

## **Social Entrepreneurship: Analytical Approach**

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### **I. Introduction**

Social entrepreneurs are one that are involved within making the contribution for the social, economic, cultural, and environmental betterment and development within the country. An increase trend is observed within the contribution being made by the experts within the field. In the traditional environment, charitable and other NGOs are criticized for being operating as bureaucratic organizations while public sectors are criticized for being the overstretched organizations (Zahra, Rawhouser, Bhawe, Neubam and Hayton, 2008). In such situation, social entrepreneurship is appreciated and highlighted as a source for increasing and meeting the social and economic needs of the country. The environments in which the enterprises operate are observed to directly impact over the outcomes of the research.

Social entrepreneurship is not any process or phenomena, but used for the individuals that are involved in fulfilling the social needs and demands of people rather than involved in profit generation and maximization. There are many organizations developed in the context of social entrepreneurship, but little attention has been given by the researchers for the specific discipline (Certo and Miller, 2008). There are many leftover areas, which are required to be analyzed for understanding that how effectively research is being conducted over the social entrepreneurship and what further topics are available for conducting the research.

#### **1.1 Problem Statement**

The problem identified is that the social enterprises are developing, but there is lack of attention given by researcher over specific sector. The problem is that social entrepreneurship is linked with many disciplines and there are many ways of conducting the research, but there is lack of attention among researchers toward specific research area. This problem will be addressed in this research by analyzing that what kind of research is being conducted over the social entrepreneurship and what further areas are available for conducting the research over it.

### **II. Literature Review**

There are various researches being conducted by the researchers for the identification of the future research topic for social entrepreneurship. The publications made by Mair & Marti, 2006; Dacin, Dacin, & Matear, 2010; and Harris, Sapienza & Bowie, 2009, these three research papers are highlight recommended and appreciated for their contribution being made about the future topic for the social entrepreneurship. They moved for in-depth analysis and also detail discussion about how the social entrepreneurship can be further explored. They revealed that there are many areas and disciplines, which are linked with social entrepreneurship, but they are left and need further discussion and analysis.

Haugh (2006) stated that social entrepreneurship is required to be directed toward further implication because of the reason that there are many positive consequences and outcomes that can be acquired by the society through its implementation. Austin, Stevenson & Wei-Skillern (2006) agreed with Haugh stated facts and further provided that the society in general can be directed toward acquiring of the positive and favorable outcomes through the development of social enterprises within the society. Haugh (2005) research was mainly focused over understanding the future agenda that how the social entrepreneurship will exist in future. She further added by analyzing the social enterprises and the non-profit organization that there are eight available themes based on which the social entrepreneurship knowledge and information will be strengthen. Haugh provided themes were based on:

- Determining the social entrepreneurship scope
- Analyzing the social entrepreneurship in environmental context
- Understanding the opportunities available for innovation and recognition
- Determining organizations' modes
- Acquisition of available resources
- Exploiting the available opportunities
- Measurement of performance
- Education for training
- Learning and understanding social entrepreneurship

These eight themes provided Haugh with an area of further research, which was done by Haugh by producing individual merit research paper over the specific research themes. These themes were considered by researchers and understanding was developed related to them for the development of social entrepreneurship. Austin, Stevenson, and Wei-Skillern (2006) were directed toward understanding and analyzing the comparison between the for-profit organization and the social enterprises. This directed toward analyzing that for-profit and not for-profit organizations are similar or different from each other. The research was focused on understanding the differences that how they will impact over the future of the specific sectors because of the differences observed among them. Based on their research being conducted, six areas were identified, which direct them for the differentiation and based on the differences, following areas for further research for social entrepreneurship were being identified:

- Markets environment and structure
- Mission of organizations
- Capital invested within organization
- People associated with them
- Performance measurement and level
- Context of the organization.

Based on these six differences, 28 ideas for the conduction of future research over social entrepreneurship were being identified or determined by the researchers. This directs them toward an understanding that one single factor can result in creating a lot of differences and also lead toward demanding of great efforts by researchers. The areas being identified are showing the important area for further research that can help in the overall development of the sector. Short, Moss, and Lumpkin (2009) also conducted the detail research over identifying the area for further detail research. It is considered as one of the most comprehensive and detail research being conducted over social entrepreneurship till this time. They were directed toward detail analysis of the available literature through conducted research for understanding that what is being already done and what is the scope or opportunities available for further research. They summarized available literature in most effective possible way.

