

**International Conference on
“Service Leadership Education in Service Economies”**

Abstract for Day 2

Entrepreneurial Leadership in High Performing Social Enterprises: The Case of Diamond Cab

Yanto Chandra

City University of Hong Kong

This article describes a study of Diamond Cab, perhaps Hong Kong’s (China’s) first and most successful social enterprise, that has created a specialty taxi market from the ground up and quickly gained legitimacy in the new market. It demonstrates the *entrepreneurial leadership* by the founder and its co-owners in breaking the established profit-maximizing model of taxi business by designing a specialty taxi that serves a *neglected market*, i.e., the elderly, the disabled and wheelchair users, using an alternative compensation model, as well as balancing *social and business goals*. This article proposes several factors that explain the success of the social enterprise: *a focused strategy, social design orientation, bricolage, and informal and formal advice networks*, as well as *biographical variables including personal values, traits, and distress*. It highlights the opportunities for building the *micro-foundations* of social entrepreneurship (SE), particularly in understanding the role of *the leader of social enterprises, their emotions, cognition, compassion and behavior*, to complement extant research on the organization, processes, strategy, governance and impact measurement of SE. It concludes with implications for theory, practice and policy making.

(Words: 179)