



## A Comparative Study of Social Entrepreneurship Contribution to the Territory's Sustainable Development

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### Abstract

Understanding the importance of exploring the dynamics of social entrepreneurship (SE) is crucial as it has the power to create positive changes in society, the economy, and the environment, ultimately leading to a fairer and more sustainable global community. The purpose of this paper is to explore and elucidate SE's multifaceted input into propelling knowledge of sustainable development and its contribution to the territory's sustainable development. Data was gathered over a two-year period through field research that comprised interviews and secondary sources (field notes and internal documents). A multiple comparative case study was used. This perspective allows us to emphasize the role of SE in the activities related to implementing the philosophy of sustainable development and the considerable contribution of its action to the achievement of the various objectives that the state has set itself in its fight against the social, economic, and environmental challenges affecting the territory. The data collected illustrates the input or contribution of SE to the sustainable development of the territory by creating multiple added values at the local level. Furthermore, by adopting a territorial view based on the many processes carried out by SE, this research provides an alternate reading of the results of SE action, connecting them to the numerous concerns of sustainable development.

**Keywords:** *Social Entrepreneurship, Territory, Sustainable Development*

### INTRODUCTION

Social entrepreneurship (SE) has established itself on the world stage as an alternative form of entrepreneurship that provides answers to humanity's various challenges. The specialized scientific literature identifies social entrepreneurship as a value-creation instrument that responds to social and economic challenges. According to the existing body of literature, social entrepreneurship amalgamates the pioneering drive of conventional entrepreneurship with the goal of bringing about social transformation, thereby addressing market inadequacies and bolstering societal resilience (Sampaio & Sebastião, 2024). SE facilitates the elaboration of responses, generating social value through innovative means; it designs creative solutions to the most pressing challenges. SE serves as a pilot vehicle whose action focuses on distinct challenges. SE action develops innovative solutions to the most complex social problems. Moreover, the role of intermediary organizations in supporting the development and growth of social business ecosystems, as well as the adoption of technology to facilitate sustainable social innovation systems, underscores the multifaceted nature of social entrepreneurship (Ho & Yoon, 2021). Thus, SE creates sustainable organizations that focus on social or environmental objectives.

Furthermore, SE promotes new social models that address the distinct challenges of society. SE motivated by a social mission, pursues economic, social, and environmental objectives. It uses new

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techniques or institutions; it does not limit itself to conventional means, and it innovates. SE also committed to the search for new responses to social challenges. Not only combines a vision centred on the economic and social dimensions, but it also empowers local populations (Mulyaningsih, 2021) to transform their ideals into reality and generates a change in socioeconomic models to address the multiplicity and complexity of social challenges. Hence, social entrepreneurship as a vector for implementing sustainable development in the territory: a theoretical perspective.

The study is focused on the social entrepreneurship dynamics in the territory of Marrakech-Safi Region. The focus on social entrepreneurship dynamics at the local level is driven by several important aspects. First, health, precariousness, poverty, and pollution represent significant challenges that substantially affect the living conditions of local communities. On the one hand, poor people are unable. The hinterland and urban centres outside the region's capital show a deficit in terms of basic infrastructure, resulting in local communities' inaccessibility to care and lack of waste recycling, exacerbating poverty and insecurity. Due to this condition, social entrepreneurship was established as a proximity partner of public action at the local level. Since the 1990s, Moroccan public policy has focused on developing a legal and institutional framework for pro-social entrepreneurship in order to translate the state's commitments to sustainable development objectives to the local level. This institutional drive has manifested itself in creating small-scale enterprises that focus on social-economic and environmental challenges. These organisations offer goods and services to local communities that the value network of the dominant system cannot reach.

This paper highlights the different links and interrelationships uniting the three operational concepts: social entrepreneurship, sustainable development, and territory. First, we propose highlighting the intersections between SE, sustainable development, and territory by associating them. Second, we attempt to show SE's contribution to the territory's sustainable development by highlighting SE's multiplicity of contributions to implementing sustainable development in the territory.

