

The Power Of Aggressive Missions in Social Entrepreneurship Ventures: Motivation, Measurement, and Even Redemption

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This study of eight social entrepreneurship ventures (SEV's) suggests that they craft missions that appeal to a diverse group of stakeholders while allowing organizational insiders will focus on the world-changing aspects that make work meaningful. It further suggests that organizations with more unique missions make a greater effort to measure results in addition to effort in pursuit of their change goals. There is also anecdotal evidence that a SEV, when faced with a crisis, will resist the urge to realign around safe core functions; and will instead double down on aggressive and risky world-changing goals.

INTRODUCTION

Social Entrepreneurship Ventures (SEV's) can be thought of as simultaneously pursuing three different categories of goals: Those that keep the organization viable, those that seek to deliver services in the short term, and those that seek to bring about lasting change so that remediation is no longer necessary (Lane and Casile, 2011). The most challenging of these goal categories, in terms of both accomplishment and measurement, is realization of long term social change. For this reason, we might think of organizations that focus more on social change goals than other similar organizations do as pursuing more aggressive missions.

There are a number of reasons why a SEV might shy away from pursuing a more aggressive mission. For one thing, an aggressive mission is likely to appeal to a smaller pool of stakeholders than a more commonly accepted mission might. The Sea Shepherd organization, for example, is in business to protect whales by directly confronting and interrupting boats involved in whaling. Their financial supporters and volunteer pool consist of individuals and organizations that uniformly support this type of extreme action in support of a singular goal. While devoted, this pool of external constituents is much smaller than the pool that would be able to support other, less drastic approaches to controlling whaling.

Then there is the question of measurement. A program for helping minorities succeed in college might pursue a mission of helping minorities graduate and get good jobs. A program with such a mission will be able to measure how many minority students use its services, how many graduate successfully, as compared to those who did not use the program, and how many reported getting a job in their field upon graduation. But what of the program that aims to change the world in such a way that minorities are not disadvantaged in the first place? Such a program, to the extent that it succeeded at all, would succeed over the course of decades and possibly generations, and almost certainly with the help of other

organizations. Some of these organizations might focus on K-12 education while others might focus on changing university culture and even commonly accepted ideas about scholarship and performance. There might be any number of means of measuring progress toward this goal—some of which might conflict with one another as to the level of progress being achieved. And it would be nearly impossible to track progress back to any one organization, effort, or other factor. So it would be much more difficult for an organization with this more aggressive mission to show stakeholders tangible proof of progress, or to take credit for that progress.

Aggressive missions then, are likely to alienate some potential stakeholders and leave others hungry for proof of progress. Yet without at least some aggressive aspect to its organizational mission, it would be difficult to classify an organization as a SEV (Epstein and McFarlan, 2011; Kirk and Beth Nolan, 2010). Furthermore, it would be difficult for the SEV to justify its own existence (Moore, 2000). Even for-profit organizations benefit from a strong and compelling mission in terms of attracting and retaining high quality employees. (Brown et al, 2004). The draw of an aggressive mission is even more important for a SEV due to its heavy reliance on volunteerism (Hager and Brundey, 2015), community support (Smith and Woods, 2015), and partnerships with other SEV's (Teng 2007).

The purpose of this study is to explore the effect of aggressive social change missions in SEV's on organizational functioning and outcomes. The subjects of this study are eight progressive animal rescue organizations in the U.S. This study addresses two research questions:

- (1) How does pursuit of an aggressive mission influence the motivation of organizational insiders and external constituents?
- (2) How does pursuit of an aggressive mission influence a SEV's approach to measuring and reporting its own performance?

Following a brief discussion of terms, study methodology will be outlined and propositions developed and discussed.

REVIEW OF THE RELEVANT LITERATURE

Understanding the Mission

Generally accepted roles of mission statements include creating a cultural and strategic view and establishing communication within the organization (Babnik, Breznik, Dermol and Sirca, 2014; Rajasekar, 2013). While there are many definitions presented and various ways to interpret this classification, it is not the focus of the research to elaborate on the possible definitions as much as it is to adopt one that is well founded and accepted. The definition we have chosen to use is presented by Dacin, Dacin and Tracey (2011): "...the primary mission of the social entrepreneur being one of creating social value by providing solutions to social problems" (2011; pg. 1204). Mission statements can play a critical role in the establishment and communication of organizational identity to both internal and external stakeholders. To differing degrees, they can also drive both long-term planning and day-to-day operations (Rajasekar, 2013).

