

CHAPTER 4

SOCIAL ENTREPRENEURSHIP

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ABSTRACT

Although the dilution of borders with globalization brings many conveniences for humanity, it also causes problems. Now the problem of one nation living in a different part of the world becomes the problem of all humanity. Some of these global problems are the rapid consumption of natural resources, global warming, hunger, lack of access to water, and war. Over time, the state has proven insufficient to solve these problems. For this reason, various non-governmental organizations have been established on the global and local scales. These organizations have started to struggle with the common problems of humanity as well as their own countries. Eventually, just like states, these organizations too remained inadequate. On the other hand, large corporations some with budgets bigger than that of many states have almost started to rule the world. These businesses initially focused only on generating commercial income. However, they have increasingly faced pressure from society to generate solutions to humanity's increasing problems today. Therefore, they have started to produce solutions to social problems through commercial gain. In the literature, this situation is termed social entrepreneurship. Social entrepreneurship refers to the activities businesses carry out in order to use the factors of production to find solutions to social problems and provide social benefits. In this context, social entrepreneurship is seen as the building block of social development, and this concept is increasingly attracting the attention of both academics and the business world. Therefore, in this part of the book, the definition of social entrepreneurship and social entrepreneur concepts, the difference between social entrepreneurship and entrepreneurship, terms related to social entrepreneurship, and the importance of social entrepreneurship will be discussed, and examples of social entrepreneurship will be shared.

Keywords: Social Entrepreneurship, Social Entrepreneur, Entrepreneurship

“First of all, it is necessary to examine why some people take an initiative by being fed with the motive of “social benefit” rather than the “money”.

Özdevecioğlu & Cingöz

Introduction

Today, countries face similar and occasionally equivalent problems. These problems also increasingly threaten the whole of humanity. Some of the most prominent of these problems include the negative effects of globalization, rapid consumption of natural resources, wars in various parts of the world, hunger, and global warming. Various non-governmental organizations have been established both globally and locally in order to find solutions to these problems. Unfortunately, these organizations alone cannot produce solutions to these global problems. Many individuals try to contribute to solving these problems by voluntarily engaging in individual efforts. Today, the necessity of both voluntarily engaging in philanthropic behavior without any financial expectations, as well as finding solutions to social issues with commercial gain is widely accepted. This latter approach is called social entrepreneurship.

In fact, the concept of social entrepreneurship is not new. There are examples of social entrepreneurs throughout human history. People have made various charities and established organizations by sacrificing their budgets without expecting any financial gain. For example, foundations, non-governmental organizations and associations are all organizations have been established for these purposes. In today’s business world, this behavior takes the form of social entrepreneurship. Social entrepreneurship is defined as activities that are carried out in order to generate solutions to social problems and provide social benefit through the use of production factors. Therefore, today, social entrepreneurship is seen as the building block of social development.

In this chapter, the concept of social entrepreneurship, a concept that attracts the attention of both academics and business world today, will be discussed under sub-headings of the definition of social entrepreneurship and social entrepreneur, the difference of social entrepreneurship from entrepreneurship, related terms with social entrepreneurship, the importance of social entrepreneurship and examples of social entrepreneurship.

1. Definition of Social Entrepreneurship and Social Entrepreneur

1.1. Definition of Social Entrepreneurship

Throughout history, many organizations, associations and foundations, have been established to serve humanity without aiming to make profit (Xu & Morgan, 2012). These

organizations carried out various activities such as opening soup kitchens, orphanages, women's shelters, temple and fountains to meet the various needs of society's lower income segments (Fowler, 2000). These organizations have been named as "non-profit organizations", "non-profit sector", "voluntary organizations", "not-for-profit organizations", "civil society organizations", "non-governmental organizations" (NGO), etc. (Teegen, et. al., 2004). Although these activities were not expressed as "social entrepreneurship" throughout history, they can be considered as an example of social entrepreneurship given that they were conducted to meet people's social and psychological needs (Durak, 2016; Tan, et. al., 2005).

In other words, social entrepreneurship is the foundation of charity work. In the Victorian era, private hospitals in England were established for this purpose. Hospices also were established on this basis (Toker, 2021). However, the concept of social entrepreneurship was first used in 1953 by H. Bowen in his book "Social Responsibilities of Business People." Bowen stated in his book that the business world should be interested in social responsibility (Budak, 2015). The term social entrepreneurship started to gain further traction with the Demos think tank report titled "The Rise of the Social Entrepreneur" in the UK and the publication "New Social Entrepreneurs" in the United States by the Roberts Foundation (Tan, et. al., 2005). Later, it became associated with social entrepreneurship, community enterprise and development, education, churches, charities, non-profit sector and voluntary organizations. It was subsequently attributed to the "third sector" (Shaw & Carter, 2007).

The concept of social entrepreneurship comes from entrepreneurship literature (Akkan & Süygün, 2016). This concept is based on contingency theory, institutional theory, and resource dependence theory (Hota, et. al., 2019). Interest in the concept of social entrepreneurship started in the 1980s (Arogyaswamy, 2017). In other words, social entrepreneurship has been among the issues that have attracted attention recently (Alarifi, et. al., 2019). One of the best examples of this can be said to be the realization of many important projects with the opening of Stanford University Social E Lab in 2004 (Abu-Saifan, 2012). Apart from business science (Short, et. al., 2009), different disciplines such as sociology, psychology, political science and public administration have also dealt with the concept of social entrepreneurship (Hota, et. al., 2019). Thus, scientists from different disciplines are interested in the concept of social entrepreneurship, which have led to varying definitions and perspectives on the concept (Aslan et. al., 2012).

