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Social entrepreneurship and social innovation: looking inside the box and moving out of it

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The impact of the global recession has served to increase the pressure on the management of nonprofit organizations (NPO). Executive leadership is an essential component of the success of these institutions. The aim of this paper is to survey the existing literature on social entrepreneurship and social innovation in the third sector (TS). For this, we used the collection of existing literature on the Web of Science (WoS). The 176 articles selected in this database were analyzed analytically and also using the VOSviewer software. The results show the existence of three approaches that highlight a relationship between entrepreneurial behavior and NPO performance, the creation of social value and the entrepreneurial orientation of NPO that triggered the emergence of hybrid organizations: social enterprises. This study aims to contribute to the construction of a holistic model for the sector.

Keywords: Social entrepreneurship; social innovation; third sector; nonprofit organizations; systematic literature review

1. Introduction

Nonprofit organizations (NPO) made up of mercies, voluntary organizations, community groups, cooperatives, mutual societies, foundations, to which social enterprises have recently joined, establish the third sector (TS). These institutions, in their great charity, citizenship, involvement, gratuitousness, solidarity, constitute a sector of competence, involvement, innovation, quality, and a fundamental pillar of the Social State and territorial cohesion. This represents today a huge part of various countries' economy around the world, providing a significant percentage of gross national product (Berzin, Pitt-Cat-soupes, and Gaitan-Rossi 2015; do Adro and Fernandes 2019; do Adro and Leitão 2020; Kim and Lim 2017).

This sector's growth, combined with increasing demands from the public administration for greater efficiency, oblige NPO to become more entrepreneurial, innovative in their service to the community in which they operate (Jaskyte 2015).

A few decades ago, when addressing the future of NPO, entrepreneurship was rarely spoken to the point of considering the expression “nonprofit entrepreneurship” an oxymoron. However, the growing interest in last decades, both by academia and civil society, is largely due to the fact that the ability of governments to solve social or

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environmental problems is questioned, and the emergence in this field of various organizations and people wanting to “change the world”, has changed this view (Andersson 2015; Andersson and Ford 2016; Dacin and Dacin 2011; Harris 2012; Sanzo-Perez, Álvarez-González, and Rey-García 2015).

This statement is supported by the literature review of Short, Moss, and Lumpkin (2009) who only identified 152 articles related to social entrepreneurship, with the first published in 1991. There is still no consensus among academics on what exactly social entrepreneurship or social innovation are (Andersson and Ford 2016; Molina et al. 2018; van der Have and Rubalcaba 2016); so, defining social enterprises is challenging and Young and Lecy (2014) uses the social enterprises zoo expression to qualify it.

In the current socio-economic landscape of limited resources and strong competition, NPO develops creative survival strategies. Some do not hesitate to merge among themselves in order to broaden their area of social service provision and to ensure their livelihood (Goldkind, Pardasani, and Marmo 2013), others, and especially in western countries, have been progressively becoming social enterprises (Borzaga and Fazzi 2011).

Academic research in social entrepreneurship is still at the infancy stage (Bacq and Janssen 2011). Knowledge production within the field of business research is accelerating at a tremendous speed while at the same time remaining fragmented and interdisciplinary. This makes it hard to keep up with state-of-the-art and to be at the forefront of research, as well as to assess the collective evidence in a particular area of business research. This is why the literature review as a research method is more relevant than ever. This type of analysis can be useful for detecting themes, theoretical perspectives, or common issues within a specific research discipline or methodology or for identifying components of a theoretical concept. A potential contribution could be, for example, the ability to map a field of research and create an agenda for further research or the ability to provide an historical overview or timeline of a specific topic (Snyder 2019).

Some authors have embarked on the construction of systematic literature reviews (SLR) as a way to study theoretical approaches to the TS, which is an excellent way of synthesizing research findings to show evidence, because questions can be raised about the quality and trustworthiness of these types of reviews (Snyder 2019). Cumberland and Litalien (2018) address the issue of the replication of social enterprises as a way to solve social problems; Jevanesan et al. (2019) analyze cases of continuous improvement in the TS, Colbran et al. (2019) focus on health institution performance measures for non-acute patients, while Laurett and Ferreira (2018) review the evolution of strategies followed by NPO in recent decades. Tondolo and Longaray (2018) propose an instrument for measuring NPO performance particularly for funders. Bach-mortensen, Lange, and Montgomery (2018) identify and synthesize existing research on barriers and enablers that influence the process of NPO implementation of evidence-based interventions. Englert and Helmig (2018) analyze background and dimensions of NPO volunteer performance. In the study of Laurett et al. (2018), the objective was to carry out a systematic review on citizen involvement (influencers, barriers, . . .) in NPO. While, Maier, Meyer, and Steinbereithner (2016) seek to synthesize from 599 key sources TS concepts and what leads NPO to adopt private sector methods. But none of them directly addresses social entrepreneurship and social innovation in TS.

So, despite recent efforts to clarify and define the social innovation concept, it is considered still ambiguous, and the state of knowledge is still fragmented. Significant work is required to position the disciplinés boundaries (Cajaiba-Santana 2014; Dawson and Daniel 2010; Pol and Ville 2009; van der Have and Rubalcaba 2016).

The aim of this paper is to survey the existing literature, to contribute to the state-of-the-art perception of social entrepreneurship and social innovation in the TS. In order to fulfill this purpose, the SLR method was adopted using a bibliometric analysis, with VOS-viewer software, following future research proposal of Laurett and Ferreira (2018). After a search on the ISI Web of Science (WoS) data base, final selection ends up includes 176 articles. Co-occurrence analysis yielded 3 clusters. Furthermore, based on the literature studied, it develops a holistic model for the sector. This is one of the contributions of this research. Thus, to stimulate academic improvement and provide a better sense of direction, this article offers the first complete and systematic review of this expanding literature at an appropriate time. A concrete effort has been made to answer the following questions: are NPO also entrepreneurial? What theories support research in the areas? What are the guidelines of this research?

This study brings several important contributions. First, an SLR on social entrepreneurship and social innovation is presented in the TS using bibliometric techniques. This review helps to identify not only what previous literature has analyzed, but also sets the stage for a second wave of research on this topic, synthesizing key knowledge gaps and directions for future studies. Secondly, this SLR challenges several theoretical / conceptual assumptions prevalent in research and offers new theoretical / conceptual perspectives that can shape future research on this issue. Third, a roadmap was set for an informed research agenda proposing multiple improved directions: the use and development of an innovative theory that can open new avenues for future research and theory building; a more sophisticated understanding of the concept and its applicability; address content gaps at different levels of analysis; and the use of relevant and appropriate methodologies to measure social entrepreneurship and social innovation in the TS. Given the important cross-fertilization between social entrepreneurship and social innovation in TS and the broader literature on TS and management, our review also fits more broadly with management studies.

This study is structured as follows: After reviewing the literature and describing the methodology used, the descriptive results are presented and clustering. Finally, the conclusions, limitations and future lines of research are pointed out.

2. Third sector: concept, innovation and entrepreneurship

The concept of TS and non-profit sector, has its roots in US tax legislation (Muukkonen 2009) and it is now widely recognized as a key player in a country's economy. Classic theories of Hansmann (1980) and Weisbrod (1975) argue that non-profit emerge when "pure" form of institutions, i.e. State and Market, fails to fulfill its function. Muukkonen (2009) explain that Salamon rejected Weisbrod's and Hansmann's theories and argued that provision of welfare services has historically been the task of the voluntary sector. Furthermore, because both voluntarism and philanthropy were for a long time almost monopolies of churches, he speaks of "church failure" as having given rise to numerous more or less secular organizations.

