Chasing Research Impact
(during my first four years)
...and a few things I have learned

Dr. Pablo Muñoz
Senior Lecturer in Entrepreneurship
University of Liverpool Management School

Ivey Business School Seminar Series
March, 2018
Research Impact - reality check

• Up to 1.5 million peer-reviewed articles are published annually
• Average journal article is read completely by no more than 10 people
• 32% of articles published in social science [journals] are not even cited once. 82% Humanities
• Only 20% of papers cited have actually been read
• Highest impact journal in the water field > only four subscribers in India (in 2016)
• Publications in top-tier peer-reviewed journals continue to be the KPI within academia: whether anyone reads them becomes a secondary consideration.
  e.g. JBV vs. CMR vs. JCP (readership 7-8x)
• Impacts of most peer-reviewed publications even within the scientific community are minuscule. Impacts outside academia are virtually non-existent
Our most exciting ideas, unique findings and hard-won insights end up clothed in language that only specialists can understand.

this is frustrating…

…and living in some sort of “unreal world” feels rather lonely :( 
A call for research impact

“the demonstrable contribution that excellent research makes to society and the economy”.
Research Councils UK (RCUK)

“an effect on, change or benefit to the economy, society, culture, public policy or services, health, the environment or quality of life, beyond academia”.
Research Excellence Framework

...not just what the researcher believes her or his research is (or can be) useful for
Context -> Research Impact in the UK and the REF

1. Research excellence framework (REF)
   • System for assessing the quality of research in UK HEI
   • Accountability for public investment in research (evidence of the benefits of this investment)
   • Inform the selective allocation of funding for research
   • Benchmarking and reputation
   • It measures
     • quality of outputs
     • their impact beyond academia
     • the research environment
   • All staff with significant responsibility for research
Context -> Research Impact in the UK and the REF

2. Research impact in UK’s REF

- **Impact case studies**: outline changes and benefits to the UK and beyond
- 6,975 ICSs submitted for 2014 REF
- Peer-reviewed > Reach and significance
- Impact weighting **increased** in UK’s REF 2021 - 25% of a university’s score
- 2 ICSs x 15 FTE staff
- ICSs count as papers > effect on career development, promotion, etc

Dr Pablo Muñoz

http://www.esrc.ac.uk/research/impact-toolkit/what-is-impact/
http://www.hefce.ac.uk/rsrch/REFimpact/
http://www.ref.ac.uk
3. What counts
- Changes in policy, practice, provision, behaviour
- Understanding policy & reframing debates
- Capacity building and skill development

4. What makes a 4* (A-level) case
- Problem-based
- Far-reaching and highly significant
- Convincingly evidenced with clear beneficiaries
- Focus on the benefits rather than the pathways to impact
Research strategies and impact

Engagement with practice

Close engagement

Distant engagement

Conclusions

Abstract

Concrete

Positivist research

Aesthetics

Normative

Remote

Immediate

Action research

Actionability

Dr Pablo Muñoz
Research strategies and impact - conventional thinking

Engagement with practice

Conclusions

Close engagement

Abstract

Concrete

Distant engagement

Increasingly publishable

Positivist research

Decreasingly publishable

Remote

Aesthetics

Action research

Normative

Immediate

Actionability
Research strategies and impact - however

Engagement with practice

- Close engagement
- Distant engagement

Actionability

- Remote
- Immediate

Concrete

Abstract

Aesthetics

Positivist research

Conclusions

- Action research
- Increasingly impactful
- Decreasingly impactful

Decreasingly impactful

Increasingly impactful

Dr Pablo Muñoz
Research strategies and impact -> research impact strategies

Engagement with practice

- Close engagement
- Distant engagement

Actionability

- Immediate
- Remote

Concrete

- Concrete
- Abstract

Conclusions

- Knowledge co-creation
- Scoping challenges

Action research

- Activist-type research
- Proximal participatory research

Design-based social science

Normative

- Aesthetics
- Collaborative research agendas

Positiveist research

- Reflective practice
- Collective cognitive mapping

Media

- Business guides
- Practitioner outlets

Events

- Policy briefs

Translation

- Reflective practice

Dr Pablo Muñoz
Three stories and a few things I have learned...
Sustainable / social entrepreneurship

