

Towards a Scentiss Framework

Position Paper

Deliverable 2.1

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Table of contents

About Scentiss	3
The main goals of Scentiss	3
About this Position Paper	4
Consortium members	4
1. Introduction	5
2. Setting the scene	6
2.1 Community	7
2.2 Social Entrepreneurship	7
2.3 Community Entrepreneurship	9
2.4 Social Entrepreneurial Ecosystems	12
3. Community Capital Approach	15
3.1 Social impact	15
3.2 Scaling social impact	16
3.2.1 Organizational Growth	17
3.2.2 Ecosystem Growth	19
3.3 Civic Wealth Creation	20
4. Bringing everything together: A Scentiss framework	21
4.1 Mapping the Social Entrepreneurial Ecosystem	21
4.1.1 Actors	21
4.1.2 Community Capitals	22
4.2 A Scentiss Framework	26
5. Conclusion	28
References	29

About Scentiss

Social and community-driven entrepreneurs (SCEs) identify neglected societal problems and provide innovative solutions. But SCEs struggle with scaling up their initiatives to achieve full potential. Multiple stakeholders add to complexity and dominant actors present barriers for scaling. This is where Scentiss comes in.

The Scentiss research project puts together a unique multidisciplinary consortium of academic researchers, SCEs and stakeholders to tackle these challenges. The overall goal is to develop new knowledge that boosts scaling of social entrepreneurship and its innovative solutions, based on collaborative learning processes and novel tools. Central to Scentiss is a set of case studies focusing on the energy transition and local care. Scentiss is funded by NWO, the Dutch Research Council.

The main goals of Scentiss

Goal 1. Scentiss studies in which way the entrepreneurial ecosystem for SCEs that focus on energy and local healthcare transitions, may facilitate or hinder the flourishing and scaling of such entrepreneurship, as well as the ways in which this ecosystem and the broader context are influenced by entrepreneurs and stakeholders to become more facilitative.

Goal 2. Scentiss introduces a new, ready-to-use and open access, digital tool for impact management and measurement. The tool can be used by SCEs, policy makers, financiers and others to monitor and steer progress on intended impact. At present, the lack of standardization when it comes to impact measurement (compared to, for instance, financial accounting) is a key barrier for progress on societal transformations. The Scentiss measurement tool will be teamed up with a repository of good SCE practices.

Goal 3. Scentiss systematically builds a participatory learning approach which helps SCE's to flourish and scale through improvements to their ecosystem. These adaptations may include more appropriate financial and business models, innovative collaborations, as well as better fitting policies, rules and regulations.

Goal 4. Scentiss examines which innovative organizational, financial and business models help SCEs flourish and scale. It will specifically focus on multipurpose SCEs. These organizations experiment with developing collaborations of SCEs with a strong value case but a weak business case, with organizations with a strong business case. Examples are health care collectives which team up with energy organizations. Scentiss researches the ecosystem configurations in which these innovations flourish, especially their legal and financial arrangements.

Goal 5. Scentiss culminates the learnings of the project in an intensive learning track for professionals (policy makers, project managers) who aim to facilitate transitions by adopting SCE mechanisms. This way, we also ensure that the learnings of the project will have a longer lasting impact, and can continue to be adapted along the state-of-the-art (academic) knowledge over time.

In the first stage of Scentiss, a framework will be developed that will function as a useful tool for mapping out various Dutch social entrepreneurial ecosystems to see how these influence the social impact scaling strategies of social and community entrepreneurs.

About this Position Paper

To set the scene of the project in terms of definitions and boundaries, and to develop the framework that guides the research project in co creation with the societal partners. Reaching a consensus on definitions and frameworks is essential for the success of the project, and hence for the expected social impact that can be generated as a result of the research project.

Consortium members

Knowledge Institutes



Cases



Stakeholders



1. Introduction

Why do some examples of social and community-based entrepreneurship (SCE) become successful in creating societal impact while remaining financially sustainable, whereas others struggle to stay afloat? Scentiss examines how SCEs relate to the (local) external environment and community they are embedded in. By mapping out the elements and actors that drive social entrepreneurship in a certain local area or community, policy makers and entrepreneurs can better understand which resources are strongly represented and which are weaker and require attention.

As part of the Scentiss project, this working paper presents a framework based on an extensive review of about 169 academic research papers on the literature surrounding social entrepreneurial ecosystems and social impact scaling, as well as input from the Scentiss consortium members. The framework integrates the established Community Capitals Framework (Flora & Flora, 2004) with the Entrepreneurial Ecosystems Framework that have been developed in recent years (see e.g. Stam, 2015). The framework can be broken down into 26 community capital elements and 3 groups of ecosystem actors, offering social entrepreneurial ecosystem builders tools to help navigate SCEs to increase their social impact.

This working paper serves on the one hand as a glossary by providing a generic overview of concepts, phenomena and boundaries that are captured and discussed in the Scentiss project. On the other hand, this paper offers the overall framework that forms the basis for our further research on social entrepreneurial ecosystems typologies. This deliverable thus not only provides insights into the current 'state of play' of social entrepreneurial ecosystems and social impact scaling strategies of social entrepreneurs. It also acts as an analytical background for developing the data collection protocol (D2.2) and a good starting point for developing a state of the art taxonomy on social entrepreneurial ecosystems (D2.3).

The remainder of this working paper is outlined as follows: the next section (section 2) provides an overview and description of the main components of the Scentiss Framework. Section 3 links these descriptions and definitions together into one coherent framework. Here, specific attention is paid to categorizing the 27 entrepreneurial ecosystem elements into the seven capitals that constitute the Community Capital Framework developed by Flora & Flora (2018). Section 4 concludes and proposes the way forward.

2. Setting the scene

In order to fully grasp the complex dynamics of social entrepreneurship and its role in addressing societal challenges, it is essential to clearly define the key terms that will guide the discussion throughout the Scentiss project. These definitions provide clarity and ensure a shared understanding among all stakeholders involved. As we delve deeper into the concepts of community, social entrepreneurship, community entrepreneurship, and social entrepreneurial ecosystems, it becomes apparent that these terms are deeply interconnected and require nuanced interpretations.

At the heart of Scentiss lies an exploration of the relationship between social entrepreneurial actors and their local environments. This relationship is shaped by various community elements, capital resources, and scaling strategies, all of which influence the effectiveness and sustainability of social ventures. As we move forward, it is crucial to unpack and define these terms so we can identify how they interact with one another and how they contribute to the overarching goal of creating social impact.

In the following sections, we will discuss the following key terms and concepts:

1. **Community** – As a locality, comprises people residing in a particular geographical area, the resources they require to subsist and progress, and the processes they engage in to exchange these resources to meet local needs and wants.
2. **Social Entrepreneurship** – A term that encompasses the activities and processes undertaken to discover, define, and exploit opportunities in order to achieve a sustainable solution to neglected societal problems with positive externalities by creating new ventures or managing existing organizations in an innovative manner.
3. **Community Entrepreneurship** – A specific form of social entrepreneurship, which is focused on the production and exchange of goods or services that can be commercialized while relying on the institution of the local community to organize these activities.
4. **Social Entrepreneurial Ecosystems** – an evolving composite community of varied, yet interdependent, actors across multiple levels, which collectively generates positive externalities that contribute to sustainable solutions to social problems through entrepreneurship.
5. **The Community Capital Framework** – A conceptual framework used to understand the different types of capital that communities possess and together comprise the resources within the social entrepreneurial ecosystem
6. **Social Impact** – The significant or lasting positive changes in people's lives, brought about by a given action or series of actions.
7. **Scaling Social Impact** – an ongoing process of increasing the magnitude of both quantitative and qualitative positive changes in society by addressing pressing social problems at organizational and/or ecosystem levels through one or more scaling paths.
8. **Civic Wealth Creation** – The overall improvement in the well-being and quality of life in a community that results from the generation of communal, economic and social endowments.

