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Territories & Entrepreneurs:

Initial Ideas for a Comparative Territorial Benchmarking

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0.- Abstract

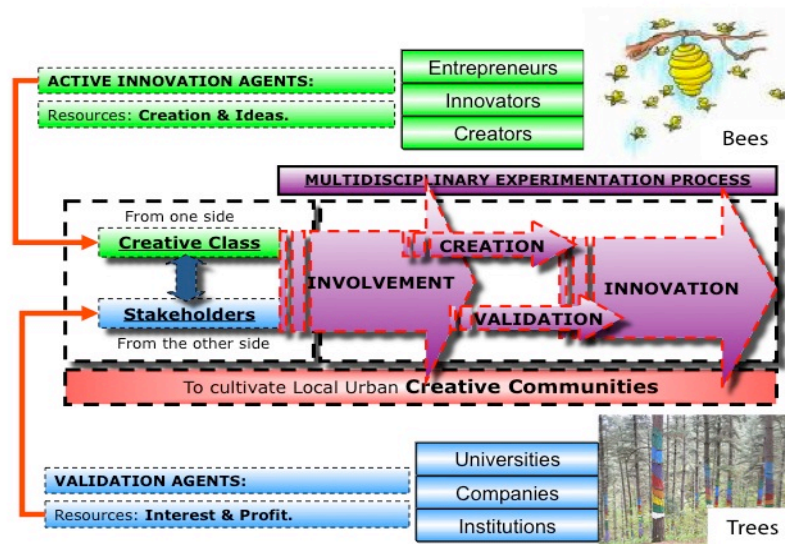
This paper aims to locate in the middle of the debate the importance of the Territory and its element behavior, for the future research about Social Entrepreneurship (European Commission and Gedajlovic, E. et al., 2013).

Therefore, it points out three main issues: (a) How place matters when highlighting the importance of the Territory for any Social Entrepreneurship analysis, (b) How was/is this relationship between Territory & Social Innovation in the Mondragon case (<http://www.mondragon-corporation.com>) (Mondragon, 2013) in the Basque Country, Spain, and finally (c) How we can approach to this research challenge systematically and rigorously with an Analytical Systemic Framework. In order to address this last issue, Dr Calzada proposes in his work-in-progress postdoctoral research project some initial ideas about “The Future of City-Regions <> Comparative Territorial Benchmarking”. It will mention some cases such as: Basque (Spain), Dublin (Ireland), Portland (Oregon), Oresund (Sweden & Denmark) and Liverpool/Manchester (UK) as those territorial cases that are being empirically researched.

1.- Introduction:

Why should we link Territories & Entrepreneurs? Place Matters

As Innerarity (2013) mentions “an economic geography of creativity is established that requires a significant number of modifications in a way territories are governed”. We cannot understand the territories and the urban spaces the way we did up to now. Bearing in mind the so-called usage of Social Entrepreneurship as a new hype and solution in places to overcome the crisis, nothing can be more urgent as to understand how territories behave Florida (2008) suggested Creative Class, whereas it is more suitable the term “Creative Fabric” due to the fact that Social Entrepreneurs should act as “bees” in “conspirance alliance” with their territorial ecosystem “trees” (Calzada, 2013). Economic and social regional local contexts can be the way throughout that we are able to map, tag and link actors’ relationship and their outcome.



To sum up, not only do territories behave differently but also their outcome is diverse considering the way actors within operate. Initially, it can be argued that it is a territorial action determinism. More simply there are some interesting but limited empirically gathered attempts such as Urban Code¹ (Mikoleit et al, 2011) or Urban Observatory².

However:

- (a) Firstly, they do not consider the socio-cultural diversity (Keith, 2005) in the behaviour of the citizens and the action developed by the Social Entrepreneurs (what will be proposed as **CIVITAS** system).
- (b) Secondly, they are not valid for any other urban system apart from Global Cities (Sassen, 2001) (Tokyo, London, Paris, etc), forgetting the importance of the City-Region (Scott, 2001; Harrison, 2007 and Robinson, 2002) (what will be proposed as **URBS** system) even for the envisioning of the Social Entrepreneurship initiatives and projects.
- (c) Thirdly, they are not considering the particular way that citizens participate and are governed by superior institutions or organizations (what will be proposed as **POLIS** system).
- (d) finally, they are not considering the importance of the place as the space of flows (Castells, 2008). Every place is different even in the way they behave: from the physical connectivity angle such as mobility,