All of the organizations in this study created social value (Dacin, Dacin and Tracey, 2011) by delivering services to alleviate suffering or provide value in the present moment. In addition, they all sought to provide solutions to social problems (Dacin, Dacin and Tracey, 2011) by working to bring about social and/or political change that might one day prevent the types of problems that they were currently addressing. However, the missions and goals of the organizations differed in the degree to which they emphasized present service delivery or future-oriented work toward long-term change. We therefore distinguish goals in this study as being service-delivery goals or change goals depending on their orientation toward the present or the future.

In addition to service-delivery versus change focus, this study also considers the scope of Mission (Stevens, Moray and Bruneel, 2015). Organizations that identify a small set of cohesive and widely accepted organizational goals are considered in this study to have focused missions. Organizations that

place considerable emphasis on goals that are unusual or unique to their organization are considered in this study to be pursuing eclectic missions.

Do Missions Matter?

In a meta-analysis of for-profit organizations, Deschmidt, Prinzie, and Decramer (2011) found only a small positive relationship between the quality of mission statements and organizational performance. On the other hand, research has consistently shown that one very important attribute of successful SEV's is their unwavering commitment to their mission (Miller & Wesley, 2010; Light, 2008; Santos, 2012; Waddock, 2010). Lumpkin et al (2013) contend that in for-profit organizations, monetary concerns weigh more heavily in day-to-day decision-making than do mission statements. To be sure, financial concerns also weigh heavily in decision-making at SEV's (Tian & Smith, 2015). There is some evidence, however, that SEV's define value creation differently than traditional for-profit organizations do. That is, for the SEV, value creation may be considered the 'increase in the utility of society's members' (Santos, 2012, pg. 337). Lumpkin et al (2013, pg. 764) point out that "missions that include social dimensions tend to be more powerful in guiding firm behavior than are commercial missions."

Stakeholders

For purposes of this study, a stakeholder may be any individual, organization, or government entity that relies on the focal organization for services or that provides support in the form of contributions or payments, volunteer hours, favorable treatment of ballot initiatives, and publicity. This group will also include partner organizations. Under this definition, even a small rescue organization with a limited service mission may be considered as having a wide variety of stakeholders including a variety of volunteers, other community partners plus the many that support the business with financial contributions or other in-kind services (Tracey and Phillips, 2007; Tian and Smith, 2015). It is to be expected that some groups of stakeholders will be most interested in short-term service delivery while others will wish to see progress towards long-term change. A key challenge for management at SEV's is managing and balancing the diverse and sometimes conflicting demands of various stake-holders (Ramachandra and Mansor, 2014).

METHODOLOGY

This study employed grounded theory (Glaser, 1992) to gather, code and analyze data related to the three research questions without a priori hypotheses. As such, no hypotheses were tested in this study. Rather, coding and interpretation of the data gathered were used to develop propositions for further testing. The data analyzed come from key informants, internal documents, and published web pages from eight progressive animal welfare organizations in the U.S. Key informant interviews were conducted face-to-face with informants answering questions that were open-ended, but structured so that all informants addressed the same set of questions. Questions addressed such matters as organizational mission and goals; performance measurement and reporting; stakeholder identification and, where possible, prioritization; and activities aimed at using the results of measurement to improve performance or adjust goals (also known as loop closure). Informant interviews were coded by two independent coders under the direction of one of the primaries.

Key informants were prompted in the interviews to identify goals in three separate categories: Organizational viability, service delivery, and long-term change goals (Lane and Casile, 2011). None had trouble making this distinction, however several pointed out that many day-to-day operations (such as adoptions, accepting surrenders, and spaying and neutering) included activities that were devoted to multiple goal categories. In particular, informants mentioned education (an activity directed toward long-term change) as something that organizational insiders tried to do in small ways at every opportunity.