By clearly defining these terms, we can better understand the dynamics at play within social entrepreneurial ecosystems, how social impact is created, and how scaling strategies contribute to the long-term success and sustainability of social ventures.

2.1 Community

The concept of community is multi-faceted, encompassing not only geographical space (we recognize different kinds of communities, covering communities of place, identity, fate, interest, and/or practice, but primarily emphasize communities of place) but also the interactions, resources, and shared responsibilities that bind individuals together. According to Matarrita-Cascante and Brennan (2012), community can be defined as "a locality comprised of people residing in a geographical area; the resources such people require to subsist and progress; and the processes in which such individuals engage to distribute and exchange such resources to fulfill local needs and wants" (p. 295). This definition highlights the physical, social, and economic dimensions of community life.

As community is more than just a geographic location, it also plays several important roles in the context of social entrepreneurship. The various roles that community can assume range from passive to active roles (Bacq et al., 2022):

- **Beneficiary:** Community members often benefit directly from social entrepreneurship initiatives, which aim to address local social, environmental, and economic issues.
- **Context:** The community provides the setting in which social enterprises operate, and it can influence the success or challenges faced by these initiatives.
- **Supporter:** Community members can act as supporters by volunteering, donating, or advocating for social entrepreneurship efforts, contributing to their growth and sustainability.
- **Partner:** In some cases, communities work as partners with social entrepreneurs, co-creating solutions, or helping design and implement social ventures that meet their needs.
- **Entrepreneur:** In certain instances, community members themselves take on the role of social entrepreneurs, initiating and leading efforts to address local challenges.

By understanding community in this multifaceted way, social entrepreneurs can better engage with the resources, networks, and knowledge that exist within local contexts to foster greater impact and sustainability.

2.2 Social Entrepreneurship

Social entrepreneurship is a powerful force for driving positive social change through innovative and sustainable business practices. It embodies the idea that businesses can be a force for good, contributing to a more equitable, inclusive, and environmentally sustainable world. Unlike traditional entrepreneurship solely focused on profit maximization, social entrepreneurship places equal emphasis on both financial sustainability and addressing pressing social issues (Mair & Martí, 2006). At its core, social entrepreneurship aims to create sustainable and scalable solutions to societal problems. Entrepreneurs in this space leverage innovative ideas, technologies, and business strategies to bring about positive social transformation. Here, they are set apart by five characteristics that are often associated with social entrepreneurship:

- 1. Social Mission Orientation:** Social entrepreneurs are driven by a deep commitment to address a social or environmental issue. Their primary goal is to create positive change in society rather than just maximizing profits.
- 2. Innovative Approach:** Social entrepreneurs often adopt innovative and creative approaches to solve social problems. They may develop new products, services, or business models that challenge traditional methods and offer sustainable solutions.
- 3. Sustainability:** Sustainability is a key focus for social entrepreneurs. They aim to create long-term, sustainable solutions that have a lasting impact on communities and the environment. This involves considering the economic, social, and environmental aspects of their ventures.
- 4. Empowerment and Inclusivity:** Social entrepreneurs often prioritize empowerment and inclusivity in their work. They aim to empower marginalized communities, promote equality, and create opportunities for those who are disadvantaged or underrepresented.
- 5. Collaboration and Partnerships:** Collaboration is essential in the field of social entrepreneurship. Social entrepreneurs often work with a wide range of stakeholders, including government agencies, nonprofits, businesses, and communities, to achieve their goals. Building strong partnerships enables them to leverage resources, expertise, and networks to maximize their impact.

Social enterprises, the organizational form in which these practices take place, often operate in sectors such as healthcare, education, poverty alleviation, and environmental sustainability. Within Scentiss we specifically focus on social entrepreneurial initiatives in the energy and local care sector. Throughout the project we adopt the following conceptualization:

Social entrepreneurship comprises the activities and processes undertaken to discover, define, and exploit opportunities in order to achieve a sustainable solution to neglected societal problems with positive externalities by creating new ventures or managing existing organizations in an innovative manner (based on Santos, 2012; Zahra et al., 2009).

Thus, social entrepreneurship entails 'activities and processes' that be pursued in a (dedicated) social enterprise, but can also take place via initiatives of citizens, within non-profits or even within commercial enterprises.

Manifestations of Social Entrepreneurship in the Netherlands: the Social Enterprise

The Commission's definition of social enterprise

When putting the notion of social entrepreneurship in practice, Dutch intermediaries like Social Enterprise NL and VoorGoed Agency generally build upon the conceptualization of social enterprise as provided by the European Commission.

Social enterprises are understood by The Commission as businesses in the social economy:

- for who the social or societal objective of the common good is the reason for the commercial activity (impact first), often in the form of a high level of social innovation
- whose profits are mainly reinvested to achieve this social objective
- where the method of organization or the ownership system reflects the enterprise's mission, using democratic or participatory principles or focusing on social justice

Dutch Code Social Enterprises

This interpretation is further articulated in the Dutch Code Social Enterprises which provides a practical tool for implementing social entrepreneurship in the enterprise through 5 principles, covering:

- Mission
- Stakeholder Management
- Financing
- Implementation
- Transparency

When these are implemented correctly, your enterprise can be included in the Code Registry, so that everyone – from customer to government and employee to investor – can note the efforts surrounding social entrepreneurship in a recognizable and transparent way.

Legal Structure

Social enterprises do not yet have a separate legal position in the Netherlands. Prevailing legal structures are foundations, cooperatives, private and public-limited companies. Therefore, social enterprises are generally positioned between charities and regular companies, retrieving more than 50% of their revenues from commercial activities while keeping profit disbursements limited.

2.3 Community Entrepreneurship

Closely connected to social entrepreneurship is the notion of community entrepreneurship, as both are driven by a commitment to sustainable solutions and positive societal impact. Yet, while social entrepreneurship is focused on social value creation in general, community entrepreneurship can be viewed as a localized and heavily embedded manifestation, demonstrating that societal impact can be achieved at the community level.

Community entrepreneurship is a multifaceted approach to sustainable development, encompassing a blend of economic, environmental, cultural, and social activities within geographically bounded communities. It often takes form as independent, not-for-profit organizations, which endeavor to address local challenges through innovative business models, emphasizing the inclusion and participation of local residents in the regeneration process (Bailey, 2012).