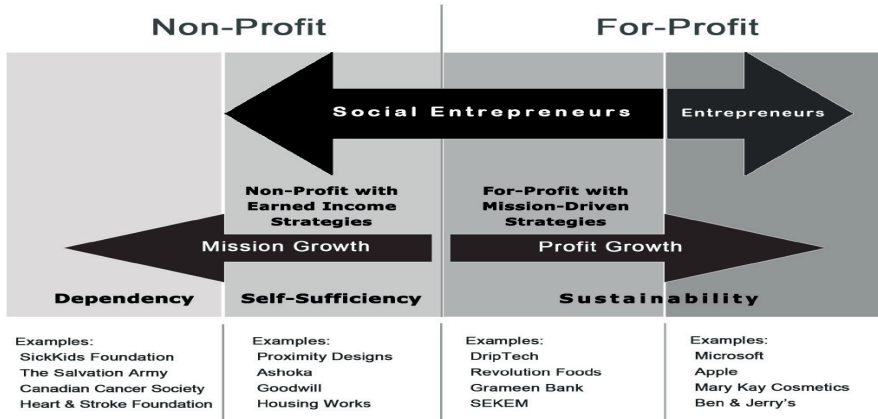
Social entrepreneurship literature focuses on the characteristics of social entrepreneurs and their intentions (Rawhouser, et. al., 2019). In addition, the inability of non-governmental organizations alone to solve social problems has accelerated the development of the concept

of social entrepreneurship (Sönmez, et. al., 2016). In other words, the concept of social entrepreneurship has received considerable attention in recent years (Lückenbach, et. al., 2019) due to state institutions' inability to improve society's living standards (Palacios-Marqués, et. al., 2019) and its contribution and importance to society (Rey-Marti, et. al., 2016).

The term "social entrepreneurship" carries under it two different concepts, "social" and "entrepreneurship" (Gökbunar, et al., 2018). "The concept of social means "broadly spread, concerning the broad base" (Aslan et. al., 2012). Entrepreneurship, on the other hand, includes the meaning of "taking action to do a job" (Çavdar, et. al, 2018). The concept of social entrepreneurship has emerged because entrepreneurship includes not only economic outputs, but also social outputs (Akar & Üstüner, 2017). Therefore, entrepreneurship, which is accepted to be not only an economic but also social activity, has led to the emergence of the concept of "social entrepreneurship" (Çavdar, et. al, 2018). Although entrepreneurship was for many years only done for commercial and profit purposes, social entrepreneurship has developed alongside the problems in social life that emerged with the industrial revolution (Taş & Şemşek, 2017).

A group of researchers refer to social entrepreneurship as not-for-profit enterprises that develop alternative financing strategies or a business model that creates social value (Mair & Marti, 2006). The concept of social value, on the other hand, is broadly defined as meeting basic and long-standing needs such as providing food, water, shelter, education and medical services to members of society in need (Saebi, et. al., 2019). A second group of researchers defines social entrepreneurship as the socially responsible practice of business enterprises. A third group sees social entrepreneurship as a tool to alleviate social problems and accelerate social transformation (Mair & Marti, 2006).

According to Abu-Saifan (2012), social enterprises operate within the boundaries of two business strategies, as seen in Figure 1. These are non-profits with earned income strategies and for-profits with mission-driven strategies.

Figure 1: The entrepreneurship spectrum illustrating the boundaries of social entrepreneurship

Source: Abu-Saifan, S. (2012). Social entrepreneurship: definition and boundaries. *Technology Innovation Management Review*, 2(2), p.26.

- *Non-profit with earned income strategies:* These types of social enterprises carry out their social and entrepreneurial activities in a hybrid structure to ensure self-sufficiency. Therefore, in such organizations, a social entrepreneur operates a structure that is both social and commercial. The income and profit obtained are used to further increase the targeted social value.
- *For-profit with mission-driven strategies:* Such social enterprises conduct both social and commercial entrepreneurial activities to ensure sustainability. In such organizations, social entrepreneurs run an organization that is both social and commercial, as stated above (non-profit with earned income strategies). The main difference is that for-profit organizations that adopt mission-driven strategies are financially independent, and founders and investors are personally focused on financial gain.

In other words, social entrepreneurship is all activities which benefit society (Martin & Osberg, 2007) and fall between the market economy and the voluntary sector (Lamy, 2019). Social entrepreneurship ensures sustainability by using resources to solve social problems and benefit (Sönmez, et. al., 2016), and to solve social problems with an entrepreneurial perspective (Akar & Üstüner, 2017). Social enterprises adopt financially sustainable strategies to achieve social goals and solve problems such as unemployment, inequalities in access to health and social care services, homelessness, high crime incidents, deprivation, and social exclusion (Haugh, 2005).

At the same time, social entrepreneurship is a non-profit activity to meet the needs of especially disadvantaged groups that are not met by the state. The projects carried out to increase the employment of women, a disadvantaged group, feeding stray animals with food waste, recycling, meeting the basic needs of the homeless are examples of social entrepreneurship (Akkan & Süygün, 2016; Kümbül, 2011; Toker, 2021).