Short, Moss, and Lumpkin (2009) provided the variant of social entrepreneurship based on the themes identified by Schendel & Hitt. The ten variants were proposed, which were as below:

- Creation of social value
- Creation of opportunities for enterprises
- Social enterprises directed toward risk discovering
- Social enterprises innovation management
- Social change effect on social enterprises
- Social value creation through technology
- Social innovation diffusion
- Social enterprise formation process
- Identifying relation among social entrepreneurship and institutes
- Creation of social and economic values, simultaneously

Besides this, theories and different disciplines were highlighted, which were considered for the future research in most appropriate way. These three papers look into detail understanding that what are the available opportunity for further research and study. The researcher based on these papers revealed that there is a need of looking into the factors that are external and can create impact on social entrepreneurship. This provided the further scope for analyzing the social entrepreneurship based on the role of external factors and provided further area of research. The external factors provided the environment and market, in which the organization will be operating. Based on the available literature, it is reflected that there is a need of detail study and analysis that how the social entrepreneurship can be further studied in detail.

### **III. Research Methodology**

For the conduction of research over the specific research problem, researcher has considered the conduction of the research over social entrepreneurship by looking into the research conducted over social entrepreneurship. The research paper will be collected from the online sources available for the collection of research paper database. The analysis was based on observation by collecting paper, analyzing their topic, finding data for future research, and then concluding topics for the conduction of the future research.

### **IV. Analysis And Discussion**

The available research paper being accessed by the researcher provided 30,000 views or aspects in which the future research can be conducted over the social entrepreneurship. The research is being conducted by

collecting data from the field and analyzing that how they are relevant. For the conduction of the research, appendix is being attached, which is providing the highlight of themes that are made available for the conduction of the research. Overall, available papers have shown that there is a large scope available for the conduction of detail research in the field for understanding that how social entrepreneurship can be further developed.

This research paper provided two output that are linked with the raw research topic for further research and underlying themes for the conduction of the research. The raw data collected for the future research topic has provided some useful topic that can be considered for an effective understanding of the discipline for future. This can help in two ways. The one who wants to enter into the research stream can consider these topics offurther research while those already existing in different disciplines can consider these topics for the understanding that how the specific research can be conducted.

The research conducted has provided that many papers being published are not providing any further area for conducting the research over any factor. This results in creating problem as many areas are left unaddressed and problem is that young researchers are not provided with any guideline or further understanding for conducting the future research. The outside researchers have directed toward selecting their area of interest to understanding that how specific subject or field can help in the favorable outcomes for their discipline. The topic being identified by the researcher through the specific research has provided many topics that are not being discussed because of lack of interest among researchers with topic.

The further research provided the themes that were explored by the researcher by looking into the findings provided by the researchers. Many unique and different themes were observed to exist, which are surprising as they are different while many are left and are not part of discussion, which is surprising as well. The theme emerge was special corporate responsibility and ethics, which are directly linked with social enterprises as they have social objectives to be achieved. The other theme is social and economic impact, which is unique and important because it will lead toward creating direct impact on the outcomes acquired by the community involved with enterprise. The research provided that many researchers have focused on having the own social and economic environment for the social enterprises because of their different agenda from other corporate sector.

The theme that is not provided through the research being conducted is the global aspect of the social entrepreneurship. Globalization along with cross-culture and international factors is being discussed by the researchers, but did not direct toward major attention like in the topic being presented in effective methodology. This theme can exist because of the reason that they are relevant and linked with the social entrepreneurship as the world is now globally connected. The researchers conducted have found to more within culture oriented instead of looking toward the broader picture and analyzing the situation in global context. This shows that the aspects, which are more relevant toward external environment are being left for detail discussion and understanding.

These are important findings being drawn by the researcher through analyzing the available literature on broader level. They are one of the most important areas of research, which requires the further in detail discussion and analysis for understanding that how the specific problem can further develop or exist within the social entrepreneurship.

