

Mapping the Role of Social Enterprise: A Sustainable Model for Future?

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1. Abstract

It is now ten years since the global financial crisis significantly impacted upon many countries on many countries across the world. Over the last decade, many countries have had to readjust in response to the global financial crisis. In this period, nations such as Europe and the US have applied austerity measures to cut government budget deficits. Some social and political commentators believe that the austerity measures that have been put in place are harsh practices as they have impacted upon communities at a local level. Nevertheless, austerity has created a new ideological debate from the left and the right, in political terms, regarding the ways in which institutions should respond to tough economic challenges. Social enterprise has become a prominent force in the economic globalised world and become an important factor that plays a crucial role in local communities. The authors of this chapter examine the complex relationships between globalization, sustainability and social enterprise. The research encompasses the key theoretical concepts.

Key words: Austerity, Communities, Globalization, Social Enterprise, Sustainability

2. Introduction

“This was the start of the worst financial crisis in modern times. First financial, then economic and deeply political. We are living with the consequences. An outward-looking globalized world has been replaced by a darker, narrower political and economic approach. A classic Keynesian model where governments supported their economies was abandoned in favour of austerity. The decade that followed saw falling living standards and increased uncertainty.”

(Darling, 2018, p. 17)

The above viewpoint from Alistair Darling, who was UK Chancellor of the Exchequer from 2007 to 2010, accurately reflects upon the economic consequences that have widely impacted institutions and communities across the world. The economic crisis starkly revealed the way the core capitalist economic system needed to change. Castells (2017) observes that financial institutions need to respond to economic crises differently due to the damaging social cost to many populations across the world:

“the social consequences of the crisis were devastating for millions, in terms of job loss, housing evictions, shrinking compensation, and deep cuts in health, education and social benefits. Moreover, the massive indebtedness of governments to confront the cost of the crisis was used as a rationale to impose austerity policies, which increased their dependence on the financial markets, which in Europe aggravated the

cost and the length of the crisis, leaving large segments of the population without a safety net.”

(Castells, 2017, p. 207)

Castells' (2017) narrative regarding the fallout of the financial crisis has brought about a new social policy debate on the responsibilities of public and private institutions in society (Oberoi, et al., 2018a; Stuckler, et al., 2018; della Porte, 2017). Questions have arisen as a result: do state institutions (i.e. Education, Health and Social Care) that support the most vulnerable people in society work effectively? And also, is it better that state institutions give key responsibilities to the private, voluntary and social enterprise sectors? In the UK and India, following this intervention state model has been popular for a number of years. More importantly, the social enterprise agenda has been at the forefront of both UK and India governments; for example, at the UK's Prime Minister's roundtable on the 18th June 2012, Theresa May conveyed that social enterprise sets:

“...out her vision for a society that focuses on the responsibilities we have to one another and where all sectors, not just the state, play their part in tackling the challenges facing the country, whether in housing, education, markets or the workplace. The Prime Minister then highlighted the work of over 70,000 social enterprises doing good across the country and asked guests for thoughts on how to build on that success.”

(Gov.UK, 2018)

Furthermore, back in April 2015, Dr Harsh Vardhan, the Minister for Science, Technology and Earth Sciences stated that the social enterprise agenda is playing a pivotal role at the centre of government:

"We have a very visionary Prime Minister in this country who has a vision of creating an inclusive government, who wants to involve everybody in the country and who has become a symbol of the dreams of every Indian.”

(Ward, 2015)

Hence, it is this introductory discussion that sets out the context of this chapter. The chapter begins with a re-appraisal of globalization in the aftermath of the global financial crisis and an end to austerity. In this section, the authors explore the definitions of globalization and the ways in which the concept is adjusting after the global financial crisis. The second part of this chapter critically explores the issues and debates around sustainability, whilst explaining the importance of the environmental agenda in today's globalized world. Thirdly, the authors present an up-to-date discussion of social enterprise and its recognition at global, national and local levels. A social enterprise model will be presented in this section, to emulate the different structures that are involved. The chapter concludes by questioning: in the aftermath of the global financial crisis, will social enterprise have a sustainable future? The authors of this chapter argue that the current economic, social, political and cultural climate provides a very positive future for social enterprise, whereby it may continue to flourish in local communities.

