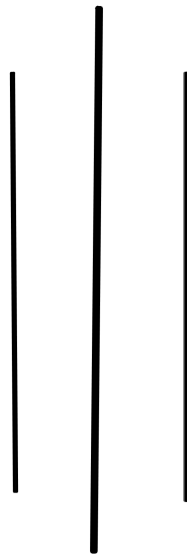


A model for Social Entrepreneurship in Nepal



By: Santosh-Saagar Silwal
(LilaNath)

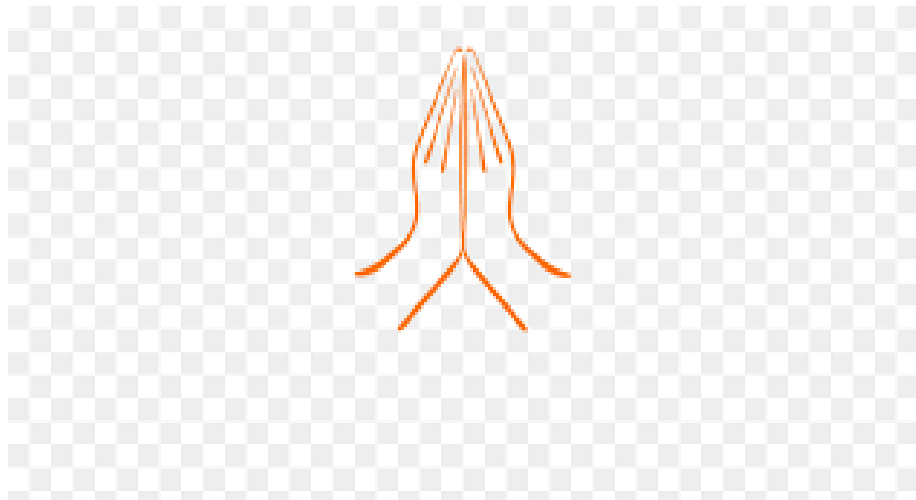


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<p>Degree program Masters in tourism</p>	
<p>Abstract</p> <p>The Key Concept: The Main objective of this study was to explore the scope of social entrepreneurship in preventing environmental damage in rural areas of Nepal by developing one of the sources of alternative source of livelihood by developing the designated region into a sustainable tourist destination. The other main goal of this paper is to provide a business model for social entrepreneurs, government, and other institutions alike in Nepal by bringing various benchmarking models into the light.</p> <p>Design/methodology: A design research methodology was used to gather data; I focused on a shared profit-based approach, which can reduce the ambiguity surrounding the S.E., where the goal of the S.E. is to improve the lives of tourists and entrepreneurs alike involved in creating value in both of their lives. Interviews were conducted mainly with the entrepreneurs involved in the tourism sector. The consumer's side of the story was taken from the feedback they have left after using the services; therefore, the in-depth view of the consumers may not be represented in this study.</p> <p>Results: Nepal is a potential market for social entrepreneurs in Tourism. Many traditional entrepreneurs are willing to shift their focus to the social entrepreneurship model of doing business. There are possibilities for established institutions and governments to get involved in facilitating social entrepreneurship. This study has managed to clear up the ambiguity that existed between community-based tourism and tourism social entrepreneurship.</p> <p>Practical implications: By using the business model formulated in this study, entrepreneurs and community leaders can start social enterprises, educational institutions may use to educate their students, the government can develop development programs based on social entrepreneurship principles.</p> <p>Keywords: Social enterprises, Business models Paper type Research, Community Capital, Tourism, S.E. in Tourism Environment, Sustainability</p>	<p>Number of pages and appendix pages: 57 pages and 4 Appendixes.</p>

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1 Introduction

Nepal has been an attractive tourist destination since 1950. Nonetheless, it mainly attracted adventure seekers, such as mountaineers, white-water rafters, and backpacking trekkers. However, this kind of tourism generated income; it is widely reported that many beneficiaries of the revenue have been geographically concentrated into urban areas and socially into the well-trained and well-to-do group of people.

Those very few initiatives to develop new tourist destinations have taken place since. There are possibilities to create new tourist destinations where Social Entrepreneurship (S.E.) and community-based tourism entrepreneurship can be implemented. The core element of the enterprise can be improved significantly by using Social Entrepreneurship values.

Many communities who need development know-how, financial support, and professional human resources development, are left out of the development spectrum, the S.E. with a market-oriented approach, with an assurance to add value in the lives of the targeted communities, can empower the targeted demographic by the adding value in their lives; thus S.E. can function as a healthy sustainable entrepreneurial entity, given the added value in their lives, visiting individuals are willing to pay; thus S.E. can enable a sustainable circular economy. Aquino, Lück, and Schänzel, 2018,

Dacin et al.; emphasize that the S.E. profits are mainly reinvested to sustain the pursued social aims rather than to be addressed to satisfy the needs of the shareholders and the owners (Dacin et al., 2010; Harding, 2004). In S.E., in the tourism development approach of development plans, the community is the shareholders and owners of the enterprise; therefore, profit goes back to the communities by reinvestment.

Above mentioned added values can be listed as a hope for a better future, pristine environment, permanent safety and security, profitable economic activities, preservation, and promotion of virtues-family and decent-cultural values.

1.1 Defining the research objective

This study examines and comprehends social entrepreneurship as a phenomenon and recommends a model for its implementation. According to Kananen (2012), to understand a phenomenon, it is crucial to isolate the phenomenon first (Kananen, 2012).

In this study, the S.E. in tourism is secluded from other similar phenomena and analyzed as a development program. It is suitable for implementing into a less-developed region of any country in any part of the world; however, this study will be focused on case Nepal. More advanced forms of tourism infrastructure in every country are typically found in major cities and around historical sites; for example, historic city icons are saved as world heritage sites with the help of UNESCO and advertised with the use of a government plan.

The S.E. in tourism is treated as an isolated case from all mainstream tourism for this study's purpose however S.E. in tourism cannot be developed without cooperation with mainstream tourism because already developed touristic areas work as a steppingstone for the development of the less developed area and thus help to prevent unplanned urbanization, as I explained in figure 1 and research result section. This point was reinforced by views expressed by interviewees as well.

1.2 The research objective and aims.

This study intends to find a solution to the social, economic, and environmental problems in the targeted communities by using the scope of Social Entrepreneurship (S.E.). Apart from that, the study's main aim is to introduce different aspects of social entrepreneurship to government policymakers and corporate leaders for them to incorporate and facilitate disadvantaged community development projects.

This study has included various previous studies in this discipline and interviewed industry influencers to meet its study objectives. This industry

is the human-oriented industries and has the tendency to reach out to disadvantaged communities around the world; consequently, this study examines the various aspect of the tourism industry's business models and recommends further development of the model.

Peattie and Morley (2008) discuss social enterprises as hybrids with various mixes of motives between commercial and philanthropic. Furthermore, Williams and Nadine (2011, p. 118) observe that entrepreneurs can change over time, so "what begins as a commercial venture may become more socially oriented over time or vice versa." Peredo and McLean (2005, p. 4) suggest a "variety of distinguishable uses ranged along two continua; one has to do with the social element in the concept, and the other concerning the entrepreneurial component." In exploring the two concepts of social enterprise and entrepreneurship Chell (2007, p. 19) concludes that we need a more "holistic, interpretive approach" to our understanding of entrepreneurship, as in reality, it creates both economic and social values (Mottiar, 2016, 1138).

1.3 Research method and limitation

In this study, I focused on a shared profit-based approach, which can reduce the ambiguity surrounding the S.E., where the goal of the S.E. is to improve the lives of tourists and entrepreneurs alike involved in creating value in both of their lives. Interviews were conducted mainly with the entrepreneurs involved in the tourism sector. The consumer's side of the story was taken from the feedback they have left after using the services; therefore, the in-depth view of the consumers may not be represented in this study.

In defining social entrepreneurship, books and publication in the journal were used; therefore, changes in those publications that might have taken place after the publication of those studies may not be covered in this study.

1.4 Thesis structure

Although an enterprising individual or a group initiative, the S.E. can be implemented in other industries where the human community is involved. However, I choose tourism as a case because tourism is a more human-oriented industry than a metal industry. However, there have been experiments in this discipline, and the study examines further to clarify the role of the S.E. in community development.

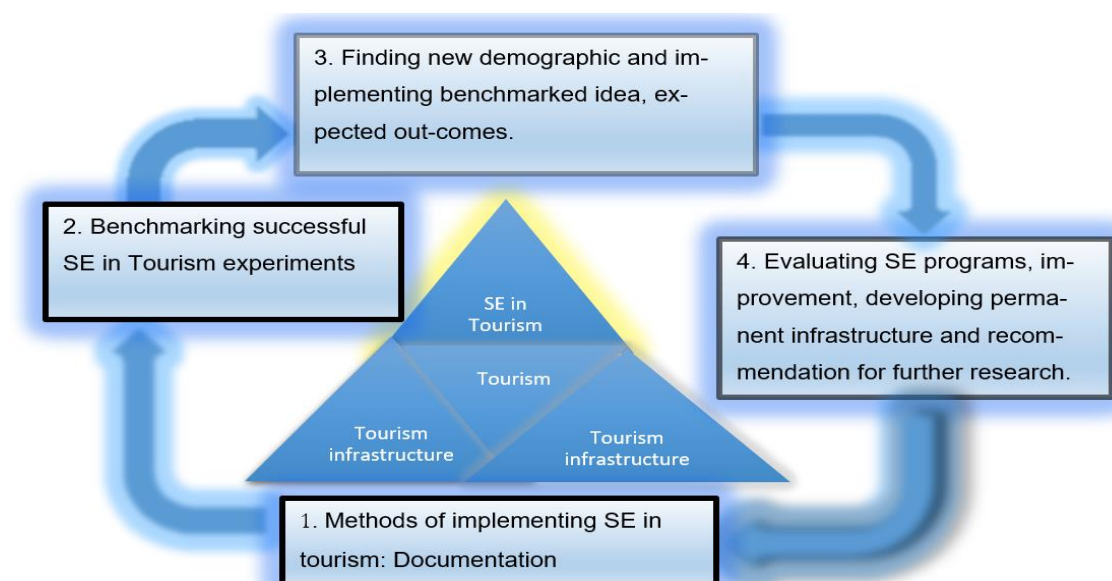


Figure 1, Thesis structure,

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As shown in Figure 1, this thesis consists of the guidelines to implement social entrepreneurship in tourism. The processes are documented, such as data collection methods, interviews with the people in the field, analyzed published secondary data on social entrepreneurship, and current activity in the tourism industry. I have collected some of the successful S.E. ventures in tourism experiments, and I have recommended benchmarking to the new destination, for example, in other parts of Nepal. In the end, I, with the help of the answers from the interviewees, have analyzed and evaluated the benefits and adverse effects of current tourism practices.

