

# **Social Enterprise, Social Innovation and Sustainable Future: A Driver for Policy Change**

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## **Abstract**

*Social enterprise and social entrepreneurship are concepts that have a real effect on social change. The strategies associated with social enterprise and social entrepreneurship have become popular in public policy circles, as they have a real aptitude for solving many societal problems. This popularity has led to the rapid development of social innovation and a rethinking of the interconnecting relationships of social entrepreneurship. The authors of this chapter present a model for social enterprise and innovation approaches, and critically explore these aspects and the ways in which they can be conceptualized within a public policy context.*

**Key words:** Social Change, Social Enterprise, Social Entrepreneurship, Social Innovation

## 1. Introduction

“Social enterprises are emerging with the scope to help out local communities. Their social mission relies on different stakeholders such as charity organisations, government, investment funds, among others (Defourny and Nyssens, 2017). It can be a new enterprise or re-structure of existing business activities (Zappala et al., 2001). Besides, they aim to make profit, although their first scope is solving community problems.”

(Del Giudice et al., 2019, p. 1)

As Del Giudice et al. (2019) state, social enterprise is a concept that is growing and evolving for public and social policymakers. Social enterprise has been seen as the key advancement for countries' economies and societies, particularly for countries such as India and the UK. Governments have increased their involvement in social enterprise, and this growing political support has been tailored with neoliberal policy as “the state is gradually withdrawing from its role in direct welfare provision, and public contracts are increasingly outsourced” (Steiner and Teasdale, 2019, p. 144). Coupled with the concept of social enterprise is social entrepreneurship; both terms are seen to be interchangeable. Jug provides useful definitions of both concepts:

1. “Social enterprises are special breed of entrepreneurs. They are usually very passionate individuals whose social enterprises are more concerned with caring and helping than with making money, or with other words, these individuals establish enterprises primarily to meet social objectives rather than generate personal financial profit.
2. The term Social Entrepreneurship covers arrange of societal trends, organizational forms and structures, and individual initiatives. It has been broadly conceptualized as organizations that reflect two key elements— an overarching social mission and entrepreneurial creativity.”

(2020, pp. 202-203)

At the heart of both of these concepts is the importance of innovation. The key to the success of a social enterprise is how innovative they are and what types of solutions they come up with. Therefore, social impact is crucial in what policy changes can be made to solve a societal problem (Islam, 2020). The aim of this chapter is to critically explore the debates around social enterprise, innovation, sustainability and social change. The authors provide an up-to-date discussion on social enterprise and an analytical comparison of social enterprise and different stakeholders (i.e. charities, higher education, central government, local authorities and social entrepreneurs). This academic work builds upon previous work by the authors of this chapter (see Oberoi et al., 2020; Oberoi and Halsall, 2019; Oberoi et al., 2019; Oberoi et al., 2018). This chapter is divided into five sections. Section one provides a contemporary academic perspective on social entrepreneurship as an influence in global society, with section two giving a viewpoint on global institutions' positioning on social enterprise. Moving on from this, section three gives an outline of the methodology that was applied to the authors' research. Section four presents the findings from the research, to discuss the ways in which social enterprise is an area

of social innovation, and its social change impact. Finally, the last section provides a summary of the chapter, a holistic model approach to social enterprise based on this research and the possible ways forward in this subject area.

## **2. The Social Entrepreneurship Influence**

Social enterprise and social entrepreneurship are feasible and noteworthy ways to nudge humankind nearer to the accomplishment of the Sustainable Development Goals (SDGs). After long negotiations and mediations in 2015, the world finally understood the urgency to deal with major challenges for humanity and adopted the 2030 Agenda for Sustainable Development, and the 17 SDGs master plan (UN, 2017). The SDGs and the 169 associated targets constitute a brave promise developed and adopted by 193 UN member countries to tackle some of the gravest challenges facing humankind at present. All 17 SDGs intersect; therefore, success in one shapes the success of others. Dealing with the hazard of climate change influences how we deal with our planet's fragile natural resources; accomplishing gender equality or better health helps to remove poverty, and fostering harmony and inclusive societies will decrease inequalities and enable economies to thrive. Social innovation is embedded in social enterprises, through which they address social problems. Practitioners emphasize the significance of social enterprise as being a key constituent in societal organization, aimed at solving local, national and regional societal problems.