The relationship between NPO and State has been a recurring issue in academia, as its activities easily influence NPO performance, objectives and even sustainability (Lu 2018). In recent years, social innovation has focused a great deal of attention on academia and beyond, as it is regarded as an effective means of combating and solving social problems (Taylor, Torugsa, and Arundel 2018; van der Have and Rubalcaba 2016) against which governments are not always prepared and for which they rarely have a solution. The fragility of the public system with regard to social affairs and health has created space for the

NPO which constitute today an important part of civil society (Gonzalez-Portillo, Dominguez-Antolínez, and Muniategui-Azkona 2015; Michalski et al. 2018; Tan and Yoo 2015). Direct services to the population provided by NPO have been of significant importance in local communities (Shier and Handy 2015).

Similarly, interest in social entrepreneurship has been manifested in recent years by both publications and conference papers since Bill Drayton, Ashoka's founder first used the term social entrepreneurship 30 years ago (Choi and Majumdar 2014; Lumpkin et al. 2013).

Social enterprises that emerge and maintain their services thanks to the process of social innovation are distinct from other organizations in that they refer to social entrepreneurship that focuses on the motivation and leadership of an individual and has two goals: one economic and one social (Kim and Lim 2017). Moreover, social enterprises like to propose sustainable solutions to solve societal problems, thus combining the logic of different sectors (Margiono, Zolin, and Chang 2017).

The literature has shown that NPO management and leadership are complex and multidimensional (White 2018). Thus, attempts to design a social entrepreneurship construct have succeeded in recent decades (Dwivedi and Weerawardena 2018). Academics have observed that many NPO and many NPO managers have adopted social entrepreneurship as their management model (Andersson and Self 2015). Research in the area of entrepreneurial orientation of the TS still needs analysis and understanding (Lurtz and Kreutzer 2017). Researchers and practitioners agree that NPO leaders play a key role in shaping the organization's culture and norms (Tan and Yoo 2015) but that further research is also needed to deepen the knowledge of value creation of cross-sectoral cooperation (Murphy and Arenas 2015) and / or suggest community involvement for the social entrepreneurship concretization, as it facilitates resource generation and social innovation (Dwivedi and Weerawardena 2018).

Given that in many cases NPO are taking their first steps in social entrepreneurship pushed by a context of scant support which forces them to diversify sources of income. However, the transition is difficult notably for 2 reasons: lack of financial stability (subsidy dependency) and lack of efficient management practice (Parente and Lopes 2016).

Although evidence of social entrepreneurship can be traced back to over 100 years ago (Phillips et al. 2015), the origins of the field go back to 1983, when Young wrote on 'innovative nonprofit entrepreneurs' in the lines of Schumpeter's conception (Bacq and Janssen 2011).

Social entrepreneurship has recently received greater recognition from the public sector, by providing funding to them (N. Choi and Majumdar 2014), as well as from scholars mainly based on descriptive case studies (van der Have and Rubalcaba 2016). This heightened interest in social entrepreneurship and social innovation over the past few years may be attributed to the perceived weaknesses and failure of the dominant for-profit enterprise model (Phillips et al. 2015). Similarly, despite increasing recognition of the contribution that social entrepreneurship makes to a nation's social, economic, cultural, and environmental wealth, research effort in the area is somewhat disjointed and disparate, the lack of a unifying paradigm in the field has led to a proliferation of definitions and perspectives (Bacq and Janssen 2011; Phillips et al. 2015; van der Have and Rubalcaba 2016; Zahra et al. 2009). The definitional problem of social entrepreneurship has consequences: it impedes both future research on this field and the establishment of social entrepreneurship as a coherent one (N. Choi and Majumdar 2014). Moreover, several approaches of the phenomenon, as well as different schools of thought, have emerged in different regions of the world due in part to the several conceptions of

government's role or national/local economy concept. At first glance, there seems to be a difference between the American and the European conceptions which can be understood as a multidimensional and dynamic construct composed by 5 concepts (Market orientation, Social entrepreneurship organization, Social entrepreneur, Social innovation and Social value creation) and subject to modifications in the face of changing circumstances. In fact, there's plethora of definitions, some more or less embracing in both sides of Atlantic Ocean even inside the same country, and no consensus about what social entrepreneurship actually means (Bacq and Janssen 2011; N. Choi and Majumdar 2014).

As change agents, social entrepreneurs harness innovation at a systemic level to bring about a change in social equilibrium. Effectively, social innovation field is an eclectic research area with some intra-groups fragmentation in which inter a multidisciplinary approaches coexist and have an important role to play. It relates to new ways between society and economy, where new innovation regimes boost new roles for the political and social dimensions in economy, and transcends sectors, levels of analysis, may require accessing a range of resources and competences that lie beyond an organization's immediate environment or expertise and represents an huge opportunity for businesses respect to corporate social responsibility (Phillips et al. 2015; van der Have and Rubalcaba 2016; Zahra et al. 2009).

3. Methodology

SLR, a scientific method that, through a set of activities such as collecting, knowing, analyzing, synthesizing and evaluating, helps in the search and analysis of articles of a particular discipline, is a robust, replicable, transparent process and detailed bibliographic research that reduces the dispersion of the researcher by performing the scientific theoretical survey of the work and improving the quality of the research (Crossan and Apaydin 2010; Snyder 2019; Tranfield, Denyer, and Smart 2003).

As recommended and published by other academics in their SLR (Laurett and Ferreira 2018; Liñán and Fayolle 2015), authors used a bibliometric analysis with WoS database. To identify the literature, a protocol was established (Table 1) and a search was made on

Table 1. Inclusion and exclusion publications criteria in the SLR.

Inclusion Criteria	Exclusion Criteria
WoS Database “ <i>nonprofit</i> ” or “ <i>non-profit</i> ” or “ <i>third sector</i> ” or “ <i>social sector</i> ” and “ <i>innov*</i> ” or “ <i>entrepreneur*</i> ” in title, abstract or keywords <i>Article</i> or <i>review</i> English language WoS: categories <i>social issues, social work, social sciences other topics, health care sciences services</i> . Only the articles that fit the object of study were considered: study and evolution of the TS with the communities, described in the introduction of this study. <i>The management area was discarded as it was too wide open and there was a risk of not focusing on the intended subject. It was also found that a large number of articles analyzed addressed the management theme.</i>	Decontextualized keywords Books, books chapters, conferences reports, grey literature Publications not directly related to the third sector object of this study (sport, national health systems, NGOs in armed conflict territories, Church-focused articles, public-private partnerships, agricultural sector, philanthropy in the arts, research and development institutes, zoology, urban, international).

September 2019. A recent study (Martín-martín, Orduna-malea, and López-cózar 2018) showed that the Google Scholar database is the most embracing in the collection of documents (93–96%) on a theme. The partnership established between Clarivate Analytics / Thomson Reuters (WoS) and Google Scholar provides links between these two databases. So when you search the WoS Core Collection, Google Scholar links appear in your results, and vice versa (Biblioteca Central Ribeirão Preto 2017).

