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ANALYSIS OF STRATEGY SELECTION FOR SOCIAL LEADING ENTERPRISE PARTNERS IN SOCIAL ENTREPRENEURSHIP ECOSYSTEM

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Analysis of Strategy Selection for Social Leading Enterprise Partners in Social Entrepreneurship Ecosystem

Xiaoli LIN¹, Dongphil CHUN²

Abstract

The social entrepreneurship ecosystem is an innovation system composed of multiple stakeholders, linked by social responsibility, based on cooperation and symbiosis, and aimed at resource complementarity. In this system, social leading enterprises serve as the core force, and the optimization of their partners is crucial for the stability and development of the entire system. This article aims to explore the optimization selection methods of social leading enterprise partners in the social entrepreneurship ecosystem, in order to promote the sustainable and healthy development of the social entrepreneurship ecosystem. This article takes the entrepreneurial ecosystem as the background to explore the growth process and self-organizing evolution mechanism of social enterprises. Based on the social enterprise growth model, this paper analyzes the different stages of social enterprise growth in entrepreneurial ecosystems to varying degrees, proposes a self-organizing evolution model, and proves that the selection of social enterprise partners in entrepreneurial ecosystems has an impact on the self-organizing evolution of social enterprises. It has the characteristics of self-renewal, self adaptation, self catalysis, and self circulation. Research has shown that only through continuous exploration and bold innovation, a favorable external environment, and the benign interaction of various elements within the system can a sustainable and relatively mature social entrepreneurship ecosystem be constructed.

Keywords: social entrepreneurship ecosystem; leading social enterprises; partner selection

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Introduction

In the context of globalization and social change, social entrepreneurship, as an emerging entrepreneurial model, is gradually receiving widespread attention. Social entrepreneurship not only focuses on commercial profits, but also emphasizes solving social problems, promoting social equity, and sustainable development. Therefore, while pursuing economic benefits, social entrepreneurship enterprises also bear important social responsibilities. The construction and development of a social entrepreneurship ecosystem is one of the important factors for the success of social entrepreneurship. This ecosystem involves various stakeholders such as government, non-profit organizations, enterprises, investors, and entrepreneurs, who work together to promote the development of social entrepreneurship through resource sharing, collaborative innovation, and knowledge exchange. In this system, social leading enterprises play a crucial role, and their growth and development not only affect themselves, but also have a profound impact on the entire ecosystem. However, leading enterprises in society face many challenges in their growth process. Among them, the selection and optimization of partners is a particularly critical issue. The suitability of partners directly affects the resource acquisition, market expansion, and innovation capability enhancement of leading social enterprises. Therefore, how to optimize the selection of partners has become an urgent issue for leading enterprises in society. In recent years, China's economic development has been accelerating, and its international competitiveness in system building, market efficiency and infrastructure has been rapidly enhanced (Mpuon, *et al.*, 2023). However, the rapid economic growth also leaves many urgent problems to be solved, such as the gap between the rich and the poor is large, polarization is obvious, environmental pollution is serious, these problems can not be thoroughly solved by relying on the national system and market role, and social entrepreneurship provides an effective way to solve social problems (Beliaeva *et al.*, 2020). Social entrepreneurship is a new concept that has emerged in recent years. It aims to pursue the dual goals of social value and business value and solve social problems. In practice, some social enterprise ecology has taken initial shape (Candan & Cengiz, 2022). The social ecosystems in which people participate can be divided into micro-systems, intermediate systems, outer systems and macro systems. The interaction of the four systems has an important impact on human behavior (Chaudhuri *et al.*, 2023). A certain intensity and positive interaction between the internal elements of the system and the system can optimize the development (Domanski *et al.*, 2020).