In brief, addressing the SDGs is the foremost chance we have to achieve a better life for future generations. Reaching these SDGs will necessitate coordinated efforts from governments, business and the third sector. A report entitled *Think Global, Trade Social* (2015) by Social Enterprise UK notes that social enterprise organizations will have what will possibly be a decisive function in the accomplishment of these global goals. Nobel Laureate, Professor Muhammad Yunus and Linda McAvan OBE wrote in the report's foreword: "Aid alone cannot be our response. Global sustainability and the nature of the economy will be shaped by entrepreneurship and the terms on which we create and do business with each other" (2015, p. 1).

The rise of business in the context of the SDGs characterizes both a considerable prospect and a noteworthy challenge: a prospect in that it brings the advantage of supplementary business, expertise, skills and originality "from the business sector; and a challenge in that it bestows unprecedented power and expectations on business as a development agent purposely seeking to deliver sustainable development outcomes" (Agarwal, 2017, p. 3). It is mirrored in the statement by the worldwide business community via the World Business Council for Sustainable Development (1995) that following sustainable development forces firms to be more economical, competitive, resilient and agile in a fast-changing world. Consequently, sustainable development strategies make businesses more likely to win and retain customers. Furthermore, these strategies can attract sustainability innovators in the field and create extra investment opportunities (World Business Council for Sustainable Development, 1995).

So far, inadequate reflection has been given to understanding the intersections in the social enterprise literature, with regard to the interface between social enterprise and

the SDGs, and particularly, how social enterprises can ‘chip in’ towards the realization of the SDGs. In fact, these practices have been assessed critically for their comparatively constricted focus on big multinational corporations, their fixation with magnitude, and for overlooking the complete prospective for micro, small and medium sized enterprises and social enterprises to add to the achievement of sustainability (Social Enterprise UK, 2015). The *Think Global, Trade Social* (2015) report questions the widespread observation about the dimension and range of social enterprise, indicating that Kenya cooperatives account for nearly 45% of GDP, and that social enterprise are approximately contributing to 3.5% of GDP in the US, that again is in fact larger than Silicon Valley.

Critics have implied that the sustainability targets fall short of appropriately acknowledging the vital role corporations generally need to play if these are to be accomplished, especially the immense contributions of conscientious trading, social entrepreneurship and social enterprises (Social Enterprise UK, 2015). Tori Samples, Chief Executive Officer (CEO) of Leaf Global Fintech notes:

“The SDGs are not attainable by any one organization by design. Achieving them will require collaboration across sectors, organizations and individuals dedicated to improving the human experience for all. Social enterprise balances sustainability and impact, paving the way to realize a long-term vision with measurable short-term steps.”

(Horoszowski, 2018)

The social, environmental, and altruistic undertaking is innermost to what social enterprises endeavour to achieve (Peattie and Morley, 2008; Defourny and Nyssens, 2006). Mursal Hedayat, CEO at Chatterbox affirms:

“Social enterprises offer financially self-sustaining models for positive social change. As such, they have an important role to play in achieving the SDGs – especially considering the estimated \$2.5 trillion annual deficit in funding needed to achieve them.”

(Horoszowski, 2018)

The precedence of social value over monetary worth is measured as a main demarcating factor of social enterprises from the conventional business undertaking. Social enterprises apply industry and organization doctrine to resolve social problems, predominantly everywhere the markets and government have been ineffective or where the citizens’ requirements are unfulfilled. Vujasinović and Orlando observe that, firstly:

“Social enterprises are traditionally seen as an intermediary point between regular businesses and non-profit organizations, such as charities, NGOs, etc., whose central purpose so far has been filling in the gaps produced by the current tendency of ‘hollowing-out of the state’ and by the markets.”

