

Received: 28 January, 2026

Accepted: 23 May, 2026

Published: 18 June, 2026

A Systematic Review of Social Innovation Capabilities and Strategies of Social Enterprises

Abida Perveen

Faculty of Economics and Management,
Universiti Kebangsaan Malaysia;
p112607@siswa.ukm.edu.my

Nur Sa'adah Muhamad

Faculty of Economics and Management,
Universiti Kebangsaan Malaysia

Cite this article:

Perveen, A., & Muhamad, N. S. (2026). A Systematic Review of Social Innovation Capabilities and Strategies of Social Enterprises. *Cultura Científica*, (24), pp. 647–661.

Abstract

As another important dimension of social innovation, Social Innovation Capabilities (SIC) enable social enterprises (SEs) to be financially sustainable and create positive enduring impact in terms of society and/or environment. Over the past few decades, there has been an increase in scholarly work in relation to social innovation; nevertheless, there is limited information on SEs and their ability to harness social innovation capabilities for sustainability purposes. It is against this background that this paper seeks to fill this important gap by exploring the concept of social innovation capabilities as pertains social enterprises. In conducting this study, systematic literature review (SLR) technique is employed, using the PRISMA protocol.

Out of the 280 studies found, only 25 made it into the sample after rigorous selection process based on inclusion/exclusion criteria. The author believes that SEs engage in social innovation which is a process and that SEs use dynamic capabilities such as those relating to knowledge and technology in order to increase social value. The author believes that SIC is the social fabric between innovation and sustainability and that SIC deals with many social process paradoxes such as under-funding, inefficiency of processes, and lack of progress.

Keywords: dynamic capabilities, social innovation capabilities (SIC), social innovation (SI), social enterprises (SEs), PRISMA

1. INTRODUCTION

Today, social enterprises (SEs) are being increasingly valued for their potential in addressing various social and environmental concerns. At the same time, the scientific definition of SEs significantly varies and includes SE as non-profit [1], voluntary and public services organizations [2], businesses aiming to solve social and economic problems [3], profit-making enterprises with a social consciousness [4, 5], community-oriented businesses addressing social problems [6]. According to Peattie and Morley [7], many definitions give too much prominence to profit making rather than social goals achievement. Thus, it can be stated that social enterprises are defined as organizations utilizing commercial/business activities for socially oriented purposes. SEs have proven their potential to make contributions to inclusive development through poverty reduction and welfare improvement of disadvantaged communities [8]. For this reason, they are increasingly seen as the mechanisms for social transformation and sustainability [9]. Today, social enterprises are increasingly valued by the governments and international organizations for their capabilities to innovatively solve the social problems [10]. As Young Foundation notes [10, p.18], Social innovation (SI) is the solution (a product, a service, a model, a market, a process, etc.) which addresses a social problem in a new, innovative way in which the social problem is solved in a more effective and efficient manner. In other words, it creates new relations or improves them as well as uses existing resources optimally. The reasons mentioned above lead us to think of SEs as main promoters of SI through their innovations aimed at improving social welfare and wellbeing. Social enterprises are required to use innovative capabilities so that they could address emerging social issues with innovative and adaptive problem solving approach [12]

Innovations have become increasingly complex and multi-dimensional concepts. Innovation capabilities have now become prerequisites for the sustainability of enterprises [13–15]. The capabilities and approaches towards them play significant roles within the social enterprises. Adler [16] proposes four dimensions which form innovation capabilities, including the following:

1. Inability to satisfy demands of the moment;
2. Usage of inadequate production technologies;
3. Technological rigidity;
4. Inability to handle unexpected situations.

In a similar vein, Kogut and Zander [17] highlight the importance of knowledge integration internally while the dynamic capabilities approach stresses the internal system's continuous adaptation to the external one. Social innovation capability and strategy involve the ability of social enterprises to generate, improve, and use knowledge and capabilities along with developing partnerships with others to create sustainable innovations [18, 19]. Innovation, according to Barney [20], comes from both assets and resources that provide competitive advantage. Cajaiba-Santana [21] believes that social innovation changes the social system to the extent that radically different results are generated. Social enterprises are characterized by high social impact and community engagement and consistently innovate new strategies aimed at solving new social problems [22]. Though research and practice of social innovation have increased dramatically, there is still no consistency both conceptually and methodologically.

As Batista et al. [23] note, there is still a lack of conceptual clarity and proliferation of frameworks and methodologies. Whereas systematic reviews cover theoretical aspects of social innovation, further research is required to link the concept to innovative capabilities and strategic actions of social enterprises. Organizational capabilities motivate innovations within the organizations, meaning that companies may seek innovations which will allow them to coordinate innovation processes with sustainability [28, 29]. According to Crispim et al. [30], capabilities indicate the innovative thinking of the organization. Therefore, analysis of innovative capabilities of social enterprises is required to learn their contribution to sustainability. However, there is still a scarcity of empirical research linking innovation capabilities to sustainability [31]. Though the importance of innovation capabilities as key drivers for organizational competitiveness and performance have been emphasized recently, the application of those to the issue of sustainability has not been sufficiently studied yet [32]. Similar problems arise in case of SIC, when neither theoretical nor empirical research is available [31]. Although scholars have focused more on the potential of innovative capabilities in social innovations [33–35], the integration of both traditions into a single analytical framework is impossible for now.

There is also a claim that the conceptual fragmentation of the field is still high [23], requiring further conceptual clarification. Recent literature lacks the explanation for the possibilities of constructing and using such innovative capabilities for social enterprises to achieve sustainable and transformational results [36] is very optimistic regarding the chances to understand the grassroots innovation processes that activate communities' abilities to solve social problems. However, recent literature remains silent about the chances of social enterprises to build such capabilities and use them for sustainable transformation.

The present study seeks to analyze the relevant literature on SIC and conduct a systematic review of it from 2020 to 2025 with the purpose of finding emerging themes, integrating fragmented knowledge, and increasing our comprehension of SIC and strategies used by social enterprises. In order to achieve the goal of the research, the following questions will be addressed:

RQ1. What is the present state of research on social innovation capabilities (SIC) in social enterprises (SEs) and how do they contribute to achieving sustainability?

RQ2. What are the emerging themes and sub-themes of SIC and strategies used by SEs?

In order to fill the conceptual gaps outlined above, systematic literature review (SLR) is conducted. The research is guided by the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework [37, 38]. This study reviews the rise of SIC, including its strategic deployment as a subset of SI, in order to determine its importance particularly for SEs. This study intends to explore the conceptualization of SIC accepted by prior researches, their strategic placement, as well as identify possible gaps requiring further attention in the future. The remainder of this paper will be structured as follows: Background and objectives of this study are discussed in Section 1. Research design and methodology are outlined in Section 2. Important findings concerning the research problems will be stated in Section 3. Discussions will then follow in Section 4. Conclusion of the paper, with major findings and recommendations for future research, will be presented in Section 5.

