours, 15 minutes and 35 seconds of interviews recording. For a better clarity of the profile of the interviewees and to maintain the anonymity of each of them, Table 3 briefly exposes this information.

Table 3. Profile of the Interviewees

Fictitious Name	Relationship	Gender	Length of Service
E01	Direction	Male	26 years
E02	Direction	Female	35 years
E03	Coordination	Female	10 years
E04	Psychologist	Female	3 years
E05	Psychologist	Female	2 years
E06	Psychologist	Female	6 years
E07	Social Worker	Female	11 years
E08	Mother and Employee	Female	26 years
E09	Mother and Employee	Female	8 years
E10	Mother	Female	10 years
E11	Egress	Female	7 years
E12	Egress	Male	9 years

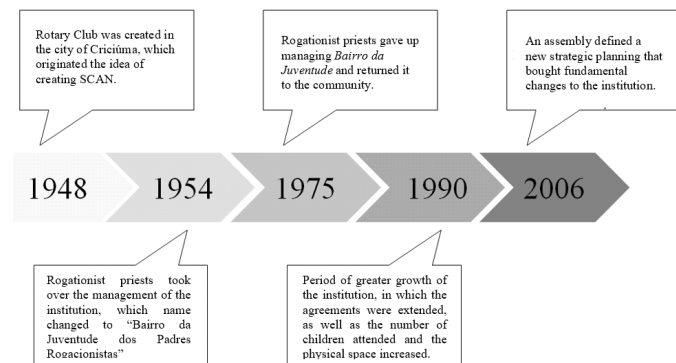
Source: Own elaboration.

For the interviews, five semi-structured open-ended questionnaires were used. The first interviewees were the employees of Bairro da Juventude, chosen by position and sector of activity. On the other hand, the interviewees who make up the families of the institution's assisted and ex-school children were selected by the Bairro da Juventude, which made the first contact and passed on the researchers to schedule the date and place of the interviews.

RESULTS

Bairro da Juventude: historical aspects: In the late 1940s, the city of Criciúma was in economic development due to the coal miners' growth, which consequently attracted new residents to the city in search of work. However, not all migrants were able to get work or assistance from public policies that would account for their needs, a factor that culminated in a scenario of street mendicant children. Such a scenario, considered as "social shame" for the wealthier classes, made up of large local entrepreneurs and community leaders, who soon mobilized to transform this scenario (Miranda and Selau, 2003). The Rotary Club of Criciúma was founded in 1948 and took upon itself the mission of seeking to remedy the social problem encountered. Therefore, in 1949, SCAN (Criciúma Society of Support to People in Need) was created, inspired by the European model of nursing homes, where a family was earning a home to adopt 10 orphaned children. This model did not adapt very much to the Brazilian reality, especially to the reality of Criciúma, but served to start the project and adapt it in what would later become a model of excellence (Miranda & Selau, 2003). Figure 2 shows the historical background of Bairro da Juventude. With the inconstant evolution of SCAN's management, in addition to the institutionalization of the Rogationist congregation in the city in 1954, the Rotary Club handed over the management of the enterprise to the fathers, who soon changed the name of the institution to *Bairro da Juventude dos Padres Rogacionistas*. Until the year of 1975 the institution functioned as a boarding

school, however, once again due to management difficulties, the rogationist fathers handed over the management of *Bairro da Juventude* to Criciúma society, which continued the work of the institution, which ceased to be a boarding school (Miranda and Selau, 2003).



Source: Own elaboration.

Figure 2. Historical background - Bairro da Juventude

In the 1990s, although the national context was one of economic crisis, this was the period of greater growth of the institution, as the number of agreements with the institution increased, more children were assisted, the infrastructure underwent a reform of expansion, among other actions created and executed by the Bairro da Juventude (Miranda & Selau, 2003). Such growth can be explained by inefficient public management, since the municipality was experiencing an economic instability coupled with the dismantling of large local companies, which made the institution's presence even more necessary. Following the flow of growth, in 2006 the institution had to reformulate its strategic planning using the voluntary consultancies of university professors and successful entrepreneurs of the region, in order to be better positioned in the market and to achieve success in the process of raising funds for that the institution to be a reference in the provision of services for children in situations of social vulnerability.

