

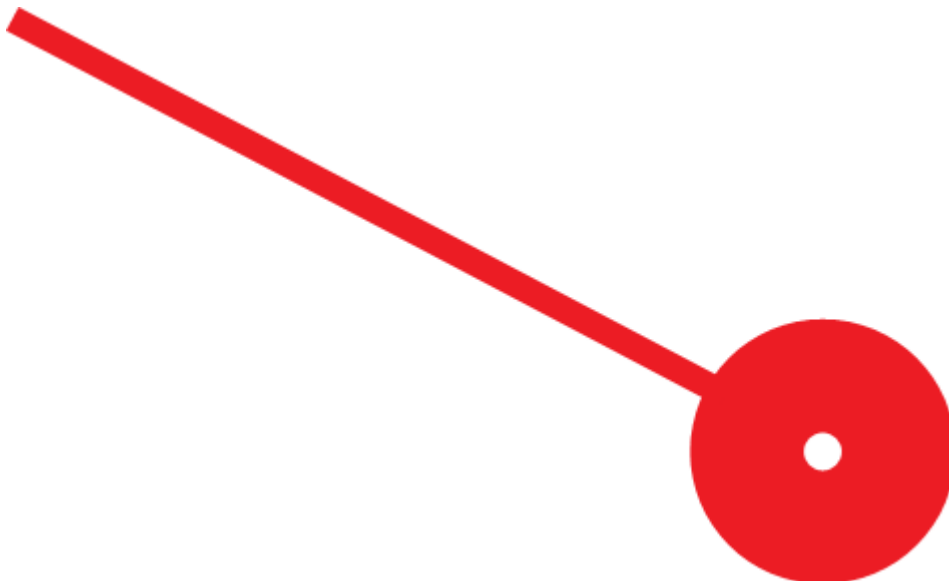
M

MASTER
Intercultural Studies for Business

**THE PROMOTION OF ENTREPRENEURSHIP AND ITS
CONTRIBUTION TO SUSTAINABLE DEVELOPMENT:
THE DARWIN CAMP CASE**

Isabel Torres

06/2021



M

MASTER

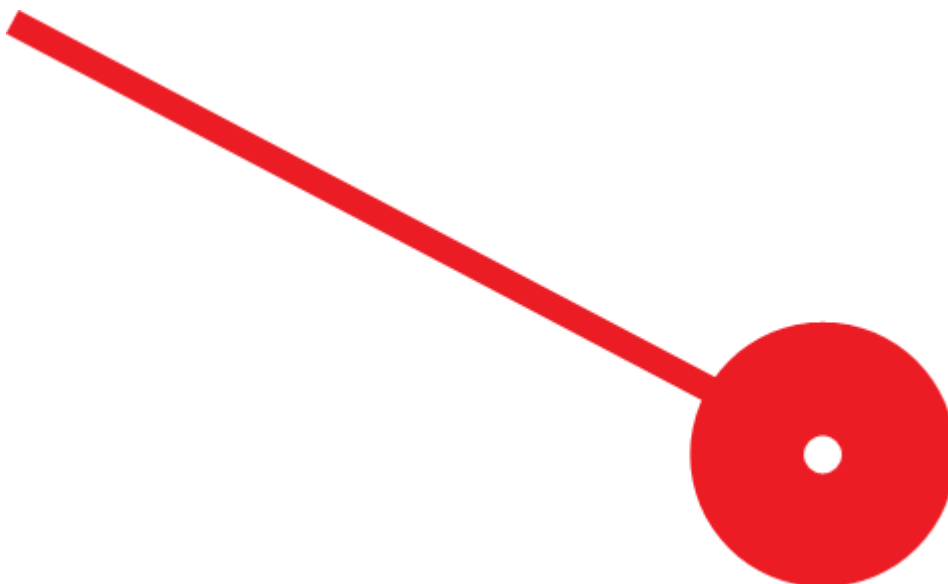
Intercultural Studies for Business

**THE PROMOTION OF ENTREPRENEURSHIP AND ITS
CONTRIBUTION TO SUSTAINABLE DEVELOPMENT:
THE DARWIN CAMP CASE**

Isabel Torres

06/2021

**Master's Dissertation presented to Porto's Accounting and Business School,
to obtain the degree of Master in Intercultural Studies for Business, under
the guidance of Professor Marco Lamas**



To **Rui Tiago** and his parents:
for teaching me all about the *joie de vivre*.

“there is a place in the heart that
will never be filled
and

we will wait
and
wait

in that space.”

Charles Bukowski

Acknowledgments

If you want to go fast go alone if you want to go far go together.

To my Sofias (Pereira and Ribeiro) and Hugo Rajão, for being an inspiration and help throughout my academic journey.

To my friends (they know who they are), who have gone through hell and beyond with me. Little special remarks to those who lost time reading, suggesting, adding, and encouraging this work: Helena Martins, João Alves, Luís Moreira, Teresa Ferreira, Beatriz Fernandes, Filipa Ferreira, Mafalda Barradas, Edon Humolli, Sara Ferreira, and Bárbara Moreira.

To my family, which includes the dozens of cousins and pseudo cousins. But especially, of course, to my beloved parents, for being the best in the universe and making me grow up with the certainty that I am capable of and have their support for literally anything. I owe them all my privileges!

To FLUP and Professor Maria Teresa Castilho for helping me find myself. To Murilo Coelho, for making sure I got there, and to Telma Roque, for making sure I stayed.

To ISCAP, my classmates, and Professor Marco Lamas for getting me all the way here (I will miss the ride!). From the first class, I knew he was going to be orienting my dissertation. What I did not know was how much of a mentor he would actually be to me. It was entirely my pleasure to share this adventure with him. I might invent another thesis to write just so I do not have to say goodbye!

To the Darwin Camp project and everyone who works every day to make the world a better place (especially Nicolas Saiget and Laëtitia Lorieul - great mentors, incredible professionals, and amazing people -, and Jeanne, Ahmed and all our lunch break friends, but especially Oscar, a light in all my days there).

Last but not the least, to Nicole Fuccio, Joanna Fernandes, and Bernardo Ribeiro, for being by my side and for making my life easier every day of this crazy adventure I like

to call: *That time I decided to do an internship in France and write a thesis in Portugal at the same time, while the world faced a pandemic.*

To all the writers I have read, to all the musicians that have touched my soul, and to all the people who have taught me something (intentionally or not): thank you for getting me all the way here! It was not always easy but then again, all it matters is that it was worth it. I sure as hell enjoyed the journey.

Thank you all for believing in me. I believe in you too!

Abstract

Philosopher Martha Nussbaum argues that society has a responsibility to provide the means to ensure people's natural abilities can thrive, and therefore ensure that life can be lived sustainably and with dignity (Nussbaum, 2011). In this dissertation I examine how entrepreneurship can be a driver of creation of those means and conditions, as well as the importance of that matter for sustainable development. Addressing concepts that I consider crucial to the discussion, such as social entrepreneurship, circular and solidarity economy, the role of the private sector and corporate social responsibility, without forgetting the multicultural world in which we live and how intercultural competencies are, nowadays, mandatory to ensure the success of both personal and corporate relations. I then use the Darwin Camp project to demonstrate how all the presented hypothesis turn out in the real world. From literary research to my personal experience as a 6-month intern in one of the companies at the Camp, and the surveys and interviews I conducted there, I was able to conclude that a social oriented business, that cares for the community and the environment, will help establish the bridge between profit and people and perhaps be the great tool to find the solutions to the social and environmental problems we face these days. In general terms, entrepreneurship must be linked with a balance between creativeness, profit-making and problem-solving character, both for ensuring companies' competitive advantages and a livable and dignified world for future generations.

Keywords: Social Entrepreneurship; Sustainable development; Darwin Camp; Corporate Social Responsibility.

Resumo

A filósofa Martha Nussbaum argumenta que a sociedade tem a responsabilidade de fornecer os meios para assegurar que as capacidades naturais das pessoas possam prosperar, e, portanto, assegurar que a vida possa ser vivida de forma sustentável e com dignidade (Nussbaum, 2011). Nesta dissertação examino como o empreendedorismo pode ser um motor da criação desses meios e condições, bem como a importância desse assunto para o desenvolvimento sustentável. Abordando conceitos que considero cruciais para a discussão, tais como empreendedorismo social, economia circular e solidária, o papel do sector privado e a responsabilidade social das empresas, sem esquecer o mundo multicultural em que vivemos e como as competências interculturais são, hoje em dia, obrigatórias para assegurar o sucesso das relações tanto pessoais como empresariais. Utilizo então o projeto Darwin Camp para demonstrar como é que todas as hipóteses apresentadas se concretizam no mundo real. Da investigação literária à minha experiência pessoal como estagiária de 6 meses numa das empresas do Camp, e os inquéritos e entrevistas que aí realizei, pude concluir que uma empresa orientada para o social, que cuida da comunidade e do ambiente, ajudará a estabelecer a ponte entre o lucro e as pessoas e talvez seja a grande ferramenta para encontrar as soluções para os problemas sociais e ambientais que enfrentamos nos dias de hoje. Em termos gerais, o empreendedorismo deve estar ligado a um equilíbrio entre criatividade, rentabilidade e um carácter de resolução de problemas, tanto para garantir as vantagens competitivas das empresas como um mundo habitável e digno para as gerações futuras.

Palavras-chave: Empreendedorismo social; Desenvolvimento sustentável; Darwin Camp; Responsabilidade Social Corporativa.

Résumé

La philosophe Martha Nussbaum soutient que la société a la responsabilité de fournir les moyens de s'assurer que les capacités naturelles des gens peuvent s'épanouir, et donc de s'assurer que la vie peut être vécue de manière durable et avec dignité (Nussbaum, 2011). Dans cette thèse, j'examine comment l'entrepreneuriat peut être un moteur de la création de ces moyens et conditions, ainsi que l'importance de cette question pour le développement durable. J'aborde des concepts que je considère cruciaux pour la discussion, tels que l'entrepreneuriat social, l'économie circulaire et solidaire, le rôle du secteur privé et la responsabilité sociale des entreprises, sans oublier le monde multiculturel dans lequel nous vivons et comment les compétences interculturelles sont, de nos jours, obligatoires pour assurer le succès des relations personnelles et d'entreprise. J'utilise ensuite le projet du camp Darwin pour démontrer comment toutes les hypothèses présentées se révèlent dans le monde réel. De la recherche littéraire à mon expérience personnelle en tant que stagiaire de 6 mois dans l'une des entreprises du camp, en passant par les enquêtes et les entretiens que j'ai menés sur place, j'ai pu conclure qu'une entreprise à orientation sociale, qui se soucie de la communauté et de l'environnement, aidera à établir un pont entre le profit et les gens et sera peut-être le meilleur outil pour trouver des solutions aux problèmes sociaux et environnementaux auxquels nous sommes confrontés de nos jours. D'une manière générale, l'esprit d'entreprise doit être lié à un équilibre entre la créativité, la recherche du profit et la résolution de problèmes. Ces deux éléments sont indispensables pour garantir les avantages concurrentiels des entreprises et un monde vivable et digne pour les générations futures.

Mots clés : Entrepreneuriat social ; Développement durable ; Darwin Camp ; Responsabilité Social des Entreprises.

Abbreviations

All abbreviations that appear throughout the document, in alphabetical order.

CE: Circular Economy

CSR: Corporate Social Responsibility

DC: Darwin Camp

DE: Democratic Economy

GEM: Global Entrepreneurship Monitor

OECD: Organization for Economic Co-Operation and Development

POC: People of Color

SD: Sustainable Development

SE: Social Entrepreneurship

SSE: Social Solidarity Economy

USA: United States of America

WCED: World Commission on Environment and Development

Table of Contents

Introduction	1
Chapter I – A study of the concepts	5
1.1. An appraisal of entrepreneurship and its impact on communities.	6
1.2. What is, in fact, sustainable development? - An analysis.	15
1.3. A discussion on circular economy and the position of the private sector.	21
1.4. “People don’t buy what you do, they buy why you do it”: the importance of Corporate Social Responsibility.	25
1.5. The beauty of interculturality: Can it be a competitive advantage?	33
Chapter II – Case study	38
2.1. Methodology	39
2.2. The Darwin Camp and its <i>raison d’être</i> .	42
2.2.1. <i>La Conciergerie Solidaire</i>	44
2.3. The Darwinian companies and projects.	47
2.3.1. <i>Le Campement</i> .	47
2.3.2. The co-working space companies.	49
2.4. The world inside <i>Darwin</i> : diversity and interculturality.	51
Chapter III – Conclusion	54
3.1 The answers to the big questions	59
3.2 Biggest difficulties and suggested topics for further research	62
3.2.1 Biggest difficulties	62

3.2.2 Suggested topics for further research	63
References	64
Appendixes	70
A. Model of the questionnaire done to the founders of Darwin Camp.	70
B. Model of the questionnaire done to the companies and projects of Darwin's coworking space	71
C. Model of the interview conducted with the head of the <i>Conciergerie Solidaire</i> in Darwin Camp.	72
D. Model of the interview conducted with the coordinator of the <i>Le Campement</i> in Darwin Camp.	73

Image's index

Fig. 1 Pie graphic on shares of entrepreneurs in the USA, according to race.	10
Fig. 2 Graphic on callbacks for “whitened” resumes.	17
Fig.3 The 17 sustainable development goals of the UN.	19
Fig. 4 Illustrative diagram of the circular economy.	23
Fig. 5 Illustrative diagram of the hierarchy present in Maslow’s theory.	26
Fig. 6 Illustrative diagram of the hierarchy present in Michalowicz's theory.	27

Introduction

“In my younger and more vulnerable years, my father gave me some advice that I've been turning over in my mind ever since. 'Whenever you feel like criticizing anyone,' he told me, 'just remember that all the people in this world haven't had the advantages that

you've had.'”

- F. Scott Fitzgerald in *The Great Gatsby*

According to philosopher Marta Nussbaum, human dignity is focused on the human's potential natural forces (which she refers to as “basic capabilities”), both physical and mental, which can be completely formed if properly preserved and nurtured. The 'means' required to properly preserve and nurture those basic capabilities of the human being may include not only legal security, but also social, material, and environmental adequate conditions. She also argues that society has a responsibility to provide the means to ensure that people's natural abilities can thrive, and therefore that life can be lived sustainably and with dignity (Nussbaum, 2011). In this dissertation I examine how entrepreneurship can be a driver of creation of those means and conditions Nussbaum refers to and the importance of that matter for the sustainable continuity of dignified life. Throughout this essay I will also explore the importance of interculturality as a bridge between business relations and equity in the world of social entrepreneurship. More specifically, the concrete goals of this dissertation, are as follows:

- Understand and interpret the social impact that entrepreneurship can have on society.
- Understand what sustainable development is and how entrepreneurship can be a driver for it.
- Understand the relationship between the private sector and the circular economy.
- Understand the importance of corporate social responsibility, taking the previous points into consideration.
- Analyze the role of interculturality in sustainable development and entrepreneurship.
- Characterize the Darwin Camp project and demonstrate how the practice confirms the theory.

That being said, entrepreneurship as a tool for social, economic and environmental change and progression is my suggestion as a solution for the problems we currently face in the world, such as inequality of race, gender, and social stratum; eradication of the Earth's natural resources and the threat of environmental catastrophes; as well as the economic crisis caused by the capitalist system's inadequacy to the human needs increasingly reinforced by the new generations and by the crisis of the COVID-19 pandemic. A change that is no longer an option, but rather an emergency. There is no alternative to sustainability. Not for people and their opportunity of living a good, fair, and dignified life; not for businesses and the economy to keep on thriving; but most of all, not for the environment and its capability of providing us with all we need to live healthy. So, there is truly no alternative to sustainable development. The future will be based on social, economic, and environmental sustainability or there will not be any future.