Social entrepreneurship is subject to criticism as it is carried out with the aim of solving social issues which, according to some researchers, are the state's responsibility to solve. However, social entrepreneurship can be considered as a complement to public and private sector institutions and organizations, and not as an alternative (Yılmaz, 2014).

There are two important issues when considering the definition of social entrepreneurship. First, social entrepreneurship creates social value by developing new technologies and approaches. Second, social entrepreneurship can take place in different ways. In other words, there is no one type of social entrepreneur. Social entrepreneurship can include individual entrepreneurs, non-profit or for-profit organizations and governments (Certo & Miller, 2008).

Furthermore, social entrepreneurship includes business models that address social problems (Bhatt, et. al., 2019). Social entrepreneurship is the process of identifying, evaluating and utilizing opportunities that aim to create social value through commercial and market-based activities. As can be understood from this definition, social entrepreneurship is a market-based approach to create social impacts and is a structure where the entrepreneur is important for the realization of his social mission (Del Giudice, et. al., 2019). Moreover, to be able to talk about a social entrepreneurship, the organization or individual must be socially innovative (Felício, et. al., 2013; İrengün & Arıkboğa, 2015). In other words, social entrepreneurship is innovative activities that are carried out to create social value instead of increasing the well-being of stakeholders. These activities are innovative, social value-creating activities created by a for-profit or non-profit organization, business, or government (Austin, et. al., 2006).

In addition, social enterprises are hybrid structures as they fulfill their social missions through a market logic by rationalizing the role of the enterprise to initiate social change and solve problems (Muñoz & Kimmitt, 2019; Saebi, et. al., 2019). At the same time, social enterprises are defined as hybrid organizations due to their autonomy and ability to do business, generate profits, create employment as well as work with volunteers and adopt innovative strategies in pursuit of their social goals. Also, social entrepreneurship is hybrid in terms of socio-economic function (Haugh, 2005).

Weerawardena and Mort (2006) conceptualized social entrepreneurship within the model shown in Figure 2. According to Weerawardena and Mort, social entrepreneurship consists of a combination of risk management, proactiveness and innovativeness. This combination is affected by the environment, sustainability, and social mission.

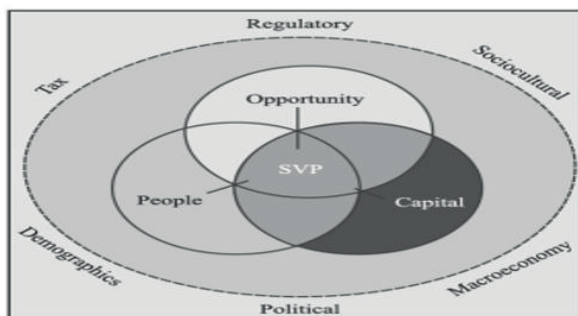
Figure 2: Bounded multinational model of social entrepreneurship



Source: Weerawardena, J., & Mort, G. S. (2006). Investigating social entrepreneurship: A multidimensional model. *Journal of World Business*, 41(1), p.32.

Austin et. al (2006) state that various variables come together in order for social entrepreneurship to occur. They name these variables the “social entrepreneurship framework.” As can be seen in Figure 3, opportunity, people and capital take place in the circle of social entrepreneurship framework. The social value proposition (SVP) is located at the intersection of these three circles, in the center. The elements that remain outside the circle and affect social entrepreneurship are regulatory, sociocultural, macroeconomic, political, demographic, and taxation variables. According to Austin et. al, all these variables affect social entrepreneurship and are contextual forces that social entrepreneurs should keep in mind.

Figure 3: Social entrepreneurship framework



Source: Austin, J., Stevenson, H., & Wei-Skillern, J. (2006). Social and commercial entrepreneurship: same, different, or both? *Entrepreneurship Theory and Practice*, 30(1), p.380.

In other words, social entrepreneurship can be defined as a type of entrepreneurship that recognizes social problems, draws attention to social needs, creates an economic, social, and environmentally oriented organization with the mission of creating social benefit, and adopts innovative approaches to solve problems (Durak, 2016).

Social entrepreneurship literature has been developing in recent years. Researchers in different disciplines are particularly interested in the concept of the social sciences. Therefore, there is no consensus definition of social entrepreneurship. However, the definitions demonstrate some common points, the most important of which are that social entrepreneurship is a non-profit, innovative, risky, proactive and sustainable business model that creates solutions to social problems by creating social value. In summary, the main theme of the definitions related to social entrepreneurship is that it aims to change the social world and create social value.

1.2. Definition of Social Entrepreneur

Social entrepreneurs, who are called the “engine” of the development of social entrepreneurship, create positive environmental and social impacts in social entrepreneurship organizations (Bozhikin, et. al., 2019).

The social entrepreneur is “a mission-driven individual who uses a set of entrepreneurial behaviors to deliver a social value to the less privileged, all through an entrepreneurially oriented entity that is financially, independent, self-sufficient, or sustainable”. Therefore, the social entrepreneur basically includes 4 elements (Abu-Saifan, et. al., 2012).