As an organization, social enterprises not only use the embedded network to obtain resources, but also the constructor of the social network they embed, and construct and utilize social networks by themselves as legal actors (Dubois *et al.*, 2020). At the same time, as a leader of the social entrepreneurship ecosystem that promotes the cooperation between the public sector and non-profit organizations and commercial enterprises, how to effectively embed existing social networks

and find suitable locations in them is a must for social enterprises to grow and develop question (Elnadi & Gheith, 2021). In 2015, a social entrepreneurship in the Middle East defined social entrepreneurship in the context of democratic transition, and a study by the Tunisian Social Entrepreneur Center was proposed (Igwe *et al.*, 2020). In 2021, some scholars studied the theory of Educational Entrepreneurship ecosystem to realize technology-based social venture capital (Cheah, *et al.*, 2019). Social entrepreneurship ecosystem integrates and brings into play the resources and advantages of various departments, produces social support network and realizes scale benefit, which is conducive to alleviating the increasingly prominent social contradictions and problems (Karakose *et al.*, 2021). The leading social enterprise is a social enterprise which occupies the core position in the social entrepreneurship ecosystem and plays the role of “strategic guidance”. It is the main executor of relevant social entrepreneurship activities and acts as the key node in the social entrepreneurship ecosystem chain (Kaushik *et al.*, 2023). Social enterprises have dual attributes of society and economy, which necessarily require strong insight and ability to adapt to environmental changes, in order to better realize their social and innovation (Li, 2020) (Neumeyer *et al.*, 2018).

The self-organizing evolution mechanism of social entrepreneurship ecosystem is also a research field worth paying attention to. Self organized evolution refers to the development of an ecosystem, driven by internal mechanisms, from simplicity to complexity and from roughness to refinement, continuously improving its complexity and refinement. In the social entrepreneurship ecosystem, this self-organizing evolution is reflected in cooperation and competition among various stakeholders, optimized allocation of resources, and improvement of innovation capabilities. The choice of partners among leading social enterprises is one of the key factors affecting this self-organizing evolution process. In summary, the optimization method for selecting partners of social leading enterprises in the social entrepreneurship ecosystem is not only related to the growth and development of social leading enterprises, but also of great significance for the stability and prosperity of the entire ecosystem. Therefore, this article aims to explore the optimization selection methods of social leading enterprise partners in the social entrepreneurship ecosystem, in order to provide useful theoretical support and practical guidance for the development of social entrepreneurship. By conducting in-depth research on the operational mechanism of the social entrepreneurship ecosystem, the growth patterns of leading social enterprises, and optimization strategies for partner selection, we can provide useful references and insights for building a sustainable and relatively mature social entrepreneurship ecosystem. This paper takes the social entrepreneurship ecosystem as the research object, through the study, absorption and expansion of the existing relevant theories, analyses the structural elements of the social entrepreneurship ecosystem from the perspective of ecology, constructs the evaluation index system of the suitability of the social entrepreneurship ecosystem, and applies the evaluation index system to the case study by combining the analytic hierarchy process and the gray relational

analysis method (Peiris *et al.*, 2013). From the microscopic perspective, with the goal of social enterprise partner selection, this paper attempts to construct a social enterprise non-profit organization partner selection evaluation index system, and uses the fuzzy comprehensive evaluation method to evaluate the social enterprise non-profit organization partner selection evaluation index system. Example application (Pel *et al.*, 2020). In order to enrich the theory of entrepreneurial management, improve the entrepreneurial environment of college students, and promote the entrepreneurship of college students, and then practice the concept of “mass entrepreneurship, innovation” (Rosca *et al.*, 2020). Studying its self-organizing evolution law can not only provide a solid theoretical foundation for the future development of social enterprises, but also provide direction for government policy formulation and stakeholder support.

Methodology

With the continuous development and progress of society, social entrepreneurship, as a new entrepreneurial model, is increasingly receiving people’s attention and importance. Social entrepreneurship not only focuses on economic benefits, but also emphasizes the creation and contribution of social value. Through innovative business models and solutions, it solves social problems and promotes social progress. In the social entrepreneurship ecosystem, social leading enterprises serve as leaders and promoters, and the strategic choices of their partners are of great significance for the healthy development and efficiency improvement of the entire ecosystem. Firstly, the rise and development of the social entrepreneurship ecosystem have provided a broad stage and opportunities for leading enterprises in society. In this ecosystem, various social entrepreneurs, innovative enterprises, public welfare organizations, and others participate together, forming a complex and diverse network. As the core force, social leading enterprises not only possess strong resource integration capabilities, but also rich social experience and influence, which can lead and promote innovation and development of the entire ecosystem.