In the fourth part, I evaluate past S.E. programs, estimate and present new infrastructure requirements. In the end, I conclude with some further research recommendations.

2 Social Entrepreneurship Defined

2.1 Definition

The S.E. is difficult to detail because of the complexity in defining its two constituent concepts: entrepreneurship and social outreach (Rey-Martí et al., 2016). Accordingly, Dacin et al. (2010) count 37 definitions of the S.E. and Social Entrepreneurs. Austin, Stevenson, and Wei-Skillern, 2006 consider S.E. a sub-discipline of entrepreneurship; Zahra et al. (2009, p. 519) define S.E. as 'the activities and processes are undertaken to discover, define, and exploit opportunities to enhance social wealth by creating new ventures or innovatively managing existing organizations.'

Similarly, for Bosma and Levie (2010), the S.E. is concerned with individuals or organizations engaged in entrepreneurial activities with a social goal. It may include the following:



Figure 2. Social Entrepreneurship body (by Santosh-Saagar Silwal, 2021).

As shown in figure 2, social entrepreneurship initiative results from complex networking effort by several institutions with different value and interest such as for-profit, non-profit, public, private, hybrid, and their social goals. Each of those forces has respective values; however, the end goal is to help the community in need. Although now credible work should

not be defined in negative terms. I have put non-profit and independent grants in the center of the figure to show that the S.E. endeavors depend on corporate sustainability and government responsibility values.

Dees and Anderson supported by figure 2 is supported by a for-profit business, for-profit businesses that offer solutions for persistent social, economic, and ecological problems using market-based models (Dees & Anderson, 2006; Dorado, 2006).

As Yunus (2008) illustrated, social entrepreneurship addresses a pressing social problem such as poverty, inequality, or the needs of underprivileged children by using free-market principles. Therefore, the S.E. is profitable and sustainable while profits are reinvested into the business instead of returning to the investors. (Rossella, Marek Ćwiklickib , Pierpaolo, Pawełekd, 2020, 133).

Dees et al have found that Even Though different definitions of Social Entrepreneurship (S.E.) have been offered (Dees, 1998; Hockerts, 2017; Light, 2006, 2009; Mair & Martí, 2006), from the perspective of this thesis, the S.E. can be considered in general terms as a process involving opportunities and actions that try to solve social and environmental problems by searching for innovative solutions (Brooks, 2009; Méndez-Picazo, Ribeiro-Soriano, & Galindo-Martín, 2015; Miller, Grimes, McMullen, & Vogus, 2012; Miska, Stahl, & Mendenhall, 2013; Nga & Shamuganathan, 2010).

Björk, Hansson Lundborg, and Olofsson explain that most of the literature and research outcomes in the Social Entrepreneurship (S.E.) topics summarises as S.E. to 'the activities of individuals and groups who identify gaps in the social system as an opportunity to serve groups who are marginalized in different ways and aim to address these needs in entrepreneurial ways (Björk, Hansson, Lundborg, & Olofsson, 2014, p. 35).

The above expression means that S.E. can be market-oriented, whilst Social Innovation is not necessarily market-based and can be found in any sector (Mulgan, Tucker, Ali, & Sanders, 2007; Phills, Deiglmeier, & Miller, 2008): public (Novy & Leubolt, 2005), private for-profit (Austin et al., 2006), or non-profit (Gerometta, Haussermann, & Longo, 2005).

The above illustration partially satisfies my doubt on whether the S.E. falls on a traditional state-run socialist cell or can the S.E. be implemented as a market-based value-added approach?. Beyond the human control causes such as globalization, a rise of individualism, migration, immigration, civil war, the war between the countries, weak national development plans, natural calamities, and lack of skilled human resources reserves. The nations worldwide cannot reach their marginalized communities only by using their state mechanism; thus, mass migrations are taking place, which may not be beneficial for security and harmony neither for the host communities nor the country of origin. The SE can be an alternative to address these issues.

2.2 Value of Social Entrepreneurship

In recent decades, entrepreneurship has been studied from different perspectives. One approach is to analyze the potential effects of entrepreneurship on economic growth regarding the benefits that more significant economic growth has on employment and the well-being of society, especially in times of crisis. This has been the focus of a considerable body of research(e.g., Audretsch & Keilbach, 2004a, 2004b; Audretsch, 2005; Alpkın, Bulut, Gunday, Ulusoy, & Kilic, 2010; Acs, Audretsch, Braunerhjelm, & Carlsson, 2012; Méndez-Picazo, Galindo-Martín, & Ribeiro-Soriano, 2012; Nissan, Galindo, & Méndez, 2012; Castaño, Méndez, & Galindo, 2016; Doran, McCarthy, & O'Connor, 2018; Aeeni, Motavaseli, Sakhdari, & Dehkordi, 2019; Stoica, Roman, & Rusu, 2020).

One of the significant differences between government and social entrepreneurship is that it flows from a bottom-up approach to problem-solving, unlike government efforts. Typically it grows out of one person's direct interaction with a social problem. An entrepreneur works to attract

resources by using a constructive element of change (Bronstein and Davis, 2016, 41).

Similarly, the difference between commercial enterprise and the S.E. is that the entrepreneur's final objective is wealth creation for a limited number of people. Still, wealth creation is simply a means to an end for the social entrepreneur. The entrepreneur participates in entrepreneurial ventures to earn profit for their consumption. At the same time, social entrepreneur initiates entrepreneurial experience to help other entrepreneurs utilizing the profit generated in the entrepreneurial venture (Bronstein and Davis, 2016, 27-33).

Canestrini et. al. argue that the multiplicity of actors involved in innovative and social activities, as well as the variety of motives that lie upon their adoption, from profit-driven to voluntarily to philanthropic not-for-profit, often leads to a misunderstanding about the concept (Canestrino, Bonfanti, & Oliaee, 2015; Dacin et al., 2010).

In their Ph.D. thesis, which was aimed to fill the gap in the literature by examining the relationship between cultural values and the S.E. in different countries, Canestrino, et. al., write, drawing on empirical evidence arising from the Global Entrepreneurship Monitor (GEM) (Canestrino, Ówiklickib, Maglioccac, Pawelekd, 2020), it is understood that meeting social needs with problem-solving opportunities or getting social aims appears to be a common theme across most the S.E. definitions.

Despite this, differences may be underlined regarding both the characteristics of the undertaken activities, innovative vs. traditional and the process's social and economic value (Canestrino, Ówiklickib, Maglioccac, Pawelekd, 2020).

Referring to the outcomes of the social entrepreneurial activities, some authors ignore the economic results of the process, mainly focusing on creating social value and social returns. Among them, Bornstein (2004) stresses the primary role of entrepreneurs in pursuing their visions. They

'are people with new ideas, who will not give up until they have spread their ideas as far as possible' (Bornstein, 2004, 1–2).

Accordingly, social entrepreneurs act as change agents to create and support social value, which is the primary mission of their activities (Dees, Emerson, & Economy, 2001). Entrepreneurial actions developed in non-profit and governmental sectors, but not in traditional for-profit businesses, usually belong to this management field (Zahra et al., 2009).

On the other hand, other researchers associate economic outcomes with social entrepreneurship, although not its primary mission (Mair & Marti, 2006; Zahra et al., 2009). In line with this perspective, Austin et al. write, the S.E. marries two distinct competing organizational objectives: creating social and economic values by employing market-based organizational forms (Austin et al., 2006; Dees, 1998; Hartigan, 2006; Miller et al., 2012; Van de Ven, Sapienza, & Villanueva, 2007).

This is why the S.E. is usually explored by examining the two components, Entrepreneurial Orientation and Social Orientation – that constitute its essence (Mair & Marti, 2006; Tan, Williams, & Tan, 2005). In their studies, evaluating the possibility where the S.E. can be relatively accepted, Elkington and Hartigan (2008) suggest that cultures encouraging entrepreneurship have positive effects on the development of the S.E.

Zahra, Gedajlovic, Neubaum, and Shulman(2009) suggest social entrepreneurship as the concept of achieving 'total wealth,' which is the economic and social benefits delivered by social enterprises to enhance society's well-being (Zahra, Gedajlovic, Neubaum, and Shulman, 2009). Yet, the total wealth cited by the authors is a combination of several factors such as education, infrastructure, human resources, natural resources, and cultural heritage.

Chahine (2016), points out that,

“Social Entrepreneurship is defined as the process by which effective, innovative, and sustainable solutions are pioneered to meet social and environmental chal-

lenges. A social entrepreneur is someone who designs and implements an intervention, product, or service that improves the well-being of marginalized individuals and populations (Chahine, 2016, 2)."

2.3 How to start Social Entrepreneurships ventures?

In the case of other entrepreneurship phenomena, investor or an entrepreneur in most cases comes from outside of the planned area for development, not necessarily from other countries, their primary interest would be to exploit the available resources the community has, make a profit and when investment is recouped, leave the area.

On the other hand, in S.E., an entrepreneur can be from the same community. Those entrepreneurs who want to start a Social Entrepreneurship venture must be cooperative and oriented towards a common goal. As Chahine argues,

"before starting a venture, make sure you think about sensitivities you should be watching out for. These could be social, cultural, or political. Various groups of people have multiple backgrounds and dynamics underlying their relationships and behaviors toward one another. Whatever you do, you need to proceed cautiously (Chahine, 2016, 49). "

In the field of pro-social behavior, Meglino and Korsgaard (2007) suggest that the inextricable tie between empathy and the pursuit of collective interests is interlinked. Empathy refers to the ability of people to place themselves in others' situations (Van de Ven et al., 2007).

Chahine also writes that,

"All of the above requires ongoing ties to the community, connectedness between the stakeholders, and active relationship building. As your venture develops, building relationships with end-users and other stakeholders may end up consuming most of the time, while technical aspects are delegated to others (Chahine, 2016, 51)."

Consequently, entrepreneurial opportunities based on collective interests are more likely to be recognized and exploited when individuals show high levels of empathy. Compassion is depicted as the emotional connection linking an individual to a suffering community. It acts as a pro-

social motivator for actions, compelling individuals to alleviate others' suffering (Goetz, Keltner, & Simon-Thomas, 2010) and fostering their desire to benefit others (Miller et al., 2012).

