

Entrepreneurial resourcing across the social enterprises' life cycle

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Résumé :

Cette étude explore la manière dont les entrepreneurs sociaux accèdent aux ressources, au quotidien, en fonction de la phase de développement de leur entreprise. Nous menons 25 études de cas d'entreprises sociales et des entretiens individuels avec les fondateurs et les gestionnaires des entreprises sociales. Les entretiens montrent que le processus d'acquisition des ressources est basé sur une combinaison de trois perspectives entrepreneuriales, à savoir le bricolage, la causation et l'effectuation. En outre, nous constatons que les modes d'acquisition des ressources

diffèrent selon la phase de développement de l'entreprise sociale. Au cours de la phase d'émergence, les entrepreneurs sociaux sont davantage orientés vers l'effectuation. Au cours des phases de croissance et de durabilité, ils sont plus orientés vers le bricolage. La causation est très peu utilisée. Notre étude contribue à la littérature sur l'entrepreneuriat social en fournissant des indications sur les stratégies de mobilisation des ressources, à adopter, en fonction de la phase de développement de l'entreprise sociale.

Mots-clés : entrepreneuriat social, causation, bricolage, effectuation, matrice d'évaluation de la logique

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1. INTRODUCTION

This article focuses on the process by which social entrepreneurs mobilise resources in an everyday basis, in order to develop their social enterprise and to create social value. The literature has shown that, particularly in social entrepreneurship, entrepreneurs manage to mobilise these resources by using personal credibility, the influence of the media and by forging links with other key stakeholders (Desa, 2008). As highlighted by De Bruin, Shaw and Lewis (2017), collaborative partnerships are crucial in social entrepreneurship. Some scholars (e.g. Di Domenico et al., 2010) argue that social entrepreneurship is widely associated with resource scarcity, given that social enterprises often emerge as a consequence of a lack of means, facilities and services. Consequently, social entrepreneurs who face a lack of resources make do, with whatever they have at hand (Di Domenico et al., 2010, Servantie & Hlady-Rispal, 2020). Hence, they use an approach which is called “entrepreneurial bricolage” (Baker, 2005). In addition, other research carried out in social entrepreneurship show that the practice of bricolage is also used to manage day-to-day conflicts (Ladstaetter et al., 2018), to manage the pressure linked to the measurement or to proving social impact (Molecke & Pinkse, 2017; Servantie & Hlady-Rispal, 2018) or even to catalyse innovation and, thereby, increase social impact (Kickul et al. 2018). Further, according to Bojica et al. (2018); Tasavori et al., (2018), bricolage enables the growth of social enterprise.

However, recent studies (e.g Servantie & Rispal, 2018, 2020; An et al., 2020) tend to minimise the use of this practice, which would seem to be more or less necessary depending on the development stage of the company in its life cycle - its emergence, its growth and its

sustainability (Servantie & Rispal, 2020). Brush & Barkema (2021) also minimise the generalisation of bricolage as a generic mode of resource mobilisation in social entrepreneurship by estimating that many studies focus on "extreme" cases where resources are lacking and invite work that compares other modes of resource mobilisation (other than bricolage). In the previous literature, complementary and juxtaposing modes of resource mobilisation, such as causation, which is linear process based on planning and effectuation, which is a creative process based on the fact that the means define the goals, are highlighted by some scholars (e.g. Sarasvathy, 2001, Fisher, 2012). The three perspectives of bricolage, effectuation and causation, developed independently from one another, in most previous social entrepreneurship studies, focusing mainly on bricolage (Johannisson & Oalisson, 2007 ; Di Domenico, Haugh & Tracey, 2010, Kickul, Griffiths & Gundry, 2010; Gundry, Kickul, Griffiths & Bacq, 2011 ; Halme, Lindeman & Linna, 2012 ; Desa, 2012 ; Sunley & Pinch, 2012 ; Preece, 2013 ; Desa & Basu, 2013 ; Linna, 2013 ; Dorado & Ventresca, 2013 ; Desa & Koch, 2014 ; Bacq, Ofstein, Kickul & Gundry, 2015 ; Sunduramurthy, Musteen & Francis, 2016 ; Molecke & Pinkse, 2017 ; Razgallah, Zeribi & Maalaoui, 2017 ; Kwong, Tasavori & Cheung, 2017 ; Janssen, Fayolle & Wuilaume, 2018 ; Ladstaetter, Plank & Hemetsberger, 2018 ; Sarkar, 2018 ; Kickul, Griffiths, Bacq & Garud, 2018 ; Bojica, Ruiz Jiménez, Ruiz Nava & FuenteFuente, 2018 ; Tasavori, Kwong & Pruthi, 2018 ; Littlewood & Holt, 2018 ; Zollo, Rialti, Ciappei & Boccard, 2018 ; Maalaoui, LeLoarne-Lemaire & Razgallah, 2020) , or effectuation (VanSandt Sud & Marmé, 2009 ; Corner & Ho, 2010 ; Newbert, 2012 ; Parris & Bowers, 2014 ; Thiru, Majumdar & Guha, 2015 ; Akemu, Whiteman & Kennedy, 2016 ; Johannisson, 2018), or causation (e.g. Yusuf & Sloan, 2013; Corner & Ho, 2010). Only few studies (e.g. Sevantie & Rispal, 2018; Nelson & Lima, 2019) addressed the three perspectives together, in social entrepreneurship.