Like it has been mentioned before, to sustain this hypothesis, I took Darwin Camp's example, an urban ecosystem of several hectares combining diverse activities and projects all focused on ecological transition, economic development, social ties, and alternative cultures. Since, the general objective of this paper is to back the claim that business can be an extraordinary device for sustainable development and witness how it happens, particularly, within The Darwin Camp, the pertinent questions will be posed, based on literature review, within the first chapter, whereas within the second one, the same topics as within the first will be drawn closer, but then using concrete illustrations of what happens within the Darwin Camp.

To prove the viability in practice of the theories presented, I will adopt a mixed combination of research methods, using both the qualitative (own experience and interviews technique) and the quantitative one (questionnaires technique). This means that the reading and analysis of various articles relating to the themes in question will be carried out and, later, the hypotheses formulated will be confirmed, or not, in practice, after analyzing my experience as an intern and the answers to the questionnaires and interviews carried out.

Having said this, the first chapter will have five sub-chapters where the concept of entrepreneurship and its real impact on communities will be analyzed, followed by a clarification of what I consider to be, in fact, sustainable development. Next, I address the

concept of circular economy, and then move on to corporate social responsibility. This chapter ends with an analysis of interculturality and the influence it can have on the world of business towards sustainable development. Finally, as already mentioned, the second chapter deals with these topics but this time, with Darwin Camp as the main character. I explain the concept, its goals and some of its main constituents in order to explain how all of it confirms what I exposed in the first chapter: the positive impact of entrepreneurship, social economy, CSR and interculturality for sustainable development.

Chapter I – A study of the concepts

1.1. An appraisal of entrepreneurship and its impact on communities.

“Entrepreneurship has to be considered as the process of doing something new and something different with the purpose of creating wealth both for the individual and for society, that is, for the implementation of sustainable development.”

- Marco Lamas, 2012

We live in a capitalist society that is layered into hierarchies of power and privilege which in turn are structured according to capital and property. Capitalism is a social and economic system that encourages private ownership and entrepreneurship without requiring any sense of social responsibility. According to Noam Chomsky (2011), this system is not effective mainly because power is distributed unequally and all kinds of businesses and institutions focus only on profit, instead of people. The author argues that the development of such a system, that encourages private ownership and restricts the public sphere, creates a hierarchized society that, as mentioned before, cares more for economic thriving than it cares for the needs of its people. Still, according to the author, this fails the principles of democracy since a small number of individuals are living and prospering at the expense of a sacrificed majority. Still, many suggest that living in a capitalist society means being able to believe that everyone has the right to decide their path in life and that they can essentially be whoever they want. However, is not the belief that everyone can do it primarily illusory if they might be conditioned by the economic imperatives that Chomsky lists?

The last century has been marked with changes and mutations that require new ways of thinking about society and everything it concerns, while the beginning of this century has further reinforced this need. As entrepreneurship becomes understood as indispensable to innovation, productivity, and business improvement, and vice-versa, it can be argued that a specific model of entrepreneurial capitalism is the new *status quo*. A topic on top of the world but that is barely brought to the table to discuss the power relations inherent to the entrepreneurial discourse, such as convergence between business and individual interests in labor relations, the type of worker that entrepreneurship privileges, the background of most entrepreneurs or, in short, in other words: the fact that the entrepreneur tends to be

“capitalist, western, white, male, heterosexual and European or American”¹ (Costa & Saraiva, 2015, p. 190). Still according to Costa and Saraiva, entrepreneurship earns an elemental role in society: to ensure that each individual assumes, as his or her own, the reproductive goals of the capitalist system. Which ultimately means, turning something that supposedly is all about emancipation, into something that is, once again, constrained by power discrepancies.

As one would expect, like capitalism, entrepreneurship can create a hierarchy ruled by privilege too. As stated by Armstrong (2005, p. 307), in *A critique of Entrepreneurship*, “the visions through which they [the entrepreneurs] created the loyalties on which their early success depended were not created by themselves”. This fits in line with what is advocated by Costa and Saraiva in their article on criticism of the entrepreneurial discourse (2015). In fact, the success of an entrepreneur cannot be exclusively attributed to their creativity and hard work. Of course, these are key elements, but without access to other components such as an acceptable amount of financial stability and education, adequate living conditions, the sheer luck of living in a country without war, and so many other factors that completely change the opportunities of someone, no matter how creative and hard-working that person may be (Wadhwa et al, 2009). And of course, war, famine, and issues of the same kind are obviously impediments to an entrepreneurial culture, since being an impediment to decent life itself, and deserve a discussion on their own. However, many other common constraints to equity in entrepreneurship should be more easily addressed and worked on and are often underestimated.

I refer to issues such as access to education, race, gender, and social stratum. Issues that seem to be from the past century, but which continue to be preponderant at the time of each person tracing their own path and are continuously ignored in this discussion. Even if it seems that there is an entrepreneurial gene that makes entrepreneurs comfortable with taking risks, it is normal because behind them there is money. May it be family money (the most common) or other kinds of funds, even if through investment from a good network around them, the access to financial capital is the actual number one thing that most entrepreneurs have in common, which makes total sense. Will I risk investing in my idea with all I have got - a typical approach of an entrepreneur - if I do not have a

¹ Translated by the author.

background of economic stability to fall back on? Will I have the necessary network of contacts or even the necessary tools to make my ideas work - even if they are the most creative ever - if I have not had access to certain (at least, basic) levels of education? And besides that: Will I also be treated equally if I am a gay black woman in a world of white heterosexual businessmen? (Wadhwa et al, 2009)

It is beautiful to believe that this association is nonsense, that we can all have more, better, by just wanting to and working for it. Nonetheless, that is not the reality of the world in which we live in and, therefore, not the reality of the basis of entrepreneurial culture. Even something as simple as beauty standards can impact your success in the game of power when doing business. Am I going to be taken seriously if I am a small fat woman? Or will I have to raise my voice and prove my worth in order to gain the attention of others? Will I be taken as seriously as anyone else if I am a pretty young woman? Or will I be infantilized and/or sexualized at each step? Questions that a rich white man would never ask himself.

Several studies show that there is both a reward and a punishment to being attractive in the business world. According to a study by Wong and Penner (2016), attractive women are more likely to be asked for interviews, succeed on them, receive higher salaries, and be promoted. However, other studies, like the one from Johnson et al (2014), conclude that once reaching higher job positions, women tend to be considered less capable than their male colleagues. Why? For the same reasons that gave them an advantage in the first place. Even if looks will favor a woman in relation to her peers, it will not favor her once she is facing a man, which is just one more stone in the grave of gender-equality. The fact that women will be judged on their appearance is a liability and creates an environment that tells them that looks are equally or even more important than skills or education. This is even worse if we are talking about women from minority groups. Comparing what these women are paid to a white man's salary proves the whole point, but differences are equally shocking if the comparison is just among women and the differentiator factor is just the color of their skin (PayScale, 2020).

The economic impact of sexism and racism is colossal. Let us take the example of the United States of America (USA), the so-called land of opportunity. Americans might even probably claim they invented entrepreneurship, coming from the self-made-men myth

that we are so used to hearing about. Thus, their percentage of entrepreneurs tends to be very high. A survey by the GEM National Expert indicates that the conditions for entrepreneurship are, regarding access to finance and cultural and social norms, generally positive (GEM, 2020). These factors will motivate entrepreneurs to take risks and therefore increase the percentage of businesses and projects put into practice. The high levels of individualism, so common in American society, tend to encourage entrepreneurship. According to Hofstede Insights, in an analysis based on Geert Hofstede's work, the USA scored 92/100 in what concerns individualism levels. This characteristic, together with the fact that American society does not guarantee any type of unemployment financial aid or national health system, incites people to an even greater willingness to be proactive.

According to the 2008-2019 American Community Survey published by the Census Bureau U.S. (2019), the American population is a unique melting pot of cultures and almost 40% of people identify as racial or ethnic minorities. As of 2019, the distribution of the U.S. population by race and ethnicity was as follows:

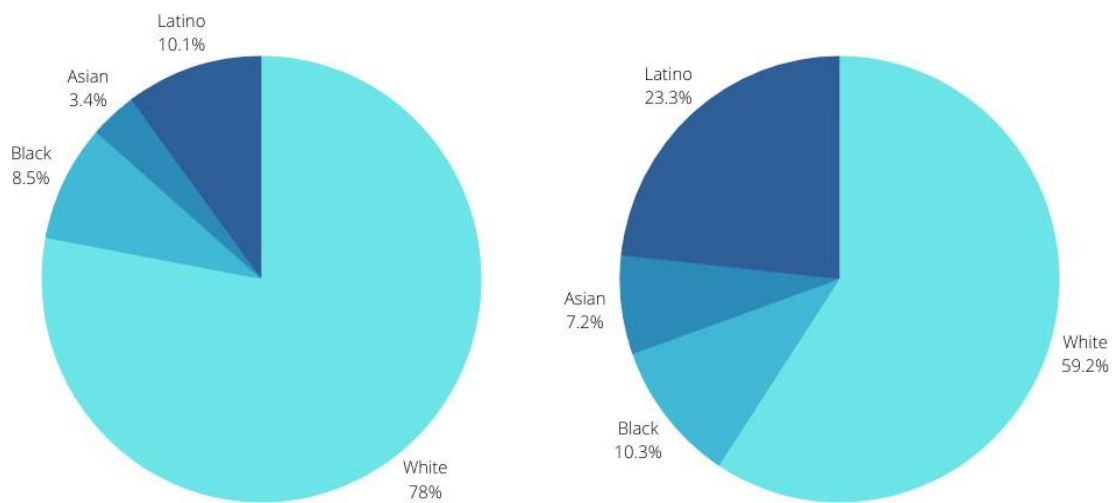
- White: 60.1% (Non-Hispanic)
- Hispanic: 18.5%
- Black: 12.2%
- Asian: 5.6%
- Multiple Races: 2.8%
- American Indian/Alaska Native: 0.7%
- Native Hawaiian/Other Pacific Islander: 0.2% (Kaiser Family Foundation, 2020).

However, even if the American population is becoming more and more diverse, the diversity in entrepreneurship is not reflecting that reality. As you can see on the graphic below, a study by the Kauffman Foundation shows that, between 1996 and 2019, “the Latino share [of entrepreneurs in the USA] increased from 10.0% to 22.8%, the Black share increased from 8.4% to 10.1%, the White share decreased from 77.1% to 58.0%, and the Asian share increased from 3.4% to 7.0%” (p. 2). The trend seems to be growing, which is good, however, progress is quite slow. The White share remains as more than half, leaving only 42% for Latino, Black, and Asian to share among them. In

what concerns the gender gap, according to OECD stats (2021), which present data through the analysis of a collection of indicators that measure gender equality in entrepreneurship, the USA had a 1.3 percentage of self-employed women who are employers too.

Fig. 1 Pie graphic on shares of entrepreneurs in the USA, according to race.

Comparison between 1996 and 2019.



Adapted from Kauffman Foundation (2021)

While gender and race gaps are being constantly and progressively worked on, even if, undoubtedly, a lot of work still needs to be done, true equality of opportunity among small minorities still has not been achieved. The fact that these problems are being addressed in the public space, means the discussion will also raise attention in the entrepreneurial culture. On the other hand, the social stratum gap is often lost in the conversation. All in all, even if entrepreneurship is essentially characterized by the capacity to create profit through creativity, the possibility of it creating inequalities must be taken into consideration and dealt with.

Entrepreneurship is very much based on the idea that all of us are responsible for our own destiny and that it is all in our hands. However, we do not all start from the same point

and we do not all have the same opportunities nor are we all viewed by society in the same way. In this sense, equity in entrepreneurial culture must be preserved and stimulated. It is mainly important to evolve our understanding and acceptance skills as a society as a whole and transfer that to the business world. Besides that, it is important to keep investing - because it is already happening - in strategies, educational programs, platforms, projects, and whatsoever, that give the tools and open a space for those entrepreneurs at heart that need help to give the next step. Because life did not award them at birth with the ways and means to bring their ideas to life, other entrepreneurs should work in that direction. How many new vaccines, instruments, or other medical advances could we have lost because that person could not afford to study medicine? Which is the same as saying, how many projects, ideas, and innovations that could have changed life as we know it did not see the light of day because their creator had no means or was not taken seriously enough? Is the monopolization of profit and capital in a privileged minority more important than the real and general progress of our society? Thankfully, the argument that a community problem is not up to me and my action will just not change much, has fallen into disuse in recent years. There is a growing belief that the individual moves the global and that therefore a problem of the community is everyone's responsibility.

Giridharadas (2020) states that "The burden of citizenship is recognizing that what is not your fault may be your problem." According to Lamas et al (2018), for the exercise of citizenship to take place it is, therefore, necessary to develop, through education, knowledge, and skills that will be necessary for truly democratic participation in several aspects of any person's life. The authors plead those skills can be worked on and developed through activities promoting creativity, innovation, and others, which in other words, are the basis of entrepreneurship. Past research tends to focus on the economic advantages of entrepreneurship, but besides that, the impact entrepreneurship can have in a community has, overall, been deserving little attention. Entrepreneurial skills can boost democratic participation and, therefore, set the grounds for a more conscious environment, in line with the needs and interests of the population. Bearing that in mind, the authors defend that these skills should be taught in schools (Luis et al, 2018). Where everyone has access to the same tools, everyone has the same chances of being the best version of themselves, not only but especially professionally speaking. Consequently, it is important to promote an entrepreneurial culture that will not serve

only business but can also be a path to the creation of conditions that give rise to more inclusive opportunities for the ones who are still not there and have maybe encountered more difficulties in the path to accessing lucrative jobs, that are not related with either creativity or hard work.

Similarly, Rocha conducted a study in 2019 whose results came to support the same claims of the positive impact of entrepreneurship on communities:

Following the enactment of entry deregulation policies which increased entrepreneurship, the incidence of norm violation through misconduct declined within the focal community. We further find that higher participation in the labor market and improved workforce conditions of disadvantaged groups is the key mechanism responsible for this effect. Workers from such groups are more likely to find employment and experience improvement in working conditions when entrepreneurship rates increase. The beneficial effect of entrepreneurship on misconduct was further amplified in communities with greater rates of unemployment and greater income inequality, confirming our prediction that entrepreneurship can serve as a vehicle to improve the standing of low-income communities. (Rocha, 2019, p. 1).

The authors assert that entrepreneurial activity can be a vehicle to address current problems in society, may it be through market-based solutions or by boosting corporate philanthropy amongst entrepreneurs. Considering this, even if entrepreneurial culture might increase inequality in some fields, it can also be responsible for the production of an effective mechanism to fight the social problems that led to that inequality in the first place (Rocha, 2019). In addition to that, the rise of entrepreneurship will also raise competition which will, overall, create a fairer power distribution in the business world. This might annihilate several problems, such as the possibility of some companies to afford discriminatory practices, as referred by the authors in the same study (Rocha, 2019). More competition means less power and more need for compliance regarding moral rules. Morality influences what is produced as well as the way of its production. This will improve the employability and income levels of minority groups, diminishing the influence of issues such as racism, sexism, and other types of discrimination already mentioned in this discussion. Last but not the least, the authors extend their argument to

community integration claiming that entrepreneurship is also responsible for greater cohesion and adherence to shared community norms (Rocha, 2019).