1. Transitioning sustainable start-ups
Transitioning sustainable start-ups

They have issues...
They (also) have issues…

Dr Pablo Muñoz
Transitioning sustainable start-ups

Transition from committing to fulfilling their intentions

Move beyond anecdotal “heroic” stories
Transitioning sustainable start-ups

Move beyond anecdotal “heroic” stories
Towards a deeper understanding of a non-rationalised social industry

Country-level survey
In-depth interviews

Dr Pablo Muñoz
Transitioning sustainable start-ups
£70K, 15 months, and 584 social entrepreneurs later
Transitioning sustainable start-ups

- Sense-making the Social in SE, ISBJ
- Determinants of Cooperative Innovation, JMS
- Social Value as Strategy, JBR
- Paradox of Impact Measurement
- Deprivation, Investment and Business Approach
- Speculative Behaviour

...identify (and bring to the fore) areas of opportunity which enable decision-making on public policy and recommendations on how to improve levels of entrepreneurial activity with social purpose.

- Business models and distinctive growth
- Collaboration with public sector
- Social value, impact and its measurement
- Investment models and infrastructure
Transitioning sustainable start-ups

- Funding > second round of data collection (April ’18)
- New impact-driven research project > Improving the Competitiveness of Social Entrepreneurship in Chile (4 Universities, 2 industry partners, Corfo & £84K)
- Future interventions > investment infrastructure

“Promote social innovation through the creation of a US$ 50 million gov fund to develop (the first) Social Impact Bond (in the country)”

Dr Pablo Muñoz
Pending Bs project - the issue

Sustainable start-ups are businesses that have been in operation for less than twelve months, with a strong commitment to making a net positive impact on society and the environment.

The double-edged sword of purpose-driven behavior in sustainable venturing

Pablo Muñoz, Gabriella Cacciotti, Boyd Cohen

* University of Liverpool, Management School, Liverpool, United Kingdom
* University of Warwick, Warwick Business School, Coventry, United Kingdom
* RSM Business School, Rotterdam, The Netherlands

Abstract

This paper examines the relationship between purpose and purposeful organizing and how such arrangements influence the entrepreneurial journey as sustainable ventures move from idea to markets. We leverage an innovative multi-stage process-tracing design to understand the mechanisms whereby 14 different B Corp certified organizations embed purpose before, during and after the certification process. Our analyses reveal three types of venture paths for purpose driven entrepreneurs, which are shaped by distinct imprinting sequences with three critical sensitive windows playing a pivotal role: the definition of scope of purpose, timing of purpose formulation through B Corp Certification and shifts in the source of feedback. Different imprints occurring within the critical sensitive windows shape particular imprinting sequences triggering situations of both productive and counterproductive paths development. Our results challenge the assumed linear relationship between purpose and purposeful organizing and more specifically the belief that seeking (purposeful) B Corp certification at firm foundation is necessarily protective for maintaining a focus on purposeful organizing.
Pending Bs project - structure

**Impact-driven research** aimed at co-creating practical tools that help entrepreneurs embed sustainability within organisational practices, and transition from promise to tangible outcomes.