Our purposes, in this paper, are, firstly, to explore how social entrepreneurs get access to resource in an everyday basis, by using the bricolage approach, but also other complementary entrepreneurial approaches namely effectuation and causation. Secondly, to explore the hypothesis that entrepreneurs might practice causation, effectuation, or bricolage depending on the growth stage of the social enterprise. To do so, multiple case studies of social enterprises, located in Europe and North Africa, are carried-out. 33 individual interviews with the founders and managers of these social enterprises, are conducted. The 25 stories of the social enterprises and the interviews done with their leaders and managers, allow us to enhance results found in previous studies, in other contexts (e.g. Di Domenico et al., 2010; Servantie & Rispal, 2018, Nelson & Lima, 2019; An et al., 2020). In this study, we identified practices that are used by the social entrepreneurs to acquire resource. These practices are associated with the entrepreneurial approaches of bricolage, effectuation and causation. Persuasion techniques, associated with bricolage in social entrepreneurship, are also identified. In addition, we find that the use of one approach depends on a contextual factor (An et al., 2020), which is the development stage of the social enterprise. Our results show that the social enterprises are more effectuation oriented in the emergence and growth phase, and they are more bricolage oriented in the sustainability stage, for several reasons. Our study contributes to the literature of social entrepreneurship by providing insights in setting strategies for resource mobilisation depending on the development phase of the social enterprise. We also contribute to the literature, by spotlighting persuasion techniques used by the social entrepreneurs, and by showing that the social entrepreneurial is not only based on bricolage, but it is a combination of three different perspectives (bricolage, causation and effectuation). The dynamic between the three perspectives depends on the growth phase of the social enterprise.

We present, in the following section, our theoretical background, then the methodology. We end the paper by presenting the results, the discussion, the limitations and the contributions.

Envoi de la communication :

Le nom du fichier doit être nommé de la façon suivante : **votre nom, suivi de la première lettre de votre prénom et de l'extension DOC ou RTF**. Par exemple, Max Weber soumettrait le fichier WEBERM.DOC.

2. THEORETICAL BACKGROUND

2.1. SOCIAL ENTREPRENEURSHIP AND THE THREE PERSPECTIVES OF RESOURCE MOBILISATION: EFFECTUATION, CAUSATION AND BRICOLAGE

The social entrepreneurship concept is used since 1950 (Bowen, 1953, Saebi et al., 2019, Crupi, Liu, & Liu, 2022). The mission of this specific type of entrepreneurship is to fill the needs unmet by the government, public institutions and for-profit organisations (McMullen & Bergman, 2017; Janssen, Fayolle and Wuillaume, 2018). Various problems in the world, such as poverty, access to education, inequality and human well-being, encourage social enterprises, to start businesses incorporating social value or impact (Huda et al., 2019; Doherty, Haugh, & Lyon, 2014, Gupta et al., 2020). As mentioned by Gonzalez et al., (2017), social value creation, which is ensured by social organisations, is mainly about creating a social impact. Some social entrepreneurship scholars focus on the aspect of resource generation and mobilisation (Boschee, 1998; Austin, Stevenson, Wei-Skillern, 2006, Di Domenico et al., 2010). They stipulate that social entrepreneurship is a set of non-profit actions, undertaken by social entrepreneurs, who aim to create social value, while raising investment and searching for resources. According to Dorado (2006), the social entrepreneurial process involves three steps, the opportunity definition, the resource mobilisation, and the creation of the organisation. Resources are crucial for the creation of a social enterprise. For Mair et Marti (2006), social entrepreneurship is a process consisting of combining and using resources in an innovative way to meet social needs and create opportunities for social change. Zahra et al. (2009) stipulate that

social entrepreneurship encompass the processes of opportunity discovery and exploitation, which aim to build social wealth by creating new businesses and managing organisations in an innovative way. In this research, we position ourselves in the definition of Mair and Marti (2006), Boschee (1998) and Austin, Stevenson, Wei-Skillern (2006), who consider the aspect of resource mobilisation and the search for financing strategies as crucial elements in social entrepreneurship. In the entrepreneurship literature, the process of resource mobilisation occupies an important place (Alvarez and Busenitz, 2001; Shane and Venkataraman, 2000). In social entrepreneurship, researchers start to focus on the aspect of resource acquisition in social entrepreneurship, however, studies on that topic remain rare (Sarkar, 2018). To our knowledge, few studies explain how social enterprises emerge and develop in an environment where the structures supporting social enterprises are limited compared to those supporting profit-oriented enterprises. Compared to profit-oriented enterprises, social enterprises often face resource constraints because they do not exploit profit margins, as they aim to maximise social impact, rather than profit. They operate in an environment where high-quality resources are not available (Desa and Basu, 2013). Social enterprises pay low salaries to their employees, due to the lack of financial resources (Zahra et al., 2009, Gupta et al., 2020), which makes access to competitive resources, difficult (Gupta et al., 2020). Desa (2008) claims that social entrepreneurship often occurs in resource-poor environments. Indeed, social enterprises are characterised by limited access to resources because they often emerge in response to a lack of facilities and services (Di Domenico et al. 2010). Resource constraints push social entrepreneurs to diversify their entrepreneurial resourcing behaviours. Three entrepreneurial approaches namely bricolage, effectuation, and causation focus on understanding entrepreneurial resourcing behaviour and action (Servantie & Hlady-Rispal, 2018). Bricolage consists on doing something from nothing by using whatever is at hand (baker and Nelson, 2005). Effectuation consists on focusing on the means which are under the control of the

entrepreneur (by answering the questions of who am I?, whom do I Know? And what do I know?) to create effects (Sarasvathy, 2001). Causation is a traditional approach to entrepreneurship, that is based on planning, and on predefining the final goal, then searching for the necessary resources to achieve the goal (Fisher, 2012). While the social entrepreneurship literature increasingly highlights bricolage practices, the same cannot be said for effectuation and causation practices. The distinction between these two terms (of effectuation and causation) is made explicit in Sarasvathy's (2001) article. According to Sarasvathy (2001), causation refers to an approach that consists of conceiving a precise idea of the service or product or value, and establishing and implementing a plan that makes it possible to mobilise the necessary resources for the realisation of this idea. This approach is opposed to that of effectuation which, on the contrary, refutes the precise and pre-conceived idea of the good or service in the entrepreneur's mind. Indeed, within the effectuation, the entrepreneur has "means", resources with which he or she composes and progressively pre-defines this service or product (Corner & Ho, 2010). In this respect, the recent literature on social entrepreneurship identifies effectuation practices, particularly in the formulation of the offer by the entrepreneur (Corner & Ho, 2010), during the development phase of the social enterprise (Malsch & Guieu, 2019). Further in a longitudinal study conducted in the Swedish context, Johannisson (2018) shows that social entrepreneurs use "necessity effectuation" principles, to support people with social needs. As for causation, Chandler et al. (2011) implicitly mention that it would be absent from the social entrepreneurship process. As mentioned in the introduction, few studies address causation, as an entrepreneurial resourcing behaviour, in the social entrepreneurship context. Furthermore, few studies address the three perspectives together in social entrepreneurship.