At its core, organizations embodying community entrepreneurship exhibits distinct characteristics that set it apart from conventional business models (Buratti et al., 2022; Van Meerkerk et al., 2018):

- 1. Being founded by individuals residing or working within specific communities**, thereby ensuring a deep connection and understanding of local needs. Yet, communities are not always defined by geographical boundaries but can also be social entities formed around common interests or identities. This broad perspective allows for a nuanced understanding of community-driven initiatives that may not be geographically confined but nonetheless contribute to social and economic development.
- 2. Being autonomous, managed, and controlled by community members**, steering away from a primary focus on private gains in favor of generating social impact. Often, these initiatives emerge organically from the community, driven by local members in response to crises or the deterioration of the local quality of life. However, there are instances where external parties initiate community entrepreneurship to empower local communities by providing them with the skills for self-management. This top-down approach aims to foster resilience and self-sufficiency within communities.
- 3. Being established for creating local social impact for the people in the bounded community** through the provision of particular goods and/or services. The success of community entrepreneurship is not solely measured by financial returns but also by the tangible positive changes it brings to the lives of local residents and the overall well-being of the community.
- 4. Being held accountable locally and active in involving local people in decision-making processes.** This commitment to participatory or democratic decision-making ensures that initiatives align with the genuine needs and aspirations of the community. Coordination among members within community entrepreneurship varies along a continuum of participation. Some organizations involve the entire community, considering it endogenous to both work and governance. On the other hand, certain initiatives, while aspiring to involve the community, face trade-offs between engagement and proper functioning, resulting in exclusive involvement of a limited number of people. Despite these differences, all community entrepreneurial efforts rely on local social capital and promote economic growth.

Building on these four characteristics we understand **community entrepreneurship** as *“the production and exchange of goods or services that can be commercialized while relying on the institution of the local community to organize these activities”* (De Moor, 2023). Here, we set community enterprises, as the organizational form, apart from conventional cooperatives as they also aim for social and/or ecological benefits alongside their economic returns. Yet, due to the fact that they are collectively established, owned, and controlled by the members of a local community, not all social enterprises are community enterprises (Hertel et al. 2019).

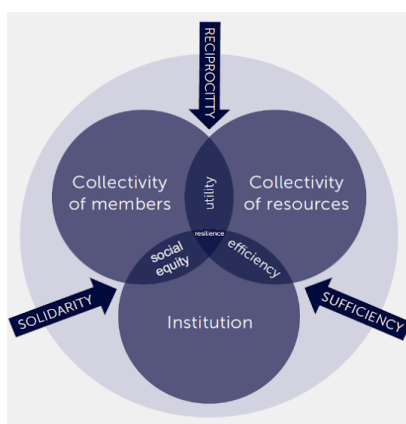
Manifestations of Community Entrepreneurship in the Netherlands: the community-based enterprise

The definition of community-based enterprises

When putting community entrepreneurship in practice, the term community-based enterprises (CBEs) is often used. CBEs are “enterprises that are collectively established, owned, and controlled by the members of a local community, for which they aim to generate economic, social, and/or ecological benefits” (Hertel et al., 2019, p.1). The enterprises can be considered as a form of Institution for collective action (ICA), or “commons”, as both emphasize collective management and resource sharing. CBEs typically engage in economic activities where local community members own, manage, and benefit from the enterprises, often focusing on sustainable development and local empowerment (Peredo & Chrisman, 2006). An important actor in the Netherlands for representing ICA, and thus CBEs, is the platform [CollectieveKracht.eu](https://collectievekracht.eu) (CollectivePower). They emphasize various aspects of community enterprises, considering a group of citizens that ([CollectieveKracht.eu](https://collectievekracht.eu), n.d.): (1) work together to achieve a common goal, (2) collectively gather resources to do so and (3) establish a longer-term democratic organization to manage and distribute those collective resources.

These three elements (collectivity of members; Collectivity of resources; and institution) need to be in a careful balance for unlocking three key success factors:

- Members need to recognize the **utility** of the products and services offered by the collective. When the utility decreases, members will be less enthusiastic to participate.
- **Social equity** of the members forms the basis of a successful community enterprise. When various members are treated differently, it can lead to conflict or a growing distance between the board and the group of members.
- **Efficiency** is the efficient and effective use of resources to achieve the goals of the collective. When members feel that their contributions are not being used efficiently their commitment decreases and they may even consider no longer participating.



Resilience is at the heart of the model. This is the ability of a collective to develop in an active and balanced way. Resilience is needed as long as a collective wants to continue to pursue its goals, whether these are focused on healthcare or sustainable energy.

Of course, there are also external factors that affect the community enterprise. Consider, for example, time and place, weather and climate, legislation, population composition and technical facilities. All these factors combine to ensure that collectives must constantly adapt, always looking for a new balance.

Figure 1: The Dynamics of CBEs (De Moor, 2023)

2.4 Social Entrepreneurial Ecosystems

Understanding and nurturing social entrepreneurial ecosystems is critical for creating an environment where social enterprises can thrive, make a meaningful impact, and contribute to positive social change. These ecosystems represent the collective efforts of various stakeholders working together to address societal challenges and build more resilient and sustainable communities. As the focus is community-centered, including both civil society, market, and governmental actors, we adopt the definition of de Bruin et al. (2022): **Social entrepreneurial ecosystem** is “an evolving composite community of varied, yet interdependent, actors across multiple levels, which collectively generates positive externalities that contribute to sustainable solutions to social problems” (p. 21) through entrepreneurship.

By recognizing that both social and community enterprises are contributing to achieving sustainable solutions while working closely with their communities, it becomes clear that the level of social impact created by these organizations depends on how they are embedded in and leveraging their external context. This ties in with the study of social entrepreneurial ecosystems, which we understand as a set of interdependent actors and factors that are governed in such a way that they enable social (and thus also community) entrepreneurship resulting in positive externalities (based on Stam & van de Ven, 2021). Here, the overall goal is thus to enable sustainable solutions exploited by social entrepreneurs for social problems, by building on a logic of empowerment and collective social benefit provision (Santos, 2012). There are a couple of characteristics that are identified in the literature as key components of a thriving social entrepreneurial ecosystem (Isenberg, 2010; Roundy, 2017; de Bruin et al., 2022). These include:

1. **Diversity of Actors:** Social entrepreneurial ecosystems bring together diverse actors, including social entrepreneurs, investors, government agencies, non-profit organizations, academia, and local communities. This diversity enables a collaborative and multi-stakeholder approach to addressing complex social challenges.
2. **Networking and Collaboration:** Effective networking and collaboration are essential within social entrepreneurial ecosystems. Partnerships and collaborations among different actors create synergies, allowing for the exchange of ideas, resources, and expertise. These collaborations amplify the impact of social enterprises and foster a culture of collective problem-solving.
3. **Access to Resources:** Social entrepreneurs require access to various resources, including financial capital, human capital, mentorship, and infrastructure. Ecosystems that provide easy access to these resources enable social enterprises to scale their initiatives and navigate challenges more effectively.
4. **Supportive Policies and Regulations:** The regulatory environment plays a crucial role in shaping social entrepreneurial ecosystems. Supportive policies and regulations can create an enabling environment by offering incentives, reducing barriers, and recognizing the unique characteristics of social enterprises. Government initiatives that foster a favorable ecosystem contribute to the growth of social entrepreneurship.
5. **Educational Programs, Adaptive Learning and Innovation:** Educational programs and capacity-building initiatives within social entrepreneurial ecosystems enhance the skills and knowledge of individuals involved in social enterprises. These initiatives empower entrepreneurs to develop sustainable business models, measure impact. Additionally, ecosystems that encourage adaptive learning and innovation create a culture of continuous improvement. Social enterprises within

such ecosystems are more likely to experiment with new ideas, learn from failures, and iterate their approaches to achieve better outcomes.