## LITERATURE REVIEW

### **Theoretical background - Social entrepreneurship dynamics: entrepreneurial practice as an answer to the system failure**

Social entrepreneurship is presented as action by individuals or private organisations addressing different opportunities in the market (social needs) (Korosec & Berman, 2006). Various authors argue that it is a response to market failures, i.e., the inability of the market and the state to provide for the social needs of citizens (Shepherd, et al., 2010; Omrane & Fayolle, 2010; Mair, J., 2010). The primary purpose of social entrepreneurship is to meet social needs that neither the public nor the private sector has paid attention to (Alvord et al., 2004). It is based on the discovery and exploitation of business opportunities through the identification of social and economic needs not met by the market and the State, and it has the mission of creating social value (Omrane & Fayolle, 2010). SE is presented as a tool to help governments solve social problems; it offers an analytical framework to propose answers to sustainable development challenges (Omrane, 2013; Abhi et al., 2015).

Bacq and Janssen (2011) describe social entrepreneurship as a panoply of steps from identification and evaluation to exploitation, thus converging with the classical conception of entrepreneurship by Schumpeter and Kirzner and the theory of market failure; these theorists argue that the objective of SE is to create through market activities by mobilising different resources to create social value. Social entrepreneurship by exploiting opportunities in the market - social problems not addressed by the active system - responds to the social needs of citizens and creates social value (Bacq & Janssen, 2011). Some researchers argue that social entrepreneurship is a process of identifying, evaluating and exploiting opportunities to create social value through market activities and using various resources (Zahra et al., 2008; Janssen et al., 2012).

Mair, J., and Martí, I. (2006) offer another reading of SE by stating that it is a multi-stage process centred on the combination of resource innovations and the pursuit of opportunities to either solve social problems or to solve social problems. They distinguish between various definitions, which they organise into three

stages: Firstly, SE is a process of creating 'value' through combinations of resources in new ways. Secondly, it is a set of resource combinations to explore and exploit opportunities to create social value through stimulating social change or meeting social needs. Thirdly, it concerns the provision of goods and services but can refer to creating new organisations. Meanwhile, SE, in the sense of [Martin and Osberg \(2007\)](#), consists of three components: (1) the identification of a stable and unjust equilibrium that excludes marginalises or negatively affects the lives of certain social groups that lack the means to ensure a situation of equilibrium, (2) there is the identification of the opportunity and development of a new social value to challenge the equilibrium situation, (3) developing a new stable equilibrium that reduces the suffering of the target populations through imitation and the creation of an ecosystem around an equilibrium situation to ensure a better future and society. SE refers to the identification and exploitation of opportunities through the observation of new problems or needs not yet met by traditional organisations ([Martin & Osberg, 2007](#)). It promotes sustainable development respecting human rights while being concerned with the reasonable use of resources, and it is also concerned with the treatment of complex social problems, such as poverty and social exclusion, which are externalities generated by legal or illegal business activities and require the development of innovative solutions ([Johnson, 2000](#)). Social entrepreneurship has three fundamental elements: first, identifying a stable equilibrium that excludes, or marginalises, a social group that lacks the means to transform the equilibrium. Second, identifying an opportunity and developing a proposed new social value, and third, social entrepreneurship develops a new equilibrium that ensures a better future for the group and society ([Martin & Osberg, 2007](#)).

[Mair \(2010\)](#) equates SE with a process of meeting the basic needs of local people that conventional organisations still need to meet. This process includes the provision of goods or services, the creation of institutions, or the reform of inadequate organisations, the main objective being to change or modify the economic or social structures that have led to the failure of the system to meet basic needs. The financial viability of social enterprises is an essential pillar for SE, but more is needed; sometimes, the capacity of the target population to pay becomes an obstacle to the viability of the SE project. SE aims to create social change by modifying political and economic realities at the local level. The local context shapes the opportunities for SE and determines the tactics and strategies to be employed that characterise the entrepreneurial approach. The entrepreneurial approach to social entrepreneurship is reflected in the ability to obtain and attract resources and the ability to recombine them to create new value and new ways of doing things ([Mair, 2010](#)). Furthermore, [Leadbeater \(1997\)](#) equates SE with entrepreneurial behaviour for social purposes, mobilising market activities in order to meet the needs of disadvantaged social groups, [Bacq and Janssen \(2011\)](#) argue that SE is centred on the search for innovative solutions to social problems not addressed by the existing system.