3. Globalization Debates and the Rise of Social Enterprise

After three decades of hyper globalization, scholars are reappraising this mega phenomenon and its outcomes. Many believe globalization oversold the GDP numbers and provided the fascinating cover to uneven social and economic distributional aspects of globalization. The mantra since the 1990s was to get governments out of the way and let the creativeness of the market and the ingenuity of the financial sector take over society and the economy. Never in human history has the growth of structural change been more rapid, pervasive, and global in its reach. The global economy, founded on a trilogy of globalization, trade liberalization, and the information technology and communications revolution, questioned conventional wisdom and values; it was often presented as inevitable and irreversible structural change. Hay (2001, p. 1) refers to globalization as 'a process without a subject', and Giddens (1999) talks about a 'juggernaut' and a 'runaway world'. Perhaps due to the dominance of this trilogy, globalization also resulted in perpetuating a sense of helplessness and marginalisation in many sections of society; this also left many in poverty, aggravated inequality and intensified the plight of those who occupy the bottom of the pyramid (Prahalad, 2006). The predicament is, while globalization tends to enhance overall wealth - the pie gets bigger - not everybody gains uniformly, and a number of players, in fact, lose. The irritated US blue-collar workers supporting Trump in the US elections and the rural anti-EU voters in Britain, for example, perceive globalization as a mission that benefits the privileged at their expense. There is some legitimacy to this argument; in the UK, this led to the Brexit vote, and in the US, this anti-establishment sentiment facilitated bringing Trump to the presidency (Oberoi and Halsall, 2018b, p. 5).

It is now well acknowledged that globalization is transient and cyclical, and deglobalization, protectionism and nationalism follow globalization. The uncertainties and disruption generated by globalization and the perceived failure of the developmental model has produced new vigour in the idea of nationalism. Furthermore, globalization as a concept has the capacity to impend local communities a localised threat to cultural foundations in that geographical area (Herod, 2009; Massey, 1994). But, at the same time, globalization has the capacity to increase social mobility (Halsall and Caldwell, 2018). Social movements in Europe such as the fight for Catalan independence in Spain, and the referendum for Scottish independence, are all a direct result of globalization (Hartmann, 2017). While each of these movements is unique, there is overlap in not only their timeliness, but in their fight for economic, social and political justice. So, poverty, inequity, insecurity and injustice are obstinate issues of the current global order; this has accelerated the need for rethinking the respective roles of the market, the state, the 'third sector' and the individual. This occurrence through different sectors can lead to social consequence of economic activity (Dorling, 2018). The concept of social enterprise as an alternative to business enterprise gained momentum in the early 2000s. Social enterprise establishes a novel not-for-profit paradigm for building sustainable value for people and the planet. In 2003, the World Economic Forum put Social Entrepreneurship on its agenda for the first time by organizing a session with NGOs. Social enterprise is part of a broader conversation about the relationship between business and society that has been gathering steam but has come to prominence in the last 10 to 15 years, as a way in which government, third sector, and civil society can help address major social challenges in the context of declining welfare budgets,

increasing inequality (Piketty, 2014), social exclusion, and demands for more inclusive patterns of growth. More and more companies are now embracing the idea of assessing their performance based not only on profits but also upon social and environmental impact within the more general – triple bottom line – framework. The existing system of corporate philanthropic contributions and donations to help those at the bottom of pyramid has invited harsh criticism due to restricted governance and service delivery.

The new breed of social enterprises offers a much-needed breakthrough to enable understanding of the context of vibrant social transformation at the grassroots level. Social enterprises continue to advance and seem to be increasingly recognized as an addition to the traditional business lexicon, given their immense potential for shared value creation. Traditional business models are changing, as enterprises have to operate within a system of relationships in which the economic dimension is not the only one that matters. On the contrary, they must be enriched with other values that are shared by the rest of society. As emphasized in Jeff (2001), social entrepreneurs working in these enterprises employ innovative thinking to deal with community concerns and combine local skills and resources in novel ways with the aim of achieving social and business missions. Bornstein (2007) perceives ‘social entrepreneurs as transformative forces in today’s world, people with new ideas to address major problems’ (Schwartz, 2010, p. 80). They are also considered the social architects of a new social economy (Jefferis, 2006). Various local community initiatives across the globe have significantly benefited from social enterprises. According to Gonzales (2007, p. 203), social enterprise has particularly emerged as a:

“global phenomenon in order to bridge the increasing gap of the demand for social and environmental needs and the corresponding supply of resources. What makes social enterprises particularly interesting as a unique sub-sector of the third sector is their intrinsically hybrid nature.”