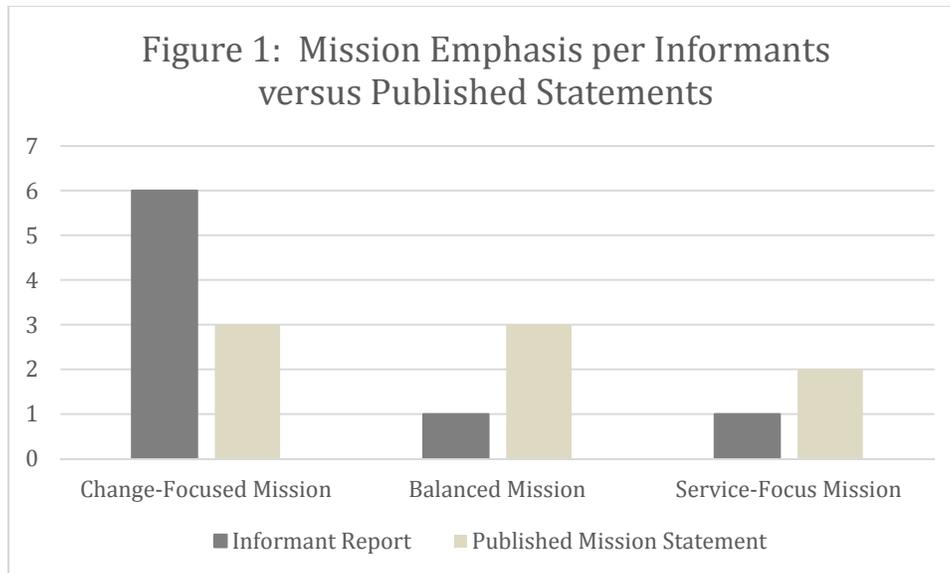
Overlapping goals within activities notwithstanding, the interview process yielded a listing of goals in each of the three categories for all eight study sites. Informants also provided information about the measurement of progress toward each goal and to whom measurement results were reported. Goals were

coded for reported level of importance. Measurement of progress toward goals was coded for assessment using behaviors, skills, and outcomes. Reporting of measurement outcomes was coded for focus on an internal (to the organization) audience versus an external audience.

Observations and Propositions

Mission Statements and Motivation

Informants were asked about the organizational mission. In all cases, informants were able to describe the organization’s mission with reasonable accuracy. Several could recite it word for word. However, a comparison of organizational missions as reported by informants with missions as written on each organization’s web site indicated some differences in apparent emphasis.



As depicted in Figure 1, the coders identified six organizations for which responses by key informants indicated that Long-term change was the dominant mission. Of these, three had web-based mission statements that also suggested long-term change as the dominant mission; two had web-based missions that indicated a mission that was balanced between service delivery and long-term change; and one had a web-based mission statement that indicated that service-delivery was the dominant mission.

In each of the three organizations where there was a disparity, the publicly stated mission statement was slanted more toward balance or toward day-to-day action while the key insider believed that long-term change was the dominant mission. This could be an artifact of the questions that the interviewer asked or how they were asked. It may also indicate a desire on the part of some organizations to appeal to an outside constituency that demands measurable results. Long-term change goals, by their nature make success or failure difficult to gauge, particularly within a short period of time. It may also reflect the fact that people who choose to work in this type of organization tend to be mission-driven people who could not be sufficiently motivated by short-term goals that show only limited prospects for changing the status quo at some point. This latter explanation would also account for the fact that all of the informants in the study had a fairly accurate (if slightly skewed) understanding of what the organization’s mission statement was. A number of studies (e.g. Braun et al, 2012; Richtermeyer, 2011) have indicated that organizational mission statement have a tendency to become stale documents, neither understood nor referred to frequently by organizational members. With the organizations in this study, this was clearly not the case.

These observations with regard to mission statement provide the foundation for propositions 1 and 2:

Proposition 1: SEV's will use mission statements as important motivational tools for both organizational members and external donors.

Proposition 2: Organizational insiders will be particularly cognizant of and mindful to aspects of the organization's mission that address long-term change.

Scope of Mission and Outcome Accountability

While all of the organizations in the study were pursuing missions related to animal welfare, there was variability in the focus of organizational energies. Four service-delivery goals and four change goals were identified as important or somewhat important by multiple organizations in the study. Among these, the researchers identified one service-delivery goal and two change goals that seemed narrowly focused on reducing animal overpopulation. These goals were:

- Spaying and neutering of cats and dogs (Service-delivery)
- Reducing euthanasia of homeless animals by reducing overpopulation (Change)
- Public education about spaying and neutering and pet overpopulation (Change)