## **V. Conclusion**

It is concluded from the conducted research that almost 350 social entrepreneurs research paper have been published so far, which looked into further area of conducting research on the social entrepreneurship. Based on the research conducted, 327 topics were highlighted that were categorized in to available themes for conducting the future research. These themes were: environment effect, innovation, forms of organization, Competition and collaboration, missions, individuals, stakeholders, contexts, opportunities, resources, corporate social responsibility, leadership, ethics, performance, strategies, institutes, and others. These are the available topic that can be considered for the future research. In doing this, social sector will be directed toward further development of social and economic aspects of the country. The analysis over the future research will help in understanding the academic and practical aspects by expanding the research over the social entrepreneurship work for expanding the available publication.

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**Table 2: Highest-Rated Research Topics\***

Author(s)	Year	Research Topic	AIS†	ADS‡
Alvord, Brown & Letts	2004	How do the attributes of social innovations shape outcomes and success in different contexts?	2.67	4.33
		Identify the various forms that social entrepreneurial ventures may take.	3.33	4.00
		What contextual patterns encourage or hinder the emergence of different kinds of innovations?	3.33	2.67
Austin, Stevenson & Wei-Skillern	2006	To what extent are earned-income strategies successful in social ventures?	3.67	4.67
		What have been the effects and effectiveness of applying the venture-capital approach to social entrepreneurship?	4.00	4.33
		Which contextual forces foster social innovation and entrepreneurship?	4.00	4.33
		What new financial instruments could be designed to overcome some of the current deficiencies in the philanthropic capital markets?	3.67	4.33
		To what extent do earned-income activities create tension with social mission or organizational values?	3.33	4.33
		What are the effects of market forces on the formation and behavior of social enterprises?	3.67	4.00
		In mixed markets where nonprofit and for-profit organizations are both operating, what are the relative competitive advantages, disadvantages, and interactive dynamics?	3.67	3.67
		What affects the extent and form of competition and collaboration among social enterprises?	3.33	3.67
		To what extent do social enterprises correct market failure?	3.00	3.67
		How does the social mission affect resource mobilization?	3.00	3.67
		How do country or community contextual differences change contextual forces?	3.33	3.33
		What determines the structure of philanthropic capital markets?	2.67	3.33
		How does a social entrepreneur determine the optimum mix of financing sources for the social enterprise?	2.67	3.33
		What are the key drivers of the philanthropic capital markets?	4.00	3.00
		What is the entrepreneurial process of identifying opportunities for social entrepreneurship?	3.00	3.00
How does the social mission affect strategy?	3.00	3.00		
Certo & Miller	2008	How do contextual forces shape opportunity creation for social entrepreneurship?	3.00	2.67
		What are the decision rules that philanthropic venture capitalists use to select social ventures?	3.00	4.33
Cooney	2006	How do philanthropic venture capitalists influence venture outcomes?	2.67	4.33
		How are different types of organizational models set up to manage exposure of core social services to market and business "risk," taking into account different societal contexts?	3.33	3.00
Dacin, Dacin & Matear	2010	Develop rigorous, empirically grounded methods for evaluating structural risks to the nature of the services provided to clients • the population these organizations are built to serve.	2.67	2.67
		Develop a stronger understanding of social entrepreneurial failure; particularly with respect to costs, benefits, loss & grief. What is the appropriate measure or metric of social entrepreneurial success?	3.00	4.33
			2.67	3.33

