

## Bibliometric Review of Sustainability of Social Enterprises

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**Abstract:** *This paper aims at exploring and analyzing the focus research areas regarding sustainability of social enterprises by reviewing existing literature. The main key words used to search Scopus publications are 'Sustainability' and 'Social Enterprise'. The author has used a special software – VOSviewer for the purpose of presenting analytical review of the existing literature. Through this study the author has given an insight about critical areas pertaining to the field of Social enterprises and its sustainability. The author found that Social Impact at bottom of the pyramid, Management of human capital and funding sources, consistent focus on solving social issues are the key work areas for sustainability of the social enterprises.*

**Key words:** Social Enterprise, Sustainability, Social Impact

### Literature Review - Definitions

William Drayton (California Management Review 2002) in his article based on a speech presented at the Haas School of Business at the University of California explains Social Entrepreneurs as group of people with entrepreneurial talents motivated to create sustainable system-wide impact. Tom Reis (1998) in association with W.K. Kellogg Foundation's Philanthropy and Volunteerism programme in a published report Unleashing New Resources and Entrepreneurship for the Common Good explains different evolving trends of businesses making social change. In the study explains that organizations working for social cause are adopting hybrid structure i.e focusing on social impact as well as managing their business operations efficiently. Gregory Dees (HBR 1998) Enterprising Non-profits in his article published in HBR 1998 explains how non-profit organisations are gradually trying to be self-sustainable by focusing on commercialization of their activities so that they can avoid dependence of external funding. Ashoka Foundation, founded in 1980, a global organization that identifies and invests in leading social entrepreneurs defines it as individuals with innovative and practical ideas for solving social problems. Ashoka uses five step framework for identifying such Change Makers – people with a new solution or approach to a social problem, goal-setting visionaries and as problem solvers, Potential to trigger nationwide impact and people with Ethical fibre. Klaus Schwab, Executive Chairman of the World Economic Forum has established the Schwab Foundation for Social Entrepreneurship which supports global network of over 350 leading social enterprises around the world. It proposes three different models to Social Enterprises *Non-profit social enterprise, For-profit*

*social enterprise & Hybrid social enterprise.* The Institute for Social Entrepreneurship is a for-profit consulting company founded in 1999 by Jerr Boschee. It has defined Social enterprises as Organisations with proper revenue strategies with aim to achieve *double or triple bottom line*.

Yogita Narang (2012) in the thesis ‘Social entrepreneurs profile problems and perspective a cross national study between India and USA’ has defined Social entrepreneurship (SE) as

“A function of Innovation + Leadership + Opportunity + Profitability + Value creation + Social benefits = Social entrepreneurship”. Intellectap (2012) A Study of India’s Social Enterprise Landscape identifies a venture as a social enterprise when an organization is For-profit, Committed to social impact with focus on BOP population and critical needs sectors.

Impact Viability	Operational Viability	Operational Sustainability	Financial Sustainability	Balance Sheet Sustainability	Impact Sustainability
Ensuring best fit for impact	Ensuring a viable business	Covering Costs/ Breaking Even	Generating a surplus	Building equity	Maximising enduring impact
<ul style="list-style-type: none"> <li>Is a social enterprise the best way to achieve maximum impact in relation to our social purpose?</li> <li>Can we demonstrate the viability of this social enterprise in achieving the intended impact either qualitatively or quantitatively?</li> </ul>	<ul style="list-style-type: none"> <li>Is the business of the enterprise viable?</li> <li>Are we able to meet our operating costs?</li> <li>Are we costing our goods and services appropriately to cover all our expenses?</li> </ul>	<ul style="list-style-type: none"> <li>Can we consistently cover the costs of our operations and all associated overheads and on-costs?</li> <li>Is our cash flow adequate, do we have adequate liquid funds?</li> <li>Have we been able to project and plan for our operational costs into the future and meet our financial obligations over time?</li> </ul>	<ul style="list-style-type: none"> <li>Are we generating a profit or surplus?</li> <li>Is our surplus adequate to meet our ongoing growth and development needs?</li> <li>Do we have adequate plans and projections in place that will help us to shape our financial future?</li> <li>Are we confident that we are making use of our current resources most effectively and efficiently?</li> </ul>	<ul style="list-style-type: none"> <li>Are we building equity and savings over time?</li> <li>Could we weather a financial storm or change in our circumstances?</li> <li>Have we built up our asset base over time?</li> <li>How long would our savings allow us to continue operating if we lost a major source of income?</li> </ul>	<ul style="list-style-type: none"> <li>Are we delivering the sort of social impact that we envisaged we would?</li> <li>Are we able to sustain and depend this impact over time?</li> <li>Are we finding ways to ‘measure’ and ‘report’ on our social impact?</li> </ul>

