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Themes, Contexts and Consequences of Community Engagement in Social Entrepreneurship: A Conceptual Framework

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Abstract

Despite global agreement on its significance to social entrepreneurship (S-ENT) success, the concept and practice of community engagement (CE) in S-ENT is yet to be explored & there is no consensus regarding its compositional facets. Thus identifying the fundamental concepts, principles, & practical functions of the CE relevant to S-ENT is needed.

This paper attempts to organize the sparse variables that have emerged in the recent commercial and S-ENT research to describe CE into an inclusive framework. The CE framework integrates four fundamental perspectives in S-ENT: social problem – the social value creation opportunities to develop ideas & demonstrate S-ENT competencies; people – the target individuals or groups of community members who are on the receiving end of the S-ENT solution; social enterprise – the firm with an explicit social value creation mission, and the process - the inclusive yet systematic action(s) undertaken by the social enterprise(s) & community individuals to derive integrated solution(s).

This framework is the first to identify & integrate the four dimensions of CE in social enterprises (SE's). Far from being reductive, this pioneering view of the CE structure should provide valuable insights into the process of CE in SE's by showing it to be a complex & multidimensional phenomenon. This leads to fruitful implications for theory and practice and also enables us to suggest a research agenda using the conceptual framework.

Keywords: Social Entrepreneurship; Community Engagement; Social Enterprises; Social Problems

Introduction

The major thrust of most social entrepreneurship (S-ENT) research has been to describe how social entrepreneurs have been successful in filling the market gaps left by the public & private sectors (Leadbeater, 1997) & the difference between the social enterprises (SEs) & commercial ventures (e.g. Mair *et al.*, 2006; Austin *et al.*, 2006; Lee *et al.*, 2014). Alternatively, the focus to date has been over defining the social entrepreneur individuals, the motivation behind their undertakings (Nga & Shamuganathan, 2010; Thompson *et al.*, 2000; Weerawardena & Mort, 2006), its outcomes (McDonald, 2007), forms of SEs (Lindsay & Hems, 2004; Spear & Bidet, 2005; Townsend & Hart, 2008), but there is little empirical research on how SEs are developed & the process of value creation (Haugh, 2007). However, the recent initiation in the interest of researchers & practitioners in S-ENT is motivating them to search for information on how SEs are exposed to & influenced by different factors in their social value creation process (Boyer *et al.*, 2008; Satar & John, 2017; 2016; Sharir & Lerner, 2006; Wronka, 2013).

The researches so far have widely acknowledged the task of engaging the local communities as an integral component of S-ENT process (Fung & Wright, 2003; Haugh, 2007; Hayton *et al.*, 2002; Johanson & Mattsson, 2015; Johnson, 2000; Leadbeater, 1997; Lyons, 2002; Satar & John, 2017; Sharir & Lerner, 2006). However, despite global agreement on its significance to social enterprise (SE) success (Boyer *et al.*, 2008; Satar & John, 2016; 2017), the concept of community engagement (CE) in S-

ENT is yet to be explored & there is no consensus regarding its compositional facets. Thus identifying the fundamental concepts, principles, & practical functions of the CE relevant to S-ENT is needed.

S-ENT practice is undergoing proliferation & there are wide economic, social & cultural change & contexts dealt within this phenomenon. However, regardless of their geo-graphical location, SE's strive to integrate the poor into the market system as producers rather than consumers (e-g Barefoot College, India; The Grameen Bank, Bangladesh; see Karnani, 2007). Through work integration mechanisms, the SE's deliver community services by actively engaging the beneficiaries (Teasdale, 2012). This is suggestive of leading some strategic business investments by partnering with community rather than simply offering money to the social sector (Alperson, 1995).

While as the practice of S-ENT is emerging as a global marvel, the SE's are majorly resource scarce (Young, 2001) & face immense competition from commercial counter parts (Johnson, 2000; Reis & Clohesy, 1999). Further, due to relatively inexperienced & under-resourced marketing & R&D vision, they confront operational pressures from their internal sources of human resource & management efficiency issues (Satar & John, 2016). Consequently, the S-ENT ventures are being forced to reinvent themselves in order to imagine new futures.