- *They are mission-driven:* Social entrepreneurs are committed to themselves to create social value.
- *They act entrepreneurial:* Although social entrepreneurs have similar characteristics with entrepreneurs, there is a difference between them.
- *They act within entrepreneurially oriented organizations:* Social entrepreneurs adopt an innovative and open culture.
- *They act within financially independent organizations:* The aim of social entrepreneurs is to remain financially self-sufficient while offering social value. This situation is achieved by a combination of social and profit oriented activities. At the same time, it can take place in the form of self-sufficiency, reducing dependence on donations and state funding, and expanding the influence and potential of the social value it wants to create.

Social entrepreneurs prefer to overcome social imbalances rather than earning financial income, since they often encounter problems in their childhood or youth (İrengün & Arikboğa, 2015). Therefore, social entrepreneurs make impressive improvements in people's lives by developing new products and services. Social entrepreneurship as such carries high promise (Martin & Osberg, 2007).

Additionally, social entrepreneurs develop innovative business models to solve social problems (Akar & Üstüner, 2017). Social entrepreneurs are also change agents as they identify social problems and find solutions to them. Social entrepreneurs not only solve problems, but also find deep-rooted solutions to the underlying causes of the problems (Akar & Üstüner, 2017; Dees, 1998; İrengün & Arikboğa, 2015).

In other words, social entrepreneurs desire and work towards social justice. At the same time, social entrepreneurs address social concerns by using financial resources to socially and economically innovate (Akar & Üstüner, 2017; Hu, et. al., 2019). Social entrepreneurs act resolutely to fill market gaps left by the private and public sectors (Haugh, 2005). In other words, social entrepreneurs focus on innovations and include activities such as raising awareness, identifying, and acquiring resources, coordinating actions with other institutions, and creating programs in ways consistent with modern management strategies (Korosec & Berman, 2006). Social entrepreneurs show little interest in financial gains while innovating to solve social problems (Alvord, et. al., 2004; Austin, et. al., 2006).

Common characteristics of social entrepreneurs are as follows:

- They are market-oriented people who pursue new opportunities, are passionate, constantly innovating, act with courage, and have high commercial intelligence (Kaya, 2019; Kayalar & Arslan, 2009; Lee & Kelly, 2019; Lückenbach, et. al, 2019).
- They have high intellectual capacity, and are intelligent and talented (Light, 2006).
- They are people who take risks, can act independently, are resistant and prepared for uncertain situations, and can make quick decisions. (Saebi, et. al., 2019).
- They have a sense of responsibility and are transformation agents (Abu-Saifan, 2012).
- They have a high sense of success and self-confidence (Sullivan, et. al., 2003).
- They live intertwined with society and help them solve their problems (Martin & Novicevic, 2010).
- They activate their social and personal networks (Sullivan, et. al., 2003).

- They are leaders who can work in teams and in collaboration (Korosec & Berman, 2006).
- They have a pro-social attitude that considers the well-being of others (Douglas & Prentice, 2019).
- They are emotional, create social value, and have responsibility (Sullivan, et. al., 2003).
- They are altruist, caring, and compassionate (Douglas & Prentice, 2019).
- They are missionaries, opinion leaders, managers and visionaries. (Sullivan, et. al., 2003).

On the other hand, social entrepreneurs are change agents that produce systematic solutions to social and environmental problems and also use entrepreneurial tools to ensure their sustainability (Bansal & Sharma, 2019). Therefore, a social entrepreneur is an individual, group, network, organization, or organization union that points to important social problems and seeks sustainable and wide-scale change with creative ideas (Kümbül, 2011).

Just as in defining social entrepreneurship, academics differ in defining the characteristics and personality traits shared by social entrepreneurs. However, there is a general consensus that social entrepreneurs have similar personalities and characteristics as business entrepreneurs, but also possess different aspects that go beyond them. Taking this difference into account, it can be expressed as follows: social entrepreneurs are change agents who have a vision of creating social value, are not primarily motivated by the motive of profit, and have a high sense of responsibility.

2. The Difference of Social Entrepreneurship from Entrepreneurship

As mentioned earlier, social entrepreneurship literature stems from the larger entrepreneurship literature. Therefore, although there are similarities between the two concepts, there are important differences. This section will discuss the differences between the concepts of entrepreneurship and social entrepreneurship.

The main difference between entrepreneurship and social entrepreneurship is that entrepreneurship tends to focus on breakthroughs and new needs, while social entrepreneurship often focuses on innovative approaches to more effective solutions to long-term needs (Austin, et. al., 2006). It is important that a growing market and industry is attractive for entrepreneurship. However, the main purpose for social entrepreneurship is to meet social

needs (Austin, et. al., 2006) and to realize innovations that will benefit society over the long term (Gökbunar, et. al., 2018; Sullivan, et. al., 2003).

Furthermore, similar to entrepreneurship, activities in social entrepreneurship are carried out by taking advantage of opportunities and using available resources. However, in social entrepreneurship, opportunities are evaluated in areas arising from social problems such as poverty, health or lack of education. These areas are generally not considered in entrepreneurship (Saebi, et. al., 2019).

