

## **Influential Article Review - Utilizing a Retail Case Study to Explore Community Businesses**

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*This paper examines entrepreneurship. We present insights from a highly influential paper. Here are the highlights from this paper: Community-based entrepreneurship is considered to be an important instrument for the realization of potential among marginal and deprived communities isolated from the mainstream economy and is important in bringing social upliftment. Cultural values, shared resources, linkages, and mutual trust work for the community, nurtured through close personal relations for the functioning of economic activities. Entrepreneurial activities creating local public goods for a community have a comparative advantage over the absolute market-oriented activities. This paper tries to follow a case study method to analyze the community-based entrepreneurship in a marginal community (Muslim). Many self-employed Muslim workers and small businesses in urban centers in a non-Islamic society indicate that they bound to have a great propensity for entrepreneurship compared to the indigenous population. The government needs to introduce a policy with implicative measures for financial and technical support to these entrepreneurial activities. For our overseas readers, we then present the insights from this paper in Spanish, French, Portuguese, and German.*

*Keywords: Community, Entrepreneurship, Friendly Mart, Muslim, Retail*

### **SUMMARY**

- This paper is a preliminary effort to elucidate the concept of community-based entrepreneurial activities based on evidences from a case. It tried to identify the determinants leading to formation, composition, operation, and offering of community-based entrepreneurship as a means of economic or livelihood development. There is obviously a considerable scope of further research which remains as conjectures offered in origins, evolution, and collateral effects of the said phenomenon to increase our comprehension connected with the construction, progression, and performance of under-recognized form of enterprising processes.
- Major determinants could be shared locality or values . Factors such as rural, urban, indigenous reserves, and new settlements are also could be an impacting one. Juhapura locality happens to be the new settlement for a Muslim community after the communal riots in 2001, in another word a Muslim ghetto. Deprived socio-economic status of Muslims can be considered as a key determinant of entrepreneurial activity as observed in the case. In case of Friendly Mart, benefits are limited to

few people involved in the related commercial activities irrespective of place, language, religion, or community. So, spillover effects are absent or limited in nature. There are many aspects of community-based entrepreneurship which require both qualitative and quantitative assessment for furthering the knowledge.

- Community-based enterprise offers a promising approach towards poverty reduction in deprived communities to the limited extent. However, economic and non-economic goals can enhance the realization of social and material resources of the communities as suggested by the case. It also touches upon the role of cultural values, institutional arrangements, and structures in the formation of the enterprise. Finally, as reflected in this paper, leadership is the most critical element for the success of community-based enterprises. In the early days of community-based entrepreneurship, leadership is the most crucial factor to recognize opportunities and risks while mobilizing capitals and capacities to realize social benefits.
- The case study also reflects that asymmetry of the information creates a moral hazard in the community. Personal interactions among people play a vital role in avoiding moral hazard. In other words, community-based entrepreneurship can be considered as a window of opportunity to realize potential, otherwise remained isolated from the mainstream economy. This is important as to bring social upliftment of a community.
- It can be stated that access to capital to mainstream connections can be a determining factor towards entrepreneurial success or failure. Community-based activities lead to dependence on sect partners, personnel, and customers which can be limiting in nature.

#### **HIGHLY INFLUENTIAL ARTICLE**

We used the following article as a basis of our evaluation:

Parwez, S. (2017). Community-based entrepreneurship: evidences from a retail case study. *Journal of Innovation and Entrepreneurship*, 6(1), 1–16.

This is the link to the publisher's website:

<https://innovation-entrepreneurship.springeropen.com/articles/10.1186/s13731-017-0074-z>

#### **INTRODUCTION**

To alleviate poverty, development agencies and multinational organizations have been greatly involved in interventions in the developing world for many decades. It has been observed that the most widely adopted approaches have often been paternalistic, even if unintentionally, while ignoring the strength of local institutions (Davis 1993). Most of the poverty alleviation programs have degenerated into “charity” rather than building the local and durable self-reliance (Burkey, 1993). It is evident that the real effect of developmental interventions has been compromising in respect to community development and eventually contributes to the creation of real poverty rather than alleviation (Cornwall 1998; Crewe, and Harrison 1998; Sachs 1992).