6. **Cultural and Social Norms:** The prevailing cultural and social norms within a community influence the acceptance and success of social entrepreneurship. Ecosystems that value social innovation and encourage risk-taking contribute to the creation of a culture where social entrepreneurship can flourish.
7. **Access to Markets:** Social enterprises need access to markets to sustain their operations and amplify their impact. Ecosystems that facilitate market access through collaborations with businesses, retailers, and distribution networks enable social entrepreneurs to reach a broader audience.
8. **Local Community Engagement:** Social entrepreneurial ecosystems are deeply rooted in the local communities they serve. Meaningful community engagement ensures that social enterprises are aligned with the actual needs of the community, fostering a sense of ownership and sustainability.

Manifestations of Social Entrepreneurial Ecosystems in the Netherlands

Being a recent phenomenon, Scentiss is a first step in unraveling the various typologies of Dutch Social Entrepreneurial Ecosystems. The Scentiss research project puts together a unique multidisciplinary consortium of academic researchers, SCEs and stakeholders to tackle these challenges. Our overall goal is to develop new knowledge that boosts scaling up of social entrepreneurship and its innovative solutions, based on collaborative learning processes and novel tools. Central to Scentiss is a set of case studies focusing on the energy transition and local care. We will conduct research into the various Social Entrepreneurial Ecosystems in the Netherlands, noting:

- Region of Amsterdam: Amsterdam Impact is a four-year program to contribute to a strong and sustainable ecosystem for social and community-based enterprises. Amsterdam wants to become a leading metropolis for impact entrepreneurship, creating social and financial value. To develop an economy focused on the wellbeing of all, many different actors in the city need to work together and co-create innovative solutions.
- Region of Brabant: The Brabant Outcome Fund is pioneering results-based financing to strengthen social and community-based enterprises in the province of Noord-Brabant. The BOF's methods are based on the social impact bonds (SIBs) funding model: public-private results-based financing.
- Region of Eastern Netherlands: Impact Oost is a platform for social entrepreneurial actors in the east of the Netherlands, which aims to improve the conditions for the growth of impact-driven entrepreneurship, and to strengthen the transition towards a more social and sustainable economy.
- Region of Northern Netherlands: Impact Noord and Hi!Noord brings together companies, knowledge institutes, local governments and many other stakeholders and accelerates the transition from healthcare to 'care for health' in the northern part of the Netherlands. We also look at Impact Noord is the association for social and community-based enterprises in this region to improve the conditions for the growth of impact-driven entrepreneurship, and to strengthen the transition towards a more social and sustainable economy.
- Region of Rotterdam: VoorGoed is the booster of social entrepreneurship in Rotterdam, building bridges between entrepreneurs and the municipality to strengthen the local social entrepreneurial ecosystem. They connect initiators, SMEs, impact entrepreneurs, corporates and Rotterdammers to each other so that together they can make even more impact, lasting results.
- Region of Utrecht: Energie Samen and Energie van Utrecht work together on a regional level to strengthen the position and professionalism of the local energy cooperatives and initiatives in the province of Utrecht, and supports their efforts to realize the energy transition through (cooperative) ownership.

Scentiss is funded by NWO, the Dutch Research Council, and will run from 2023 to mid-2027. The consortium is led by Utrecht School of Economics (U.S.E.), Utrecht University.

3. Community Capital Approach

For integrating the above mentioned components of the social entrepreneurial ecosystem in a clear model, the Scentiss project borrows from Flora et al. (2018), who are rural sociologists that developed a framework for examining the overall wellbeing of a community by emphasizing the various forms of capital that this community together has to its disposal. Recognizing the community-centered focus and logic that underpins the social entrepreneurial ecosystem, we adopt their perspective for mapping the elements of the ecosystem. Based on their community capital framework, we categorized the social entrepreneurial ecosystem elements into 7 pillars, covering (Flora et al., 2006):

1. **Human Capital:** The skills and abilities of people to develop and enhance their resources and to access outside resources and bodies of knowledge in order to increase their understanding, identify promising practices, and to access data for community-building.
2. **Social Capital:** The connections among people and organizations or the social "glue" to make things, positive or negative, happen.
3. **Cultural Capital:** The way people "know the world" and how they act within it, as well as their traditions and language.
4. **Political Capital:** Access to power, organizations, connection to resources and power brokers.
5. **Financial Capital:** The financial resources available to invest in community capacity-building, to underwrite the development of businesses, to support civic and social entrepreneurship, and to accumulate wealth for future community development.
6. **Natural Capital:** Those assets that abide in a particular location, including weather, geographic isolation, natural resources, amenities, and natural beauty.
7. **Built Capital:** The infrastructure supporting these activities.

3.1 Social impact

In the context of social entrepreneurship, we generally emphasize positive consequences when we talk about social impact. In this way, social impact refers to the significant or lasting changes in people's lives brought about by a given action or series of actions (Bacq et al., 2022, p.). This definition underscores the idea that social impact is not just about immediate or temporary changes but is concerned with creating enduring benefits that address the needs of individuals and communities over time. To further elaborate on positive social change, we draw on the work of Stephan et al. (2016), who describe it as a transformative process. Specifically, they define positive social change as the "process of transforming patterns of thought, behavior, social relationships, institutions, and social structure to generate beneficial outcomes for individuals, communities, organizations, society, and/or the environment beyond the benefits for the instigators of such transformations" (p. 1252) This conceptualization highlights the broad and deep nature of social impact, where the transformation extends beyond the immediate scope of the social enterprise or organization, influencing wider societal structures and dynamics.

3.2 Scaling social impact

Building on the fact that social value creation lies at the center of the conceptualization of social entrepreneurship, the scaling of social impact as a key criterion for measuring the organization's performance and success. Since scaling social impact is a rather ambiguous concept, we build on Islam (2020) who developed a unifying conceptualization:

Scaling social impact involves “an ongoing process of increasing the magnitude of both quantitative and qualitative positive changes in society by addressing pressing social problems at organizational and/or ecosystem levels through one or more scaling paths”.

This definition highlights five main features of scaling social impact:

1. Social enterprises contribute to creating positive social impact by combatting pressing societal issues;
2. The positive social impact considers both the quantitative (expanding the number of beneficiaries) and the qualitative (improving the quality of life of beneficiaries);
3. The magnitude of this positive impact is being increased;
4. The issues combatted are impacted on an organizational and/or ecosystem level;
5. Scaling positive impact is an ongoing process where, depending on the evolution of the enterprise, one or more scaling paths and its underlying strategies are applied.

With regards to the last two point, we recognize six main scaling paths within the Scentiss project, corresponding to the organizational scaling level and the ecosystem scaling level (Islam, 2022). For both levels, 3 main scaling paths have been identified, namely: 'diversification', 'expansion' and 'duplication' on the organizational level, as well as 'policy transformation', 'social movement mobilization' and 'practice adoption' on the ecosystem level. We, however, acknowledge that in practice, social enterprises tend to move between the various paths and use a mix of scaling strategies (André & Pache, 2016, Bauwens et al., 2020; Ciambotti et al., 2023; Dees et al., 2004; Islam, 2020; Moore et al., 2015). These strategies, with the different underlying techniques are summarized in Table 1.