While entrepreneurship's primary aim is to create wealth (wealth creation), social entrepreneurship does not place profit as its primary mission (Dees, 1998). Social entrepreneurship differs from entrepreneurship in terms of mission, performance evaluation, opportunity perception, temporal perspective, and organizational aspects. For example, while entrepreneurs divide their profits among their shareholders or reinvest in business activities, social entrepreneurs reuse their profits to fulfill their social missions. In short, entrepreneurship mainly emphasizes financial return (Sahasranamam & Nandakumar, 2020), while social entrepreneurship balances both social and economic goals (Sahasranamam & Nandakumar, 2020). Rather, it seeks social value and profitmaking is only one of its activities (Certo & Miller, 2008; İrengün & Arıkboğa, 2015). In other words, the main reason why social entrepreneurs want to make profit is to create social value by solving social problems, which are their main purpose, and to ensure the continuity of their mission (Akar & Üstüner, 2017; Tan, et. al., 2005).

The two types of entrepreneurship also differ in how they evaluate success. A business's level of success can be easily measured by looking at its sales figures, cash flow statements, profitability, and growth (Arogyaswamy, 2017; Certo & Miller, 2008). However, it is very difficult to assess the success of social entrepreneurship (Dees, 1998). Success for social entrepreneurs can be determined by the perception of whether it creates social value for stakeholders. In other words, whether a social entrepreneur is successful or not is evaluated by how society perceives it (Arogyaswamy, 2017). Hence, performance evaluation criteria for social entrepreneurs are less standardized and more idiosyncratic (Certo & Miller, 2008).

In other words, as mentioned before, social entrepreneurship's sustainability is related to the benefits it provides society (Arogyaswamy, 2017). For example, how does a social entrepreneurship that provides education to children evaluate performance? Profitability cannot be considered as a financial measure since the mission of the organization is not to provide financial returns. Instead, a survey made of the students, the increase in the number

of students served and society's acceptance of the program may be indicators (Arogyaswamy, 2017; Certo & Miller, 2008).

According to Alarifi et. al. (2019), the performance of a social entrepreneurship can be measured in three criteria. These are: economic performance, social effectiveness, and institutional legitimacy. Additionally, a social entrepreneurship must have three capabilities to make a big impact on society: stakeholder engagement, government support, and developing revenue streams.

In addition, entrepreneurship takes advantage of the allure of potential returns to obtain financial resources from investors. For example, investors provide capital to enterprises in the hope of earning more returns. On the other hand, social entrepreneurs obtain their financial resources from philanthropic venture capital (Certo & Miller, 2008).

Moreover, enterprises employ their employees based on financial rewards such as wages and benefits. Social enterprises, on the other hand, carry out their activities with volunteers and employees who are interested in creating social value (Certo & Miller, 2008). Therefore, the success of a social entrepreneurship depends on the voluntary organizing efforts that members depend on to build and maintain their participation (Mitzinneck & Besharov, 2019).

Although the concept of social entrepreneurship comes from entrepreneurship literature, these two concepts also share many common aspects such as being sustainable, innovative, proactive, and developing new products and services by taking risks. On the other hand, unlike entrepreneurship, the motivation of social entrepreneurship is not to ensure their survival by making profit, but to survive by adding social value to society. Nonetheless, there are no standardized performance evaluation criteria for social entrepreneurship.

3. Related Terms with Social Entrepreneurship

Concepts such as philanthropy (benevolence approach), corporate social responsibility, non-profit organizations, sustainable entrepreneurship, social business, development entrepreneurship and collective social entrepreneurship cause confusion in conceptualizing social entrepreneurship. To avoid this confusion, in this section, the difference between these concepts and social entrepreneurship will be explained.

Philanthropy (Benevolence Approach): Social entrepreneurship is different from philanthropy or an approach of benevolence. For example, the philanthropic approach tries to solve hunger by donating a fish, whereas social entrepreneurs aim to teach others how to fish. In other words, the social enterprise approach differs from the philanthropic approach by forwarding radical solutions and changes in the sector (Gökbunar, et. al., 2018).

Corporate Social Responsibility: Although the concepts of social entrepreneurship and corporate social responsibility are related to each other, there are differences between them (Aslan et. al, 2012). Corporate social responsibility means gaining reputation by positively affecting the target audience of organizations, contributing to social development, and generating profit as a result (Coşkun & Sarıkaya, 2016). Social entrepreneurship includes non-profit solution-oriented work that goes beyond social responsibility activities (Durak, 2016). For example, organizations help the poor with socially responsible activities. However, with social entrepreneurship activities, the conditions causing poverty are determined and innovative radical changes are made to improve them (Budak, 2015).

Non-profit Organizations (Non-Governmental Organizations): Although social entrepreneurship and non-governmental organizations seem to mean the same, the main difference between them is that social entrepreneurship is innovative and creates resources (Koçak & Kavi, 2014). On the other hand, non-profit organizations, defined as the third non-profit sector, gain their income from volunteers, government support from charitable citizens and various funds such as the European Union (Talas, 2011). However, social entrepreneurs carry out activities with their own resources (Durak, 2016).

Sustainable Entrepreneurship: In the literature it seems that social entrepreneurship and sustainable entrepreneurship are quite similar (Nicolopoulou, 2014). Sustainable entrepreneurship refers to the application of sustainability concerns in addition to the traditional definition of entrepreneurship. Sustainable initiatives respect the environment, social structure and economic order while carrying out their activities (Yaşlıoğlu, 2017). According to Belz and Bilder (2017).