(2017, p. 5)

Secondly, social enterprises put stress on the extension of competent, inexpensive and gainful resolution. The requirement to operate within strict resource constraint has propelled social entrepreneurs to be more pioneering and broaden their frugal solutions especially in emerging countries. The third steering code of social enterprise is sustainability of solutions. Yujuico (2008) observes that what differentiates social entrepreneurs from long established entrepreneurs is that they add to their entrepreneurial achievements in terms of social wellbeing for citizens, especially in the context of poor people in society. In so doing, entrepreneurs are supposed to re-invest their profits into advancing social impact. As the European Commission (2018) notes:

“A social enterprise is an operator in the social economy whose main objective is to have a social impact rather than make a profit for their owners or shareholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and uses its profits primarily to achieve social objectives.”

Ideal business practices and the pursuit of prudent answers are not sufficient; social ventures need to sustain their own continuation. For example, EhealthPoint works in a deprived region of India, giving the residents access to clean water at a very small, fixed monthly cost; along with enabling residents to collect water, it also provides primary care. Moreover, this organization has created a practical answer to public health goals, such as improving delivery of primary care and access to clean drinking water. In the course of their pursuit of a threefold social, environmental and financial objective, social enterprises can be designated archetypal hybrid organizations (Doherty et al., 2014).

Research has been undertaken recently to establish the inextricable link between social enterprise, social entrepreneurship and sustainable development. For example, Ramani, SadreGhazi and Gupta (2017) believe that social entrepreneurship contributes to the attainment of SDG6: sustainable management of water and sanitation, chiefly in India. Likewise, Rhadari, Sepasi and Moradi (2016) draw upon Schumpeterian theory to build a case for the accomplishment of the SDGs, with orchestrating their undertaking with social enterprises as crucial agents in this process. Many social entrepreneurs guide and support cooperatives and communities in rural hinterlands to offer opportunities to the underprivileged sections of the society in India like AMUL. In Northern Ghana, AfriKids is a child rights and community development organization that aspires to wipe out child poverty and it became recognized worldwide for its aim to achieve self-reliance. With the intent to carry its non-income earning actions, AfriKids has developed an inspirational social enterprise assortment that include “its Energy for Life clean cook stove business and its responsible travel company, Blue Sky Travel” (British Council, 2021).

Community involvement remains vital for the achievements of social enterprises. Enhancing the capabilities of communities to tackle their own social problems is an additional key attribute of their success. Advocating sustainable development that respects human rights and cares about the rational use of all resources, social enterprises aim to deal with complex social and problems. Unemployment, housing

and health facilities, poverty, social exclusion, and illiteracy are negative externalities caused by capitalist activities; therefore, social enterprises look for cradle-to-cradle, circular solutions for the development of innovative solutions and mechanisms (Johnson, 2000). Social entrepreneurship aims to catalyze social change by meeting basic human needs in a sustainable way, which could then be a key driver for sustainable development.

A capability based approach to equitable development was crucial to the formulation and monitoring of the SDGs. The capability style underlines the significance of “functional capabilities or substantive freedoms” (Sen, 1985, p. 172) that people have rationale to value, e.g. the ability to lead a healthy life as they let them realize some functioning’s: what an individual does or can do with the commodities of given quality that they come to acquire or organize. Accordingly, as the capability approach tries to budge away from the centrality of commodities, and aims to centre stage the human needs in the development dialogue, the social entrepreneurship expressions is enthused by community proceeds more than by sheer economic profits. This formulates the conception of *oikonomia* appropriate to social enterprise. In addition, the theory of social enterprise is contrary to the hypothesis of a rational *homo economicus* with the ascendancy to self-centredness and utility maximizing actions. Thus, long-established, neoclassical economic theories are inept to give explanation the idea of social enterprise and social innovation. According to Vujasinović and Orlando:

“Social entrepreneurship comprises the recognition of a social problem, with regard to which opportunities for the creation of goods and services are explored, evaluated and developed, with the primary goal of establishing a social change in an innovative way. In short: social entrepreneurship deals with individuals who discern opportunities for social renewal and realise this with a philosophy that does justice to all parties concerned.”