In the light of these discoveries, a new term was born - social entrepreneurship (SE). According to Seelos and Mair (2005, p. 1), SE “is used to refer to the rapidly growing number of organizations that have created models for efficiently catering to basic human needs that existing markets and institutions have failed to satisfy”. In other words, entrepreneurship, but with the goal to create social value and not only financial. The concept has many schools of thought and therefore its definition can fluctuate, according to Seelos and Mair (2005). In view of their definition, it is clear that SE can be intimately connected with the Social Solidarity Economy (SSE). According to Quintão and Parente (2015), in the case of SSE, the proposal of the respective school of thought is “explicitly political and stands on a project of an alternative society based on active citizenship with the aim of building other economic cultures” (p. 75). The authors argue that a valuable heritage of inspiration for intervention amongst communities can result from the figures of the social entrepreneurs who have achieved extraordinary things. Why? Because the individual role of each person and, especially of those who lead, is fundamental to the processes that constitute SE. To that end, the only way to move forward is by raising people and professionals in a culture of cooperation and sharing. This environment has the potential to promote a more active intervention, as well as the promotion of possible alternative economic, social, and environmental organizational practices, that better reflect the needs of the communities (Quintão & Parente, 2015). SE must reflect the society it is inserted in and its role changes with time and with the social, cultural, political, and economic background of that time.

This falls in line with what has been stated before. Using that heritage of inspiration, allied with entrepreneurial skills as education tools, can create more active and conscious participation in the societal sphere, not only by strengthening the sense of community but also by improving that community’s capacity to fulfill its own needs and interests. On that thought, Seelos and Mair (2005) condemn corporations for apologizing for their impact or lack of it, with the excuse that social and environmental problems are too complicated or even impossible to solve. The fact that they are overwhelming does not mean that they can set their responsibility aside and not even try (Seelos & Mair, 2005). As it has been mentioned, entrepreneurship can undoubtedly have a positive impact in a

community, not only by working on current problems, such as discriminatory practices for example, or through boosting philanthropy, but also on the problems of the future. However, according to Dees (2018), it is unthinkable to believe that this market discipline will automatically regulate itself and put aside all entrepreneurship endeavors that are not efficiently and consciously using resources. Businesspeople will not wake up one day and decide to be 100% sustainable nor that would be economically viable. It must be a process. Therefore, the author, based on a variety of literature, gathers a definition of SE that takes that into consideration but emphasizes discipline and responsibility. Said definition states that “social entrepreneurs play the role of change agents in the social sector, by:

- Adopting a mission to create and sustain social value (not just private value),
- Recognizing and relentlessly pursuing new opportunities to serve that mission,
- Engaging in a process of continuous innovation, adaptation, and learning,
- Acting boldly without being limited by resources currently in hand, and
- Exhibiting heightened accountability to the constituencies served and for the outcomes created.” (p. 4)

All in all, discipline and responsibility should be encouraged and rewarded inside the business sphere. This is what, in the long run, will boost progress and development without compromising anything around it. Dees argues that social entrepreneurs are a “special breed of leader”, who should be valued and seen as a strong driver of social change and progress for future generations (Dees, 2018). Between standing as a figure of representation and inspiration and working towards creating more opportunities but, above all, providing an education that allows people to take those opportunities, SE is indispensable to Sustainable Development (SD). SE exists to make sure SD is happening consistently. It is not the norm because the lack of an official theory opposes the reach of the full recognition that would maybe get it closer to becoming the *status quo* (Seelos & Mair, 2005). However, even if social can mean a lot of different things to a lot of different people, to me, SE means SD and that all entrepreneurship should exist in perfect symbiosis with SD. To bet on SE is to bet on the opportunity to have a promising future that fully exploits the potential of the human community and its resources without marginalizing minorities or endangering the environment.

1.2. What is, in fact, sustainable development? - An analysis.

“There are four dimensions to sustainable development – society, environment, culture and economy – which are intertwined, not separate. Sustainability is a paradigm for thinking about the future in which environmental, societal, and economic considerations are balanced in the pursuit of an improved quality of life. (...) One might ask, what is the difference between sustainable development and sustainability? Sustainability is often thought of as a long-term goal, while sustainable development refers to the many processes and pathways to achieve it.”

- UNESCO, 2015

We have been discussing how entrepreneurship can contribute to sustainable development, so it is important to clarify what is, in fact, SD and how it differs from the concept of sustainability itself. In agreement with Lucas dos Santos (2019), there is a tendency to generalize the concept of sustainability and diminish it to the environmental problem and how we see appropriate technologies as the key to the solution and to success. It is a very simple and narrow-minded concept. Sustainability is the destination while SD needs to be the journey. However, there is no SD without social justice, without social equity. It is not a question as simple as how to keep making a profit without killing planet Earth and its resources but, as we have been seeing, it is equally a question of social justice. A world in which poverty and inequity are inherent will always be susceptible to ecological and other crises (WCED, 1987). Quoting Lucas dos Santos:

If we are concerned with social and environmental goals, we need to reflect upon how impoverishment, shortage of public equipment, and racial segregation have been intertwined. Because if it is true that all of us will be affected by climate change and global warming, it is also true that their effects (in health and conditions of material life) have been inequitably distributed by people all over the world. Black and poor people - but also Roma people and migrants (...) are the ones who have been gated in devalued areas with higher levels of toxic waste, industrial pollution, and landfills.² (Lucas dos Santos, 2019, p. 1-2)

² Translated by the author.

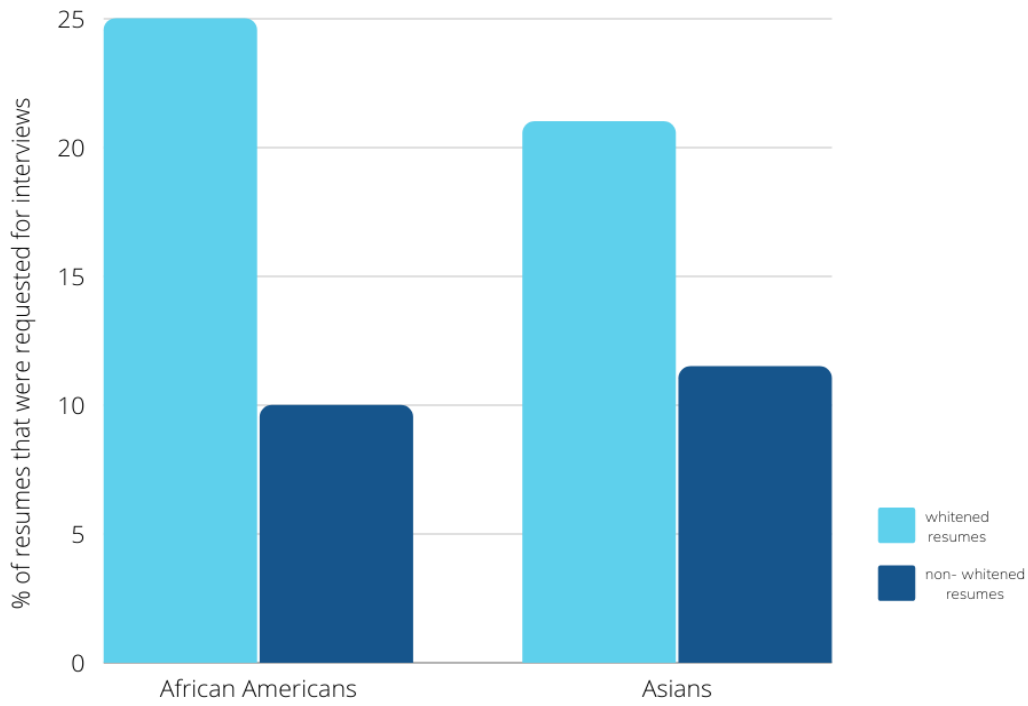
In other words, not only do minorities need social entrepreneurship to provide them with the tools so that they can develop economically, but they also need it to fight for their well-being, in a more basic level of needs.

To understand this, we need to look back in time. Historically, resources and growth have been inequitably distributed, both geographically and from social stratum to social stratum. We tend to think poverty is the cause of lack of growth in some areas and communities but, it is actually the consequence. The lack of a fair distribution of resources and of growth is the main cause of poverty. These factors are intertwined in a somewhat symbiotic relationship where gender, class, race, and nationality are the pillars that maintain inequality in place. Everything is regulated by the capacity to generate profit or not. Even gender inequality can be explained according to capitalism. It is imperative to guarantee the reproduction of the working class, it is imperative to maintain the *status quo*, therefore women must not get out of the norm. All in all, it is in the interest of the strongest that the law of the strongest prevails and that there is no room for other factors (Lucas dos Santos, 2019).

Simultaneously, another aspect that has been systematic throughout time is the belief that the economy can be democratic without caring to understand the difference between equality and equity. The economy is equalitarian, which means we can all try and work for the same goals in life. However, there is no equity because we do not all start from the same point. Meaning that if two people are both dreaming about being the CEO of said company, they both have the right to try. Nonetheless, if one of them has the money to pursue their studies, invest in themselves and take risks and opportunities, they will get there much easily and faster than the one who must work while studying or the one who is consistently being questioned because of their gender or race, for example (Lucas dos Santos, 2019).

Belonging to one of the minorities, one has even fewer chances of simply getting chosen for a job interview, let alone everything else. For instance, American and Asian job seekers who whiten their resumes seem to have better success in getting interviews (Kang et al., 2017). Therefore, considering these examples and the kinds of constraints mentioned, we cannot say that the economy is fully democratic.

Fig. 2 Graphic on callbacks for “whitened” resumes.



Adapted from Kang et al (2017)

Still looking at the History of the world, Lucas dos Santos (2019) makes a parallel with colonialism. All the obstacles to democratic economy (DE) that have been stated are, implicitly, a naturalized pattern of power that was established and asserted during several centuries of colonialism. The underrepresentation of minorities in the processes of decision making and a lack of attention to those minorities' issues, a social state generally too centered in organizations, and a deficit of problematization for political and economic dimensions, are classic points that can be found in any basic study of the world's colonial history (Lucas dos Santos, 2019).

We only need to read a few literary works - like Orwell, Haggard, or Fuentes -, on the time and the subject to be able, through a brief analysis, to decipher all these aspects in practice. In Orwell's own words, "Power is tearing human minds to pieces and putting them together again in new shapes of your own choosing." and that is exactly what

colonialism did. It made a one size fits all and tried to make it fit everyone, everywhere, which is known as never working out. Through this starting point, the kind of social rules which govern our society today have been germinated and deeply implemented, completely inadequate and more prejudicial to development than the ones in power are able to admit. Thus, we can conclude that DE needs to be directly connected with overcoming gender, race, and class inequalities and considering the contribution of minorities to economic integration principles. But why do we need a DE in order to obtain sustainable development?

Because SD needs values that boost new and more responsible consumption habits that are inside the limits of the world's ecological capacity and to which everyone can fairly aim. Most people live beyond the world's ecological means, while others live largely within since needs are socially and culturally determined. This problem needs to be solved and stabilized so that it is no longer an obstacle to SD. However, how can individuals be persuaded that what might not seem like their problem is, indeed their responsibility? In part, the answer is education, institutional development, and law enforcement. Nevertheless, disparities in economic and political power are also to blame. One of the examples given by WCED is that of an industry who manages to get away with unacceptable levels of air and water pollution because the people who suffer the consequences are poor and do not have the means (regarding finances and to education) to complain effectively. (WCED, 1987)

According to the World Commission on Environment and Development (WCED), SD can be translated into two key points:

- meeting the basic needs of the poor worldwide.
- ensuring the sustainability of natural resources in order to protect future generations from extinction.

If we add these key points to economic development, we can attain SD (Leitão, 2015). In other words, growth alone is not sufficient. To obtain SD, societies need to meet human needs (by increasing productive potential and by providing equitable opportunities) in addition to economic growth, which must also be ensured in places where the previously mentioned needs are not being met (WCED, 1987).

Bearing all this in mind and in order to stand as a blueprint to achieve a better and more sustainable future for all, the United Nations (2015) set a group of intertwined goals, that are as follows:

Fig.3 The 17 sustainable development goals of the UN.



Source: United Nations (2015)

Sustainable development is, in fewer words, an economic development that can progress without damaging anything around itself, more specifically regarding the environment and community. This can be obtained through seeking for the end of poverty (goal number 1), the reduction of environmental pollution, and waste in the use of resources (goal number 13), and the reduction of inequality (goal number 10), as these goals are designed to work towards. Although I am highlighting some specific ones, overall, all seventeen exist with the same final purpose that, as has been mentioned before, requires a systemic vision focused on the balanced integration of the economic, social, and environmental systems, the three indivisible dimensions of sustainable development (United Nations, 2015). Again, progressing without compromising future generations, in social, economic, and environmental matters (Leitão, 2015).

That being said, it is unarguably necessary to have a democratic economy when aiming for SD. Without a truly DE, SD cannot be attained. To understand this one just needs to

follow a simple high school's philosophy class reasoning: if X equals Y and Y equals W, then X equals W. There is no way to not compromise the environment and the communities without the existence of a DE that promotes and protects equity among everyone.

1.3. A discussion on circular economy and the position of the private sector.

“The circular economy is a model of production and consumption, which involves sharing, leasing, reusing, repairing, refurbishing, and recycling existing materials and products as long as possible. In this way, the life cycle of products is extended. In practice, it implies reducing waste to a minimum. When a product reaches the end of its life, its materials are kept within the economy wherever possible.”

- European Parliament, 2020

Since the beginning of this dissertation, I have been analyzing and discussing entrepreneurship and sustainable development and their correlation. I have come to the conclusion that SD is imperative to guarantee a future for the next generations and that to venture without a social and environmental vision is neither viable nor profitable in the long term. I also concluded that SE can be a great weapon in the pursuit of SD, both environmentally, economically, and especially socially. However, it is time to ask ourselves if the private sector can take concrete action?

First, let us put ourselves into context. The global economy has been built on a linear business model based on extracting, transforming, producing, using, and disposing. That has been the *status quo* since the Industrial Revolution. This has obviously resulted in a continuous squandering of resources and a never-ending generation of waste. In addition to that environmental damage, this business model also brings with it significant changes in commodity prices. Global competition for resources and for a concentration of supply has already been increasing and will not stop. In the long run, all this will make industries and societies dependent on imports and extremely vulnerable to high prices, market volatility, and political situations in some supplier countries. Hence the emergence of a circular economy (CE), which aims to solve these two problems: Planet Earth's limited availability of natural resources and its limited capacity to assimilate the pollution generated. However, it will, simultaneous and indirectly, avoid and solve many other problems too (Leitão, 2015. Esposito *et al*, 2018).

According to Frishamar and Parida (2018), a circular business model is:

(...) one in which a focal company, together with partners, uses innovation to create, capture, and deliver value to improve resource efficiency by extending the lifespan of products and parts, thereby realizing environmental, social, and economic benefits. The circular business model transformation process is particularly important in incumbent firms. In such firms, even moderate sustainability upgrading can have enormous environmental effects because of these companies' large market shares. (p. 2)

Essentially, the circular economy abides by a different approach to the economic development model, which has as its top concern the economic and environmental rationality. It basically consists of a sustainable economic model designed for the Environment and the ones who live in it, respecting ecological and social principles, instead of only focusing on satisfying the market (Leitão, 2015). It encompasses all stakeholders and the bigger the company is, the bigger its effect will be, for good or for bad (Frishamar & Parida, 2018).

Another extremely important issue that is often ignored in this discussion is the role of the incumbent companies, as referred to by Frishamar and Parida (2018). Many times, the common practices of a circular economy business model are associated with new companies and small ones, when the real impact will be achieved when the big or incumbent companies also understand the importance of this issue and of their action or inertia in relation to it (Frishamar & Parida, 2018). Even if everything and everyone around us warns of resource scarcity and several literary works and research teach us about the benefits of a circular economy, it seems the private sector is still yet to realize the potential and benefits that can be associated with this change. A change that provides a more optimistic ~~prediction~~ prevision of the future (Esposito *et al*, 2018).