A major issue in developmental activities is that projects are generally conceived and implemented by agencies rather than by community members. This has often led to a lack of ownership on the part of the local population and beneficiaries. It is exemplified by the fact that once the finances of a project dry out, the interest of the local population also recedes. Identification of this trend has forced several international and domestic agencies to conceive and implement projects with enhanced local participation (Brinkerhoff 1996; World Bank 1996).

To enhance collective development, it has been identified that focus should be on the creation of sustainable economic activities rather than welfare projects (Parwez 2016b). It has been commonly acknowledged that enterprise development can be a crucial element in the process of economic development [Drucker 1995; Schumpeter (1934) 1983]. Numerous initiatives that have been taken and executed aimed at promoting entrepreneurship development to improve the socio-economic condition. It is

discouraging to observe the general lack of success of the entrepreneurial venture as very few examples are there to be replicated.

These failures suggest that there are many gaps in our understanding of entrepreneurial processes. A recent research and theory on transitional economies, together with growing interest in micro-credits, has an effect on community issues as principal elements of entrepreneurial activity among underprivileged people (Bates 1997; Cornwall 1998; Anderson, and Jack 2002; Parwez 2015). Further, values of the western world emphasize continuation of the conventional view of entrepreneurship (Peterson 1988), and efforts to encourage entrepreneurship in developing countries have been shaped by a western outlook. But societies differ substantially in the degree to which they incorporate elements of entrepreneurship (Hofstede 1980).

Generally, developing or poor countries suffer from adverse determinants in the context of entrepreneurial activities. In the case of India, these determining factors are more in number and pronounced. India being the materially disadvantaged economy is characterized by hierarchical social systems based on ethnicity, caste, gender, religion, economic and social status, and other factors; limited or non-existent welfare systems; subsidies eliminated as part of debt reduction programs; and a high level of unemployment. These features can be a stimulant to prospective entrepreneurs, though such entrepreneurs face characteristics uncertainty and risks due to political, social, and economic instability and lack of access to capital and institutional support (Leff 1979; Parwez 2016c).

This study tries to examine a community-based entrepreneurship through a case study approach with an implicit research question on how it can lead to livelihood development and eventual empowerment of the community at large. This paper is comprised of a conceptual and empirical analysis, with the application of a case study method in a community-based retail chain for furthering of the concept, with the application of a case study method in a community-based retail chain with an aim of understanding the concept further.

## CONCLUSION

This study tries to emphasize on the development of a comprehensive approach towards community-based enterprising to enhance livelihood prospects for local population. It is evident that entrepreneurial ventures are motivated by community orientation and undertaken with the expectation of profits to be used for an expansion and the empowerment of members. But it remains to be established as an effective model for achieving community goals, as current evidences are limited in nature. Reflections from the study suggest that community affiliation combined with requisite entrepreneurial skills is essential for this form of enterprising to be successful. A community-based entrepreneurship should reflect on the multiplicity of local needs; however, this factor is missing in this case which needs to be explored further. The empowerment promoted by community enterprises suggests a shift towards the strengthening of existing capacities at an individual level and groups in a community. The major limitation of this phenomenon is the lack of community orientation in a modern society, capacity, and generalization of a model elsewhere. Community-based entrepreneurial activities could be an effective response to the “structural and functional disconnection between indigenous, informal, and formal institutions.” Few policy initiatives need to be taken for fostering a positive attitude towards entrepreneurship among members of weak communities and encouraging the catalytic role towards further development.

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## **TRANSLATED VERSION: SPANISH**

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

## **VERSION TRADUCIDA: ESPAÑOL**

A continuación se muestra una traducción aproximada de las ideas presentadas anteriormente. Esto se hizo para dar una comprensión general de las ideas presentadas en el documento. Por favor, disculpe cualquier error gramatical y no responsabilite a los autores originales de estos errores.