SE is described as a movement that tackles market failures by addressing social needs through innovative and socially oriented organisations. Its role is to create new ways of producing that take into account the social needs of citizens. AVISE defines social entrepreneurship organisations as social enterprises whose purpose is to help people who are disadvantaged by the market, and who ensure the inclusion of people excluded from the system through the provision of employment and skills training ([O'Connor & Meinhard, 2014](#)). [Sulphery and AlKahtani \(2017\)](#) in the same vein argue that SE tackles problems that traditional organisations (market, state) cannot solve. SE presents itself as an indispensable solution to the increasing social problems and challenges of human communities in the face of recurrent market crises. SE presents itself as a flagship solution ([Parkinson & Howorth, 2008](#)); it addresses the needs of the underserved in society, and it takes on a "palliative role" ([Nicholls & Cho, 2006](#)).

## RESEARCH METHOD

This exploratory research identifies the contribution of social entrepreneurship to the sustainable development of the territory. We can show that SE's contribution is multidimensional and inherent to the territory's specificities. We have included five case studies representing entrepreneurial dynamics with a social vocation embedded in the Marrakesh-Safi region.

This study provides a comparative analysis of cases of social enterprises recognized as "success stories". This article expected to produce hypotheses rather than test them, given the nascent nature of the construction of social entrepreneurship. We generated information on the cases of interviews, internal documents, and observation. We had used the compiled data to identify models related to SE's contribution to the territory's sustainable development. The results were an attempt to construct concepts and elaborate hypotheses.

Comparative analysis proved useful for generating new hypotheses about complex phenomena. The case descriptions provide information that allows the recognition and evaluation of theoretical models, facets that cannot be identified by methods were considered rigid.

[Gentles et al. \(2015\)](#) recommend a sample size of only ten and at least four; [Miles and Huberman \(1994\)](#) add that the research will be reasonable by limiting the size of the case study. According to [Gentles et al. \(2015\)](#), to construct a sample for qualitative analysis, we should take the following elements as a starting point: (1) Homogeneity of the cases from the perspective of the question to be studied or the entities to be examined, (2) Search for case studies that differ from one another, (3) Search for a sample of cases offering a balanced variety of situations, (4) Selection of cases rich in data on the phenomenon of the study, where the actors are open to an in-depth investigative approach, (5) Different selection according to the objective considering the criteria mentioned above, we had developed the following criteria: legal form of the organization, sector of activity, geographical location, access to information, date of incorporation, stable economic activity, environmental and social sensitivity, and territorial embedding. We had given each organisation a code name to ensure the confidentiality of the structures studied.

#### *Empirical (Geographical) context: Marrakesh-Safi region*

The focus on this particular territory rests on three considerations. First, there is a lack of studies that try to unravel the empirical context and behaviours of social entrepreneurs in this region. Exploring the local dynamics will help the researchers to understand this emerging phenomenon, thus providing a new path for theoretical construction. Second, this institutional drive has manifested itself in the creation of small-scale enterprises that focus on social-economic and environmental challenges. These organisations offer goods and services to local communities that the value network of the dominant system cannot reach. Morocco's proactive policy in terms of implementing the philosophy of sustainable development at the local level faces a major challenge at the Hinterland level: vulnerability rate 22.9% (Chichaoua average years of schooling (4.76 years compared to 5.64 years at the national level). In the same vein, the illiteracy rate of people aged ten years and over is about 38% in 2014; the region of Marrakech-Safi thus achieved the second highest rate at the level of the regions of Morocco after that of Beni-Mellal- Khenifra (38.7%), a level higher than the national average (32%) Illiteracy remains more pronounced among women (47.9%) than among men (28.2%) Maternal mortality in 2015 was highest in the prefecture of Marrakech and the province of Safi (125 and 105 maternal deaths respectively per 100,000 live births in public hospitals), i.e. rates well above the regional average (73 per 100,000 births). Essaouira and Kelâa des Sraghna have lower rates (37 and 25 per 100,000 births) ([MINISTÈRE DE L'ECONOMIE, 2015](#)).