**Expected outcomes** Provide a set of user-designed, user-friendly tools or route maps which any new impact-focused business can adapt for their own use when establishing their operation (CC license)
Pending Bs project - outputs

**Paper** Investment readiness for Sustainable Start-ups

**PhD project** systems approach to sustainable business modelling

- Toolkit for pending Bs
- Funding for 2nd round w/ case studies
Climate change risks and opportunities for B Corps in Latin America

...a design-based science approach to knowledge co-creation

£310K, 3-yr, action research project
Action Lab with 3 action-research teams in Colombia, Chile and Peru

Co-develop and disseminate developed strategies, policy instruments, and knowledge for effective climate change mitigation and adaptation
Climate change risks and opportunities for B Corps in Latin America

3 unique ways

**Colombia** > teaching climate change

**Peru** > climate-sensitive business models

**Chile** > Eco-centric venturing
We observed a number of living processes whereby elements and dynamics found in nature are assimilated and replicated at the organisational level.
If Nature Gave a TED Talk

Emiliana Vineyards models its management practices on nature. For HR and strategy, they ask: What would nature do?

GARIMA SHARMA  MAYA FISCHHOFF  September 24, 2017
Climate change risks and opportunities for B Corps in Latin America

The secret of sustainable success

"Investing in energy efficiency or in new generation technologies can make sound investments, often paying back in only a few years. Across Europe we are seeing customers actually profiting from improving their energy efficiency. As well as the bottom line impact, investing in new energy solutions can also unlock new growth and improve productivity and overall competitiveness."

One celebrated example of a huge multinational company successfully altering its culture is Unilever. The Anglo-Dutch conglomerate’s Sustainable Living Plan launched in 2010, with the aim of doubling revenues while halving its environmental footprint.

That’s a huge target for a company that owns more than 400 brands and at the end of July 2016 announced a half-year turnover of €28.3 billion (£23bn).

Already, just over five years in, Unilever is on track to meet the vast majority of its aims, which included helping more than a billion people take action to improve their health and wellbeing by 2020 and halving the environmental impact of its products by 2020.

Costs have been significantly reduced, thanks to savings on energy, waste and time in factories and since 2008 eco-production has helped save €500 million (£450m).

“A more robust sustainability approach, developed through eco-efficient practices can significantly decrease operational costs”

And risk has been reduced by securing long-term supplies of agricultural raw materials. Furthermore, sales have been boosted by using brands that have put sustainability at the heart of their offer, and through sustainability-in product innovation—a compelling attraction to many of today’s savvy shoppers.

“Unilever is an inspiring example, but perhaps too large for those smaller businesses who view sustainability as daunting task," suggests Dr Pablo Manzo, a lecturer in Business and Sustainable Change at the Sustainability Research Institute at Leeds University. However, he adds, there are plenty of smaller examples of businesses putting efficiency at the heart of their strategy.

“In a recent research project we observed the different sustainability strategies used by companies entering, or willing to enter, conscious consumer markets, and there were some incredible examples," he says.

"Emiliana Wines, for instance, is an organic and biodynamic Chilean winemaker, which has one of the most comprehensive sustainability matrixes I have ever seen. The business complies with the most rigorous sustainability international standards and certifications, and won Wines of Chile’s Green Winery of the Year in 2015."

At the other end of the food and drinks sector, says Manzo: “American ice cream company Ben & Jerry’s was one of the first companies in the world to place a social mission in equal importance to its product and economic missions. They were bought by Unilever in 2000, though only on the understanding that they would have a board independent of their parent company, so they could maintain their high standards.

“If companies don’t show a commitment to sustainability they are simply out of the game”

http://www.telegraph.co.uk/business/energy-efficiency/secret-of-sustainable-success/
Climate change risks and opportunities for B Corps in Latin America

Deadline - 30th May, 2018

• Nov 17 doctoral consortium Sao Paulo
• SEE symposium
• AOM symposium*
• CRRC Leeds PDW

Call for Papers: Special Issue on “Regenerative Organizations: Business and Climate Action Beyond Mitigation and Adaptation”

Guest Editors
Oana Branzei, Ivey Business School, Western University, Canada
Pablo Muñoz, Sustainability Research Institute, University of Leeds, UK
Sally Russell, Sustainability Research Institute, University of Leeds, UK
Gail Whiteman, Pentland Center for Sustainability in Business, Lancaster University, UK

Climate change is being felt globally. Recent record-breaking floods in Chennai, India, the 2013 catastrophic floods in Alberta Canada, and the risk of complete submergence of the low-lying Pacific island of Kiribati are just some of the reminders that climate change is a wicked problem that needs decisive collaborative action and long-term commitment of governments, businesses and citizens alike.