## **INTRODUCCIÓN**

Para aliviar la pobreza, los organismos de desarrollo y las organizaciones multinacionales han participado en gran medida en las intervenciones en el mundo en desarrollo durante muchas décadas. Se ha observado que los enfoques más ampliamente adoptados han sido a menudo paternalistas, aunque involuntariamente, ignorando la fuerza de las instituciones locales (Davis 1993). La mayoría de los programas de mitigación de la pobreza han degenerado en "caridad" en lugar de construir la autosuficiencia local y duradera (Burkey, 1993). Es evidente que el efecto real de las intervenciones en materia de desarrollo ha sido comprometedor con respecto al desarrollo comunitario y, con el tiempo, contribuye a la creación de una pobreza real en lugar de aliviarla (Cornualles 1998; Crewe, y Harrison 1998; Sachs 1992).

Una cuestión importante en las actividades de desarrollo es que los proyectos son generalmente concebidos e implementados por los organismos en lugar de por los miembros de la comunidad. Esto a menudo ha llevado a la falta de propiedad por parte de la población local y los beneficiarios. Se ejemplifica por el hecho de que una vez que las finanzas de un proyecto se secan, el interés de la población local también retrocede. La identificación de esta tendencia ha obligado a varios organismos internacionales y nacionales a concebir e implementar proyectos con una mayor participación local (Brinkerhoff 1996; Banco Mundial de 1996).

Para mejorar el desarrollo colectivo, se ha identificado que la atención debe centrarse en la creación de actividades económicas sostenibles en lugar de proyectos de bienestar (Parwez 2016b). Se ha reconocido comúnmente que el desarrollo empresarial puede ser un elemento crucial en el proceso de desarrollo económico [Drucker 1995; Schumpeter (1934) 1983]. Numerosas iniciativas que se han tomado y ejecutado encaminadas a promover el desarrollo del emprendimiento para mejorar la condición socioeconómica. Es desalentador observar la falta general de éxito de la empresa empresarial, ya que hay muy pocos ejemplos que replicar.

Estos fracasos sugieren que hay muchas lagunas en nuestra comprensión de los procesos empresariales. Una investigación y teoría recientes sobre las economías de transición, junto con el creciente interés en los microcréditos, tiene un efecto en las cuestiones comunitarias como elementos principales de la actividad empresarial entre las personas desfavorecidas (Bates 1997; Cornualles 1998; Anderson y Jack 2002; Parwez 2015). Además, los valores del mundo occidental hacen hincapié en la continuación de la visión convencional del emprendimiento (Peterson 1988), y los esfuerzos para fomentar el espíritu empresarial en los países en desarrollo han sido moldeados por una perspectiva occidental. Pero las sociedades difieren sustancialmente en el grado en que incorporan elementos de emprendimiento (Hofstede 1980).

En general, los países en desarrollo o los pobres sufren de determinantes adversos en el contexto de las actividades empresariales. En el caso de la India, estos factores determinantes son más en número y pronunciados. Siendo la India la economía materialmente desfavorecida se caracteriza por sistemas sociales jerárquicos basados en la etnia, la casta, el género, la religión, el estatus económico y social y otros factores; sistemas de bienestar limitados o inexistentes; subsidios eliminados como parte de los programas de reducción de la deuda; y un alto nivel de desempleo. Estas características pueden ser un estimulante para los futuros empresarios, aunque estos empresarios se enfrentan a características de incertidumbre y riesgos

debidos a la inestabilidad política, social y económica y la falta de acceso al capital y al apoyo institucional (Leff 1979; Parwez 2016c).

Este estudio trata de examinar un emprendimiento basado en la comunidad a través de un enfoque de estudio de caso con una pregunta de investigación implícita sobre cómo puede conducir al desarrollo de los medios de subsistencia y el eventual empoderamiento de la comunidad en general. Este documento se compone de un análisis conceptual y empírico, con la aplicación de un método de estudio de caso en una cadena minorista basada en la comunidad para la mejora del concepto, con la aplicación de un método de estudio de caso en una cadena minorista basada en la comunidad con el objetivo de entender aún más el concepto.