Institutional profile: Although the Bairro da Juventude of Rogationist Fathers is a social welfare institution, it is also a social enterprise given its impact on social transformation. Therefore, it needs a focused and excellent management to overcome the mission of "promoting and providing social transformation through integral formation and social assistance, with humanized educational processes for children, adolescents, young people and their families" ("Bairro da Juventude," 2018).

The Bairro [da Juventude] works with basic social protection, which is the promotion and prevention to strengthen bonds. Do we refer some situation of violence? Do we identify? Yes, we do. However, it is not all the children who have already suffered some kind of violence [...] we refer [these situations], but the Bairro is not a body for the protection of rights, so we have to refer the case to CREAS [Specialized Social Assistance Reference Center], we must report it to the Guardianship Council. We cannot address these issues only here, internally. (E07, 2016) [Our emphasis].

The analysis of the institution from the lens of the management is important, in order to draw a previous profile of the institution. Table 4 summarizes some of the characteristics of Bairro da Juventude.

Table 4. Institutional characteristics

Fantasy Name	Bairro da Juventude
Corporate Name	Bairro da Juventude of Rogationist Fathers
Legal Nature	Non-profit and non-economic entities
Number of people assisted	1.500
Average number of staff	230
Age group of people assisted	4 months to 18 years old
Average number of Neighborhoods assisted	83 neighborhoods in Situation of Social Vulnerability
Average Annual Gross Income	BRL 6.500.000,00
Average cost per person assisted (year)	BRL 4.300,00

Source: Own elaboration.

Bairro da Juventude is classified as a small company according to the BNDES classification (2016), since its annual gross revenues exceed BRL 2.4 million, the maximum value for setting up a business as a micro-enterprise, and is below BRL 16 mi, the maximum value for the classification in the category. In addition to the annual gross income, the institution also is considered small-sized given the number of people assisted, 1,500 young people aged between 4 months and 18 years, and about 230 of employees. Another relevant factor is the number of neighborhoods in situations of social vulnerability assisted by the institution in the municipality of Criciúma and other nearby municipalities. It is important to emphasize that the Bairro da Juventude understands social vulnerability in its most diverse faces, for example, if a child needs to stay home alone even if it is part of a neighborhood of social vulnerability, this child is at risk, then, this factor is characterized as a situation of vulnerability that needs the attention of the institution.

Social vulnerability is when the child is exposed to some risk situation [...] we have the economic vulnerability of the income issue. Because of social vulnerability and by the fact of the Bairro [da Juventude] supports mostly the more vulnerable places, this people are exposed to many risk situations, such as use of drugs, or the situation of possible sexual abuse. This does not mean that they suffered, that they used [drugs] and that they know somebody in the Family with these issues, but they are exposed to these situations because they would have access to these situations near them (E07, 2016) [Our emphasis].

One of the main services provided by the Youth Neighborhood is education. The school, in principle, managed by the municipality, was assigned to the Youth Neighborhood. The municipality of Criciúma remains responsible for hiring the teachers. This partnership is due to the *Bairro da Juventude* being a social assistance institution and could not have the relevant documents to start their own school, as well as the bureaucratic structure necessary for its maintenance. The management of Bairro da Juventude is private for public purposes, so it needs to work in two ways: 1) focusing on raising funds, either through open calls for tenders or through partnerships with other institutions; and 2) structure internal management by defining the amount of capital needed to provide an increasingly better service. Both ways are aimed at improving the service provided to the young people and their family in order to increase the potential for social transformation, even though the institution needs to be always innovating and growing to achieve their goals.

Bairro [da Juventude] has as mission to strengthen family bonds; we bring our family here whenever we can, talk about the importance of the family of accompanying the child, the teenager, because we believe this is crucial. The Family is responsible, so do we. We Always work by sharing responsibilities [...] But, we call people over to share serious issues, we also do it to have fun, to play, for a party or other (E07, 2016) [Our emphasis].

Currently the institution is undergoing another process of strategic restructuring with the support of private consulting firms specializing in third sector organizations. Bairro da Juventude attributes their excellence in management to the constant strategic planning thought, studied and incorporated by the whole team. The big challenge is to be the pioneer in Brazil, and possibly worldwide and still keep on constantly seeking and creating a market. The next step is to bring the beneficiary into the institution's deliberative council, through an assembly.