2.3.1 The industry as a bridge to Social Entrepreneurship

Boluk et al. write that the industry-specific negative externalities are often rooted in the individual entrepreneurial approach adopted in the conventional 'mass tourism' development model. In this development scheme, investors are prompted to exploit local resources for their profit-driven activities, depriving the broader local populations of access to these assets (Boluk, 2011; Dredge, 2017). This orthodox tourism development approach weakens the envisioned multiplier effect of the industry because social entrepreneurship is also positioned to eliminate negative externalities (Newbert & Hill, 2014).

In Boluk et al.'s findings above, I have changed the word 'capitalist approach' to 'individual or business elite entrepreneurship' approach because in contrast to social entrepreneurship, individual entrepreneurship suits better, though, the main aim of entrepreneurship is to create profit by adding value in existing product or services and at the end of the accounting year, consume the profit.

In the case of social entrepreneurship, accumulated profit is distributed among the equal participants, i.e., reinvested in the community, correspondingly, in the case of an individual or business elite entrepreneurship, profit goes to the individual or the elites who are not necessarily from the same locality who love the habitat, nonetheless both S.E. and BEE are capitalistic endeavors because the revenue generated in those areas is through the sole effort of the community.

For example, deforestation in inappropriate areas occurs for several reasons: illegal logging by timber corporations, illegal mining operations by mining corporations, the unauthorized building of roads, community settlement by the real estate industry, and unplanned agricultural and purposes.

The role of social entrepreneurship in preventing deforestation and in creating numerous alternative sources of livelihood is crucial. This study explores the scope of social entrepreneurship in preventing environmental damage in Nepal; one of the sources of alternative sources of livelihood is the development of the endangered region into a tourist destination.

Consideration of environmental problems has led to other activities and other ways of operating by economic agents. The concept of social entrepreneurship has arisen and has been considered gradually in analyses (Middermann, Kratzer, & Perner, 2020). However, different definitions of social entrepreneurship have been offered (Dees, 1998; Hockerts, 2017; Light, 2006, 2009; Mair & Martí, 2006).

Some industries can be considered more suitable for applying the Social Entrepreneurship concept than others. Which one of these is more suitable? I need to do further research on this topic; nevertheless, out of the primary sector of the economy, the raw materials industry, secondary industry of the economy, manufacturing, and construction industry. The third sector (tertiary sector) of the economy, the "service industry," quaternary sector of the economy, and information service industry.

The tertiary sector of the economy, the human services industry, such as hotels and tourism, is more suitable than manufacturing. Some parts of the world are more ideal for harvesting one type of industry than others. For example, mining for crude oil in the desert does not appear to damage any other natural element other than polluting the air quality.

2.4 Social Entrepreneurship in Tourism

What is the difference between community-based tourism and the S.E.? In recent years, the application of social entrepreneurship in tourism, or tourism social entrepreneurship (TSE), has been emerging given the fact that tourism is one of the first industries to incorporate sustainable development in its agenda (Sloan, Legrand, & Simons-Kaufmann, 2014; von der Weppen & Cochrane, 2012).

Aquino, Lück, and Schänzel, 2018, points out that, Newbert & Hill, 2014; Shaw & Carter, 2007 suggest, apart from having social aims, social entrepreneurship aims to eliminate the negative consequences or externalities that may arise from commercial operations while distributing positive and sustainable outcomes to local communities and beneficiaries (Newbert & Hill, 2014; Shaw & Carter, 2007).

Adopting a concrete definition of a community is vital before any tourism and community development work can be accomplished, especially in this postmodern era where the nature and concept of the community are changing (Popple & Quinney, 2002; Richards & Hall, 2000). Theodori (2005) postulates that the idea of community can be either 'territory-based or 'territory free. In this paper, a territory-based definition of a community is adopted:

a locality comprises *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 (Matarrit-Cascante & Brennan, 2012, p. 295, p. 295).

Figure 3 presents factors that affect entrepreneurs. How do they identify this social problem that they wish to solve? Unlike other entrepreneurs driven by their innate desire to make profits, the motivations of social entrepreneurs are driven by external factors, so in fact, the motivation does not just come from within the individual; the environment causes it. Can this environment also create a positive motivator for social entrepreneurship to emerge, so rather than being a problem that alone drives the entrepreneur, can the state or a higher agency encourage individuals to act socially entrepreneurially to address a problem? (Mottiar, 2016, 1138)

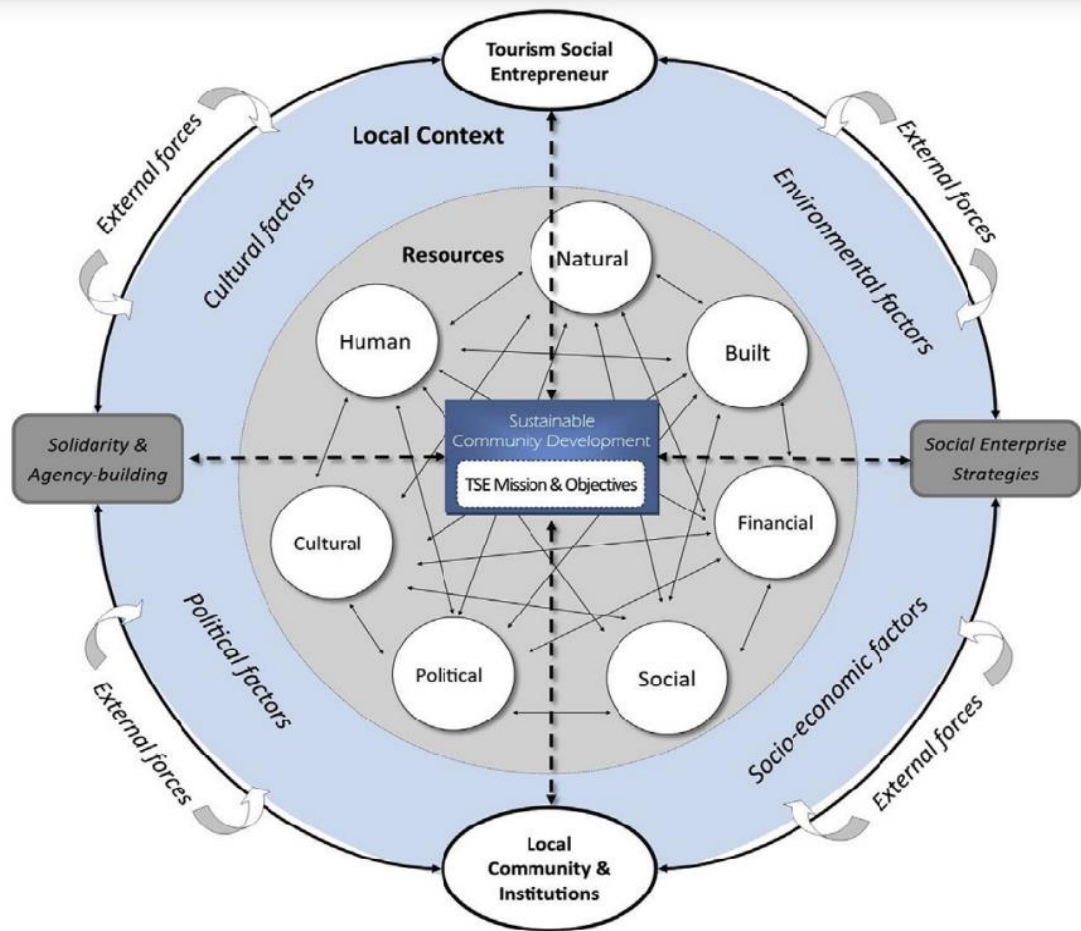


Figure 3. Tourism social entrepreneurship conceptual framework for sustainable community development (Aquino, Lück, and Schänzel, ELSEVIER, 2018).

Figure 3 illustrates the conceptual framework composed of people, resources, and processes, shaped by various circumstances in the development of tourism social entrepreneurship (Aquino, Lück, and Schänzel, 2018). People are 'enablers' of social entrepreneurship (Austin et al., 2006).

Previous research demonstrates these individuals as the main 'motors' for local communities to achieve their aspirations through tourism (e.g., McCarthy, 2008; Peredo & Wurzelmann, 2015). Also, according to their role in rural tourism development, social entrepreneurs have been theorized as opportunists, catalysts, and network architects (Mottiar, Boluk, & Kline, 2018).

Sheldon, Pollock, and Daniele, (2017) have defined as shown in figure 3, those external and internal factors such as socio-economic, political, cultural, and environmental issues have to be incorporated to the overall process to tourism to create an innovative solution to immediate social, environmental, and economic problems in destinations by mobilizing the ideas, capacities, resources, and social agreements required from within or outside the destination for its sustainable social transformation. (Sheldon et al., 2017, 7).

Aquino, Lück, and Schänzel (2018, in Porter et. al., 2018 and Austin et al. 2006) point out that by employing their entrepreneurial skills alongside their philanthropic visions, these individuals act as the facilitating entities for destinations to accomplish their tourism and broader community aspirations (Porter et al., 2018). In developing their visions, tourism social entrepreneurs must understand the local context. Like setting up commercial enterprises, situational factors such as socio-economic, environmental, cultural, and political factors are essential to assess social entrepreneurship (Austin et al., 2006).

The factors above were influencing local community settings and social problems. For example, policies should be examined by tourism social entrepreneurs as these provide the facilitating circumstances for Tourism Social Entrepreneurship (TSE) (Dredge, 2017) and should be influenced by tourism social entrepreneurs to enhance the legitimacy of the TSE. Market failures such as industry-specific negative externalities and public goods unmet by both the government and commercial sectors can be shaped by such contextual factors, too (Aquino, Lück, and Schänzel, 2018). These social problems and market failures are considered social entrepreneurship opportunities, specifically, 'market opportunities' aimed to be capitalized by tourism social entrepreneurs (Mottiar et al., 2018; Sigala, 2016); these issues are emphasized as the drivers of social entrepreneurship (Austin et al., 2006).

Hence, market opportunities are depicted as embedded in the TSE mission and objectives, located at the core of the framework, synergizing the interactions, processes, and resource mobilization in TSE. For their

visions to be realized, tourism social entrepreneurs need to engage, interact, and forge meaningful relationships with local communities and institutions (e.g., local government) and other organizations and socio-civic groups (e.g., NPOs, cooperatives); this task is often challenging. Encouraging the latter's participation, involvement, and cooperation is essential because the local communities are identified here as the primary beneficiaries of TSE. More importantly, these localities provide the necessary resources, and those local governments and their franchises create an institutional environment that supports tourism social enterprises (Dredge, 2017).