Social Business: The concept of social business and social entrepreneurship are closely related to each other (Yunus, et. al., 2010). Social enterprises aim to solve a social problem by using the tools of business management contrary to the traditional business management logic. In a social enterprise, investors can only receive the amount they have deposited first and do not demand any profit or dividends beyond that. The aim is only to eliminate a social problem (Demir, 2014). In other words, social business operates as business enterprises (Yunus, 2006). Social enterprises can be defined as a subset of social entrepreneurship. In other words, social business provides opportunities for entrepreneurs to use their skills to solve social problems. Social business can be distinguished from social entrepreneurship by its priority. In social business, economic wealth creation is more important than social wealth creation (Yunus, et. al., 2010).

Development Entrepreneurship: The concept of development entrepreneurship was developed as a model by McMullen (2011). According to him, development entrepreneurship focuses on entrepreneurial activity occurring at the nexus of three scholarly domains: business entrepreneurship, social entrepreneurship, and institutional entrepreneurship. Development entrepreneurship seeks to directly change the formal institutions of economic growth by engaging in institutional entrepreneurship. In other words, development entrepreneurship creates an institutional environment that facilitates productive entrepreneurship (McMullen, 2011).

Collective Social Entrepreneurship: In social entrepreneurship, social changes are usually made individually, while collective social entrepreneurship deals with social problems with multiple actors (Mitzinneck & Besharov, 2019). Collective social entrepreneurs act for social well-being and carry out various collaborative activities by making social innovations and developing social business models (Kaya, 2019).

Although the concept of social entrepreneurship has attracted the attention of researchers from different disciplines in recent years, the concept is as old as human history. As such, the concept has historically been expressed in various manners as philanthropy, benevolence, volunteering, corporate social responsibility, social business and non-profit organizations. This has created confusion between the concepts. In fact, as stated above, it is obvious that there are minor but important differences between these concepts. It seems obvious that in the future new concepts will emerge to create social value and find solutions to the problems of all humanity.

4. The Importance of Social Entrepreneurship

As mentioned earlier, social entrepreneurship involves the recognition, appraisal, and exploitation of opportunities that result in social value with regard to the public good by meeting society's basic and long-standing needs, as opposed to increasing the wealth of individual or shareholders in general (Bozhikin, et. al., 2019; Certo & Miller, 2008; Toker, 2021). Therefore, social entrepreneurship affects many different areas which are stated below.

- Social entrepreneurship involves meeting society's basic needs such as food, water, housing, education, and medical services by creating social value without gaining profit (Certo & Miller, 2008).
- Social entrepreneurship aims to solve environmental and social problems that are addressed globally such as access to water, waste management, energy saving and poverty reduction (Bozhikin, et. al., 2019).

- Social enterprises participate in the workforce by creating employment opportunities to carry out their activities. In addition, social enterprises enable the unemployed to start their own businesses within the framework of the idea of “not giving a fish, but teaching how to fish” (Koçak & Kavi, 2014; Taş & Şemşek, 2017). For example, a non-governmental organization carries out activities such as donating clothes, giving temporary accommodation, and food aid to the homeless. On the other hand, social entrepreneurs produce solutions to the same problems such as vocational training and job placement that provide self-sufficiency (Kümbül, 2011).
- Social entrepreneurship aims to solve problems that concern society rather than solving a single problem. In other words, social entrepreneurship enables big changes to occur over the long run by making small changes in the short term (Alvord, et. al., 2004). Therefore, social entrepreneurship contributes to social development by solving social problems and initiating social change (Coşkun & Sarıkaya, 2016; Taş & Şemşek, 2017).
- Social entrepreneurship contributes to economic development. This development is achieved in three ways: first, meeting basic needs, second, developing common behaviors for social and economic development, and finally determining the needs of future generations from today (Koçak & Kavi, 2014).
- Social entrepreneurship strengthens social structure and communication between people and thus increases social development. (Coşkun & Sarıkaya, 2016).

The main purpose of social entrepreneurship is to create social value. Innovative, proactive, risk-taking business models are developed toward this aim. These business models, on the other hand, increase the development and welfare of the whole world by producing permanent sustainable solutions to humanity’s essential problems such as hunger, global warming, rapid consumption and destruction of natural resources.

5. Example of Social Entrepreneurship

In this section, examples of social entrepreneurship will be given. For example, in England, where the liberal economy is dominant, the state budget for social problems is low, whereas private enterprises allocate much more resources. In southern European countries such as Italy and Portugal, overall expenditure on solving social problems is lower, while the social services provided by the state to solve social problems are also not well developed (Defourny & Nyssens, 2010).

When it comes to social entrepreneurship, the first example that comes to mind is the micro-credit program of Grameen Bank, which means village (Gill, 1996). The initiative was established in 1993 in Bangladesh by Muhammed Yunus, for which he received the 2006 Nobel Peace Prize. Almost all banks do not give loans to poor people without income. They additionally require a lot of documents and complicated procedures from loan applications. For poor people, who lack income and have low literary rates, it is nearly impossible to take a loan. Grameen Bank was established to solve this problem and functions as follows. Grameen ensures that the loan application is part of a group of five signatories who take responsibility for each other's debts. This reduces the need for procedures as in other banks, and allows it to give loans by collective sharing of risk. Loan recipients are required to attend regular Grameen meetings for training, support and accountability. Hereby, borrowers receive training support for their investments, thus reducing the risk of losing the capital they have acquired through the loan (Yunus, 1999). With this method, Grameen Bank lends to poor people without security in many countries of the world, and the repayments of the loans are made weekly (Gümbür, 2010). It has been stated that the repayment rate of Grameen Bank, whose target audience is mostly poor women, is over 97% (Durak, 2016). The reason why Grameen Bank chooses to give the vast majority of its loans to women is that women are poorer than their spouses and are more likely to invest their earnings in their homes and families (Yunus, 1999). The loans Grameen gives are crucial in helping the poor use their creativity and skills to stay above the hunger line (Durak, 2016). Grameen Bank has inspired more than 100 countries and similar micro-credit programs (Gill, 1996).