## **CONCLUSIÓN**

Este estudio trata de hacer hincapié en el desarrollo de un enfoque integral hacia la empresa de empresas para mejorar las perspectivas de subsistencia de la población local. Es evidente que las empresas empresariales están motivadas por la orientación de la comunidad y se llevan a cabo con la expectativa de que los beneficios se utilicen para una expansión y el empoderamiento de los miembros. Pero aún queda por establecer como un modelo eficaz para alcanzar los objetivos de la comunidad, ya que las evidencias actuales son de naturaleza limitada. Las reflexiones del estudio sugieren que la afiliación comunitaria combinada con las habilidades empresariales necesarias es esencial para que esta forma de emprendedor tenga éxito. Un emprendimiento comunitario debe reflexionar sobre la multiplicidad de necesidades locales; sin embargo, este factor falta en este caso, que debe explorarse más a fondo. El empoderamiento promovido por las empresas comunitarias sugiere un cambio hacia el fortalecimiento de las capacidades existentes a nivel individual y los grupos en una comunidad. La principal limitación de este fenómeno es la falta de orientación comunitaria en una sociedad moderna, capacidad y generalización de un modelo en otros lugares. Las actividades empresariales comunitarias podrían ser una respuesta eficaz a la "desconexión estructural y funcional entre instituciones indígenas, informales y formales". Es necesario adoptar pocas iniciativas políticas para fomentar una actitud positiva hacia el espíritu empresarial entre los miembros de las comunidades débiles y fomentar el papel catalizador hacia un mayor desarrollo.

## **TRANSLATED VERSION: FRENCH**

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

## **VERSION TRADUITE: FRANÇAIS**

Voici une traduction approximative des idées présentées ci-dessus. Cela a été fait pour donner une compréhension générale des idées présentées dans le document. Veuillez excuser toutes les erreurs grammaticales et ne pas tenir les auteurs originaux responsables de ces erreurs.

## **INTRODUCTION**

Pour réduire la pauvreté, les agences de développement et les organisations multinationales participent grandement aux interventions dans les pays en développement depuis de nombreuses décennies. Il a été observé que les approches les plus largement adoptées ont souvent été paternalistes, même involontairement, tout en ignorant la force des institutions locales (Davis, 1993). La plupart des programmes de réduction de la pauvreté ont dégénéré en « charité » plutôt que de construire l'autonomie locale et durable (Burkey, 1993). Il est évident que l'effet réel des interventions de développement a été compromis en ce qui concerne le développement communautaire et contribue éventuellement à la création d'une véritable pauvreté plutôt qu'à une réduction (Cornwall, 1998; Crewe et Harrison, 1998; Sachs, 1992).

L'un des principaux problèmes des activités de développement est que les projets sont généralement conçus et mis en œuvre par des organismes plutôt que par des membres de la collectivité. Cela a souvent conduit à un manque de propriété de la part de la population locale et des bénéficiaires. Il est illustré par le fait qu'une fois que les finances d'un projet se dessèchent, l'intérêt de la population locale diminue également. L'identification de cette tendance a forcé plusieurs organismes internationaux et nationaux à concevoir et à mettre en œuvre des projets avec une participation locale accrue (Brinkerhoff, 1996; Banque mondiale, 1996).

Pour renforcer le développement collectif, il a été déterminé que l'accent devrait être mis sur la création d'activités économiques durables plutôt que sur des projets de bien-être (Parwez 2016b). Il a été communément reconnu que le développement des entreprises peut être un élément crucial dans le processus de développement économique [Drucker, 1995; Schumpeter (1934) 1983]. De nombreuses initiatives ont été prises et exécutées visant à promouvoir le développement de l'entrepreneuriat afin d'améliorer la situation socio-économique. Il est décourageant d'observer le manque général de succès de l'entreprise entrepreneuriale, car très peu d'exemples sont là pour être reproduits.

Ces échecs donnent à penser qu'il y a de nombreuses lacunes dans notre compréhension des processus entrepreneuriaux. Une recherche et une théorie récentes sur les économies en transition, ainsi que l'intérêt croissant pour les microcrédits, ont un effet sur les questions communautaires en tant que principaux éléments de l'activité entrepreneuriale chez les personnes défavorisées (Bates, 1997; Cornwall, 1998; Anderson, et Jack 2002; Parwez 2015). En outre, les valeurs du monde occidental mettent l'accent sur la poursuite de la vision conventionnelle de l'entrepreneuriat (Peterson, 1988), et les efforts visant à encourager l'entrepreneuriat dans les pays en développement ont été façonnés par une perspective occidentale. Mais les sociétés diffèrent considérablement dans la mesure où elles intègrent des éléments de l'entrepreneuriat (Hofstede, 1980).