On the other hand, these tourism enterprises are also revealed to produce undesirable effects on the individuals employ and the communities that host them (e.g., poor remuneration and unhealthy working conditions). Often, these negative externalities are drawn from the irresponsible business and entrepreneurial practices that traditional tourism enterprises implement (Brookes et al., 2014; Daniele & Quezada, 201).

2.5 Difference between community-based tourism and Tourism Social Entrepreneurship

Community-based tourism is tourism in which residents from often rural and economically marginalized geographical areas offer accommodations and other recreational activities. Part of the income generated from the business is set aside for projects which provide benefits to the community as a whole (responsible vacation 2021) (responsiblevacation.com). According to the given definition and implication, community tourism initiative is taken mainly by the resident, and there may not be involvement of tourism enterprise or corporation.

Whereas, in Social entrepreneurship initiative, any social enterprise or individual actors from any part of the world may take the industry, organize, train the entrepreneurs, and develop the program on behalf of the community while keeping the neighborhood and community actors in the center. The most identified positive Tourism Social Entrepreneurship outcomes for local communities are job creation, increase in income, patronizing local suppliers of materials for utilization in TSE, and generation

of funds for educational programs (Franzidis, 2018; Sakata & Prideaux, 2013; Sloan et al., 2014; von der Weppen & Cochrane, 2012).

The non-monetary community benefits can also be created according to these establishments' social missions, such as livelihood and skills development, increased environmental awareness, community solidarity enhancement, and peacebuilding (Laeis & Lemke, 2016; McCarthy, 2008; Peredo & Wurzelmann, 2015; Stenvall et al., 2017). social entrepreneurship employs a high degree of inclusivity and creativity in dealing with societal problems while considering the population's adaptive capacity (Zeyen et al., 2013).

The Social Entrepreneurship initiative is designed to run more sustainably and responsibly than another community-based initiative by providing the community know-how derived from individual professionals and corporate experiences.

Tourism Social Entrepreneurship	Community Tourism
<ol style="list-style-type: none"> 1. Involves Outside Expert 2. Entrepreneurs can take the initiative from outside the community. 3. Has sufficient experience and know-how. 4. Legal frameworks are worked out. 5. It aims to get involved in the systemic and long-term development of society. 6. Involves established corporations in the value chain. 7. Systemic training and re-education are possible. 8. It makes it easy for entrepreneurs to deal with macro-economic factors, such as taxes and regulations. 9. Marketing and sales channels can be broader. 10. Environmental and sustainability guidelines are better implemented. 	<ol style="list-style-type: none"> 1. Does not necessarily Involve an Outside Expert. 2. A resident takes the initiative in the community. 3. May lack relevant experience and know-how. 4. It might not have worked out. 5. Aims can be long-term, but due to lack of outside training, they may not develop a system. 6. Mostly individual initiatives may not involve corporations. 7. It May was not possible due to a lack of resources. 8. It might be difficult for the community due to the lack of knowledge. 9. Marketing and sales channel can be limited. 10. Environmental and sustainability guidelines may be implemented appropriately.

Table 2, value differences between TSE and C.T. (by Santosh-saagar Silwal)

3 Nepal

3.1 Introduction

This chapter presents Nepal in relevant perspectives when starting an entrepreneurship venture there, such as topology, demography, environment, corporate responsibility, culture, attractions, and ease of doing business. In terms of this research, background in the culture, environment, and tourist attractions elements are more relevant than other elements, discussed more in detail than other aspects. As a result, the information presented here is collected from a wide range of sources and up to date, therefore beneficial for prospective entrepreneurs and end-users alike.

Topology

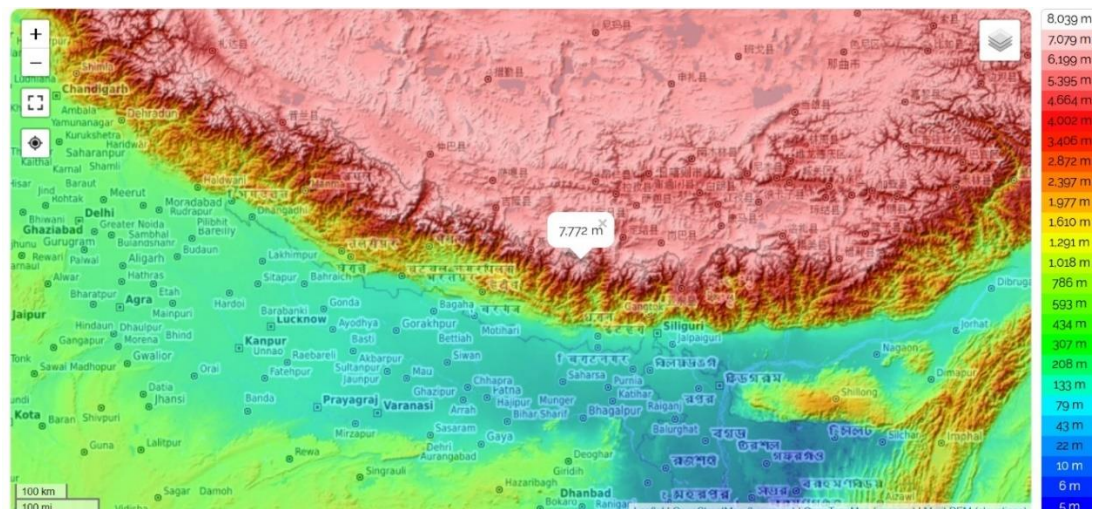
As shown in figure 3, Nepal is situated 28.3949° N, 84.1240° E between China and India; Nepal is a landlocked nation with its 1,770 km international borders with India in three directions west, south, and east and 1,389 km border with China in the North. Nepal has an area of 147,181 square Kilometres (cia.gov/countryprofile).

Nepal has a unique brand symbol as a rectangular flag with the moon and sun on its two triangles. Nepal has one of the most diverse geographical characteristics globally, elevating from its lowest geographical point from the sea level, 59 meters to the highest mountain globally, 8848 meters, the Mount Everest (Geological society Nepal, 2021).

As shown in figure 3 (b), according to the geological survey, Nepal's geography presents a relatively new landmass compared to the Indian and Chinese mainland; it is discovered that continent in Nepal, especially the part of Hindukush mountain range (Himalaya range) mountains is formed due to the shift of tectonic plates of Indian subcontinent towards Chinese landmass, the survey also found that Hindukush mountain range is still growing (U.S. geological survey, 2021).



(a)



(b)

Figure 4. Map of Nepal political (a) and topological (b) (United Nations, cartography, 2021)

Evidence such as stone -fossils with the shape of the sea snails found on the rivers originated from the Himalayan mountains suggests that part of Nepal landmass was under the sea millions of years ago. In figure 3 (be) Hindukush Mountain range is indicated in pink. The Hindukush Himalayan (HKH) region is among the most diverse areas in the world in terms of environmental, sociocultural, and economic aspects (Nepal geological society, 2021).

In a research paper, Wester et al. write, this Hindukush region covers a wide range of lowlands to highlands, extending from Afghanistan in the west to Myanmar in the east and includes all of Nepal and Bhutan and the mountainous areas of Afghanistan, Bangladesh, China, India, Myanmar, and Pakistan (Philippus et al., 2019).

As indicated in Figure 3, this region is diversely elevated, starting from 5 meters to 8850 meters high from the sea level; thus, this diverse geographical state presents a diverse flora and fauna and beautiful landscape. Also, relatively newly formed mountainous terrain presents numerous challenges, such as landslides, earthquakes, flash floods, lack of fertile land for the population living in the mountainous region, and difficulties in developing reliable and permanent development infrastructures, such as roads, building, and commercial farmland (Nepal geographical society, 2021).

Demography

Demographically, Nepal is home to a diverse ethnic population composing from Chinese to Indian origins; according to the 2018 senses, Nepal has 28.09 million inhabitants with a gross domestic per capita of 830,00 USD and an adjusted net national income per capita of 4,443 US dollars per year (world bank index, 2020). Information realised by the United Nations Development Program (UNDP), in Human Development Index (HDI), out of 189 entries, Nepal ranks 147th with an HDI value of 0,579, an average life expectancy of 70,5 years (united nation development program, 2021).

Entrepreneurship by opportunity (GEM, 2020) index was not available for Nepal; in the World Bank Ease of Doing Business Rating, Nepal is ranked 94th out of 194 documented countries (world bank index, 2020), entrepreneurship by opportunity and social entrepreneurship activity was not available (world bank, 2020).

Alike Finland, forest in Nepal is one of the primary sources of raw materials. According to the ministry of agriculture and forestry in Finland, (ministry of agriculture and forestry Finland, 2020) forests cover more than 75 percent of the land area of Finland. At the same time, a joint five-year survey conducted by the Department of Forest Research and Survey and the National Forest Products Survey Project shows that of the total 147,181 square kilometers area of Nepal, forest area makes up 44.74 percent. Nepal has been its natural beauty and national parks and forest work as an invaluable décor in that spectrum (world bank, 2020).

3.2 Nepal in Environmental Perspective; deforestation the main challenge.

Chaudhary et al. write that deforestation has been one of the significant environmental issues in Nepal. Deforestation pressures occur throughout Nepal but are most strongly felt in many parts of flatland and adjacent soft hills from the North of the flatland area (Chaudhary et. al 2016).

In general, the drivers of deforestation and degradation are the mixture of direct and indirect causes such as high dependency on forest resources, unsustainable harvesting practices, and illegal harvest of forest products, forest clearance for infrastructure development projects, forest fire, natural calamities, overgrazing, lack of good governance, and ambiguous policy.

Deforestation has immediate consequences on the local population regarding increased fuel scarcity, reduced supply of fodder, and leaf-litter manure. The unpredicted erosion, landslide, and lowland flooding, due to deforestation are also significant concerns in Nepal and downstream countries. Several attempts have been made to control deforestation, and mixed success has been achieved (Chaudhary et al., 341).

In Nepal, deforestation started in the 1950s as the population grew and fertile flatland areas covered with trees and marshland were cleared and converted into farmlands. Still, deforestation began to be a more dangerous problem since the 1960s as the population grew further as a result

of uncontrolled forest clearance on the hillsides, mountain slopes and by the riversides, exposed the land area too dangerous landslides, flash flood and erosion of vital nourishing soil substances from the ground thus making impossible for plants to grow and sustain in the future (Worldwildlife.org).