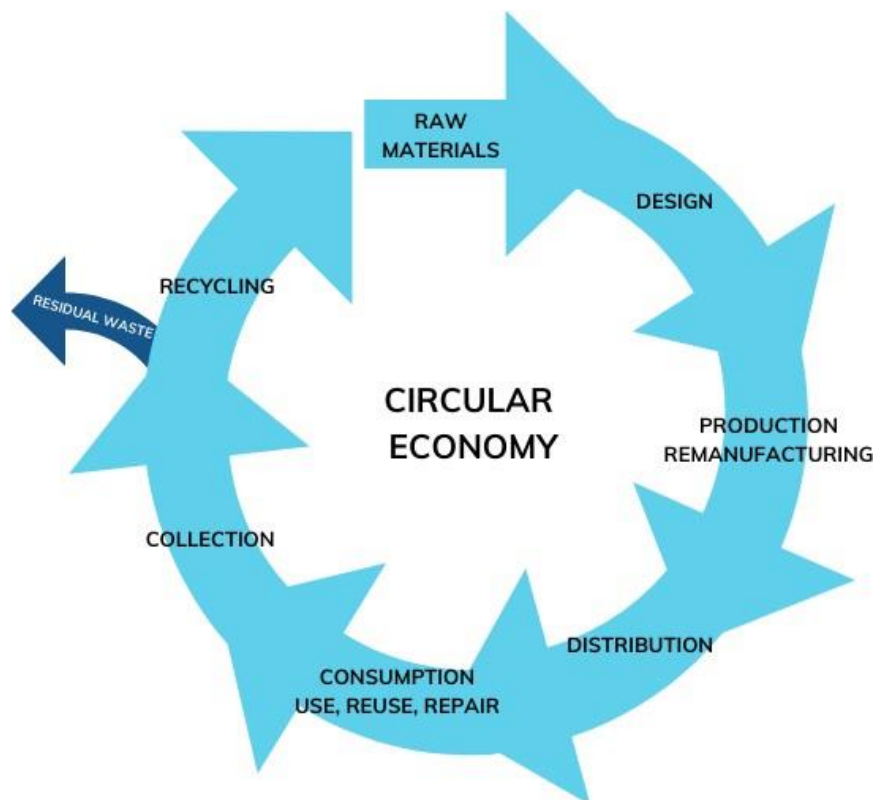
Going back to the WCED definition of sustainable development which, simplifying the concept, can be described as the sum between four concepts:

- fighting against poverty.
- preserving natural resources.
- ensuring viability for future generations.

- allowing economic development.

To reach all this, a circular economy is of an indisputable necessity. How will one preserve natural resources and ensure the viability for future generations (very important parts of the equation we need to obtain our goal) while avoiding any kind of damage to economic development if not through a circular economy? (Leitão, 2015)

Fig. 4 Illustrative diagram of the circular economy.



Adapted from Leitão (2015)

Whether the private sector wants it or not, it has an undeniable impact on sustainable development. The question is simply if they want that impact to be positive or negative? Because, in order to be positive, there must be action.

Hopkinson *et al* (2018) analyzed a circular economy business model over a 30-year-period and concluded that, even if a circular economy business model requires investment in information management and tools to manage complex system dynamics and to anticipate future scenarios, in the long term it is profitable for the company. No business

is immune to competitive market pressures, customer requirements, and technological shifts, therefore no business will be immune to the need for sustainable development (Hopkinson *et al*, 2018). The more aware the consumers are, the more pressure there will be for the companies to work towards sustainability. If the tendency continues, it will most probably reach a point where not being sustainable will be a decisive breaking point that will be able to run a company out of business.

What was once considered waste must now be considered as raw material for a new product or process, in a way that the flow of materials can be continuously maintained in a closed industrial cycle. Sharing, leasing, reusing, repairing, refurbishing, and recycling is obviously more beneficial for the planet than extracting, transforming, producing, using, and disposing of materials. This is also more advantageous for society since, on one hand, it literally is sparing people's habitat, and on the other, it is avoiding general instability, as it has been mentioned before. However, it does not end here. A circular economy also brings incalculable opportunities for innovation, regarding products, processes, and business models. It creates jobs and stimulates sustainable and integrative economic growth, with positive effects on economic, ecological, and social health. This will not only prove wrong the idea that growth is harmful to the environment but also maximize the economic value of each product. We can, therefore, conclude that SD cannot be a reality without a CE, in the same way that it cannot be a reality without SE. They are all different parts of a whole and need each other in order to reach the final goal of sustainability (Leitão, 2015).

All in all, we can conclude that, even if the benefits of a circular economy and, especially the ones of a circular economy business model, have been more than proved, there is still a long way to go before being able to say that the private sector is well positioned in relation to this topic. There is still a lot to be done. However, sustainability is the buzzword of the 21st century and many companies have already understood how they can use it in their marketing narrative and that seems to be the ever-growing tendency.

1.4. “People don’t buy what you do, they buy why you do it”: the importance of Corporate Social Responsibility.

“Corporate social responsibility (CSR) is a self-regulating business model that helps a company be socially accountable — to itself, its stakeholders, and the public. By practicing corporate social responsibility, also called corporate citizenship, companies can be conscious of the kind of impact they are having on all aspects of society, including economic, social, and environmental. To engage in CSR means that, in the ordinary course of business, a company is operating in ways that enhance society and the environment, instead of contributing negatively to them.”

- Investopedia, 2020

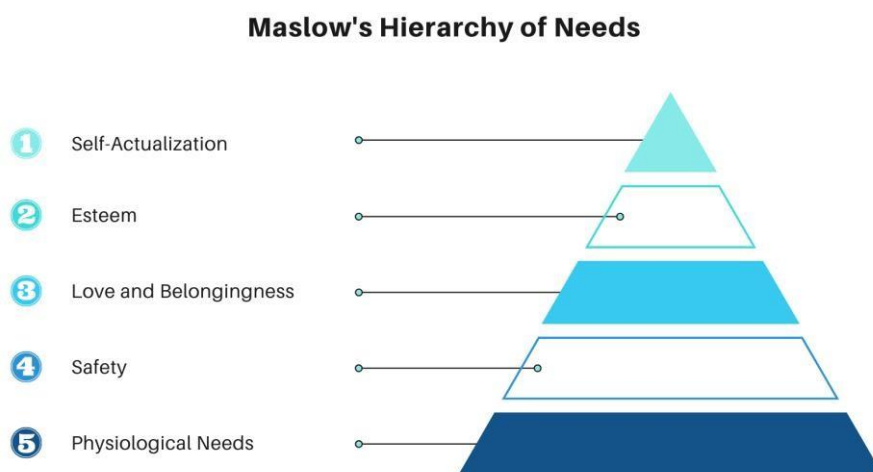
According to Simon Sinek, “People do not buy what you do, they buy why you do it. And what you do simply proves what you believe”. Inherently, as human beings, we need to feel that we add value to the people and the world around us and not simply work to give a response to a financial need of subsistence. In a saturated market, something that speaks to people’s need for a purpose will add value to a brand or product and give it a value proposition that differentiates it from everything else in the market. It will not matter what you say if it does not match what you do. In fact, what you do might speak so loudly, that nothing you could say can have a greater reach than that. When consumers look at the company or product, they will not see just an object or service with a price, they will see the people behind it and the reason why they wake up every morning. Especially within the newer generations, the worth this adds to something is unparalleled and can benefit a business or project in unprecedented ways (Sinek, 2011).

According to Michalowicz (2020), the biggest problem with most businesses is that they do not know their *why*. Nowadays, we are constantly told (not only by Simon Sinek but by many professionals in the market) that, for every project, we need to start with why. Firstly, find a problem that needs a solution and only then build our idea around that. However, there are still a lot of brands and companies that do not know specifically which problem they are trying to solve, which gap in the market they are trying to fill, and that can be very detrimental to the businesses in question. Having a purpose is a fundamental element for a strong

organizational culture and will certainly be a product differentiator that will attract the targeted consumer segmentation. Economic value and social value are not mutually exclusive, it is actually quite the opposite in today's society, as we have been seeing since the beginning of this discussion. If you manage to create a shared value, you will have more probabilities of running the show. In fact, according to research by Kotter and Heskett for their book, "Corporate Culture and Performance" (2008), that analyses companies for 10 years, value-driven companies surpass their competitors in stock price by a factor of 12, meaning those companies have shares with prices 12 times higher than the other companies. Why? Because consumers cannot connect with the product or service and will therefore invest in something that brings them a greater sense of purpose. As one of the biggest topics of debate and concern nowadays, sustainable development stands as that purpose.

Bearing all this in mind but returning to Michalowicz (2020), he proposes a tool based on the hierarchical pyramid of human needs (published in 1948 by the famous psychologist Abraham Maslow). Inspired by this theory, Michalowicz defines a pyramid of the hierarchical needs of a company.

Fig. 5 Illustrative diagram of the hierarchy present in Maslow's theory.



Adapted from Maslow (1948, as cited in Simply Psychology, 2007)

Maslow's pyramid presents the hierarchy of human needs. At the base are the most basic needs, the ones who are directly related to survival. Needs go up as they move away from the link with survival. According to Maslow (1948, as cited in Simply Psychology, 2007), an individual only feels the desire to satisfy one of the needs higher up the pyramid if the one of the previous level is satisfied. The same should happen according to Michalowicz's theory.

Physiological needs: food, water, sleep, sex, homeostasis, and excretion.

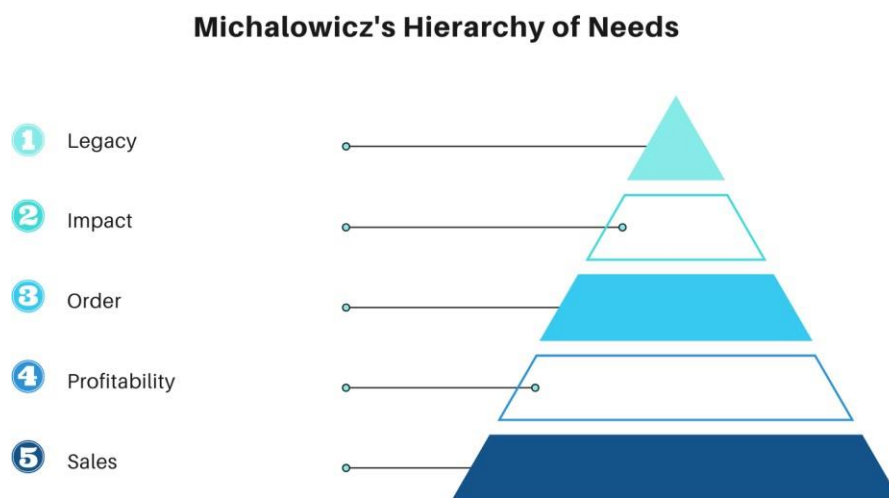
Safety: security, order, and stability.

Love and Belonging: family and friends.

Esteem: need for recognition, through status or success.

Self-actualization: focus on themselves and their potential through traits such as self-confidence and goals, for instance.

Fig. 6 Illustrative diagram of the hierarchy present in Michalowicz's theory.



Adapted from Mike Michalowicz (2020)

Sales: Sales process from A to Z.

Profitability: Efficient use of income to cover all the company's costs, including the adequate payment of salaries and the level of profit that the company should have.

Order: Logistics.

Impact: Generate a positive permanent impact on all stakeholders.

Legacy: Generate a positive permanent impact on the community and society.

Based on this theory, the goal is to have a balanced pyramid, despite knowing it will never be perfectly evened. The focus of work must always be on the section that is less equitable, while continually trying to have a strong basis and overall equilibrium. All the parts of the pyramid are interconnected and can deeply influence each other. For example, the company would not be operating at its full potential if it were focusing a lot on its legacy but having very low levels of sales. Hypothetically speaking, this could mean a sort of constraint was affecting the sales process, something that could probably be solved with a new marketing strategy. On the other hand, sales could be rising smoothly but the company is having problems delivering, due to bottlenecks on its logistical processes. The Order section of the pyramid needs, therefore, attention, in order to make the company run efficiently again (Michalowicz, 2020).

In other words, Michalowicz argues that companies who do not know how to define and manage their Legacy portion of the pyramid will be affected throughout the other four aspects. An affirmation that is supported by Kotter and Heskett in “Corporate Culture and Performance” (2008), as has already been mentioned previously.

Accordingly, this proves that a company’s responsibility regarding its social, economic, and environmental impact can have a crucial influence on its growth and profit, therefore it should not be, by any means, disregarded. Not only sustainable development needs social entrepreneurship and circular economy to succeed, as we have been discussing, but the same happens vice-versa. Likewise, the economy needs to include sustainability in its agenda in order to keep up and generate value and profit. It was, therefore, between the desire of some to make the world a better place and the notion of others that they cannot afford the hit of being irresponsible, that Corporate Social Responsibility (CSR) happened. (Zee, 2020)

Although there is no law, only a series of guidelines, the so-called CSR, nowadays organizations recognize that its tangible economic and financial success is necessarily linked to their environmental and social performance and are now focusing on the integration of sustainable practices as a competitive advantage. This system aims to promote special attention to the three dimensions of sustainability - environmental, social,

and economic, within the business sphere. The theory basically argues that corporations are members of the moral community and therefore hold economic, legal, ethical, and philanthropic responsibilities. The organizations' actions must be measured through economic, social, and environmental sustainability. These truly are the three keywords of everything related to CSR. Its ultimate goal is to create shared value while understanding that corporate success and social welfare are interdependent. In other words, everything affects everything, in the normal world as well as in the business one (Zee, 2020).

This theory is also supported by Fernando Pessoa in his essay on economics and trade.

Through his words:

A merchant, whoever he may be, is but a servant of the public, or of a public; and he receives a payment, which he calls his "profit", for the rendering of this service. Now everyone who serves must, it seems to us, seek to please those he serves. To do this, it is necessary to study those who are served - but to study them without prejudice or anticipation; starting, not from the principle that others think like us, or should think like us - because in general, they do not think like us -, but from the principle that, if we want to serve others (to profit from it or not), it is we who must think like them: what we have to see is how they actually think, and not how it would be pleasant or convenient for us if they thought. (...) The study of the public, that is, of the markets, is of three orders - economic, psychological, and social. That is, to enter a market, whether domestic or foreign, it is necessary: 1) to know the conditions of economic acceptance of the article, and those under which the competition works, and in which it offers; 2) to know the character of the buyers, in order, apart from questions of price, to know how best to present, distribute and claim the article; 3) to find out what special circumstances, if any, of a deep social or political nature, or of a superficial fashion or of the moment, require certain corrections in the result of the two previous studies.³ (Pessoa, 1926)

The author argues that a merchant - to read businessman - that does not consider economic, social, and psychological studies lives only in the present and has a commercial

³ Translated by the author.

house with no future. Because he ignores that the demonstration of intelligence and of the study of the conveniences and needs of others is a demonstration of the brand's position and will ensure customer loyalty, he is hurting his own business (Pessoa, 1926). Obviously, back then the environment was not a matter of worry still and, even the existing concerns, were not called CSR, they were just called concerns.

In 1953, Howard Bohen wrote *Social Responsibilities of the Businessmen* and with it opened the discussion that has, with time, become the most important one regarding businesses' image and perception of brands through stakeholders' eyes. In his words, CSR mirrors the "obligation of businessmen to implement policies and decisions or guidelines that are beneficial in terms of objectives and value for our society". It is remarkable that Bowen was already concerned about natural resources and environmental damage, even if only locally, in the 1950s. He believed natural resources implied a special responsibility and moderation on the part of the owners because they are gifts from God to be used by all mankind, including the unborn generations (Bohen, 1953). It should be noted that he does not address the question of the correlation between CSR and the performance of the company's, competitiveness, and profitability, yet companies did not take long to realize how much caring for their stakeholders - employees, partners, customers, surrounding community and environment - could do for their business' branding. In the 1980s, R. Edward Freeman wrote *Strategic Management: A Stakeholder Approach* and brought to light how active management of the concerns of a CSR policy can ensure long-term success. Besides, the financial crises of the last decades have only reinforced the need of companies and brands of being the merchant Pessoa says they should be.