## **FINDINGS AND DISCUSSION**

### **The selected cases: a brief description**

Various entrepreneurial initiatives with a local scope are committed to fighting against the territory's various challenges (social, economic, and environmental). These initiatives, called "social entrepreneurship", mobilize territorial resources in innovative ways, thus generating multiple added value. The following cases can provide a basis for a better understanding of this emerging field.

**Table 1:** Description of the Case Studies

<b>Case A</b>	
Overview	Case A was created in 2015 to provide civil servants with social security coverage to cope with the epidemics and chronic diseases that plagued Morocco in the post-war period. Case A, at its inception, was centralized in Marrakech, with members scattered throughout the region's capital city, who had to travel to Marrakech to benefit from its services. Since the regionalization of case A in 2017, 3 representations have been created in the provinces of Rehamna, EL KELAA, and Safi. The primary service offered by case A is the treatment of disease files. Since 2017, it has been working on an innovative perspective, offering various social services, including care, free credits, and travel.
The value created	Economic, social, and environmental. The social enterprise provides stable jobs for 12 employees and offers various social services, such as care and summer holidays, to employees and members of the organisation. The company works to preserve the environment by promoting a pro-environmental culture and adopting sensitive processes.
Innovation	Provision of local services oriented towards vulnerable individuals, a mode of action anchored in the territory, mobilisation and involving local stakeholders, and advocacy for a sustainable human development model.
Territorial scope	The development of local value networks through the involvement of the different territorial actors makes it possible to sustain the added value created and channel it towards marginalised populations.
<b>Case B</b>	
Overview	Case B is a women's agricultural cooperative at the territorial level in Lalla Takerkoust, specializing in goat's cheese production.
The value created	Economic, social, and environmental. The cooperative employs 12 members of the local population, ten full-time and two seasonal, and has 30 members, most of whom are women. It offers a work climate of solidarity and mutual aid, all the members of the organization are committed to the development of the organization, each of them fulfils several tasks (management of the cash register, production), and the versatility of the human resources merged the resilience of the cooperative in its early years. Following the principles of cooperative action, the organization is committed to the personal development of its human resources by offering them a wide range of training courses. The cooperative's mode of action is centred on a pro-environmental culture; it respects the natural resting of goats, promotes local resources in the production process, and adopts reasoned consumption patterns.
Innovation	Construction of a new territorial product and the ability to mobilize unique resources and actors.
Territorial scope	Development of a collective territorial action involving local actors and international cooperation.
<b>Case C</b>	
Overview	Case C is a Swiss entrepreneur based in the old medina of Marrakech in 2013 to integrate people with disabilities into the economic circuit through training. The company has a long-term project; its mission is to develop marketable skills among women with disabilities while enabling them to benefit from social security coverage. The company works to raise awareness and education of

	women, providing them with various workshops to enable women with disabilities to learn a trade that guarantees them a stable income.
The value created	Economic, economic, social, and environmental—creating stable jobs for 30 women, developing capacity building, and coaching women. The company promotes pro-environmental processes, uses friendly materials, and ensures waste recycling.
Innovation	An approach focused on women's empowerment to promote the sustainable socio-professional integration of women with disabilities—the company's capacity to deal with the multidimensional challenges women face with disabilities in the medina.
Territorial scope	Involvement of local stakeholders in a long-term income-generating dynamic. We are proposing local responses to the social and economic challenges of the territory.

**Case D**

Overview	Case D represents the consecration of an initiative led by rural young people who have graduated from Moroccan universities. These young graduates committed to the social development of the territory opted to create a nonprofit organization. In 2016, the latter focused on developing income-generating activities for young rural people. The company operates within the municipality of AIT FASKA (Elhaouz Province), following a local approach.
The value created	Economic, social, and environmental. The organisation has created four stable jobs; it facilitates the local population trained in craft techniques selling their products, generating additional income for families. It offers transport and education services to ensure the reintegration of young children into the school system and their continued schooling. The organisation ensures the recycling of waste and uses natural resources.
Innovation	Mobilization of the craft industry in the recovery of household waste.
Territorial scope	Different actors (institutional, economic, and political) are involved in their actions, thus generating value networks channelled to vulnerable groups.