For S-ENT supporting the survival & empowerment of local (target) communities depends on findings innovative & inclusive ways to engage people, in order to increase their capacity to participate in the decision making processes that will, in part, determine their futures. Effective CE should be the first step towards creating contexts, circumstances, & opportunities to ensure that the target communities thrive socially as well as economically.

This paper attempts to organize the sparse variables that have emerged in the recent commercial and S-ENT research to describe CE into an inclusive framework. Far from being reductive, this pioneering view of the CE structure should provide valuable insights into the process of CE in SE's by showing it to be a complex & multidimensional phenomenon. Once a clear reflective analysis of the CE literature in S-ENT is developed, the future research can proceed on more solid footing.

Aim of the Study

This paper seeks to synthesize the different viewpoints relating to the S-ENT CE concept in a conceptual framework. Aiming to work as a basic model, this paper attempts to provide simple answers relating to the following fundamental issues:

1. The dimensions & elements of the CE concept, that is, what constitutes CE, or what aspects need examining when designing, evaluating, & managing CE strategy.
2. The modeling principles of CE, that is, what guidelines organizations need to draw upon when designating their CE strategies, what is

characteristic in CE, & what features are included.

3. The functions of the CE concept (its rationale & practical roles), that is, why CE is significant, why SE's should care about it, & what are the tasks that would be more effective when they are based on CE.

As these facets of the CE in SE's are crucial but their related knowledge is fragmented & absolutely imprecise & incomplete, there is a need to integrate the existing scant views within the S-ENT literature & analyze them to pave way for a unified framework that clarifies the concept.

Since, S-ENT shares much in common with conventional entrepreneurship (Granados *et al.*, 2011; Gumaste, 2010; Satar *et al.*, 2016), the following section attempts to analyze the CE dimension across disciplines in order to draw inferences for S-ENT setting.

Theoretical background

The rising awareness of the corporate social responsibility (CSR) in general & the significance of the socially responsible investments, in particular, have led firms to be more socially proactive. The radical increase in the institutional/legislative & moral pressures has exhilarated the businesses to be more socially responsible (Kapstein, 2001). Over the past few decades, the practice of corporate philanthropy & other forms of corporate contributions have significantly evolved to include more strategic measures of doing business with society. The noticeable shift in the activities under social responsibility of businesses has led to the emergence of new corporate social initiatives, which strategically differ from their predecessors. The traditional arrangements under CSR are stretched to include new-fangled strategic social involvements. Consequently, an increasing number of companies have started to segregate & manage the CSR aspects separately from other business functions (Siegfried *et al.*, 1983; Smyth, 2000).

With more socially conscious consumers, the companies are rightly manifesting more public interest in community needs & issues. Acknowledging the significance of driving more sustainable community relations, the businesses are incorporating social context in their policy & strategy formulation for the sake of supporting sustainable business growth in the long run. These sustainable & improved community initiatives are arguably said to have impacts on the financial & social performance of the companies (Mattingly, 2004).

CE strategy can be treated as the subset or offshoot of a firm's CSR activities which are directed towards meeting the community needs & business objectives. In this regard, the businesses are increasingly aligning their practices not only with their employees' expectations & values but with suitable community partners as well (*ibid*). Consequently, it follows that a company's CE program supports business interests & integrates into business functions, the wider community perspectives.

The Symbiotic Synergy through Community Engagement

The community needs under the CE program are viewed as opportunities to develop ideas & demonstrate business competencies to explore & serve new markets while resolving community problems (Kanter, 1999). These symbiotic arrangements are poised to mutually benefit both the institution & the society. For example; under the strategic volunteer programs for corporate employees, the community benefits from the firm's stocks of resources & business proficiencies while as the company benefits from more in-depth knowledge of society's needs, aid in recruiting & improving the relationship skills in its employees (Wild, 1993). Further, the CE is comparatively more effective in improving the image/reputation (BSR, 2000 cited in Hess *et al.*, 2002) of the corporation than after-profit cash transactions. The rationale for it is based on the fact that people generally accredit the help for getting their problems solved more than being offered money (Alperson, 1995). The reputation so generated through structured corporate community commitments has multipronged benefits ranging from favorable perception of employees, suppliers, the community leaders to building competitive advantage for firms entering new or international markets (for example; the case of how AT&T established presence in several Latin American countries through linking rural hospitals to national medical centers, BPR, 2000 cited in Hess *et al.*, 2002). The businesses over the time have developed distinct competencies & unlike Government & non-profits are more adept in solving certain social problems. Through corporate knowledge bases & stocks of resources, the firms have comparative advantages over Governments for solving business problems. This advantage is most readily seen in the developing world but also exists in developed nations (Thomas, 1999).