In the first phase, articles using the words “nonprofit” or “non-profit” or “third sector” or “social sector” and “innov *” or “entrepreneur *” in the title, abstract or keywords were selected. Initial results presented 1747 documents. The search was limited to “article” and “review” documents, as both are the main source of updated knowledge and are likely to have the greatest impact on the field (Keupp, Palmié, and Gassmann 2012; López-Fernández, Serrano-Bedia, and Pérez-Pérez 2016), 1402 publications were selected. Only texts in the English language were considered, since the dissemination of scientific knowledge is fundamentally done in that language and is a criterion in several journals (López-Fernández, Serrano-Bedia, and Pérez-Pérez 2016), so the selection was reduced to 1306 articles. The categories “social issues” or “social work” or “social sciences others topics” or “health care sciences services” were selected and the panel was reduced to 320 publications. At this stage, the titles and keywords were read, which allowed reducing the set to 248. Finally, the reading of the abstracts, as well as a content analysis (Figueiró and Raufflet 2015) of full articles always when necessary, it led to the election of the 176 final documents (Table 2) published between 1997 and 2019, totaling 2940 citations, which served as the basis for this analysis. To save the main data of the articles (author, title, . . .) an Excel document was created (López-Duarte, Vidal-Suárez, and González-Díaz 2016).

Bibliometric study involves the application of statistical analysis to publications. By providing information about the level of activity in a given scientific field, the results can be used to evaluate the performance of researchers, journals, countries and institutions (Ferreira et al. 2015). Co-occurrence technique was used. VOSviewer software was used for the extraction of terms, associated by calculating the force of the distance between them (Eck and Waltman 2011). The stronger the relationship between 2 terms, the shorter the distance between them. For the composition of clusters, the software produces a color chart where each indicates the concentration of terms for each group (Dias, Rodrigues, and Ferreira 2019).

Table 2. Web of Science Research process.

1ª step: 1747 articles	Words and expressions search: “ <i>nonprofit</i> ” OR “ <i>non-profit</i> ” OR “ <i>third sector</i> ” OR “ <i>social sector</i> ” AND “ <i>Innov*</i> ” OR “ <i>Entrepreneur*</i> ” in title, abstract or keywords
2ª step: 1402 articles	Document type: <i>article or review</i>
3ª step: 1306 articles	English language
4ª step: 320 articles	WoS Categories: <i>social issues, social work, social sciences others topics, health care sciences services</i>
5ª step: 248 articles	Titles and keywords reading
6ª step: 176 articles	Abstracts and whenever necessary some articles in full reading.

In the co-word bibliometric technique, the unit of analysis is the article, and the corresponding variables were identified in the title, abstract and keywords of the 176 documents (Dias, Rodrigues, and Ferreira 2019). This technique, based on the co-occurrence analysis of terms, results in the production of a relational map between the terms and their association in clusters (López-Fernández, Serrano-Bedia, and Pérez-Pérez 2016). A large repetition of similar keywords indicates that studies are largely close (Shen, Nguyen, and Hsu 2019).

The binary counting method already applied by previous studies was chosen, which considers the occurrences of a term in several documents. From this method 938 terms were identified, subsequently 8 was defined as the minimum number of occurrences resulting in 26 terms (Dias, Rodrigues, and Ferreira 2019).

4. Results and discussion

4.1. Descriptive analyze

In order to analyze the way in which the theme of social entrepreneurship and social innovation has been approached in the academic universe, this section will deal with the evolution of the number of citations and publications of the articles, identifying the 10 most cited, the main journals and countries where the subject has been studied, and the methodologies used.

When analyzing the evolution of 176 publications and their citations, we can see in Figure 1 a clear contemporary intensification (Taylor, Torugsa, and Arundel 2018). 2018 was the most significant year with 32 publications and 652 citations.

Table 3 presents 10 most cited articles that totalize 1607 citations in a total of 2940.

In order not to rule out the relevance of the most recent articles, it was decided to classify them by citations / year, having obtained the result shown in Table 4.

There are some position changes between the two tables referring to article citations, with the difference of only 1 article between them, being Jaskyte and Dressler (2005) replaced by Liket et al. (2014) in the classification of citations per year.

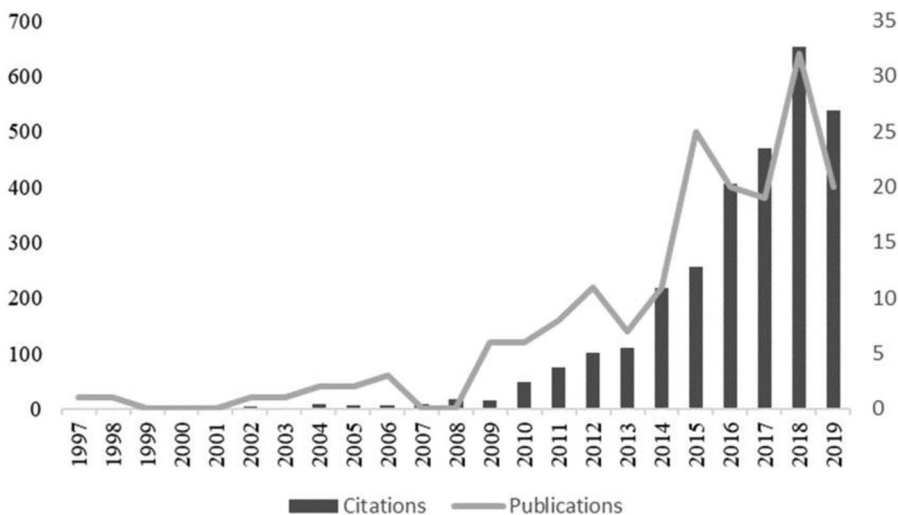


Figure 1. Publications and citations by year. Source: adapted from *Web of Science*.

Table 3. 10 most cited articles.

n.º	Title	Author(s)	Year	Citations
1	Research in social entrepreneurship: past contributions and future opportunities	Short, Jeremy C.; Moss, Todd W.; Lumpkin, G.T.	2009	419
2	Social Entrepreneurship: A Critique and Future Directions	Dacin, M. Tina; Dacin, Peter A.; Tracey, Paul	2011	329
3	Advancing research on hybrid organizing – insights from the study of social enterprises	Battilana, Julie; Lee, Matthew	2014	324
4	Nonprofit organizations becoming business-like: a systematic review	Maier, Florentine; Meyer, Michael; Steinbereithner, Martin	2016	103
5	Entrepreneurial processes in social contexts: how are they different, if at all?	Lumpkin, G.T.; Moss, Todd W.; Gras, David	2013	99
6	Accountability Online: Understanding the Web-Based Accountability Practices of Nonprofit Organizations	Saxton, Gregory D.; Guo, Chao	2011	95
7	Market orientations in the nonprofit and voluntary sector: A meta-analysis of their relationships with organizational performance	Shoham, Aviv; Ruvio, Ayalla; Vigoda-Gadot, Eran; et al.	2006	78
8	Organizational culture and innovation in nonprofit human service organizations	Jaskyte, K.; Dressler, VW	2005	64
9	Preserving the Publicness of the Nonprofit Sector: Resources, Roles, and Public Values	Moulton, Stephanie; Eckerd, Adam	2012	51
10	Five Configurations for Scaling Up Social Innovation: Case Examples of Nonprofit Organizations From Canada	Westley, Frances; Antadze, Nino; Riddell, Darcy J.; et al.	2014	45

The most represented magazine in both tables is *Nonprofit and Voluntary Sector Quarterly* with 4 articles.