En général, les pays en développement ou les pays pauvres souffrent de déterminants défavorables dans le contexte des activités entrepreneuriales. Dans le cas de l'Inde, ces facteurs déterminants sont plus nombreux et prononcés. L'Inde étant l'économie matériellement défavorisée se caractérise par des systèmes sociaux hiérarchiques fondés sur l'ethnicité, la caste, le sexe, la religion, le statut économique et social, et d'autres facteurs; systèmes d'aide sociale limités ou inexistant; les subventions éliminées dans le cadre des programmes de réduction de la dette; et un niveau élevé de chômage. Ces caractéristiques peuvent être un stimulant pour les entrepreneurs potentiels, bien que ces entrepreneurs soient confrontés à des caractéristiques d'incertitude et de risques en raison de l'instabilité politique, sociale et économique et du manque d'accès au capital et au soutien institutionnel (Leff, 1979; Parwez 2016c).

Cette étude tente d'examiner un esprit d'entreprise communautaire à travers une approche d'étude de cas avec une question de recherche implicite sur la façon dont il peut conduire au développement des moyens de subsistance et à l'autonomisation éventuelle de la communauté dans son ensemble. Ce document est composé d'une analyse conceptuelle et empirique, avec l'application d'une méthode d'étude de cas dans une chaîne communautaire de vente au détail pour la poursuite du concept, avec l'application d'une méthode d'étude de cas dans une chaîne communautaire de vente au détail dans le but de mieux comprendre le concept.

## **CONCLUSION**

Cette étude tente de mettre l'accent sur l'élaboration d'une approche globale vers l'entreprise communautaire afin d'améliorer les perspectives de subsistance de la population locale. Il est évident que les entreprises entrepreneuriales sont motivées par l'orientation communautaire et entreprises dans l'espoir que les profits soient utilisés pour une expansion et l'autonomisation des membres. Mais il reste à établir comme un modèle efficace pour atteindre les objectifs de la communauté, car les preuves actuelles sont de nature limitée. Les réflexions tirées de l'étude suggèrent que l'affiliation communautaire combinée aux compétences entrepreneuriales requises est essentielle pour que cette forme d'entreprise puisse réussir. Un esprit d'entreprise communautaire devrait réfléchir à la multiplicité des besoins locaux; toutefois, ce facteur manque dans ce cas qui doit être exploré plus avant. L'autonomisation promue par les entreprises



communautaires suggère un changement vers le renforcement des capacités existantes au niveau individuel et des groupes dans une communauté. La principale limite de ce phénomène est le manque d'orientation communautaire dans une société moderne, la capacité et la généralisation d'un modèle ailleurs. Les activités entrepreneuriales communautaires pourraient être une réponse efficace à la « déconnexion structurelle et fonctionnelle entre les institutions autochtones, informelles et formelles ». Peu d'initiatives politiques doivent être prises pour favoriser une attitude positive à l'égard de l'entrepreneuriat chez les membres des communautés faibles et encourager le rôle catalyseur vers la poursuite du développement.

### **TRANSLATED VERSION: GERMAN**

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### **ÜBERSETZTE VERSION: DEUTSCH**

Hier ist eine ungefähre Übersetzung der oben vorgestellten Ideen. Dies wurde getan, um ein allgemeines Verständnis der in dem Dokument vorgestellten Ideen zu vermitteln. Bitte entschuldigen Sie alle grammatikalischen Fehler und machen Sie die ursprünglichen Autoren nicht für diese Fehler verantwortlich.

### **EINLEITUNG**

Um die Armut zu lindern, engagieren sich Entwicklungsagenturen und multinationale Organisationen seit vielen Jahrzehnten stark an Interventionen in den Entwicklungsländern. Es wurde beobachtet, dass die am weitesten verbreiteten Ansätze oft paternalistisch waren, wenn auch unbeabsichtigt, während die Stärke der lokalen Institutionen ignoriert wurde (Davis 1993). Die meisten Programme zur Armutsbekämpfung sind zu "Charity" verkommen, anstatt die lokale und dauerhafte Selbständigkeit aufzubauen (Burkey, 1993). Es ist offensichtlich, daß die tatsächlichen Auswirkungen von Entwicklungsinterventionen im Hinblick auf die Entwicklung der Gemeinschaft kompromittierend waren und schließlich zur Schaffung echter Armut und nicht zur Linderung beitragen (Cornwall 1998; Crewe und Harrison 1998; Sachs 1992).