2.2. SOCIAL ENTREPRENEURSHIP: WHAT PRACTICES TO PUT INTO ACTION DURING THE DIFFERENT STAGES OF THE ENTERPRISE' DEVELOPMENT?

While the literature does not highlight the practices of causation, (which does not mean that it is absent from the social entrepreneurship process), it does highlight the presence of the practices of bricolage and effectuation, especially, during the emergence phase of the social enterprise. Indeed, previous research mostly focus on the starting phase of the social enterprise. For example, Corner & Ho (2010) identify effectuation practices in the behaviour of social entrepreneurs when they are in the process of identifying the business opportunity. Yusuf and Sloan (2013) reinforce and extend these results by showing that there are signs of effectuation during the start-up and development phases of the social enterprise, without being very precise about the contours of the development phase: What does it encompass? When does it end?

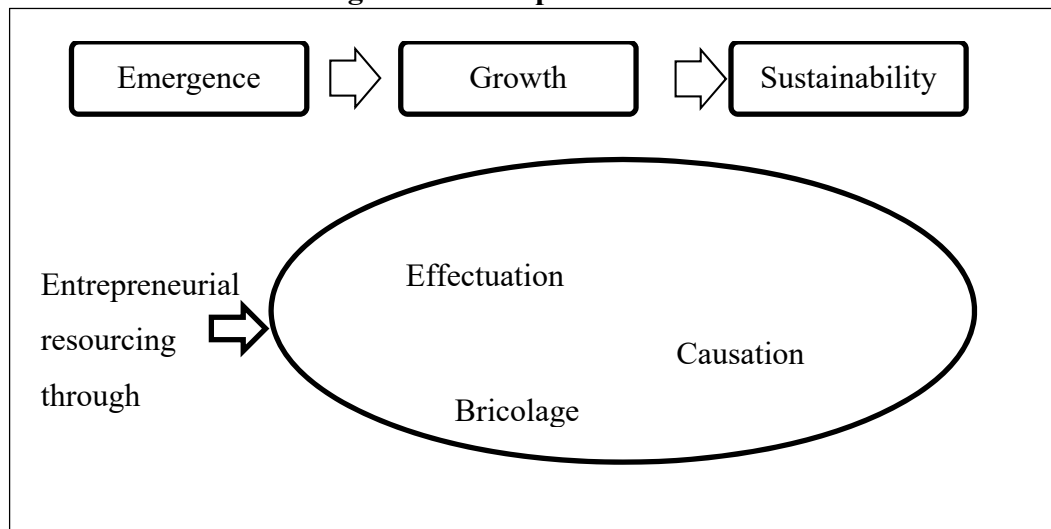
Servantie & Rispal (2018) answer these questions by defining three phases of development for the social enterprise: the emergence phase, which corresponds to the construction of the business opportunity by the social entrepreneur and the creation of the social enterprise ; the growth phase which, as its name suggests, refers to the time of expansion of the field but also that of the consolidation of the solution proposed by the social enterprise ;and the sustainability phase during which the existence of the social enterprise and its business model are not questioned and the entrepreneur mobilises the same resources, replicates the same entrepreneurial practices. Based on a longitudinal study of a single Colombian case, these researchers highlight the existence of signs of causation, but also that the three practices previously identified are mobilised differently depending on the stage of development of the social enterprise. It would start with bricolage practices, then moving to effectuation and finally causation.

2.3. SOCIAL ENTREPRENEURSHIP: WHAT IS THE ROLE OF CONTEXT IN RESOURCE MOBILISATION?

Although Servantie & Rispal (2018) show the existence of different practices depending on the development phase of the social enterprise, should we deduce that their conclusion is generalizable? The literature on social entrepreneurship would tend towards the negative, highlighting that the vast majority of studies carried out presuppose that the social entrepreneur evolves in a context of limited, rare and difficult-to-access resources (Di Domenico et al., 2010). This presupposition often proves to be correct in certain contexts, in particular in the entrepreneurial approaches that emerge in so-called developing countries, but not necessarily in other contexts. Brush and Barkema (2021) also call for a better exploration of social entrepreneurship in a variety of contexts, without, however, defining precisely what they mean by context. Context may have different meanings. In this respect, the work of Welter and Baker helps better define the contours of this concept. The methodological approach of these two researchers is based on their reciprocal observations. On the one hand, one of the theorists of the concept of bricolage relates that this practice is too often understood in a generic sense and should be analysed in context because, precisely, the process of collecting but also assembling objects and resources takes place in a singular way and is, hence, contextualised (Baker & Powell, 2016). From these observations emerges a common reflection around the definition of context (Welter et al., 2016; Welter et al., 2019, Welter et al., 2021) which relies on the identification of these components. Applied to the field of social entrepreneurship, the first component refers to the "who" and the identity of the entrepreneur, his or her education, and his or her social capital, on which his or her ability to mobilise resources strongly depends (Desa, 2008). The second component refers to the "where" and the geographic ecosystem in which the social entrepreneur evolves, whether or not it is rich in resources. This "where" is also combined with the "what" since the business opportunity or need that the social enterprise seeks to solve is linked to its location and, finally, the last component of the context, the "how" which can be related, among other things, to resource mobilisation practices. These five

components are interdependent. Thus, exploring resource mobilisation practices (which correspond to the "how" component) prompts us to identify and understand the role of the other components. Our conceptual framework, assembling the three entrepreneurial resourcing perspectives and the evolution during three development phases of the social enterprise life cycle, is presented in figure 1.

Figure 1. Conceptual framework



We present, in the next section, our research methodology.