		Understand the sources of failure when there are multiple missions or contradictory logics at play.	3.67	3.00
		Develop a stronger understanding of the process of social change based on progress made in the area of institutional change as well as the role of discourse and structuration in field-level change.	2.67	3.00
		To what extent might social entrepreneurs subjugate their social mission to their profit mission in order to achieve sustainability?	3.33	2.67
		Would social entrepreneurs compromise their objectives or social mission in order to suit the agendas and priorities of large funding organizations, governments, and foundations?	2.67	2.67
Dann, Harris, Mort, Fry & Binney	2007	Understand the effects of local legal and government contexts on social value creation in an allied manner to that undertaken in international business research.	2.67	4.33
		Understand the effects of cultural contexts on successes and failures in social entrepreneurship.	3.00	4.00
Dart	2004	Cross-sectional and cross-national studies focused on political ideology and social enterprise.	2.67	3.00
Dempsey & Sanders	2010	Understand how social entrepreneurship reinforces problematic international development logics, such as by positioning local groups in developing countries as the objects of intervention.	2.67	3.33
		Explore the extent to which narratives of social entrepreneurs reproduces and challenges extreme commitment, self-sacrifice and overwork.	2.67	2.67
Domenico, Haugh & Tracey	2010	Identify the roles that benevolence and altruism play in resource acquisition.	2.67	3.00
Dorado	2006	What are the implications of the choice of governance forms in social entrepreneurship ventures; particularly with respect to the organizations ability to remain loyal to its social goals?	3.00	3.67
Germak & Singh	2010	Are social enterprises, some of which operate as for-profit ventures, more or less effective than traditional nonprofit social service programs?	2.67	3.33
Grimes	2010	How are the various actors in the field of social entrepreneurship (e.g. donors, government, academics, etc.) making sense of the collective identity of social entrepreneurship?	3.00	3.67
		To what extent do differences in organizational identity result in differences in form and differences in efficacy in social ventures?	2.67	3.67
Harris, Sapienza & Bowie	2009	Are founders with past traditional entrepreneurship experience more likely to be successful in launching a new social venture?	3.33	4.33
		How is success measured in hybrid organizations that value both social and economic aims?	2.67	4.00
		Under what conditions might such an explicit focus on 'purpose' provide advantage for traditional entrepreneurs, versus not?	3.67	3.00
		Understand the particular ethical issues endemic to social entrepreneurship.	3.00	2.67
		What could traditional entrepreneurs learn from the teleological, purpose-driven venturing of social entrepreneurs?	2.67	2.67
Haugh	2005	What is the role of social networks in identifying opportunities, providing resources and business advice to social entrepreneurs?	2.67	4.00
		Investigate causes and consequences of social enterprise failure, and identify strategies to avoid failure.	3.00	3.67
Haugh	2007	Analyze the structure, role and contribution of social venture networks, and specifically, how business information and advice might be better delivered to nonprofit enterprises engaging in trading activity.	3.00	4.00

		Consider how the culture of a nonprofit social venture is created, the values that are distinctive to nonprofit ventures, and how those values are influenced by strategies that are more frequently found in for-profit ventures.	3.00	3.33
		Examine how the outcomes of social ventures are created and whether standardized techniques to evaluate and enumerate outputs and outcomes could be created.	2.67	3.33
Kistruck & Beamish	2010	Explore how the social enterprise structure is related to specific types of legitimacy (e.g. pragmatic, moral, cognitive)	2.67	3.67
Low	2006	Examine the change in boards of directors as non-profits shift towards for-profit forms.	3.67	4.00
		Identify the dominant governance models in social enterprises and investigate their effectiveness on a variety of criteria.	3.00	3.67
		An examination of social enterprise boards of directors in terms of how they operate and who they elect.	3.33	3.33
Mair & Marti	2006	What is the link between social entrepreneurship and sustainable development, and how can social entrepreneurship contribute to sustainable development?	3.33	4.33
		What explains the emergence of geographic clusters of social entrepreneurial activity?	3.00	4.33
		Can we observe geographical clusters with higher levels of social entrepreneurial activity, e.g. India and Bangladesh, or Brazil and Ecuador?	2.67	4.33
		Develop useful and meaningful measures that capture the impact of social entrepreneurship and reflect the objectives pursued.	3.00	4.00
		If context and embeddedness is so important, to what extent is it possible to transfer practices and scale out initiatives across geographic and community borders?	3.00	4.00
		Are some forms of organizing for social entrepreneurship better suited to address specific needs than others?	2.67	4.00
		How does social entrepreneurship differ in developed and developing countries?	2.67	4.00
		Examine the enabling and/or constraining effects of embeddedness with regard to social entrepreneurship.	3.00	3.67
		What institutional factors explain the emergence of social entrepreneurship and what theoretical lenses may help us understand those factors?	3.00	3.00
Mason, Kirkbride & Bryde	2007	The variables influencing legitimacy in social enterprises offer an opportunity to study how governance systems facilitate an effective performance reporting process.	3.00	3.33
		Do particular governance arrangements have a significant impact upon performance (both of the organization and individuals)?	2.67	3.33
		The influence of constitutive rules in shaping the institutional environment, and understanding the relevance of routines and symbolic elements, would add depth to current understanding of social enterprise governance.	3.00	3.00
McDonald	2007	How does the organization adapt its social mission over time?	3.33	2.67
Meyskens, Robb-Post, Stamp, Carsrud & Reynolds	2010	Investigate the presence or absence of knowledge spillover in networks of social entrepreneurs.	2.67	4.67
		Can social entrepreneurs position themselves to absorb knowledge spillovers and transform them into competitive advantage in similar ways as posited for commercial entrepreneurs?	3.00	4.33

