

Indigenous Entrepreneurship

Lecture:

- Indigenous Entrepreneurship (IE)
- IE vs Soc Ent
- IE vs Western Ent
- The Indigenous Economy
- Culture & Traditions
- Indigenous Business Model Canvas

Readings:

- D2L:**
- Colbourne, R. (2017). Indigenous entrepreneurship and hybrid ventures. In Hybrid Ventures. Emerald Publishing Limited. Chapter 4, pp 93-149

Video:

- Online:**
- Jeff Ward TED talk on [Indigenous Innovation](#) [14:03]
 - Dr Wanda Wuttunee, [Aboriginal Business Education Partners](#), Asper School of Business. [13:30]

Indigenous Entrepreneurship Key Concepts



photos courtesy of <https://pixabay.com/photos/first-nation-headress-feather-908604/>

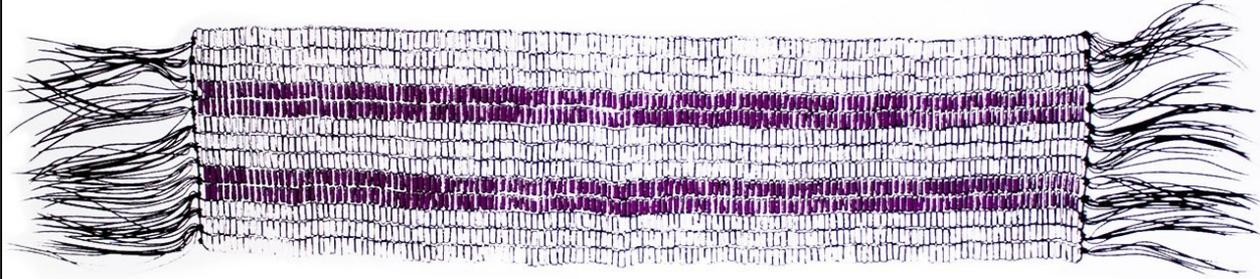
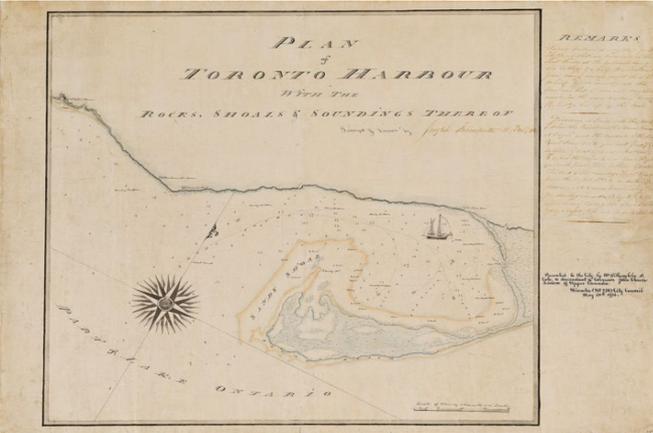
- Definition of IE
- 7 Sacred Teachings
- The Seventh Generation Principle
- Challenges to IE
- The Quadruple Bottom Line
- Compare and contrast IE with mainstream entrepreneurship
- Compare and contrast IE with social entrepreneurship