**Case E**

Overview	Case E is registered as a non-profit organization in the United States and Morocco, founded in Marrakech in 2000 by former volunteers from American humanitarian organizations. The company is committed to the sustainable development of the territory, supporting communities in precarious situations by implementing ecological agriculture initiatives and empowering women and young people. The organisation also promotes the preservation of vegetation by planting fruit trees (almond, carob, argan) in the province of ELHAOUZ. The farmers benefit from the income generated by the planting of the trees. The organisation also plants trees at the school level to promote health and environmental beautification in education while offering workshops for children to raise their environmental awareness.
The value created	Economic, social, environmental, and cultural. The social enterprise favours implementing an environmentally conscious, sustainable economic model. On a social level, it develops the capabilities of local populations and promotes the sustainability of the soil through tree planting. On a cultural level, it spreads a pro-environmental culture and citizen engagement.

Innovation	Action centred on the combination of soft and hard skills—entrepreneurial response to multiple challenges (social, economic, environmental, and cultural). The studied company represents the concretisation of decentralised international cooperation targeting the most fragile territories. Its modus operandi is centred on proximity to local populations, the sustainability of the impact of the actions carried out, and process innovation.
Territorial scope	Proximity, capacity to involve local actors, and development of cooperation interfaces.

### **Social entrepreneurship dynamics: economic innovation at the service of the territory**

SE promotes the economic development of the territory by developing sustainable added value that benefits the entire local population. SE creates stable jobs that generate sustainable income for the benefit of local communities, allowing them to benefit from economic security. Besides, it develops economic activities that generate sustainable added value and do not generate negative externalities at the local level. Through innovative processes, SE transforms the waste generated by exploiting resources into sustainable added value through its social networks. In the logic of solidarity, it transforms its externalities into opportunities for its local partners. SE relies on economic activities appropriate to its mission; they only support its social objectives. It relies on its partners to make its commercial activities viable by mobilizing its social capital. SE creates new outlets for its services and products.

SE promotes the revitalisation of the territory, develops new functionalities for the territory's resources, and combines them alternatively, which favours the generation of sustainable added value at the local level. SE strengthens the territorial offer by sustainably providing services and goods through local distribution networks.

SE strengthens economic change at the territorial level by extending the value chain through innovative processes, creating new services and products, and relying on social networks to channel value. SE contributes to the retention of economic added value at the territorial level by developing networks of actors embedded at the level of the territory.

Local development promoted the sustainable economic development of the territory. The SE promotes the consumption of local products by making local services available to communities in the area. SE transforms needs into a source of economic added value by mobilizing innovative processes and its proximity to local populations. It invests several types of resources (social and territorial) in the basic needs of the territory, combining several resources through innovative processes to produce sustainable economic added value at the territorial level.

SE establishes viable economic activities that generate change at the territorial level. It contributes to reducing poverty and unemployment by creating stable jobs that generate sustainable income at the territorial level. It promotes the valorisation of local resources, guaranteeing the generation of stable income for the local population.

### **Social entrepreneurship dynamics: an appropriate response to social challenges**

SE provides solutions to the territory's social challenges by tackling the system's failures through the creation of local organisations that offer services adapted to the needs of local populations. SE acts as an alternative solution to the State's withdrawal from the social sphere, acting at the level of the public sector as a "subcontractor" of the public authorities in the management of social issues for which it develops new organisations and new social networks; in other words, a new system that provides long-term holistic and inclusive responses to the challenges of the territory.

SE provides services adapted to the needs of the territory; it offers local services in vulnerable areas where the local offer does not meet the needs of the local population. SE involves many local actors in implementing responses to the challenges of the territory. It tackles needs not addressed by the system, and it develops organizations registered at the local level that allows responding to the unsatisfied needs of



citizens. SE acts as an alternative institution to the classic system (State and market) by targeting basic human needs. With the flexibility of its organizations and the innovation of its business plan, SE is developing and integrating a model of all the layers excluded from the classical system.