2. METHODOLOGY

In this research, systematic literature review (SLR) was performed, which is generally recognized by management researchers as being highly reliable and replicable [39, 40]. Unlike a narrative literature review that is generally based on a subjective analysis of available resources, systematic reviews are associated with predetermined and structured identification, appraisal, and synthesis phases [41]. The reason for such an approach is the fact that systematic reviews tend to ensure the reliability of the results due to increased transparency and low risk of bias [39, 40, 42].

The following review procedure involved several steps. First, a set of criteria for selecting relevant studies was developed. Then, a detailed search strategy involving focused key phrases was formulated and used to obtain articles from the appropriate sources. Third, a critical evaluation of retrieved papers in terms of relevance and quality was performed against the developed criteria. Finally, the selected papers were thoroughly analyzed to identify main themes, patterns, and knowledge gaps present in existing literature on the topic. Such systematic review guarantees high-quality outcomes that can be replicated without any difficulty.

2.1. DATABASE AND SEARCH SYNTAX CHOICE

While developing the search strategy for the systematic review, we were consistent in considering those keywords that will best characterize social innovation and social enterprises. Keywords such as social innovation capabilities AND strategies AND social innovation AND social enterprises were considered in such fields as titles, abstracts, keywords, and full texts in the database. These keywords were selected appropriately and reflected the main constructs of the current systematic review (social innovation capability, innovation strategy, and social enterprise). In turn, the search was conducted by iteratively using SCOPUS database which is considered a globally recognized platform providing a vast amount of content that has undergone the peer-review process. Scopus was chosen as a result of the high standards of journal selection, extensive discipline coverage, and uniform quality assurance processes. As the largest abstract and citation information database in the world, Scopus is characterized by extremely high scholarly credibility and indexing quality [43, 44]. It provides excellent opportunities for systematic reviews requiring an in-depth literature search.

2.2. CRITERIA FOR SELECTING STUDIES

To determine whether the document qualifies for further analysis and inclusion in the systematic review, a PRISMA flow diagram (Figure 1) was used. Using Scopus database, we found a total of 280 papers. Preliminary screening of a large number of documents yielded the following results. Only journal papers in English were selected for the systematic review. It is important that the review focuses on peer-reviewed journal papers that are the highest level of scientific documentation. In turn, peer-reviewed journal papers usually contain a high level of creativity studied by experts in the field. This way, documents except for peer-reviewed journal papers were excluded from consideration, including conference papers and books.

As the majority of scientific publications are made in English, only papers written in English were considered in the current systematic review. Initially, there were 280 documents in the Scopus database. Following the first stage of screening, we excluded 184 documents, and 96 results remained. After conducting the title screening, eight more documents were rejected as not meeting the inclusion criteria, resulting in finding four documents irrelevant, so we ended up with 88 documents. Then we went ahead and conducted an abstract/full text screening. At this point, we excluded

59 more documents as not relevant to the sub-criteria of the primary-level inclusion criteria. In the end, 25 documents remained as relevant and qualified for systematic analysis.

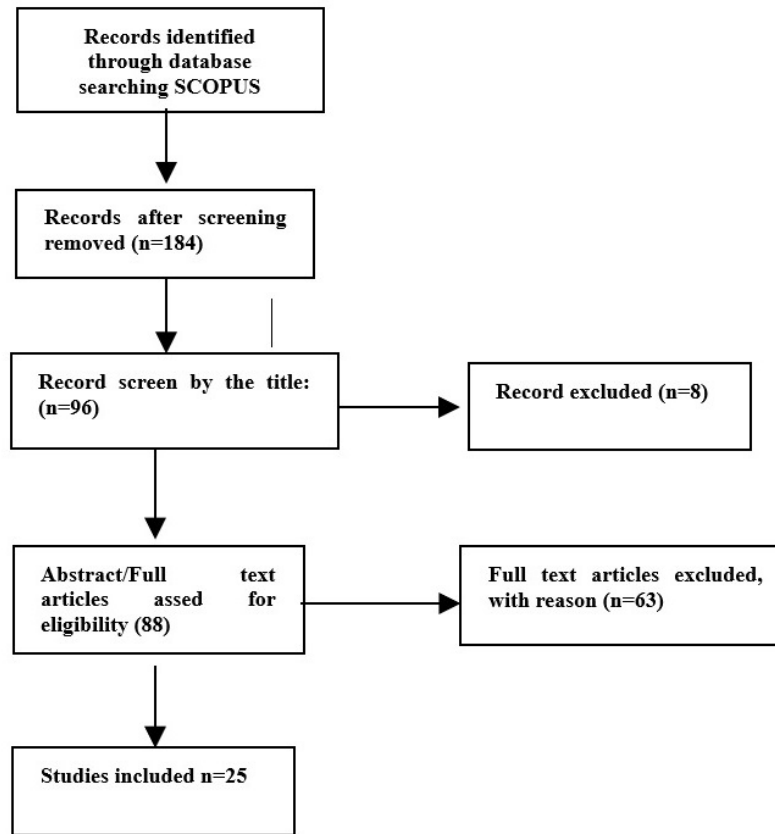


Figure 1. PRISMA flowchart for the study-selection process

2.3. ANALYSIS AND SYNTHESIS

In order to find out what themes help in the synthesis of results, thematic analysis was conducted among the selected articles [40, 45]. Assisting in recognizing, and organizing the patterns in need of interpretation, thematic analysis helps develop a more complex understanding of the joint data sets. In order to do that, the analysis required coding as well as analysis of qualitative data in relation to the research questions posed. It could have been an iterative process as the research questions might have been influenced by the coding as well as by the emerging themes. Thus, the process of thematic analysis goes beyond mere summarization of the data and builds the complete picture of the story behind them.

As it is inherent to its flexibility, thematic analysis has become quite popular among critical and interpretive researches [46]. The similarity of thematic and content analysis made people believe that both are interchangeable and can be used in the same manner [47]. Nevertheless, the difference between them is clear as thematic analysis concentrates on developing themes and their relationship while content analysis aims at counting themes. In this study, Social Innovation (SI) has been analyzed with the help of thematic analysis and how SI is defined in the selected body of literature. The analysis moved on to separate SI into two parts according to the innovation literature: capabilities and strategic approaches. Thus, sub-themes connected to SIC were revealed depending on practices of social enterprises.

3. RESULTS

The reason why this section exists is because some problems need to be solved regarding what was mentioned in the introduction section. Some of these problems are the following: the current status of literature on SIC and strategies in SEs, emerging topics related to SICs and strategies in SEs, and the particular problems discussed in the introduction section. A summary of the articles used in this study can be seen in Table 1.