However, leading enterprises in society face many challenges and tests in the strategic selection of partners. Due to the complexity and diversity of the social entrepreneurship ecosystem, the types, characteristics, and needs of partners vary. How to choose suitable partners, achieve optimal resource allocation, and maximize value has become an important issue that leading enterprises in society need to solve. In addition, the selection of partners for leading social enterprises is also influenced by various factors. On the one hand, external factors such as market environment, policies and regulations will constrain and affect the selection of partners; On the other hand, internal factors such as the development stage, strategic goals, and cultural concepts of the enterprise itself can also have a significant impact on the selection of partners. Therefore, leading social enterprises

need to comprehensively consider various factors and develop scientific and reasonable partner selection strategies. As a special economic entity that is different from the general commercial enterprise by taking the dual mission of economic and social, the social enterprise has the premise of limited distribution of profits, which makes it facing the difficulty of obtaining resources in the initial stage. As a market participant, social enterprises must compete with similar social enterprises in the fierce market with similar social enterprises (Sarraf and Nejad, 2020). Therefore, the first thing social enterprises must solve is the problem of survival. From the perspective of ecological research, the ecosystem is a system composed of community organisms and the natural environment. The community is a group composed of all the populations in a certain habitat, and the group composed of one organism is a population (Taser *et al.*, 2022). Referring to the concept of ecology, social entrepreneurship ecosystem is a social innovation system based on common mission and value orientation, mutually beneficial symbiosis and coordinated development, which is formed by leading social enterprises, governments, non-profit organizations and other ecological populations through cross industry collaboration and under the external environment (Tien *et al.*, 2023).

In this paper, experts and scholars, social entrepreneurs and potential social entrepreneurs in the field of social enterprise research are investigated. These people have certain theoretical understanding and practical experience in social entrepreneurship and social enterprise development (Zafar *et al.*, 2022) (Zhao *et al.*, 2021). Some organizations of the respondents are also facing or experiencing partner selection. The effective rate of the questionnaire was 55.26%. The data were analyzed by SPSS17.0. The basic information of the respondents is shown in Figure 1.

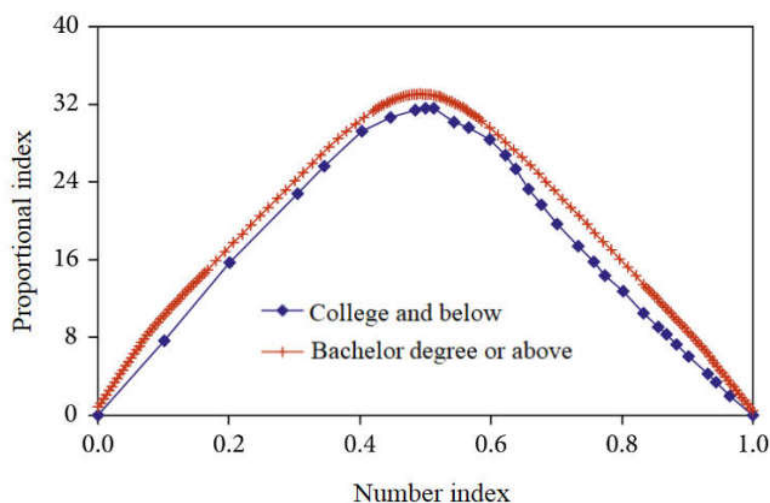


Figure 1. The basic situation of the respondents of the questionnaire contents

According to the discrete coefficient calculation method, the questionnaire recovery data is analyzed and calculated, and the discrete coefficient and standard deviation of the two initial indicators are selected by the non-profit organization partners. The specific results are shown in Figure 2.