3. METHOD

3.1. DATA COLLECTION

In this research, we opted for a qualitative approach. Data is collected through 25 multiple case studies in Europe (France) and in North Africa (Tunisia). For each case, we conduct semi-structured interviews with social entrepreneurs, and managers working in the organisation. The social enterprises investigated are operating in different sectors: health, arts & crafts, tourism, education, agriculture, technology. In total, 33 individual interviews are conducted. 4 interviews are conducted with an expert panel. The cases are identified based the convenience sampling approach (Tasavori, Kwong, & Puthi, 2018), and through the snowballing approach. We identify the interviewees, during events, when attending social entrepreneurship

conferences or seminars, and by searching in online databases (such as Ashoka, Jamaity, Shwab Foundation of social entrepreneurs, Mouves' network (Mouvement des entrepreneurs sociaux), Ronalpia). Some of the interviews are conducted face-to-face. The other interviews are conducted remotely via video conference. All the interviews were transcribed, after requesting the interviewee's permission to record. The duration of the interviews ranged from 30 minutes to 180 minutes, and the average length was 60 minutes. A summary of the primary data collection method is presented in Table 1.

Table 1. Primary data collection

Data collection method	Total number
Case studies	25
Individual interviews with the founders of the social enterprises and their managers	29
Interviews with an expert panel	4

The interviewees requested anonymity. Therefore, we assigned them codes. We also assigned codes to the social enterprises. Table 2 presents a description of the 25 social enterprises, involved in our study. An heterogenous group of social enterprises, operating in different sectors was selected to ensure theoretical diversity (Di Domenico et al., 2010).

Table 2. Social enterprises characteristics

CASE	SOCIAL ACTIVITY	SECTOR OF ACTIVITY	DEVELOPMENT PHASE
GFT	Supporting people with disabilities located in disadvantaged areas	Health	Sustainability
Omega	Supporting cancer patients, located in disadvantaged areas	Health	Sustainability
SA	Supporting children suffering from cancer, located in disadvantaged areas	Health	Sustainability
KH	Tourism activities through the employment of local people, in a disadvantaged region	Tourism	Emergence
Sigma	Emancipation, professional and social integration of women artisans in rural area	Art & craft	Sustainability
SEJ	Emancipation, professional and social integration of women artisans in rural area	Art & craft	Sustainability

Alpha	Co-design of innovative and creative solutions to social, economic, cultural and environmental problems	Mentorship	Emergence
Beta	Contribution in the improvement of citizens' well-being	Art & craft	Sustainability
Gamma	Support and mentorship of social entrepreneurs	Mentorship & incubation	Sustainability
ILA	Care and protection for disadvantaged children	Child protection	Emergence
WS	Promoting cultural and artistic activities in disadvantaged area	Art & craft	Sustainability
BF	Designing socio-economic solutions for heritage preservation and women's emancipation.	Tourism and art	Sustainability
SLS	Artistic activities in disadvantaged regions, by the involvement of local people	Art & craft	Emergence
Lamda	Providing environment & spaces for social innovation	Mentorship & incubation	Sustainability
ENDA	Emancipation of rural, marginalised women by providing jobs and through socially responsible microfinance	Socially responsible microfinance	Sustainability
TAZ	Professional integration of rural farmers and women in disadvantaged areas	Agriculture	Growth
SOS	Promoting and facilitating the digital inclusion of people located in disadvantaged and isolated regions	Technology	Sustainability
GES	Inclusion and employment of disadvantaged people experiencing difficulties	Professional insertion	Sustainability
MQR	Professional integration of people in need	Professional insertion	Sustainability
MOS	Support and mentorship of social entrepreneurs	Incubation and mentorship	Sustainability
MAY	Fighting for gender equality	Mentorship	Emergence
SCO	Co-construction of social joint ventures	Mentorship	Growth
CG	Development of a mobile game to partially fund associations that aim to reinforce professional integration and education of young people	Technology	Growth
ACA	Support and mentorship of unemployed people	Mentorship	Growth
TM	Organising free theatre workshops for disadvantaged people such as refugees and prisoners	Art & craft	Emergence
SMT	Support for creative entrepreneurial projects at low cost	Mentorship	Growth

In addition, secondary data is collected through different sources such as the websites of the social enterprises selected, and on social networks such as the Facebook and LinkedIn pages of the interviewees. The secondary data allows us to complete missing information. According to Yin (2014), secondary data allow to confirm and complete the information obtained during the interview.

3.2. DATA ANALYSIS

The data were analysed in four steps. A first manual content analysis IS conducted to identify common resource mobilisation practices during the interviews. We associate the identified codes with the entrepreneurial logic of bricolage, causation, and effectuation, based on their degree of belonging to each logic. In a the second step, we used the Atlas.ti 8 software to perform the second thematic analysis and calculate the frequency of occurrence of the themes. In a third step, we excluded the codes and sub-codes with a low frequency of appearance. Finally, a quantified analysis was developed through the " Evaluation Logic Matrix" (ELM). The ELM was used to determine the degree of use of the three approaches of bricolage, effectuation and causation, and to identify the most dominant practices in social entrepreneurship. We present the evaluation logic matrix in table 3. To develop the matrix, we based on the work of Hindle and Senderovitz (2012). The matrix contains 6 axes related to the practices or logics associated with the three entrepreneurial processes of resource mobilisation (that are presented in the three columns). The idea of the matrix consists on affecting scores (going from 0 to 3), in each box, in order to obtain a total final score, and to determine the most dominant entrepreneurial logic (in terms of bricolage, effectuation and causation) for each interviewee.

Table 3. Evaluation logic matrix

		BRICOLAGE	EFFECTUATION	CAUSATION
1	Resources: using existing or seeking new resources	Existing (Constructing new resources by combining what is at hand) (Score 0 to 3)	Existing (Who am I? / Whom do I know ? / What do I know?) (Score 0 to 3)	New (Resources are externally acquired) (Score 0 to 3)
2	Goal setting prior to execution	Yes Teleological (Bricoleurs work towards pre-existing goals) (Score 0 to 3)	No (Starting from a mean base without a well- defined goal) (Score 0 to 3)	Yes (Developing a well-formulated plan and precisely defined goals) (Score 0 to 3)
3	Planning	Usually no (Bias for action) (Score 0 to 3)	No (The effectuators do not follow a predefined business plan) (Score 0 to 3)	Yes (Linear process, developing a plan before making a strategic decision) (Score 0 to 3)
4	Conducting internal and external analysis	No (Ingenuity/ informal analysis/ bias for action, trying it out and seeing what happens) (Score 0 to 3)	No (Getting pre- commitments rather than conducting competitive analyses) (Score 0 to 3)	Yes (Competitive and customer analysis) (Score 0 to 3)
5	Opportunities	Created (Through collaborations and interactions) (Score 0 to 3)	Created (Through collaborations and interactions) (Score 0 to 3)	Discovered (Through competitive market analyses) (Score 0 to 3)
6	Prediction (ability to control or to predict the future)	Non-predictive (Making do with resources at hand, through trial-and-error process, improvisation) (Score 0 to 3)	Non-predictive (Affordable loss principle) (Score 0 to 3)	Yes (Expected returns) (Score 0 to 3)
Final score				