Table 1. *Included literature for the systematic review*

No.	Authors and Year	Journal/Quartile	Context	Key Findings	Strengths; Weaknesses	Capability/Strategy
1	[48]	Management Research Q3	United States	The study found that top management's reactive networking capabilities hinder information gathering, opportunity creation, and weak-tie resource use. Small enterprises must know their resource absorption capacity to use them effectively.	Strength: It operates due to its profound, sophisticated analysis methodology (PLS-SEM) about patient survival in a challenging environment. Weakness: Nevertheless, a physician cannot assure that the identical "treatment" networking strategy will be effective for a patient in a different environment or locale due to the patient's uniqueness.	Capabilities: Networking capability. Strategies: Absorptive capacity strategy; potential absorptive capacity.
2	[49]	Journal of Cleaner Production Q1	China	Inverted U-shaped ESG performance is influenced by structural and relational network embeddedness. This is due to the involvement of low-to-moderate green dynamic capabilities. Organizational agility significantly enhances the relationship pathway but exerts no impact on the more rigid structural channel.	Strength: The study provides a complete framework by combining Resource Orchestration Theory (ROT) and Dynamic Capability Theory to explain the complex resource-capability-performance connection. Weaknesses: The need for a single point in time makes it harder to confidently show that one event caused another. The writers note that improvements in ESG usually happen one to three years after improvements in capabilities.	Capabilities: Green dynamic capabilities. Strategies: Structural strategy; relational strategy.
3	[50]	Journal of Business Ethics, the Environment & Responsibility Q1	China	The study shows how internal strategic orientations become lasting competitive advantages, supporting the Natural-Resource-Based View (NRBV) and Dynamic Capability View (DCV).	Strength: The Natural Resource-Based View, Entrepreneurial Orientation Theory, and Dynamic Capabilities View all work well together as theories. Chain mediation analysis can help explain causal mechanisms. Weaknesses: Cross-sectional form makes it hard to determine what causes change over time. Self-reported poll data may be subject to typical technique bias.	Capabilities: Cognitive capability; transformational capability. Strategies: Environmental sustainability into entrepreneurial strategy; green transformation strategies.
4	[51]	International Journal of Emerging Markets Q2	Egypt, Morocco, Tunisia	Statistics show that corporate success drivers vary among the three nations. Each country's enterprises' performance criteria vary.	Strength: Solid foundation in RBV, Dynamic Capabilities Theory, and cross-country comparative design. Weaknesses: Concentrating on three underdeveloped Arab countries may limit usefulness. Use of secondary survey data may not reflect firm-specific strategies.	Capabilities: Strategic management capability; social capital capability; innovation capability; dynamic capability. Strategies: Capability bundling strategy; network-based growth strategy.
5	[52]	Elsevier Q1	Finland	Artificial intelligence, robotics, and the Internet of Things are changing business operations. In Finland, intermediaries are "anchor institutions" that understand technological and regional small and medium-sized businesses' needs.	Strength: Research shows intermediaries improve ecosystems in several ways; public funds secured by intermediaries aid resource mobilization. Weaknesses: SMEs may prioritize short-term profits and cost reduction over digital goals.	Capabilities: Dynamic capabilities: sensing, seizing, transformation.
6	[53]	International Business Review Q1	Spain	The research examines the influence of a CEO's personal traits on a company's capacity to implement substantial business model transformations and achieve worldwide success.	Strength: External connectivity helps SMEs with limited resources receive finance, hire exceptional people, and learn about new business opportunities. Weaknesses: CEOs with high human capital may be path-dependent and reluctant to test new company models due to overconfidence in past solutions.	Capabilities: Dynamic managerial capabilities; human capital; social capital.
7	[54]	Chinese Management Studies Q2	China	According to dynamic capability theory, enterprise digital transformation moderates the positive relationship between CSR and corporate innovation. The findings suggest that enterprises, especially state-owned ones, should prioritize technological innovation to increase competitiveness.	Strength: Reputation, innovation investment, and dynamic capabilities theories are well integrated. Weaknesses: Secondary archive data limits decision-making by managers, and digital transformation may miss qualitative implementation differences.	Capabilities: CSR capability; digital transformation capability; innovation capability.
8	[55]	Journal of Information Technology Management Q3	Iran	The study identifies 12 managers based on human, social, and cognitive capital. Top performers consistently rank highest in innovation. Type 1 managers, with high human capital, extensive social networks, and spontaneous decision-making, improve operations.	Strength: Managers with market knowledge and risk tolerance can best advocate for vulnerabilities. Weaknesses: Human capital constraints remain; in complex or unstable tasks, social capital may not be enough to substitute for human capital.	Capabilities: Dynamic managerial capabilities; human capital capability; social capital capability.
9	[56]	Journal of Knowledge Management Q1	Taiwan	Expatriates' knowledge dissemination depends on their abilities and opportunities. Information sharing is facilitated by trust, commitment, and social capital. Complex, specific, and tacit knowledge is harder to share.	Strength: Focus on expatriates, an essential yet overlooked information source. Knowledge sharing impacts performance measurements. Weaknesses: Insufficient cultural and institutional research on the host country. Knowledge exchange was generally assessed individually, without longitudinal analysis.	Capabilities: Knowledge sharing capability; relational capability. Strategies: Trust-based networking strategy.
10	[57]	Journal of Cleaner Production Q1	Pakistan	The study describes how developing economy enterprises get a competitive edge. Dynamic capabilities directly boost green innovation and corporate competitiveness.	Strength: Strong decision-makers enable market-driven choices and systematic organizational improvement. Weaknesses: Many firms still struggle with "dark trade," including increasing pollution from ineffective social practices and lack of adaptability.	Capabilities: Dynamic capabilities; green innovation capability. Strategies: Stakeholder alignment.
11	[58]	Technology in Society Q1	China	Corporate Social Responsibility initiatives enhance innovation in environmentally friendly products and processes. Green dynamic capability significantly promotes both types of green innovation. Corporate Social Responsibility enhances environmental innovation by augmenting ecological dynamic potential.	Strength: Explains CSR and creativity using Stakeholder Theory, Resource-Based View, and Dynamic Capabilities Theory. A large sample size of 424 Chinese industrial enterprises and regression analysis support reliability. Weaknesses: Focus on Chinese manufacturers limits usefulness for other industries.	Capabilities: Green dynamic capability; innovation capability.

12	[59]	Qualitative Market Research: An International Journal Q2	Colombia	The report explains DMC market orientation as a multi-faceted organization that mediates marketing and how DMCs affect agent and distributor channel integration. Distribution and production improved networking, market adaptation, and innovation. Agents developed market orientation to provide product information, ease transactions, and fulfill orders without market adaptation.	Strength: Established theoretical framework in dynamic capacity and international marketing, including qualitative insights from various case studies of real exporting SMEs. Weaknesses: Qualitative design restricts results; the small sample size of 15 enterprises makes application difficult.	Capabilities: Dynamic marketing capabilities; innovation capability; market orientation capability. Strategies: Channel integration strategy; market-oriented internationalization strategy.
13	[24]	Sustainability Accounting, Management and Policy Q1	Spain	Environmental accounting practices and dynamic skills such as perceiving, seizing, and reconfiguring help organizations migrate from linear to circular models. Corporate social responsibility, sustainability reporting, and environmental management systems help corporations achieve circular economic goals by mobilizing resources and redesigning operations for circularity.	Strength: A detailed structure integrating dynamic capabilities and environmental accounting to aid circular economy implementation, providing actionable guidance to companies transforming to sustainable business models. Links circular economy theory with practice. Weaknesses: Geographical limitation.	Capabilities: Dynamic capabilities; corporate social responsibility (CSR); environmental management systems. Strategies: Incorporating environmental factors into foundational corporate strategy to assist the transition to a circular economy.
14	[60]	Revista de Gestão Q3	Nigeria	The performance of small and medium-sized enterprises is favourably associated with technology and learning capabilities.	Strengths: These VRIN resources grant competitive advantage to SMEs. Weaknesses: Nigerian SMEs' fear of losing control hinders development of relationship competencies and diminishes trust in external collaborators.	Capabilities: Technological capability; learning capability.
15	[61]	Journal of Industrial Engineering and Engineering Management Q3	China	Workplace emotional intelligence improves collaboration, empathy, and active involvement in generating new ideas for products. Rapid shifts in the business landscape make emotional, behaviourally oriented, and technology-infused skills even more critical.	Strength: Enhances dynamic capability theory by integrating emotional capability, a comparatively underexamined aspect. Weakness: Fails to thoroughly analyse external institutional or policy concerns.	Capabilities: Organizational emotional capability; innovation capability; organizational learning capability.