Table 1: The various social impact scaling strategies explained

Strategy	Level	Path	Techniques (Approaches Used)
Diversification	Organizational	Within Existing Organizational Unit	Addressing a different social need; Targeting new beneficiary groups
Expansion	Organizational	Within Existing Organizational Unit	Offering additional benefits to the same beneficiaries; Bundling services
Duplication	Organizational	Additional Units	Franchising; Licensing; Affiliation; or Branching
Policy Transformation	Ecosystem	Institutional Actors	Advocacy; Building legitimacy; Lobbying
Social Movement Mobilization	Ecosystem	Community Actors	Education; Awareness campaigns; Recognition and engagement.
Practice Adoption	Ecosystem	Enterprise Actors	Collaboration; Knowledge transfer; Coordination and orchestration

3.2.1 Organizational Growth

The organizational scaling level is about directly addressing a certain social problem on a larger scale by growing organizational size (Islam, 2022). Three scaling pathways belong to this level scaling:

1. Diversification involves broadening the social enterprise’s activities to address a social need different from its original social mission. This strategy often targets new beneficiaries who require distinct social impact benefits beyond the enterprise’s core focus.

- **Key Focus:** Expanding activities to deliver new types of social benefits to different target groups.
- **Approach:**
 - Identifying additional social needs that align with the broader mission but are outside the original focus.
 - Developing new programs, products, or services tailored to the needs of a new group of beneficiaries.
 - Leveraging the organization’s existing expertise to address related or complementary societal issues.
- **Example:** A social enterprise originally providing vocational training for unemployed youth might diversify by offering financial literacy programs for low-income families, addressing a different social need for a new target group.
- **Why Diversification Matters:** Diversification allows social enterprises to maximize their societal value by expanding their scope and responding to broader social

challenges. However, ensuring alignment with the organization's overall mission and capacity is essential to avoid mission drift.

2. Expansion focuses on deepening the value provided to the existing target group of beneficiaries. It not only continues delivering the original benefit—usually tied to the social enterprise's core mission—but also introduces additional benefits to address other interconnected needs.

- **Key Focus:** Enhancing the impact for current beneficiaries by expanding the range of benefits they receive.
- **Approach:**
 - Building on the core social mission to provide a “bundle” of benefits that meet additional needs.
 - Incorporating complementary programs, services, or resources that improve the overall well-being or empowerment of beneficiaries.
 - Strengthening relationships with beneficiaries through holistic support.
- **Example:** A Work Integration Social Enterprise (WISE) that initially offers jobs and basic training to marginalized individuals might expand its offerings to include mental health counseling, advanced skills training, or housing support.
- **Why Expansion Matters:** Expansion strengthens the depth of impact for beneficiaries, ensuring their immediate needs are met while also addressing structural barriers to their long-term well-being. This approach increases the organization's relevance and value to its core audience.

3. Duplication is about replicating the social enterprise's proven model in new locations or contexts to scale its impact. This strategy relies on structured approaches such as licensing, affiliation, franchising, or branching to ensure the effective transfer and implementation of the model.

- **Key Focus:** Scaling the original solution by replicating the model in new geographic or social settings.
- **Approach** (ranging from complete to loose control):
 - **Branching:** Opening new branches managed by the original organization to extend its operations.
 - **Franchising:** Providing a standardized package and support for local operators to replicate the enterprise's success.
 - **Licensing:** Allowing external organizations or partners to implement the model under agreed terms.
 - **Affiliation:** Partnering with independent organizations that adopt the model while maintaining some level of connection.
- **Example:** A microfinance enterprise that successfully operates in one ecosystem might scale its model globally by franchising it to local partners or setting up new branches in other ecosystems.
- **Why Duplication Matters:** Duplication is an efficient way to scale impact while leveraging local capacity and knowledge. It allows the enterprise to maintain the integrity of its model while expanding into new areas without overextending its own resources.

3.2.2 Ecosystem Growth

The ecosystem scaling level is about indirectly addressing targeted social problems on a larger scale by advancing and/or sustaining a supportive social entrepreneurial ecosystem (Islam, 2022). Three strategies are considered along this level of impact scaling, which each are directed towards a different group of actors in the social entrepreneurial ecosystem:

1. Policy Transformation focuses on influencing institutional frameworks, laws, and policies to create a more enabling environment for social enterprises and their beneficiaries. By engaging with policymakers and other formal institutions, social entrepreneurs aim to address systemic barriers and foster policy changes that benefit their mission and broader society.

- **Key Focus:** Transforming policies and regulatory environments to institutionalize social change.
- **Approach:**
 - **Advocacy:** Promoting policies that align with social innovation goals.
 - **Legitimacy Building:** Positioning social enterprises as credible actors to gain recognition from policymakers and institutions.
 - **Lobbying:** Actively engaging with decision-makers to influence regulatory frameworks or secure support programs.
- **Example:** A social enterprise advocating for inclusive employment policies might lobby governments to introduce tax incentives for companies hiring marginalized individuals.
- **Why Policy Transformation Matters:** Policy transformation drives systemic change by embedding solutions into formal institutions, ensuring long-term, scalable impact. Successful policy advocacy amplifies the social enterprise's influence, benefiting entire ecosystems and creating a more conducive environment for future innovation.

2. Social Movement Mobilization involves engaging communities, stakeholders, and the broader public to build collective momentum for addressing societal challenges. This strategy focuses on changing mindsets, creating awareness, and mobilizing action to support a shared social cause.

- **Key Focus:** Building societal recognition and collective support for systemic social change.
- **Approach:**
- **Education:** Informing stakeholders about social challenges and solutions.
 - **Awareness Campaigns:** Increasing public recognition of social missions and building support.
 - **Recognition and Engagement:** Mobilizing individuals and groups to take collective ownership of the cause.
- **Example:** A social enterprise promoting sustainable farming might run national education campaigns to raise awareness of the environmental benefits of organic agriculture and shift consumer behavior toward eco-friendly products.
- **Why Social Movement Mobilization Matters:** Mobilizing collective action helps build societal support for social enterprises and their solutions. By shifting

perceptions and behaviors, social entrepreneurs can generate grassroots and institutional momentum to scale their impact.

3. Practice Adoption focuses on spreading proven solutions and effective models across other social enterprises. By fostering collaboration, knowledge transfer, and coordination, this strategy ensures that impactful practices are scaled efficiently within the ecosystem.

- **Key Focus:** Scaling solutions through the widespread adoption of effective practices and collaboration.
- **Approach:**
 - **Collaboration:** Building partnerships between social enterprises, institutions, and other actors.
 - **Knowledge Transfer:** Sharing tools, methods, and expertise to enable “open source” replication.
 - **Coordination and Orchestration:** Aligning efforts across stakeholders to scale impact effectively.
- **Example:** A social enterprise implementing a successful clean energy solution may collaborate with other regions or organizations to transfer its model, ensuring it is adopted and adapted to local contexts.
- **Why Practice Adoption Matters:** By enabling the diffusion of effective solutions, this strategy scales impact across ecosystems. Collaboration and knowledge transfer ensure that proven approaches can address similar challenges in diverse communities and contexts.