This phenomenon has displaced numerous villages and families. The flood disaster happens in an area where illegal loggers and farmers cleared the forest from the lower-side-slop of the riverbank. As a result, the entire community is displaced, in one such case in Chitwan, coincidentally another side of the river is a wildlife reserve and a national park; as a result, an attractive high-end tourist destination, offering tourism activities such as jungle safari, river rafting, elephant ride, elephant-polo games, wildlife encounters and with a five-star jungle lodge accommodation (humanity and inclusion, 2021, hi-org).

3.2.1 Tourism in Nepal: numbers, services, and attractions.

Occupying only 0.1% of the total landmass of the earth, Nepal is home to 2 % of all flowering plants of the world, 8 % of the world's population of birds with above 848 species, 4% of mammals on the earth, 11 of the world's 15 families of butterflies with above 500 species, 600 indigenous plant families and 319 species of birds.

Every year over a million people visit Nepal to experience the diversity and satisfy their curiosity. Figure 3 shows the number of tourists who arrived in Nepal between 2016 and 2020.



Figure 5. The number of international tourist arrivals in Nepal (data source: Ministry of Aviation and Tourism of Nepal, 2021).

I have developed table 1 to explain figure 3; table 1 shows the percentage changes in the arrival of international tourists in Nepal. This high percentage (40%) increase in tourists in Nepal in 2016 compared to 2015 may have caused Nepal's international exposure due to the devastating earthquake that stroke Nepal in 2015.

Arrivals		
Year	Number of international tourists arriving in Nepal	% change from previous year
2016	753,002	+40%
2017	940,218	+24.8%
2018	1,173,072	+24.8%
2019	1,197,191	+2.1%

Table 1. Number of tourists visited Nepal from 2016 to 2019 (ministry of tourism and civil aviation Nepal, 2021)

The number of tourists who arrived in 2020 was 230,085, 80% from the previous year. This change is because of the COVID-19 pandemic. However, interviewees in this study have expressed optimism that pandemics will be defeated by using proper measures such as vaccinating the population and taking other preventive measures. Nevertheless, this study aims for long-term social development, sustainability by social entrepreneurship; as a result, it does not accept the short term effect of the COVID-19 pandemic as a significant obstacle in implementing social entrepreneurship initiatives, contrarily after the effect of the COVID-19 pandemic increases the relevance of social entrepreneurship in tourism.

3.2.2 Major Tourism Attractions and Tourist Activities in Nepal

3.2.3 Major Tourism Activities

Mountain Climbing

Nepal is situated on the eastern part of the Hindukush Mountain Range with 3500 km. An 800 km stretch of the high mountain range covers the northern region of Nepal. The Himalayan range is the greatest globally, with eight peaks that rise above 8,000.



m,

Figure 6. Climbers at Mount Everest (nationalgeographic.com)

Trekking

According to Nepal's ministry of foreign Affairs, the best way to experience Nepal's unbeatable combination of natural beauty and cultural riches is to walk through them. Along with forests of rhododendron, isolated hamlets, and small mountain villages, birds, animals, temples, monasteries, and breath-taking landscapes, visitors also encounter friendly people of different cultures, offering a fascinating glimpse of traditional rural life (Ministry of Foreign Affairs of Nepal, 2020).

Bird Watching

Nepal has over 646 species (almost 8% of the world's total) of birds, and among them, nearly 500 species are found in Kathmandu Valley and Chitwan (Ministry of Foreign Affairs of Nepal , 2020).

Rafting

Nepal's natural and ethnocultural heritage. There are hundreds of rivers in Nepal which offer excellent rafting or canoeing experiences. Rafters glide on calm jade waters with munificent scenery or rush through roaring white rapids of river currents, in the careful watch of expert river-men employed by government authorized agencies. One can opt for a day of river running or more. So far, the government has opened sections of 10 rivers for commercial rafting. The Trisuli-river is one of the most popular of Nepal's raft able rivers (Ministry of Foreign Affairs of Nepal , 2020).



Figure 7. river rafting Nepal (nationalgeographic.com)

It takes five days to raft through the Koshi river. The other river Bhoté-Koshi has a length of 26km of continuous white water, and it takes four days to raft through the raging Marshyangdi's uninterrupted white water. The Karnali-river provides some of the most challenging rapids in the world. The Sun-Koshi has a length of 27km and requires 8-10 days to complete. A prevalent sport in Europe, canyoning is now available in Nepal as well. Canyoning gives the freedom to explore some of the most ruggedly beautiful yet forbidden places globally (Ministry of Foreign Affairs of Nepal , 2020).

Paragliding

Paragliding is one of the best way to experience Pokhara. (tourism-in-Nepal, Ministry of Foreign Affairs Nepal , 2020).

Ultralight Aircraft

Similarly, other activities include, Mountain Biking, Ultralight aircraft flights, jungle safari, mountain flight, and jungle safari.

Jungle Safari

National Parks, located 4 of them in the flatland region and 2 in mountainous region, attract visitors worldwide. A visit to these parks involves game-stalking by various means-foot, dugout canoe, jeep, and elephant back. One is bound to sight a one-horned rhino or two at every elephant safari. Besides the rhinos, wild boars, sandburs, spotted deer, sloth bear, four-horned antelope are also usually seen. A Royal Bengal tiger may surprise by its majestic appearance (Ministry of Foreign Affairs Nepal , 2020).

Mountain Flight

For those restricted by time or other considerations from going for a trek, these flights offer a panoramic view of the Himalayan in just one hour (Ministry of Foreign Affairs of Nepal , 2020).

Rock Climbing



Figure 8. rock climbing in Nepal (nationalgeographic.com)

For all those cliff-hangers out there, Kathmandu offers a roster of stone walls that make for an experience of a lifetime. Now, of late, rock climbing has become a popular sport in Kathmandu, which offers some terrific places for rock climbing. Nagarjun, Balaju, Shivapuri, and Budhanilkantha are some of the places where you can try this sport (Ministry of Foreign Affairs Nepal , 2020).

3.2.4 Nepalese Cuisine as S.E. Element of Attraction.

While writing about Nepalese culture and tourism as part of an academic paper for a Finnish educational entity, research may feel tasteless without mentioning food culture in Nepal because thousands of Finnish people enjoy their lunch and dinner every day at Nepalese dining tables in Finland.

I am presenting this sub-chapter with an introduction to Nepalese Cuisine. During my interview, interviewees, the S.E. initiators, and enterprise owners mentioned that local food preparation and tasting have been among the customers' significant attractions. The S.E. ventures aimed to run without grants should attract paying customers; in this case, food is one of the points of interest.

Mother nature provides Nepal with excellent ingredients for spicy food; it is believed that compassionate people tend to prepare tasty food for each other. Nepalese people are often described as compassionate people by outside visitors. The food culture is an integral part of cultural tourism.

Although it is a small country, Nepal contains the most significant variation in altitude on earth, from low flatland to the world's tallest mountain, Mt. Everest. Nepal is divided into three geographical areas, the high Himalayan region, the mountain region, and the flatland region, each with its distinct customs, history, economy, and environment. These different landscapes have shaped the culinary traditions of Nepal by more than twenty-eight's million people.

After 1950, when Nepal opened its border to the outside world, Nepalese Cuisine, especially in the capital area, was increasingly influenced by the culinary traditions of the neighboring regions. It evolved to incorporate many ideas from Indian, Chinese, and Tibetan fare. Modern Nepali cooking, foods, and eating habits have also been shaped by exposure to many Western influences, a process that Nepal's popularity has facilitated as a tourist destination (Pathak, 2007, 11). Food menus found in numerous

Nepalese restaurants in Finland are one the most delicate blend of species and tastes from the foothills of the Himalayas.

Corporate Responsibility Awareness

The orthodox tourism entrepreneurship and development models are skewed towards a capitalist approach that weakens the intended benefits of the industry, especially for host communities (Brookes, Altinay, & Ringham, 2014; Pollock, 2015). By creating social value and inducing societal transformation at large, 'social entrepreneurship' practiced in tourism can counter these negative externalities (Altinay, Sigala, & Waligo, 2016; Newbert & Hill, 2014; Sheldon, Pollock, & Daniele, 2017).

4 Research method

4.1 Case Study Approach and Secondary Data

The secondary qualitative and quantitative data I have collected and analyzed for this study are data from research institutions such as the world bank, CIA, and published research articles in a journal such as the journal of hospitality and tourism, and a journal of business research ELSEVIER, journal of innovation and knowledge.

I used design research methodology to collect and analyze qualitative data. A research design methodology is often a mixture of qualitative and quantitative research (Kananen 2013, 29). In design and action research, the researcher has a central role in organizing a change (Kananen, 2013, 29). I have used some of the most trusted literature in this discipline, such as published books by academicians and articles published; all the sources are listed in the reference section.

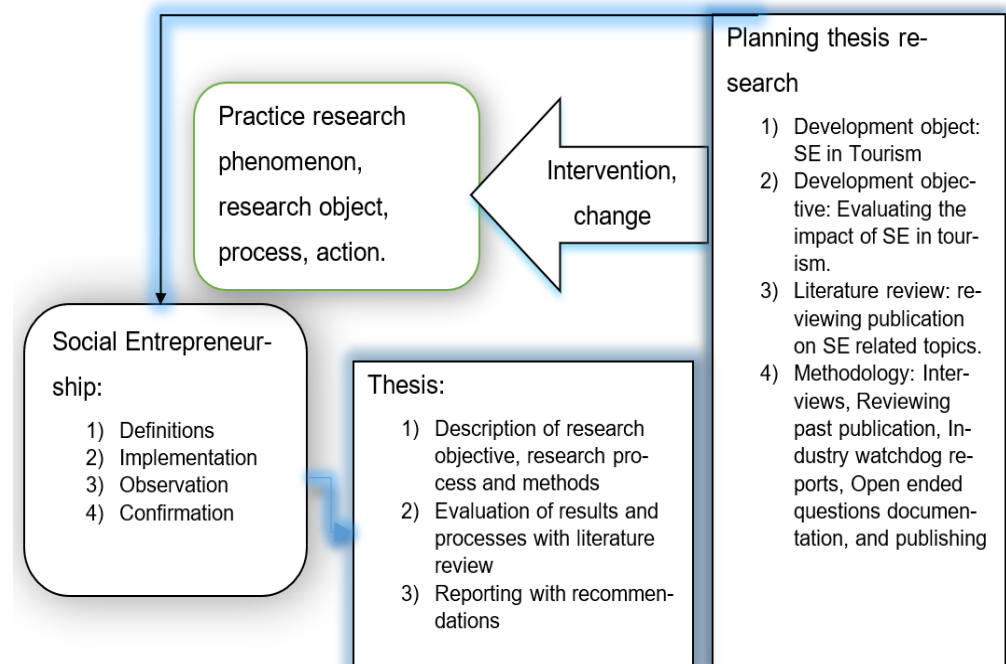


Figure 9 Social Entrepreneurship in tourism Development work.

