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## EXPLORING THE CONDITIONS FOR SUSTAINABLE SOCIAL ENTREPRENEURSHIP (SUMMARY)

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## ≈ SUMMARY ≈

**EXPLORING THE CONDITIONS FOR SUSTAINABLE  
SOCIAL ENTREPRENEURSHIP***Zong-Tae Bae, KAIST, Korea**Seung-Kyu Rhee, KAIST, Korea**June-Young Rha, Catholic University, Korea**Min-Seok Cha, Changwon National University, Korea***Principal Topic**

Entrepreneurship is a way of thinking and acting to seize and pursue an opportunity without concern for current resources or capabilities. Many studies, such as Stevenson (1983) and Timmons (1999), have analyzed the nature of entrepreneurship and the mechanism of entrepreneurial process. The domain of entrepreneurship has been expanded from commercial entrepreneurship to social entrepreneurship, and entrepreneurial approaches have been successfully utilized to solve social problems and create social values. Some of social enterprises have developed “sustainable” business models, but the general conditions for “sustainability” of business models for social entrepreneurship have not been fully explored. In this context, we aim to identify the driving forces for social entrepreneurship and find the sustainability conditions for social entrepreneurship.

**Methods**

We conducted case studies on eight social enterprises to identify driving forces for social entrepreneurship and find the conditions for sustainable social entrepreneurship. Data were mainly collected from secondary sources such as papers, reports, newspapers, homepages, and other publications. Intensive interviews were conducted for some cases.

**Results and Implications**

Through case studies, we identified three driving forces for social entrepreneurship – i) social entrepreneur, ii) value-creating opportunity and business model, and iii) sources of funding and revenue generation. These three elements can be matched to EOR of Timmons (1999). The results show that i) vision, experiences, capabilities, creativity, and passion of social entrepreneurs and ii) the existence of sustainable business model, and iii) several sources of funding and revenue generation are critical in driving and promoting social entrepreneurship.

Even though specific sustainability conditions for social entrepreneurship may differ according to the type of social enterprises, this study tries to identify “common” sustainability conditions. Social entrepreneurship can be sustainable and facilitated through i) low-cost, ii) labor-intensive, iii) multiplier, iv) scalability, v) appropriate technology, vi) environment-friendly, and vii) alternative funding such as micro-finance. For some cases, collaboration and community spirits were critical enablers to promote the virtuous cycle of sustainable social entrepreneurship.

This study has several managerial and policy implications and can contribute to developing an integrative theory of entrepreneurship. The sustainability conditions can be used for a checklist in designing business models for social enterprises and policies.

This is an exploratory study and the further research with hypotheses and statistical testing is needed. More elaborative studies to identify sustainability conditions for each type of social enterprises (Alter, 2004) will enhance theoretical contributions and the practical applications.

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