4. RESULTS

Our data shows that the process of resource mobilisation in social entrepreneurship takes place by the combination of the complementary entrepreneurial logics of bricolage, causation and effectuation, and more specifically through the dominant micro-practices adopted on a daily basis in social enterprises, that include: the use of the network, networking activities, predicting the future by defining a vision and setting long-term objectives from which the social entrepreneur mobilise resources, labour bricolage by mobilising volunteers, the adoption of 4 main modalities of persuasion, following the principle of crazy patchwork by involving several partners despite their degrees and level of education, following the principle of "available resources define action", and through a classic mobilisation of new resources via grant applications and donations.

We present, in the following section, the resource mobilisation practices, that we identified in the interviews, and associated with bricolage, effectuation and causation.

4.1. RESOURCE MOBILISATION PRACTICES IN SOCIAL ENTREPRENEURSHIP

Our analysis confirms aspects of bricolage, causation and effectuation documented in the existing literature on commercial and social entrepreneurship and proposes new distinctive characteristics of these processes in the social entrepreneurship context.

Indeed, our results show that, contrary to previous literature, the process of resource mobilisation in social entrepreneurship is not only based on bricolage, but it involves complementary logics of bricolage, causation and effectuation, which are put into action on a daily basis, in varying degrees.

The themes and sub-themes identified during the interviews are presented in table 4, as well as their respective occurrence frequencies (calculated through the Atlas.ti software).

Table 4

Emergent themes and categories of bricolage, effectuation and causation in social entrepreneurship

Entrepreneurial logic	Theme	Sub-theme	Occurrence frequency
Bricolage	Network bricolage	<ul style="list-style-type: none"> • Networking activities • Use of network 	107
	Express a vision	Vision	120
	Material bricolage	<ul style="list-style-type: none"> • Mobilisation of resources acquired at a symbolic price • Mobilisation of locally available resources • Reuse of resources abandoned by other structures 	75
	Intellectual bricolage	<ul style="list-style-type: none"> • Not out of necessity bricolage 	23
	Ingenuity	<ul style="list-style-type: none"> • Combination and accumulation of multiple income sources • Making do with means at hand 	41
	Labour bricolage	<ul style="list-style-type: none"> • Encourage the involvement of amateurs and self-taught skills • Involvement of close people in the project • Mobilisation and involvement of volunteers 	93
	Familiar bricolage	<ul style="list-style-type: none"> • Informality • Trust-based relationships 	45
	Persuasion	<ul style="list-style-type: none"> • Persuasion by discourse adaptation • Persuasion by developing legitimacy and trust • Persuasion by highlighting the social impact • Persuasion by developing notoriety 	86
	Social value creation		27
	Ideational bricolage		33
Effectuation and bricolage	Opportunity creation	<ul style="list-style-type: none"> • Interaction • Participating in events 	58
Effectuation	Experimentation	<ul style="list-style-type: none"> • Bias for action rather than trying to solve the problem theoretically • Trial-and-error process 	72
	Crazy patchwork	<ul style="list-style-type: none"> • Partnership and collaborations 	90

	Resources define action (the principle of the bird in hand)	<ul style="list-style-type: none"> • Whom do I know? • What do I know? • Who am I? 	93
	Affordable loss principle	<ul style="list-style-type: none"> • Privileging the less expensive solutions to a problem • Using easily accessible communication tools • Dedicating only the minimum volume of resources to the enterprise at a certain stage 	48
Causation	Formal planning	<ul style="list-style-type: none"> • Developing business models and plans only to respect formal procedures • Or developing the business plan and model to follow through • Elaborating project plans and reports • Planning and marketing efforts 	74
	Prediction of the future	<ul style="list-style-type: none"> • Vision • Defining long-term objectives 	135
	Classical mobilisation of new resources	<ul style="list-style-type: none"> • Mobilisation of new resources, only if necessary, • Mobilisation of new resources through grant applications, sponsorship, and donations 	80
	Implementation of control process	<ul style="list-style-type: none"> • Definition of a clear organisational structure • Organisation of regular formal meetings 	45
	Opportunity discovery	<ul style="list-style-type: none"> • Elaboration of market research 	11

We propose, in the following section, a detailed analysis of the identified practices. We start by presenting the practices associated with bricolage, then, those related to effectuation and we end by the practices related to causation.

4.1.1. Bricolage practices in social entrepreneurship

Our data shows that there are resource mobilisation practices associated with the entrepreneurial logic of bricolage such as network bricolage (using one's own network, developing networking

activities). Social entrepreneurs often use their personal network to mobilise resources and opportunities. Indeed, they were not only making arrangements with their available personal resources but also using the resources mobilised through their existing personal and professional network.

For example, social entrepreneur #17 is able to attract customers, secure sales, and thus mobilise financial resources and create social value through his existing network.