The growing evidences of successful CE demonstrate the benefits accruing through corporate citizenship (Payne & Gallon, 2004), employee awareness of community issues (Wei-Skillern, 2004) & the subsequent institutionalization of social concerns in the firm (Bindu & Salk, 2006; Epstein & Roy, 2001; Litz, 1996) etc. Besides, more pro-active forms of community-business exchange yield conjoined benefits through transformational approach (Balmer *et al.*, 2007; Fernando, 2007; Fukukawa *et al.*, 2007; Okubo & Weidman, 2000; Payne & Gallon, 2004). The richer community-business exchange leads to greater understanding of shared responsibilities (Pater & Lierop, 2006; Unerman & Bennett, 2004), shared ownership & a shared vision of the problem & its resolution(s) (Lowndes *et al.*, 2001; Morrison-Saunders, 2007). Further, it is being argued that appropriate involvement of communities in goal-setting & measurement process can help in achieving a shared accountability of the whole engagement process as well (Barnett, 2002; Natcher & Hickey, 2002).

However, while as the evidences of *duo-benefits* arising out of successful CE strategies are

consistently increasing, the current knowledge on CE is yet to be systematically developed to achieve the precise linkages between the business & CE constructs. While there is little empirical evidence about the nature & process of CE; the researchers have rightly developed pertinent suggestions on successful CE strategies. A recent monograph by Bowen, *et al.*, (2010) has summarized the key findings of studies expanding our understanding of corporate CE's. For example, it is being found that the value generated out of CE is primarily relational rather than transactional, thus offering the potential for inimitable competitive advantage (Hillman & Keim, 2001). Thus, institutions which establish trust-based collaborations with the target communities are more likely to gain competitive advantage (Choi & Wang, 2007; Heugens *et al.*, 2002). CE is found to have little direct, short-term impact on financial performance, but it positively influences the social performance of firms (Mattingly, 2004). Further, it is being advocated that firms shall adopt transformational rather than a transactional approach to CE for achieving the shared benefits through richer community relationships (Bowen *et al.*, 2010; Payne & Gallon, 2004).

Identifying Critical Components of Community Engagement in Social Enterprises

SE's represent a paradigm shift by leading a renewed bottom-up approach of development & as such strive to reach to the bottom of the pyramid & offer some innovative & sustained solutions for the social issues (Grenier, 2003; Robinson *et al.*, 2009; Sullivan *et al.*, 2003). They deliver different kinds of products or services especially targeting the marginalized or poor sections of the community (Amin *et al.*, 2002; Alter, 2006; Oatley, 1999). Interestingly, SE's are driven by the pursuit of social, economic, or environmental regeneration or a combination thereof (OECD, 1999) & thus the profit constitute doesn't constitute the main purpose of such ventures (Department of Trade and Industry, 2002; Bacq and Janssen 2011; Nyssens, 2006; Satar and John, 2016; SEL, 2000).