By marketing the fact that they take CSR, companies can obtain several benefits such as an increase of visibility and intervention in the market, increase in the number of traditional consumers, and the arrival of new consumers and markets. However, the advantages are not limited to consumer relations. A good implementation of a CSR policy will bring many more advantages to a company, such as improvement of the internal organizational relationship, through the demonstration of concern for the workers; fair, safe, and equitable working environment; an increase of information and transparency, thus demonstrating the increase of confidence on the part of not only consumers but also workers and shareholders; improvement of the company's key processes and the

consequent increase of productivity; and brand credibility, not only in the eyes of its target segmentation but even internationally, within the scope of Social Responsibility (ANJE, 2011). Due to all this, the concept of sustainable development starts to incorporate all the actions of companies worldwide. Embracing CSR policy is remembering that every action has a reaction and that everyone can make a difference. It is all about building a good business for a good society, for today and for tomorrow, bringing us back to sustainable development, social entrepreneurship, and circular economy. The four concepts are inherently intertwined (Zee, 2020).

Lastly, for a better contextualization and understanding of the concept let us describe, in more detail, how CSR acts, specifically, on six focal points:

1. Consumers

Regarding the customers, it is mandatory that the company or project takes into consideration, above anything else, the needs of their clients. Quality, safety, value, and morality are usually the key concepts. The product must be good and safe; the price must be just or, at least, justified (in the case of high-end products) and the morality of the company must be in line with the one of the clients. Nowadays, this usually means that the company does its best regarding gender, race, and sexual orientation equality and that their production is responsible in environmental matters, however these points change with time and society.

2. Suppliers

Regarding the sourcing of the products, it is very important that all companies on one supply chain share the same values. The supplier a company chooses will say a lot about them. For example, if all your marketing strategy is centered on being eco-friendly, your sources must come from local equitable production.

3. Environment

Concerning the environment, the company must ensure they are invested in, or at least in trying to, put in place processes that favor efficient water and energy use, reusable and recyclable material and sustainable types of waste and disposal methods, among others. It can vary according to the business in question.

4. Employees

Concerning employees, adequate working environment and conditions must be ensured, such as the adequate equipment and working hours, for instance, as well as fair wages,

necessary training, and health and safety assurances. Career development opportunities and motivation must also be provided.

5. Community

About the communities they are inserted in, it is imperative to offer support. This support can be given through donations, sponsorships, or so many other ways of offering visibility. Besides that, local hiring policies, investment in local suppliers, building infrastructures, and participation in volunteer programs add high value to a corporation's image.

6. Investors/shareholders

About investors, the company just needs to show them how all this can bring profit to their investment (as I have concluded before). Sound values, good reputation, transparency, and good business practices are essential for a good relationship with shareholders (Zee, 2020).

1.5. The beauty of interculturality: Can it be a competitive advantage?

“Interculturalism, as we understand it, is a cohesive process of culture-making, rather than a mere encounter of inherent cultural characteristics.”

- Clara Sarmiento

First, it is vital to define the concept of culture, which very often is opposed to nature, and both considered, according to Raymond Williams, two of the most complex words of the English language. While nature is what produces culture, culture is what, simultaneously, changes and shapes nature (Williams, 1958. as cited in McKenzie, 1958. as cited in McGuigan, 2014). Culture must, in the present time, regardless of all the meanings it might have gotten throughout History, mean a much wider concept that vouches both for a refusal of complete autonomy of spirit while also refusing the existence of an organic determinism. Culture is, essentially, what happens in the middle, in between both of those concepts (Eagleton, 2013). In Raymond Williams words:

Culture is ordinary: that is the first fact. Every human society has its own shape, its own purposes, its own meanings. Every human society expresses these, in institutions, and in arts and learning. The making of a society is the finding of common meanings and directions, and its growth is an active debate and amendment under the pressures of experience, contact, and discovery, writing themselves into the land. The growing society is there, yet it is also made and remade in every individual mind. The making of a mind is, first, the slow learning of shapes, purposes, and meanings, so that work, observation, and communication are possible. Then, second, but equal in importance, is the testing of these in experience, the making of new observations, comparisons, and meanings. A culture has two aspects: the known meanings and directions, which its members are trained to; the new observations and meanings, which are offered and tested. These are the ordinary processes of human societies and human minds, and we see through them the nature of a culture: that it is always both traditional and creative; that it is both the most ordinary common meanings and the finest individual meanings. We use the word culture in these two senses: to mean a

whole way of life - the common meanings; to mean the arts and learning - the special processes of discovery and creative effort (Williams, 1958. as cited in McKenzie, 1958. as cited in McGuigan, 2014, pp. 2-3).

Culture is, in conclusion, the universal within the individual. But what about corporate culture? Is there also a “universal within the individual” when referring to business? Stanley Davis argues that corporate culture is a shared pattern of beliefs and values that gives meaning to the members of a given company or institution and that equally and indirectly dictates the rules of behavior in the organization (Davis 1984, as cited in UKEssays, 2017). Similarly, according to Investopedia (2020), corporate culture “refers to the beliefs and behaviors that determine how a company's employees and management interact and handle outside business transactions”. The shared values end up shaping the sense of a group, may it be a nation or any other kind of community, and so, of course, the sense of a corporation too. Essentially, the same principle is applied, only the context has shifted.

Consequently, what happens when two or more different cultures meet is called interculturality. According to Dietz (2018), the term has gotten more complex than that since it now also encompasses the relations between majorities and minorities and these relations are not simply dictated by culture, but also by language, religion, and others (Dietz, 2018). May they be different nationalities or different corporations, interculturality is a sort of third space that is born in the middle (Bhabha, 1994. as cited in Sarmiento, 2014). According to Sarmiento (2014), interculturality is oriented towards interaction and a strong sense of the whole in terms of societal cohesion, for instance, without having the reductionist attitude of generalizing and putting every one of the same cultures into the same box. However, what the author is keen to emphasize is the role of communication as the most important vehicle by which “an intercultural approach aims to facilitate dialogue, exchange and reciprocal understanding between people of different backgrounds” (Wood et al. 2006. as cited in Sarmiento, 2014). In turn, when discussing corporate interculturality it is critical to address the weight of power relations.

According to Sarmiento (2015), the way societies or any other groups see the world and see each other influences how they relate to each other. It is easy to understand this when looking at the example of discrimination. A community with a more rigid thought

structure about racial, social, religious and gender differences, among others, will be much more prone to discrimination while a community with an open-minded attitude will be much more accepting and tolerant. In short, the way people will look at interculturality will define how different cultures are presented and how the majority culture will (usually) exert power over minority cultures (Sarmiento, 2015, p. 38).

Bearing that in mind, intercultural studies were born to teach us how to bridge these gaps. Not to diminish the differences, because they enrich us, but to take advantage of the richness of sharing, always ensuring effective communication, no matter how different we might be. An aspect that has been gaining more and more importance but especially now, in view of the current health situation, the social effects of which can be incalculable. In the words of Mansouri and Elias (2021):

In the context of persisting challenges and crises ranging from socio-cultural discrimination and economic inequalities to environmental degradation, and in the face of new acute health crises linked to global pandemics, the global community urgently needs meaningful dialogue, engagement, and collaboration to overcome these problems in inclusive and sustainable ways. These complex challenges require new approaches that transcend cultural differences to harness the benefits of diversity that individuals and communities can bring to the collective task of achieving global peace and sustainable development. (pp. 1-2)

Proportionally, when addressing interculturality in business relations, the dialogue must culminate in profit. To do so, in a space that makes room for exchange, communication must serve as a tool to promote both integration and innovation. As several authors have stated, recognizing cultural differences as well as possessing intercultural communication skills will not only help companies overcome the communication gap when coming from different countries and participating in international trade negotiations, but will also help managers handle cultural differences more effectively inside the companies (Washington et al, 2012). Nowadays, companies must consider internationalization as one of the most important factors in their development, due to the extreme globalization that all sectors have experienced in recent years. Because of this, interculturality gains a role of enormous value in the world of business as the geographical limitations no longer exist. Suddenly, almost anything is possible, and internationalization and interculturality are gaining

immeasurable importance, both becoming essential to the success of start-up and growing companies, and to their contribution to sustainable development. There are even emerging companies that have already been created and forged by these concepts (Cerqueira et al, 2021). Another factor that plays in favor of the increase in internationalization and the consequent importance of interculturality is the fact that the latest generations have a greater inclination and interest in international work experiences, which will require a greater ability to adapt by the host companies (Neeley, 2017. as cited in Cerqueira et al, 2021).

According to Bourbon (2020. as cited in Cerqueira et al, 2021), a company going international must consider the different realities in economic, social, and cultural terms of the new markets in which it will operate. In accordance with Washington et al (2012), Bourbon (2020. as cited in Cerqueira et al, 2021) states that these companies, as well as those that receive employees from abroad, must consider the same factors in the management of that personnel. Considering the scenario of economic globalization, we live in and acknowledging our dynamic context, now brutally disrupted by the crisis of the COVID-19 pandemic, I believe that interculturality is fundamental for coexistence and changes that ensure effective communication and interactions must be put in place (Cerqueira et al, 2021). In the words of the authors:

In business, where money rules but not reigns, that is: although, seen as the aim, goal, main objective, in reality, and marked by this fluent world, where anyone can be anywhere in any given time, to be hybrid, to be international and to speak interculturality fluently, is to create power: power to reign. Meaning that the power of knowledge is the fundamental approach to reach money; having money and knowledge is the epiphany of the globalized world. (p. 8)

And with knowledge being so important, intercultural knowledge is just as important. As the authors confirm, an effective and lasting business relationship is built on trust, flexibility, accessibility, and communication based on secure channels of contact. People need to be prepared to cross the globe in a matter of minutes and approach different interlocutors who have different backgrounds and mindsets. This goes to say that organizations must carefully consider their foreign and domestic presence and for this interculturality becomes a necessity (Cerqueira et al, 2021).

The COVID-19 pandemic has only further accentuated this need. According to UNESCO (2020), the pandemic has increased injustice, inequality, and insecurity while highlighting humanity's interconnectedness and interdependence, placing pressure on societies' intercultural understanding capacities at a time when unity and collaboration are needed more than ever. The same applies to business and communication and corporate culture are now hopelessly interdependent. Today, a company cannot exist without a digital presence, and it is imperative that they have cultural notions when installing and working that presence. Stereotypes, basic data, and ethnocentric perspectives very quickly lead to failure and the only way not to make that mistake is to create a positive communication channel through clarity and accessibility that is able to recognize and manage diversity. Change management and adaptability to the diversity of markets are key to succeed in the hybrid world in which we live (Cerqueira et al, 2021).

That being said, I believe we need to stop looking at cultural differences as an obstacle and start seeing them as a competitive advantage. While our parents had to face the challenge of technology in order to adapt to the hybrid world they were living and doing business in, we must face the one of intercultural communication. Failing or succeeding to do so will dictate the future of one's project or business.

Chapter II – Case study

2.1. Methodology

The chosen research methodology must always be defined by the goal of the research itself (Campenhoudt et al., 2017). The overall goal of this paper is to support the claim that entrepreneurship can be a great tool for sustainable development and witness how it happens, specifically, in The Darwin Camp Project (DC). Campenhoudt et al (2017) state that a hypothesis is a preliminary assumption that must be verified by the researcher in their study. Therefore, I developed the following hypotheses for my study:

1. Social entrepreneurship is a driver for sustainable development.
2. The private sector also has an important role on social entrepreneurship.
3. Corporate social responsibility will be the number one value proposition of companies in the future.
4. Intercultural skills are an essential asset for sustainable development.

In order to prove my hypothesis, I have conducted a several steps study. More specifically, in the first chapter the relevant questions were posed, based on literature review, to give an answer to the goals of this dissertation. No work should ever be limited to one's own judgement. It is essential to read and ask questions in order to become more aware and educated while the research goes on (Stake, 2010). However, it is equally essential to choose the objects of the questions and of the readings very carefully (Campenhoudt et al., 2017).

As for the exact and specific objectives of this dissertation, they are as follows:

- Understand and interpret the social impact that entrepreneurship can have on society.
- Understand what sustainable development is and how entrepreneurship can be a driver for it.
- Understand the relationship between the private sector and the circular economy.
- Understand the importance of corporate social responsibility, taking the previous points into consideration.
- Analyze the role of interculturality in sustainable development and entrepreneurship.

- Characterize the Darwin Camp project and demonstrate how the practice confirms the theory.

In the second chapter, the same themes as in the first are approached, but this time using concrete examples of what happens in the Darwin Camp Project. The goal is to prove the viability in practice of the theories presented previously. In addition to external sources that are used and duly quoted, most of the information to be discussed in the respective subchapters of chapter 2 is taken from the analysis of the interviews and questionnaires that were conducted amongst Darwin Camp's administration and running companies or projects, and through my own experience as a 6-month intern there. The point is to seek multiple realities and the different meanings that different people give to the same truth (Stake, 2010).

My internship amongst Darwinians started on the 1st of January, 2021 and finished on the 30th of June, 2021. The mentioned interviews were conducted between February and June and the questionnaires were open for answers between mid-February and mid-May of the same year, having obtained 18 responses in total. Further research was conducted through my personal conversations with colleagues and acquaintances, since I felt people were more comfortable to speak in an informal format and thus it would be a more effective way of getting real answers to my questions.

Still according to Stake (2010), this is exactly what defines qualitative research: the researcher herself standing as an instrument, not only by observing, but also by playing a role in the study, using her own experience to reach conclusions (Stake, 2010). On the other hand, the quantitative researcher bases his work on objective data, even if she partly relies on personal preference. Therefore, as I have mentioned before, for this dissertation I adopted a mixed combination of research methods, using both the qualitative (own experience and interviews technique) and the quantitative one (questionnaires technique) to test the hypotheses that I previously formulated (Apuke, 2018).

In the words of Andersen and Kragh (2010) & Flyvbjerg (2006) as cited by Ridder (2017), "Case studies provide a better understanding of phenomena regarding concrete context-dependent knowledge" (p. 301). Therefore, to do a case study is the adequate approach

when wanting to investigate a contemporary phenomenon in its natural environment, while considering multiple sources of evidence (Ridder, 2017). There are three categories of people who can be valid interlocutors: researchers, witnesses, and the public concerned by the study (Campenhoudt et al., 2017).

Bearing all this in mind, this study was conducted in three stages:

1. Literature review and respective discussion on the concepts to be applied on the case study, which can be found in Chapter 1 of this dissertation.
2. Application of research methods, which, as it has already been mentioned, consisted of questionnaires and interviews among *Darwinians* and The Camp's Administration plus my personal experience as a 6-month intern in one of the companies there.
3. Analysis of the results obtained with the field research and gathering of the conclusions - "Does practice validate theory?", which can be found in Chapter 2 of this paper.

In the words of Campenhoudt et al. (2017, p. 211):

The aim of the research is to answer the original question. To this end, the researcher formulates hypotheses and carries out the necessary observations. The next step is to verify whether the information gathered actually corresponds to the hypotheses, or in other words, whether the observed results correspond to the results expected by the hypothesis.⁴

All this is of vital importance to provide evidence for the theories the researcher is advocating for, in order to strengthen it. Evidence is the one thing that can grant understanding and conviction (Stake, 2010). In my opinion, the second chapter of this dissertation serves as that evidence that proves what is presented in the first chapter as being true. The hypotheses that I formulated, at first, with recourse to literary research, were confirmed by the practical study, as you will be able to observe hereafter. In short, the original question was answered, and the information gathered corresponds to the results expected.

⁴ Translated by the author.

2.2. The Darwin Camp and its *raison d'être*.

“Species that survive are not the strongest, nor the smartest species, but the ones that best adapt to change.”