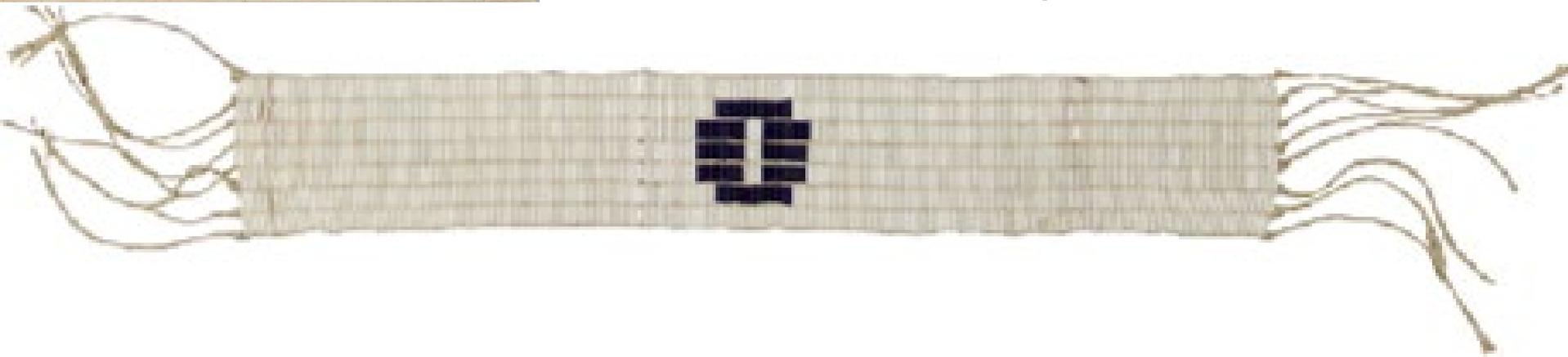
Land Acknowledgement

“Land has rights and people have responsibilities.”

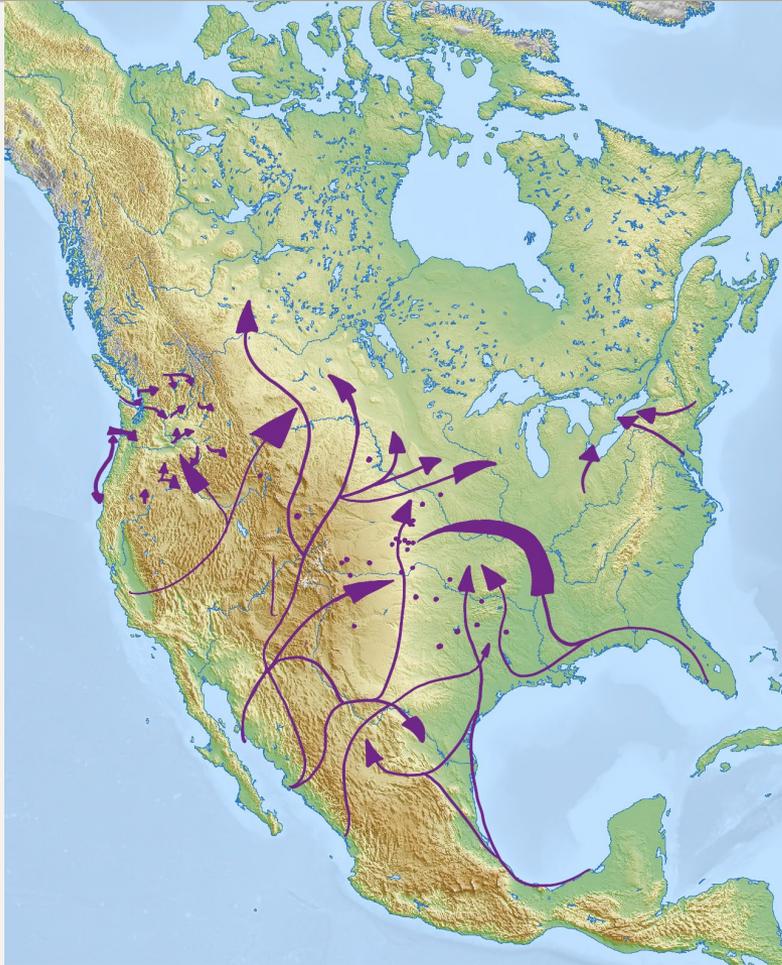
- Elder Albert Marshall Sr.



Toronto is in the 'Dish With One Spoon Territory'. The Dish With One Spoon is a treaty between the Anishinaabe, Mississaugas and Haudenosaunee that bound them to share the territory and protect the land. Subsequent Indigenous Nations and peoples, Europeans and all newcomers have been invited into this treaty in the spirit of peace, friendship and respect.



Pre-Contact Trade Networks



Prior to contact with European explorers, there were extensive trade networks across N.A. (Turtle Island) allowing for the movement of people, goods, services, and ideas over hundreds of kilometers.

- Ramah chert
- Hopewell bladelets
- Oolichan Grease Trails ([ref](#))
- Red ochre ([ref](#))
- Birchbark Canoes

Indigenous Contributions to the Global Economy

- Lightweight birchbark canoes granted access to inaccessible areas of N.A.
- Indigenous people of the Americas - the world's first horticulturalists.



- Rubber
- Kayaks
- Snow Goggles
- Cable Suspension Bridges
- Raised-Bed Agriculture
- Baby Bottles
- Anesthetics and Topical Pain Relievers
- Syringes
- Hammocks



@ToddLabrador77

The Indigenous Economy



- Canada is home to 1.6 million Indigenous people and over 600 Indigenous communities.
- Indigenous entrepreneurs remains one of the fastest growing demographics of entrepreneurs in Canada.