"And the third thing is the network, because without the network you can't sell your product, if I was not a simple trader of dried fig, I could not have ensured sales from the first day I started my enterprise, it is not an easy thing, I used my old network. For the supply network I started from scratch, but for the sales network, I kept a lot of old customers, I started with them. By time, I started to eliminate the customers who did not adapt to my needs, but they helped me a lot" #17

Social entrepreneur #33, a member of the Ashoka network, tells us that she uses her existing network to mobilise resources and to minimise expenses. She told us:

"So if you don't have a network that supports you, that helps you at the beginning, you can't do anything by yourself, you can't afford accommodation every time you want to go to Paris" #33

Social Entrepreneur #32, the founder of CG Paris, also uses his personal network to mobilise key players:

"We found investors through our team's personal network" #32

As for Interviewee #25, he tells us that thanks to the network, he has been able to mobilise new skills:

"That's how new resources are acquired and they are acquired through the network, we identify, in our network a skilled person, we propose him to be in the board of directors and so on... this is how things happen" #25

In addition, some interviewees are extending their network through the attendance of events and meetings, which allows them to expand their networks. The following verbatim explains the process of networking activities put into action by social entrepreneur #14:

"For resources, the first thing that we do is the participation in various events. In events, you meet people, you get to know them, 85% of the people you talk to will come back to you and there is a chance that they invest in your project" #14

Similarly, expressing a vision was a very recurring factor during the interviews. Indeed, interviewees indicated that they expressed a general vision but did not develop specific and detailed plans and objectives. Based on this vision, the social entrepreneur starts the entrepreneurial process and mobilises resources to create social value. The following verbatim illustrates the idea:

"We do both because we know we have the vision and then to do that, we make plans for a 1 or 3 years" #33

Moreover, in terms of human resources and skills, many of the social entrepreneurs interviewed told us that they make do, hence adopt a bricolage logic, by constantly searching for volunteers, and by starting by the involvement of close people in the project and by encouraging the involvement of amateurs and self-taught skills. Indeed, labour bricolage, through the mobilisation of volunteers, is a specific aspect of social entrepreneurship. However, the

mobilisation of volunteers and their involvement is not an easy process. That is what the interviewee #23, (expert in social entrepreneurship), explained us:

"Other problems are related to the renewal of volunteers because at some point volunteers will get tired, the problem is that they can't find volunteers" #23

In the same line, the interviewee #4 claims:

"For volunteers even if they are active members, they can't give you 100% of their time, he/she comes 1 or 2 times, the day he/she is free and that's it". #4

Some the interviewees also tell us that close relations, such as family members and friends, played a great role in the creation and development process of their social enterprises, especially in terms of project funding. That was a recurrent factor mentioned by several interviewees. For example, the social entrepreneur #33 is well supported by his family members and friends in the emergence phase of the social enterprise.

"There's a lot of things like that, if we didn't have family or friends to stay with or help us out on assignments that we need we wouldn't be able to make it. Because when you start your business, the funds are not open, so you're on your own" #33

Further, some social entrepreneurs told us that they privileged the involvement of amateurs and self-taught skills rather than professionals with years of experience and advanced degrees.

The inclusion of disadvantaged and underrepresented people is a characteristic of social entrepreneurship. The implication of skills acquired through practice and not through theoretical and formal training is a process that is also put into action within social entrepreneurship.

"...The skills related to finance, accounting, web management that we didn't have... we had to learn them by ourselves."

The adoption of different methods of persuasion, to convince stakeholders and acquire resources is a factor that is also identified during interviews. We highlight 4 modalities of persuasion used by the social entrepreneurs which are: adapting one's discourse to the audience, developing legitimacy and trust, developing discourses based on social impact, and developing the notoriety.

For example, the interviewee #32 indicates that he is adapting his speech to the audience, to better convince his interlocutor:

"...well it depends...for the players, we tell them that a game generates 500,000 Euros per day and that part of it goes to the association. The investors are convinced by the concrete side of things and what they are going to earn on the market, so with the investors we don't really focus on the social aspect of the mission... well there is some investors who think it's cool, but for others, it's not the heart of the business " #32

Social entrepreneur #33, a member of the Ashoka network, emphasised the importance of legitimacy to mobilise partners, especially when it is a social enterprise:

"Because if you want to mobilise partners, you have to take them along, they have to believe in you and on your legitimacy, and legitimacy is very important especially when you are a not for profit organisation"
#33

"It's a question of credibility, you have to do what you say, you have to embody what you say, you have to be transparent... I think that the first partners who mobilised around us it was because they trusted us, and trust

is something we use with all our partners, it's very important and that's how we build our partnerships with our suppliers" #33

Other interviewees indicated that they often based their speeches on the social impact created to convince investors. Interviewee #24, tells us that he insists on the social value created and the beneficiaries in order to convince people and mobilise financial resources.

"We focus a lot on the social impact created. This has an effect on people.

So we try to convince people by saying "If you support us, you support a lot of people and these people, it gives them strength, they are going to improve their skills, they are going to go up on the job market" #24

Some interviewees also indicate that they try to make themselves known and gained visibility in order to access resources by communicating about their activities and by adopting advocacy techniques.

For instance, the interviewee #1 is able to mobilise grants from an international organisation by making himself visible on social networks, by sharing events photos and daily achievements on social media:

"And then you know things like the GIZ¹, they saw our events photos on Facebook, we don't know them, they saw our activities and called us, they told us that they are interested by our project and want to collaborate, and they gave us a grant" #1

The fifth dimension of bricolage identified during the interviews is material bricolage through the mobilisation of resources given for free or at a symbolic price, the use of available local resources instead of searching for new external resources, and the reuse of resources abandoned or discarded by other organisations.

¹Deutsche Gesellschaft für Internationale Zusammenarbeit: German International Cooperation Agency

Interviewee #33 explains how she accessed inexpensive material resources such as equipped rooms and other types of space to organise her events, thanks to her professional network:

"For everything that is material, we do not pay.. we do not pay for renting a space to organise workshops for example. It is usually something donated by ours partners..." #33

The sixth dimension identified during the interviews and that we associate with bricolage is the creation of opportunities, through interaction with people and participation in events.