In both developing and developed countries, climate change is severely impacting natural and social ecosystems; affecting water availability, food security, health and the overall wellbeing of
Transitioning Sustainable Start-Ups Impact Platform

Sustainable start-ups are businesses that have been in operation for less than twelve months, with a strong commitment to making a net positive impact on society and the environment. One of the most pressing challenges for these sustainable start-ups ‘under construction’ is to make the transition from the commitment to such intentions, to their actual fulfilment. The current lack of appropriate management and business tools is reducing their potential impact on society and the environment, and preventing them from meeting the rigorous standards needed to prove their worth to investors, clients, government and other stakeholders - making this challenge both practical and knowledge-based in nature.

This impact platform seeks to help sustainable start-ups transition from promise to practice and outcomes.

www.sustainablestartups.co.uk
Enterprise and local development

2. Rural entrepreneurship ecosystems
Entrepreneurship in Chile

vs.

START-UP CHILE

INSPIRING

AMBITIOUS

SPIRITED

INSPIRING
Ecosystems research

Table 1. Nine attributes of a successful startup community

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>Strong group of entrepreneurs who are visible, accessible, and committed to the region being a great place to start and grow a company</td>
</tr>
<tr>
<td>Intermediaries</td>
<td>Many well-respected mentors and advisors giving back across all stages, sectors, demographics, and geographies as well as a solid presence of effective, visible, well-integrated accelerators and incubators</td>
</tr>
<tr>
<td>Network density</td>
<td>Deep, well-connected community of startups and entrepreneurs along with engaged and visible investors, advisors, mentors, and supporters. Optionally, these people and organizations cut across sectors, demographics, and culture engagement. Everyone must be willing to give back to the community</td>
</tr>
<tr>
<td>Government</td>
<td>Strong government support for and understanding of startups to economic growth. Additionally, supportive policies should be in place covering economic development, tax, and investment vehicles</td>
</tr>
<tr>
<td>Talent</td>
<td>Broad, deep talent pool for all levels of employees in all sectors and areas of expertise. Universities are an excellent resource for start-up talent and should be well connected in community</td>
</tr>
<tr>
<td>Support</td>
<td>Professional services (legal, accounting, real estate, insurance and consulting) are integrated, accessible, effective, and appropriately priced</td>
</tr>
<tr>
<td>Engagement</td>
<td>Large number of events for entrepreneurs and community to connect, with highly visible and authentic participants (e.g., meetups, pitchdays, startup weekends, boot camps, hackathons, and competitions)</td>
</tr>
<tr>
<td>Companies</td>
<td>Large companies that are the anchor of a city should create specific departments and programs to encourage cooperation with high-growth startups</td>
</tr>
<tr>
<td>Capital</td>
<td>Strong, diverse, and supportive community of venture capitalists, angels, seed investors and other forms of financing should be available, visible, and accessible across sectors, demographics and geography</td>
</tr>
</tbody>
</table>