3.1. THE YEAR OF PUBLICATION

In this systematic review, the literatures that have been written over the last five years were taken into consideration to identify new trends in the literature.

As shown in Figure 2, there is an upward trend in terms of scholarly interest in the topic under discussion. In the year 2020, it can be observed that there were approximately three articles published. In contrast, from the year 2021 to 2025, eight articles have been published each year. The highest number of articles published was during the year 2020-2025 which indicates the rising level of interest among academics in Social Innovation Capabilities (SIC) in Social Enterprises (SEs). It is evident that SIC holds great significance for social enterprises in the modern times.

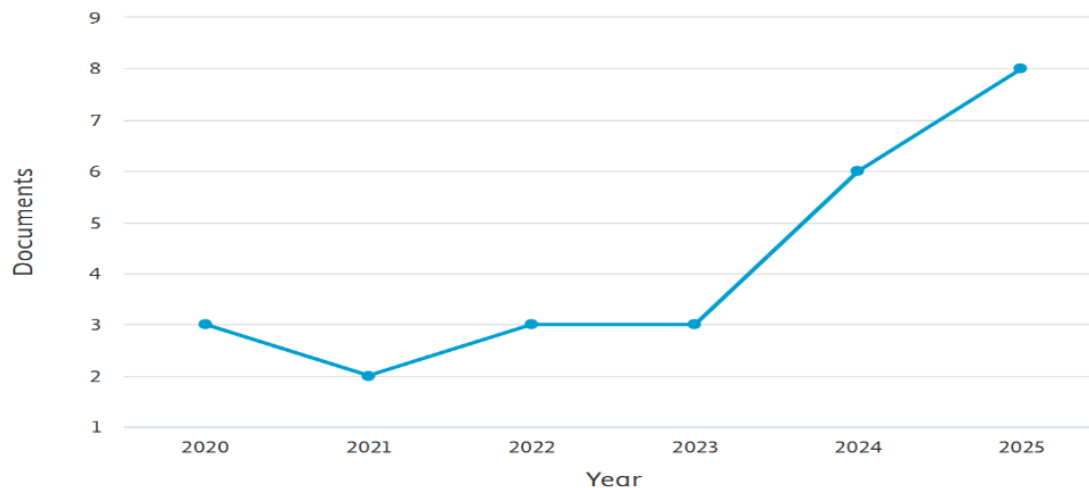


Figure 2. Publication trend for documents included in the review.

3.2. JOURNAL

This range of literacy from different journals clearly illustrates the nature of multidisciplinary that is observed in social entrepreneurship literature. The mentioned diversity offers constructive ideas for developing Social Innovation capabilities (SIC) and learning about various approaches through which social entrepreneurs engage into different practices. This kind of diversity is the reason why this review appreciates its critical aspect and clearly reflects the diversity of disciplines and professional fields associated with the subject in question. Your research on innovation and entrepreneurship will

certainly be facilitated by such publications as the Journal of Social Entrepreneurship, Journal of Cleaner Production, and Management Research. Also, the list of publications where important contributions can be found in relation to strategy and capabilities, organization, and innovation includes such prestigious journals in business and management as Management Decision, Business Ethics the environment and responsibility, International journal of marketing, international business review, Chinese management studies, journal of information technology management, management decision, journal of organizational effectiveness, journal of cleaner production, journal of asia business studies, Cogent business and management, Pakistan journal of commerce social science, Technology in society, sustainability.

In addition to mainstream management discipline, the mentioned discourse also draws upon various journals whose scope focuses on sustainability and policy. The role of Sustainability, Environmental Science and Policy, Technology in Society and the Journal of Cleaner Production is to explore the relationship between innovation and the environment while paying attention to societal transformations. Furthermore, in order to consider community dimensions of social entrepreneurship in an urban and rural context, the journals City, Culture and Society and Journal of Rural Studies will be very helpful in your research.

3.3. RESEARCH SETTING

The following table shows some countries which have shown interests in the areas of SIC and the relevant strategies (see Table 1). Contributions from these countries such as Iran, China, Pakistan, Arab, Colombia, Peru, Mexico, Nigeria, Spain Sweden, and others have been discussed. It has been observed that although there is a considerable difference between the research efforts in terms of developing countries and the developed countries, however in terms of practicing social innovation concepts there is not much difference noted. Even though there are many socio economic differences prevailing among regions, the development and implementation of SIC is not varied across different economies.

3.4. EMERGENT THEMES AND SUBTHEMES OF SOCIAL INNOVATION CAPABILITIES AND STRATEGIES IN SOCIAL ENTERPRISES

Below mentioned in Table 2 are some emerging themes along with their subthemes which have come up during the analysis of relevant literature on the area of SIC and their applications in social enterprises. On this basis, the selected topics have been classified into the following two broad themes: (a) key capabilities of SIC in SEs; and (b) Key strategies for SIC in SEs. The first theme represents the application of SIC with the help of which the social enterprises will be able to promote social and environmental sustainability keeping in view the basic mission of the enterprise.

Table 2. *Themes of SIC practices in social enterprises*

Key theme	Subtheme	Information on SIC procedures/activities	References
Social Innovation Capabilities	Dynamic capabilities: sense and shape opportunities; seizing and organizing resources; reconfiguring management activities.	Ability to find innovative prospects and meet social needs; facilitate opportunities to restructure or enhance resources; modify internal processes to foster innovation.	[21, 22, 33, 62]
Social Innovation Capabilities	Knowledge-sharing and organizational learning capability; collaborative networks and partnerships.	Organizational learning helps social enterprises learn, evaluate, and develop. Education fosters adaptation and creative problem-solving for society. Networks facilitate collaboration and sharing expertise.	[63, 64]
Social Innovation Capabilities	Technological innovation capability; inclusive technology design; digital platforms for social value creation.	Technology innovation assists social entrepreneurs in designing and growing sustainable solutions to complex social issues. It reflects the capacity to combine, adapt, and use technology for social causes and resource enhancement.	[65–69]
Strategies for social innovation	Marketing strategy: communicate social mission effectively; value-chain support.	Marketing helps social enterprises achieve exposure, community support, identity, and reputation.	[70, 71]
Strategies for social innovation	CSR strategies: mission-driven CSR integration.	Social enterprises' CSR initiatives help promote social innovation and sustainability.	[72]
Strategies for social innovation	Stakeholder engagement: collaborative networks and knowledge-sharing platforms.	Stakeholder involvement helps social companies innovate by mobilizing resources, knowledge, and trust. Networks promote innovation through shared learning and capacity-building.	[22, 63, 73]