Yet, as Pestoff (1998, p. 13) observes, rather than “choosing to maximize service efficiency, revenues or a return on capital, social enterprises, combine the necessary economic goal with other important social goals that can also be achieved or satisfied at the same time.” Innovative forms of citizen engagement and participation create reciprocal goods and institutions founded on conviction and commonality (Evers, 2001). Furthermore, as Gonzales (2007, p. 203) attests:

“they are redistributive because they stem from a cooperative effort to create and provide public goods and services to beneficiaries that extend beyond their direct members. By blending a variety of social and economic functions typically seen as mutually exclusive, social enterprises represent a unique means of balancing individual and collective wellbeing.”

This increase of interest in the field of social enterprises may also be explained by the potential they have in different aspects, as Jamali, et al. (2016, p. 18) notes:

“they are considered to be a hybrid between non-profit organizations and for-profit enterprises they have the potential to transform the welfare

system by connecting problems faced by the community with available adequate solutions address services to vulnerable persons, which are not recognized by public policies, and innovate in the field of their provided services; increase employment, help the social cohesion and creation of social capital, through their continuous connection and work with the groups of vulnerable persons; become a local development tool, by mobilizing resources of small communities and sharing their clear perspective on the way these communities create and follow their development agendas.”

The history of social enterprises indicates that they are, by design, nimble and innovative organisations, ready to act on any emerging social or economic concern of their constituents. Because of these characteristics, social enterprises contribute significantly to social innovation, constantly developing new products and services designed to meet social needs. A huge proportion of social enterprises work to achieve systemic change by introducing new business models, changing value chains, activating unused talents, and exploiting unused resources. Campell and Sacchetti (2014) note that social enterprises attempt to bond the gaps in geographical regions and bring local communities closer together.

One perspective on globalization and the rise of social enterprise suggests that it reflects deeper changes running through societies. This perspective also exhibits that globalizing processes are neither as homogenous nor as absolute as sometimes reflected, but that they are actually influenced and caused by the ideas and actions of people in addition to the effects of structural and institutional powers. The globalization of economies has certainly heightened the significance of social enterprise, as serious issues like demographic shifts, liberalization of national economies, attendant markets, institutional and state failures, inequality, climate change, and technological advances have all united to amplify the call for more social consciousness within businesses, providing the impetus for the formation of social ventures for social value creation. Hence, as this section acknowledges, in the last the year’s globalization has mainly been focussed on the economic debates within the context of the global financial crisis. The chapter will now explore the importance of sustainability for globalization.

4. Sustainability and the Call for Change?

Before the financial crisis of 2008, the term “sustainability” was one of the main phrases used by political leaders and in policy circles. Scoones (2007, p. 589) observes that the buzzword sustainability can be ‘hyphenated or paired with’ as ‘we have sustainable cities, economies, resource management, business, livelihoods – and, of course, sustainable development.’ Sustainability has recently regained currency in today’s political discourse (Shkliarevsky, 2015). This resurgence has come about due to increased concern regarding environmental issues from a global perspective. Scoones (2007, p. 589) attests:

“While sustainability-related commissions, committees, and processes persist in various guises, they have perhaps less political hold than before. But with climate change in particular – and wider risks associated with environmental change, whether epidemic disease or biodiversity

change – now being seen as central to economic strategy and planning, there are clear opportunities for the insertion of sustainability agendas in new ways into policy discourse and practice.”

Current political discourse is focused around sustainability due to the economic arguments surrounding globalization and the increased level of concern regarding climate change. Singhal and Gupta (2015) note that the debates surrounding environment sustainability has integrated business education to bridge the gap between private sector institutions and academia. As the concept really came to light in the early 1970s when the United Nations held their first conference on the environment and development, the debates on sustainability are nothing new, as Reed (1996, p. 25) notes:

“the United Nations Conference on the Human Environment held in Stockholm in 1972 acquired significance in that it reflected the mounting public distress in northern societies about the negative impacts of industrialization. In no certain terms, the Stockholm conference was driven by citizens in industrialized countries who were increasingly preoccupied with the cumulative impacts of stationary and mobile pollution. Prognostications of a planet rendered uninhabitable by industrial expansion were compounded by neo-Malthusian prophecies of population explosion in the developing world.”