Table 2. Entrepreneur ecosystem pillars and their components

<table>
<thead>
<tr>
<th>Pillar</th>
<th>Components</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accessible markets</td>
<td>Domestic markets; large/midsized companies as customers and government as customer; foreign market; large/midsized companies as customers and government as government</td>
</tr>
<tr>
<td>Human capital/workforce</td>
<td>Management talent, technical talent, entrepreneurial company experience, enticing availability and access to immigrant/foreign workers</td>
</tr>
<tr>
<td>Funding/finance</td>
<td>Tax incentives, private equity, venture capital, and access to debt</td>
</tr>
<tr>
<td>Support/systems/mentors</td>
<td>Mentors/advisors, professional services, incubators/accelerators, and networks of entrepreneurs and entrepreneurs</td>
</tr>
<tr>
<td>Government and regulatory framework</td>
<td>Ease of starting a business, tax incentives, business-friendly legislation/policies, access to basic infrastructure, access to telecommunication/broadband and access to transport</td>
</tr>
<tr>
<td>Education &amp; training</td>
<td>Available workforce with pre-university education, available workforce with university education and those with entrepreneurial-specific training</td>
</tr>
<tr>
<td>Major universities as catalysts</td>
<td>Supporting a culture of entrepreneurship, playing a key role in idea formation for new companies and playing a key role in the region being a great place to start and grow a company</td>
</tr>
<tr>
<td>Cultural support</td>
<td>Tolerance for risk and failure, preference for self-employment, activism, social norms, and the positive image of entrepreneurship and celebration of innovation</td>
</tr>
</tbody>
</table>
Robust conceptual basis for understanding the relationships between entrepreneurs, systems of emergence and operation.
Entrepreneurship in Rural Areas & Ecosystems research

Either, my experience was irrelevant

OR

the emphasis on high growth, high impact, innovative firms means that the applicability of current conceptual and policy frameworks to rural and peripheral areas is limited.
Entrepreneurship in Rural Areas - the project

Exploratory study
£90K, 12 months

17 rural communities

117 interviewees: entrepreneurs, support networks, local authorities

Tocopilla
Population 27,000
Poverty (I) 11.1% - (M) 18.9%

Constitución
Population 41,000
Poverty (I) 23.9%, (M) 22%

Machalí
Population 44,000 (1,776)
Poverty (I) 5.8%, (M) 18.2%

Coyhaique
Population 53,000 (5,191)
Poverty (I) 6.6%, (M) 13.5%
Entrepreneurship in Rural Areas - the project

Exploratory study
£90K, 12 months

17 rural communities

117 interviewees: entrepreneurs, support networks, local authorities
Organizan UDD, DOS UNIVERSIDADES DEL REINO UNIDO Y BALLON RESEARCH

Congreso en emprendimiento y desarrollo local se toma Concepción

La cita tendrá lugar el 2 y 3 de octubre que viene y reunirá a importantes académicos.

Compartir investigaciones y experiencias relevantes en Chile y el mundo es tema de emprendimiento y desarrollo local, construir una base de conocimiento para profesores, investigadores, emprendedores y funcionarios públicos interesados en el área, además de generar redes y capacidades para fortalecer el surgimiento y desarrollo de emprendimiento en zonas rurales y periurbanas.

Estos son parte de los objetivos del Primer Congreso en Emprendimiento y Desarrollo Local que se llevará a cabo en Concepción los días 2 y 3 de octubre en Concepción y que organizarán las universidades del Desarrollo, Leeds, Newcastle y Balloon Research.

Tomás Sery, coordinador de GEM Chile de la Facultad de Economía y Negocios de la UDD, comentó que en la última década han surgido una serie de iniciativas y programas que fomentan el emprendimiento en zonas rurales y periféricas. En Chile destaca la variedad de organizaciones como Indaj, Sernag, entre otras, que trabajan por la calidad de sus productos y servicios, rescatar la identidad local como un activo y crean valor tanto para las economías como para las comunidades locales.

"Hacer de Chile un país que impulse el máximo potencial de sus habitantes y promueva un compromiso personal hacia el logro del bien común", señala. La sede pesquisada recibirá a expertos internacionales y nacionales.

http://emprendimientorural.udd.cl

Las imágenes muestran escenas de la ciudad de Concepción.
Entrepreneurship in Rural Areas
Conceptual framework
Balloon Research
Collaborative research programme aimed at exploring antecedents, processes and outcomes of entrepreneurial communities in rural contexts
4 research hubs > research infrastructure
Balloon Research
Collaborative research programme aimed at exploring antecedents, processes and outcomes of entrepreneurial communities in rural contexts.
4 research hubs > research infrastructure

University of Liverpool

New agreement with South American @BalloonLatam will expand Leeds sustainability research with local entrepreneurs leeds.ac.uk/news/article/4...