3.3 Civic Wealth Creation

When considering the ultimate impact and long-term goal that a social entrepreneurial ecosystem seems to evolve around, we build on the concept of civic wealth creation. Civic wealth creation refers to the holistic generation of benefits—social, economic, and communal—that enhance the well-being of local communities (Lumpkin & Bacq, 2019). It goes beyond traditional concepts of wealth, which focus mainly on money and material possessions, to include intangible assets like social cohesion and environmental sustainability. Civic wealth creation emphasizes local action and citizen involvement. It focuses on creating positive change in neighborhoods, villages, and communities through the active participation of local residents. This approach ensures that solutions are tailored to the specific needs and cultures of the community, making the impact more meaningful and lasting. By focusing on civic wealth, social entrepreneurial ecosystems aim to achieve a balance of economic stability, social equity, and communal vitality, ensuring that everyone benefits from the collective progress.

4. Bringing everything together: A Scentiss framework

For bringing the notions of social and community entrepreneurship, social entrepreneurial ecosystems and scaling social impact together, an extensive literature review of 169 articles was conducted. Here, we had two concrete goals. Firstly, we wanted to conceptualize the social entrepreneurial ecosystem with its underlying elements. Secondly, we aimed to develop a Scentiss Framework that can contribute to understanding the dynamics and mechanisms behind the social entrepreneurial ecosystem and how those influence the various social impact scaling strategies of social entrepreneurs. Here, we will discuss our findings.

4.1 Mapping the Social Entrepreneurial Ecosystem

Based on the literature, we developed a model to conceptualize the social entrepreneurial ecosystem. This is not only composed of the actors in a certain community, but also the capitals that are unlocked from the interactions between them that together will foster the regional level manifestation of both social and community entrepreneurship.

4.1.1 Actors

In a thriving social entrepreneurial ecosystem, these diverse actors collaborate and intersect, creating a synergistic environment that fosters innovation, scalability, and sustainability. The success of social enterprises depends on the collective efforts of three main stakeholder groups, considering community, regime of support and enterprise actors. Together, they contribute to the growth of a vibrant ecosystem that addresses pressing social challenges and builds a more inclusive and sustainable future.

- **Community** refers to the civic setting where societal change initiatives occur, such as urban neighborhoods, rural villages, or specific social groups. This group includes the beneficiaries of these initiatives—the people directly affected by societal problems. Community members share common experiences, geographical locations, or cultural bonds. They may initially lack cohesiveness, but specific initiatives can spur them into action. The motivation for community members stems from the logics of kinship and citizenry, emphasizing a sense of belonging, shared responsibility, and mutual support. Their engagement is crucial for ensuring that societal change efforts are relevant and sustainable, as they are the ones who experience and understand the local issues most intimately.
- **Regimes of Support** consist of various stakeholders who provide essential resources and authority to support societal change efforts. This broad category includes NGOs, philanthropic organizations, social venture funders like incubators and accelerators, governments, universities, and even crowdfunders. These supporters offer financial backing, technical assistance, legal authority, and administrative support. The involvement of Regimes of Support is driven by the logics of influence and control. They seek to influence societal change by providing the necessary resources and often exert control through mechanisms such as governance roles or performance monitoring. Their contributions add legitimacy, structure, and sustainability to societal change initiatives.

- **Enterprise** involves entrepreneurial ventures that generate revenue while achieving social impact. This includes businesses that reinvest profits into social causes, nonprofits adopting business practices, and community enterprises like cooperatives. These ventures focus on financial sustainability and growth, creating new opportunities and solutions for societal problems.

4.1.2 Community Capitals

Social entrepreneurial ecosystems, viewed through the lens of the community capital framework, offer a comprehensive understanding of the interconnected elements that shape the growth, sustainability, and impact of social enterprises. The community capital framework, as part of our Scentiss model, identifies which elements of the social entrepreneurial ecosystem can be unlocked after interactions occur between actors. These elements in its turn are important for the social impact scaling potential of social enterprises, as they influence scaling strategies in different ways.

Social Capital forms the foundation of social entrepreneurial ecosystems. Within communities, strong social networks, trust, and collaboration among individuals and organizations create an environment conducive to social entrepreneurship. Social entrepreneurs build on these connections to get support, build partnerships, and grow their impact. As they scale, the ability to leverage existing social capital becomes crucial in reaching wider audiences and establishing lasting community relationships. We distinguish between four main elements of social capital (Putnam, 1993):

- **Ecosystem Leadership** refers to individuals or organizations that take on leadership roles within the social entrepreneurial ecosystem. These leaders guide, coordinate, and inspire collaborative efforts among various stakeholders. Ecosystem leaders play a crucial role in fostering a cohesive environment, aligning diverse interests, and steering the ecosystem towards collective goals for positive social impact.
- **Bonding Social Capital** represents the strong ties and connections within a community. In the context of the social entrepreneurial ecosystem, bonding social capital reflects the close relationships and trust among individuals and organizations that share common values and objectives. These strong bonds facilitate effective collaboration, resource-sharing, and mutual support, creating a foundation for robust social initiatives.
- **Bridging Social Capital** involves connections and relationships between diverse communities. In the social entrepreneurial ecosystem, bridging social capital signifies the ability to form links and collaborations across different sectors, industries, or communities. This type of social capital fosters diversity, knowledge exchange, and the sharing of resources between entities with varied perspectives, enhancing the overall resilience and innovation within the ecosystem.
- **Linking Social Capital** refers to the connections and relationships established with entities that generally hold more power, including formal institutions, government agencies, and larger organizations. In the social entrepreneurial ecosystem, linking social capital involves building ties with external partners to access resources, navigate regulatory landscapes, and advocate for supportive policies. This form of social capital enhances the visibility and influence of social enterprises on a broader scale.

Human Capital encompassing the skills, knowledge, and capabilities of individuals, is fundamental to scaling social impact. Social entrepreneurial ecosystems foster educational programs, training initiatives, and skill development, empowering individuals to contribute meaningfully to social enterprises. As social entrepreneurs scale their initiatives, a well-educated and skilled workforce not only supports the growth of these ventures but also enhances the overall effectiveness and sustainability of social impact. We consider four elements of human capital:

- **Worker Talent** represents the skills, expertise, and capabilities of individuals engaged within the social entrepreneurial ecosystem. In the context of social enterprises, worker talent encompasses the diverse skill sets of employees and volunteers contributing to the mission. These individuals bring a range of abilities, from technical expertise to interpersonal skills, enhancing the overall capacity of social initiatives. An important role here is played by universities in educating and delivering this talent.
- **Entrepreneurial Knowledge Sharing** involves the exchange of expertise and insights among individuals within the social entrepreneurial ecosystem. This sharing of entrepreneurial knowledge facilitates learning, innovation, and the adoption of best practices. It creates a collaborative environment where experienced individuals pass on valuable lessons to newcomers, fostering a culture of continuous improvement and adaptation.
- **Research and Development** is about the exploration and creation of new ideas, solutions, and approaches. In the social entrepreneurial ecosystem, individuals engage in research to understand societal challenges better and develop innovative strategies for addressing them. This proactive pursuit of knowledge contributes to the evolution and effectiveness of social enterprises.
- **Mentoring and Leading by Example** involve experienced individuals guiding and inspiring others within the social entrepreneurial ecosystem. Mentors provide valuable insights, advice, and support to emerging social entrepreneurs, helping them navigate challenges and refine their approaches. Leading by example sets a standard for ethical practices, dedication, and impact, inspiring others to follow suit and contribute meaningfully to the social mission.