¹ <http://www.amazon.com/Urban-Code-Lessons-Understanding-City/dp/0262016419>

² <http://www.urbanobservatory.org/compare/index.html>



infrastructures, consumption, resources usage and peak-oil and climate change threat; from the digital connectivity approach, the social network-based new communities formation, the need to rethink the unplugged urban spaces (McCullough, 2013) or even what we expect from the technology as a source of building our emotional life (Turkle, 2011); from the social connectivity view, the existence or not of Social Capital in our communities and how they can extraordinarily change the way in which Social Entrepreneurship flourishes or not (what will be proposed as **CYBER** system).

(e) As an outcome, we obtain a balance, interdependent and systemic 5th System: **DEMOS** (Davies, 2013). Territorial scales require a permanent state of equilibrium where the four systems are equally relevant and are developed with a resilient sustainable logic.

Place matters and as Harvey (2004) reminded us: “If Raymond Williams were contemplating the entries for his celebrated text on Keywords today, he would surely have included the word ‘space’”. He also said that “time had destroyed space” (1990) which should lead us to a new understanding of the territory itself. Beck (2000) said, “Territories are no longer ‘container spaces’”. So, what are they then and how is this notion determining the configuration of the Social Entrepreneurship as a whole and complex social process? To be honest, as Saxenian (2005) suggested, there is a linkage between the ways technology entrepreneurs build regional advantage in order to compete in global markets. As Haveman (2013) also recently underlined “as spatial barriers decline, competition expands geographically (space matters less) and the site of production becomes more relevant (place matters more)”.

In order to see this linkage, we will present a description and then an interpretation about the Mondragon case and why we should highlight the Territory and Social Entrepreneurship when referring to it today.

2.- The Mondragon case from the Social Innovation approach³.

To briefly summarise, it can be said that the strategy of Mondragon has reinforced the competitive position of the companies, but has produced contradictions between the basic objectives of a business organisation competing in international markets and the historical core principles and values of the Mondragon cooperatives (Errasti et al, 2003).

³ The “Mondragon case from the Social Innovation approach” chapter published by Edward Elgar could be downloaded freely here:

<http://www.igorcalzada.com/mondragon-case-from-the-social-innovation-chapter-accepted-to-be-part-of-the-international-handbook-of-social-innovation-by-the-edward-elgar-publishing-editors-moulaert-maccallum-mehmood-hamdouch>



The interpretation by Calzada (2013) is that it must explore a new concept of Social Entrepreneurship that will bring together cooperatives (trees) and social entrepreneurs (bees) in a new socio-economic global & local ecosystem on a systematic basis. It must also reflect a homegrown approach to Social Entrepreneurship that steers away from individualist forms imported from abroad and to tend more towards community-inspired approaches as that taken by Mondragón when it was originally established.

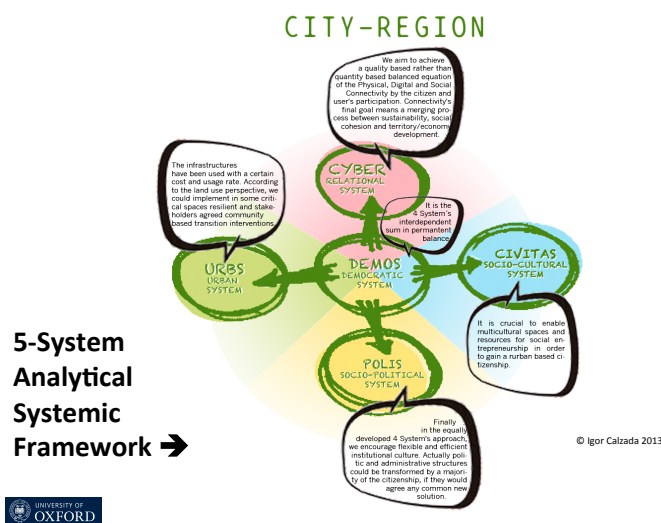
3.- Initial and work-in-progress ideas about an Analytical Systemic Framework for Territories:
“The Future of City-Regions <> Comparative Territorial Benchmarking

Social Entrepreneurship cases like Mondragon should be integrated in a broader territorial analytical framework seen from a systemic Social Innovation approach. This is why from the Oxford Programme for the Future of Cities, Dr Calzada is developing a work-in-progress PostDoc research project that aims: to design a Systemic Analytical Framework to diagnose/intervene in Territories while carrying out field work case-study research.