Innovación Chilena

Lanzan programa de emprendimiento en la Araucanía

University of Leeds

El 21 de marzo se hará el lanzamiento en la Facultad de Ciencias Jurídicas y Empresariales de la Universidad de La Frontera, en Temuco.

El programa internacional de investigación sobre emprendimiento y desarrollo local Balloon Research atestigua en Chile un primer proyecto en la comuna de Cunco en la Región de la Araucanía. Este programa es una iniciativa de la empresa chilena de Innovación Social Balloon Latam, con el Instituto de Investigación en Sostenibilidad de la Universidad de Leeds de Inglaterra.

La Universidad de Leeds enviará estudiantes de posgrado a Cunco, para comenzar el trabajo en terreno, reunir antecedentes e investigar sobre emprendimiento, identidad y turismo sustentable.
Rural Entrepreneurship Ecosystems

Impact Platform

While the literature on entrepreneurial ecosystems has grown significantly in the past decade, current theoretical frameworks and normative models are insufficient to observe, explain, and inform policies at the communal level in rural or peripheral regions. This impact platform introduces a conceptual framework, comprising key dimensions and attributes, to observe and further analyse the operating conditions of rural entrepreneurial ecosystems.
Alternative forms of organising and value exchange

3. Entrepreneurship in the sharing economy: business models and beyond

Dr Pablo Muñoz
Entrepreneurship in the sharing economy
Making sense of my own experience
Entrepreneurship in the sharing economy
...in a broader context, with promises and pitfalls
Entrepreneurship in the sharing economy

**TABLE 2.** A Typology of Urban Entrepreneurship Strategies

<table>
<thead>
<tr>
<th>Action/Place</th>
<th>Neighborhood</th>
<th>City</th>
<th>Multiplicity</th>
</tr>
</thead>
<tbody>
<tr>
<td>E strategy</td>
<td>Project-based strategy</td>
<td>New venture-based strategy</td>
<td>Multi-city strategy</td>
</tr>
<tr>
<td>Type of collaboration</td>
<td>Temporary task force or team</td>
<td>Coalition form</td>
<td>Alliance, network</td>
</tr>
<tr>
<td>Business model</td>
<td>Emerging new form</td>
<td>Hybrid business model</td>
<td>Collaborative partnerships—global movement</td>
</tr>
<tr>
<td>Growth strategy</td>
<td>Project replication</td>
<td>Venture creation</td>
<td>Network creation</td>
</tr>
<tr>
<td>Primary financing strategy</td>
<td>Membership financing, crowdfunding</td>
<td>Impact investing</td>
<td>Crowdfunding</td>
</tr>
<tr>
<td>Organizational form</td>
<td>NPO, community interest company</td>
<td>Hybrid organization</td>
<td>Network structure</td>
</tr>
<tr>
<td>Primary social instrument</td>
<td>Neighborhood-oriented networks</td>
<td>Venture evaluation or acceleration</td>
<td>Innovation hubs</td>
</tr>
</tbody>
</table>
How Platform Coops Can Beat Death Stars Like Uber to Create a Real Sharing Economy

By Neal Gorenflo
November 3, 2015
THE SHARING ECONOMY PROJECTED TO REACH $335 BILLION BY 2025
Entrepreneurship in the sharing economy

Sharing-based businesses have evolved from simple peer-to-peer lending initiatives to complex platforms and networks of people and companies interacting for the collective use of resources.

However -> all sharing activities are painted with the same brush...

No empirical research regarding the increasing diversity of sharing economy business models and the implications for business growth, community impact, sustainability and public policy.