The watershed moment on sustainability came in the mid-1980s when the term “sustainable development” was introduced. Sustainable development was coined from a report by the Brundtland Commission published in 1984 by the former Norway Prime Minister, Gro Harlem Brundtland, ‘*Our Common Future*.’ In Chapter 2 of the report, the underlying principles of sustainable development are set out in clear terms, as the Brundtland Commission (1987, p. 41) states:

“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It contains within it two key concepts:

1. The concept of 'needs', in particular the essential needs of the world's poor, to which overriding priority should be given; and
2. The idea of limitations imposed by the state of technology and social organization on the environment's ability to meet present and future needs.”

At the Rio de Janeiro Earth Summit in June 1992 the concept of sustainable development was introduced and accepted by world leaders, policy makers and different organisations (e.g. Charities and NGOs). Moreover, Cléménçon (2012, p. 7) notes ‘Rio 1992 was a historic event largely because it launched a new way of thinking about the interlinkage between environment and development and opened deliberations to broad civil society input.’ The introduction of sustainable development has provided a policy framework that institutions from different sectors need to follow. For example, one of the biggest changes was in the implementation of Local Agenda 21. As Redclift(2005, p. 216) observes ‘One of the principal features of Agenda 21, the framework for action proposed at the Earth Summit of 1992, was the call for partner-

ships between business and environmental groups.’ These advancements at the Earth Summit redefined the way different institutions (i.e. Governments, NGOs, Social Enterprises) work together.

According to Sabella and Eid (2016) there has been little attention paid to the contextualisation of sustainability and social enterprise growth in a globalized world. More crucially, Sabella and Eid (2016, pp. 73-74) argue that ‘internal drivers of sustainability in the social enterprise field are inadequate’ and, as they acknowledge:

“Few studies have reflected on the context realm while trying to address what a social enterprise is; as such, social enterprises were defined based on their relationships with contextual dimensions to the degree at which the context contributes to their growth and sustainability.”

Sabella and Eid (Sabella and Eid, 2016, p. 86) indicate that, from a theoretical perspective, sustainability within a society setting is mainly focused on the existence of the social enterprise organisation, but there is lack of research:

“Overall, the findings support the notion that social enterprise sustainability is an emergent process, fundamentally originating from maintaining the role of the social enterprise that is the development of various social and economic aspects of a community. The conclusions [...] recognize the need for social enterprise sustainability to be subject to further more rigorous research and theorisation in the broader management and marketing literature.”

The Paris Agreement on climate change in December 2015 set a new precedent regarding the way in which societies and institutions should deal with sustainability. This agreement brought a new acceptance of ‘climate diplomacy’ and consensus amongst politicians before the 2016 US General Election (Dimitrov, 2016). Social entrepreneurs are perceived to be key stakeholders in terms of mitigating climate change and improving lives in the developing world. Research carried out by Vickers (2010) in the UK demonstrates that social enterprises are recognized as essential to the process that progresses social/environmental innovation in the advancement of sustainability in both a local and national context. The direct links between sustainability and social enterprise can be encapsulated into ‘three causal influences’, namely: ‘the accumulations of capital; a recognizable community need and perceived-organizational legitimacy’ (Moizer and Tracey, 2010, p. 258). These connections are fundamentally important; if sustained capital is not maintained then the social enterprise will disappear, which could have a negative impact on the community (Moizer and Tracey, 2010). Therefore, sustainability plays a crucial role in the existence of a social enterprise. This chapter now moves on to explore the social enterprise as a global phenomenon.

5. Social Enterprise: A Global Framework

There are numerous examples of what is the contemporary global phenomenon of social enterprise, some well-known and some that can be described as surprising; for example, in the UK, The Big Issue. The Big Issue Foundation is an independent charity working alongside a magazine distribution network that offers vendors an opportunity to engage with work and opportunities to address the issues that have arisen as a result of their experiences of poverty, social and financial exclusion; the Eden Project is a large-scale socioenvironmental project, and Cafédirect is the UK's largest Fairtrade hot drinks company. Within India, the LEAP Skill Academy provides sustained employment opportunities, eKutir promotes community identity and engagement through agriculture with technology, and MESH is a social enterprise practicing Fair Trade.