Ein wichtiges Thema bei der Entwicklung besteht darin, dass Projekte im Allgemeinen von Agenturen und nicht von Community-Mitgliedern konzipiert und umgesetzt werden. Dies hat oft zu einem Mangel an Eigenverantwortung seitens der lokalen Bevölkerung und der Begünstigten geführt. Ein Beispiel dafür ist, dass, sobald die Finanzen eines Projekts austrocknen, auch das Interesse der lokalen Bevölkerung nachlässt. Die Ermittlung dieses Trends hat mehrere internationale und inländische Agenturen gezwungen, Projekte mit verstärkter lokaler Beteiligung zu konzipieren und umzusetzen (Brinkerhoff 1996; Weltbank 1996).

Um die kollektive Entwicklung zu fördern, wurde festgestellt, dass der Schwerpunkt auf der Schaffung nachhaltiger wirtschaftlicher Aktivitäten und nicht auf Wohlfahrtsprojekten liegen sollte (Parwez 2016b). Es wurde allgemein anerkannt, daß die Unternehmensentwicklung ein entscheidendes Element des wirtschaftlichen Entwicklungsprozesses sein kann [Drucker 1995; Schumpeter (1934) 1983]. Zahlreiche Initiativen, die ergriffen und durchgeführt wurden, zielten darauf ab, die Entwicklung des Unternehmertums zu fördern, um die sozioökonomische Lage zu verbessern. Es ist entmutigend, den allgemeinen Mangel an Erfolg des unternehmerischen Unterfangens zu beobachten, da nur sehr wenige Beispiele zu replizieren sind.

Diese Misserfolge deuten darauf hin, dass es viele Lücken in unserem Verständnis von unternehmerischen Prozessen gibt. Eine neuere Forschung und Theorie über Übergangsökonomien und das wachsende Interesse an Mikrokrediten wirken sich auf Gemeinschaftsfragen als Hauptelemente unternehmerischer Aktivitäten unter benachteiligten Menschen aus (Bates 1997; Cornwall 1998; Anderson und Jack 2002; Parwez 2015). Darüber hinaus betonen die Werte der westlichen Welt die Fortsetzung der konventionellen Sicht des Unternehmertums (Peterson 1988), und die Bemühungen, das Unternehmertum in den Entwicklungsländern zu fördern, wurden von einer westlichen Perspektive geprägt. Aber die

Gesellschaften unterscheiden sich erheblich in dem Maße, in dem sie Elemente des Unternehmertums einbeziehen (Hofstede 1980).

Im Allgemeinen leiden Entwicklungsländer oder arme Länder unter negativen Determinanten im Zusammenhang mit unternehmerischen Aktivitäten. Im Falle Indiens sind diese bestimmenden Faktoren zahlender und ausgeprägter. Indien als die materiell benachteiligte Wirtschaft ist durch hierarchische Sozialsysteme gekennzeichnet, die auf ethnischer Zugehörigkeit, Kaste, Geschlecht, Religion, wirtschaftlichem und sozialem Status und anderen Faktoren basieren; begrenzte oder nicht vorhandene Sozialsysteme; Subventionen, die im Rahmen von Schuldenabbauprogrammen abgeschafft werden; hohe Arbeitslosigkeit. Diese Merkmale können für potenzielle Unternehmer ein Stimulans sein, obwohl diese Unternehmer aufgrund politischer, sozialer und wirtschaftlicher Instabilität und mangelnden Zugangs zu Kapital und institutioneller Unterstützung mit Merkmalen und Risiken konfrontiert sind (Leff 1979; Parwez 2016c).