- There are over 500 community owned Indigenous Economic Development Corporations in Canada
- Canada's Indigenous economy has the potential to reach \$100-billion in the next five years ([Link to Globe and Mail Article](#))



Historical and Contemporary Indigenous Issues

- Systemic discrimination, including historically oppressive government legislation and deep-seeded societal bias, has led to these communities being largely disadvantaged.
- Indigenous populations throughout the world suffer from chronic poverty, lower education levels, and poor health.
- Only [48 per cent](#) of on-reserve Indigenous peoples graduate high school.
- To fully address the inequalities that exist within Canada's entrepreneurial landscape, developing and maintaining resources and support networks created by and for Indigenous peoples is vital.

Background

- The ‘second wave’ of Indigenous development, after direct economic assistance from outside, lies in Indigenous efforts to rebuild their ‘nations’ and improve their lives through entrepreneurial enterprise.
- **Indigenous entrepreneurship** has received much less attention in Canadian legal scholarship than natural resource development and impact benefit agreements, even though, over the last 20 years, “[e]ntrepreneurship has increasingly been at the forefront” of economic development of Indigenous communities in Canada.”



WHAT DEFINES INDIGENOUS ENTREPRENEURSHIP ?

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Definition



- Entrepreneurship is “the identification of unmet or under satisfied needs and related opportunities, and the creation of enterprises, products, and services in response to these opportunities”.
- **Indigenous entrepreneurship** encompasses a broad range of economic activities and business forms, but, generally, it is distinguished from the “mainstream entrepreneurship” by its emphasis on community, self-reliance and traditional culture and values
- Hindle and Moroz define “**Indigenous entrepreneurship**” as “activity focused on new venture creation or the pursuit of economic opportunity or both, for the purpose of ... culturally viable and community acceptable wealth creation”.

"Please Do Not Disturb" by Sweet One is licensed under [CC BY-SA 2.0](#)

Definition



"Inuit culture at the Canadian Museum of Civilization" by shankar s. is licensed under CC BY 2.0

- [T]he Indigenous Entrepreneur alters traditional patterns of behavior, by utilizing resources in the pursuit of self determination and economic sustainability via entry into self employment, forcing social change in the pursuit of opportunity beyond the cultural norms of initial economic resources (Foley 2000a: 11).
- Contemporary ***Indigenous entrepreneurs alter traditional patterns of behavior and utilize resources in the pursuit of self determination and economic independence by self employment.*** They force social change in their pursuit for opportunity outside of the constraints of their social norm.



Hindle and Lansdowne's 3 Essential elements that distinguish Indigenous entrepreneurship...

1. The role of Indigenous culture in the management of the business.
2. Accountability to a range of stakeholders beyond equity holders.
3. The need for managers and employees to possess both technical business skills and relevant cultural skills.

Indigenous Entrepreneurship is...the creation, management and development of new ventures by Indigenous people for the benefit of Indigenous people.



Distinguishing Characteristics of Indigenous Entrepreneurship

- The **emphasis on community** is perhaps the most distinctive aspect of Indigenous entrepreneurship
 - Indigenous entrepreneurs often view “the good of the group as identical to the good of the individual”
 - Improving the well-being of a community through job creation is a benefit of any business, but for many Indigenous businesses this is an explicit goal of the enterprise, not an indirect social benefit.
 - Promoting the interests of the community does not require sacrificing or subjugating the interests of the individual.
 - A community orientation also may cut against mainstream ideas regarding the importance of a competitive business environment.
- A second commonality of Canada’s Indigenous cultures is **a strong connection to the land.**
 - A strong connection to the land necessitates an environmentally sustainable approach to development, and a commitment to environmental sustainability is a cultural value held by many Indigenous communities