...uncover the underlying conceptual structure of a sharing business model

-> Mapping out the sharing economy
Entrepreneurship in the sharing economy

Abductively derived 7 analytical dimensions

1) platforms for collaboration
2) sub-utilised resources
3) peer-to-peer interactions
4) collaborative governance
5) mission-driven
6) alternative funding
7) technology reliance
Entrepreneurship in the sharing economy

1. identify a more holistic set of criteria reflecting sharing economy activity.
2. fine-grained understanding of the sharing business space -> the many different ways in which these components combine to create unique business models (typology as a complexity-based theory development)
3. open up the field for new research and theorising (type of business and market dynamics and new societal phenomenon)
4. bring to light a number of paradoxes and dilemmas which have grown to become intractable challenges for industries, markets and policy-making
amazing, so what?

Academic writing has the benefit of scholarly rigour, full documentation and original thinking.

But the transmission of our ideas is routinely hampered ... by a great deal of peer-oriented jargon.

Naomi Wolf and Sacha Kopp
The Urbanpreneur Spiral: 3 Converging Forces Driving Entrepreneurship In Cities

Urbanization, collaboration, and democratization are creating innovation hubs in our cities like never before.

Firstly, Silicon Valley evolved in a very unique way, in close proximity to Stanford University and with the early growth of the semiconductor market, and Hewlett-Packard’s emergence in the region. This is to say, it is impossible to replicate an entrepreneurial ecosystem in another region of the world because each ecosystem evolves in its own way with its own set of actors and sequencing that is difficult or impossible to control. Furthermore—and this is meant with no offense to anyone living or working in Silicon Valley—but it is not really all it is cracked up to be, particularly from an urban quality perspective. Silicon Valley is mostly made up of sprawling, monolithic warehouse buildings in a very car-dependent setting. This is no longer seen as an attractive environment for startups, both for their founders and for their future employees.
BEYOND MARKETS: Entrepreneurship in the Civil Society

BY PABLO MUÑOZ

Entrepreneurship, as a societal phenomenon, is not embedded in those abstractions we call markets, but rather in what we do daily, oftentimes unintentionally and even accidentally, simply as a result of just doing stuff.

In recent years, we have witnessed an array of individuals and communities in the civil society, who are mobilising identities, extant resources and entrepreneurial spirits towards new organisational forms that enable improving their wellbeing and reshaping their realities. Entrepreneurs can always create ventures to help others in non-financial ways, their start-ups not only generate gains but also contribute to others by focusing their attention on future-oriented issues and solutions.

Unlike command and control development favoured by exogenous actors, entrepreneurship in the plural sector is a socially and territorially embedded process, where social issues are owned and solved from the ground-up by means of collective venturing, driven by a sense of realisation and a desire to repair local circumstances. These new civil society ventures are posing challenges to the current functioning of markets and support tools. Mixtures of informal and formal mechanisms, unbounded labour, non-economic transactions, purpose-driven profit, collaborative governance and ownership are some of the hallmarks of these organisations, forming entrepreneurial networks that, forward, let's argue, still need to be better understood.

The imagined entrepreneur is a nomad, almost exclusive to the other extreme. Perhaps this imagery was captured long ago by some of the popular icons around the world may have something to do with it.

Readership Profile

The European Business Review offers unique access to powerful, high net worth individuals as well as young, aspiring professionals through cross-platform marketing solutions. The European Business Review has enjoyed tremendous growth in readership globally, and today, its worldwide circulation reaches more than 300,000 readers.
The sharing business model compass

Breaking down all the business models, from for-profit, venture-backed corporations to small cooperative collectives.