As for journals, **Figure 2** shows that *Voluntas* leads the classification with 39 articles followed by *Nonprofit & Voluntary Sector Quarterly* (31), *Administration in Social Work* (11), *Human Service Organizations Management Leadership & Governance* (7), *Journal of Business Ethics* (6), *Service Industries Journal* (4), *Sustainability* (3) followed by 7 magazines with 2 publications and the remaining 54 with 1 publication each.

It should be noted that the domain in this field of *Voluntas* and *Nonprofit and Voluntary Sector Quarterly* does not obscure the fact that the literature on SE and SI is characterized by a wide range of journals despite 4 concentrating 50% of publications.

Regarding the research areas (**Table 5**), *Social Issues* is the field with the most publications (73), followed by *Business Economics* (50), which clearly shows the transition that TS is currently experiencing, in *Public Administration* (24), *Social Work* (23) and *Social Sciences Other Topics* (17). The remaining 17 research areas totalize 32 publications.

Out of 27 countries with publications (**Figure 3**), the United States (USA) is by far the most active with 69 articles followed by England (19), Canada (13), Australia (8) and Germany. (6). Noting here a clear western influence.

Analyzing the 176 articles used as an example in this study, it was possible to classify methods used in each of them, in order to identify the main and most relevant to the field of study. Based on **Figure 4**, we can check that there is a tendency for researchers to use

Table 4. 10 most cited article by year.

n.º	Title	Author(s)	Year	Citations/ Year
1	Advancing research on hybrid organizing – insights from the study of social enterprises	Battilana, Julie; Lee, Matthew	2014	54
2	Research in social entrepreneurship: past contributions and future opportunities	Short, Jeremy C.; Moss, Todd W.; Lumpkin, G.T.	2009	38,09
3	Social Entrepreneurship: A Critique and Future Directions	Dacin, M. Tina; Dacin, Peter A.; Tracey, Paul	2011	36,56
4	Nonprofit organizations becoming business-like: a systematic review	Maier, Florentine; Meyer, Michael; Steinbereithner, Martin	2016	25,75
5	Entrepreneurial processes in social contexts: how are they different, if at all?	Lumpkin, G.T.; Moss, Todd W.; Gras, David	2013	14,14
6	Accountability Online: Understanding the Web-Based Accountability Practices of Nonprofit Organizations	Saxton, Gregory D.; Guo, Chao	2011	10,56
7	Five Configurations for Scaling Up Social Innovation: Case Examples of Nonprofit Organizations From Canada	Westley, Frances; Antadze, Nino; Riddell, Darcy J.; et al.	2014	7,5
8	Why Aren't Evaluations Working and What to Do About it – A framework for Negotiating Meaningful Evaluation in Nonprofits	Liket, Kellie C.; Rey-Garcia, Marta; Maas, Karen E. H.	2014	6,5
9	Preserving the Publicness of the Nonprofit Sector: Resources, Roles, and Public Values	Moulton, Stephanie; Eckerd, Adam	2012	6,38
10	Market orientations in the nonprofit and voluntary sector: A meta-analysis of their relationships with organizational performance	Shoham, Aviv; Ruvio, Ayalla; Vigoda-Gadot, Eran; Schwabsky, Nitza	2006	5,57

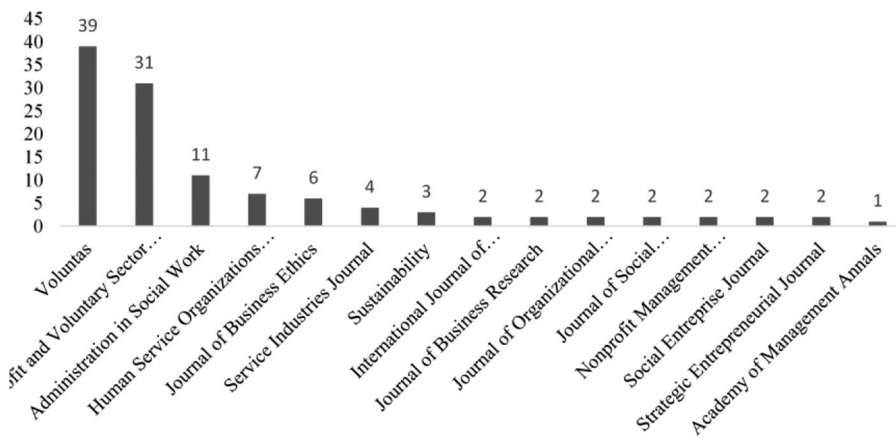
Figure 2. Number of articles by journal. Source: adapted from *Web of Science*.

Table 5. Main research areas by journal.

Research Area	Journal	Nº	
Social Issues	Voluntas	39	73
	Nonprofit and Voluntary Sector Quarterly	31	
	Australian Journal of Social Issues	1	
	Equidad e Desarrollo	1	
Business Economics	Journal of Social Policy	1	50
	Journal of Business Ethics	6	
	Service Industries Journal	4	
	International Journal of Entrepreneurial Behavior and Research	3	
	Journal of Business Research	2	
	Journal of Organizational Change Management	2	
	Journal of Social Entrepreneurship	2	
	Nonprofit Management and Leadership	2	
	Social Enterprise Journal	2	
	Strategic Entrepreneurship Journal	1	
	Academy of Management Annals	1	
	Cambridge Journal of Regions Economy and Society	1	
	Economic and Social Changes – Facts Trends Forecast	1	
	Economic Annals – XXI	1	
	Entrepreneurial Business and Economics Review	1	
	European Journal of Innovation Management	1	
	European Journal of Operational Research	1	
	Gestão e Desenvolvimento	1	
	Innovation – Organization and Management	1	
	International Entrepreneurship and Management Journal	1	
	International Journal of Contemporary Economics and Administrative Sciences	1	
	International Journal of Public Sector Management	1	
	Inzinerine Ekonomika – Engineering Economics	1	
	Journal of Applied Behavioral Science	1	
	Journal of Enterprising Communities	1	
	Journal of Entrepreneurship	1	
	Journal of Management	1	
	Journal of Public Policy and Marketing	1	
	Journal of the Academy of Marketing Science	1	
	Management and Organization Review	1	
	Marketing Theory		
Organization Science			
Service Business			
Small Business Economics			
Society and Business Review			
Public Administration	Administration in Social Work	11	24
	Human Service Organizations Management	7	
	Leadership and Governance	2	
	Nonprofit Management and Leadership	1	
	Journal of Social Policy	1	
	Public Administration	1	
	Public Performance and Management Review	1	
	Transylvanian Review of Administrative Sciences		

(Continued)

Table 5. Continued.