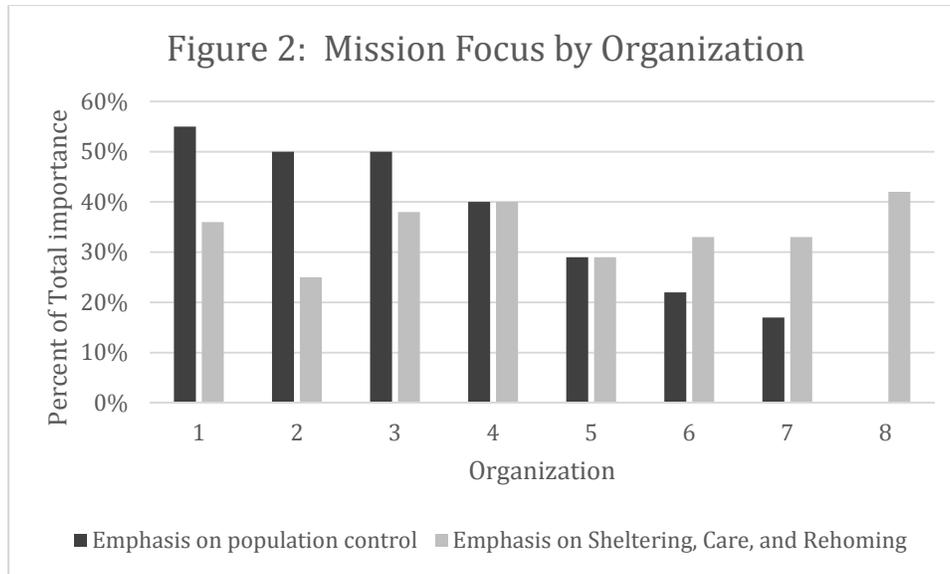
From among the eight most cited goals, the researchers also identified three service-delivery goals and one change goal that could be considered as falling into the broad category of shelter/care/rehoming. These goals were:

- Pet Adoptions/Rehoming (Service-Delivery)
- Provision of food and shelter to all animals that enter shelter (Service-Delivery)
- Provision of needed medical treatment to pets regardless of owners' ability to pay (Service-Delivery)
- Public education about general pet wellness issues and responsible pet ownership (Change)

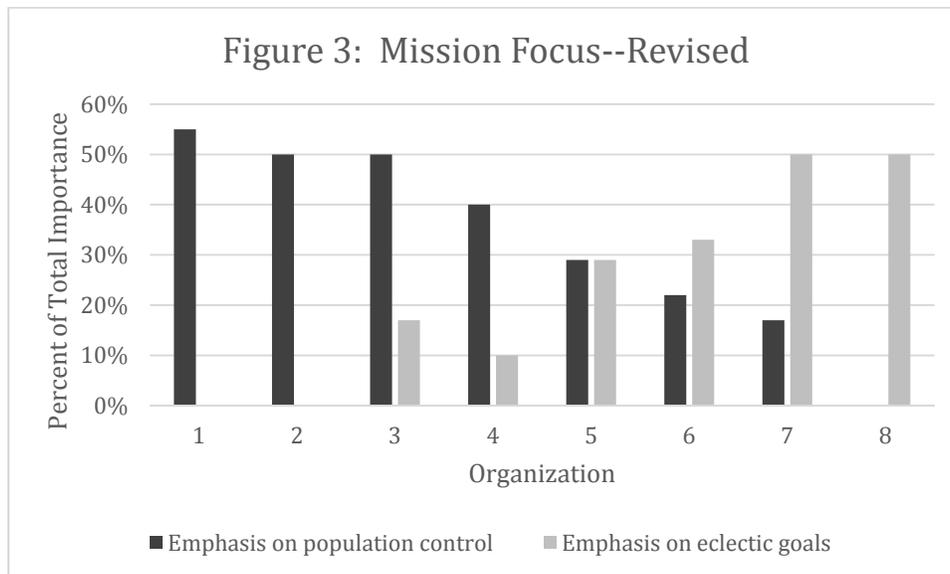
Of the eight goals that were held in common by three or more organizations, only the goal of political action did not seem appropriate for one of these two categories.

Informant interviews were coded to determine the importance that each organization placed on each goal. According to the coding scheme used, a rating of 0 indicated that a goal was not mentioned or not identified as important. A rating of 1 indicated that the goal was identified as important but not mission critical, while a rating of 2 indicated that a goal was identified as mission critical for the organization. We added the importance ratings for the goals in each of the two general categories mentioned above by organization. Figure 2 shows the percentage of all importance ratings (not just from the top 8 goals but for all goals the organization mentioned) that each organization assigned to each goal category.

As Figure 2 demonstrates, three of the organizations put roughly half of their total emphasis onto goals related to reducing overpopulation. A fourth devoted 40% to this cause. After that, emphasis on this composite goal drops off rather sharply with no other organization devoting more than 29% of their emphasis to this category. The researchers originally speculated that the sample might be broken into two groups—those that emphasized population control and those that emphasized shelter, care, and rehoming. However, the data did not bear out this assumption. While emphases on the two goal categories were negatively correlated, the relationship was not significant. In fact, with regard to sheltering, care, and rehoming, the difference between the organization that emphasized it the most and the one that emphasized it the least was only 17 percentage points.