		Can partnerships and strategic alliances and other structures be used to make the social firm more competitive and thus more successful?	2.67	3.00
		Does the type of social venture formation (e.g., alliances vs. hierarchical governance) affect its ability to perform economically?	3.00	2.67
Miller & Wesley II	2010	Explore whether the increased accountability from social venture capitalist funding affects performance both in the short term (during funding) and long term (after funding).	3.33	3.33
		Explore the long-term performance and strategic implications of social venture capital funding.	2.67	3.33
		Examine the structure and timing of social venture capital decisions.	3.00	3.00
Munoz & Tinsley	2008	Examine the degree to which social enterprises are emerging in response to public-sector demand and the implications this has for the autonomy of social enterprise as something separate from the state.	3.33	3.33
		Explore the evolution of the relationship between social enterprise and the public sector.	2.67	2.67
Murphy & Coombs	2009	Do social purposes change over time (either in direction or strength)?	3.00	3.33
Peredo & Chrisman	2006	May community-based enterprises be effectively introduced in communities (e.g., in refugee settings) that do not have a shared history of cooperative effort?	3.33	2.67
Short, Moss & Lumpkin	2009	Which dimensions of an entrepreneurial orientation are key to effective social venturing?	2.67	5.00
		Can social entrepreneurs create disruptive innovations in the commercial sector?	3.00	4.33
		What strategic and managerial consequences flow from social entrepreneurs' urge to satisfy both economic and social objectives?	2.67	4.33
		Is there a difference in the meaning and function of social entrepreneurship across cultural boundaries?	3.33	3.67
		Which entrepreneurial and strategic processes are most effective for creating social value across different social entrepreneurship activities?	3.33	3.33
		In what ways do social innovation processes change the ventures creating the innovations?	3.33	3.33
		Do social ventures hold more conservative stances toward risk than commercial ventures?	2.67	3.33
		In what ways do technologies provide competitive advantages in social ventures?	2.67	3.33
		How can social entrepreneurship activities be measured to enable economic analysis?	2.67	3.33
		Are the motivations/drivers of social venture creation the same as or different from those of traditional venture creation?	3.00	3.00
		What factors most impact social innovation diffusion?	3.00	3.00
		Does the unique experience of a social venture foster the creation of new opportunities?	2.67	3.00
		Do social entrepreneurs use opportunity discovery processes in the same ways as commercial entrepreneurs?	2.67	3.00
Young & Tilley	2006	Are best practices of sustainable entrepreneurship transferable between organizations?	3.00	3.33
		Is sustainable entrepreneurship measurable?	2.67	3.00
Zahra, Rawhouser,	2008	What are the personal or structural factors that contribute to social ventures' emergence, organizing behavior, and subsequent	3.33	4.00

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successes and failures?

		Given that behavioral theory argues that entrepreneurs satisfice when confronted with multiple constraints, does the increased complexity of multiple stakeholders influence the decisions of entrepreneurs?	3.00	3.00
		Does the globalization of social ventures' missions slow down entrepreneurs' decision-making process?	2.67	3.00

\*The full list of 327 topics has been made available at: <http://www.SocEntResearch.org>

†AIS: "Average Interesting Score" is the average rating given by the subject matter experts when asked the following question: "In your opinion, how interesting is the [topic]?"

‡ADS: "Average Development Score" is the average rating given by the subject matter experts when asked the following question: "In your opinion, how well does the [topic] lend itself to theoretical development and/or empirical analysis?"