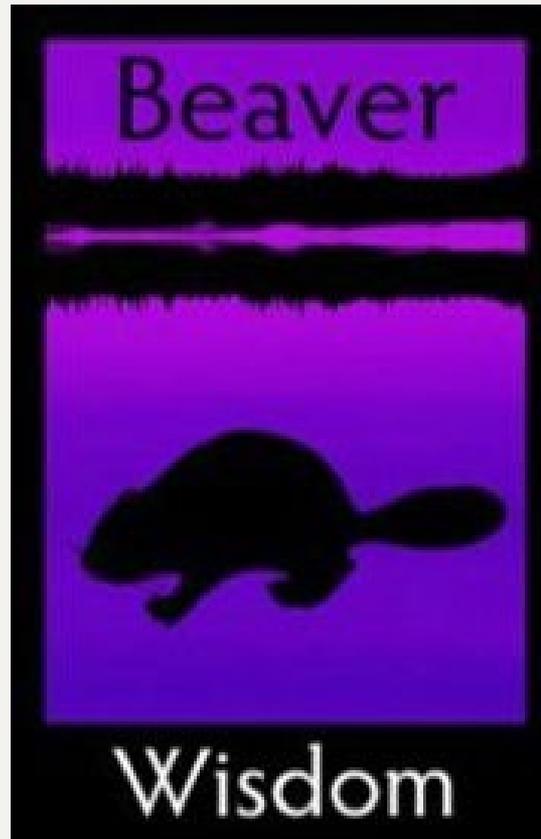


KEY CONCEPTS FROM INDIGENOUS ENTREPRENEURSHIP

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What is Traditional Knowledge?



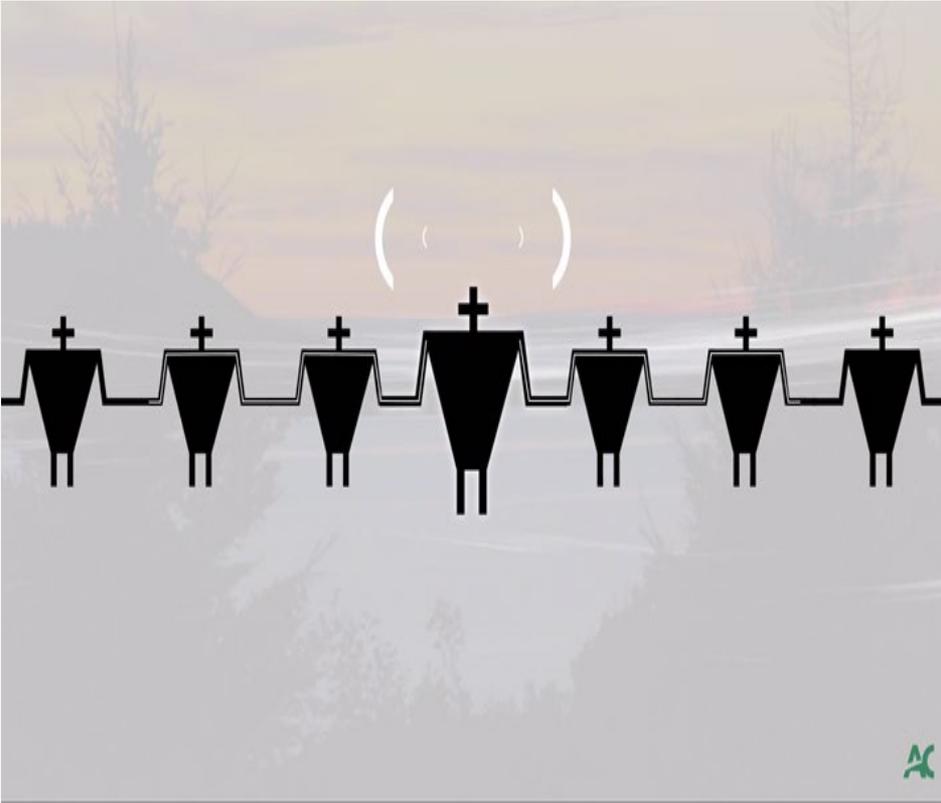
- Culturally specific knowledge unique to Indigenous peoples
- Traditional knowledge is knowledge that has been passed down and time tested
- Knowledge is relational

Ways of Knowing and Being

- Humans and nature have a reciprocal relationship.
- All life is sacred and equal
- Time is cyclical
- Long-term and community orientation
- The interconnectedness of all things
- The role of spirituality



The Seventh Generation Principle



- Based on an ancient Haudenosaunee (Iroquois) philosophy that the decisions we make today should result in a sustainable world seven generations into the future.