One of the interviewees tells us that the opportunities that he exploits are mostly created in meetings. The following verbatim illustrates the idea:

"He's a big reference in the world, the opportunity had come to me, because he knew the place I was working in, it's because I was in this incubator, afterwards I emailed him and I saw him again in San Francisco and I exploited the opportunity l... and I think the opportunities that come to you are more important than the ones that you're constantly looking for, because you're not considering them, it's unexpected" #32

In addition, we found that collective action-based exchanges, and informal relationships based on trust prevail within some social enterprises rather than convention-based relationships. We have called this practice "collective bricolage of familiarity". This practice allows for a form of flexibility within the social organisation, which facilitates the collective action. This is what interviewee #16 explains in the following verbatim, emphasising the fact that in her company, team members operate and consider themselves as a family:

"Since there was trust between the potters and me, I took their products (the pottery) without paying them at first, and then when I sell it, I pay them. And we always did it that way. Since there was this trust that we had built

over the years, the potters asked me to take their products for free at the beginning and after selling them, I pay them... The work in the group is not just a work of sales and marketing of products, it is a whole family work, we are like a family. #16

Secondly, we also found that some interviewees showed ingenuity and bias towards action. They were making do with what they had, without looking for new resources. Several social entrepreneurs also combined jobs and sources of income to meet their financial needs. Entrepreneur #29 tells us that his business model is based on 3 sources of income: private financing, public financing and other service delivery activities with businesses. The 9th dimension identified during the interviews is ideational tinkering, which corresponds to combining ideas in order to find the most profitable solution for the organisation. For example, social entrepreneur #32, combine several ideas to decide about the legal status of a private enterprise, which is the most profitable for his company. We illustrate through the following verbatim:

"Because we had considered ...as we had from the beginning, we wanted to create things that could go quite fast and, how to say.... we said to ourselves that the fact that we want to benefit from investors, it is important for us, and so we can privilege the status of a private company Actually, with the status of an association you can have donors but it is not the same thing as investors, for example, through the status of private company we were able to leverage 800.000 Euros, which we could never have done with a status of association " #32

We also found that social entrepreneurs make do to create social value, which is a characteristic of social entrepreneurship. For example, Interviewee #16 told us that she had to generate money and arrange to market the products of one of her employees in order to guarantee her an income to ensure her children's schooling.

Finally, the last dimension of bricolage identified during the interviews is intellectual bricolage. We found that interviewees emphasise the fact that the bricolage process is used by choice, not by necessity. The following verbatims illustrate the idea:

"We don't do bricolage because we don't have enough money, if we wanted to put 3000 Euros on a website, I could have done it, it is not out of necessity" # 32

"Recovering is a philosophy, it allows us to have things at a lower cost, because if we are going to equip the meeting room with new material it will cost us a fortune, so we leave the money for other things. And at the same time , it is a philosophy, it is to strengthen the *ecological impact and* to recondition available local resources, there is no reason why we would go elsewhere.#22

In the following section, we present the results related to effectuation practices.

4.1.2. Effectuation practices in social entrepreneurship

Six micro-practices of resource mobilisation associated with effectuation are identified in the interviews. These practices include resources defining action, crazy patchwork, experimentation, opportunity creation, acceptable loss reasoning, adaptation, and flexibility. During the interviews, we find that social entrepreneurs often start by drawing on their own personal resources related to the triptych (whom do I know? who am I? and what do I know?) to mobilise resources and to solve problems.

For example, Interviewee #16 reached out to someone she knew, from her existing network, to leverage funding during a challenging period.

"...I know the Yunus Social Business team, so I talked to them again and I explained the situation because we were in a phase of either stopping the project, or finding financial resources to at least revive the project, so we wanted to see what we could do" #16

Instead of hiring new expert in certain areas such as accounting, some social entrepreneurs use their own existing knowledge and skills to manage their businesses. In addition, some interviewees succeeded in mobilising various resources through the development of several partnerships and collaborations with different individuals, which refers to the “crazy patchwork” principle (Sarasvathy, 2001). Interviewee #28, expert in social entrepreneurship and mentor of social entrepreneurs, explains us the importance of partnerships for the sustainability of the social enterprise:

"You have to surround yourself to last, you need operational partners, consulting partners, support structures" #28

In addition, we find that social entrepreneurs, in practice and on a daily basis, tend to experiment through trial-and-error processes and through being action-oriented rather than trying to solve the problem theoretically. This is what Interviewee #26 tells us in the following verbatim:

"Experimentation is social entrepreneurship, and we will continue proceeding this way because it is something important in and for our enterprise" #26

Our results also show that interviewees adopt an acceptable loss reasoning, by spending only a limited budget on the social enterprise, at certain timing, especially in the emergence phase, to avoid the risk of losing everything, and by privileging the less expensive solution to a problem.

This is what Interviewee #29 explains in the following verbatim, saying that she opted for a non-expensive solution to establish the website of her social enterprise.

"I didn't invest a lot of money to establish the website. I don't invest much before getting a funding" #29

Some interviewees also emphasised the importance of agility, flexibility and adaptation in the resource mobilisation process, in terms of quickly adapting to changing environmental conditions and by exploiting opportunities when they emerge, without establishing sophisticated long analysis, to assess the feasibility of the opportunity. The following verbatim highlights the importance of adaptation, in the context of social entrepreneurship.

"That's it, we call ourselves agile. we adapt very quickly to different evolutions" #30

"You always have to adapt the solution you provide to the place where you are going" #26

4.1.3. Causation practices in social entrepreneurship

Finally, our results show that social entrepreneurs also use causation practices, but at a low degree compared to bricolage and effectuation. The interviewees indicate that they use causal planned approaches, in a non-intuitive way, in order to mobilise a particular type of resource, namely funding, such as grants and donations.

For instance, #23 expert in social entrepreneurship describes in the following verbatim the funding process of social enterprises, which is mainly based on grants and donations:

"Social entrepreneurs have two types of funding which are grants and donations.... The difference between these enterprises and the commercial enterprises is that the turnover is not based on their own generated revenues, they only have grants" #23

Furthermore, planning practices, related to a causal entrepreneurial logic, are identified in some interviews. These practices include the development of business plans and models for two main purposes: to use them as tool for following up the different steps of the project, or as a tool used for formal procedures in order to leverage funding from prestigious organisations such as banks. For example, interviewee #29 tells us that the business plan and model serve for anticipation and for a better work organisation.

"The business model is established because it is important to know where we are, what we have spent, it allows us to establish the budget for the years to come... it allows us to have visibility on the future years " #29

Other practices of causation, including prediction of the future, implementation of control process through the organisation of regular formal meeting to mobilise resource like information, marketing effort to gain visibility, seeking opportunities by establishing market research, are also identified in the interviews

In the following section, we present the results related to the dynamics of resource mobilisation and its change over time, depending on the phase of the social organisation's life cycle.