(2017, p. 7)

Moreover, Seelos and Mairnote believe the strength of the concerns that the SDGs are aiming to accomplish need the for the most part catalytic and pioneering activities and these are embodied by the resolve and design of social enterprises (2005) Social entrepreneurship and its allied institutional form, social enterprises, have emerged as an alternative developmental paradigm within the third sector, which set out to revitalize social growth through the adoption of entrepreneurial approaches to addressing social problems. The sustainable business model structure of a social enterprise ought to bring worth and generate impact, not only for investors but for all the stakeholders too. For Stratan:

“The value proposition is designed in respect to environment and social problems. Last but not least, social enterprises which use the circular economy principles benefit in different ways, though mainly on cost savings, New forms of revenues, Driver of change and transition, Long term competitiveness, Resource conservation, driver for sustainable development, Customer interest and new customer attraction, Raw material security, etc.” (2017, p. 23)

### 3. Global Institutional Attitudes on Social Enterprise

As illustrated earlier in this chapter, Del Giudice *et al.* (2019) assert that social enterprise is a concept that continues to flourish across the globe. Social enterprise is viewed as a key feature of developing economies and societal change, the pursuit of socially enterprising activities continues to attract political support within a neoliberal political philosophy, and the subsequent state withdrawal from health, and social welfare provision. Social Enterprise is a global phenomenon, and despite its origins in the 19<sup>th</sup> Century, is still regarded by many as a relatively new concept when addressing social and welfare challenges where the free market and public sectors have failed to respond.

The notion of integrating positive social and welfare intention with profit-making has gained impetus following the global financial crisis of 2008, (Oberoi, Mswaka, Leandro, Snowden, and Halsall, 2020; Oberoi, Halsall, and Snowden, 2019) which highlighted the many problems of profit maximisation. Whilst contemporary social enterprise has its roots in the global financial crash and resulted in a steady and progressive growth in social enterprises, a further catalyst for development and growth can be traced to 2012 which compounded the growth.

At the United Nations Conference on Sustainable Development held in Rio de Janeiro, Brazil in 2012 conference delegates set an ambitious agenda – to produce a set of universal goals that meets the social, welfare, political, economic and environmental challenges facing the planet. Subsequently, the United Nations General Assembly held in September 2015, the 193 member states adopted a transformative vision for social, economic and environmental development of the planet for the following 15 years. The adopted “2030 Agenda for Sustainable Development” (United Nations, 2015b), from 2016, ensures the global commitment of the UN and its member states to 17 Sustainable Development Goals (SDGs) that will guide policy and funding for the until 2030.

Since 2015, there has been marked interest in the notion of social enterprise and entrepreneurship, and we suggest that this is linked to the development and implementation of the 2030 Agenda which pledges to end global poverty. Agencies such as Social Enterprise UK and the British Council supported by the World Bank place due emphasis upon the value of Social enterprise in attaining the goals set by the Agenda, illustrating the:

“important role that social enterprise and business with a social purpose can play in driving sustainable and inclusive development, tackling inequality, and helping to address some of the biggest challenges targeted by the UN’s Sustainable Goals.”

(British Council, 2015, p. 4)

Furthermore, a foreword to the Report written by the distinguished Nobel Laureate, Professor Muhammad Yunus argued that the United Nations have understated the crucial role that social enterprise can play in tackling inequality, inclusivity and the delivery of the SDG’s. The report concludes by recommending that:

“The G20 and others should build on and learn from the experience of the 2013 G8 Global Impact Investment Taskforce, going beyond finance to focus on developing all enablers of social enterprise, including market reform, procurement, business support, governance, reporting and legal frameworks.”

(British Council, 2015, p. 27)

Oberoi, Halsall and Snowden (2020) assert that recent studies exploring social enterprise and its impact have suggested that governments and other agencies seeking to tackle complex, difficult and long-standing problems should place social enterprises at the heart of their strategies. Furthermore, Oberoi, Halsall and Snowden (2020) observe the emerging consensus that investing in social impact is good for business. It is estimated that it will take up to \$7 trillion to meet the UN’s Sustainable Development Goals – the United Nations anticipates a shortfall of nearly \$3 trillion. The public sector cannot close this gap single-handedly, so the private sector has to be responsive to this challenge. The UN believes that by addressing the SDGs, it is feasible to fund \$12 trillion of new market, service and product opportunities (United Nations, 2014).