4. DISCUSSION

In accordance with this analysis, the study finds that social entrepreneurship is a field of increased scholarly activity and there is a considerable rise in the number of scientific studies on the issue of social innovation capabilities (SIC) and social entrepreneurship (SE). From the data presented, it is obvious that there is an observable rise in the quantity of publications related to SIC and SE as well as an increasing popularity of this approach, which means that researchers are actively investigating it. Additionally, this observation shows that people have started to pay more attention to the importance

of social entrepreneurship and innovative capabilities to solve complicated social issues. Moreover, it is important to mention that among 20 analyzed publications, 15 were indexed by Scopus and were published in top quarter journals, which indicates the great scholarly impact of the paper. Moreover, it should be stressed that the SIC research is not limited to developed countries anymore. It includes the analysis of both developed and emerging countries. The reason for this is that it contradicts the previous perception that this kind of research targets exclusively high-income companies and nations. Overall, these findings point out that the field of research becomes more diverse and inclusive.

The topics of this paper can be divided into two main categories which include social innovation capabilities as well as strategy of social innovation. One of the most powerful examples of potential innovation capability is the capability of social enterprises to innovate and produce innovative and situation-specific solutions for unusual problems that are occurring in societies, including poverty, unemployment, and social exclusion [21, 65]. It is necessary to mention that these capabilities are not built from scratch, but they depend greatly on the proper utilization of existing resources and willingness to learn and develop. Social enterprise companies do not only solve problems, but also deliver substantial social value to the communities they serve. Innovations, modifications, and developments of business models to meet the needs of the community show the creative and responsive nature of socially oriented innovation [33, 74]. Social enterprises possess such unique features that enable them to be change-makers at the local and international levels. The definition of Social Innovation according to [68] is:

"Social innovations are new solutions (products, services, models, markets, processes etc.) that, more effectively than existing solutions, meet a social need and simultaneously lead to new or improved relational and/or capability systems and more optimal utilization of assets and resources. In other words, social innovations are constructive for the society and for the society's capacity to act"

The importance of social innovation as a factor of social change became increasingly noticeable. Moreover, social innovation can be considered as a useful approach that allows social enterprises to adequately deal with the problems of the community and ensure their economic sustainability [21, 33, 75].

The success of social entrepreneurship and its advancement greatly depends on the development of internal capabilities and strategic practices. The first group includes the development of such capabilities as technological innovation capability [67], learning and knowledge sharing capability [69], as well as dynamic capabilities, which provide flexibility in the environment [76]. These capabilities help social organizations to be innovative and flexible and change depending on the social context and requirements. They are complemented by strategic practices which are related to marketing, stakeholders' engagement, and corporate social responsibility (CSR), and which provide legitimacy and sustainability. All of these factors and approaches prove that social innovation in practice is quite a complicated process, and social enterprises face similar challenges in their operation. Thus, they demonstrate the approaches that social enterprises take regarding the problems under discussion.

Another key feature that the selected articles (Table 1) underline is the dynamic capabilities that facilitate accomplishment of goals and objectives in social enterprises. Dynamic capabilities refer to the organization's superiority in adjusting, integrating, and combining its resources and competencies in order to adjust to the dynamically changing environment [76]. This sub-theme in the discussion is connected to the ways social enterprises working in the broader socio-economic systems leverage their innovative roles and approaches to develop initiatives and transform multifaceted social challenges. This feature is critical for social enterprises that often operate in an unpredictable environment. The mentioned capabilities help organizations to be innovative, adjust their operations and be persistent in the changing conditions. For social enterprises, the primary challenge is to remain consistent in managing the changing social demands, regulatory issues, scarce resources and achieving their dual mission of generating value and financial sustainability [79, 80]. These dynamic capabilities are the base for the successful operations of social enterprises as they help them access resources and respond to the dynamism in social requirements while meeting their missions of changing societies and being financially sustainable [81].

One more sub-theme is associated with the innovative capabilities of social enterprises with regard to the knowledge exchange. The innovative capability of social enterprises to introduce some solutions and ideas related to their intentions and interests of the populace depends on the openness and transparency of its specialists and experiences. Stimulation of active information exchange between employees, partners, and stakeholders helps social enterprises cope with the constant changing needs of society. Such cooperation fosters creativity and innovation in finding innovative solutions for ensuring the social sustainability of organizations [63, 82]. Moreover, the introduction of efficient knowledge management systems will facilitate learning and cooperation within an organization. As mentioned by [83], such systems will help organizations to innovate despite minimum resources.

Technological innovation is also one of the key aspects of social entrepreneurship and sustainability with focus on social innovation. Social enterprises should be creative in terms of technological innovations to solve the existing complex problems in society. This characteristic is related to the skills of the organizations to combine technological capabilities and modify them for meeting social goals and improving resources [67, 69]. Often, social entrepreneurs build or invent technologies that could be cheaper and available for poorer segments of the population [66]. The modern digital technology

is becoming very popular in terms of the generation of social value, expanding the activities of social enterprises, enhancing the delivery of services, and collecting data to improve their plans [68]. Digital platforms allow for generating innovative ideas for social organizations and growing in an environmentally friendly manner. While the importance of technological innovation grew immensely in recent decades, there is little empirical evidence about how social enterprises in developing nations develop the digital skills to create social value [66, 84]. These sub-themes show that technological innovation can facilitate the business operations of enterprises but also help them generate value and promote sustainable growth.

Similar to other entrepreneurs, social entrepreneurs design strategies for attracting more participants to their initiatives. In social enterprises, it is necessary to have a marketing strategy that would allow them to have self-funded sources to fulfill their social missions and run operations [85]. The marketing of social enterprises (SEs) can be considered as the strategy to increase the awareness of social problems, involve communities and improve the social status of the organization [70, 71]. Unlike commercial companies that focus on profit and market capturing, social entrepreneurs use narrative techniques, projects, and messages emphasizing changing the world to engage people emotionally. Hence, there is increased participation and loyalty among social enterprises [71]. Marketing helps in ensuring innovation by assisting in acquiring finances, volunteers, and strategic partnerships [86]. On the other hand, Corporate Social Responsibility initiatives in social enterprises were necessary for fostering social innovation. By involving stakeholders in their activities, adopting responsible business policies, and managing resources properly, SEs can boost their credibility and effectiveness [77, 87]. Stakeholder management aims at considering the interests of people and organizations that influence the decisions of corporations. Engagement of stakeholders allows social enterprises to innovate and co-create social value with beneficiaries, donors, employees, and community participants using the mobilized resources, expertise, and trust [73]. Such networks inspire innovation through learning and building collective capacities [22, 63]. All these topics and sub-themes demonstrate their role in creating collaborations where knowledge and relations enhance innovation and development in society towards social enterprises. Vision is critical for social enterprises to succeed and have an impact in the world.