Irrespective of the context, one of the striking features of S-ENT is that it associates the economic activity with the social objectives (Rymysza, 2005) & one of the pertinent goals of this sector is the creation of social ventures as well as the new SE culture specifically oriented at inclusion of marginalized groups through active participation in it (Satar and John, 2016). The involvement in successful income generating activities leads to greater control over the empowerment in communities (Fung & Wright, 2003a; Johnson, 2000). Thus, besides enabling sharing of benefits, the SE's also lead to the beneficiary empowerments which in turn lead to multifaceted beneficiary engagement. According to Johansson *et al.*, (2002), there has been a shift in the vision of entrepreneur & enterprise being seen as "embedded in a network of relationships, especially at the local level". This social embeddedness of SE's establishes a close engagement with the people who share an interest in the creation & management of the social ventures. The degree of social embeddedness of

SE's may range from human capability building, empowerment of disenfranchised people, improvement of the quality of people's lives, sustainability of environment to wider goals of social change & social value creation (Dacanay, 2004). Thus, SE's possess the potential to completely revitalize the communities through their empowerments (Haugh, 2007). The resultant outcome of such cordial tie-ups is the development of social capital between entrepreneurs & the communities. The recent literature clearly points out that successful engagement of local stakeholders & beneficiaries is critical for S-ENT success (Boyer, *et al.*, 2014; Satar & John, 2016, 2017). The organisations gain active support from the community & thus continue to contribute to community livelihood. Thus, engagement of local stakeholders & beneficiaries determines the long term success & sustainability of such enterprises (ibid). For example: "Lijjat", the unique Indian social entrepreneurial venture illustrates "how women at a grassroots level became active agents in the process of their own empowerment" (Datta & Gailey, 2012).

"Development brings freedom, provided it is the development of people. But people can't be developed; they can only develop themselves" (Julius Nyerere, 1974). Learning from the globally growing number of S-ENT practices, it is evident that SE's created out of successful S-ENT endeavors have mobilized the underutilized resources of the communities (Austin *et al.*, 2006; Sullivan *et al.*, 2003; Henton *et al.*, 1997; Leadbeater, 1997; Haugh, 2007; e-g; Sekem group in Egypt, Arvind Eye Care, India). The communities have shown a tendency to take greater responsibility for their own socioeconomic developments (Haugh, 2007). The active involvement in the management of so created social venture thus leads to enhanced self-esteem & trust among the beneficiaries (social capital). The social entrepreneur can leverage the pooled energy of such associations to scale up the social impacts & also to expand the efforts towards more community empowerment initiatives. And thus would enable the social entrepreneurs to become serial social entrepreneurs. For example; with successful CE, the Sekem group in Egypt was able to diversify its social entrepreneurial efforts to include a hospital, university etc.; Arvind Eye Care, India was able to extend the social entrepreneurial efforts to include education, lens manufacturing & developing R&D facilities (Satar, 2016a; 2016b).

Framework for Describing the Community Engagement in Social Enterprises

A community can be thought of as the set of citizens drawn together by geography, interaction or identity (Lee & Newby, 1983), & thus may consist of individual citizens or of groups of individual citizens organized to represent their shared interests (Crane *et al.*, 2004). By nature, a CE strategy will entail communities that are drawn together by shared social & economic wellbeing rather than other forms of stakeholder communities (like 'the financial community' or 'the institutional investment community'). A CE is also distinct from other forms of corporate & customer engagement programs like relationship marketing, where the primary focus is on engaging with various stakeholder groups, including 'community', to retain customers rather than social improvements per se (Payne *et al.*, 1988).

Definitions of key words like 'community' span across disciplines & are arguably a problem in the study of CE. Because the "community" and "engagement" are the prime dimension of this framework, it seems more pertinent to define the term "CE" in S-ENT context. The notion of 'CE' can be outlined here with less trepidation, since there is the absence of any precedent in S-ENT literature.

Community engagement in social entrepreneurship venturing can be thought of as the process of identifying the community development needs, consciously & continuously aligning the social enterprise goals with the community needs, & working collaboratively with & through the prospective community individuals & groups to solve issues affecting the well-being of that community.

The definition of CE is synonymous with the other CE definitions proposed in other disciplines like health-related organizations (Braithwaite *et al.*, 1994; Fawcett *et al.*, 1995; Levine *et al.*, 1961; Scantlebury, 2003; CDC/ATSDR Committee for Community Engagement). The significance of the above concept has not to be overlooked, because it recognizes the multidimensional aspects of S-ENT CE. First, it emphasizes that people within the target community are key element of the overall CE process. At the same time it recognizes the S-ENT CE as a structural entity, it stresses that the CE is not instantaneously reached but develops over a period of time systematically.