Figure 9 demonstrates a thesis process in social entrepreneurship development work (adapted from Perry and Zuber-Skerritt 1992, 204), a relationship between a thesis, and development process, planning stages, and the literature review on the S.E. phenomenon. The literature

reviews are a partial solution to this research problem. The conclusion is drawn from the combined findings from the literature review and the data collected from the overall experience drawn from the interviewees.

The qualitative research method was chosen because it is desired to get a more in-depth view of a phenomenon (Kananen, 2013, 31). Research result directs the progress of the research. Action research starts where qualitative and quantitative research is finished (Kananen, 2013, 31).

A conductor of action research is often a member of the research object. Action research requires the researcher to have more knowledge and understanding of a phenomenon than traditional research as the aim here is a change and its testing and implementation (Kananen, 2013, 41). Action research involves planning, action, evaluation, and follow-ups (Kananen, 2013, 41). I have more than eight years of experience in tourism; therefore, I consider myself a member of the research object; thus, my knowledge has also been expressed in this report.

4.2 Data Collection

4.3 Semi-structured interviews

In December 2020 and Feb. 2021, I have had two hours of interviews each with Rajan Simkhada, Sampurna Dev Thapa, and Gautam Raj Wagle. Most of the questions asked were open-ended and were intended to understand the current social entrepreneurship phenomenon. Open-ended questions are questions of general nature through which we want to get an understating of a phenomenon (Kananen 2013, 30).

I chose to interview tourism entrepreneurs who have worked in the field for more than 25 years to validate the industrial practices in the past; thus, future remedies and trends can be determined. Moreover, I also used interviews from the actual beneficiaries of the social entrepreneurship initiative. Those beneficiaries are mainly women in the rural areas, namely in Kakani, Chitwan, and Sagarmatha National Park. Moreover, the written

question sent to Maya Gupta and Becky K. In design research, it is essential, for the sake of engaging, to choose concerned individual or organization with the phenomenon for the research process and to offer them opportunities to participate and influence (Kananen, 2016, 70).

Tourism entrepreneurs who have extensive knowledge in the field have expressed their visions in the interviews and have laid out the business model for the beneficiary communities.

Individuals, who have been allowed to express their views on an issue, make suggestions for improvements, participate in planning work, accept the development work as their own, and are more willing to embark on implementing the development work (Kananen, 2016, 70). Research results suggest that culture is insufficient to justify national differences in social entrepreneurship rates (Rossella C. et al., (2020) 132–143). Therefore, benchmarking a proven concept in Nepal would not pose difficulties in other parts of the world.

I conducted interviews with a long-time expert in the field, and the study was undertaken in a sample of entrepreneur participants in Nepal. Individuals are generally assumed to have a chronically dominant independent self-construal of business (Bagozzi, Verbeke and Gavino 2003; Fischer, Manstead and Rodriguez Mosquera 1999). Participants were informed that the researcher was “interested in how people viewed social entrepreneurship in Nepal and how social entrepreneurship was being implemented in tourism enterprises.

4.4 Reliability and validity

Over time some facts of life invariably change, new laws are written, new rules are imposed, new people are born and grow with a unique experience, and new life takes over. Especially as shown in figure 3, this phenomenon depends on so many variables that can change over time, such as government policy, corporate policy, legal frameworks, community strategies, and community values.

However, I have reviewed verified secondary data at the time of research and interviewed trusted long-term entrepreneurs and other stakeholders. Social entrepreneurship is a relatively new concept; therefore, practices and definitions surrounding this concept might change over time.

As David Bornstein and Susan Davis wrote in their publication that the social entrepreneurship *1.0 involved a concrete effort to (1) Systematically identify people with innovative ideas and practical model for achieving significant societal impact; (2) Describe their function in society and shine a spotlight on their work; and (3) Develop a support system to help them achieve significant social impact (Bornstein and Davis, 2010, 24).

Social Entrepreneurship *2.0 focus shifted into organizational excellence. It drew heavily on business strategy, finance, and management insights and was primarily concerned with helping social entrepreneurs build sustainable organizations or enterprises (Bornstein and Davis, 2010, 24).

Social Entrepreneurship *3.0 (today) looks beyond individual founders and institutions to the change-making potential of all people and their interactions. It recognizes that social entrepreneurship is contagious throughout the professional disciplines. (Bornstein and Davis, 2010, 24).

*note: * software programmers generally use numerical terms such as 1.0 and 2.0 to denote the development stage of their product.

In my study, I have presented only the current practice in the field and have recommended further research to improve the practice and understanding of the area. Based on the above explanation stated in the book social entrepreneurship, what everyone needs to know, this study coincidentally matches the S.E. evolution model Social Entrepreneurship 2.0 and 3.0 by David Bornstein and Susan Davis. I mentioned coincidentally because reliability and validity were checked by using the inductive reasoning method.

5 Research Results

In this chapter, I have presented the result from the interview analysis. This study has found that most of the business model vision has been implemented and this model can be benchmarked to implement in other geographical communities.

My own eight years' experience in the tourism sector has played a significant role in drawing out some evidence for the social enterprise business model. I have noticed that, typically, there is a lack of legal structure to protect entrepreneurs in the field. I have emphasized customer orientation, income stream, and value proposition.

Interview data shows that business strategies, especially in tourism, are mainly formulated by well-established corporation actors and market research was conducted accordingly, and marketing channels were set in advance. The current working model of social entrepreneurship is designated as a social franchise to exchange cultural value between guests and host parties.

5.1 Entrepreneurial and policy level implications

I examined 15 publications on this topic published from 2005 – 2020 and combined the interview results. The analysis shows that most of the social entrepreneurship initiative was taken because of the community's need due to geographical remoteness, community conflicts, and natural disaster vulnerabilities.

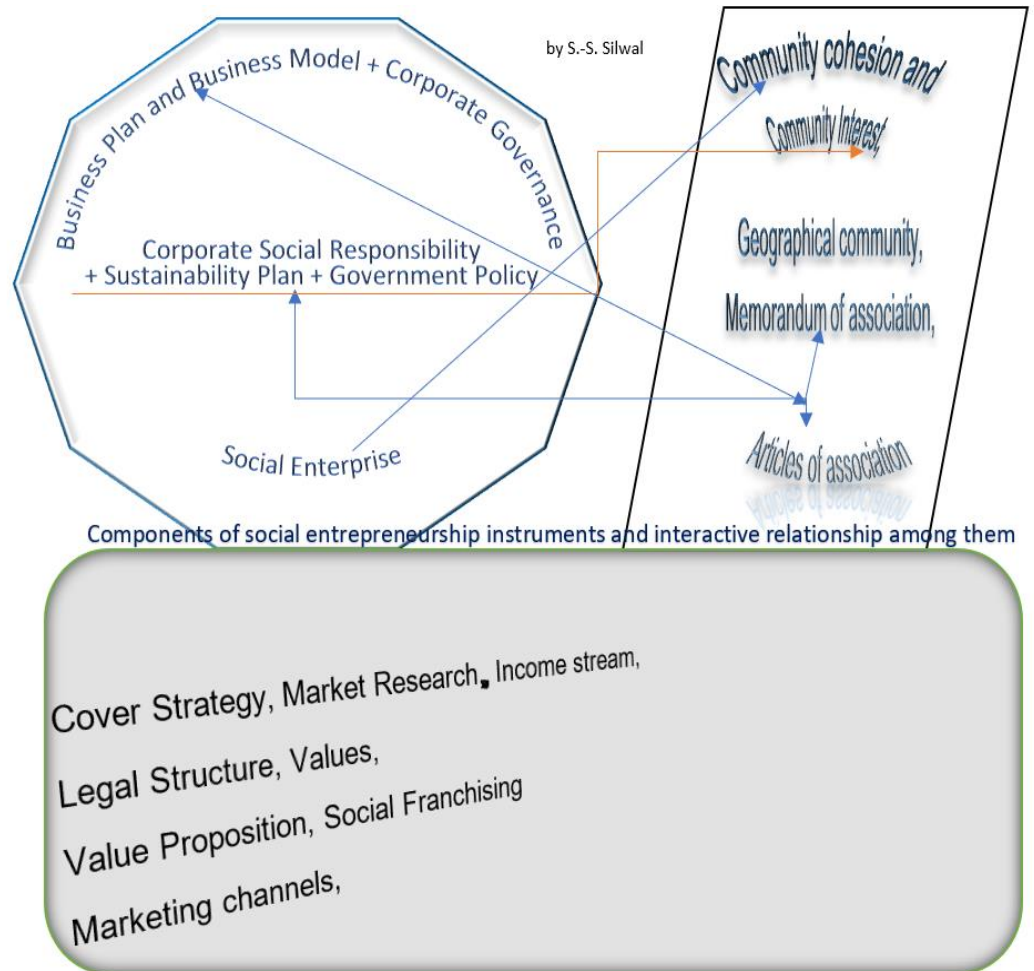


Figure 10. Entrepreneurial and policy level interconnection.

In our interview session, Rajan Simkhada, a long-time entrepreneur, suggested that the S.E. initiative, at least in the tourism industry, can be successful without a grant only if the corporation such as he is associated with can sign an article of association with the specific geographical community. This view is supported by the theory presented by Bronstein and Davis in their book.

Figure 4 was drawn after conducting most of the research, such as interviews and secondary data collection. This figure fits nicely under the research objective and research outcome because these components mentioned in the chart are crucial to social enterprises to be successful and sustainable. I want to keep it under objective research headlines because this figure summarises all the essential aspects that social entrepreneurs should consider before starting a social enterprise venture.

Some of the social entrepreneurship ventures running successfully in Nepal that I came across during this research have those components. For example, corporate social responsibility was a critical factor in developing a social enterprise's business model. Namely to attract new customers who are seeking new experiences. Government policy and corporate responsibility played a significant role in creating a business plan.

The government's rural development policies to develop community cohesion coincided with private sector enterprise's willingness to extend memorandum of association with the local community. Community interest was one of the most critical aspects that either a government entity or a corporate branch needs to investigate before drawing a business model for that community.

Interview analysis shows that the strategy, legal frameworks, and marketing plans, communicating value proposition falls under corporate governance. End entrepreneurs in cooperation with corporations prepare business plans and business models. An awareness of the findings from the first study would help new entrepreneurs and policymakers to facilitate the consumer and the locals alike.