Following a territorial approach, the SE offers a range of goods and services adapted to the needs of vulnerable populations. It promotes their healthcare access by providing local integrated services at a lower price than the market. It creates local healthcare units that provide multiple medical services (cardiovascular, ophthalmology, dental). Also, it facilitates access to education for vulnerable people by creating local nurseries dedicated to early childhood at a price below market value while strengthening the integration of disadvantaged children into the school system by providing them with transport means adapted to their needs. SE improves the living conditions of vulnerable individuals through adapted care provided on-site and diversified social services. SE reduces the mortality rate of pregnant women during childbirth and infant mortality through adapted ambulatory services.

SE provides local responses to the failures of public social action by creating alternative institutions that ensure citizens' social needs. SE promotes citizens' access to social security services at an adequate price to their income. Through an innovative offer of services at the territorial level, social entrepreneurship enables local populations to meet their basic needs, notably through the provision of social benefits. In the health sector, social entrepreneurship develops local centres that enable local populations to access the care they need by providing them with various specialist doctors and state-of-the-art equipment.

### **Social entrepreneurship dynamics as a vector for sustainable social change in the territory**

Social entrepreneurship intervenes with local communities by disseminating the values of solidarity and reciprocity, creating new institutions, and spreading the culture of networking and sustainable development. SE promotes the emergence of changes at the territorial level by constructing collective actions that shape an attractive image of the territory.

Social entrepreneurship promotes a culture of change by disseminating democratic practices at the local level, adopting voting and stakeholder involvement to build decision-making processes. It works to generalise access to information to all stakeholders, thus promoting the development and empowerment of individuals. It disseminates a new culture centred on citizen participation within human communities, especially rural communities, by teaching them to take part in the various processes relating to the governance of their territory.

Social entrepreneurship contributes to the empowerment of its employees through the provision of multiple social services. SE cultivates a culture of independence and autonomy among its employees by involving them in the different stages of the decision-making process; it encourages their institutionalization by organizing themselves into workers' associations to manage social benefits. Employees through continuing education cycles. SE encourages the emergence of new skills among its employees through continuing education cycles. SE contributes to upgrading its employees' life conditions by providing various social benefits that enable them to meet multiple needs. These social services allow them to access healthcare and healthy housing and take advantage of summer centres.

The actions carried out by the SE are registered at the territorial level but induce a global influence. The SE produces long-term changes and affects the system, not only from the outside but also from the inside, by affecting the very functioning of the system. Through innovative ways of doing things, SE triggers sustainable transformations at the territorial level; it introduces new logic and alternative approaches at the territorial level.

SE contributes to the social development of the territory by influencing the systems that cause local social challenges by introducing new approaches to deal with local problems. It acts on social rules by disseminating new values, norms, and social codes, establishing new cultures centred on intergenerational and intergenerational solidarity. SE disseminates at the territorial level a new entrepreneurial culture centred on the satisfaction of collective needs, which calls for innovative initiatives in favour of social, environmental, and economic issues by including all interested parties.



Social entrepreneurship creates territorially based market-like systems to serve the needs of vulnerable individuals. Social entrepreneurship is a third way that distinguishes itself from the system (market and the State) by its capacity to offer services in a sustainable way that the latter cannot provide.

SE is established as a territorial response to the challenges of sustainable development. SE's action is based on an entrepreneurial logic in which innovative processes are interwoven. In the long term, SE implements sustainable development objectives by creating viable multiple-added value at the territorial level. In conclusion, this research focuses on the role of social entrepreneurship (SE) in implementing sustainable development. It highlights the diversity of the organisational configuration developed by SE at the local level and its capacity to mobilise multiple resources and different actors. It also highlights the importance of the SE in the pursuit of the objectives of sustainable development, as it is a key partner in this quest. The research emphasises the importance of the State supporting SE at the local level and the need for a legal, institutional framework and institutional mechanisms to concretise sustainable development objectives. It also suggests drawing up incentive programmes and measures to stimulate SE and support public action on sustainable development.