Figure 1: A Framework for Describing the community engagement in Social Entrepreneurship

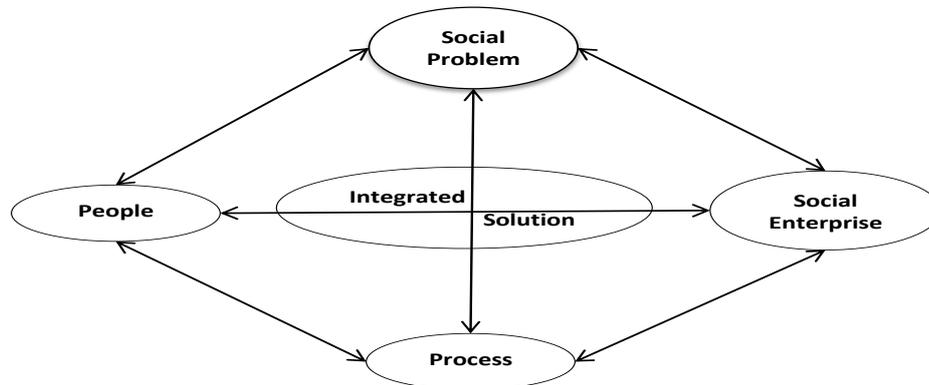


Figure-1 presents a framework for describing the process of CE in S-ENT across four dimensions: (a) social problem(s) - the undesirable condition(s) affecting the welfare of community member(s) or an opportunity(s) for community development; (b) people(s) - the individuals(s) affected by the social problem or interested in the solution of the problem/community development; (c) social enterprise-the kind of firm that is started with an explicit social value creation mission; (d) process-the inclusive yet systematic action(s) undertaken by the social enterprise(s) & community individuals to derive integrated solution(s).

The various stages during the *preparation* of this article particularly the synthesis of conceptual model have been greatly enriched by the work of Gartner (1985). Gartner (1985) described the phenomenon of new venture creation through a conceptual framework. The framework was adopted as a basis for positioning the CE attributes into present framework.

Any CE program in a S-ENT venture can be arguably treated as a gestalt of variables from the above four dimensions. Consequently, no CE program can be comprehensively described in a S-ENT context, nor can its complexity be adequately accounted for, unless all of its four dimensions are investigated & an attempt is made to discover how variables from each dimension interact with variables from other dimensions.

This framework is the first to identify & integrate the four dimensions of CE in SE's; no other research has sought to do that. Thus, the framework advocates "thinking across dimensions" while developing the classification schemes of CE. The present classification framework offers a way to step back to get an overall picture, a process like model-building, which involves integration & synthesis.

Social Problem(s)

The definition of the 'social problem' spans across disciplines & involves both objective & subjective components & it has been found difficult to define the social problem (Rubington & Weinberg, 2010). Nevertheless, a social problem in common parlance can be referred to as any particular social

condition(s) which is largely perceived or proved to be undesirable to society or a segment of society. While as the social problem(s) become the substratum for S-ENT action, their absence doesn't obliterate the S-ENT opportunities. S-ENT ideas can also stem from identifying the new ways to serve the community or reinventing the existing mechanisms of community development. Further, an essential characteristic threading the society-entrepreneurship interface is that under S-ENT phenomenon the social problems are viewed as opportunities to develop ideas & demonstrate business competencies to explore & serve new markets while resolving community problems. Thus it is worthy to mention that the social problem to be addressed must be having or capable of having business potential in order to integrate with the broader social problem mission(s) of SE's.

There is significant convergence over the thought of SE's as adopting some financially sustainable strategies to realize unique social aims & combat a range of societal problems (Dees, 1998; Mort *et al.*, 2003; Rubin & Stankiewicz, 2001; Weerawardena & Mort, 2006). The social aims they pursue & the social problems they solve can range from substantial alleviation of poverty, unemployment, deprivation, social exclusion, inequalities in health care services, corruption, high incidences of crime, inequalities in wealth distribution, drug abuse, constellation of education, economic, political, cultural problems, environment regeneration & any undesirable outcome which can 'stuck' a society becomes the target of social enterprise's activities (Satar, 2016).