Bairro da Juventude as a promoter of local development

Understand local development such as the ability to economically raise a given locality and, consequently, to develop human, social and corporate capital for the sustainability of human capital (Paula, 2008). This section discusses local development from the perspective of social transformation using the reports made by the relatives of children assisted by Bairro da Juventude and the egresses of the institution. Therefore, this study will use some lines that appeared in the interview in order to understand the way in which Bairro da Juventude contributed to the improvement of the lives of these people and what were these improvements. In the case of the Interviewee 08, mother of 8 children and employee of the institution, the registration of the children in the Bairro da Juventude was the reason why the institution offered her a job at the institution itself, as follows:

I went to the kitchen to ask for a glass of water, and the manager in charge was Miss [name] and when I met her, she asked me what I was doing there. I told her that I was there to bring my kids and that I wanted a glass of water before going back home, then she asked me if I had a job, I said *no* [...] and I have been working here [at Bairro da Juventude] for 26 years (E08, 2016) [Our emphasis].

Interviewee 08 got to know the Bairro da Juventude through the advice of her neighbors, and when she took her children to be enrolled, she was hired by the institution and attributed to this job the improvement in her quality of life and her family.

I always say, I conquered many things because I work here [at Bairro da Juventude], so, I have little expenses at home, you know? We have meals here, so we have few expenses at home. Because of it I managed to buy an old car (E08, 2016) [Our emphasis].

Interviewee 09 points out that the Bairro da Juventude has played a significant role in the education of her children. She also states that the institution cares about the child as a whole, providing health care when the children need it, the necessary support when the child needs care that goes beyond the educational ones.

When I separated from the boys' father [...] my middle son, he had problems because he did not accept the

separation because he was very attached to his father, and then he was depressed. So, I went to the doctor, the Bairro [da Juventude] sent me to the doctor that takes care of the poor children nearby, ah! My son got so much better, got the medicines, everything all right, you know? The Bairro [da Juventude] bought all the medicines; I did not need to buy anything. [...] The psychologist attended us here and the doctor attended us there (E09, 2016) [Our emphasis].

Reinforcing the previous observation, one can observe that the concern of the institution also falls on the psychosocial capacities of those who are cared for Bairro da Juventude. The institution seeks to place children and their families in contact and under the supervision and/or guidance of professionals of its social network.

Bairro [da Juventude] is everything to me, I tell that this is my second home because they are my eyes; they see what I do not see. Everything happens and I know that there is always somebody to guide, talk to us, scold, they are there for us, there is everything somebody [available] and they report everything that happens [...] I did not leave Criciúma because of Bairro [da Juventude], I am waiting until the kids finish school and then I'll leave (E10, 2016) [Our emphasis].

The institution works somehow as a family reunification in which the members have as main goal to positively influence the lives of those involved. The interviewed 10 shows great confidence in the collaborators of Bairro da Juventude.

Today I am a model and [I owe it to] the Bairro [da Juventude] that encouraged me and told me to go after [my dream]. They put me on a course, so it was really cool. [...] another accomplishment that I had in Bairro [da Juventude] was that we went to travel, it was the first choir in Santa Catarina, I think from Brazil, to meet the Pope [...] was an experience that I will remember for the rest of my life, and we went to Italy with everything paid. I always also say that the Bairro da Juventude made me who I am, the woman I am today I owe to the Bairro da Juventude (E11, 2016) [Our emphasis].

The institution is clearly concerned with providing possibilities for the people assisted by them to have greater chances in the labor market. In addition, through their social network, they provide life experiences for these people. Therefore, it is understood that the Bairro da Juventude prioritizes a lasting change.

Bairro [da Juventude] is my story, my life story, I stayed there until I was 17 and they gave me all the support for life. By staying there all day, I did not have the time or the will for doing drugs, things that I could be living, Bairro [da Juventude] saved me, even by the social accompaniment they do with families. So much so that I had cousins and friends who did not study at Bairro [da Juventude] and unfortunately fell on the wrong path (E12, 2016) [Our emphasis].

Interviewee 12 places the Bairro da Juventude as one of the main factors for its personal construction and that the institution has given all the necessary support for her development. Bairro da Juventude is active in drug prevention and the work developed by the institution helps young people to stay out of trouble.