<https://www.youtube.com/watch?app=desktop&v=wHg3enCCyCM>

Wholeness of the Lesson

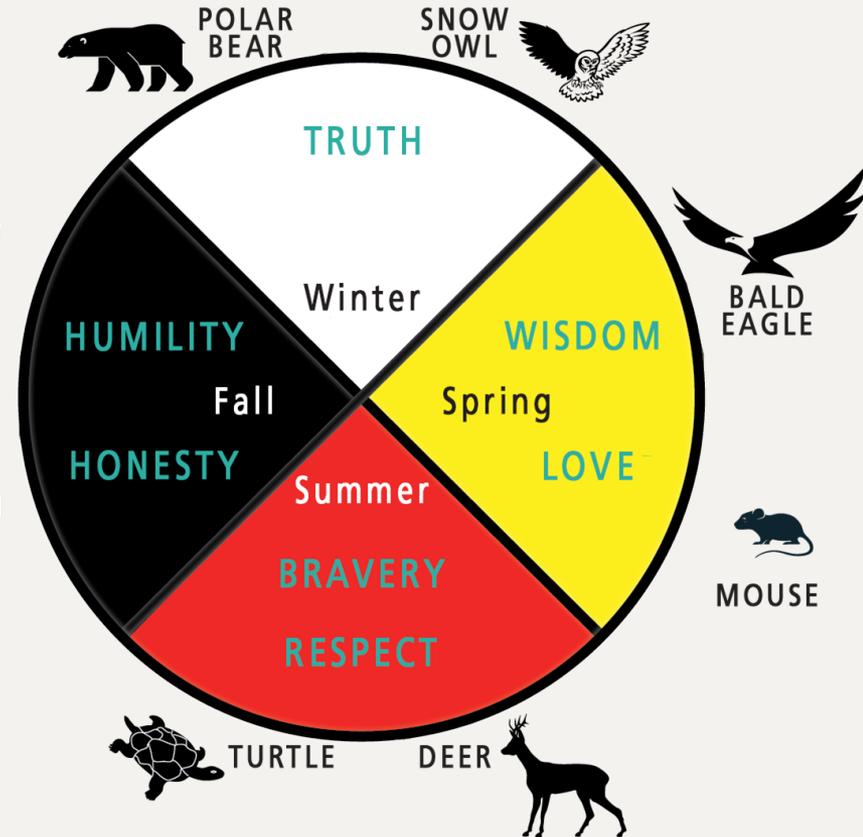


The Great Law of the Iroquois instructed council members to make decisions with an eye to their consequences 7 generations into the future. The theory of finance has at its heart a consideration of the trade-offs between the present and the future. What kind of decision rule does the 7th Generation principle call for in financial terms, and what does that imply as the characteristics of a sustainable economy?

7 Sacred Grandfather Teachings



MNO · BMADSEN





7 Sacred Grandfather Teachings

Truth

is to have integrity in all things, especially as it relates to oneself and the people.

Wisdom

is to be used for the people; it is borne of experience and living the teachings.

Humility

is to understand that one is equal to, not greater nor lesser than, everyone else.

Bravery

is to face adversity, act, and persevere through difficulty.

Respect

attaches to all things created, including nature, creatures, and people.

Love

is to care for other human beings, including future generations, and to be generous with them.

Honesty

means to act in a genuine way without fraud or deception and with good intentions in one's heart.

Exercise: Leadership Values



- List values that you would consider to be opposite to each of the 7 Grandparent Teachings
- Identify which of the teachings the executives lacked in one habit identified in Finkelstein's (2004) - The seven habits of spectacularly unsuccessful executives ([Link to Finkelstein's 2004 Article](#)).

The Quadruple Bottom Line

Table 10. Dimensions of the Quadruple Bottom Line.

Dimension	Description
Community	<ul style="list-style-type: none">• Differences between communities and nations require an Indigenous-centric approach to defining the community or nation• Articulates the Indigenous community and membership as determined by the people themselves based on traditional knowledge, present and future knowledge and the peoples' particular understanding of their indigeneity
Spirituality	<ul style="list-style-type: none">• Encompasses Indigenous social beliefs, values and traditions• Recognizes the value and importance of Indigenous knowledge – it is a means to bridge knowledge from the past to the present or from the scientific to other ways of Indigenous knowing
Sustainability	<ul style="list-style-type: none">• Refers to economic sustainability and resilience as well as environmental sustainability• Involving a functioning Indigenous economy, social ecological systems and environmental contexts
Entrepreneurship	<ul style="list-style-type: none">• A redefinition of 'entrepreneurship' from the perspective of the Indigenous community and its particular socioeconomic organization• Incorporates a unique blend of Indigenous social, economic and socio-ecological factors

The Quadruple Bottom Line

Quadruple bottom line

(QBL) provides means to measure, value and assess the addition of culture, spirituality, and faith in reporting. This can be expressed as people, planet, profit and PURPOSE.