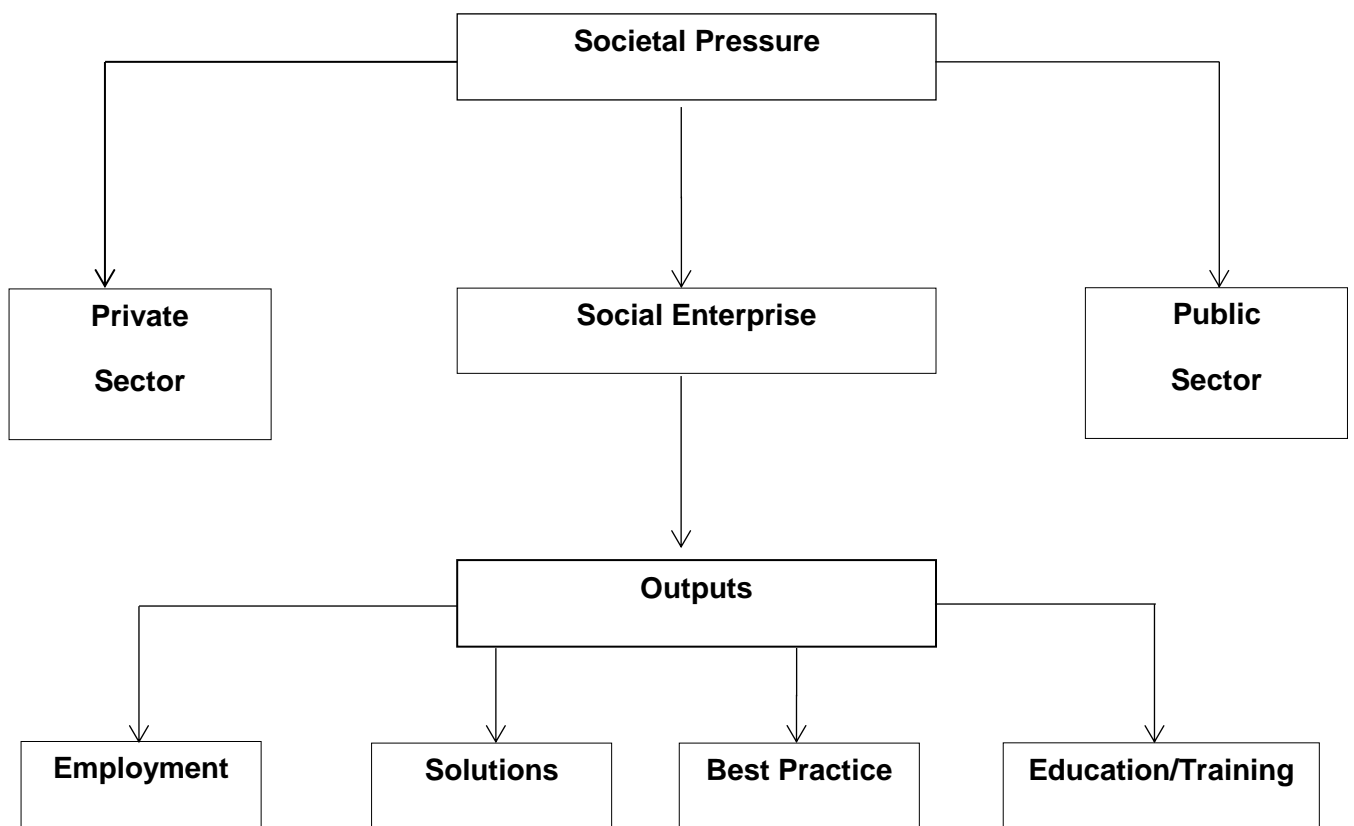


Figure 1: A Model for Social Enterprise.

Contemporary social enterprise and the notion of social entrepreneurship have become modern and fashionable concepts in both the private and public sectors of the global economy (see figure 1, which presents a model for social enterprise). As figure 1 conveys, there are many conceptual processes involved in social enterprise. Overall, as this diagram demonstrates, social enterprise is an economic, political, social and cultural development that brings about the appeasement of societal pressures. Douglas, et al. (2018) affirm this view by asserting that knowledge and understanding of social enterprise or entrepreneurship is in real demand - in terms of what they are and how they work - due to the key role they play in management and leadership, and their potential impact.