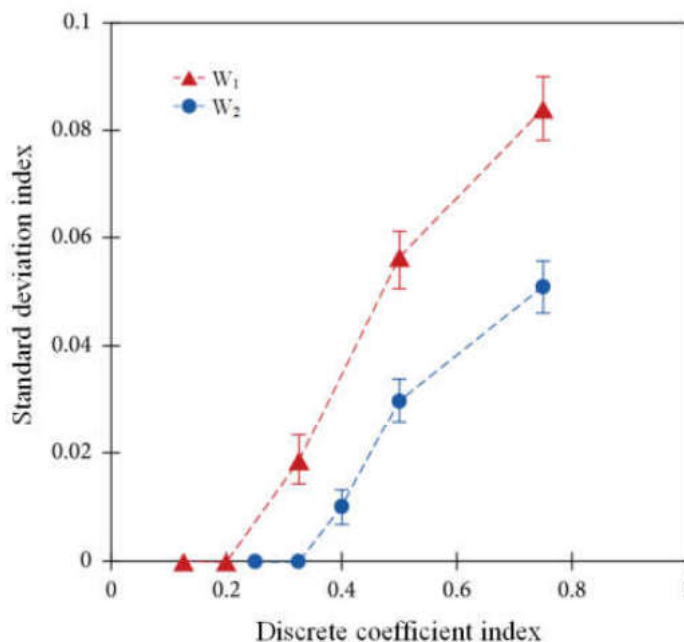


Figure 2. Non-profit organization partners choose to evaluate the discrete coefficient and standard deviation of the initial indicators

Similar to biological species, social enterprises are also in a social entrepreneurial ecosystem consisting of natural, economic, social, and cultural factors. Therefore, companies can basically apply the principle of niche. Explain the related research on enterprise niche from the perspective of connotation, including the three theories of niche overlap and separation, niche potential and niche evolution. As a complex social phenomenon, entrepreneurial activities play a positive role in promoting the development of the national economy. At the same time, the various fields, levels, economic entities and economic processes of the national economy also affect entrepreneurship to a large extent. The main source of funds is the profits obtained by the enterprise structure and the market way. We should solve all kinds of social problems efficiently from an innovative point of view and pay more attention to the feelings and growth of the direct stakeholders. The ultimate goal is to teach people to fish and help themselves. People with high EQ believe in their entrepreneurial ability, are good at seizing valuable entrepreneurial opportunities, and rationally adjust and use their emotions are conducive to the formation of

Entrepreneurial Networks and human resources management, and enhance their sense of self-efficacy in entrepreneurship.

In order to identify and delete those indicators that have no significant impact on the evaluation target, this paper uses statistical analysis software SPSS17.0 to determine the simple correlation coefficient between the value of each secondary index and the average value of the primary index, and uses the critical value of 0.5 as the basis for judgment. An indicator with a correlation coefficient less than 0.5 that does not significantly affect the evaluation target. The simple correlation coefficients between the evaluation indicators and their corresponding first-level indicators obtained by software analysis are shown in Figure 3.

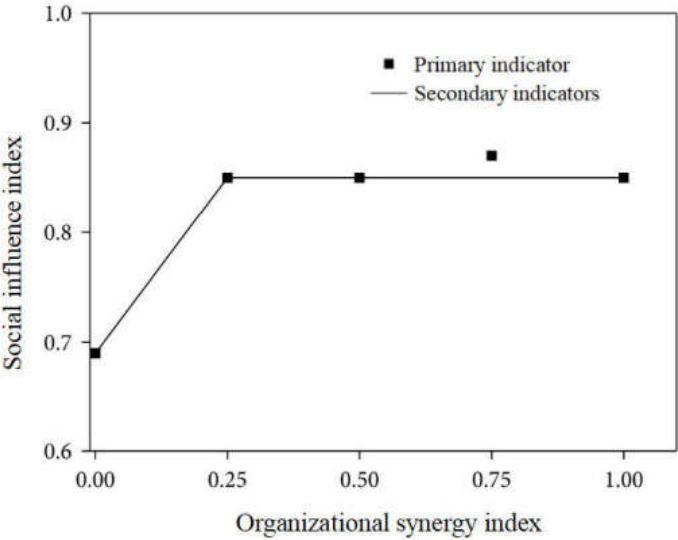


Figure 3. Non-profit organization partners select relevant analysis results at two levels of evaluation indicators

The correlation analysis between the second-level indicators and the first-level indicators only tests the significance of the impact of a single indicator on the overall score, but does not eliminate the correlation between the second-level indicators. Therefore, this study continues to use SPSS17.0 to analyze the correlation between the secondary indicators, with 0.3 as the critical value, and delete one of the lower discriminant among the indicators whose correlation number is greater than 0.5. The specific results are shown in Figure 4.