The current research is focused on two complementary phases: the first one is the basic research called “The Future of the City-Regions” and the second is the applied research called Comparative Territorial Benchmarking.

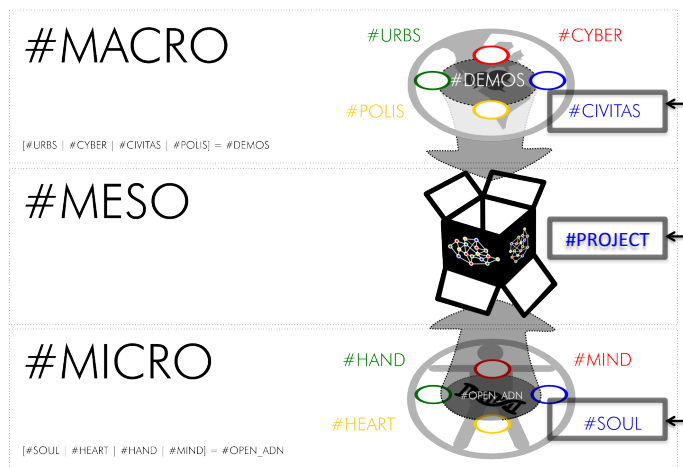
The modellization of the framework consists of System (Bateson, 1988 and Kaneko, 2013) and Scales (Herod, 2011) approach. Specifically, 5 Systems (introduced briefly in point 1) and 3 Scales framework.

Content's elements: 5 Systems





Content's elements: 3 Scales



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At present, the empirical work is just being developed with the election of the three territorial case studies. In each of them, Social Entrepreneurship will be looked into in the following systems and scales junctions:

- CIVITAS (Macro level),
- PROJECT (Meso level) and
- SOUL (Micro level).

Here is the table of the 3 case studies and the City-Region typology that each of them is following.

Territory → 3 Case studies: PostDoc

City-Region cases	Typology
Oresund: Malmö + Copenhagen	<ul style="list-style-type: none"> • Transborder • high territorial synergies • in-between two Nation-States (Sweden & Denmark)
Liverpool & Manchester	<ul style="list-style-type: none"> • Two twin City-Regions • with physical proximity • but low territorial synergy
Basque	<ul style="list-style-type: none"> • Transborder • low territorial synergies • in-between two Nation-States (Spain & France)



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Territory → 3 Case studies PostDoc

FUTURE OF CITY-REGIONS ↔ COMPARATIVE TERRITORIAL BENCHMARKING
(work in progress)

Since 2012 it is being an extension of qualitative research and cases (1st/2nd/3rd/4th/5th/6th/7th/8th/9th/10th) from the Future of Cities Programme of the University of Oxford (UK) in collaboration with Ikerbasque, Basque Foundation for Sciences, which explores and compares different cases of City-Regions and it is being a benchmarking with the Basque City-Region or Global Area. Cases of City-Regions analyzed to date and included in the roadmap are:

- Dublin
- Prattland
- Catalunya
- Manchester & Liverpool
- Oresund
- Basque here

This comprise a larger project entitled:
Future of the City-Regions ↔ Compared Territorial Benchmarking.

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4.- Conclusions

This paper concludes that:

1. Social Entrepreneurship as a research factor requires a systemic and broader Social Innovation framework to be applied.
2. That means that it will be required to go back to the basis and origin of the territorial understanding, and specifically why some territories enable more than others the emergence of Communitarian Social Entrepreneurship.
3. In the case of Mondragon, the importance has been argued of the Community driven Social Entrepreneurship as a way that Territory and Social Entrepreneurship meets.
4. In parallel, it has been warned that there is danger by which:
 - a. “Triumphalist talent” or individualistic approach to Social Entrepreneurship is not recommended. (Sennett, 2013).
 - b. The fact that globalization is challenging Social Economy models to balance between global locations that should not lose the local roots. This is why Social Entrepreneurship should rescue the Territory as a secure way to develop itself.
 - c. Some lessons learnt can be drawn from the Mondragon case that should be interpreted in a broad territorial case-study: Basque Country.
 - d. Finally, these lessons learnt can be extended to the ongoing work-in-progress PostDoc research territorial cases such as: Oresund and Liverpool/Manchester.



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