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Service Vision Management in Social Entrepreneurship

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Social entrepreneurship is a process of economic change based on successful social innovation and is carried out by social entrepreneurs. “Social innovation denotes the process whereby the individual makes free and independent decisions concerning the combination and use of factors of productions, with the aim of introducing a social service which improves people`s lives and has not been on the market previously” [2, p. 41].

The main objective for social entrepreneurship is to make the world a better place for everyone [1]. Entrepreneurial profit and increased social value are evidence of successful development and cannot be explained by change in previous conditions alone. Joseph A. Schumpeter defines innovation as new and hitherto unknown combination of land and labor [3]. “The fundamental impulse that sets and keeps the capitalist engine in motion comes from the new consumer`s goods, the new methods of production or transportation, the new markets, the new forms of industrial organization that capitalist enterprise creates” [4, p. 83].

“Capitalism, then, is by nature a form or method of economic change and not only never is but never can be stationary” [4, p. 82]. The fundamental mechanism of capitalist development is by Schumpeter defined as creative destruction and “incessantly revolutionizes the economic structure from within, incessantly destroying the old one, incessantly creating the new one” [4, p. 83]. Destruction of the old is not negative, but a necessity to allow the new to take over. The new use of means of

production is endogenous, but the creative process of “seeing” the new combinations long before they have even been introduced to the market is obviously an exogenous factor. Not everyone will succeed as entrepreneur although everyone is free to try.

Successful entrepreneurship is an art, not a skill or employment, and the process can never be delegated. Social entrepreneurship is not an activity to solve problems or preserve established patterns of production in the social sector. The focus is on creating something new and thereby destroying what is already in operation, and that is a positive process. No one can predict what the next social innovation will be. It is the entrepreneur, and only he, who can know how he will combine the input factors land and labor in a new and hitherto different way.

When social innovation has proven successful in the market, more producers in the same industry will switch from the old to the new and the new mode of production can open new markets and spread to other industries. Creative destruction is inevitable, but companies can prepare for change. While business owners and experts do not know when, why or how change will happen, preparation is a good way to face the future. Service vision management is an effective way to face the future for any organization, business or administration.

A service vision is a shared and clear understanding of the business process that defines excellence and direction; an inspiring and motivating statement of an organization`s future customer service goals, acting as a strategic guide for employees and a commitment to customers; a strategic method comprising people, culture and changing mechanisms. The entrepreneur is a specialist in making decisions, and making the right decisions in entrepreneurship is an individual act.

The entrepreneur, and only he, knows how the new combinations will work in the market, and by making the right decisions, he leads the creative process that entails a change in the established production conditions. Through his will and action, the entrepreneur carries out the de-

velopment process. Decision-making in entrepreneurship can never be a group process. Committees, boards, working groups, collegial meetings, elected and appointed bodies and the like, make decisions by collecting votes, which is a different method than the one used by successful entrepreneurs.

The owner of the enterprise decides how service vision management will be implemented and what values the enterprise represents. It is up to him to decide what staff behaviors are appropriate internally and externally, and what marketing promises the enterprise wants to use as parts of their customer service. The enterprise product mix and customer promise are crucial for the spread of innovation in the market and the learning process that immediately takes place when innovations first see the light of day in the marketplace.

Service vision management, no matter how successful it may be at a given point in time, is a competitive advantage in a particular segment of the market or industry but can never represent a lasting or persistent phenomenon over time. As a phenomenon, it follows the same traditional concept as price competition. Price competition, like all other forms of traditional competition concepts, strives to maintain existing structures by fully exploiting opportunities to the best possible advantages – a run towards optimality. “It is not that kind of competition which counts but the competition from the new (---) – competition which commands a decisive cost of quality advantage and which strikes not at the margins of the profits and the outputs of the existing firms but at their foundations and their very lives” [4, p. 84].

Destruction of physical infrastructure and social systems occurs in many ways. Natural forces destroy physical infrastructure and cause endless re-creation and reconstruction throughout time. Ideological and religious dogma and beliefs position people through relative power to destroy what exists. War, revolution and misery destroy and break down what people have built. Nature`s own seasonal fluctuations cause

periodic destruction and growth. Social and natural causes of destruction change the economic data, but destruction based on innovation is capitalism`s prime mover [4].

The market determines what the consumer buys, why, when, where, how, how often and at what price. The social entrepreneur`s actions are to analyze and then to decide how to implement service vision management according to the given criteria. This initiative is a key characteristic of effective management. It is helpful for driving modernizations, nurturing flexibility and achieving sustained structural success. Service vision management in social entrepreneurship gains its true meaning only against the backdrop of the process and within the situation of what capitalist enterprise creates that causes creative destruction. In other philosophical and practical contexts, service vision management in social entrepreneurship would represent stagnation.

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