People(s) - the individuals

SE's have emerged in response to the failure of the state & private sector to meet the needs of the socially deprived sections of the society (Borzaga & Santuari, 2001; Alvord *et al.*, 2004). Further, the SE's are recognized as having distinctive multi-stakeholders who share democracy (Smallbone *et al.*, 2001). Majorly these enterprises have been referred to as co-operative or charitable businesses having a clear social mission with socialized ownership (Alex, 2006; Pearce, 2003).

Thus the people dimension in the framework refers to the target individuals or groups of community members who are on the receiving end of the S-ENT solution while being the integral participants of S-ENT process. Thus, the distinctive CE in S-ENT views target individuals (consumers) as active participants & community representatives as stakeholders in all facets of the S-ENT endeavors. The consumers are thus integrated into the mainstream business as producers rather than as passive recipients. The institutional mechanisms acknowledged as effective in integration of community individuals and groups include for example; community empowerment (Fawcett *et al.*, 1995; McMillan *et al.*, 1995; Rich *et al.*, 1995; Satar & John, 2016); capacity building (Fawcett *et al.*, 1995; Florin *et al.*, 1993); coalitions and S-ENT partnerships (Butterfoss *et al.*, 1993; Pearce & Doh, 2005; Thompson & Doherty, 2006) & cost-benefit analysis (Butterfoss *et al.*, 1993; Wandersman *et al.*, 1987) where the individual's commitment to an engagement effort is determined by the his perceived compensate in benefit-cost ratio than on his/her demographic characteristics.

The philosophy of CE unlike traditional conceptualizations of 'one way' approach of delivering public services emphasizes a "two-way" approach to interacting with community partners to address societal needs (Boyer, 1996; Kellogg Commission, 1999). The community partners thus play a significant role in creating & sharing knowledge to the mutual benefit of institutions & society. However, there needs to be an understanding of the nature of this relationship for the mutual benefit & value addition for all participants.

Social Enterprise

SE's are poised as the engine of CE process in the framework. They identify the underutilized or unutilized resources, people, buildings, equipment & find ways of putting them to use to satisfy unmet social needs (Catford, John. Cited in Johnson; Sherryl, 2000). They innovate new welfare services & new ways of delivering existing services (Leadbeater, 1997). While enterprises are seen as embedded in a network of relationships, especially at the local level (Johannisson & Mattsson 2015), the act of CE cannot be thought of as an isolated activity; rather CE represents a process of continuous interaction networks (Birley, 1985; Chell & Baines, 2000; Dubini & Aldrich, 1991; Nielsen, 2012). The social embeddedness of SE's demands establishing close engagement with the people who share interest in the creation & management of the social ventures. The degree of social embeddedness of SE's has been found to range from human capability building, empowerment of disenfranchised people, improvement of the quality of people's lives, sustainability of environment to wider goals of social change & social value creation (Dacanay, 2004). Beyond integrating the skills & values of people with social goals, the social entrepreneurs must strive to navigate the challenges & leverage the opportunities in order to guide the people at many stages of CE process.

For a SE, the CE strategy will defines the long-term direction & systematic action required to achieve both the needs of its communities & achieving business objectives. The framework advocates CE to be process of identifying, evaluating & exploiting CE opportunities aiming at meeting the SE's social problem goals by means of commercial, market-based activities. Thus, the success of a CE initiative will be critically determined by whether the program is holding a connection to the SE's core values, which in turn reflect the values & beliefs of the social entrepreneur. While demonstrating long term commitment, the function of linking CE strategy with SE's S-ENT values also demands establishing the objectives of the engagement program & standards for measuring the their success in the long run. In totality, the unique galvanizing role of SE in the CE framework involves taking a series of steps in the way of initiating & building an efficient CE strategy. A model scheme of steps would arguably include: a) Investment: strategic orientation of SE resources towards CE platforms; b) Integration: linking the identified community needs with the business functions to decide how a SE is "*doing well by doing good*"; c) Institutionalization: the conscious & continuous alignment & operationalization of CE objectives into SE planning; d) impact evaluation: periodic measurement for evaluating the commercial for-profit & traditional non-profit achievement of CE objectives.