## CONCLUSIONS

The purpose of this article was to highlight the results of the inter-case study of our empirical research by presenting a comparative reading of the different cases studied. This approach enabled us to generalise the results produced. The companies studied grow in territories marked by the prevalence of multiple challenges (social, economic, environmental) that constrain the sustainability of the territory. The companies tend to share the centrality of the social mission, the centrality of the social and territorial dimensions, and the prevalence of environmental concerns. We also noted the entrepreneurial and innovative nature of the processes carried out by these organisations, which integrate different dimensions (economic, social, environmental, political, and cultural) into their operating methods. A pro-social entrepreneurial logic characterises the chosen social enterprises, prioritising the fight against the territory's challenges over profit. These enterprises are continually innovating and developing new processes that allow them to deal with the actual needs of the territory's populations by encouraging new organisations that facilitate the sustainable improvement of people's living conditions.

Through their territorial embedding and dynamism, the companies develop configurations associating the different actors active at the territorial level. The centrality of their mission distinguishes the cases studied (social, double, triple, quadruple), the production of triple added value (economic, social, environmental), and their sensitivity to the environment. They rely on market techniques to produce added value at the local level. The companies studied are interwoven at the territorial level. By their geographical and organisational proximity, they mobilise local resources and channel the local population's added value.

From our various case studies, we could characterise the forms, actions, and scope, as well as the territoriality and innovation of SE processes. We highlighted the diversity of its status, models, and watertight field of action, which is not encumbered by institutional restrictions; rather, it transcends the existing boundaries between the different sectors (private, public, and third sector) by relying on innovative processes and territorial embedding. The space of SE action goes beyond the sectoral vision adopted by classical entrepreneurship; it is based on a partnership approach according to which it builds social networks containing various partnerships (public-private, public-tier sectors, public-tier sector, and public-tier sector-private). Furthermore, SE pursues different objectives; its action is guided by a predominantly social mission with multiple objectives that vary according to the adopted legal form. Territorial change, be it economic, social, or environmental challenges, motivates SE. It also tackles complex issues with a triple dimension (economic, social, and environmental).

SE is a resource of amenities. It involves local actors and citizens while implementing different innovative processes through which it co-constructs responses that are adapted to the challenges of the territory by combining unique resources. SE produces a double (economic and social, social and environmental, economic and environmental) or triple (socioeconomic, environmental) sustainable added

value to the territory. It relies on market activities that provide services, products, or both simultaneously. Its dual dimension distinguishes the temporality of SE. SE actions affect the needs of current and future generations. SE relies on innovative processes to generate sustainable added value in the short and long term. SE also makes it possible to address climate change by strengthening the territory's resilience and raising awareness among human communities.

### LIMITATION & FURTHER RESEARCH

The research may be less generalisable to other areas with distinct socioeconomic and environmental conditions because it primarily relies on case studies from particular territories. While the variety of organisational forms found in social entrepreneurship (SE) is emphasised, this variation can make it more difficult to create a cohesive framework or plan for using SE to implement sustainable development.

The study emphasises how crucial a legal-institutional framework and state assistance are. This dependence could present difficulties in areas with patchy or insufficient support, reducing the efficacy of SE programs. The focus on territorial embedding and local-level impact may need to sufficiently address more general systemic issues or the SE initiatives' capacity to grow to a national or international scale. The requirement for incentive programs and measures to promote SE suggests that the viability and influence of SE initiatives may be constrained in the absence of such outside assistance. Divergent goals, resource distribution, and operational procedures among these sectors can provide actual obstacles to SE's strategy of bridging gaps between the public, private, and third sectors. Although the study highlights the contribution of SE to environmental, social, and economic value, it cannot be easy to consistently and accurately measure this triple-bottom-line impact in various contexts.

However, SE relies heavily on innovative processes and their acceptance and effectiveness. Innovations can differ greatly depending on local acceptance, resources, and capabilities. It can be challenging to strike a balance between the two dimensions of SE actions, which address both present and future needs. This could result in disagreements over which objectives should be prioritised in the short- and long-term. While SE can improve resilience and address climate change, these initiatives call for significant coordination and resources, which may not be easily accessible in all regions. The study highlights one advantage of SE's independence from institutional constraints. Nevertheless, this may also give rise to difficulties concerning regulatory supervision, uniformity, and responsibility.

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