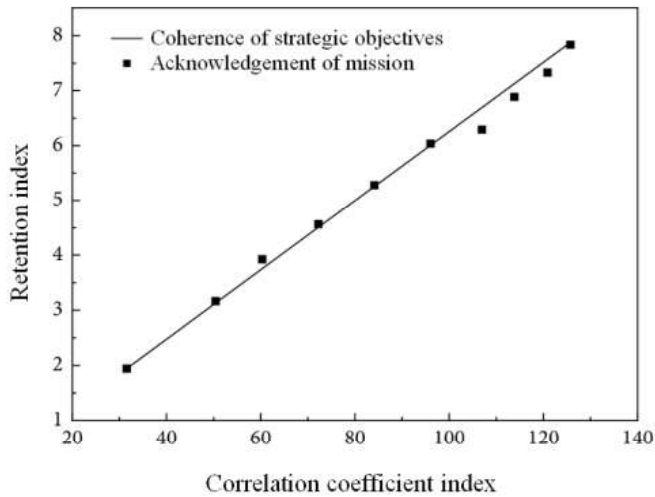


Figure 4. Indicator pairs with too large correlation coefficient for evaluating index selection of non-profit organization partners

Because social enterprises are more constrained by resources and opportunities than commercial enterprises, survival is the primary issue that social entrepreneurs need to consider. As a basic component of the entrepreneurial ecosystem, social enterprises can only obtain development resources in the process of entrepreneurship and growth, relying on the support of social networks and system environment, and then use their created social influence to continuously attract stakeholders. Only find a suitable way to overcome their own deficiencies and solve the bottleneck of resource constraints. Therefore, it is necessary to embed existing networks into other organizations to form network links and obtain the benefits of collective social capital. A kind of interdependent and mutually beneficial coexistence relationship formed by the direct exchange of nutrients between each other. The social entrepreneurship ecosystem integrates the resources and advantages of various departments, creatively exploits, integrates, utilizes marginal resources and releases its inherent potential, promotes the direct flow of resources among different subjects, and forms the coexistence and coexistence of dependence relationships among different subjects and social support networks.

Results and Discussion

Opportunity identification is a core research topic in the field of entrepreneurship. Opportunities for entrepreneurship are the possibilities of meeting market demand and creating value for enterprises through innovative resource portfolio under specific circumstances. Social entrepreneurship opportunities, like business entrepreneurship opportunities, hope to obtain corresponding returns in the future by investing in scarce resources. The difference between them lies in their reaction to the market. The self-organizational evolution of social enterprises is a process of exchanging material, information and energy with the entrepreneurship ecosystem, as well as selecting and eliminating. A small change in the entrepreneurship ecosystem may have a great impact on the growth of social enterprises. The social entrepreneurial environment is the activity space of social enterprises, which will have a major impact on the survival, operation and development of social enterprises. The social entrepreneurial environment and the entrepreneurial subject will interact with each other. With the development of social enterprises, the external social network will gradually expand and extend. While social enterprises absorb resource growth in the network, they also directly or indirectly influence and shape the social entrepreneurial environment.

With the expansion and extension of external social networks, social enterprises are gradually influencing and shaping the social entrepreneurship environment while absorbing network resources. Firstly, social enterprises provide valuable experience and inspiration for other social entrepreneurs through their successful practices and innovative models. This demonstration effect has stimulated more people's entrepreneurial enthusiasm and innovative spirit, promoting the vigorous development of the social entrepreneurial ecosystem. Secondly, social enterprises continuously disseminate social values and public welfare concepts in their interaction with external networks. The dissemination of these values not only enhances society's awareness and understanding of social enterprises, but also increases public attention and participation in social issues. The formation of this social atmosphere helps to promote the resolution of social problems and the realization of social progress. In addition, social enterprises also play a role as bridges and bonds in shaping the social entrepreneurial environment. They gather innovative forces from different fields through building platforms, integrating resources, and promoting cooperation, forming a joint force to promote innovation and development in society. This cross disciplinary cooperation and exchange helps to break down industry barriers and restrictions, promote the optimization and sharing of innovation resources. Leading social enterprises Traditional commercial enterprise partners choose to evaluate the discrete coefficients and variances of the two initial indicators. After calculating the data collected by the questionnaire, the specific results are shown in Figure 5.