Identification of topics and sub-themes demonstrates the similarities and dissimilarities in the application of Social Innovation Capabilities (SIC) in Social Enterprises (SEs). While there are contrasts in the application of this aspect in both types of organizations, there are also some similarities, which can be considered as an implication of strategic methodology, organizational innovation, and various modes of operation, which form social innovation in general. This discovery corroborates the findings of the previous studies showing that Social Innovation Capabilities (SIC) manifest themselves in social organizations because of changes in them and specific strategic approaches [88]. Therefore, it can be concluded that social enterprises tend to adopt their existing capabilities to new circumstances rather than generate something new [76, 88, 89]. Thus, the following proposal can be made:

Proposition 1: Social enterprises improve their social innovation capabilities (SIC) by engaging in strategic knowledge exchange, technological innovation, mission-driven marketing, and stakeholder engagement, which facilitates adaptability and innovation.

On the contrary, these results differ in terms of the focus of social innovation capabilities. Social enterprises consider the sustainability of society as the primary goal of social innovation capabilities, whereas traditional firms tend to focus on building internal capacity. In addition, over 80% of the papers discussed social innovation abilities and plans. It might be connected to the fact that social firms allocate their profits towards social purposes rather than personal use. Therefore, social mission becomes the core goal of such organizations. Hence, improvements in social sustainability become more frequent in comparison with those in the environmental sustainability. Hence, it seems relevant to make another proposition:

Proposition 2: Social enterprises prioritize societal sustainability in innovation, which distinguishes them from traditional firms.

5. CONCLUSION

This current study strives to deepen the understanding of SIC and strategies in SEs. This study seeks to answer the following two main questions. This study has looked at the current status of academic researches in relation to social entrepreneurship. From the current research, it is evident that there is a growing interest in scholars regarding social entrepreneurship. It is recognized that the studies in relation to SIC and strategies in SEs show relatively balanced circulation between emerging and advanced social and environmental sustainability. Contrary, most of the studies in relation to SIC and strategies in SEs are undertaken in advanced countries. Additionally, most of the studies appear in relatively highly impacted journal sources which signifies the potential impact of SIC and strategies researches on SEs in future. Also, it has emerged that more than one recurring theme and sub-themes existed in the analyzed studies which were grouped under two categories. These comprise of: (1) the crucial elements facilitating social innovations in social enterprises (SEs) and (2) the definitional types of social innovation framework influencing social innovation in social enterprises (SEs). The analysis shows that social enterprises (SEs) undertake innovation within the confines of the mission

in relation to socially and environmental sustainability. Among the various constituents, it is clear that social enterprises adopting innovation that is dynamic and technological with adaptability to social changes were critical. Equally important, the definitional types of social innovation framework such as stakeholder theory, social marketing and social responsibility (SR) were fundamental in guiding social innovations within the business functions. Through the above components and frameworks, the social enterprises (SEs) were able to achieve disruptive innovations within the constraints of social mission. This study makes its contribution in the identification of how sustainability competency influences various types of innovations by providing empirical support [29]. Such knowledge would help address an empirical gap in the competence literature. The most notable difficulty faced by many social enterprises is sustaining and expanding themselves due to the lack of effective social innovation strategies. The analysis of the social innovation competencies in social enterprises is an interesting area of research which should be considered especially when dealing with the integration of digital tools, participatory stakeholder processes and innovation framework. Such areas of research will promote the sustainability and scalability of socially driven innovations. Some limitation exist with this research. First, the Scopus database was used in this study; therefore, some other sources may have been excluded. Other reviews on similar issues have incorporated other databases like Web of Science and Google scholar and tried to minimize bias systematically. Qualitative in nature, this type of research may allow some element of subjectivity since the researchers were limited to what the authors of the selected articles identified. From the findings of this research, there are several challenges associated with social enterprises which are mainly financial. They include financial instability because of fluctuating sources of finance, low barriers to entry and inefficiency. These challenges suggest future investigations to identify the specific financial tools that can be used to facilitate sustainability. Future research may consider how innovative resources in social enterprises can be mobilized to improve the sustainability of social enterprises and reduce competition.

REFERENCES

- [1] Dees, J. Gregory. "The Meaning of Social Entrepreneurship." 31 Oct. 1998,
- [2] Di Domenico, MariaLaura, Helen Haugh, and Paul Tracey. "Social bricolage: Theorizing social value creation in social enterprises." *Entrepreneurship Theory and Practice* 34.4 (2010): 681-703.
- [3] Defourny, Jacques, and Marthe Nyssens. "Social enterprise in Europe: recent trends and developments." *Social Enterprise Journal* 4.3 (2008): 202-228.
- [4] Harding, Rebecca. "Social enterprise: the new economic engine?." *Business Strategy Review* 15.4 (2004): 39-43.
- [5] Kanter, R., and Courtney Purrington. "Lockheed Martin IMS: Making a contribution and a profit." *Harvard Business School Case 9* (1998): 395-118.
- [6] Williams, Katie, and Carol Dair. "What is stopping sustainable building in England? Barriers experienced by stakeholders in delivering sustainable developments." *Sustainable Development* 15.3 (2007): 135-147.
- [7] Peattie, Ken, and Adrian Morley. "Eight paradoxes of the social enterprise research agenda." *Social Enterprise Journal* 4.2 (2008): 91-107.
- [8] Kim, Choonghyun, and Jaekang Lee. "The effect of network structure on performance in South Korea SMEs: The moderating effects of absorptive capacity." *Sustainability* 10.9 (2018): 3174.
- [9] Radzi, Shahril Nizam Md, et al. "Special tax scheme for Malaysia's social enterprise: An incentive for public good." *International Conference on Business and Technology*. Cham: Springer International Publishing, 2020:1032-1041.
- [10] Young Foundation. 2012.
- [11] Biggeri, Mario, Enrico Testi, and Marco Bellucci. "Social entrepreneurship and social innovation." London, UK: Routledge. doi 10 (2018): 9781351239028.
- [12] Bhardwaj, Rohit, et al. "Exploring micro-foundations of knowledge-based dynamic capabilities in social purpose organizations." *Journal of Knowledge Management* 27.4 (2023): 1016-1041.
- [13] Gupta, Suraksha, et al. "Marketing innovation: A consequence of competitiveness." *Journal of Business Research* 69.12 (2016): 5671-5681.
- [14] Kuzma, Edson Luis, et al. "Circular economy indicators and levels of innovation: an innovative systematic literature review." *International Journal of Productivity and Performance Management* 71.3 (2022): 952-980.