Social enterprises, whilst managed on a business model, are run differently from the typical business, and it is this that, in part, has contributed to their increasing popularity. Whilst all businesses are concerned with profit or surplus, the key difference in a social enterprise is that profit, or the surplus, is reinvested within the sector. This remains commensurate with the goals of the enterprise, its place within the community, and with the betterment of that community or context. In this way, a social enterprise is a distinct and integral part of the community and, subsequently, is context specific; there are a variety of social enterprises, each in their own contextual community. It is not surprising, therefore, that academic literature exploring social enterprise provides no clear definition of what a social enterprise is, nor defining a social entrepreneur (Chang-Lin Yang, Rong-Hwa Huang and Yun-Chen Lee, 2014). However, Luke and Chu (2013) examine the nature of these two concepts and suggest that a subtle distinction can be made. Social enterprise concepts focus on the purpose of social businesses, businesses that trade to improve communities, environments, life chances and tackle social problems, whereas social entrepreneurship can be viewed as the process of developing resourceful, innovative opportunities to address the challenges that social enterprise identifies. Successful social enterprises are based upon successful social entrepreneurs, individuals that want to change things who are typically altruistic individuals who develop businesses to bring about change. Whilst the authors recognize that the boundaries of the two concepts are blurred, both concepts, due to their multi-faceted, dynamic and complex nature, are interlinked and consequently cannot be separated. Palakshappa and Grant (2018) suggest that this may be the result of four key factors: geographical, social, economic and political factors, each of which are context specific and, as such, are unique to the community in which the activities take place.

Whilst we present a contemporary explanation of social enterprise, as a concept, social enterprise is not new. Examples of social enterprise can be traced as far back as the 1840s, in Rochdale, where a workers' co-operative was set up to provide high-quality, affordable food in response to factory conditions that were considered to be exploitative (Social Enterprise UK, 2018). Furthermore, Teasdale (2010) provides the example of the War Cry magazine sold by the Salvation Army since 1879 as an early example of a social enterprise activity that re-invested profits to support homeless people. Whilst the historical foundations of social enterprise and entrepreneurship are beyond the remit of this chapter, there are many key historical social entrepreneurs of the 19th Century who have established major social enterprises that respond to community issues and promote community betterment. William Booth, the founder of the Salvation Army, VinobaBhave, the founder of India's Land Gift Movement, and Robert Owen, the founder of the Co-operative Movement are each key figures in establishing the earliest examples of social enterprises.

lanes (2016) suggests that the first contemporary notion of the social enterprise in Europe was the Italian Social Co-operative; this began with a survey of the economic and social environment of Italy in the 1970s and gave rise to the formation of a co-operative. In the UK, a resurgence of social enterprise began in the mid-1990s with the coming together of different organisations, including co-operatives, community enterprises, enterprising charities and other forms of social business, all united by the prospect of using business models to create social change.

Within the UK, social enterprises are growing and make a significant contribution to the economy. The British Council (2015) suggested that there were around 70,000 social enterprises in the UK, which contributed over £24 billion to the UK economy. However, in 2018 Social Enterprise UK published the findings of their research exploring the impact of over 5,000 large social enterprises, aptly named the Hidden Revolution (Social Enterprise UK, 2018), which illustrated that including large social enterprises with existing data means that there are around 100,000 social enterprises, employing two million people and contributing £60 billion; this represents 3% of UK GDP – three times more than the agricultural sector – and 5% of all UK employment (Social Enterprise UK, 2018).

Despite the observations of Palakshappa and Grant (2018, p. 606) who note that scholars position themselves in different ways on the interpretation of a social enterprise given that there is 'an array of often ambiguous and frequently disputed definitions, setting the scene for little consensus' (2018), it is clear that social enterprise and social entrepreneurship is in real demand (Douglas, et al., (2018). Whilst social enterprise has a central function and a role to play within the economy, the impact and contribution it makes to the development and betterment of groups, communities and societies remains understated.

Drawing upon their previous work on social enterprise (Oberoi, et al., 2018a) the authors perceive social enterprise to be a complex, dynamic and multi-faceted change process where businesses led by social entrepreneurs offer social engagement and economic inclusion to different community and social groups through a process of creative, solution-orientated strategies.