All of them [my children] are working. The oldest still continues, in case, doing his jobs and looking for more. He works at [company] [...], so he studies at UNESC because he wants more than he learned in Bairro [da Juventude]. He wants more and he can learn more, you know? (E08, 2016) [Our emphasis].

Interviewee 09 reiterates the idea that the institution promotes permanent changes when it states that "[...] as a mother I feel they leave [the institution] prepared (E09, 2016)." Corroborating with the statement, respondent 08 states that all of her children are working and that even the eldest is seeking professional improvement through a college degree.

I know that the [Bairro [da Juventude] was the best thing that happened to my kids and me [...]. I feel very safe, like that, as I said you I was separated [from the kids' father], it was just me and my kids, the Bairro [da Juventude] and my little granddaughter, and I felt safe anyway, because I knew that I had the Bairro [da Juventude] to support me, you know? [...] I remember what I lived when I was not in [Bairro [da Juventude] when my kids was not [sic] in Bairro [da Juventude]. I experienced very difficult moments, and now I feel the difference, wow, a huge difference. Girl, everything changed [pause for cry] and I remember what we went through, you know? When my kids and I were not in Bairro [da Juventude] (E09, 2016) [Our emphasis].

Based on the evidenced reports, one can perceive Bairro da Juventude as an institution that promotes local development, since its actions towards assisted children and their families result in development, employability, strengthening and empowerment of human capital. Interviewees' statements make clear that the assistance provided by the institution is not paternalistic in nature, however, the assistance provided aims at the development of human capital in a sustainable way, what makes each family in need of any assistance from the Bairro da Juventude can develop themselves and no longer needs help to fulfill basic needs. For Sen (2010) the development happens when there is life improving and reduction of the deprivation of the freedoms of human beings. The author argues that with the expansion of freedoms, individuals become "complete social beings," capable of interacting and influencing the world they live in. Thus, one understands that when there is sustainable development of social capital, there is also, directly or indirectly, local development, since this individual is enabled to live socially in a healthy way, he/she becomes an agent of economic and social relations, avoiding or no longer being on the margins of this process.

Final Considerations

This study emphasized an efficient and transparent management as one of the success drivers of social enterprises. Thus, one can say that the success of Bairro da Juventude is tied to the team of managers committed to growth, aware that the more the institution grows, the more children and families have their realities of life transformed. For this purpose, the team of managers is concerned with maintaining a solid, lean and objective organizational structure, where each sector is aware that the activity performed is crucial to maintain the quality of the organization. All the effort made to maintain effective management aims at positively impacting the lives of

young people living in conditions of social vulnerability. The presence of Bairro da Juventude in the life of these young people and their families means social transformation, since it provides the child with a full-time assistance through compulsory basic education and through playful and socio-educational activities that allow these young people to develop in several aspects, especially turning this child into a more independent, responsible and proactive person. Their parents or guardians also indirectly end up receiving social assistance as they are charged to participate more actively in the child's life and may also seek out the institution if they need help to solve some problem. This social transformation therefore generates local development through three aspects. In a first analysis, considering that parents or guardians have a safe place to leave their children full-time and so they can work without any concerns. As a result, family income enables possible purchases in local and/or regional commerce, tending to increase the circulation of currency and the growth of local development. The second analysis is that the young person attending to the vocational education provided by the institution is sent to the labor market after concluding the course, which increases the family income and, consequently, the consumption of this family, local development and results in improved social conditions. Finally, the third analysis is that when a child is taken out of a socially vulnerable environment and inserted in a healthy environment and is taught to live free of drugs and violence, to give just a few examples, this action contributes to a great extent so that the cases of violence, drug use, extreme poverty and other situations of fragility of the neighborhood and of the city can be reduced, which certainly generates more and more local development.

Acknowledgment

This study was financed in part by the Coordenação de Aperfeiçoamento de Pessoal de Nível Superior – Brasil (CAPES) – Finance Code 001". Fundação de Amparo a Pesquisa e Inovação do Estado de Santa Catarina (FAPESC) – Public Call Notice #09/2015. Postgraduate Program of Socioeconomic Development from UNESC. Research Group in Estratégia, Competitividade e Desenvolvimento (GECOMD/UNESC).

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