Research Area	Journal	Nº	
Social work	Administration in Social Work	11	23
	Human Service Organizations Management	7	
	Leadership and Governance	1	
	Children and Young Services Review	1	
	International Social Work	1	
	Journal of Social Policy	1	
	Revista de Cercetare Si Interventie Sociala Social Work	1	
Social Sciences Other Topics	Journal of Nonprofit Education and Leadership	7	17
	Journal of Business Ethics	6	
	American Behavioral Scientist	1	
	American Journal of Evaluation	1	
	Sage Open	1	
	Voluntary Sector Review	1	
Science Technology Other Topics	Sustainability	3	6
	African Journal of Science Technology Innovation and Development	1	
	Data in Brief	1	
	Journal of Cultural Heritage Management and Sustainable Development		
	Sustainability	3	
Enviromental Sciences Ecology	Environmental Politics	1	5
	Regional Environmental Change	1	
	American Behavioral Scientist	1	
Psychology	Journal of Applied Behavioral Science	1	3
	Journal of Management	1	
Sociology	Innovation – The European Journal of Social Science Research	1	3
	International Journal of Sociology and Social Policy	1	
	Revista de Cercetare Si Interventie Sociala		
	Environmental Politics	1	
Government Law	Public Administration	1	2
	Health Care Management Review	1	
Health Care Sciences Services	Health Promotion International	1	2
	China Perspectives	1	
Area Studies	Journal of Applied Behavioral Science	1	1
Behavioral Sciences	Cambridge Journal of Regions Economy and Society	1	1
Development Studies	Journal of Public Affairs Education	1	1
Education Educational Research	Children and Youth Services Review	1	1
Family Studies	Cambridge Journal of Regions Economy and Society	1	1
Geography	Generations – Journal of the American Society on Aging	1	1
Geriatrics Gerontology	European Journal of Operational Research	1	1
Operations Research Management Science	Wisdom	1	1
Philosophy	Health Promotion International	1	1
Public Environmental Occupational Health	Journal of Vocational Rehabilitation	1	1
Rehabilitation			

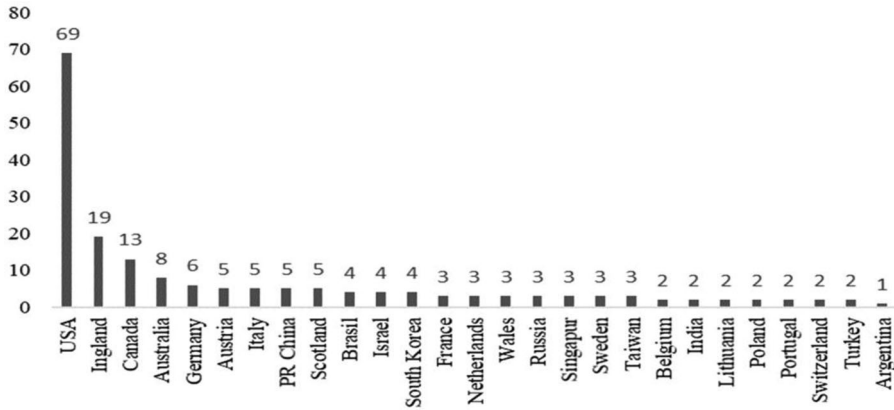


Figure 3. Publications by countries. Source: adapted from *Web of Science*.

qualitative methods. Several authors are responsible for the opinion that the study on TS is still in a growing phase that has yet to be realized. Most of the empirical studies in social innovation are based on qualitative exploratory methods supported by interviews without recourse to field changes, which may induce researchers to misinterpretation and draw wrong conclusions (Laurett and Ferreira 2018; Taylor, Torugsa, and Arundel 2018).

Thereafter, quantitative articles also frequently appear before theoretical works, mixed empirical and literature reviews. Thus there is a preponderance of empirical methodologies, showing that this area of study is recent and needs factual exemplification.

4.2. Discussion: co-words clusters analysis

To analyze the main themes in the literature related to entrepreneurship and innovation in the TS, the co-occurrence bibliometric technique was used. The 26 terms extracted (entrepreneurial orientation, impact, market orientation; collaboration, governance, innovation,

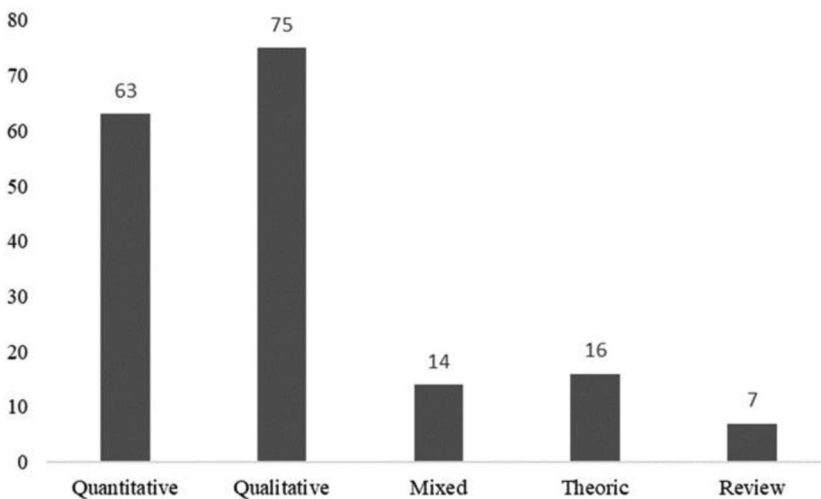


Figure 4. Methodologies. Source: Authors.

leadership, management, nonprofit organizations, organizations, performance, perspective – accountability, model, strategy, sector; business, enterprise, entrepreneurship, nonprofit, responsibility, social enterprise, social enterprises, social entrepreneurship, social innovation, value creation) from the titles, abstracts, and keywords of the 176 articles studied using VOSviewer software (Dias, Rodrigues, and Ferreira 2019) allowed the identification of 3 topics in the literature: innovation, leadership and performance in NPO (cluster 1), entrepreneurship and value creation in TS (cluster 2), entrepreneurial orientation and NPO market orientation (cluster 3).

- **Innovation, leadership and performance in NPO.**

Since the 1980s, NPO have greatly altered their functioning mode (Maier, Meyer, and Steinbereithner 2016). Now, they struggle to be more competitive in efficient managing of energy resources and are under pressure because of accounting issues (Liket, Rey-Garcia, and Maas 2014; Shwom and Bruce 2018). However, not all react in the same way to adversity, some choose innovation, either radical (fundamental change) or incremental (tactical change) depending on the degree of change that introduces (S. Choi 2014), adaptation and change, while others are true to their traditional principles (Spall and Zetlin 2004) by opting for a purely social mission and not generating monetary benefits (Laurett and Ferreira 2018).

Studies related to the implementation of a strategy in NPO that influence their performance are scarce. However, academia believes that the involvement of boards in decision-making can strengthen the ethical and legal integrity of NPO and consequently strengthen their capacities to serve their communities (Zhu, Wang, and Bart 2016). And in fact, these communities are extremely heterogeneous, NPO are present in many sectors: environment, education, helping people in need, social work, and are one of the most active sectors of the economy as they deal with a wide range of people and diverse bodies always in order to help those who need it most (Jeong 2019; Taylor, Torugsa, and Arundel 2018).

Social innovation is no longer just an alternative to NPO routine tasks but a necessity in a more competitive market where NPO faces major challenges in having to do more with fewer resources in an environment full of uncertainty as a consequence of the recent economic and financial overall dimension crisis (Berzin, Pitt-Catsoupes, and Gaitan-Rossi 2015; Dover and Lawrence 2012; Jaskyte 2015).

Thus, in response to pressures from an uncertain future, NPO are advised to adopt professional management approaches, close to those of the private sector (Peng and Liang 2019; Weerawardena and Mort 2012), but with appropriate adaptations (Laurett and Ferreira 2018), which give them an hybrid status (Tan and Yoo 2015), turning them into social enterprises to ensure their development and sustainability (Vacekova 2017). Thus many NPO achieve wider and differentiated income sources (Peng and Liang 2019), thus attempting to break away from the theory of resource dependency by relying on external entities for their livelihood (Margiono, Zolin, and Chang 2017). However, this evolution has consequences, so the legitimacy of the NPO that adopt business methods has been questioned, but their acceptance depends mainly on the correspondence with the expectations of the community in which they operate (Maier, Meyer, and Steinbereithner 2016).