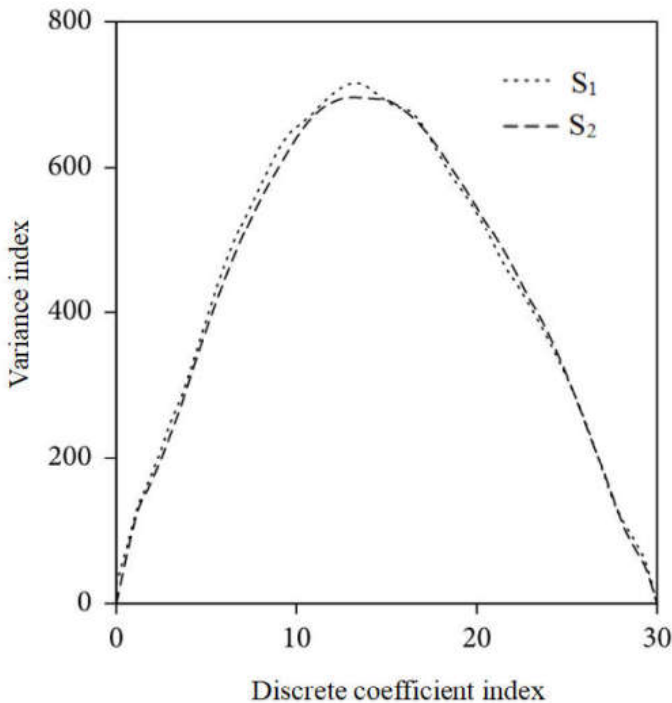


Figure 5. Traditional commercial enterprise partners choose to evaluate the discrete coefficients and variances of the initial indicators

When evaluating the selection of partners between leading social enterprises and traditional commercial enterprises, this study used two initial indicators, dispersion coefficient and variance, for in-depth analysis. Based on the data collected through the questionnaire, we calculated and compared the degree of dispersion and fluctuation in partner selection between these two types of enterprises. Firstly, the calculation results of the dispersion coefficient show that leading social enterprises have a relatively low degree of dispersion in partner selection. This means that social enterprises have relatively concentrated and stable standards and preferences when choosing partners. In contrast, traditional commercial enterprises have shown a high degree of dispersion in this indicator, reflecting their diversity and flexibility in partner selection.

Secondly, the analysis of variance further reveals the fluctuations in partner selection between these two types of enterprises. The small variance value of social enterprises indicates that their partner selection strategy is relatively stable and less susceptible to external factors. The large variance value of commercial enterprises indicates that they may have more changes and uncertainties in partner selection. Based on the analysis of the dispersion coefficient and variance, we can conclude that leading social enterprises tend to be more stable and concentrated in

partner selection, while traditional commercial enterprises exhibit more diversity and flexibility. This difference can be attributed to the differences in business philosophy, strategic goals, and market environment between the two types of enterprises.

The self-organizational evolution of social enterprise growth is the result of a combination of the entrepreneurial ecosystem and the non-linear relationship within the enterprise. It acquires a large amount of information and resources from the network, and continuously applies these information and resources to the evolution of social enterprises (As shown in Figure 6).