Diese Studie versucht, ein gemeinschaftsbasiertes Unternehmertum durch einen Fallstudienansatz mit einer impliziten Forschungsfrage zu untersuchen, wie es zu einer Existenzgrundlage und einer eventuellen Ermächtigung der Gemeinschaft im Allgemeinen führen kann. Dieses Papier besteht aus einer konzeptionellen und empirischen Analyse mit der Anwendung einer Fallstudienmethode in einer gemeinschaftsbasierten Einzelhandelskette zur Förderung des Konzepts, mit der Anwendung einer Fallstudienmethode in einer gemeinschaftsbasierten Einzelhandelskette mit dem Ziel, das Konzept weiter zu verstehen.

## **SCHLUSSFOLGERUNG**

Diese Studie versucht, die Entwicklung eines umfassenden Ansatzes für gemeinschaftliche Unternehmungs- und Weiterbildungen hervorzuheben, um die Lebensaussichten für die lokale Bevölkerung zu verbessern. Es ist offensichtlich, dass unternehmerische Unternehmungen durch die Ausrichtung der Gemeinschaft motiviert sind und mit der Erwartung von Gewinnen unternommen werden, die für eine Expansion und die Ermächtigung der Mitglieder verwendet werden. Aber es muss noch als wirksames Modell für die Erreichung der Gemeinschaftsziele etabliert werden, da die aktuellen Beweise in der Natur begrenzt sind. Überlegungen aus der Studie deuten darauf hin, dass die Zugehörigkeit der Gemeinschaft in Verbindung mit den erforderlichen unternehmerischen Fähigkeiten unerlässlich ist, damit diese Form des Unternehmertums erfolgreich ist. Ein gemeinschaftsbasiertes Unternehmertum sollte über die Vielfalt der lokalen Bedürfnisse nachdenken; dieser Faktor fehlt jedoch in diesem Fall, der weiter untersucht werden muss. Die von den Gemeinschaftsunternehmen geförderte Ermächtigung deutet auf eine Verlagerung hin zur Stärkung der bestehenden Kapazitäten auf individueller Ebene und gruppenweise in einer Gemeinschaft hin. Die Hauptbeschränkung dieses Phänomens ist der Mangel an gemeinschaftlicher Orientierung in einer modernen Gesellschaft, Kapazität und Verallgemeinerung eines Modells anderswo. Unternehmerische Aktivitäten in der Gemeinschaft könnten eine wirksame Antwort auf die "strukturelle und funktionale Trennung zwischen indigenen, informellen und formalen Institutionen" sein. Es müssen nur wenige politische Initiativen ergriffen werden, um eine positive Einstellung zum Unternehmertum unter Mitgliedern schwacher Gemeinschaften zu fördern und die katalysatorische Rolle für die weitere Entwicklung zu fördern.

## **TRANSLATED VERSION: PORTUGUESE**

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

## **VERSÃO TRADUZIDA: PORTUGUÊS**

Aqui está uma tradução aproximada das ideias acima apresentadas. Isto foi feito para dar uma compreensão geral das ideias apresentadas no documento. Por favor, desculpe todos os erros gramaticais e não responsabilize os autores originais responsáveis por estes erros.

## **INTRODUÇÃO**

Para aliviar a pobreza, as agências de desenvolvimento e as organizações multinacionais têm estado muito envolvidas em intervenções no mundo em desenvolvimento há muitas décadas. Observou-se que as abordagens mais amplamente adotadas têm sido muitas vezes paternalistas, mesmo que não intencionalmente, ignorando a força das instituições locais (Davis 1993). A maioria dos programas de alívio da pobreza degenerou em "caridade" em vez de construir a autossuficiência local e durável (Burkey, 1993). É evidente que o efeito real das intervenções de desenvolvimento tem vindo a comprometer-se no que respeita ao desenvolvimento comunitário e contribui, eventualmente, para a criação de uma pobreza real e não para aliviar (Cornwall 1998; Crewe, e Harrison 1998; Sachs 1992).

Uma questão importante nas atividades de desenvolvimento é que os projetos são geralmente concebidos e implementados pelas agências e não pelos membros da comunidade. Isto levou muitas vezes à falta de propriedade por parte da população local e dos beneficiários. Exemplifica-se com o facto de, uma vez que as finanças de um projeto se esgotam, o interesse da população local também recua. A identificação desta tendência forçou várias agências internacionais e nacionais a conceber e implementar projetos com maior participação local (Brinkerhoff 1996; Banco Mundial 1996).