The most important organization coordinating social entrepreneurship in the world, founded by Bill Drayton in Washington DC in 1980, is Ashoka. Ashoka is the world's first and largest social entrepreneurship platform. For 41 years, it has been identifying promising social entrepreneurs and bringing them together in a global support network to help them realize their potential and spread their effective and lasting solutions to social problems. More than 3,600 Ashoka Fellows in 93 countries operate in various fields such as human rights, development, environment, health, education, and citizen participation ("Ashoka", 2021). Ashoka is frequently quoted as saying, "social entrepreneurs are not content just to give a fish, or teach how to fish" (Brock & Steiner, 2009). Ashoka also works as a social venture capital fund, helping selected 'fellows' with start-up funds to launch their ideas (Sen, 2007). The selection processes in which Ashoka chooses the social entrepreneurs (fellows) to support are multi-staged and challenging as hundreds of people apply for support every year. Among them, only a small group is chosen. Ashoka's primary criterion when choosing the

social entrepreneur to support is whether they will create new opportunities at the next level as they fulfill their social missions (Meyskens, et. al, 2010). Ashoka fellows include such pioneering figures as Kailash Satyarth, the campaigner against child labor and 2014 Nobel Peace Prize winner, Wikipedia founder Jimmy Wales and Paul Rice, the founder of Fair Trade USA. (“Ashoka”, 2021).

Another social entrepreneurship is the Women’s Center Foundation (Kamer), which is an example of a social enterprise that operates as a foundation. Kamer was founded in 1997 by Nebahat Akkoç in Turkey (“Social Venture in Turkey”, 2021). Kamer’s aim is to identify the practices of cultures and traditions shaped by sexist values that harm women and children, and to develop alternatives and ensure their applicability (Uyanık, 2020). Reaching 40,000 women to date, Kamer not only provides psychological, economic and legal support to women, but also contributes to their professional initiatives to become commercial entrepreneurs (Koçak & Kavi, 2014). The foundation provides services in areas such as restaurants, kindergartens, legal and psychological guidance, and human rights education (“Social Venture in Turkey”, 2021). Kamer additionally provides psychological, legal and educational support to women by raising awareness of women’s rights as mothers and citizens (Büyükaslan & Kızıldağ, 2017). Kamer also supports disadvantaged groups to adapt to sports (Mollaoğulları & Temel, 2017). At the same time, the foundation carries out its activities under the legal entity of a foundation (“Social Venture in Turkey”, 2021).

Another social entrepreneur is Cristobal Colón. Colón was a psychiatrist in Spain, who thought he could improve his patients’ lives and help them gain meaning and value by enabling them to work as business owners instead of treating mental patients with therapy, which is a useless method (Budak, 2015). From this point of view, Colón resigned from his job and entered the dairy business with 14 patients. In 1982, he founded the cooperative La Fageda in Cataluna, a village 75 miles from Barcelona (Díez, 2020). 160 of the 270 people working in this yoghurt cooperative are mentally disabled. Since 2010, La Fageda has invested more than € 400,000 in improving treatment opportunities for mentally disabled workers (The State of Social Entrepreneurship in Spain: Seforis Country Report, 2014). Colón has fulfilled its goal of providing people with a place to live, jobs and therapy through the cooperative it has established. It also argues that it provides important therapy by providing belonging to a community (Díez, 2020).

Another example of a social entrepreneurship is The Cree Village Eco Lodge, founded in Ontario, Canada in 2000 by the people of MoCreebec who are the local first nation people (Lemelin et. al., 2015). The Cree Village Eco Lodge is a social enterprise run by the

MoCreebec Council on the northern tip of Moose Factory Island. The Cree Village Eco Lodge was established to meet the diverse needs of the local people, such as education and health (Graci, 2012). The Cree Village Eco Lodge has generated significant benefits to the community in terms of revenue and employment. The eco lodge, a local non-profit organization, uses its profits to sponsor new projects for the development of local people (Lemelin et. al., 2015). In addition, The Cree Village Eco Lodge is an environmentally friendly accommodation facility composed of traditional houses. They also produce their own organic products here and offer traditional flavors to visitors. The Cree Village Eco Lodge uses solar and wind energy to ensure cultural as well as ecological sustainability. The Cree Village Eco Lodge is recognized as a successful social enterprise for locals in need of support (Günlü, 2015).