Similarly on internal field, changes in the economic and social landscape, the reduction of public contributions, forced NPO to adopt organizational innovation measures in order to remain sustainable (Jaskyte and Kisieliene 2006). A major challenge for NPO is to maintain continuous innovation which depends on internal and external

factors (Dover and Lawrence 2012). Innovation-provoking NPO leaders are also those who have a vision for the future with organizational change and creativity (Shin and Mcclomb 1998). In fact, innovation and power have long been connected, and NPO have long been encouraged to invest in innovation as a central tenet of their organization to ensure sustainability as well as that of their community, but how this achievement is achieved is a question that still needs to be answered (Dover and Lawrence 2012). Part of this may however lie in the fact that NPO facing crisis periods are more sensitive to innovation and the need for adaptation, often starting a learning process that will enhance both innovation and organizational adaptation (Mano 2010). This organizational culture, can be defined, according to Jaskyte (2010), using the characterization of Martin and Siehl (1983) as: *the glue that holds together an organization through shared patterns of meaning*.

The fact that the NPO's governing body is made up of volunteers with different backgrounds (professional, social, ...) means that they have some difficulty identifying a strategy or finding viable solutions during the meetings. Lack of industry-leading knowledge inhibits discussion and productive decision making. Given that NPO employees are usually unhappy with the management's performance and its lack of involvement in the organization's strategy, they also argue that its members should rely more on their senior management in order to determine its direction. Thus, the organizational context and internal marketing are fundamental to ensure the motivation and commitment of all employees, whether workers or volunteers (Sanzo et al. 2015; Schie et al. 2015; Zhu, Wang, and Bart 2016). The attractiveness of these collaborators and even benefactors depends greatly on the image and reputation of the NPO (Puentes et al. 2012) related to their ability to fulfill their mission, due to their organizational capacity (Zhou 2016).

Today, TS is under pressure to demonstrate that services provided bring a significant improvement in people's lives (Lynch-Cerullo and Cooney 2011). NPO performance is judged by various entities (users, employees, politicians, society), so it can be said that NPO performance influences their reputation (Puentes et al. 2012; White 2018). Some empirical studies show the positive relationship between entrepreneurial behavior and non-necessarily financial performance of NPO (Andersson and Self 2015). As the study of social enterprises continues to grow, academics and practitioners are increasingly looking into the methods and practices employed by these organizations to measure their social performance. Being companies with two objectives, one social and the other financial, they work their performance in these two fields in order to satisfy the associates in both strands (Lall 2017). Performance measurement cannot replace evaluation, but is a complement to performance as performance acts more specifically on a component of the organization where evaluation encompasses it as a whole (Lynch-Cerullo and Cooney 2011). NPO often think that performance can be measured by customer satisfaction, by fulfilling their mission. Thus, it is difficult to measure NPO performance as this depends on intermediate levels (Sanzo et al. 2015). It is fair to say that the performance of these organizations is measured using a holistic model that includes inputs, organizational capacity, outputs, outcomes, and public value realization, but also by the financial model of return on social investment and operating costs (Kim and Lim 2017).

- **Entrepreneurship and value creation in third sector.**

Many authors consider that social entrepreneurship is still in its infancy with no consensual definition, but rather a set of definitions evidenced in particular by Zahra et al. (2009), in spite of a vast literature (Grohs and Schneiders 2017; Lessa et al. 2017;

Semcow and Morrison 2018; Svansson 2018). The ways in which TS related research meets practice are manifold: theoretical advances help in understanding new industry trajectories and systemic challenges (Taylor, Torugsa, and Arundel 2018).

Social enterprises are profit-oriented initiatives that had their genesis in non-profit-oriented organizations. A hybrid form, midway between the NPO and the private sector, coated with some challenge as social mission and traditional business objectives with different purposes, norms and identities coexist (Fitzgerald and Shepherd 2018; Ouimette and Rammler 2017).

These organizations, which emerged in the 1980s with the welfare state progressively withdrawing from social affairs, can be divided into four categories: non-profit organizations that adopt business methods to carry out their social mission, businesses with a social aspect and purpose, social cooperatives, and the social public sector. The term “social enterprise” was first used in Italy when a group of volunteers began providing services to disadvantaged populations. The model was then replicated in other countries (Bhattarai, Kwong, and Tasavori 2019; Lessa et al. 2017).

Social entrepreneurship appears as the result of discovering an opportunity and exploring an answer to a social problem (Žur 2015). The efforts of social entrepreneurs are documented as important influences of positive transformations in the social, economic and environmental fields for example (Lessa et al. 2017). If social entrepreneurship can be realized by a person, a group of people or even a legal person (Scheiber 2016), social entrepreneurs are always very close to the community where they operate and combine their interest in the discipline with the desire to solve it in order to achieve a return on financial and social investment. This so-called double bottom line concept in which social impact is linked to income looks like the triple bottom line of global economic and environmental sustainability (Svansson 2018). In fact, entrepreneurship in the context of TS may seem paradoxical as this sector seeks to meet social needs, create social and non-monetary value (Ouimette and Rammler 2017) and often results from the evolution of an organization’s attitudes and policy (Germak and Singh 2009).

To understand what leads individuals to consider social entrepreneurship as positive, it is important to understand how people within and outside NPO define social entrepreneurship (Andersson 2015). Social entrepreneurs like to solve social problems, bring about sustainable social change, through innovative business models aimed at creating social value (Han 2017; Lessa et al. 2017; Raith and Starke 2017; Scheiber 2016). Social entrepreneurs tend to follow new tendencies to create value for target communities. In this effort, they must take into account the socio-economic environment, forecasts and the uncertain future, but also efficiently manage available resources (Dwivedi and Weerawardena 2018).

Some wonder whether or not it is profitable for NPO to innovate, take risks or engage in a process of “creative destruction” as part of the entrepreneurial process. Social enterprises can be considered as Schumpeter’s tool for “creative destruction” in society as they can bring about local change (Lessa et al. 2017; Ouimette and Rammler 2017).

NPO have been viewed by states as a good way to reduce the weight of welfare state in the economy in addressing social issues as TS provides quality services efficiently (Thompson and Williams 2014). But measuring and defining the social value and well-being created by NPO is a complex matter: job creation, increased income? The definition of social impact has not yet reached consensus among academics and practitioners, but its measurement is a key to ensuring the necessary investment as investors like to have evidence to initiate or continue such investments (Schrotgens and Boenigk 2017). Complexity is based on the absence of quantification, the plurality of causes, the temporal

dimensions and the different perspectives of the social impact created (White 2018). In fact, the nature of the social problems that result from the construction of society, the expression of interaction between different actors (Unceta, Castro-Spila, and Fronti 2016), calls for increasingly creative solutions (Germak and Singh 2009). According to Courtney (2018), social value is the way in which limited resources are allocated and used. Now, Liston-Heyes et al. (2017) attribute the creation of social value to proceeds from donations or cooperative arrangements, non-refundable, which allow the development of activities that do not generate monetary value.

Revenues from grants are easier to secure in higher-income communities, largely because of donors' geographical proximity to NPO which permits a closer identification with cases supported. That said, the traditional tax structure that applies to the TS can frustrate the efforts of social entrepreneurs to combine the various sources of finance on which they depend: own revenues with non-activity revenues (understood to be protocol-based, public or resulting from donations); and encourage them to take the latter, often higher, at the risk of creating a dependency allowance (Eng, Liu, and Sekhon 2011; Liston-Heyes et al. 2017).