Upon further examination, one additional difference between the high population focus and low population focus groups did emerge. In addition to the eight goals that were shared by several organizations, there were also five action goals and five change goals that were identified as important or somewhat important by only one or two organizations in the study. Figure 3 once again shows organizational emphasis on goals related to reducing overpopulation—this time comparing it to emphasis placed on goals that were cited by only one or two organizations in the study, or eclectic goals. In this case, the relationship is both negative and significant with a correlation coefficient of -0.93.

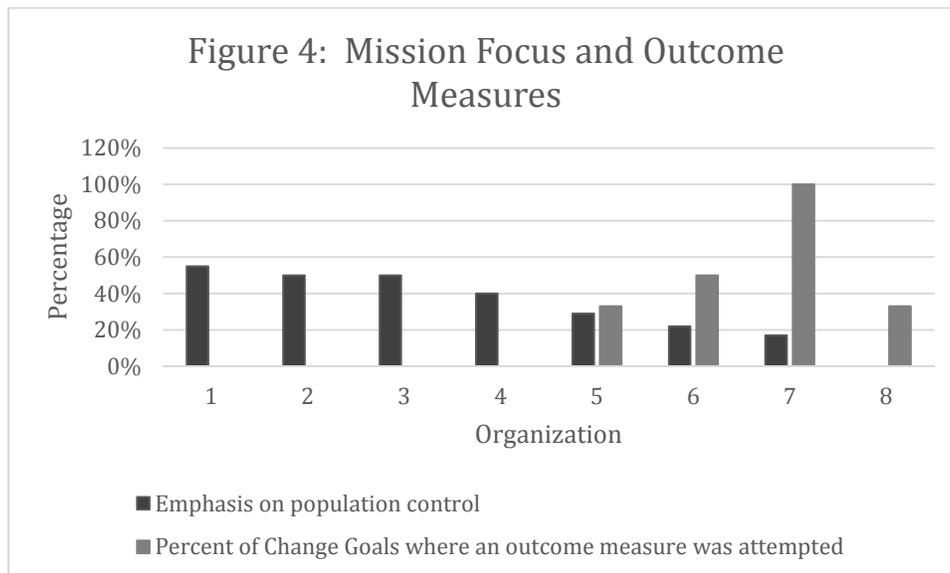


Figures 2 and 3, taken together, indicate that, while all organizations in the study devote significant effort to sheltering, care and rehoming (between 25% and 42% of their emphasis), half placed much of the rest of their focus on goals related to reducing overpopulation while the other half stressed a variety of goals that were not widely shared among study participants.

To be fair, one could argue some of the less common goals don't appear all that eclectic. For example, one organization listed a goal of euthanizing when necessary. This may be something that even

the most innovative SEV's do but do not consider a goal. Several other uncommon goals are in the mix only because Organization 8 specializes in wildlife rehabilitation. Nonetheless, there are indications that some of the organizations in what we are calling the eclectic mission group have set uncommon goals that indicate an entrepreneurial approach. Organization 7, for example, pursues its goal of keeping animals in homes by offering a behavioral hotline service similar to a crisis hotline. The goal of this service is to prevent pet surrenders by addressing behavioral problems and connecting owners with training and other resources. Similarly, while a majority of organizations in the study were engaged in public education for spaying and neutering and general care of pets, Organization 6 was also working to educate the public about the benefits of adopting shelter pets; and Organizations 5 and 7 were working to educate the public and raise awareness about animal cruelty in general. So it could be argued that at least some members of the more eclectic group had set more entrepreneurial goals than organizations in the more focused group did.

Members of the eclectic group differed from members of the population-focused in one more subtle but tantalizing way. As previously stated, in evaluating measurement of change goals, coders noted whether measurement was accomplished by tracking behaviors, skills, outcomes, or some combination of these. Not surprisingly, the use of outcome measures was rare. When it was applied, the application was often quite informal and not at all rigorous. Outcomes can be difficult to track, particularly for change goals for which progress tends to be made piecemeal over a long period of time. Outcomes can also be difficult to trace back to an individual causal factor, particularly if they play out over a long period of time. However, as depicted in Figure 4, whenever an outcome measure was noted in this study, it was in use at one of the four organizations in the eclectic group. Specifically, two members of the eclectic group attempted outcome measurement with one of their three stated change goals. One attempted it with one of its two stated goals, and one attempted it with all three of its stated change goals.



