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Conference Paper
Community-based enterprise as an instrument for sustainable development?

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INTRODUCTION

Motivation of research
• Unsolved environmental and poverty problems, especially in developing countries
• Community-based enterprise (CBE) has been increasingly acknowledged as a potential solution
• Indication that organizational aspects (e.g. community participation) are correlated to the performance of community-based projects
• Challenge of finding effective way to successfully implement CBE model

Research questions
• How can the organizational architecture and performance of CBE be described?
• Which and how stakeholders are involved in the organization of CBE?
• Which impact does the organizational architecture of CBE have on its performance?
• What are the success determinants of CBE and how can they be used to construct a better CBE model?

ORGANIZATIONAL THEORY

Organizational architecture
• Definition: “the framework in which the resources and efforts of individuals are coordinated, focused, and motivated”
• Organizational architecture as performance predictor
• Four features of organizational architecture

Organization performance
• Integration of performance (from management accounting literature) and effectiveness (from organizational literature)
• Two dimensions of organizational performance
• Dimensions and measurement units are tailor-made for the study: idiosyncratic instead of ‘universal/standard’

METHODOLOGY

Research purpose: descriptive and correlational
Nature of research: qualitative and inductive
Time dimension: cross-sectional research
Data source: secondary data
Data collection method: qualitative meta-analysis (in order to generalize the singularity of case studies and thereby offering greater explanatory power)
Type of data: dichotomous/binary and categorical

EXPECTED RESULTS

Expected results
• A clear overview of CBE’s architecture and performance, including the stakeholders’ roles
• Knowledge about the correlation of CBE’s organizational architecture and its performance
• A general “success/best-practice” CBE model

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REFERENCES