- **Entrepreneurial orientation and NPO market orientation.**

Since the 1980s, NPO have known a foundation of their theory and later the consolidation of their strategy; at the beginning of this century, TS organizations sought to improve their management, professionalize it and diversify their strategy in an ever more competitive market that requires them to adapt to the environment and to diversify their activities in order to achieve success, provide quality services to the communities in which they operate (Laurett and Ferreira 2018).

TS development represents a significant part of countries' economic sustainability and has been a key tool for the development and capacity building of some rural regions which has been underestimated (Neverauskiene and Pranskeviciute 2018; Spencer et al. 2016). Social economy theory uses social enterprises to respond to the needs of the new paradigm in local and regional development. In the context of local and regional development, academics consider social enterprise a relatively new idea that provides goods and services (Kim and Lim 2017). The slowdown in the economy of a country or region can often be driven by the social economy (Wu, Wu, and Wu 2018).

Many NPO exist to fill a corporate and / or public void in society (Heinze, Banaszak-holl, and Babiak 2016; Langer and Leroux 2017). This role of TS is critical in both modern and emerging economies (Tello-Rozas 2016). Most people feel that NPO better understand the needs of those who try to help, and who are better able to solve their problems than the market or the state (White 2018).

The intentions of starting a business project in TS are usually based on two objectives: one economic and one social (Tan and Yoo 2015). Entrepreneurial NPO tend to make better investments and are portrayed as quite different and advantageous compared to the more traditional ones. So, a question arises: What will lead some entrepreneurs to start a nonprofit activity instead of a traditional one? Some authors attribute a religious ideology to this intention of social entrepreneurs to start a nonprofit activity instead of a traditional one. Such an assertion is that many NPO are the result of entrepreneurial efforts by church-related individuals, communities, or philanthropic groups (Andersson 2015; Tan and Yoo 2015).

Innovation, which brings competitive advantage and organizational performance, is a key factor in NPO survival (S. Choi 2014). Social innovation can in turn help NPO to

orient themselves in an ever more competitive market, whether in internal organizational innovation or in strategies for moving in the external environment (S. Choi 2014; Taylor, Torugsa, and Arundel 2018). Thus, their leaders should take leadership and set an example with regard to market orientation (Boehm, Vigoda-gadot, and Segev 2011). The marketing of TS, the fact that NPO are more market and customers aware, more self-sufficient with some business practices, came about 3 decades ago, with the need to ensure their livelihood and is now a reality. Today, the terms or expressions as customer-oriented, market-oriented and entrepreneurial, increasingly apply when talking about an NPO as referred to the private sector (Han 2017; Mckay, Moro, and Teasdale 2015).

The political climate is responsible for the adoption by some NPO, of strategies and characteristics specific to the public or private sectors, to remain competitive (Eng, Liu, and Sekhon 2011). Therefore, in their collaboration with local authorities, they have to understand that they depend on central power, and it is crucial for them to understand what lies behind the dynamic nature of governance structures to help them advance their mission (Cornforth, Hayes, and Vangen 2015) because it is easier to secure support for social entrepreneurship acting at the national level rather than just local (Liston-Heyes et al. 2017).

In their effort to improve their performance, many NPO try, therefore, to combine multiple organizational forms (Battilana and Lee 2014; Thompson and Williams 2014), being the adoption of business methods, like market orientation, which differentiates social enterprises from pure NPO (Weerawardena and Mort 2012), based on the idea that they can maximize their benefits by focusing on market demand (S. Choi 2014), only one of them (Shoham et al. 2006). From an internal organization standpoint, the market orientation of NPO employees is critical to establishing a good relationship with customers and better understanding their expectations (Boehm, Vigoda-gadot, and Segev 2011). In fact, several studies have highlighted the relationship between market orientation, entrepreneurial intentions, and performance in social entrepreneurship (Liu, Takeda, and Ko 2012). A social enterprise that outperforms its competition in social innovation is able to differentiate itself in the marketplace and achieve long-term sustainability (Weerawardena, McDonald, and Sullivan 2010; Weerawardena and Mort 2012)

The emergence of new organizational forms requires TS managers focused on external relations in order to build partnerships in order to develop innovative measures in ever more complex environments (Mulroy and Back 2004). NPO leaders who are committed to their mission foster inclusion, innovation, job satisfaction and improved care (Brimhall 2019). However, if it is true that leadership influences organizational culture, the inverse is also possible (Jaskyte 2010).

5. Holistic model proposal

SLR can be useful if the aim is to engage in theory development. In these cases, it provides the basis for building a new conceptual model or theory, and it can be valuable when aiming to map the development of a particular research field over time (Snyder 2019).

In two articles, Jaskyte (2012, 2015) presented two precious models of *Board of Directors and Organizational Innovation in Nonprofit Organizations*. Nevertheless, in our opinion, these two models needed to be deepened and worked on with the introduction of the organizational innovation, results, sustainability and value creation's impact on internal and external NPO factors. Because in the communities where the NPO provide their services, they have a great impact creating jobs, buying goods and services to local providers and so on. Recently, global economic recession has proved that. In

many regions and countries, local development resisted and overcame the crisis because of NPO's activity (Kim and Lim 2017; Molina et al. 2018).

NPO live in a corset between the accounting requirements and the obligations arising from their status, which limits them in terms of economic activity. Thus, they are subjected to internal and external pressures in a daily struggle to ensure their sustainability and guarantee the quality of services provided to the community in which they operate.

We thus defend the need to open up new paths to future research and the construction of a new theory for approaching social entrepreneurship and social innovation that we would designate here as holistic NPO model. This incorporates a more sophisticated understanding of these concepts and its applicability that furthermore integrates all of the approaches and trends identified in the literature review. This represents an eclectic collation of the various different but most important characteristics that social enterprises need to hold so as to enable their organizations in order to maintain an increasingly precarious balance in a socio-economic environment full of uncertainties, whether economic, social, financial or legal in nature. In Figure 5, we present the framework for our proposal.

In short, the insights gathered from this review challenge the prevailing assumptions and shed new theoretical / conceptual light on social entrepreneurship and social innovation research on TS in at least three approaches as presented below:

Prevailing theoretical approaches	Dominant considerations
Innovation, entrepreneurial behavior and NPO performance	<ul style="list-style-type: none"> • NPOs must invest in innovation to ensure its sustainability. However, how this achievement is achieved is a question that still needs to be answered. • The organizational context and internal marketing are fundamental to ensure the motivation and commitment of all employees. • NPO performance is measured by various stakeholders (users and the community at large).
Entrepreneurship and value creation in TS	<ul style="list-style-type: none"> • Bottom Double bottom line concept: Social entrepreneurs like to solve social problems, bring about sustainable social change through innovative business models aimed at creating social value, but also getting a return on investment. • Measuring the social value created is critical for lenders who want to understand how the capital provided is invested.
Entrepreneurial and NPO market orientation	<ul style="list-style-type: none"> • The intentions of starting a business project in TS are usually based on 2 objectives: economic and social. • Market orientation has a bearing on performance, and must come from within the organization, ie from the NPO employees themselves, but the leader's example is essential.

6. Final considerations

This research aimed to contribute to the state-of-the-art perception of social entrepreneurship and social innovation in TS. Using a literature review, a descriptive analysis, and a cluster analysis of 176 articles, the dominant topics of the subject were identified and a holistic model has been proposed.