The Quadruple Bottom Line



Compare & Contrast

Dimensions	Non-Indigenous Entrepreneurs	Australian Indigenous Entrepreneurs
Drivers for activation of relationships	Easily obtained through initial family and social networks	A necessity—often no social or human capital within own networks, therefore need to obtain wider networks to commence business
View of network	Accepted as the norm	A necessity
Role of family	Very important as a provider of startup cash	Negligible, in most cases negative.
Dynamics	Not hindered by cultural or racial diversity	Dependence on racial acceptance
Diversity	Non-Indigenous people have a broad cultural acceptance and are not hindered by diversity	Limited
Business relation	Varies, no cultural dependence as they are culturally unrestricted	Dependent, therefore there is a power imbalance
Relationship between social and business spheres	Highly integrated	Often separated

Compare & Contrast

Table 1. Collectivism Versus Individualism.

Dimension	Indigenous Collectivism	Western Individualism
Social structure	<ul style="list-style-type: none"> • Group achievement • Emphasis on inclusion, mutual support and interdependence 	<ul style="list-style-type: none"> • Personal achievement • Emphasis on competition, economic or class stratification
Power	<ul style="list-style-type: none"> • ‘Power with’ • Sit within a complex ecosystem of relationships 	<ul style="list-style-type: none"> • ‘Power over’ • Sit on top of a series of relationships
Rights	<ul style="list-style-type: none"> • Mutually interactive 	<ul style="list-style-type: none"> • In competition
Change	<ul style="list-style-type: none"> • Cyclical and harmonious 	<ul style="list-style-type: none"> • Linear process of progress and development
Knowledge	<ul style="list-style-type: none"> • Journey towards knowing • Relational and context sensitive 	<ul style="list-style-type: none"> • Asset to be accumulated • Rational and fixed
Moral imperative	<ul style="list-style-type: none"> • Stewardship • Sacred trust with responsibilities to future generations 	<ul style="list-style-type: none"> • Nation or international economic interests • Job creation
Goals	<ul style="list-style-type: none"> • Group interests 	<ul style="list-style-type: none"> • Personal interests
Accountability over time	<ul style="list-style-type: none"> • Ancestors through to 7 generations 	<ul style="list-style-type: none"> • Present and next generation
Environment/resource orientation	<ul style="list-style-type: none"> • Gifts from the creator 	<ul style="list-style-type: none"> • Commodities or assets to exploit
Resource use	<ul style="list-style-type: none"> • Sustainable development 	<ul style="list-style-type: none"> • Unrestricted exploitation
Land use	<ul style="list-style-type: none"> • For sustenance • For social ends 	<ul style="list-style-type: none"> • For profit • For personal means
Wealth	<ul style="list-style-type: none"> • To be shared or given away 	<ul style="list-style-type: none"> • To be accumulated

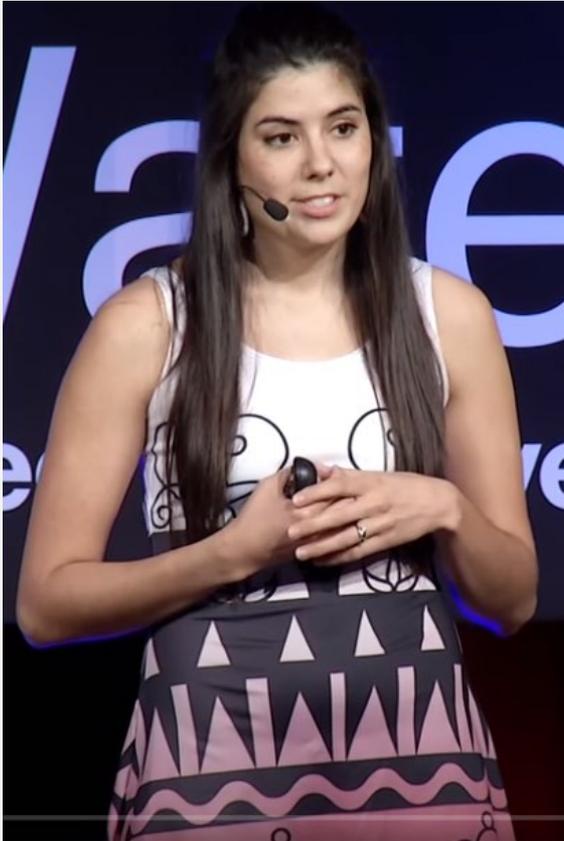
Sources: Harper (2003), Henry (2007), Holder and Comtassel (2002), Peredo and McLean (2010), Tassell et al. (2010) and Thornton et al. (2011).