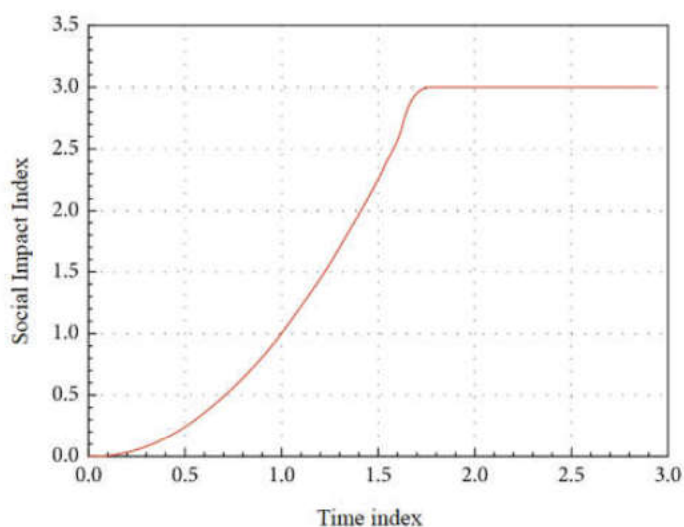


Figure 6. Social enterprise self-organization evolution mechanism

The heterogeneity of the members of the social entrepreneurship ecosystem must establish the leading organizations as the key nodes and core pillars in the social entrepreneurial ecological chain. The practice of social entrepreneurship in various countries shows that social enterprises have no fixed organizational form and have a “business model” that can generate reliable economic returns and significant social effects at the same time. Social mission and market economic power are the driving forces for their continuous operation. It focuses on effectively solving social problems, creating sustainable creations that serve economic values with economic value, and has a mixture of social and economic functions. The relationship between social enterprises within the social entrepreneurial ecosystem, between the enterprise and the external environment, and the relationship between organisms and organisms in the natural system, and between organisms and their living environment are similar. From the perspective of ecology, social entrepreneurship ecosystem can be described as a dynamic equilibrium system consisting of social enterprises and their social entrepreneurship ecological

environment, which influences and depends on each other. The entrepreneurship research must be extended to the relationship between various environmental factors at the basic level of enterprise strategy and business decision-making. The distribution curve of the solution is shown in Figure 7.

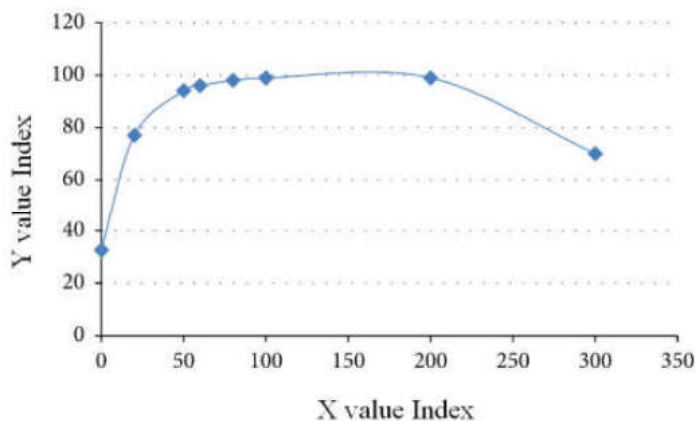


Figure 7. Social enterprise self-organization growth model

Social enterprises are nodes that effectively link various departments and organizations in the social value chain, and play a social and cooperative role of organization and coordination in the process of social value creation. The high definition of the charitable purpose and mission vision of the candidate partners and their high recognition of the social goals and mission of the social enterprise enable the subjects to agree on the social mission and vision. This double bottom line goal requires two considerations in its operation. On the one hand, it must make profits in the market space and survive successfully. On the other hand, it must integrate the resources it has to meet the unmet needs. And often it starts from the beginning. This characteristic determines that social entrepreneurship often faces more resource challenges, including lack of funds and human resources. Employees and culture are the soft power of social enterprises. Only when employees in social enterprises have common social goals and regard creating social value as their mission, can they make unremitting efforts to achieve this mission. Thus, the coexistence and coexistence of the main dependence relationship and social support network are formed, so that the system under the influence of synergy shows the function and role that a single social entrepreneurship population does not have.

Conclusion

The growth of social enterprises is a process of seeking negative entropy, and its self-organizational evolution process can not be separated from the support of entrepreneurship ecosystem. The entrepreneurship ecosystem of social enterprises refers to the small-scale relationship network system radiated from the social enterprises as the center, and some minor changes may have a great impact on the growth of social enterprises. This study explores the ecosystem of mature social enterprises. The results show that the social entrepreneurship ecosystem can develop to a diversified ecosystem through the identification of social entrepreneurship opportunities, the transformation of social organizations, and the construction of social networks. Diversified business ecosystems help social enterprises cope with the double bottom line, thus guiding the development of new social enterprises, and providing new ideas for solving the transformation and development problems of non-profit organizations such as charitable organizations and social pensions that are currently of great concern to society. Finally, it should be pointed out that this paper only theoretically constructs the internal mechanism model of social enterprise network evolution, and also needs a large sample survey to verify and reveal the internal mechanism of social enterprise development and social entrepreneurship ecosystem formation.

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