



MAKING SUSTAINABLE ENTREPRENEURSHIP CULTURALLY COMPATIBLE

James Hershauer and Dan O'Neill*

*Arizona State University, USA
Email: dan.oneill@asu.edu

ABSTRACT

Socio-cultural research teaches us that the most difficult change goes against the culture of a firm, community or people. Thus, the scope of success of Sustainable Entrepreneurship might depend on its adaptability to a variety of cultures. This paper presents a case study in which the authors worked with Navajo FlexCrete, a new venture of the Navajo Nation, the largest American Indian tribe. They facilitated the Navajo team through the process of creating an entrepreneurial business plan. During the process the authors and the Navajo team co-created a model of Sustainable Entrepreneurship that includes the ancient principles of sustainability embedded in the Navajo culture. In a graduate Sustainability Strategies course the authors then facilitated a student refinement of the plan through the addition of a Balanced Scorecard and Strategy Map. In an undergraduate Sustainable Entrepreneurship course the authors then facilitated undergraduate teams in a further refinement of the plan and in creating a second plan for The Four Directions, an educational version of Sustainable Entrepreneurship that is directed to the American Indian culture. This case study analyzes the above process, presents a general model for adapting Sustainable Entrepreneurship to a specific culture and provides suggestions for research and pedagogical development.