- [15] Lai, Kee-Hung, et al. "Green shipping practices in the shipping industry: Conceptualization, adoption, and implications." *Resources, Conservation and Recycling* 55.6 (2011): 631-638.
- [16] Adler, Paul S., and Aaron Shenbar. "Adapting your technological base: The organizational challenge." *Sloan Management Review* 32.1 (1990): 25-37.
- [17] Kogut, Bruce, and Udo Zander. "Knowledge of the firm, combinative capabilities, and the replication of technology." *Organization Science* 3.3 (1992): 383-397.
- [18] Oeij, Peter RA, et al. "Understanding social innovation as an innovation process: Applying the innovation journey model." *Journal of Business Research* 101 (2019): 243-254.
- [19] Peng, David Xiaosong, Roger G. Schroeder, and Rachna Shah. "Linking routines to operations capabilities: A new perspective." *Journal of Operations Management* 26.6 (2008): 730-748.
- [20] Barney, Jay. "Firm resources and sustained competitive advantage." *Journal of Management* 17.1 (1991): 99-120.
- [21] Cajaiba-Santana, Giovany. "Social innovation: Moving the field forward. A conceptual framework." *Technological Forecasting and Social Change* 82 (2014): 42-51.
- [22] Phillips, Wendy, et al. "Social innovation and social entrepreneurship: A systematic review." *Group & Organization Management* 40.3 (2015): 428-461.
- [23] Batista, Leonardo Ferreira, and Suzanne Érica Nóbrega Correia. "Capabilities approach to social innovation: a systematic review." *International Journal of Innovation: IJI Journal* 9.2 (2021): 414-434.
- [24] Pel, Bonno, et al. "Unpacking the social innovation ecosystem: an empirically grounded typology of empowering network constellations." *Innovation: The European Journal of Social Science Research* 33.3 (2020): 311-336.
- [25] Van der Have, Robert P., and Luis Rubalcaba. "Social innovation research: An emerging area of innovation studies?." *Research Policy* 45.9 (2016): 1923-1935.
- [26] Voorberg, William H., Viktor JJM Bekkers, and Lars G. Tummers. "A systematic review of co-creation and co-production: Embarking on the social innovation journey." *Public Management Review* 17.9 (2015): 1333-1357.
- [27] Foroudi, Pantea, et al. "Intellectual evolution of social innovation: A bibliometric analysis and avenues for future research trends." *Industrial Marketing Management* 93 (2021): 446-465.
- [28] Francis, Dave, and John Bessant. "Targeting innovation and implications for capability development." *Technovation* 25.3 (2005): 171-183.
- [29] Ostermann, Cristina M., et al. "Drivers to implement the circular economy in born-sustainable business models: a case study in the fashion industry." *Revista de Gestão* 28.3 (2021): 223-240.
- [30] Crispim, Rafael T., et al. "Capabilities for service innovation: Bibliometric analysis and directions for future research." *RAM. Revista de Administração Mackenzie* 23.6 (2022): eRAMD220030.
- [31] Rodrigues, Eduardo Luiz, Cibele Roberta Sugahara, and Samuel Carvalho De. "Determinant factors of social innovation capability in nonprofit organizations and social businesses." *International Journal for Innovation Education and Research* 6.12 (2018): 91-119.
- [32] Nascimento, Leandro da Silva, et al. "Social, environmental, and economic dimensions of innovation capabilities: theorizing from sustainable business." *Business Strategy and the Environment* 33.2 (2024): 441-461.
- [33] Howaldt, Jürgen, Christoph Kaletka, and Antonius Schröder. "Social entrepreneurs: Important actors within an ecosystem of social innovation." *European Public & Social Innovation Review* 1.2 (2016).
- [34] Tiwari, Meera. "Exploring the role of the capability approach in social innovation." *Journal of Human Development and Capabilities* 18.2 (2017): 181-196.
- [35] Ziegler, Rafael. "Social innovation as a collaborative concept." *Innovation: The European Journal of Social Science Research* 30.4 (2017): 388-405.
- [36] Ibrahim, Solava. "How to build collective capabilities: The 3C-model for grassroots-led development." *Journal of Human Development and Capabilities* 18.2 (2017): 197-222.

-
- [37] Moher, David, et al. "Preferred reporting items for systematic reviews and meta-analyses: the PRISMA statement." *BMJ* 339 (2009).
- [38] Moher, David, et al. "Preferred reporting items for systematic review and meta-analysis protocols (PRISMA-P) 2015 statement." *Systematic Reviews* 4.1 (2015): 1.
- [39] Denyer, David, and David Tranfield. "Producing a systematic review." (2009).
- [40] Tranfield, David, David Denyer, and Palminder Smart. "Towards a methodology for developing evidence-informed management knowledge by means of systematic review." *British Journal of Management* 14.3 (2003): 207-222.
- [41] Crossan, Mary M., and Marina Apaydin. "A multi-dimensional framework of organizational innovation: A systematic review of the literature." *Journal of Management Studies* 47.6 (2010): 1154-1191.
- [42] Zhang, Xuefeng, et al. "Factors influencing solvers' behaviors in knowledge-intensive crowdsourcing: A systematic literature review." *Journal of Theoretical and Applied Electronic Commerce Research* 17.4 (2022): 1297-1319.
- [43] Harsanto, Budi. "The first-three-month review of research on Covid-19: A scientometrics analysis." 2020 IEEE International Conference on Engineering, Technology and Innovation (ICE/ITMC). IEEE, 2020:1-6.
- [44] Harzing, Anne-Wil, and Satu Alakangas. "Google Scholar, Scopus and the Web of Science: a longitudinal and cross-disciplinary comparison." *Scientometrics* 106.2 (2016): 787-804.
- [45] Pache, Anne-Claire, and Imran Chowdhury. "Social entrepreneurs as institutionally embedded entrepreneurs: Toward a new model of social entrepreneurship education." *Academy of Management Learning & Education* 11.3 (2012): 494-510.
- [46] Reficco, Ezequiel, Francisco Layrisse, and Andres Barrios. "From donation-based NPO to social enterprise: A journey of transformation through business-model innovation." *Journal of Business Research* 125 (2021): 720-732.
- [47] Vaismoradi, Mojtaba, Hannele Turunen, and Terese Bondas. "Content analysis and thematic analysis: Implications for conducting a qualitative descriptive study." *Nursing & Health Sciences* 15.3 (2013): 398-405.
- [48] Marcano Nieves, Leila M., et al. "Networking capabilities on organizational networking in entrepreneurial SMEs." *Management Research: Journal of the Iberoamerican Academy of Management* 23.4 (2025): 361-385.
- [49] Dong, Hao, et al. "The impact of green innovation network embeddedness on ESG performance in energy enterprises: The mediating role of green dynamic capabilities and the moderating role of organizational agility." *Journal of Cleaner Production* 526 (2025): 146632.
- [50] Zhang, Xiu-E., Yijing Li, and Xinyu Teng. "How does green entrepreneurial orientation improve enterprises' sustainable performance? Evidence from agricultural sector in China." *Business Ethics, the Environment & Responsibility* 34.4 (2025): 1255-1277.
- [51] Becheikh, Nizar, and Mohammed Bouaddi. "Do strategic management, innovation and social capital matter for firm performance in developing countries? Evidence from Morocco, Tunisia and Egypt." *International Journal of Emerging Markets* 20.10 (2025): 4054-4077.
- [52] Hafeez, Shahid, Khuram Shahzad, and Muthu De Silva. "Enhancing digital transformation in SMEs: The dynamic capabilities of innovation intermediaries within ecosystems." *Long Range Planning* 58.3 (2025): 102525.
- [53] Merín-Rodríguez, Joan, Joaquín Alegre, and Angels Dasi. "International entrepreneurship in innovative SMEs: Examining the connection between CEOs' dynamic managerial capabilities, business model innovation and export performance." *International Business Review* 34.2 (2025): 102321.
- [54] Liu, Jijia, et al. "Does corporate social responsibility influence corporate innovation in China? Combining innovation investment and dynamic capabilities theory." *Chinese Management Studies* 19.2 (2024): 376-396.
- [55] Ghavamipour, Mohsen, Alireza Booshehri, and Gholamreza Tavakoli. "Dynamic Managerial Capabilities, Firm Context, and Innovation: Evidence from Iran." *Journal of Information Technology Management* 17.2 (2025): 123-154.
- [56] Wu, Wann-Yih, et al. "The influential factors and consequences of knowledge sharing for expatriates." *International Journal of Emerging Markets* 18.3 (2023): 705-727.
-