Clearly there is a role to play for Social enterprise in meeting each of the SDG’s, and Littlewood and Holt (2018) propose areas where this can be achieved. A recent article from the Pioneers Post, (2020) supported by the British Council explores social enterprise across the planet and illuminates, the opportunities and challenges to policy and practice. Distinctly it illustrates key exemplars of social innovation and enterprise in relation to the SDG’s and provides illustrations and real world examples of how Social enterprises and entrepreneurs have worked towards achieving the goals. The Pioneers post focusses on a range of social enterprise initiatives that are having impact, it is clearly a growing movement as result of the social and economic challenges presented. Perhaps the true value, motivation and drive behind Social enterprise can be viewed in the context of the current COVID-19 pandemic. The World Economic Forum in their report of September 2020, exploring the place of social enterprise and entrepreneurship in our contemporary global society stated:

“For decades, social entrepreneurs have effectively reached and helped vulnerable populations and have served as the guardians of people and the planet. Often and increasingly...The social entrepreneurs’ track record and ingenuity to confront immediate problems on the ground are vital to the collective ability to weather the crisis today and shape a new tomorrow.”

(World Economic Forum, 2020, p. 8)

The authors of this chapter cannot over emphasize the value of social enterprise, and its relationship with humanity.



#### **4. A Brief Note on Methodology**

This funded UK India Education Research Initiative (UKIERI) project applied two case studies. Case study one was India, a developing country, whilst case study two was a developed country, the UK. The research followed a linear approach:

1. An extensive literature review search was undertaken. The search was carried out using the Summon research tool at the University of Huddersfield and following guidance for literature searches by Hart (2001).
2. Different types of documentary data sources were examined. These sources ranged from newspaper articles and web pages to policy reports.
3. A series of documents were designed for the data collection stage (e.g. consent form, information sheet, focus group/interview questions).
4. An ethical, health and safety review was undertaken before the fieldwork data collection began. Throughout the data collection process, ethical guidelines were followed as set out by the institutional guidelines.
5. Participants were recruited from social networks that the authors had in the research field. A snowballing approach was taken to ensure that the authors spoke to key experts in the subject area.
6. A series of focus group meetings were held to discuss different aspects of the research, along with a series of semi-structured interviews carried out by the authors.
7. A thematic approach was applied to the qualitative data collection, using the work of Guest et al. (2012).

Having discussed briefly the methodology of the research, the chapter now goes on to present the key findings of how social entrepreneurs work in a very challenging sector.

#### **5. Meshing Social Innovation and Social Change**

In many ways, the global financial crisis of 2008 re-focused governments in the UK and India on the way the state functions. Before the global financial crisis occurred, the state was a lot larger than it is today. Consecutive governments have tried to make the state smaller, and the way they have tried to do this is by decentralisation. The global financial crisis shifted responsibilities away from the state to the third and private sectors. For example, a recent article by Powell and Osborne notes that the “UK public service provision in recent years has seen increased ‘marketization’, with the private sector, third sector and a growing number of hybrid organizations competing for public service contracts and grants” (2020, p. 63). From the UK public policy point of view, these changes intensified after the coalition government was elected in 2010 and the new policy idea of the Big Society was introduced. The Big Society concept brought a new emphasis on political ideas around civil society. At

the heart of Big Society was giving power from central government to local communities (Khan and Halsall, 2017; Halsall et al., 2016; 2015).

In recent times, the UK government in particular has seen the third sector as the linchpin in tackling social issues in local communities. As a result, the government has gradually given more responsibilities to the third sector. A recent public policy example of this shift, is the social value act in public services in the UK. Similarly, in the case of India, there is additional emphasis on knowledge-based entrepreneurship'. In one interview, a social entrepreneur in the UK noted that:

“Government departments come to us. To discuss potential solutions to problems, Government know[s] what we do and how we have built on expertise. Here we have clear partnership working and collaborate together in the local community.”

(Participant, Interview, 2018)

The above quote is typical of the type of response from social entrepreneurs who run social enterprises for a living in the UK and India. The authors of this research found that social entrepreneurs were held in high esteem by politicians from both the left and the right (Social Enterprise UK, 2019; Kay, 2019; British Council, 2016; Vijayann, 2013). However, with this esteem comes the caveat that problem solving for the government creates extra pressures, as one social entrepreneur point out:

“As a social enterprise organization we are socially driven. The expectations from government are high. This can be challenging as resources are always tight.”