5.2 What makes the Nepalese tourism sector social entrepreneurship adaptive?

At this time of globalization, supersonic transportation networks between nations' cities and information super-highway in electronically connected areas of the world, some communities, particularly those located in a remote part of developed countries and less-developed countries alike, are continuously faced with various social and economic difficulties.

Scheyvens writes that tourism's potential to drive economic growth makes it a relevant tool for developing low-income and underserved communities and places these localities at the center of tourism development (Scheyvens, 2002). Communities in need might possess the necessary tourism assets, such as cultural heritage, natural beauty, flora, and fauna,

and provide the local experiences that tourists seek and construct the spaces they consume (Beeton, 2006; Dolezal & Burns, 2014).

This leads to the goal of developing targeted communities holistically and sustainably, often through community-based and pro-poor tourism initiatives (López-Guzmán, Borges, & Cerezo, 2011) that are aimed at providing regenerative economic and social wealth, including environmental benefits (Aquino* , Lück, Schänzel, 2018).

There are some striking similarities between some of the most attractive but remote tourist destinations such as the Alps in middle Europe, Finnish Lapland, and Himalayan Hindukush mountain range in the northern Indian sub-continent from Bhutan, Tibet, Nepal, India, Pakistan to Afghanistan and the mountainous region in the Americas from the yellow stone national park, Colorado mountains, Nevada desert entertainment centers, Machhupicchu to Andes Mountain range in South America.

Tourism entrepreneurs suggested that when practicing adventure tourism such as safari, kayaking, trekking, hiking, climbing, and hunting, environmental damages eventually bring to the regional wildlife conservation, flora. Furthermore, fauna conservation has been a significant issue.

Past studies in this area have examined various factors that affect an individual's environmentally friendly behavior and intention. Environmental knowledge is one of the more frequently discussed factors (Chan et al., 2014). It is generally accepted that ecological knowledge has a positive impact on environmentally friendly behavior and intention. However, it can be argued that knowledge by itself is not a substantial cause for action (Crohn and Birnbaum, 2010; Kollmuss and Agyeman, 2002). Other factors are involved, such as social norms and constraints (Han et al., 2010). Miao and Wei (2013) identified various factors that affect environmentally friendly behavior, such as socio-demographic variables, social responsibility, motives, environmental knowledge, personal val-

ues, norms, and attitudes. Arguably, these are factors internal to an individual that can motivate them to adopt green behavior and are formed through education (Yeh, Ma, and Huan, 2014, 1209)

5.2.1 How can we apply the social entrepreneurship model in hospitality and tourism to minimize the harmful outcomes?

This study found that benchmarking some of the successful experiments in the industry is one of the best ways to start. Spain, together with France, is one of the European countries with a significant number of work integration social enterprises (WISE) (Spear and Bidet, 2005); many of them were created in the 1960s when no institutional support was in place for people with intellectual disabilities. Groups of parents with intellectual disabilities and sensible professionals started different companies to provide jobs to such people. At that moment, people with intellectual disabilities were marginalized, and the common belief was that they should stay at home and not work. WISEs were at that time a significant social innovation, offering people with intellectual disabilities a decent job with a reasonable salary and, through work, offering them the opportunity to be an active part of society. Most WISEs are non-profits and do not seek significant financial performance or competitive advantage (Alegre, Berbegal-Mirabent, 2016, 1165).

The above findings in their research by Alegre, Berbegal-Mirabent emphasize market research's importance before starting an S.E. venture. When the idea of a youth hostel came into Icaria's management team's minds, the first thing they did was to do serious market research. At that time, Barcelona Ryanair had recently acquired the license to operate in Barcelona airport, increasing tourists with a low budget to spend. Icaria took that into account and studied the number of beds available in the city, the price range, average stay in the city, average expenditure. The local government also confirmed that there was a real need for low-budget hotels, specifically for youth. There was an apparent market demand for their product before investing in building the Youth Hostel (Alegre, Berbegal-Mirabent, 2016, 1170).

Satisfactory financial results that allow the company to increase or maintain the number of jobs are enough. In Spain, the economic crisis that started in 2008 has forced governments to reduce the number of subsidies that were given drastically. In addition, demand has fallen, and Spanish unemployment has become the highest in all European countries. This situation has strongly affected the commercial performance of all companies in the country. Still, specially WISEs that have seen how subsidies were reduced, sales were falling, and, at the same time, social demands for employment were increasing (Alegre, Berbegal-Mirabent, 2016).

For example, Red-Cross Society, World Vision, Church's International Mission, and some of the community housing in Finland is based on a Social Entrepreneurship approach (those who advertise with a face of African children on the street, as part of help others to help themselves), these organization; however, their main goal is to collect funds to help people in the disaster zones in or outside of the country. When there is no disaster, their other main objective is to meet outside and train and employ marginalized citizens of their communities to produce local goods or services to pay their salaries.

These above-mentioned Social Enterprises are deeply rooted in one religious ideology; therefore, Red Cross is called Red Crescent in the Middle East. As previously pointed out, the S.E. initiative driven by religiously originated compassion tends to inflict division and conflict in the target communities. Therefore, the S.E. method, in line with respective national law, can mitigate the existing conflicts and bring peace and prosperity in the society with productivity.

Nepal is a less industrialized and high human-oriented society. In high human-oriented communities, personal and family relationships lead to protect individuals, members of society are responsible for promoting the well-being of others, where state agents are not actively involved in such activities, there is a high degree of compassion for people in the immedi-

ate neighborhood, and the state supports the private sector and maintains the balance between private and public domains (Evangelista, Caputo, Russo, & Buhnova, 2016).

In the field of pro-social behavior, Meglino and Korsgaard (2007) suggest that the inextricable tie between empathy and the pursuit of collective interests. Human Orientation (H.O.) H.O. is the degree to which individuals in organizations or societies encourage and reward individuals for being fair, altruistic, friendly, and kind to others. At a societal level, a high degree of H.O. leads to altruism, benevolence, and generosity, as well as generous and compassionate leadership (House et al., 2004). Interviewees in this research focused on human orientation, one of the key attractions in homestay tourism. Levie and Hart (2011, p. 214) note that the place of residence can also be a factor showing that "women entrepreneurs are more likely to be social rather than business entrepreneurs if they reside in more deprived communities."

When social innovation is considered, value creation accrues primarily to society (as a whole or to specific groups) rather than private individuals (Phills et al., 2008). Triggers for social innovation are not only new products or ways of operating but also different ways that lead to changes in current paradigms and bring up a social change (Cajaiba-Santana, 2013; Dawson and Daniel, 2010). This suggests that social innovation is therefore conceived to transform markets towards sustainable development (Boons and Lüdeke-Freund, 2013). In this transformative power, business models come into play (Birkin et al., 2009).

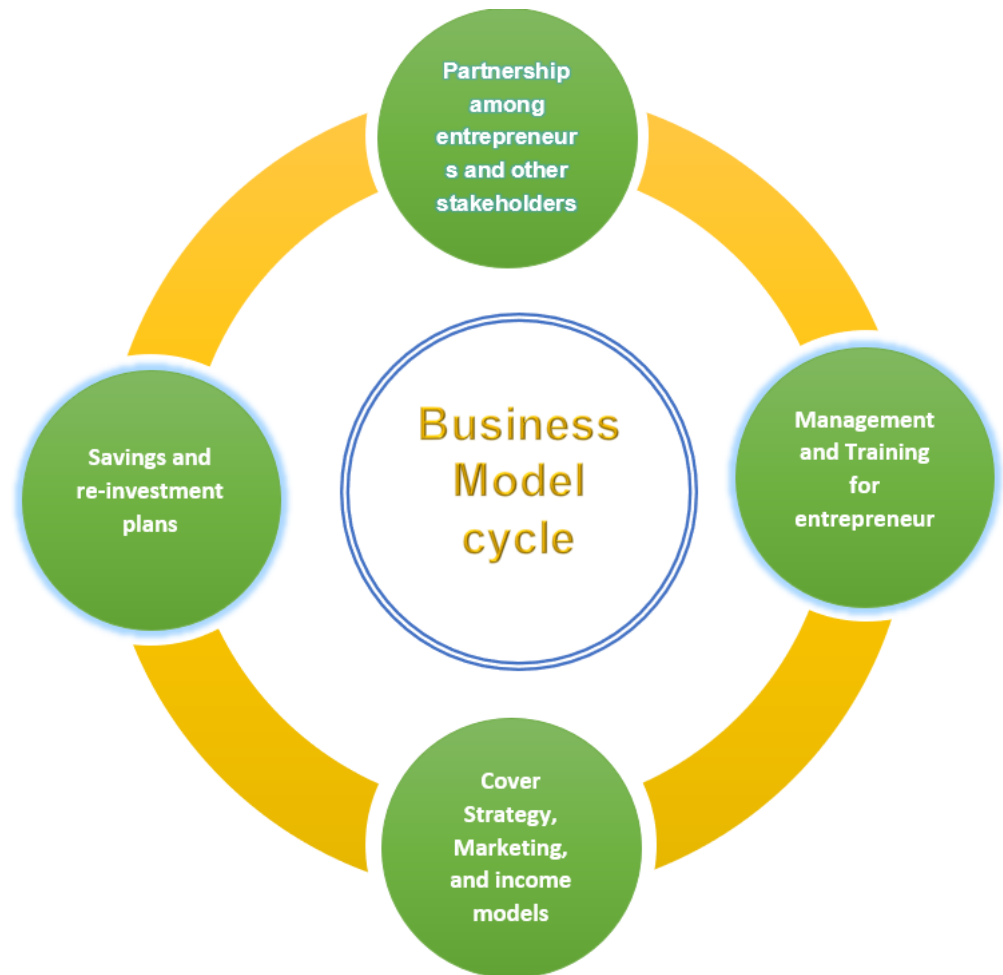


Figure 11. Social Entrepreneurship Business Model (by: Santosh-Saagar)

Based on the interview outcomes and literature studies, I have drawn a business model cycle as shown in figure 5; this cycle model is based on the data analyzed during the research process. As shown in the figure, every cycle starts with the social mission strategy and income model defined for the corporation and the social enterprise alike. Marketing strategies need to set to maximize the income for both parties involved.

Reinvestment is the primary theme in the second stage of the cycle, and reinvestment funds accumulate according to sustainability. Saving plans are implemented either on a compulsory basis or an individual enterprise profit reinvestment basis. The strategy in income model communication was of utmost importance to convince the partner entrepreneurs and other stakeholders to get involved in the social entrepreneurship ventures.