Process

The positioning of the process component in the framework, advocates appropriate involvement of communities in goal-setting & measurement process of the CE program. Therefore, the process demands SE's shall adopt transformational rather than a transactional approach to CE for achieving the shared benefits through richer community relationships. The CE process will allow real dialogue to take place between the SE, the people & community stakeholders, allowing them to work together to find solutions to complex problems. Besides, the process will allow individuals to assume responsibility for implementation of CE plan & ensure collaboration between SE & community that is more open, inclusive, transparent, accountable, & bottom-up.

Listing each variable of CE process under an appropriate dimension of the CE framework, will ideally illustrate the complexity in the interactions of the variables within the multidimensional practice of CE in S-ENT. The proposed four-dimensional framework can be assumed as a kaleidoscope, as an instrument through which one can view the enormously diverging patterns of CE process.

How will CE differ from the allied programs practiced in commercial ventures? Are the differences between them more important than the similarities? Researchers need to think in terms of a combination of variables that make up CE in each case. The process of CE is arguably a multidimensional phenomenon; each variable describes only a single dimension of the phenomenon & cannot be analyzed alone. In a similar vein, the process of CE is not a

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single well-worn route marched along again & again by identical SE's. CE represents a complex phenomenon; social entrepreneurs & their ventures vary widely; the actions they take or do not take & the particular social context they operate in & respond to are equally diverse. Furthermore, all these elements form complex & unique combination in the development of CE programs. It is thus not enough for the society & business scholars to seek out & focus on some concept of the "typical CE strategy". The innate & insistent variation has to be considered specifically.

Following, once the variables have been explored, the necessity for finding a way to classify them becomes apparent. The conceptual framework presented here offers a way to identify & analyze the observable variables of CE. The collection of variables can be broken down into types of social problem, individuals (people), social enterprise, & the process dimensions that were investigated. Thus the framework finds its potential implication in identifying the aspects of CE neglected by a particular study. This generates the need to design new researches to account for these lacunae.

Additionally, the framework sketches a format for future research methodologies & reporting for CE research. The framework may loosely draw the attention of future researchers to considerations inherent in each of four outlined dimensions. The enterprises that display meaningful similarities across the four dimensions of CE could be possibly described & classified together.

The present paper however, doesn't support to answer specific questions about how CE programs are initiated or provide specific CE model for SE's. The author makes no claim that the proposed framework or the list of variables covered is comprehensive. However, the author arguably proposes that the description of CE needs more illustrations. Although, more questions are asked here than are actually answered, the paper sets the momentum for much needed insights on CE in S-ENT.

Conclusion

While there is growing global consensus on the need & importance of CE for S-ENT success, there is no standard way to carry it out. This can potentially lead to *tokenistic* engagement activities that are fundamentally ineffective to the target individuals. Consequently, S-ENT researchers & practitioners ought to take a closer look at the role CE plays in the decision making process by doing long term studies to evaluate their CE strategies & to find innovative new methods & techniques of engagement.

The basic inspiration underlying this research is the focus over the process of CE in SE's. The paper while exploring CE integrates the different variables of CE in S-ENT context. The study suggests that the CE in SE's encompasses much greater variables than one might expect; in fact, the diversity of factors might be larger than what is being included here.

Nonetheless, the study finds its implication in the present scenario where the rhetoric surrounding

CE in S-ENT is momentous, yet hardly any conceptual model exist for understanding the significance & process of transition from a unidirectional approach of doing business with society towards a two-way community engagement model. The present article is one among the first to attempt an exploratory studies of the CE in S-ENT. Consequently, the lack of strong literature thread makes it difficult to design suitable studies or interpret findings. Therefore, the study suggests that there is need of more comprehensive information on S-ENT CE to help the social entrepreneurs, employees, community partners & other S-ENT stakeholders to decide the process of engagement, know the significance, & the potential way to engage.

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