Over 700 unique business models... there is a lot of diversity within the sharing business and this diversity has potentially significant implications for the scalability, profitability, investability, and the social and environmental impact of users and communities as a whole.
Entrepreneurship in the sharing economy

To begin to get under the hood of the business models of sharing-economy players, my colleague, Pablo Muñoz and I analyzed hundreds of sources of data on 36 different sharing business startups representative of Jeremiah Owyang's Honeycomb model, a graphical depiction of the different sectors where sharing startups have gained traction. While the Honeycomb model has been of great use in framing the diversity of sectors being impacted or disrupted by the sharing economy, it does not provide any insights on the underlying business models. What it does provide is stark decisions that can guide the entrepreneur on what we hope is a path to success.
The sharing business model compass

Weekend reading: great post about collaborativeeconomy by @boydcohen & @pablomunozroman bit.ly/1VzoMVD

@boydcohen @pablomunozroman Great analysis & visual: These are the dimensions guiding our p2p directory.

@boydcohen +@pablomunozroman bit.ly/1VzoMVD

The entrepreneur spiral: Urbanized, Collaborative, Democratized @boydcohen at CasaSmartCity #SmartCities

@boydcohen @pablomunozroman Great, thanks. I'm using the compass to start mapping values between sharing networks in Melbourne.

How to grow your business in sharingeconomy? Great overview by @boydcohen +@pablomunozroman bit.ly/1VzoMVD

Un modelo para entender la economía colaborativa #LaDiariaFinDeSemana ladiaria.com.uy/1IS8
The sharing business model compass
The sharing business model compass

"In our course at Parsons, a lot of student groups are creating sharing economy start-ups. Often, the various aspects of the sharing economy are so new and misunderstood that students are lost when it comes to formulating their business models. When I came across your research, I felt this was the best tool I had come across for the sharing economy and that all other students must check it out.”
Tanvi Kanakia, Parsons The New School, NY

"This is a useful framework to gather our thoughts on how to enable and take part in the sharing economy." Sheridan Blunt, Loci Environment & Place Inc, Melbourne

“A number of attempts have been made to categorise platform-based business models. The sharing business model compass provides six useful lenses for categorisation of the different phenomena an actor in this complex ecosystem might embody.” ACCA/ESRC, UK

Dr Pablo Muñoz
Abstract: The sharing economy has emerged in recent years as a disruptive approach to traditional business models. Yet, there is a lack of clarity about what distinguishes the sharing economy from other platform enterprises. Drawing on a multi-year research program and a design-based methodology, we introduce a generative tool called the Sharing Business Model Compass. The Compass helps elucidate the multiple forms sharing economy businesses are adopting and enables entrepreneurs, investors and incumbents interested in entering the sharing economy to create, present and evolve a compelling sharing business model as well as evaluate its extent of robustness.
SHARING BUSINESS MODEL COMPASS
IMPACT PLATFORM

The sharing economy has emerged in recent years as a disruptive approach to traditional business models. While relevant and conceptually appealing, there is a lack of clarity about what distinguishes the sharing economy from other platform enterprises. Drawing on a multi-year research program, we have developed a novel actionable framework and generative tool called the Sharing Business Model Compass.

As an actionable framework, the Compass helps elucidate the multiple, innovative forms sharing economy businesses are adopting. As a generative tool it enables entrepreneurs, investors, incubators and incumbents interested in entering the sharing economy to create, present and evolve a compelling sharing business model as well as evaluate its extent of robustness, whilst embracing the complexity of this business space.

www.sharingcompass.com
• Reaching out a broader audience does not necessarily require dumbing down complex thinking

• Move from research streams to research impact streams -> start thinking about outcomes and impact platforms rather than isolated outputs

• Develop collaborative research agendas

• Develop a diversified and iterative publication (and funding) strategy

• Let research questions emerge from challenges, alongside your intellectual curiosity > *keep your research real and meaningful to others*

• Embrace knowledge co-creation > *practitioners are good theorists!!*

• Embed impact strategy -including dissemination activities- into the research project early on *(once the paper is out maybe it is already too late!)*

• Don't be afraid of being (humbly) prescriptive or normative

• Learn skills to become a public intellectual > *writing and speaking about your own work*

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Dr Pablo Muñoz
impossible without my good friends
(and with a massive thanks)

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Chasing Research Impact  
*(during my first four years)*  
...and a few things I have learned

Many thanks!

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