6. Conclusion

The purpose of this chapter is to delineate social enterprise in the context of the globalization and sustainability debate and to demonstrate how social enterprise is ecologically sustainable, future respecting, and pro-social. In the era of post economic crisis, the question of how to manage and hold global corporations accountable has become too multifarious, with the whole gamut of implications of this mega phenomenon beyond the scope of a single-disciplined critique (Oberoi, 2018b, p. 18). Globalization is a 'process of extension and intensification of social relations across world-space, where the nature of world-space is understood in terms of the temporal frame or of the social imaginary in which that space is lived - ecologically, economically, politically and culturally' (James , 2015, p. 28).

Currently every significant indicator confirm that the condition of the Earth (the summation of planet Earth's interrelated human, social, physical, chemical, and biological processes) has worsened. The social and environmental costs of largely untrammelled business enterprise evident in abundance. The subject of global corporations' critical role in ecological degradation and human malfunctioning occupies us all. The market economy taken together is deemed disembedded from society and nature (Polanyi, 1944). Similarly, large global corporations are also detached from the environmental and social context as they are footloose corporates in political, ecological and social senses, exhibiting no legitimate thought to these critical concerns within the geographical locations in which they operate (Boda and Zsolnai, 2016).

The prospect of future business significantly depends on its capacity to refurbish its business models. To accomplish any consequential alteration in the economic, social and ecological nexus, business organizations need to reinvent the ways they function. Therefore, the significance of social enterprises as hybrid organizations display the capacity to encompass both profit and social imperatives. Szekely and Strebel (2013) highlight that this integrated approach necessitates equilibrium between three dimensions of environmental, social, and economic emphases to steer clear of directional risk, in an attempt to thus achieve sustainability. Social enterprise is different to others approaches in putting social impact at the forefront whilst specifying the social profit objectives, and seeking pro-social owners(O'Higgins and Zsolnai, 2017, p. 6). This is double-loop learning that forces a transformation in fundamental assumptions to institute change, instead of single-loop learning, which confines itself to change within an existing framework (Yunus, et al., 2010). Adding a sustainability spotlight in the current climate provides the tools and knowledge to enable the possibility of becoming a more sustainable enterprise. Rhadari, Sepasi and Moradi (2017) draw from Schumpeter theory and present a canvas for achievement of SDGs with social enterprise which is identified as significant catalyst for this transformation. In the foreword of the Think Global, Trade Social report by Professor Yunus and Linda McAvan wrote 'Aid alone cannot be or response. Global sustainability and nature of future economy will be shaped by entrepreneurship and the terms on which we create and do business with each other' (Social Enterprise UK, 2015, p. 1). According to Stenn (2017, p. 3):

"The sustainability lens (SL) addresses mitigation, creating new ways in which to imagine and use resources, share knowledge, and build community to affect positive change. Taking the idea of community to "business" creates a new dynamic where resources and market forces drive change moving from beyond a community-based volunteer model to that of a viable business with a competitive incentive and access to resources. This is why the SL is being presented as a tool to work with businesses. Businesses, through their collective actions to create saleable products and services, have tremendous power to affect positive change. We need to return to Myrdal principle of interlocking intercircular dependencies within a process of cumulative causation in unswerving contrast to the economist's faith in a natural order that tended to equilibrium."

Furthermore, Stenn (2017, p. 16) notes "We're in this together as a global community, and everyone-from governments, to business, to civil society and beyond-must do their part to ensure a sustainable future." Social enterprise, therefore, is not just a business development alternative; it is the fundamental constituent of sustainable development. Social enterprise is driven by moral compass which allows for catalytic and innovative engagement. Recognizing SE as a way forward, rather than another business model, will determine the way in which we engage with social enterprise, thus constructing a vital link between SE and sustainability in the current context of globalization. "Social enterprise offers an inspiring model and mechanism to help us achieve shared objectives for more equitable and sustainable development" (Social Enterprise UK, 2015, p. 14).Sustainability is about assigning equilibrium between growth and a feasible future, and social enterprise is an excellent place to commence laying the edifice for sustainability, as several of the ideals and intentions crucial for sustainability are intrinsic to the social enterprise model.

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