Despite the apparently stark contrast between the two groups on this criterion, it is entirely possible that this finding is a coincidence brought about by the small size and the small number of change goals per organization. However, there are other possible explanations for this observation. It may be, for example, that social entrepreneurs believe in safety in numbers when it comes to making decisions about organizational mission. Following this logic, it is possible that leaders in organizations that pursue goals that are not common among similar organizations see themselves as taking on additional legitimacy risk. Providing even anecdotal evidence that these risky choices are bringing about ends that are commonly

agreed upon may be one means by which leaders in the eclectic group seek to mitigate this legitimacy risk.

Alternatively, it may be that, while all of the organizations in this study are entrepreneurial in their undertaking to bring about lasting social change, the members of the eclectic group are more entrepreneurial than the rest in their willingness to experiment with innovative means to accomplish these ends. It is possible that this willingness to experiment extends to means of measurement, leaving leaders in the eclectic group more open to measurement that is informal and not rigorous in the pursuit of measurement that is more directed toward detecting desired long-term change.

At this point, we cannot be certain that future research will bear out the existence of a relationship between a more eclectic mission and increased attempts to use outcome measures to assess progress towards change goals. If this relationship does exist, then the reasons for it remain a matter of speculation. However, we offer Proposition 3 in the hope that this relationship will be explored further.

Proposition 3: SEV's that pursue unusual missions, or that pursue relatively traditional missions using less common approaches, are more likely to attempt to assess the outcomes of change efforts than are SEV's that pursue more widely accepted missions through more widely accepted means.

Redemption Through Aggressive Pursuit of Change Goals

Organization 5 stands out from the other SEV's in this study in several ways which may be related. It was the only organization in the study that mentioned uniting animal welfare organizations to work together for common interests as a service-delivery goal. Perhaps not coincidentally, it was the only organization in the study to use outcome measures for its political action goal (in this case lobbying local government to prevent the enactment of breed-specific laws). Organization 5 was one of only two organizations in the study to indicate any financial difficulty in the recent past. Organization 2 also reported financial difficulty in the recent past. However, the informant for that organization explained that this was due to lack of budgeting, attention to revenue generation, and efficiency measures. Revenue generation, budgeting, and efficiency improvements were enacted approximately two years prior to the conducting of this study. Since then, Organization 2 has experienced significant net income annually and has built a financial reserve.

The underlying reasons for past financial woes at Organization 5 were more complex and less easily resolved. The informant for this organization was the manager who had been brought in by the Board of Trustees approximately two years prior to the conduct of this study. He described the situation as follows:

“[This organization] has had a bit of a rocky history in the last 10 years here in the public's eye, and quite frankly in my eye too as a donor, of an organization that was removed from other parts of the community; wasn't particularly customer friendly. It just did not, in my opinion, step up to the plate and be a leader and embrace its position...

There were many, many things here that were wrong. The culture here was not one of unified style. It was “fight ‘em” mentality. We weren't customer friendly. We found ways to not do a lot of things. The public perceived us as pretty insensitive. The animal welfare groups in town hated us, with good reason.

[This organization] for a number of years lived way beyond its means. It had the perception of being kind of a boutique for designer dogs. The euthanasia rate was pretty high. There was a rather scandalous newspaper story series about ten years ago about it. So there was all these layers and people are very passionate about animals. So, you can't screw up... Most of our animals are owner surrendered, but we were, in our receiving area when dogs and cats were brought in, it's traumatic. One minute they're probably on someone's sofa and the next minute they're in a steel cage in fluorescent lights and strange smells and noises. We were actually trying to do a temperament test and behavioral assessment of a dog at that time with somebody who had no skill and we were making decisions about that dog's well-being in a strange environment. Those kind of things. We had people who were pretty silo'ed in their jobs, “This is not my job.”

We had parts of staff that didn't talk to each other. All this kind of stuff. We had, I was told and found this to be true, a bit of management by fear and intimidation. We hired people, didn't train them, and rather than to guide them, we wrote them up when they made a mistake."

Although all organizations in the study mentioned that good relations with the community and other stakeholders were essential to success, Organization 5 was the only organization in the study to have recently experienced a crisis in these relations. The effort to regain community support and trust was complicated and nuanced. However, the informant clearly viewed financial stability, service delivery, and change goals as central to the turnaround effort. He described turnaround efforts thusly:

"Right now, as we stabilize the ship financially. If you don't have money you don't have a mission. We have to be businesslike.