Once the entrepreneurs and other stakeholders are involved in the initiative, training them to communicate, manage, and deliver services or products to the customer is essential to keep the industry sustainable and attractive. Management training for entrepreneurs involves educating on legal frameworks, value proposition, and cooperation strategy.

Consequently, entrepreneurial opportunities based on collective interests are more likely to be recognized and exploited when individuals show high levels of empathy. Compassion is depicted as the emotional connection linking an individual to a suffering community. It acts as a pro-social motivator for actions, compelling individuals to alleviate others' suffering (Goetz, Keltner, & Simon-Thomas, 2010) and fostering their desire to benefit others (Miller et al., 2012).

A loss of natural wealth should be considered equivalent to a loss of someone's wealth; animals cannot create their habitat, nature is their habitat; similarly, the human cannot make their habitat without surrounding natural resources either, such as fresh air, drinkable water, and solid ground foundation; consequently, it should be honest for a human to show some compassion towards nature.

In their research findings, Han et al. (2009) moved directly into the investigation of buying behaviors. That may seem more practical. However, getting quantitative information on purchase decisions without addressing motivation also has limited practical implications. The point to consider is that there may be more potential business for green hotels from changing people's intentions than from finding out what lay behind specific purchase intentions. Focusing on attributes affecting purchasing without addressing those affecting green purchasing by education may discourage social entrepreneurship and sacrifice social benefits and profit. Both lines of study have practical value. Practical applications will benefit from more research in both areas (Yah, Ma Huan, 2014, 2016).

The interview analysis shows that there is a lack of understanding about social entrepreneurship in general in Nepal. Interviewees suggested that there must be training sessions for entrepreneurs and employees alike. My questions focused on implementing social entrepreneurship to alleviate the socio-economic condition of women in the remote parts of the country by promoting, for example, a homestay lodge.

A similar conclusion has been reached in a study conducted by Yeh, Ma, and Huan in 2014. They have recommended an emphasis on Environmental Education (E.E.). For hoteliers or society, social entrepreneurship is an abstract idea that is unfamiliar to many. On the other hand, E.E. is a well-known and widely practiced activity. Hence, from a marketing perspective, it is reasonable for hotels to publicize their social entrepreneurship by showing commitment to E.E. To promote E.E. both within hotels and to the general public, hoteliers can be allied with organizations that are specialized in E.E., such as LEED (Han and Kim, 2010). Alliances facilitate hotels becoming sustainable through green operations, but they also help build a good image. Additionally, E.E. can be a force in getting patrons because E.E. results in more potential customers selecting an environmentally responsible lodging facility (Yeh, Ma, and Huan, 2017, 2014).

6 Conclusion and Recommendations

In the case of Nepal, state mechanisms for governance are a relatively new concept; the national constitution was written in 2015, and the formation of federal states and their subsequent constitutions are being written now (2020) (Constitution of Nepal, 2015). Before the current constitution came into effect, most of the remote part of Nepal was run under the compassion basis, and the government was non-existent in the remote villages of Nepal (Prof. Alan McFarlane, 2014). Alike in many other parts of the world, religion and religious text must have played an important in teaching compassion.

Many of the widely read religious and mythological texts in that part of the world teach people to be companionate, such as donating, to build religious community shelters, schools, and infrastructure (Upanishad, 1200 BC). When communities around the world started to come closer and mingle owing to the fast pace of communication and transportation development, many societies had to come up with a secular solution to mitigate the conflicts that arise between the different religious communities so that people of all faiths, beliefs and racial background could live in peace.

While there is consensus in the literature that the motivations revolve around making a difference to society [Miller et al. (2012); Studying and understanding social entrepreneurs adds another avenue of research to the destination leadership literature. Notably, the research also shows the vital role those social entrepreneurs can play in tourism destination development. As such, hospitality and tourism businesses and stakeholders need to be more aware of these individuals (Mottiar, 2015, 1151).

National constitution and state laws are widely accepted agreements among people of various backgrounds living within the exact geographical boundaries; those new codes of conduct are to be taught in schools. Children trained and raised in new agreements are less likely to be bi-ased.

In this new reality, this study has proved that Social Entrepreneurship can come into practice, people with compassion who wants to help others in need, instead of them going to a traditional community shelter or traveling to remote locations and handing over temporary supplies or fund, they are encouraged to help to develop a mechanism where people in need would learn to win a living in line to the national law and live a respectful life of their own; as a result, overall sustainable development of a nation could take place.

The study also revealed that social entrepreneurship ventures in tourism could be put into practice in Nepal immediately, mainly targeting to help women in rural areas. The business model formulated in this research can be implemented more effectively and expand the business practice in other industries. Social Entrepreneurship in practice somewhat coincides with the proverb 'do not keep on giving hungry people fish, instead teach them how to fish' now in a more contemporary version of the same proverb 'teach them how to cultivate fish and how to sell the fish at a good price.'

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Appendixes

Appendix 1

Dominant theories and concepts related to SE.

N° Dominant theories/Main concepts	N° of papers	N° Dominant theories/Main concepts	N° of papers
1 Social entrepreneurship	23	32 Base-of-the-Pyramid	1
2 Institutional theory	6	33 Sustainable development	1
3 Social capital	5	34 Open innovation literature	1
4 Social innovation	4	35 Bourdieus' forms of 'capital'/sociological theory/investment theory	1
5 Community development	4	36 Service-learning pedagogies	1
6 Stakeholder theory	3	37 Interorganizational collaboration, organization change, networking and setting-approaches	1
7 Resource-Based View	2	38 Theory of moral sentiments	1
8 Capitals	1	39 Theory and practice/programme theory evaluation/theory of action	1
9 Development theory	1	40 Resource dependence theory	1
10 Business entrepreneurship	1	41 Human capital theory	1
11 Network theory	1	42 Crowdfunding	1
12 Resilience theory	1	43 Service dominant logic	1
13 Personality traits	1	44 Public policy	1
14 Microcredit and innovation	1	45 Corporate social responsibility	1
15 Cognitive, Network and Cultural Embeddedness	1	46 Sustainable business models	1
16 Systems model framework/entrepreneurial orientation	1	47 Neo-institutionalism	1
17 Venture philanthropy	1	48 Microfinance	1
18 Entrepreneurialism in education	1	49 Hybrid organizations	1
19 Sustainability and innovation	1	50 Coordination games	1
20 Entrepreneurship theory/SME	1	51 Social entrepreneurial intention	1
21 Community perspective	1	52 Sport-based entrepreneurship	1
22 Complexity theory	1	53 Capacity-building	1
23 Theory of organizational sensemaking and social comparison theory	1	54 Indigent defense	1
24 Capability approach	1	55 Community-based entrepreneurship	1
25 Leadership theory	1	56 Action learning	1
26 Neoliberalism, welfare economy	1	57 Practice theory	1
27 Finance theory	1	58 Humanitarian engineering	1
28 Demand and supply-side theories of entrepreneurship development	1	59 Service innovation	1
29 Theory building by adopting a service divide perspective	1	60 Economic sustainability	1
30 Population ecology and resource dependence; Resource-based view (resource dependency theory)	1	61 Social value	1
31 Social venture's theory of change	1	62 DM approaches	1

Main social problem treated or public benefited by SE.

N° Main social problem treated/public benefited	N° of papers
1 Poverty/poverty alleviation/improving the standard of living and communities of the poor/eradicate rural poverty (bringing safe drinking water to as many villages as possible)/micro-credit for the poor/vulnerable communities	15
2 Non-profit organizations/third sector and regional development	8
3 Public education/limited education and work or entrepreneurial opportunities/improved learning practices and technologies into schools and the educational system/undergraduates students	4
4 Vulnerable group from rural areas/eye care/health and social benefits and 'community resilience (health care)/lack of public sanitation facilities/limited access to basic health services	4
5 To reduce risk behaviours among youth/young peoples' development/children development	4
6 Indigent people/people with learning difficulties/people with malaria	4
7 Social entrepreneurship process/entrepreneurial processes/engagement in SE	3
8 Redeveloping an area of disinvestment/contribute to regional development	2
9 Entrepreneurship in developing countries/entrepreneurial activity	2
10 Care homes for elderly people	2
11 Welfare problems and unemployment/severely limited income	2
12 The growth of women's participation in the labor force/gender equality and empowering women	2
13 Lack of "patient capital" to support the longer gestation period of innovative BoP business ventures/Bottom of the Pyramid (BoP)	2
14 Drug rehabilitation	1
15 Conceptual framework for understanding SE	1
16 Older adult active retirement groups	1
17 Issue-based education	1
18 The entrepreneurship–society relationship	1
19 Illiteracy, deforestation, and disease	1
20 Use energy more efficiently/inadequate energy sources and technology for household cooking, heating, and lighting	1
21 Complex problems (HIV as example)	1
22 Solution to the failure of markets to distribute goods and services equitably	1
23 Homeless	1
24 Rampant public and private corruption	1
25 Poor infrastructure and lack of a "market ecology" to nurture entrepreneurial innovations	1
26 Child protection, disability rights and environmental sustainability/disability access	1
27 Advancement of religion; animal shelters, volunteer fire departments, and the provision of counseling services to distressed persons	1
28 Creative projects	1
29 E-innovations in public sector	1

Appendix 3

Social entrepreneurs/social entrepreneurial organizations and different players.

N° Relationships between a social entrepreneur (or social entrepreneurial organizations) and:	N° of papers	Sample Papers
1 Government	18	Birch and Whittam (2008); Cook et al. (2003); Griffiths et al. (2013)
2 NGOs	11	Hayhurst, 2013; Marshall (2011); Walsh and O'Shea (2008)
3 Bankers/Fund organization/Private donors/Business angels	7	Crimes (2010); Sen (2007); Lehner (2014)
4 Customers	4	Altinay et al. (2016); Ratten (2011a); Ratten (2011b)
5 Families	3	Ersing et al. (2007); Fawcett and Hanlon (2009); Sulphrey and Alkahtani (2017)
6 Municipality/Local government	3	Onyx and Leonard (2010); Nel and McQuaid (2002); Westlund and Gawell (2012)
7 Suppliers	1	Perrini et al. (2010)
8 Any other party (e.g. retailers; recruitment agencies; social innovators; local community/community leaders; educational organizations; associations; media; private enterprises)	12	Nel and McQuaid (2002); Litzky et al. (2010); Yiu et al. (2014); Friedman and Desivilya (2010); Chalmers, 2012; Bridgstock et al. (2010)
9 Two or more actors (i.e. social entrepreneur-government – municipality)	28	Bridgstock et al. (2010); Tracey et al. (2011); Bacq and Janssen (2011); Biggs et al. (2010); Estrin et al. (2013)