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Paper Abstract Submission

Sub-theme: New Solutions, new ways of organizing

Title: Arts and Design: New ways of organizing in Brazilian Social Enterprise

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Abstract: Socio-economic initiatives on behalf of the not-profit-based organizations have increased ever since the seventies on a worldwide basis. Two theoretic perspectives are relevant to comprehend this phenomenon: the social economy and the *not-for-profit organizations*. Besides, other relevant initiatives occurred with the intention of deepening the knowledge of the associative world, considering as progressively more relevant its role as a promoter of social transformation and the battle against urgent social problems. This was the case of the study about social companies in the European Union carried out by the European Network on Social Enterprise (EMES), published by Borzaga and Defourny (2001).

Social companies are not-for-profit organizations that carry out economic activities with the goal of fighting social exclusion. They count on multiple stakeholders, born from the initiative of citizens to fight against a situation of social scarcity and have decisive processes that are participative and democratic.

This paper presents the results of an exploratory study on social enterprises in Brazil. In this paper, we will present a case study that is part of a research in progress that proposes a comparative analysis between social companies in Brazil and the Quebec Province, in Canada.

The concept of the social company is the model used, since it considers that this is a new type of enterprise defining new organizational forms. The research tools were developed with the intent of investigating only organizations with continuous production and commercialization activities, that result in economic enterprising for social reasons such as poverty or social exclusion.

The Life in Motion Association (Fictitious Name) is a not-for-profit organization established in 1994 with the purpose of promoting the artistic development of handicapped people. Its founder started to paint with his mouth when he was 19, soon after having had an accident that made him paraplegic.

The start of the Association project aimed at offering other disability carriers the benefits of living with art. From the very start, the Association organizes courses in Plastic Arts where different techniques in drawing, painting, engraving, modeling and sculpting are taught.

The case study revealed that Life in Motion develops innovations in the social field in the sense that it is an art school that works with the principle of social inclusion. We identified in Life in Motion new ways of organizing since it changed its mission; initially, the school proposed developing its work only for the handicapped – physical, movement or mental. Then, Life in Motion has changed for the philosophy of social inclusion, adopted by UNESCO, and offers its services to all people, be then disabled or not, aiming at promoting the interaction between them and true integration of the handicapped in society. The school allows access to any individual, regardless of social class, gender or level of deficiency. This gives its whole a very wide plurality of types of humans. The research questions were: How has the organization changed its mission? What were the consequences for the students? How organizational structure was affected?

In this sense, the case study also reveals that Life In Motion represents innovation and advances in operational terms, in the products and the work processes. However, the organizational form seen is more like a hierarchic structure in common with the bureaucracies of large state and commercial corporations. It remains, therefore, suggested that further investigations on the nature of the decision taking processes in not-for-profit organizations should take place. The results

reveal singularities in the organizational model that generate a contribution both to the field of studies for not-for-profit organizations as for organizational studies in general.

BORZAGA, C. e DEFOURNY, J. (Editors) *The Emergence of Social Enterprise* Routledge Studies of Voluntary and Not-for-profit Organizations, 2001.