- Charles Darwin

The Evolution Group, an incubator of projects dedicated to ecologic transition, was created in 2007 and, according to their LinkedIn page, their activity goes from conceiving, developing, and managing projects to supporting its own different branches. In 2009, they acquired the land where the former Niel barracks of Bordeaux used to stand with the goal of creating an urban ecosystem of several hectares combining diverse activities and projects all focused on three main points:

1. Ecological transition.
2. Economic development.
3. Social ties and alternative cultures.

The project for the Camp was financed almost entirely by private investment and became the center of entrepreneurship in the city of Bordeaux. From what I could gather, this project brought together about 250 companies, around 20 associations, and two alternative schools (a junior high and a high school), which welcomes about 60 children who benefit from an alternative educational system (Le Monde, 2018).

Besides being the largest coworking space in France, the Darwin Camp also includes emergency housing, a skatepark, music studios, spaces dedicated to biking, BMX and rollerblading, workshops, an organic grocery store, a concierge service called *La Conciergerie Solidaire*, an urban farm, venues for concerts, events, art exhibitions or seminars, a coffee factory and even a yacht club on the other side of the road, by the river (Le Monde, 2018).

I think it is pretty clear what Darwin does for entrepreneurship. It provides a space and the materials that, if bought individually, would be an impossible cost for a company to start. Having these tools available at the cost of a rental, makes the creation and development of projects much more accessible. Since most of these projects and companies work with something that influences or will influence society in a positive way, the indirect influence of the Camp is of great value. However, Darwin does not do just that. The administration is involved in several other projects that have a much more immediate impact on the community. Projects designed to help refugees and the disadvantaged have an almost immediate and much needed impact. As for the projects targeting the youth and children, these will make them grow up with a different vision, of business, of the environment, of the world and of the other, which will be crucial and will constitute the true paradigm shift of the human race.

On top of all this, Darwin Camp creates a community. Even though there are hundreds of different projects, cultures and ways of thinking, the overall goal is common. This creates a sense of belonging among the people who work there. Groups of people who know each other because they all decided to work to make the world a better place, either by solving a social problem or an environmental one. No single person can fight for all causes, but it is the association of all the people fighting for one cause each that will ultimately get us where we want and need to go.

Climate change has the biggest impact on people already in crisis, so the environmental cause should always be intertwined with the social one. Likewise, in an environment dominated by social and environmental worries, there is no place for profit. People will have other priorities rather than start and develop businesses, and other priorities regarding where they will spend their money. Everything is connected and undividable. Even if the role of places like Darwin Camp is to better our chances for the future, economically, socially, and environmentally, they have to deal with the problems of the present first. If those problems are not solved, the goal of sustainability will be impossible to reach, thus why places like Darwin are so important when fighting for SD.

2.2.1. *La Conciergerie Solidaire*

La Conciergerie Solidaire is a social enterprise whose goal is to help people return to work by putting them in a work situation. It uses its business, concierge services for companies, third-party locations, and neighborhoods, to do so. It oversees organizing numerous events in all the ecosystems where it operates and promoting the actors and partners with whom it works, such as the postal office.

The project for *La Conciergerie* was born in parallel with the Darwin Camp. It was the creator of DC, Philippe Barre from Evolution Group, who exposed to a work colleague the need for a *Conciergerie*. That colleague, Silvan Le Penteur, quit his job to create this project, which we can say was Darwin's first embryo. DC supported the creation of the project through investment and, even though it has grown beyond DC and now has several branches around Bordeaux and in other French cities, the two different entities remain intrinsically linked. Overall, the project has been around since 2011 but has really been active only for about 7 years.

According to Mrs. Amandine Lavoisier, head of the Darwin Camp's *Conciergerie Solidaire*, all the people hired by *La Conciergerie* have social problems that make it difficult for them to find work, as for instance, they have been unemployed for a long time, or they are refugees. This alone has an immense social impact. It is also important to mention that the *Conciergerie* was born in Darwin Camp but grew very quickly and, in the last 4 years, has spread enormously through the entire country. This is extremely important because the more contracts they have, the more people they can hire and help.

Their biggest impact is definitely through the direct hiring of these people, considering that, as of 2021, they had 17 employees who were accompanied by this whole support system (at the Darwin Camp only, without considering the rest of the *Conciergeries* scattered around the country), put in place thanks to the company's profit and state subsidies. The employees have access to training and accompaniment in their personal and professional daily life. For example, they have 1 hour per week to develop a personal project to ensure they will have a professional future after the 2 years in the *Conciergerie* project. According to their 2017 Impact Report, 42 % of people which go through *La Conciergerie*'s program have had a posterior professional contract. Considering that

another 17% of the total value followed other positive paths, such as academic or professional training or even the development of their own business models (La Conciergerie Solidaire, 2019), overall, they receive help with all their needs: training, lodging, driving license, subsidy for work experience, etc. The money the project gets from the state plus the profit they make enables them to provide all this.

In general, the people who benefit from the *Conciergerie's* help fall mainly into two groups: women over the age of forty-five and foreigners, however. They accept anyone who may be suffering from any kind of discrimination when trying to get a job. The foreigners can be immigrants of all kinds or even refugees. The refugees who are temporarily accommodated in the Darwin Camp's emergency housing spaces are also helped by the *Conciergerie*, through simple everyday tasks such as receiving their mail, washing their clothes, and others.

The social impact of this project, born and raised within Darwin, is unquestionable. A company that, the more it grows, the more it can help, and that in its operations ensures a conscious and responsible respect for the planet, is perhaps the epitome of sustainable development.

I therefore conclude that the Impact of *La Conciergerie* to sustainable development is considerable. Regarding the social factor, they have been creating more and more job opportunities and helping the least favored have access to things that, until then, had seemed like unreachable privileges to them, while also making sure they do not simply help them in the moment, but specially, prepare them for the future. When talking about the environment, they teach, not only the people they help, but everyone within their reach of action about the need for an ecologic responsibility, while also making it easy for everyone to have that responsibility in everyday life. About entrepreneurship, we can also say they help entrepreneurs through the services they provide, which takes a lot out of the way of someone daily, allowing them to be more focused on their projects. Combining the three components, it is impossible to deny the importance of projects such as *La Conciergerie Solidaire* in the fight for sustainability.

This information was collected through my research on the project websites, and an interview conducted on the 1st of March, 2021 with Mrs. Amandine Lavoisier, head of the Darwin Camp's *Conciergerie Solidaire*.

2.3. The Darwinian companies and projects.

“[Darwin Camp is] A place of creativity at the service of societal transitions.”

- Anonymous

Housed on the second floor of a large, newly renovated building, both *Le Campement* and the co-working space are equipped with wooden worktops and a wide variety of furniture made from the same material. Since its creation in 2014, Darwin's nursery has accompanied hundreds of projects already.

2.3.1. Le Campement.

Le Campement is a place that hosts and supports an innovative, positive-impact business venture. It is a space set up by the city where entrepreneurs are helped thanks to financial support, training, and various services and animations. A space where people think differently about setting up a business by making the transition to more responsible, social, and solidarity-based economic models. 25 companies can be hosted, and each can stay for a period of 23 months.

Even if the place belongs to the town hall, and not to Darwin itself, it is co-managed by Darwin, *La Conciergerie*, and the company *Les Premieres*. When applying to integrate *Le Campement*, it is compulsory that the company in question gives service to sustainable development, social innovation, and innovation of consumption habits. However, at *Le Campement*, CSR is not a common word. According to the information I gathered after meeting with Mrs. Celine Wienhold, coordinator of *Le Campement*, there they do not talk about a set of specific guidelines but instead of a concept in the whole: the concept of sustainable development, which does not necessarily have a definition yet for them, but that, in the end, is the reason behind CSR. As for the companies, they all have to be active in the three areas mentioned above in order to pass the selection committee. However, some provide an even more direct impact on the community. Mrs. Celine Wienhold mentioned, for example, the project Moon, which revolutionized the lives of rural African households by providing a unique solution for digital, energy and financial inclusion; or the project Ethypik, whose work relates to promoting the importance of soft skills and helping capable people get the job, in spite of the fact that they were most probably not going to be chosen for other reasons (sometimes the reason being

discrimination). It is impossible

to mention all the projects present at *Le Campement*, however it is a certainty that all of them follow the guidelines of promoting and working for sustainable development and social and consumption habits innovation, as per the interviewee.

Therefore, it is also indisputable the impact that the work done here has on the community. Once again, these are only companies and projects that work towards sustainable development, socially, environmentally, and economically. The main distinction here is the fact that the space is funded by the government. Here, then, we are not talking about the impact that the private sector can have for SD, but we can talk about how public investments can encourage entrepreneurship and, consequently, SD. In fact, as Mariana Mazzucato explains in her book “The Entrepreneurial State”, governments have played crucial roles in creating the world we now live in by being bold investors in emerging technologies that lead to discoveries that, later, allowed the creation and development of products such as the iPhone, for instance. Several companies and their so-called innovative products would not exist if it weren't for public investment. As it has happened in the past with those discoveries and the creations that were born thanks to them, entrepreneurial states, as Mazzucato calls them, can and will play a central role in advancing green technology. That is exactly what is happening at *Le Campement*, where the social and environmental focused projects are being financed by City-Hall, therefore mirroring how public investments can have a contribution to sustainable development. Both directly through the financed projects, and indirectly by the progress that might be made through them and later used in the private sector.

In addition to the cited authors, this information was collected through my research on the project websites, and an interview conducted on the 23rd of March. 2021 with Mrs. Celine Wienhold, coordinator of *Le Campement*. Consequently, I conclude that all activity happening inside *Le Campement* is a step towards sustainable development, since that is exactly their number one rule for admission. All the projects are part of the same fight, the one of making the world a better place, and they all agree on the fact that the answer stands between ecological sustainability and social innovation.

2.3.2. The co-working space companies.

There is also a co-working space amongst Darwin, where any start-up can rent their space and use the materials made available, such as desks, meeting rooms, printers, among others. Despite the location and the provision of these resources, Darwin Camp does not seem to have any other direct influence on the development of these businesses. However, indirectly, Darwin has an impact. According to a survey conducted by me, Darwinians felt that Darwin provides them with:

- The means to work remotely from the headquarters of their companies (based in other countries or even other cities of France).
- The feeling of being part of a community of eco-responsible actors.
- The opportunity to cross paths and enjoy the exchange, and even possible cooperation, between structures based on the same values.
- A social link, very important for people's well-being, especially the ones who do not have roots in the city.

In addition, there is another indirect impact that is more important than what it might seem at first glance. By the simple fact that it gives a place to these companies, and they work towards sustainability, Darwin has an indirect positive impact for sustainable development. Overall, those companies cover a giant panoply of fields and almost all of them (with a few exceptions) work towards finding more sustainable ways of doing what is done in each of their fields, which are, in general: Agri-Food, Architecture, Audiovisual, Biodiversity, Communication, Consulting, Local Development, Distribution, Circular Economy, Renewable Energies, Environment, Events, Finance, Training/Coaching, Gastronomy, Hygiene/Health, Real Estate, IT, Marketing, Mobility, Fashion, Digital, Heritage, Landscaping, Advertising, Restoration, Services to Businesses, Services to Individuals, Urbanism, Vitiviniculture.

At the same time, I think it is important to highlight the “means to work remotely from the headquarters of their companies” point. Is this not a way of democratization? Imagine one does not have the means to afford living abroad or in a city like Paris, or they do but their quality of life will drop considerably, then places like Darwin Camp will allow them to do it or to not have to choose, therefore making some companies and some jobs opportunities within everyone's reach, shortening the gap between those who have the

possibilities to and those who do not. One of the people who answered my questionnaire worked in a company based in a European capital and decided to move after finding out that their daughter was on the autistic spectrum. Moving to Bordeaux meant a calmer, less hectic and cheaper life, meaning that the funds saved on accommodation and other costs could be directed and invested in the welfare of the child. Of course, what weighed in this possibility was not only the existence of a place like Darwin, but also the long relationship of trust between employer and employee, however, we cannot deny that it would have been much more difficult to expedite this process if there was no place like Darwin Camp.

On the other hand, the fact that it works as a space where one can cross paths with similar or different structures, always based on the same values, is of great value for networking effects, which has been proven to be a very important skill when creating and developing a business or project. It often happens, and I have witnessed it myself, that during lunch, an employee of one company says that they need a certain service, and an employee of another company replies that they offer that service, and thus, between meals, business is done. Not to mention it also adds to the previously mentioned community effect component, that I think we all understand to be so important when moving forward concerning SD. The feeling of community makes it much more likely to develop the empathetic feelings that are crucial to life but also to business. First of all, I think it is unnecessary to explain how essential empathy is to human life and consequently to the social and environmental aspects of SD. Secondly, regarding the economic side, the ability to empathize, both with those who resemble us and those who are different from us, is an extremely valuable soft skill and increasingly valued when doing business.

This information was collected through my research on the project websites, my own experience as an intern in one of the companies of the co-working space, and an anonymous questionnaire disseminated and carried out amongst my colleagues. All in all, I believe in the impact these kinds of places can have on the long run. Inciting entrepreneurs to create projects with sustainable development in mind, with ecological and solidarity activities, causing an unconscious responsibility to creep into the world of entrepreneurship and destroying its profit seeking engine's early years reputation.

2.4. The world inside *Darwin*: diversity and interculturality.

“The subject of saving the planet is a subject that goes beyond borders. I feel closer in my convictions to a vegan living in San Francisco or Indonesia, than to an omnivore who grew up in the same neighborhood as me.”

- Nicolas Saiget, CEO of Vegan Tomorrow

Overall, France might be the epitome of multiculturalism. In 2010, it was ranked among the 50 most multicultural countries in the world, and we should consider that this index can be inaccurate for not considering all the French that are immigrant descendants and that, therefore, have been born and raised under diversity and interculturality (Pew Research Center, 2010).

Bearing that in mind, as for what happens inside Darwin, all the companies have people with very different backgrounds. In the company where I interned, for instance, none of us are originally from Bordeaux and, even if I am the only foreigner, none of us have lived in France for more than 2 years. Simultaneously, all companies work with foreign companies or even have foreign partners and associates. It is most common to witness phone calls and video calls in English, which as we all know, is the *lingua franca*. A company that is working on a project that requires an app or website, for example, might be working with developers from other countries or simply from across the room, since Darwin, in itself, embodies many different areas of action. For instance, during my 6-months internship we have worked with colleagues from the other side of the building and, simultaneously, with a team from Sweden. Might it be through communication with clients, associates, or co-workers, it is a very intercultural working environment.

In addition, the actions conducted by the *Conciergerie Solidaire* add enormously to the panoply of cultures present in the Darwin Camp. As already mentioned, this project welcomes all those who need help with professional reintegration, which often coincides with immigrants or refugees who have come to France looking for a chance to live a better life. They are welcomed and accompanied in the heart of the Darwin Camp, every day, for at least two years.

On the other hand, escaping from the concept of nationality, there are very different cultures inside Darwin Camp. Even if everyone works around the idea of making the world a better place, everyone does it in their own way and everyone has their own beliefs regarding the topic. This means that when you go for lunch in Darwin Camp it is almost impossible to be up to everyone's standards. The person on your right is plant-based while the person on your left is 200% plastic-free but eats meat. Even between the vegans, the agreement is not general. While some are vegan for their health and therefore 100% against processed foods, others are vegan for the animals and therefore see such matters with very different eyes.

This goes to say that everyone has their own priority list on what is the best way to save the planet or which battles are more important to fight, even if the end goal is unanimous. But although everyone has their own identity, there is a common thread of creating cooperative ecosystems that brings the entire Camp together, creating an idea of cooperation among people here that goes beyond the definition of corporate culture. Darwin offers, therefore, an intercultural environment conducive to exchange and debate, however there is no political correctness or line to follow. It is communication and exchange that are essential to involve everyone in this desire to improve our society and our world, and that communication and exchange happen every day in the heart of the Camp.