**Source:** <https://www.socialtraders.com.au/wp-content/uploads/2016/08/Sustainable-Social-Enterprise-Ingrid-Burkett.pdf>

## Literature Review - Government Laws / Legal Forms - Social Enterprise

A Study prepared for **Asian Development Bank** *Are Social Enterprises the Inclusive Businesses of Tomorrow?* (Sept, 2017) states that Social enterprises can be segmented based on the three criteria— social impact, financial viability, and bankability. This study recommends that social enterprises be classified into four categories

- a. Partly commercial nongovernment organization (NGO):**
- b. Small social enterprise**
- c. Established social enterprise**
- d. Leading social enterprise (potential inclusive business**

**Intellect** in a survey of 95 social enterprises conducted in April 2012 about India's Social Enterprise Landscape states that due to unavailability of separate legal form, 80% of the social enterprises in India are in the form of Private Limited Companies and 10% are in proprietorship or partnership forms., others being hybrid or producer companies.

**British Council** in a survey of 258 social enterprises in India conducted in 2015-16 found that 58% has registered them as Private Limited Companies, followed by 23% as NGOs. This might be happening because PLCs have more freedom towards utilizing their finances when compared to NGOs.

**UK Government** has made available a separate legal structure for social enterprises which is called as Community interest companies (CICs). It has to be approved by the community interest company regulator.

**Budget 2019: Nirmala Sitharaman, Minister of Finance, Govt. of India (July 5,2019) in the Budget Speech proposed to establish 'Social Stock Exchange' for Social enterprises.** She has asked to initiate action for creating electronic fund raising platform for social enterprises under the ambit of SEBI. Government has specifically highlighted the need for supporting Social enterprises to raise funds from external sources. This is to intended to give required recognition and access to social enterprises to avail financial services. This will give access to alternate sources of funds like equity, debt, mutual funds etc. This is very significant move towards empowering social enterprises in the country as currently it lacks even a separate legal recognition.

## **Research Methodology**

This is an exploratory and descriptive type of research. The research study is based on secondary data obtained from Scopus database. The author has used a special software – VOSviewer for the purpose of presenting analytical review of the existing literature. Through this study the author has given an insight about critical areas pertaining to the field of Social enterprises and its sustainability.

**Objective:** To explore and analyze the focus research areas regarding sustainability of social enterprises by reviewing existing literature

**Research Methodology:** Bibliometric Review / Presentation of existing literature

Tool: VOS viewer

Database used: Scopus

Keywords used: "Social Enterprise" and "Sustainability

Research Papers Found: 843

Clusters formed: 8 clusters

Method: 1) Co-author

2) Co-citation

3) Co-occurrence

- 1. Co-author:** Here the author has used Vosviewer software to filter existing research papers to find out that how many co-authorships per country exists in published literature with filter as min

5 co-authorships. Such 38 results were found in the selected database. The pictorial presentation of the same is given below:

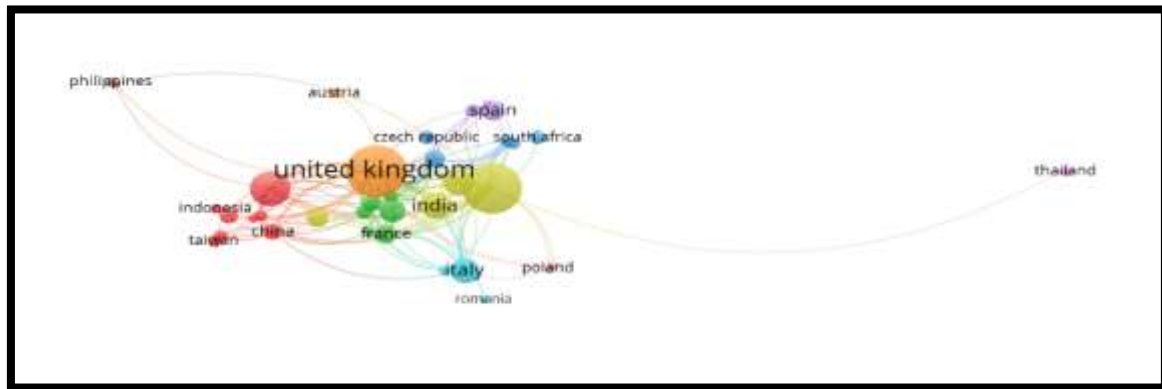


Figure 1: Co-author (country wise)

**2: Co-citation:** Here the author has used Vosviewer software to filter existing research papers to find out that how many co-citations exists in published literature with filter as min 20 co-citations. Such 25 results were found in the selected database. The pictorial presentation of the same is given below:

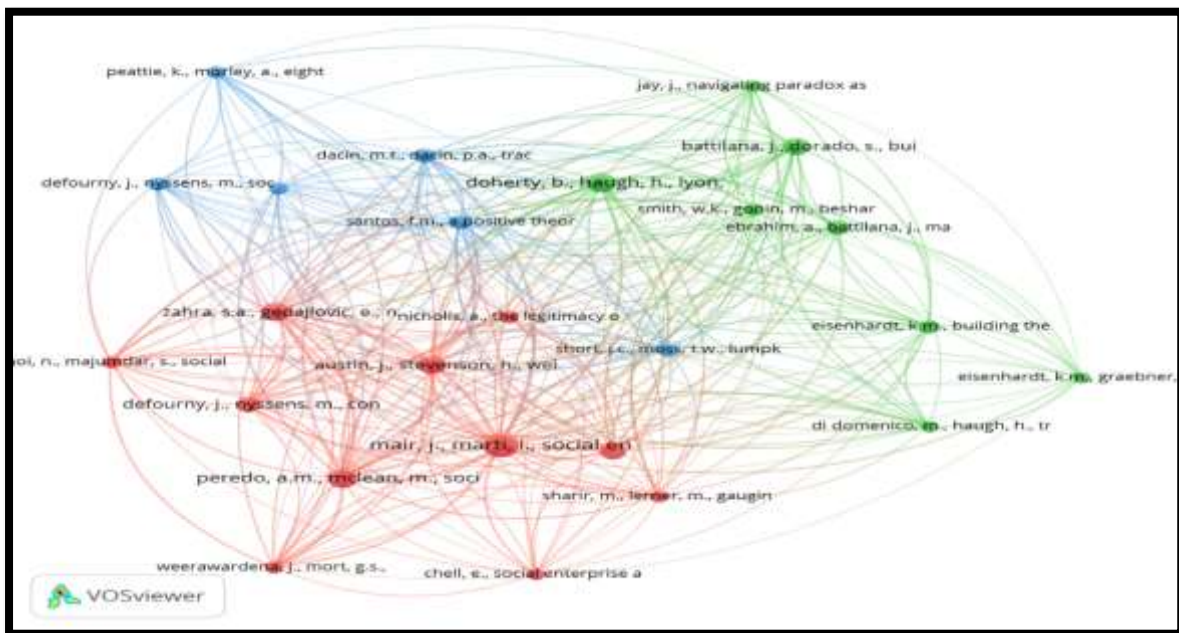


Figure 2: Co-citation

**3: Co-occurrence:**

Here the author has used Vosviewer software to filter existing research papers to find out that how many words are repeated more than 5 times in published studies. Such 177 words were found in the selected database. The pictorial presentation of the same is given below:



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