... And you also have to get the community's reputation back and I think in the last two years, we have done that in some extraordinary ways. We've been very transparent. We've been very proactive in how we tell stories about ourselves. We get the news out, we communicate with our stakeholders. The media is here all the time. We get an enormous amount of extraordinary press. Those kinds of things to get the trust back of the public has been a very important part of healing or moving the humane society back into importance to the city.

[We believe we are earning back the community's trust in the way that]...we care for and make whole the animals. The fact that this is a place of excellent medical care. The fact that we have done some very innovative programs. The free-roaming cat room where we have a special program for FIV cats. We have built the area's only distress room for cats that get freaked out. We have a behavioral temperament second to none, including a person who does enrichment with dogs who may fail a part of that temperament test so that we can redirect behavior and make more options for the dog and the fact that we have played a key role in organizing the animal welfare organizations in the city into a very cohesive, collegial entity. I think all those have caused the public to take a second look."

While these answers in response to questions about regaining legitimacy within the community seem to emphasize financial discipline and improvements in the conduct of day-to-day activities (action goals), it is noteworthy that the manager directing these improvements would not have taken the position had it not been for the willingness of the Board of Trustees to support ambitious change goals.

"My predecessor resigned and this organization is always in the news and I remember going out to my car the day I saw her resignation on the front page of the paper and saying under my breath, literally, "What sucker will they get to take that job?" And it was about a week later that one of the board members called me; and she and I are longtime friends, and she said, "We have this great vision for the [organization] and we want to do these things." And I said, "It's about time." And she said, "We think you're the guy." And I said, "Well, you're crazy." One thing led to another and a series of conversations with members of the board. I did see, number one, there was a very engaged and willing board--engaged in the sense there was a vision, they wanted change; they wanted new things; they were unified."

It is also noteworthy that organization 5 has actively pursued change goals even as it was struggling to get its financial house in order and to improve community perceptions through improved day-to-day service delivery. Here the informant describes a planned second location, spearheaded by Organization 5, but highlighting cooperative efforts among a number of organizations with complementary interests.

"Our vision for what we are going to do in our second location, we think, is unique in the country because we are actively now trying to raise money for an animal welfare center that will be right in the heart of the pet overpopulation area. We have pinpointed the zip codes. This will be high volume, low cost spay/neuter and targeted to low income—which is key...the public will also have...a low-cost vaccination clinic. We anticipate by year three we will be doing about 10,000 surgeries a year so that will have an exponential impact on the animals in the city. But also in this building, we'll house the headquarters of [Note: Here the informant lists several partner organizations dealing with feral animals, Pit Bull rescue, and dogs chained outdoors.]...and we

will have a community outreach education type person to work on education of responsible pet ownership...So having all these organizations with their services being supportive as a kind of a one-stop thing is truly extraordinary. Everybody is on board. We've identified the building. We're just waiting for the money to get it going.

...as we hit our 10,000 surgery a year goal, that begins to have a huge ripple effect in the community. Fewer animals go into animal care control; fewer animals are on the street. Spay and neuter pets are healthier pets. Their hormones are leveled out. All those kinds of things will have a cause and effect in the city, have a lifestyle benefit to the communities that are affected. I don't know how you track that except it's going to be enormous. Other cities, Kansas City for example, has done something very similar and in their second year, maybe third year, doing 5 or 6 thousand surgeries a year, they've seen their animal care control reduced by almost 40%."

By this informant's report, then, Organization 5 responded to a crisis of legitimacy with financial consequences by shoring up financial weakness, improving service delivery AND expanding its change mission. This is consistent with social entrepreneurship literature (Lane and Casile, 2011; Weerawardena and Mort, 2006) which suggests that one major difference between social entrepreneurs and other entrepreneurs is that the former will not give up the social change mission even when financial difficulties arise. It is also consistent with an observation in this study (Casile and Lane working paper) that SEV's give greater weight to revenue generation than to cost containment in considering their long term financial viability. This case study provides the foundation for Proposition 4:

Proposition 4: SEV's facing a loss of legitimacy with critical stakeholders will maintain or enhance their dedication to long-term change goals.

CONCLUSIONS

In many organizations, the mission statement and organizational goals may be relegated to dusty shelves where they are neither known (Braun et al, 2012; Richtermeyer, 2011) nor acted upon (Bartkus et al, 2000) by organizational insiders. However, the findings of this study seem to bear out the notion (Kirk & Beth Nolan, 2010; Forehand, 2000) that in socially entrepreneurial organizations, the mission matters—a lot. Without exception, key informants in this study had an accurate understanding of the mission statement for the organization. Furthermore, informants expressed approval of their organizational missions and could easily identify how goals, activities, and measurements tied back to the organizational mission.