Altogether, interculturality is proven, both by the authors I cite and by the experience I have lived in the Camp for 6 months, to be a competitive advantage when talking about business. A company that is aware of the importance of its intercultural understanding and skills is much better prepared, and at any time, to grow and to go international. Furthermore, as we have seen, it also becomes a much more attractive company for employees. The mix and debate of visions and ideas also proves to be an engine for progress, pushing those who choose to be part of the discussion to go further, to see things from other perspectives and thus find more profitable and sustainable ways of doing what they do.

Last but not the least, I would like to highlight that the Darwin Camp remains a very white place. It has been brought to my attention that, even if several projects by different companies are in place with the main goal of bringing minorities closer to

entrepreneurship, the gap is still very visible. A decade ago, the world of entrepreneurship was white, male, and between 35 and 50 years old. Nowadays we see lots of women both in the co-working space and in *Le Campement*, and also much younger people. However, I could not help but notice that people of color (POC) are scarce. In the words of Mrs. Celine Wienhold, coordinator of *Le Campement*:

Darwin is a place of diversity regarding ideas, but it is still very white. There are not many POC. However, something is changing inside Darwin lately: entrepreneurs used to be older, but younger people have started to throw themselves at projects in recent years. However, it is important to notice that the further you are from the white male entrepreneur, the smaller the project is (C. Wienhold, personal communication, March 23, 2021).

I noticed that this observation about POC did not come naturally to many people in Darwin. When I made the same observation as Mrs. Celine Wienhold to other colleagues, their reaction was one of realization. Everyone to whom I put the question answered that they had never thought about it but in fact could not suddenly identify more than one or two entrepreneurs in Darwin who were POC.

We can then conclude that, although the evolution is visible and the world of entrepreneurship has opened a lot in certain social fields, this change is still not enough to be considered ideal or even sustainable in social terms, since it does not yet cover all social groups equally. As we have seen in the first chapter of this discussion, entrepreneurship remains dominated by white privilege, and although many of these white entrepreneurs themselves are working to open the spectrum of entrepreneurship to minorities, the process is still expected to take some time.

Chapter III – Conclusion

“Here's to the crazy ones. The misfits. The rebels. The troublemakers. The round pegs in the square holes. The ones who see things differently. They are not fond of rules. And they have no respect for the status quo. You can quote them, disagree with them, glorify, or vilify them. About the only thing you cannot do is ignore them. Because they change things. They push the human race forward. And while some may see them as the crazy ones, we see genius. Because the people who are crazy enough to think they can change the world, are the ones who do.”

- Rob Siltanen

In the words of Mariana Mazzucato (2021), even before the Covid-19 pandemic in 2020, capitalism was already stranded. The notion of profit over people was, and still is, becoming more and more outdated with each passing second. Capitalism's lack of efficacy is clear when it shows itself to be unable to present answers to the greatest problems of our time. Not only it cannot present solutions, but it also contributes to the problems, from all kinds of inequalities to the environmental crisis. Mazzucato argues that we must use innovative collaborative, mission-oriented thinking to take risks together and then share the rewards. I totally agree with her in this argument and in her view that we can only move forward if we restructure capitalism to make it inclusive, sustainable, and driven by a concept of innovation that has as its priority the concrete problems of all. A common goal is the only thing that can ensure us a common future, one as we have been imagining. She believes that, if we did it to go to the moon, we can also do it to save and improve our own lives, and I do not see a better way to put it (Mazzucato, 2021).

Simultaneously, I believe, based on all my research here presented. entrepreneurship is the key stimulation tool of many nations' economies, through creating new jobs and new industries, while also providing a source of innovation that can plant the seed of meaningful change in organizations, institutions, and even entire countries (Lamas, 2012, as cited in Cerqueira et al, 2021). Nonetheless, as we saw, entrepreneurship is also very much based on the idea that all of us are responsible for our own destiny and that it is all in our hands. However, we do not all start from the same point and we do not all have the same opportunities. In this sense, equity in entrepreneurial culture must be preserved and stimulated. How so? Through Social Entrepreneurship and, simultaneously, Corporate Social Responsibility. Social entrepreneurs' skills and array of fields of impact are

exceptional and should be encouraged and rewarded as a tool to help us find new ways toward social progress, while also being reinforced along the school path of the masses. Only through teaching children how to use their entrepreneurial skills from a young age, while also doing, as a whole, everything we can to create opportunities as equally accessible to all as possible, and by protecting the environment, as the corporations we work at and as individuals at home, can we create a world worth living in. Perfection is not attainable, but what makes a life that ensures human dignity, the kind of life Marta Nussbaum defends for us all, is the unstoppable will of always trying to do more and to do better with what we have. The way I see it, social entrepreneurship can be the best help when trying to reach those “innovative collaborative, mission-oriented thinking” goals Mazzucato talks about.

Likewise, a community-oriented business will help to establish the bridge between profit and people. Precisely because not everyone has the same conditions and opportunities, they will depend more on the action of initiatives like Darwin Camp and the companies there, without forgetting the City Hall, that can and should guide their service to the problems and those in need. Bearing this in mind, it all comes down to the belief that, those who can, should use SE to support and help solve the existing difficulties among our global community. Exactly as it happens in Darwin Camp, all that is in the power of those who are privileged, to reduce the gap between themselves and the unprivileged, must be done. From emergency housing for refugees to alternative projects that help develop our entrepreneurial skills from an early age, to providing a space that promotes the social responsibility of companies and helps entrepreneurs grow, Darwin is definitely contributing to sustainable development.

In conclusion, similar to other concepts that revolve around economic, social, and cultural development, Entrepreneurship has been subject to changes in definition and, particularly, in perception. The identity of the entrepreneur itself has changed. In general terms, nowadays, Entrepreneurship has to be linked with a balance between creativeness and a problem-solving character. It is no longer just about profit, but equally about the people. It is no longer simply inherited, it is less and less limited to social and economic conditions, not by gender, nor by age. It is the expression of knowledge and the ability to operate it in creative and valuable ways. It is less and less an elite activity, but we must continue to work to make it more and more accessible to all those who are creative, in a

purpose driven way, without any other factor, not related to their abilities, being considered.

The role entrepreneurship plays in society is the role of an engine that when ignited allows it to move forward. It changed the way we view work and how we perform it. From targeting stability and continuity, it inspired change and transformation. From financial capital to intellectual capital. From control to innovation. It has undeniably contributed to sustainable development. Created new jobs, increased competitiveness, allowed economic growth, opened doors for the exploitation of individual potential, and pointed fingers at fields that needed the world's attention from health to education, from security to the environment, existing now almost as a science that studies the problems (and works to find the solutions) the world needs to see solved in order for humanity to be able to live a dignified life. In essence, to support entrepreneurship is to support development itself. To support a social and ecological entrepreneurship is to support sustainable development itself. Consequently, and in the words of Marco Lamas (2012),

The economic reality, which the world is currently facing, and Portugal in particular, makes the entrepreneurial culture, more than a necessity, an emergency. In view of the above, we can conclude this prospection by stating that entrepreneurship, in the times in which we live, must assert itself as a philosophy of life, which allows the individual not only to survive in an adverse socio-economic context, as well as assertively and constructively assert himself not only in terms of his personal life but also of society's life; this is entrepreneurship, as an added value, as an individual decision, as a shared feeling in community life, as a social obligation. We argue that, through and with entrepreneurship, the individual not only can fight against the adversities inherent to the time of crisis that we live in but can overcome them and help others to overcome the negative results of this time. (Lamas, 2012, p. 372)

Even if the author is referring to a different crisis than the one we are yet living in today, his arguments still stand. Projects as Darwin Camp prove this and represent our society's journey to making SE the status quo. This project wants all entrepreneurship to be social and, therefore, all development to be sustainable. It is the perfect bridge between profit and sustainability; the true definition of what a healthy business culture should be like,

which should be the main priority of all individuals and corporations. This concept is not the future, it is the present. Development will be sustainable or there will not be any development at all. There is no longer a place for profit over people, and putting people over profit, means putting CSR policies before anything else when managing any project or company. Equity and environmental responsibility are the main concepts to construct a greater future and, consequently, a more explorable and profitable business society.

Last but not the least, I am also convinced that the mixture of cultures and ideas is an invaluable treasure, and that business is not an exception. I was born and raised among interculturality. My family is intercultural and so I chose my friends and my academic and professional path to be the same. It was an unconscious, but inevitable decision and I believe that, even more than my generation, future ones will integrate diversity and interculturality as something as natural as breathing. However, for this to be true and for this treasure to keep on flourishing it is important to keep the dialogue open, to leave a place for everyone, and to remember that, as Plato rightly said, the human being can only free himself from the condition of darkness that imprisons him, through the light of truth and knowledge.

3.1 The answers to the big questions

In summary, the hypotheses formulated at the beginning of this dissertation were, overall, confirmed by the literary and practical research carried out. By crossing the results of the empirical component specifically with the results of the interviews and questionnaires, practice effectively confirms theory.

First, regarding the impact of entrepreneurship on society, research by Chomsky (2011), Costa and Saraiva (2015), Armstrong (2005) and Rocha (2019) have shown that, although it is still a sector very much prone to racial and gender discrimination, overall entrepreneurship can also be responsible of producing an effective mechanism to fight the social problems that led to that inequality in the first place. Information gathered from interviews and my own personal experience in the Darwin Camp can confirm this statement. Between standing as a figure of representation and inspiration and working towards creating more opportunities but, above all, providing an education that allows people to take those opportunities, social entrepreneurship is indispensable to Sustainable Development (Seelos & Mair, 2005; Quintão & Parente, 2015; Luis et al, 2018; Dees, 2018).

Second, about the concept of sustainable development and how entrepreneurship can be a driver for it, we have concluded that sustainable development is about meeting the basic needs of communities worldwide and ensuring the sustainability of natural resources in order to protect future generations from extinction (WCED) while ensuring economic development (Leitão, 2015). All in all, we have concluded that there is no way to not compromise the environment and the communities, present and future, without the existence of social entrepreneurship, which will act as the engine to reform the focal points of capitalism that do not serve us or the Planet. In the words, once again, of Lucas dos Santos:

If we are concerned with social and environmental goals, we need to reflect upon how impoverishment, shortage of public equipment, and racial segregation have been intertwined. Because if it is true that all of us will be affected by climate change and global warming, it is also true that their effects (in health and

conditions of material life) have been inequitably distributed by people all over the world. Black and poor people - but also Roma people and migrants (...) are the ones who have been gated in devalued areas with higher levels of toxic waste, industrial pollution, and landfills. (Lucas dos Santos, 2019, p. 1-2)

This was also sustained throughout my interviews among Darwinians, where all the interviewees strongly affirmed that the reason why they decided to be social entrepreneurs and work for sustainable development is mostly because of their concern in ensuring a sustainable future for their children.

Third, concerning the relationship between the private sector and the circular economy, we reached the conclusion that, whether the private sector wants it or not, it has an undeniable impact on sustainable development. Besides, Hopkinson *et al* (2018) analyzed a circular economy business model over a 30-year-period and concluded that, even if a circular economy business model requires investment in information management and tools to manage complex system dynamics and to anticipate future scenarios, in the long term it is profitable for the company. No business is immune to competitive market pressures, customer requirements, and technological shifts, therefore no business will be immune to the need for sustainable development (Hopkinson *et al*, 2018).

Fourth, in regard to corporate social responsibility, and its importance taking the previous points into consideration, we have looked into Sinek (2011), Michalowicz (2020), and Kotter and Heskett (2008) and it is undeniable that having a purpose is a fundamental element for a strong organizational culture and will certainly be a product differentiator that will attract the targeted consumer segmentation. As one of the biggest topics of debate and concern nowadays, sustainable development stands as that purpose. Although there is no law, only a series of guidelines that we call CSR, nowadays organizations – and especially the private sector - recognize that its tangible economic and financial success is necessarily linked to their environmental and social performance and are now focusing on the integration of sustainable practices as a competitive advantage. This was, again, confirmed by the Darwin Camp reality when, through the feedback I received on the questionnaires and even from my own experience, I could conclude that Darwinians feel like they belong to a whole and that together they are fighting for a common goal. A feeling that motivates them and offers extra meaning to what they do.

Fifth, on the role of interculturality in sustainable development and entrepreneurship, globalization and the COVID-19 pandemic have made it impossible to survive in the entrepreneurial and business world without possessing intercultural skills. As Cerqueira et al. (2021) confirm, an effective and lasting business relationship is built on trust, flexibility, accessibility, and communication based on secure channels of contact. In the end, it all works like a row of dominoes in which some pieces are pushing the others until we reach the final goal. Without intercultural skills, social entrepreneurship may not work. In turn, without a so-called social entrepreneurship that considers the social economy, it is not possible to achieve sustainable economic, social, and environmental development. We can once again see how this works in practice at the Darwin Camp - a cradle of entrepreneurs that must necessarily have sustainable development as its goal, and that only effectively works thanks to intercultural skills. As we have observed earlier, without them the communication inside the Camp would be ineffective considering it mixes several cultures, whether they are related to nationality or to one's beliefs.

And last but not the least, we can also conclude that, even if the Darwin Camp is not perfect, it was created and developed having all these concepts at the heart of the project. From opportunities to share work, resources and experiences between entrepreneurs. From contributing to the creation and development of projects and companies whose focus is always on making the world a better place in social and environmental terms. From all the initiatives that are carried out that directly help people in need and/or act directly for the environmental cause. The Darwin Camp project mirrors how the promotion of entrepreneurship, and consequently of social economy, CSR and interculturality, can have a positive impact for sustainable development.

3.2 Biggest difficulties and suggested topics for further research

32.1 Biggest difficulties

Knowing what does or does not matter is difficult. If I started writing my thesis today, I would do several things differently and I believe that, starting tomorrow, these things would no longer be the same. However, I believe that that is where the beauty of researching lies: in learning to do and to be always more and always better.

Specifically, the biggest difficulties I felt are easy to explain. At first, choosing and narrowing down the theme was really complicated for me. The world is so vast and this master's degree so versatile that the possibilities were immense. It was hard for me to find my message, to understand what I wanted to say. For that, I used my network with all its interculturality that I already told you about. I had some topics in mind, but very general ones, so I started asking and answering and debating all around me. After several discussions with several different people, something had already started forming in my head. The problem was that it ended up being even more difficult to transform all the ideas in a single theme and concentrate them in the structure of a thesis. But the only way to find answers to those questions was to read. So, I did and, little by little, every idea started to take its place and the structure of this dissertation gained form.

In a second moment, surveys were my biggest struggle. When I was in primary school, my father told me that if I wanted something done right, I would have to do it myself. Life has been proving him right more often than not, and these surveys were not an exception. The problem was that I really couldn't do them myself and depending on others to be able to advance in my research was frustrating, to say the least. I tried everything, from spreading QR codes all over Darwin to offering candy in exchange for answers. Sometimes it worked, sometimes it did not. Luckily, I was able, thanks to the help of some colleagues, to meet and interview people who could give me some answers. Besides, my personal experience was also very valuable in order to get a real feel of how things work. I do not think I could ever complete this work if I was not to be here in person every day for six months.

3.2.2 Suggested topics for further research

As for the topics that arose during my work and that I suggest being perhaps carried out for further research, they are as follows:

1. La *Conciergerie Solidaire*'s business model and the importance of such ways of doing business.
2. The accurate role of the State in specific projects that are advertised as existing essentially due to the private sector.
3. The low rate of POC in the world of entrepreneurship.
4. CSR as a policy and not a set of guidelines: what could it change?