(Participant, Interview, 2018)

In essence, social entrepreneurs are seen by many politicians and community leaders as the real catalysts that can have a real social impact on society at local, national and international levels context (Arantes, 2020; Mikołajczak, 2020; Poveda et al., 2019; Satar, 2016; Ney et al., 2014).

Among the social enterprise organizations that were spoken to for this research in the UK and India, there was some disapproval of the way social entrepreneurs are treated. Here are some typical viewpoints from long established social entrepreneurs:

“There is a lack of funding and support. We have to jump through hoops for government support. It is very rewarding but very challenging.”

(Participant, Interview, 2018)

“The problem with social enterprise is the long term economic position. That is the main problem.”

(Participant, Interview, 2018)

These challenges highlight the importance of community social networks. Social networks, in this sense, revolve around compatible individuals with common interests in social enterprise, and communication can be facilitated through different types of social media tools, such as Facebook, LinkedIn, Twitter and Instagram. Recent academic work by Imbert et al. (2019) acknowledges that social network relationships at different levels are crucial, as they can connect different stakeholders in a sustainable fashion, and create the exchange of knowledge from different institutions in a local, national and global context. In the focus group meetings that were undertaken for this research, participants articulated the importance of social networks in the social enterprise organizations they run, as one social entrepreneur indicated:

“I also have a long history of involvement in Social Enterprise. At [the] risk of giving away my age, in the late eighties, early nineties, I was Chair of something called [NAME]. So I did all that and I’ve also worked in like the Government Voluntary Sector. These days I’m self-employed. I call myself a digital storyteller. I use social media and video to help people tell stories, particularly voluntary organizations, public organizations, tell the stories about the work they do, to try to counter all the negative stuff in the media, our public services and voluntary services and so I do a bit of [...] stuff with academics as well, trying to help them to translate their work into formats that you can understand. So that’s me.”

(Participant, Focus Group, 2018)

In addition to establishing a strong social network, another key factor in the success of a social enterprise organization is the development of innovative ideas. To any academic, politician or policymaker, innovation is about developing new ideas that form a device or method for problem solving. Innovation is seen in public policy circles as the real solution, and as Del Giudicea et al. attest: “Innovation can be classified as radical and incremental where the first one creates a breakthrough business idea [...] the incremental one seeks to improve existing products/services” (2019, p. 1). Again, the research participants gave the opinion that innovative ideas are derived from social networking development, as one chief executive of a social enterprise organization clearly pointed out in an interview:

“Social networks have set us on a clear path for social entrepreneurs. The internet has changed the way we think. The internet has made the social enterprise market social. It has created capacity building in our social networks.”

(Participant, Interview, 2018)

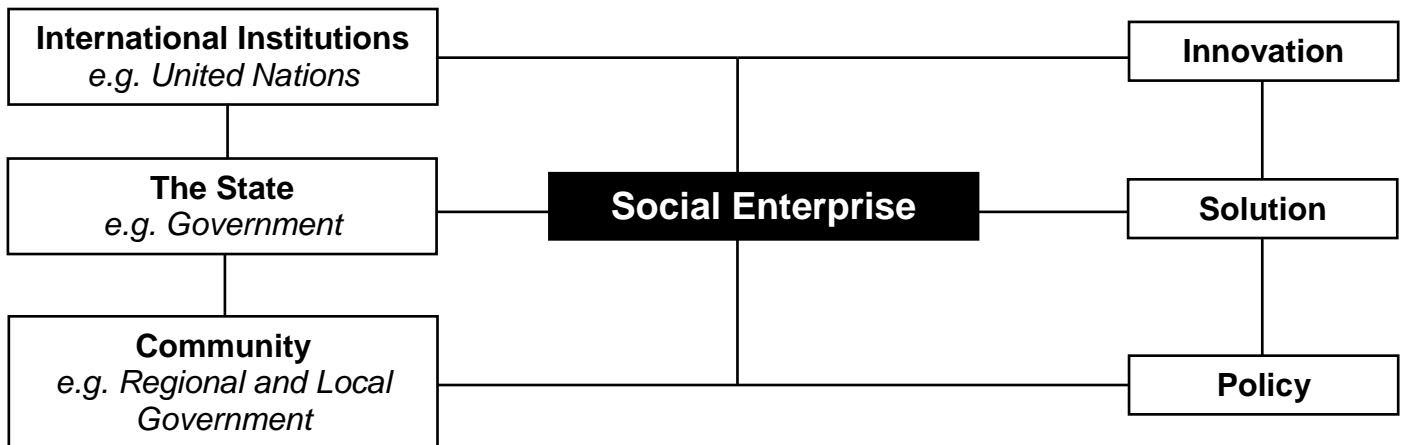
The social enterprise organizations that were involved in this research project were mainly from specific areas in the welfare and education sectors. For these organizations to thrive, innovation was the key element allowing them to develop a solution that other stakeholders could buy into. Creating technological solutions is the key to success as it targets the most vulnerable groups in society, produces real social impact, and most importantly, generates income that makes the social enterprise more sustainable.