Organizational insiders seemed most attuned to, and motivated by, those aspects of the organizational mission that addressed long-term change in the social or political environment. Whenever key informants stated the organizational mission in a way that differed from the published mission, it was by increasing the emphasis on these long-term change goals at the expense of more mundane service delivery goals or financial goals.

There is also anecdotal evidence that external constituents require a certain amount of mission focus on difficult but inspiring long-term change goals in order to confer full legitimacy on a SEV. This focus must, of course, be balanced by goals that are more measurable in the short term. But documented performance on achievable and measurable short-term goals may not be enough to fully engage important external constituents in a SEV.

Aggressive missions may also be associated with aggressive measurement—not so much in terms of rigor, but in terms of attempting to track outcomes rather than behaviors or skills. Outcomes are often very difficult to track and to attribute back to specific causes. So it is perhaps not surprising that organizations attempting to track outcomes often do so informally and imperfectly. However, in this study, outcome assessment was attempted only by the four organizations that demonstrated the most aggressive missions in terms of pursuit of less common goals or pursuit of common goals by less common means.

MANAGEMENT IMPLICATIONS

Managers at for-profit organizations, and those at more traditional government-run and charity-run organizations, could benefit from a review of measurement systems within SEV's. In many ways, SEV's are models of the mission driven organization. In many for-profit organizations, missions become stale or hollow statements that play little if any role in directing day-to-day activities (Richtermeyer, 2011; Bartkus et al, 2000). Some for profit organizations do not have mission statements at all; and results are mixed as to the benefits that mission statements bring to a for-profit organization (Desmidt et al, 2011). Government and not-for-profit organizations, on the other hand are highly mission driven. However, they often enjoy the luxury of a small pool of critical external constituents whose demands for measurement and accountability have less conflict and a longer time horizon. Social entrepreneurship ventures, falling somewhere on the spectrum between these two extremes, find themselves on the forefront of being mission driven with high demands for both accountability and pursuit of aggressive missions involving goals that are difficult to achieve and to measure. Failure to provide regular accountability can cost external support. Failure to pursue an inspiring mission can cost motivation and support on the part of both insiders and external constituents. Most of the organizations in this study have found relatively elegant means to integrate long term change goals with more mundane service delivery goals and with finance goals so that measurement can serve multiple purposes. They have also developed hybrid measurement systems that utilize outcome measures where possible and measures of behaviors and skills where necessary. Many have also utilized informal outcome measures for difficult change goals. These measures serve as an additional avenue for motivating and engaging insiders and external constituents who are drawn to these lofty goals. A better understanding of how managers at SEV's address these competing demands could help managers at for-profit organizations develop mission statements that are more motivating to purpose-driven workers while still retaining the ability to measure results with some degree of reliability. Managers at more traditional charities or government-run organizations might similarly benefit from adopting some of the more creative means of informal measurement that SEV's employ to ensure some measurement of important goals that defy rigorous accounting.

Retrenchment at a SEV would look very different from retrenchment at a regular for-profit venture. There is some evidence that even regular for-profit organizations fare better when their mission statement skips financial goals entirely (Desmidt et al, 2011). What seems clear from this research is that, in spite of a need to ensure that the organization is a going concern, and in spite of a need to do good work and to document that good work in the short term, a SEV has poor long-term prospects unless it asserts and can show progress toward one or more aggressive long-term change goals. Without a mission for substantive long-term change, a SEV will not be able to attract and motivate insiders to do necessary work at the level of quality at which it must be done. In addition, the organization will not be able to garner sufficient legitimacy or resources from the environment to persist effectively in its mission.

When a for-profit business is forced to retrench, it will often pursue the option of disgorging those activities that involve the highest expense and the highest risk. These are often the activities that are farthest afield from the organization's core business and those for which the required skills and other resources may not already exist in-house. When a SEV needs to retrench, it will often find that the activities that involve the greatest expense, the highest risk, and the greatest demand for skills and other resources that are not currently in house are the long-term change goals. Turning away from these goals to focus more on the more manageable and measurable service delivery goals might appear as an attractive quick fix. However, the fix may well turn out to be a poison pill when critical constituents, both internal and external to the organization, lose interest or even become hostile due to a perceived breach of trust. For this reason, SEV's when under pressure may pursue alternate means of achieving long-term goals, but they are unlikely to abandon them. If anything, they may double down on these higher risk goals in the interest of maintaining legitimacy and relevance.

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