Natural Capital: Environmental sustainability is a key consideration in social entrepreneurial ecosystems. The preservation and responsible use of natural resources contribute to the long-term viability of social enterprises. Social entrepreneurs engaged in eco-friendly practices or those addressing environmental issues within their communities leverage natural capital for both positive impact and scalability. Based on the literature, we identified four main elements of natural capital (Miles & Morrison, 2020):

- **Subsoil Assets** refer to the resources found beneath the Earth's surface, such as minerals, metals, and fossil fuels. In the social entrepreneurial ecosystem, awareness and sustainable management of subsoil assets are crucial. Social enterprises operating in regions with subsoil assets may focus on responsible extraction practices or explore alternative, eco-friendly solutions to minimize environmental impact.
- **Soil-Based Capitals** encompass the wealth of resources derived from the soil, including agricultural productivity, biodiversity, and ecosystem services. In the social entrepreneurial ecosystem, initiatives may revolve around sustainable farming practices, conservation efforts to protect soil health, and innovative approaches to enhance agricultural productivity while preserving natural capital.

- **Natural & Heritage Areas** represent ecologically significant landscapes and sites of cultural importance. Social enterprises within the ecosystem may focus on the conservation and sustainable management of these areas. Initiatives could include eco-tourism projects, heritage preservation efforts, and strategies to engage local communities in the protection of their natural and cultural heritage.
- **Geographical Remoteness & Proximity** consider the location of communities in relation to urban centers or essential resources. In the social entrepreneurial ecosystem, enterprises operating in remote areas may focus on addressing challenges associated with isolation, such as limited access to services. Proximity-focused initiatives may leverage urban resources to address social issues through collaborative projects, emphasizing the interconnectedness of communities.

Financial Capital comprising financial resources and infrastructure, is essential for scaling social impact. Social entrepreneurial ecosystems provide access to funding, investment opportunities, and supportive economic policies. As social enterprises grow, economic capital facilitates the expansion of their operations, allowing them to reach more beneficiaries and achieve a broader societal impact. There are three main components that make up financial capital:

- **Conventional Investment** refers to the traditional form of financial support provided by investors seeking financial returns on their investments. In the social entrepreneurial ecosystem, conventional investment may come from individuals, venture capitalists, or institutional investors. While the primary focus is on financial returns, there is an increasing recognition of the need for investments to align with social and environmental goals.
- **Philanthropy** involves the donation of funds or resources for the purpose of addressing societal challenges and contributing to the greater good. In the social entrepreneurial ecosystem, philanthropic support is often provided by charitable foundations, individuals, or corporations committed to making a positive impact on social issues. Philanthropy plays a vital role in supporting early-stage social initiatives and catalyzing innovative solutions.
- **Impact Investment** aims to generate both financial returns and positive social or environmental outcomes. Investors in impact investing actively seek projects and enterprises that align with their values and contribute to sustainable development. In the social entrepreneurial ecosystem, impact investment provides a bridge between conventional investment and philanthropy, emphasizing measurable social impact alongside financial returns.

Cultural Capital including local traditions, heritage, and artistic expressions, plays a role in shaping the identity of social entrepreneurial ecosystems. Social entrepreneurs often draw inspiration from cultural elements within their communities. As these enterprises scale, cultural capital becomes a unique selling point, enabling them to connect with diverse audiences and weave their impact into the fabric of community identity. With regards to cultural capital, we distinguish between four elements:

- **Collectivist Cultures** emphasize group cohesion, collaboration, and shared responsibility. In the social entrepreneurial ecosystem, a collectivist culture fosters a sense of community, encouraging social enterprises to collaborate, share resources, and address societal challenges collectively. The emphasis on community well-being aligns with the goals of many social initiatives.

- **Tolerance for Risk and Innovation** reflects the cultural attitudes toward experimentation, entrepreneurship, and taking risks. In a culture that encourages risk-taking, social entrepreneurs within the ecosystem are more likely to explore innovative solutions to complex social issues. This cultural trait contributes to the dynamism and adaptability of social enterprises.
- **Beliefs About Entrepreneurship:** Cultural beliefs about entrepreneurship influence how society perceives and values entrepreneurial endeavors. In cultures that celebrate entrepreneurship as a means of positive societal change, social entrepreneurs find greater acceptance and support. These cultural beliefs shape the narrative around the role of business in contributing to social well-being.
- **Culture of Social Sensibility:** cultivates norms prioritizing social welfare and fostering awareness. It encourages ethical consumerism and societal commitment, amplifying the effectiveness of social enterprises. Social sensibility is mainly found in subcultures, which contribute unique perspectives, enriching the diversity of approaches and solutions within the ecosystem.

Political capital, the ability to influence policies and advocate for change, contributes to the scalability of social impact. Social entrepreneurial ecosystems that support political engagement enable social entrepreneurs to navigate regulatory landscapes, advocate for supportive policies, and address systemic challenges at a broader level. We identified three core elements of political capital:

- **Legitimacy & Institutional Recognition** refer to the acknowledgment and acceptance of social enterprises by formal institutions and the broader community. In the social entrepreneurial ecosystem, gaining legitimacy ensures that social enterprises are recognized as valid contributors to societal well-being. Institutional recognition can lead to increased credibility, trust, and support from stakeholders, including government bodies, investors, and the public.
- **Institutional Programs & Support** encompass initiatives developed by formal institutions to foster the growth and impact of social enterprises. This may include government-sponsored programs, grants, and support services tailored to the unique needs of social entrepreneurs. These programs contribute to the development of a supportive ecosystem that enables social enterprises to thrive.
- **Regulations, Bureaucracy & Taxes** represent the institutional frameworks within which social enterprises operate. In the social entrepreneurial ecosystem, favorable policies and regulations, streamlined bureaucratic processes, and tax incentives can create an enabling environment. Social enterprises benefit when regulatory frameworks recognize their distinct characteristics, reduce administrative burdens, and provide tax incentives that encourage socially responsible business practices.

Built Capital: The physical infrastructure within a community, representing built capital, influences the scalability of social enterprises. Access to well-developed infrastructure, such as transportation, communication, and healthcare facilities, enhances the efficiency of social initiatives as they expand. Built capital is integral to ensuring the smooth operation and growth of social enterprises. For built capital, there are four main elements to be considered:

- **Access to Basic Infrastructure** involves the availability of essential amenities such as electricity, water, sanitation, and healthcare. In the social entrepreneurial ecosystem, reliable access to basic infrastructure is crucial for the operational

efficiency of social enterprises. It ensures a stable foundation for addressing societal challenges without being hindered by fundamental resource constraints.

- **Access to Entrepreneurial Infrastructure** includes shared workspaces, incubators, and facilities that support the development and growth of social enterprises. In the social entrepreneurial ecosystem, access to entrepreneurial infrastructure provides social entrepreneurs with the necessary resources, networking opportunities, and collaborative environments that foster innovation and sustainable growth.
- **Accessible Telecommunication** refers to the availability of reliable and widespread communication networks. In the social entrepreneurial ecosystem, accessible telecommunication enables social enterprises to connect with stakeholders, reach wider audiences, and facilitate knowledge exchange. It plays a crucial role in overcoming geographical barriers and enhancing the visibility of social initiatives.
- **Accessible Transport** involves the availability of reliable transportation networks that connect communities and facilitate the movement of people and goods. In the social entrepreneurial ecosystem, accessible transport is vital for reaching beneficiaries, delivering services, and ensuring the efficient operation of social enterprises. It contributes to the overall connectivity and accessibility of initiatives.