Para potenciar o desenvolvimento coletivo, foi identificado que o foco deveria estar na criação de atividades económicas sustentáveis e não em projetos de bem-estar (Parwez 2016b). Tem sido comum reconhecer que o desenvolvimento das empresas pode ser um elemento crucial no processo de desenvolvimento económico [Drucker 1995; Schumpeter (1934) 1983]. Numerosas iniciativas que foram tomadas e executadas visam promover o desenvolvimento do empreendedorismo para melhorar a condição socioeconómica. É desencorajador observar a falta de sucesso geral do empreendimento empresarial, uma vez que muito poucos exemplos estão para ser replicados.

Estas falhas sugerem que existem muitas lacunas na nossa compreensão dos processos empresariais. Uma investigação e teoria recentes sobre economias transitórias, juntamente com o crescente interesse em microcréditos, tem um efeito sobre as questões comunitárias como principais elementos da atividade empresarial entre pessoas desfavorecidas (Bates 1997; Cornwall 1998; Anderson e Jack 2002; Parwez 2015). Além disso, os valores do mundo ocidental enfatizam a continuação da visão convencional do empreendedorismo (Peterson 1988), e os esforços para incentivar o empreendedorismo nos países em desenvolvimento foram moldados por uma perspectiva ocidental. Mas as sociedades diferem substancialmente no grau em que incorporam elementos de empreendedorismo (Hofstede 1980).

De um modo geral, os países em desenvolvimento ou os países pobres sofrem de determinantes adversos no contexto das atividades empresariais. No caso da Índia, estes fatores determinantes são mais em número e pronunciados. Sendo a Índia a economia materialmente desfavorecida caracteriza-se por sistemas sociais hierárquicos baseados na etnia, casta, género, religião, estatuto económico e social, entre outros fatores; sistemas de bem-estar limitados ou inexistentes; subsídios eliminados como parte de programas de redução da dívida; e um alto nível de desemprego. Estas características podem ser um estimulante para os potenciais empreendedores, embora tais empresários enfrentem características de incerteza e riscos devido à instabilidade política, social e económica e à falta de acesso ao capital e ao apoio institucional (Leff 1979; Parwez 2016c).

Este estudo tenta examinar um empreendedorismo baseado na comunidade através de uma abordagem de estudo de caso com uma questão implícita de investigação sobre como pode levar ao desenvolvimento de subsistência e eventual capacitação da comunidade em geral. Este trabalho é composto por uma análise conceptual e empírica, com a aplicação de um método de estudo de caso numa cadeia de retalho de base comunitária para a continuação do conceito, com a aplicação de um método de estudo de caso numa cadeia de retalho de base comunitária com o objetivo de compreender ainda mais o conceito.

## **CONCLUSÃO**

Este estudo procura enfatizar o desenvolvimento de uma abordagem abrangente em relação aos empreendedores baseados na comunidade para melhorar as perspectivas de subsistência para a população local. É evidente que os empreendimentos empresariais são motivados pela orientação comunitária e realizados com a expectativa de que os lucros sejam utilizados para uma expansão e capacitação dos membros. Mas falta estabelecer-se como um modelo eficaz para atingir os objetivos comunitários, uma vez que as evidências atuais são limitadas na natureza. As reflexões do estudo sugerem que a filiação comunitária combinada com as competências empresariais necessárias é essencial para que esta forma de empreendedora seja bem sucedida. Um empreendedorismo de base comunitária deve refletir sobre a multiplicidade das necessidades locais; no entanto, este fator está ausente neste caso, que precisa de ser explorado mais aprofundadamente. A capacitação promovida pelas empresas comunitárias sugere uma mudança para o fortalecimento das capacidades existentes a nível individual e grupos numa comunidade. A grande limitação deste fenómeno é a falta de orientação comunitária numa sociedade moderna, capacidade e generalização de um modelo noutros locais. As atividades empresariais baseadas na comunidade poderiam ser uma resposta eficaz à "desconexão estrutural e funcional entre instituições indígenas, informais e formais". São necessárias poucas iniciativas políticas para promover uma atitude positiva em relação ao empreendedorismo entre os membros das comunidades débeis e para incentivar o papel catalítico no sentido de um maior desenvolvimento.