- [57] Sarwar, Huma, et al. "Achieving business competitiveness through corporate social responsibility and dynamic capabilities: An empirical evidence from emerging economy." *Journal of Cleaner Production* 386 (2023): 135820.
- [58] Yuan, Baolong, and Xueyun Cao. "Do corporate social responsibility practices contribute to green innovation? The mediating role of green dynamic capability." *Technology in Society* 68 (2022): 101868.
- [59] Ortiz, Paula Andrea García, et al. "Dynamic marketing capabilities as drivers of international channel integration: is this true for Latin American SMEs?." *Qualitative Market Research: An International Journal* 24.5 (2021): 653-682.
- [60] Salisu, Yakubu, and Lily Julienti Abu Bakar. "Technological capability, relational capability and firms' performance: The role of learning capability." *Revista de Gestão* 27.1 (2020): 79-99.
- [61] Li, W., R. Sun, and Fu Liang. "The effect of organizational emotional capability on product innovation performance of S&T enterprises under dynamic environment: A multiple moderated mediation model." *Journal of Industrial Engineering and Management* 34 (2020): 50-59.
- [62] Teece, David J. "Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance." *Strategic Management Journal* 28.13 (2007): 1319-1350.
- [63] Dufays, Frédéric, and Benjamin Huybrechts. "Connecting the dots for social value: A review on social networks and social entrepreneurship." *Journal of Social Entrepreneurship* 5.2 (2014): 214-237.
- [64] Nonaka, Ikujiro. "The knowledge-creating company." *The economic impact of knowledge*. Routledge, 2009. 175-187.
- [65] Choi, Nia, and Satyajit Majumdar. "Social innovation: Towards a conceptualisation." *Technology and innovation for social change*. New Delhi: Springer India, 2014. 7-34.
- [66] Heeks, Richard, Christopher Foster, and Yanuar Nugroho. "New models of inclusive innovation for development." *Innovation and Development* 4.2 (2014): 175-185.
- [67] Leiponen, Aija, and Constance E. Helfat. "Innovation objectives, knowledge sources, and the benefits of breadth." *Strategic Management Journal* 31.2 (2010): 224-236.
- [68] Murray, Robin, Julie Caulier-Grice, and Geoff Mulgan. *The open book of social innovation*. Vol. 24. London: Nesta, 2010.
- [69] Yao, Jianguo, et al. "Knowledge sharing and technological innovation capabilities of Chinese software SMEs." *Journal of Knowledge Management* 24.3 (2020): 607-634.
- [70] Bloom, Paul N., and Aaron K. Chatterji. "Scaling social entrepreneurial impact." *California Management Review* 51.3 (2009): 114-133.
- [71] Shaw, Eleanor. "Marketing in the social enterprise context: is it entrepreneurial?." *Qualitative Market Research: An International Journal* 7.3 (2004): 194-205.
- [72] Pache, Anne-Claire, and Filipe Santos. "When worlds collide: The internal dynamics of organizational responses to conflicting institutional demands." *Academy of Management Review* 35.3 (2010): 455-476.
- [73] Granados, Maria L., et al. "Social enterprise and social entrepreneurship research and theory: A bibliometric analysis from 1991 to 2010." *Social Enterprise Journal* 7.3 (2011): 198-218.
- [74] George, Gerard, Anita M. McGahan, and Jaideep Prabhu. "Innovation for inclusive growth: Towards a theoretical framework and a research agenda." *Journal of Management Studies* 49.4 (2012): 661-683.
- [75] Phillips, James A., Kriss Deiglmeier, and Dale T. Miller. "Rediscovering social innovation." (2008): 34-43.
- [76] Teece, David J. "Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance." *Strategic Management Journal* 28.13 (2007): 1319-1350.
- [77] Branco, Manuel Castelo, and Lúcia Lima Rodrigues. "Corporate Social Responsibility and Resource-Based Perspectives: Manuel Castelo Branco and Lúcia Lima Rodrigues." *Journal of Business Ethics* 69.2 (2006): 111-132.
- [78] Freeman, R. Edward. *Strategic management: A stakeholder approach*. Cambridge university press, 2010.

-
- [79] Bhardwaj, Rohit, et al. "Exploring micro-foundations of dynamic capabilities for social enterprises." *Social Enterprise Journal* 18.3 (2022): 451-469.
- [80] Lin, Hsing-Er, Jeongho Choi, and Ping-Hsun Li. "The impact of managerial goal attention alignment on dynamic capabilities: Insights from Taiwanese social enterprises." *Journal of Small Business Management* 63.4 (2025): 1750-1782.
- [81] Linna, Paula. "Bricolage as a means of innovating in a resource-scarce environment (WITHDRAWN)." *Academy of Management Proceedings*. Vol. 2013. No. 1. Briarcliff Manor, NY 10510: Academy of Management, 2013.
- [82] Wang, Zhining, and Nianxin Wang. "Knowledge sharing, innovation and firm performance." *Expert Systems with Applications* 39.10 (2012): 8899-8908.
- [83] Donate, Mario J., and Jesús D. Sánchez de Pablo. "The role of knowledge-oriented leadership in knowledge management practices and innovation." *Journal of Business Research* 68.2 (2015): 360-370.
- [84] Zahra, Shaker A., and Lance R. Newey. "Maximizing the impact of organization science: Theory-building at the intersection of disciplines and/or fields." *Journal of Management Studies* 46.6 (2009): 1059-1075.
- [85] Donaldson, Thomas, and Lee E. Preston. "The stakeholder theory of the corporation: Concepts, evidence, and implications." *Academy of Management Review* 20.1 (1995): 65-91.
- [86] Weerawardena, Jay, and Gillian Sullivan Mort. "Investigating social entrepreneurship: A multidimensional model." *Journal of World Business* 41.1 (2006): 21-35.
- [87] Bansal, Pratima, and Mark R. DesJardine. "Business sustainability: It is about time." *Strategic Organization* 12.1 (2014): 70-78.
- [88] Tao, Tang, Ghulam Rasool Madni, and Iftikhar Yasin. "Mediating the performance of social organizations in context of social and organizational innovations in China." *PLoS One* 18.3 (2023): e0281720.
- [89] Mulgan, G., Tucker, S., Ali, R., & Sanders, B. (2007). *Social innovation: what it is, why it matters and how it can be accelerated*.