4.2 A Scentiss Framework

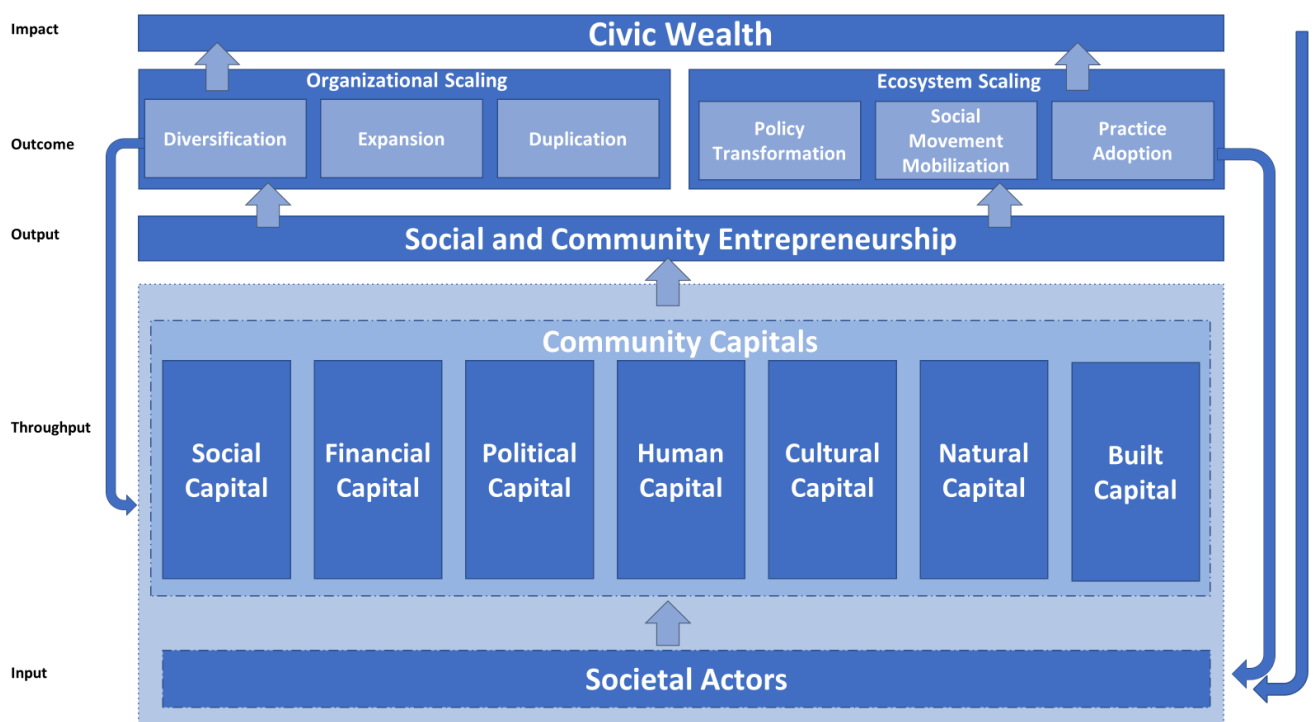


Figure 2: the Scentiss Framework

Building on our social entrepreneurial ecosystem mapping, we developed a framework (see figure 2) that applies the theory of change (Ebrahim & Rangan, 2014) for analyzing effects of entrepreneurial ecosystems (Wagner et al., 2021). This Scentiss framework delineates the intricate relationships between actors (inputs), capitals (throughputs), and outcomes, shedding light on how the social entrepreneurial ecosystem shapes scaling pathways and contributes to civic wealth creation.

- **Societal Actors as Input:** The framework identifies diverse actors within the social entrepreneurial ecosystem, including communities, volunteers, intermediaries, funders, knowledge and governmental institutions, and enterprises. These actors, driven by their unique characteristics and values, are divided into three groups based on their underlying logics, recognizing community, regimes of support and enterprise actors.
- **Community Capitals as Throughput:** The community capitals serve as the transformative agents within the ecosystem. Financial capital supports initiatives through conventional investment, philanthropy, and impact investment. Human capital leverages worker talent, entrepreneurial knowledge sharing, research and development, and mentoring. Natural capital encompasses subsoil assets, soil-based capitals, natural and heritage areas, and geographical characteristics. Political capital influences legitimacy, institutional support, and regulatory frameworks. Cultural capital shapes collective culture, risk tolerance, beliefs about entrepreneurship, and identities. Built capital encompasses basic and entrepreneurial infrastructure, accessible telecommunication, and transport.
- **Social and Community Entrepreneurship as Output:** The throughput of capitals converges into the creation and sustenance of social and community entrepreneurship. This output represents the tangible manifestation of social initiatives addressing societal challenges, guided by values, collaboration, and innovation.
- **Scaling Strategies as Outcomes:** The framework distinguishes six scaling strategies found in two main scaling paths, namely organizational growth and ecosystem growth. Organizational growth focuses on the expansion and impact of individual social enterprises, through diversification, expansion and/or duplication. Ecosystem growth emphasizes the development and enhancement of the entire social entrepreneurial ecosystem by encouraging policy transformation, social movement mobilization, and/or practice adoption.
- **Civic Wealth Creation as Impact:** The ultimate impact sought by social entrepreneurs is civic wealth creation. This transcends mere economic prosperity, encompassing societal well-being and community resilience. Civic wealth creation is the true measure of the impact creation of social and community entrepreneurship at the community level (Lumpkin & Bacq, 2019).
- **Feedback Loops:** Three critical feedback loops further refine the framework. The first loop connects the organizational growth path with the throughput, as resource mobilization techniques employed by these scaling strategies lead to the creation of new capital elements by building on already existing elements. The second loop links ecosystem growth with the input through capacity building techniques. As the overall ecosystem expands, capacity-building initiatives strengthen the actors within, fostering a supportive environment for social and community entrepreneurship to thrive. The final loop builds on the same logic but more in the long-run, through civic wealth creation.

5. Conclusion

The overall goal of this position paper was to provide an overview of the current 'state of play' of the social entrepreneurial ecosystem and its effects on the social impact scaling strategies of social and community entrepreneurs. Through an extensive literature review of about 169 papers, a Scentiss framework was developed, which will provide a useful tool for mapping the ecosystem of social entrepreneurs and identify the barriers and opportunities for scaling the local social impact. This position paper has started off providing a common understanding including general characteristics of the core concepts used within the framework, discussing: community, social and community entrepreneurship; social entrepreneurial ecosystems as well as the community capital framework through which we view these ecosystems; social impact; and scaling social impact with its underlying impact scaling strategies. Here, we distinguished between diversification, expansion, duplication, policy transformation, social movement mobilization, and practice adoption.

The following section was about mapping the social entrepreneurial ecosystem, for which we identified two main components, the actors and the capitals generated by the interactions of these actors. The community capital framework of Flora et al. (2018) was used to discuss which ecosystem elements are contributing to the success, sustainability and scalability of social entrepreneurs. This section discussed and explained 7 actors and 26 community capital elements.

Afterwards, the section adopted a theory of change logic to explain the effects of the social entrepreneurial ecosystem on the impact scaling strategies (Wagner et al., 2021). During the remainder of the Scentiss project, this framework will be adopted for examining various ecosystems in the Netherlands.

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