References

ANJE. (2011). Política ambiental vs. Desenvolvimento sustentável. ANJE: Associação Nacional de Jovens Empresários.

https://www.anje.pt/wp-content/uploads/2019/09/des_sustentavel_compressed.pdf

ANJE. (n.d.). As questões ambientais na estratégia das empresas. ANJE: Associação Nacional de Jovens Empresários.

https://www.anje.pt/wp-content/uploads/2019/09/AmbienteeDesenvolvimentoSustentado_Asquest%C3%B5esambientaisnaestrat%C3%A9giadasempresas.pdf

Apuke, O. D. (2018). Understanding the concept of publicity in public relations: A synoptic review. *Kuwait Chapter of Arabian Journal of Business and Management Review*, 7(2), 32-34.

<https://doi.org/10.12816/0046066>

Armstrong, P. (2005). *Critique of entrepreneurship*. Palgrave Macmillan, London

<https://doi.org/10.1057/9780230554955>

Bohen, H. (1953). The businessman's conception of his social responsibilities. *Social Responsibilities of the Businessman*.

Campenhoudt, L. V., Marquet, J., & Quivy, R. (2017). *Manuel de recherche en sciences sociales* - 5e ed. Dunod.

Cerqueira, C., Lamas, M., & Baranovskiy, S. (2021). O papel da Interculturalidade na internacionalização das startups: O caso do programa de aceleração virtual do Eligent Club. *E-Journal of Intercultural Studies*, (8).

Chomsky, N. (2011). *Profit over people: Neoliberalism and global order*. Seven Stories Press.

WCED., World Commission on Environment & Development, World Commission on Environment and Development, & Brundtland, G. H. (1987). *Our common future*. Oxford University Press.

Costa, A. D., & Saraiva, L. A. (2015). Ideologias Organizacionais: Uma crítica ao discurso empreendedor. *Revista Brasileira de Estudos Organizacionais*, 1(2), 187.

<https://doi.org/10.21583/2447-4851.rbeo.2014.v1n2.36>

Darwin Camp. (2021). Caserne Niel – Les assos de Darwin. Caserne Niel – Les assos de Darwin.

- <https://caserneniel.org/>
- Darwin Camp. (2021). Darwin, Le projet. Darwin.
<https://darwin.camp/c/projet-darwin/>
- Darwin Camp. (2021, January 15). Le Campement. Le Campement Darwin.
<https://lecampement-bordeaux.fr/>
- Darwin Camp. (2021). Lycée Edgar Morin, un lycée pour la vie. Monsite.
<https://www.lycee-edgarmorin.com/>
- Dees, J. G. (2018). The meaning of social entrepreneurship. *Case Studies in Social Entrepreneurship and Sustainability*, 22-30.
<https://doi.org/10.4324/9781351278560-5>
- Dietz, G. (2018). Interculturality. *The International Encyclopedia of Anthropology*, 1-19.
<https://doi.org/10.1002/9781118924396.wbiea1629>
- Eagleton, T. (2013). *The idea of culture*. John Wiley & Sons.
- Esposito, M., Tse, T., & Soufani, K. (2018). Introducing a circular economy: New thinking with new managerial and policy implications. *California Management Review*, 60(3), 5-19.
<https://doi.org/10.1177/0008125618764691>
- European Parliament News. (2020). Circular economy: Definition, importance and benefits | News | European Parliament.
<https://www.europarl.europa.eu/news/en/headlines/economy/20151201STO05603/circular-economy-definition-importance-and-benefits>
- Evolution Incubateur. (2007). Evolution Incubateur - LinkedIn Page. LinkedIn.
<https://www.linkedin.com/company/evolution-incubateur/>
- Frishammar, J., & Parida, V. (2018). Circular business model transformation: A roadmap for incumbent firms. *California Management Review*, 61(2), 5-29.
<https://doi.org/10.1177/0008125618811926>
- GEM. (2020). GEM 2019/2020 Global Report. Global Entrepreneurship Monitor.
<https://www.gemconsortium.org/>
- Giridharadas, A. (2020, November 13). What is not your fault may be your problem. The.Ink.
<https://the.ink/p/not-your-fault>
- Hofstede Insights. (2017, August 22). Country comparison.
<https://www.hofstede-insights.com/country-comparison/the-usa/>

Hopkinson, P., Zils, M., Hawkins, P., & Roper, S. (2018). Managing a complex global circular economy business model: Opportunities and challenges. *California Management Review*, 60(3), 71-94.

<https://doi.org/10.1177/0008125618764692>

Investopedia. (2020). How to tell if your corporate culture is healthy.

<https://www.investopedia.com/terms/c/corporate-culture.asp>

Investopedia. (2020). Corporate social responsibility (CSR).

<https://www.investopedia.com/terms/c/corp-social-responsibility.asp>

Investopedia. (2020). What you should know about entrepreneurs.

<https://www.investopedia.com/terms/e/entrepreneur.asp#entrepreneurship-definitions>

Johnson, S. K., Sitzmann, T., & Nguyen, A. T. (2014). Don't hate me because I'm beautiful: Acknowledging appearance mitigates the "beauty is beastly" effect. *Organizational Behavior and Human Decision Processes*, 125(2), 184-192.

<https://doi.org/10.1016/j.obhdp.2014.09.006>

Kaiser Family Foundation. (2020). Population distribution by race/Ethnicity.

<https://www.kff.org/other/state-indicator/distribution-by-raceethnicity/?currentTimeframe=0&sortModel=%7B%22colId%22:%22Location%22,%22sort%22:%22asc%22%7D>

Kang, S., DeCelles, K., Tilcsik, A., & Jun, S. (2017). Whiteness Resumes: Race and self-presentation in the labor market. *Administrative Science Quarterly*, 61(3), 469-502.

<https://doi.org/10.31235/osf.io/6p2r4>

Kauffman Foundation. (2020). Who is the entrepreneur? Race and ethnicity, age, and immigration trends among new entrepreneurs in the United States, 1996-2019. Ewing Marion Kauffman Foundation | Kauffman.org.

<https://www.kauffman.org/entrepreneurship/reports/race-ethnicity-age-immigration-trends-united-states-entrepreneurs-1996-2019/>

Kotter, J. P. (2008). *Corporate culture and performance*. Simon & Schuster.

Lamas, M. (2012). Educação e Empreendedorismo: Uma análise teórica e etnográfica da relação [Doctoral dissertation].

https://minerva.usc.es/xmlui/bitstream/handle/10347/6174/rep_292.pdf?sequence=1&isAllowed=y

Lamas, M. (2020). Lesson 1: Introduction Concepts [Zoom Conference].

Lamas, M. (2020). Lesson 2: Entrepreneurial Culture [Zoom Conference].

- Lamas, M. (2020). Lesson 3: Creativity and Innovation [Zoom Conference].
- Le Monde. (2018, May 24). L'écosystème Darwin, village alternatif. Le Monde.fr.
https://www.lemonde.fr/smart-cities/article/2018/05/24/supp-dd-31-05-darwin-un-village-alternatif-face-a-la-realite-du-marche-immobilier-bordelais_5303794_4811534.html
- La Conciergerie Solidaire. (2019). Rapport d'impacts La Conciergerie Solidaire.
<https://conciergerie-solidaire.fr/wp-content/uploads/2020/03/Rapport-dimpacts-La-Conciergerie-Solidaire.pdf>
- Leitão, A. (2015). Economia circular: uma nova filosofia de gestão para o séc. XXI. *Portuguese Journal of Finance, Management and Accounting*, 1(2), 149-171.
<http://u3isjournal.isvouga.pt/index.php/PJFMA/article/view/114>
- Lucas dos Santos, L. (2019). Sustainable societies, (feminist) economic imageries and different rationalities. Centre for Social Studies of the University of Coimbra.
https://base.socioeco.org/docs/to_ripess.pdf
- Luis, A., Lamas, M., & Lamas, M. (2018). Subsídios das competências empreendedoras na Educação para a Cidadania na Universidade Metodista Unida de Moçambique. *Actas do Fórum Internacional África, Cooperação, Educação e Desenvolvimento (II FIACED)*, 74-94.
https://www.researchgate.net/profile/Luisa-Lamas/publication/326834910_Subsidios_das_competencias_empreendedoras_na_Educacao_para_a_Cidadania_na_Universidade_Metodista_Unida_de_Mocambique/links/5f11d19992851c1eff18cf7c/Subsidios-das-competencias-empreendedoras-na-Educacao-para-a-Cidadania-na-Universidade-Metodista-Unida-de-Mocambique.pdf
- Mansouri, F., & Elias, A. (2021). The intercultural dialogue index (ICDI): An index for assessing intercultural relations. *Social Indicators Research*.
<https://doi.org/10.1007/s11205-021-02616-8>
- Mazzucato, M. (2018). *The entrepreneurial state: Debunking public vs. private sector myths*. Penguin UK.
- Mazzucato, M. (2021). *Mission economy: A moonshot guide to changing capitalism*. Penguin UK.
- McGuigan, J. (2014). *Raymond Williams on culture & society: Essential writings*. SAGE Publications Ltd
<https://doi.org/10.4135/9781473914766>

- Michalowicz, M. (2020). *Fix this next: Make the vital change that will level up your business*. Penguin.
- Nussbaum, M. (2011). *Creating capabilities*. *Harvard University Press*
<https://doi.org/10.4159/harvard.9780674061200>
- OECD. (2021). *Entrepreneurship: Indicators of female entrepreneurship*.
<https://stats.oecd.org/index.aspx?queryid=83119>
- Orwell, G. (1949). *1984 (Essential Orwell Classics)*. E-Kitap Projesi & Cheapest Books.
- PayScale. (2020, March 12). *PayScale survey reveals the 2020 compensation best practices*.
<https://www.payscale.com/compensation-today/2020/03/payscale-survey-reveals-the-compensation-best-practices-of-2020>
- Pessoa, F. (1926). *A essência do comércio*. Arquivo Pessoa: Obra Edita –
<http://arquivopessoa.net/textos/99>
- Pew Research Center. (2010). *Appendix 1: Religious Diversity Index*. Pew Research.
<https://assets.pewresearch.org/wp-content/uploads/sites/11/2014/04/Religious-Diversity-appendix-1.pdf>
- Quintão, C., & Parente, C. (2015). *As escolas de pensamento sobre o empreendedorismo social. O Empreendedorismo Social e a Economia Solidária*.
- Ridder, H. (2017). *The theory contribution of case study research designs*. *Business Research*, 281-305.
<https://doi.org/10.1007/s40685-017-0045-z>
- Rocha, V. (2019). *The impact of entrepreneurship on community integration: Evidence from a quasi-natural experiment*. *Academy of Management Proceedings*.
<https://doi.org/10.5465/ambpp.2019.163>
- Sarmiento, C. (2015). *Estudos Interculturais aplicados: Textos, turismo e tipologias*. Vida Económica, Porto.
- Sarmiento, C. (2014). *Interculturalism, multiculturalism, and intercultural studies: Questioning definitions and repositioning strategies*. *Intercultural Pragmatics*, 603-618.
<https://doi.org/10.1515/ip-2014-0026>
- Seelos, C., & Mair, J. (2005). *Social entrepreneurship: Creating new business models to serve the poor*. *Business Horizons*, 241-246.
<https://doi.org/10.1016/j.bushor.2004.11.006>
- Simply Psychology. (2007, February 5). *Maslow's hierarchy of needs*.
<https://www.simplypsychology.org/maslow.html>

Sinek, S. (2011). *Start with why: How great leaders inspire everyone to take action*. Penguin UK.

Stake, R. E. (2010). *Qualitative research: Studying how things work*. Guilford Press.

UKEssays. (2017, April 24). Definitions by scholars on corporate culture. UKEssays.com.

<https://www.ukessays.com/essays/business/definitions-by-scholars-on-corporate-culture-business-essay.php?vref=1>

UNESCO. (2015, August 20). Sustainable development. UNESCO.

<https://en.unesco.org/themes/education-sustainable-development/what-is-esd/sd>

UNESCO. (2020, November 4). Intercultural dialogue during the pandemic: Impact and response. UNESCO.

<https://en.unesco.org/news/intercultural-dialogue-during-pandemic-impact-and-response>

United Nations. (2015). The 17 goals. Department of Economic and Social Affairs.

<https://sdgs.un.org/goals>

Wadhwa, V., Holly, K., Aggarwal, R., & Salkever, A. (2009). Anatomy of an entrepreneur: Family background and motivation. *SSRN Electronic Journal*.

<https://doi.org/10.2139/ssrn.1431263>

Washington, M. C., Okoro, E. A., & Thomas, O. (2012). Intercultural communication in global business: An analysis of benefits and challenges. *International Business & Economics Research Journal (IBER)*, 217.

<https://doi.org/10.19030/iber.v11i2.6776>

Wong, J. S., & Penner, A. M. (2016). Gender and the returns to attractiveness. *Research in Social Stratification and Mobility*, 113-123.

<https://doi.org/10.1016/j.rssm.2016.04.002>

Zee, E. (2020). Lesson 2: Corporate Social Responsibility [Personal Communication].

Appendixes

A. Model of the questionnaire done to the founders of Darwin Camp:

1. Where did the idea for Darwin Camp come from? What principles shape the concept?
2. Do you know if there are any similar projects? If yes, which?
3. In your opinion, what differentiates Darwin Camp?
4. What is the intervention/contribution of Darwin Camp in the development of companies?
5. In what other way does Darwin Camp directly impact the community? Besides indirectly through these businesses.
6. What does the emergency housing project consist of?
7. In your opinion, how can the private sector have concrete action in sustainability, especially environmental?
8. How can compliance or non-compliance with CSR benefit or harm companies?
9. Are there companies, projects and/or entrepreneurs from several countries at Darwin?
10. Are there any agreements in place with foreign projects?
11. There are very different cultures inside Darwin Camp. Even if everyone works around the idea of making the world a better place, everyone does it in their own way and everyone has their own beliefs regarding the topic. Can you please comment on that? The interculturality topic is very important for me.
12. Any other comments or tips?

B. Model of the questionnaire done to the companies and projects of Darwin's coworking space:

1. How would you describe Darwin Camp?
2. Do you know any similar projects (anywhere in the world)? If yes, state which.
3. What is your company/project? (optional)
4. What is the intervention/contribution of Darwin Camp in the development of your company/project?
5. What are your company/project CSR values?
6. Does your company/project give back to the community?
7. If yes, how?
8. What is the nationality of your company?
9. Do you have non-French workers/interns?
10. Do you have non-French partners?
11. There are very different cultures inside Darwin Camp. Even if everyone works around the idea of making the world a better place, everyone does it in their own way and everyone has their own beliefs regarding the topic. Can you please comment on that? The interculturality topic is very important for me.
12. Any other comments or tips?

C. Model of the interview conducted with the head of the *Conciergerie Solidaire* in Darwin Camp.

1. How was the project born?
2. Can we say it was Darwin's first embryo?
3. What was the concrete intervention of Darwin Camp in the creation and growth of the project?
4. In what way is *Conciergerie* essential to Darwin?
5. Is there a symbiotic relationship?
6. Do you believe in social entrepreneurship as a driver for sustainable development?
(Understand what SE is for her)
7. What other humanitarian processes do you develop?
8. How else do you positively impact the world other than through your CSR policy
(local and environmental business practices)?
9. What is your opinion regarding sustainable development?
10. Do you think the solution might be to legislate both the private and the public sector on CSR policies?
11. I would like to know what you think of these statements: “There are very different cultures within the Darwin camp. Even if everyone works around the idea of making the world a better place, everyone does it in their own way and everyone has their own convictions on the subject”.

D. Model of the interview conducted with the coordinator of the *Le Campement* in Darwin Camp.

1. How would you describe *Le Campement*? Do you know any similar projects?
2. What is the relationship with the Darwin Camp?
3. How does this project contribute to sustainable development?
4. Can we talk about CSR when you say that?
5. How does this project impact the community directly? Other than through helping the environment.
6. In your opinion, can the compliance or noncompliance of CSR affect a company or project?
7. Are all companies of *Le Campement* French?
8. Can we discuss the topic of interculturality, or do you think it does not apply?
9. How diverse is *Le Campement*?