Another example of social entrepreneurship in tourism is the Grand Canyon Skywalk in Arizona. The Skywalk project is located in Monteverde at approximately 1700 m above sea level in the Tilarán Mountains of northern Costa Rica. Monteverde is a region where various projects are carried out, such as promoting the responsible management of natural resources, as well as scientific research. These projects include supporting entrepreneurial projects that enhance the creativity of the local people. Grand Canyon Skywalk is one such project (Báez, 2002). The Grand Canyon belongs to the Hualapai Tribe (Polyandri, 2016). Fifty percent of the Hualapai today experience problems such as unemployment, alcohol addiction, obesity and poverty. In order to solve these problems, the tribe chose tourism as their livelihood. The local people established a village consisting of their traditional houses and perform daily shows of their tribal dancers for visitors (Günlü, 2015). The revenues generated support local schools, churches, community associations and are used for other needed social services such as road construction (Báez, 2002). In Hualapai, a glass walkway named Skywalk, a social enterprise co-financed by Chinese-American businessman David Jin, was built in 2007 to ensure economic and social development (Günlü, 2015). The Skywalk offers visitors the opportunity to experience different levels of biodiversity in the cloud forest on a series of suspension bridges connected by pathways (Báez, 2002). This initiative has proven to enable the people living in the region to cope with their serious problems (Volynets, 2015).

An example of a social entrepreneurship that aims to create employment for housewives is the Turkish social entrepreneurship Çöp(m)adam. “Çöp” means “garbage” in Turkish; “Madam” means woman in French. Çöp(m)adam is a social entrepreneurship founded in 2008 by Tara Hopkins and Melih Özsöz in Ayvalık. The purpose of Çöp(m)adam is to find solutions to poverty, women’s employment and recycling of waste in Turkey (Özeren, et. al., 2018). Çöp(m)adam aims to use disposed packaging waste in a creative, different, aesthetic

and unique way and offer them for sale. All of Çöp(m)adam's products are personalized and have original and unique designs. Women who have not had a regular income throughout their lives, with the Çöp(m)adam initiative, turn the packaging that we throw away without second thought into products that can be used continuously (Çöp(m)adam, 2021). That is, Çöp(m)adam is a social enterprise that focuses on the idea of empowering women by generating income through the production of various stylish products, including wallets and bags made using recycled materials (Burns, 2011).

GENÇTUR is a social enterprise established in Turkey in order to develop opportunities for young people to participate in all kinds of activities that will support their individual, social and cultural development under the most appropriate conditions. GENÇTUR was established the name of Turkey Volunteer Work Camps Encouragement Association in 1959. However, in the 1970s, it changed its name to the Voluntary Services Association. Nowadays, GENÇTUR Tourism and Travel Agency, which sells plane, train, bus tickets and organizes tours, was established to provide income for Turkish youth to participate in domestic and international camps. Thus, it has gained a dual structure ("Pioneer of "Youth Tourism" since 1979", 2021). GENÇTUR organizes domestic and international camps for young people, personal development and hobby camps, personal development summer camps for disadvantaged children, and camps in ecological farms (Yaşlıoğlu & Yaşlıoğlu, 2020). It further provides young people with affordable flight tickets that can be used to travel all over the world, inter rail train tickets that provide unlimited travel opportunities in Europe, and international student, youth and teacher cards that provide various discounts at home and abroad. Additionally, through its member organizations, GENÇTUR cooperates with 163 organizations in 85 countries and offers various opportunities for young people around the world to expand their perspectives ("Pioneer of "Youth Tourism" since 1979", 2021).

From the aforementioned examples of social entrepreneurship from different countries, it can be understood that social entrepreneurs try to solve different problems especially for their society. In other words, social enterprises are developed by social entrepreneurs from different nations and different cultures. The basic point is to create social value by meeting the needs of people, especially locals, to solve their problems. In this manner, they increase the welfare of their society.

Conclusion

The concept of social entrepreneurship is as old as human history. Many examples of social entrepreneurship emerge every day in the world. Therefore, interest in the concept of social

entrepreneurship is increasing day by day. The interest of scientists from different disciplines and various fields in the sector contributes to the development of different perspectives on the concept of social entrepreneurship.

Briefly, social entrepreneurship is an organizational structure that generates income to increase societal welfare. In other words, social entrepreneurship is an organizational structure that is designed to solve social problems considered important by social entrepreneurs. Thus, social entrepreneurship contributes significantly to improving public welfare by focusing on solving society's problems.

Just like entrepreneurship, social entrepreneurship combines resources in new ways. However, unlike entrepreneurship, the main purpose in social entrepreneurship is to meet social needs, initiate social change and create social value as a result. On the other hand, while the main purpose in entrepreneurship is to make profit, for social entrepreneurship it is not the primary goal, but a tool for survival. In addition, entrepreneurship aims to take advantage of market opportunities. On the other hand, social enterprises operate in areas that provide social benefit to the society, and that generally entrepreneurs and the government do not want to or do not take part in.

Moreover, social entrepreneurship provides social transformation and combats social problems by creating social value. Additionally, social entrepreneurship is an activity that uses production factors to produce solutions to social problems and provide social benefit.

In this context, increasing and sustaining this benefit created by social entrepreneurship depends on individuals' social entrepreneurship vision. For this, societal awareness must be raised. Therefore, there is a need for social entrepreneurship training. Voluntary organizations providing social entrepreneurship training in their field or cooperating with schools and different organizations in this regard will positively affect the functions of both individuals and volunteer organizations and will increase social welfare.

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