This study allowed us to answer the 3 major research questions posed at the beginning of this study: are NPO also entrepreneurial? What theories support research in the areas?

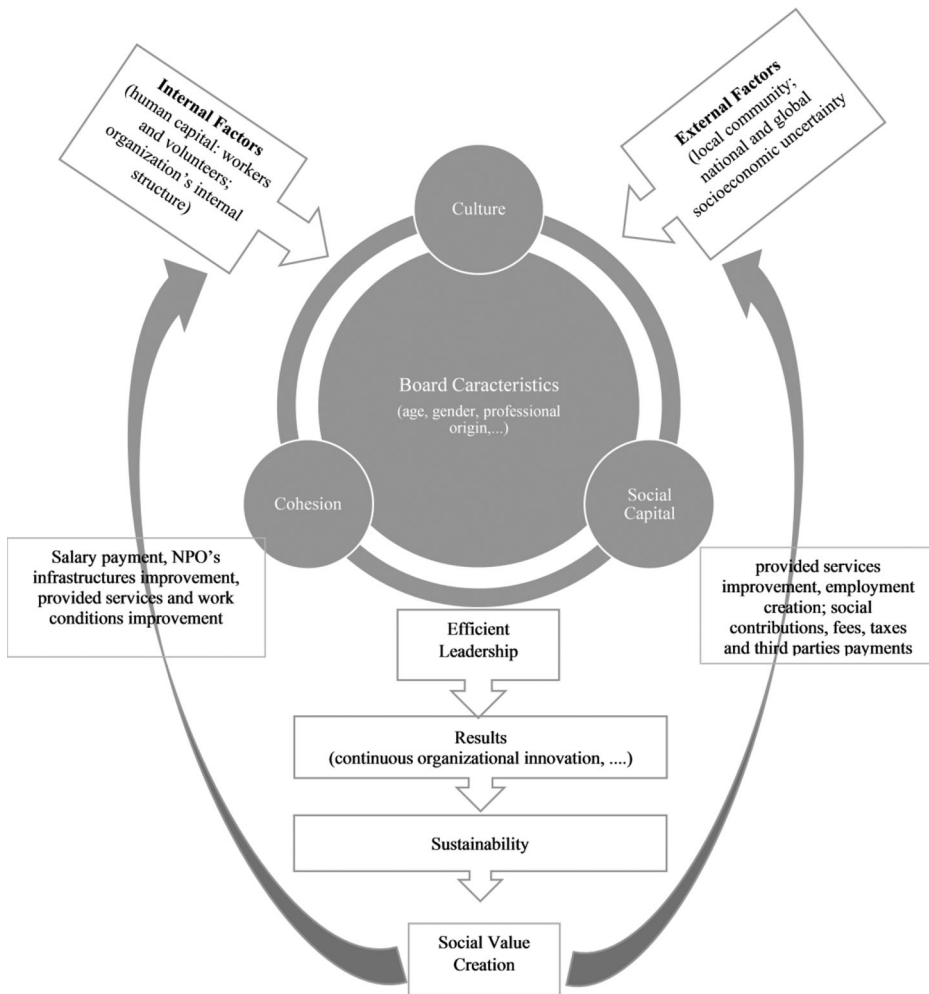


Figure 5. Holistic management NPO model. Source: Authors.

What are the guidelines of this research? Thus, it confirms that despite the increasing attention of civil society and academia towards the TS, this is a subject that is still poorly studied based on several doctrines: Schumpeter’s (1934, 1942) theories of entrepreneurship, Weisbrod’s public goods (1975), from Hansmann’s trust (1980), Penrose’s resources and capabilities (1959) (Arnason 2015; Hansmann 1980; Kor and Mahoney 2004; Ludvig et al. 2018; Schumpeter 1934; Weisbrod 1975; Žur 2015), to name just these. In the absence of a clear theory, which most likely will need to be developed from the inside out of TS, and a rigorous evidence base, it is difficult to judge to what extent social entrepreneurship and social innovation can help develop sustainable responses to meet the social, economic and environmental challenges that twenty-first century world economies are facing. The impact of the global recession has served to increase pressure on NPO resources, restricting the choices that are offered to organizational leaders, but also forcing them to take often unknown paths, adopting more entrepreneurial and innovative attitudes and highlighting so from the more traditional methods,

hence the importance of investing in training to ensure leaders are prepared. TS has an important role to play in social cohesion, as can be seen recently in internationally intervened economies. Thus, whether leadership, organizational innovation, social entrepreneurship, social innovation, that is, the implementation of new ideas, products and services, with a low cost of application in the face of scarcity of financial resources and helping to build a more sustainable society, cohesive and inclusive, they constitute fertile research fields and key elements for the future of TS.

With regard to practical implications, authors believe that the proposed model may help leaders in their decision-making to alert them to the importance of human capital, namely its qualification, as well as that of the environment, uncertain, where the NPO they run falls under. Face to recent society evolution, the Salamon and Anheier's non-profit definition remembered by Muukkonen (2009) has to be revised because lots of traditional private companies play a major role in social activities across foundations models for example, with some distributed profits to their owners or directors even if it in terms of reputation.

The present investigation, like others, has its limitations, probably the main one being that only one database was used. Another restraint can be due to the selection criteria for the study, which can strengthen the argument to broaden some of the search parameters in the SLR. So, some studies that take a critical perspective on these topics can be missing. However, this study presents consistent contributions to literature by proposing, in addition to a holistic model, descriptive and clusters analysis that clearly identified a space for future research then exposed:

- Innovation factors in NPO management: impact on NPO performance and sustainability,
- NPO entrepreneurial behavior: impact on employee motivation and organizational performance,
- Entrepreneurial characteristics of NPO: the effect of social entrepreneurship on social value creation, the effect of the environment on the relationship between social entrepreneurship and social value creation,
- The effect of sociodemographic characteristics on the creation of an NPO,
- Characteristics of entrepreneurial orientation and market orientation in NPO and their impact on performance.
- The need to carry out more studies on this topic in a European context, since a substantial part of the literature analyzed focuses on the USA.

Thus, we present the contextual and methodological orientations, which constitute the answers to the questions of our investigation, as well as the indicative knowledge gaps and the insights for future research.

Theory	<ul style="list-style-type: none">• What are the most relevant theories in the study of social entrepreneurship and social innovation in the third sector?• Should new theories be developed?• How existing theory can be developed and refined to help explain third sector entrepreneurship and social innovation practices?• How can we relate structure, NPO, strategy and entrepreneurship and social innovation?
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| Context | <ul style="list-style-type: none"> • What are the similarities and differences in the various approaches to entrepreneurship and social innovation in the third sector? • The uncertain future forces NPO to diversify their activities by adopting entrepreneurial and innovative attitudes, but what is the limit of interference in the private sector? • Are we facing unfair competition such as the payment of contributions, fees and taxes? |
| Content | <ul style="list-style-type: none"> • What role do resources and capabilities play in defining entrepreneurship and social innovation practices in the third sector? • Does the state's manifestly growing lack of accountability to social issues detract from its legitimacy in overseeing NPO? |
| Methods | <ul style="list-style-type: none"> • How can we significantly measure entrepreneurship and social innovation in the third sector? • Do the measurement of the social entrepreneurship and the social innovation measure the social value created? • How can be measured the social value created? |
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