## 6. Conclusion

The authors of this chapter see social enterprise in the global world as a concept that connects central/local governments, the third sector and private sectors. Nothing is more illustrative of this relationship than the events related to the global outbreak of COVID-19. Governments, such as those in the UK and India, have become more reliant upon social entrepreneurship. A recent article in the UK's *Sunday Telegraph* notes: "Entrepreneurship will be encouraged to apply to run public bodies to provide "more cognitive diversity among public appointments" by a campaign group set up by Andrew Griffith, Boris Johnson's [Prime Minister of the United Kingdom] former business adviser" (Hope, 2020, p. 2). Moreover, a recent report that was published by Social Enterprise UK (2020) and the World Economic Forum (2020) acknowledges that social enterprise organizations are fundamental to recovery from the financial, social and/or cultural effects of the pandemic. In the UK especially, social entrepreneurship plays a vital role in communities, acting as a problem solver in the health and social welfare care sectors for the most vulnerable people in society. As has become clear in this chapter, social enterprise has a practical place in society. According to the participants who took part in this research, social enterprise is a catalyst in a local community, engaging and solving societal problems (e.g. education, health/social care and welfare).

The value of social enterprise is truly global. According to the United Nations (2019), the number of people suffering from hunger and poverty has been in decline for a number of decades; however, currently there are 820 million people going hungry, whilst no global region is exempt from the epidemic of obesity. In the recent presentation from the United Nations: "Nations United: Urgent Solutions for Urgent times", the presenter Thandie Newton commented "there is potential everywhere, we just need to unlock it" (UN, 2019); the same is true for social enterprise. Whilst the authors have acknowledged that Social enterprise involves many complex conceptual processes (as illustrated in Figure 1), it is social enterprise and the social entrepreneur that provide the key to unlocking the solutions to global challenges.

The authors have developed a social enterprise model based on their research, which demonstrates the different stakeholders that are involved. This model has been developed using input from the participants of this research project. The idea here is that this model can be used to explain the central aspects of social enterprise. As this model shows, there are six key interconnecting processes to social enterprise. Firstly, international institutions are the bedrock of providing encouragement and guidance to social enterprise. Secondly, the 'state', which provides a mechanism to support social enterprises in different social change areas. Thirdly, the 'community'; this is whereby a social enterprise develops and plays a crucial supporting role. Then, the next three processes: innovation, solution and policy, which are the procedures that keep a social enterprise functioning to effect social change.



**Figure 1: A Holistic Approach to Social Enterprises.**

This key may take many forms, we know that social enterprise is successful, we know that social enterprise is an effective strategy in response to the SDG's. However, we do not know what the impact of Social enterprise is, nor do we know the nature of the social entrepreneur of 2020 although we can envisage what they may look like (Oberoi, Halsall and Snowden, 2020). The authors close this chapter by requesting that our peers investigate the impact of social enterprise using empirical methods, and we also request that attention be paid to the training and education opportunities and the skills development of social entrepreneurs. By responding to this, we will ensure that the “key” will fit the lock and unleash the power of enterprise in developing solutions to global pressures.

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