Indigenous Approaches to Business

- Success is defined more broadly than economic benefits
- Businesses are:
 - A means to support cultural identity and cultural practices.
 - A tool to empower the community and achieve well-being.
- Community orientation
- Focus on sustainability
- Long-term orientation
- Non-hierarchical organizational structures
- Collective leadership
- And the crucial role of women in leading communities and organizations

Two-Eyed Seeing (Etuaptmumk)



Rebecca Thomas

- Mi'kmaq Elder Albert Marshall.
- The best of both worlds for the benefit of all.
- Implies principles of reciprocity, mutual accountability and co-learning
- Requires both parties to commit to ongoing conversation.

<https://www.youtube.com/watch?v=bA9EwcFbVfg>



WHAT CHALLENGES FACE INDIGENOUS ENTREPRENEURS?

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According to the Chapter by Rick Colbourne, what are the Challenges to IE?



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Table 6. Challenges to Indigenous Entrepreneurship.

Challenges	Description
Worldview	<ul style="list-style-type: none">• Competing understandings of socioeconomic value, time, place, cultural obligations, motivations• Conflicting views of entrepreneurship and value creation• Traditional knowledge versus western knowledge and/or science• Cross-cultural communication
Community	<ul style="list-style-type: none">• Poverty and addiction levels• Conflicting views regarding the impact of entrepreneurial activities on local values, culture and traditions• Disagreement on whether value creation activities (value contributions) outweigh the costs (value extraction)• Managing economic disparities through equitable redistribution of wealth• Tensions in addressing community socioeconomic needs and objectives versus focusing on economic value creation
Remoteness (urban versus rural)	<ul style="list-style-type: none">• Greater cost of doing business• Limited potential for networks and partnerships• Limited access – capital, markets, financing• Lack of infrastructure – roads, Internet, airports
Land	<ul style="list-style-type: none">• Land claim, land status, title restrictions and jurisdictional issues• Ownership/private property – difficult to access financing where land is held in trust by governments or where property is held collectively• Entrepreneurs are unable to leverage land as collateral for loans• Community land use and management
Stability	<ul style="list-style-type: none">• Status of treaty processes, Indigenous recognition, rights and sovereignty• Status of civic institutional infrastructure – laws, policies and procedure constrain or facilitate entrepreneurial venture creation• Jurisdictional issues between Indigenous, local, regional and national governments

How would the Business Model Canvas Change for IE?

- What new boxes could be added?
- What boxes (elements of a business model) would receive less attention?

The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

Key Partners 	Key Activities 	Value Propositions 	Customer Relationships 	Customer Segments 
	Key Resources 		Channels 	
Cost Structure 		Revenue Streams 		

Indigenous Business Canvas

Indigenous Business Canvas

Community:

Name:

Governance - Community 	Indigeneity Culture and Values 	Ventures 	Embeddedness 	Venture Type Integrated vs Differentiated 
Governance - Corporate 	Socio-economic Objectives 			
Resources - Extracted	Resources - Contributed back 	Key Partners 		
Government - Federal and Provincial 		Financing 		

Note:

Designed for use with the Chapter Indigenous Entrepreneurship and Hybrid Ventures in the book Perspectives & Approaches to Blended Value Entrepreneurship

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“In-Class” Group Activity



Watch: **Dragons Den**

Non-Indigenous entrepreneurs

- [The 7 Virtues](#)
- [Massago](#)
- [Attitube](#)

1. How are the pitches similar?
2. What differences do you see between the pitches from Indigenous entrepreneurs and those from non-Indigenous entrepreneurs?
3. How are the 7 Sacred Teachings represented?

Indigenous entrepreneurs

- [Finawear](#)
- [Cheekbone Beauty](#)
- [Quemeez](#)