4.2. THE SOCIAL ENTERPRISE DEVELOPMENT STAGE AND THE ENTREPRENEURIAL PROCESS

Research on the dynamics of resource mobilisation through bricolage, effectuation and causation depending on the development stage of the enterprise is rarely developed in the entrepreneurship literature. As in social entrepreneurship, studies on the variation of entrepreneurial processes depending on the firm's life cycle are rare. To our knowledge, only few studies address this gap. For instance, a recent study by Servantie and Hlady-Rispal (2018) published in the journal of Entrepreneurship and Regional Development, investigates changes

in the adoption of bricolage, effectuation, and causation processes during three phases of the social enterprise life cycle.

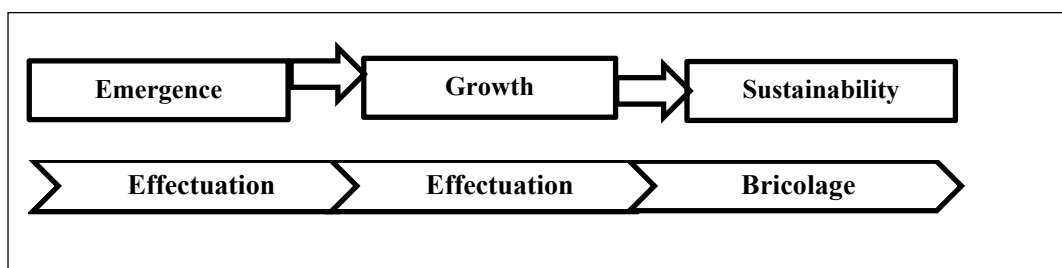
To this end, we attempted to study this research gap and analyse the dynamics of resource mobilisation, depending on the phase of development, in the social enterprise. The results related to the adoption of one of three processes depending on the social enterprise's development stage are obtained, through the evaluation logic matrix (table 3) developed for each interviewee. In total, 33 matrix are established.

Our results show that the three approaches of bricolage, effectuation and causation coexist in social enterprises, although some approaches dominate in certain stages of the enterprise' life cycle. We found that in the emergence and growth phases, the effectuation process is dominant, while in the final sustainability phase, the bricolage process dominates. However, causation was not dominant in any of the three development phases of the social enterprises.

Therefore, according to our results, the process of social entrepreneurship is more characterised by effectuation, followed by bricolage.

The following figure presents our results related to the dynamics of the three processes during the life cycle of the social enterprise, highlighting the processes that were most putted into action, by social entrepreneurs, during each stage (emergence, growth, and sustainability).

Figure 2. Dynamic of resource mobilisation and the development stage of the social enterprise



5. DISCUSSION

The purpose of this paper is to check the robustness of the absence of signs of causation and effectuation, as cognitive processes in the field of social entrepreneurship. Based on the description women social entrepreneurs make of the practices, our findings suggest the dominant presence of bricolage but also signs of causation and effectuation as entrepreneurial cognition processes. They also reveal the presence of bricolage, and sometimes signs of effectuation are strong during the early birth stage of the social venture but, the more the social organisation grows, the most one can observe signs of causation and effectuation. In that respect, our results partly confirm the established results that generated the association between social entrepreneurship, as the entrepreneurial field, and bricolage, as the dominant entrepreneurial cognitive process. They also show, at some similar stages, that the entrepreneurs interviewed also show signs of, thus, bricolage, but also of effectuation and even causation.

Therefore, we propose to discuss our results on two main levels. First, with the existing literature on social entrepreneurship, especially with the work of Servantie & Rispal (2018), we reconsider the singularity of social entrepreneurial cognition. The second discussion is also being carried out with the literature on social entrepreneurship but refers to the context of the data collected that could interfere with other existing research results deriving from other contexts.

5.1. DISCUSSING OUR RESULTS WITH THE DOMINANT LITERATURE ON SOCIAL ENTREPRENEURSHIP

Our results reveal that social entrepreneurs use the three processes in a complementary way and oscillate between effectuation, causation and bricolage depending on the stage of the development of the social venture. Per se, our results partly confirm those of Servantie & Rispal (2018) who argue that social entrepreneurship cannot be confined to a field in which entrepreneurs mostly bricole and that the cognition of social entrepreneurs differs across the

different development stages of the venture. In that respect, our results are moving towards the idea that the cognition of the social entrepreneur might not be that specific and singular. Furthermore, our results tend to show that social entrepreneurs mostly bricole at every stage of their venture but, meantime, they also think in terms of effectuation – results that have partly been also shown by Servantie & Rispal (2018) – but also in terms of causation, whatever the stage. Per se, even though these results could be considered to be surprising, they are aligned with generic results on entrepreneurial cognition, whatever the nature of entrepreneurship: Sarasvathy (2001) finds that shifting from an effectual to a causal process is common in entrepreneurship. The micro-processes of causation, bricolage, and effectuation interact together. Each process serves to accomplish something. Baker and Nelson (2005) assert that successful entrepreneurs are able to change quickly from an entrepreneurial bricolage process to a more linear process in their quest to mobilise resources. In contrast, we found that although all three processes co-exist in social enterprises, effectuation is the most prevalent, closely followed by bricolage. It appears that effectuation is particularly relevant in social entrepreneurship, as Yusuf & Sloan (2013) also point out.

This leads us to raise the following question: With respect to the huge literature that has been conducted on the cognition of social entrepreneurs, what would now remain specific to social entrepreneurs per se? How can we explain that social entrepreneurs in the late 2010s develop their own venture thanks to bricolage, effectuation and, sometimes, causation?

To answer these questions, we could propose one element of response by raising one assumption: the career path of the entrepreneurs per se. Thus, replying that once the social company gets established, routines have been developed, the business model of the venture gets stabilised, so there is no real need to bricolage anymore the business model, nor the development of the venture (Le Loarne & Maalaoui, 2015). In that respect, our research follows what we already know about the development of the venture, social venture or any other types

of venture. If we accept this assumption according to which what remains specific to the cognition of the social entrepreneur is what he or she does during the phase of emergence, our result would argue that the cognition of the entrepreneur during the stages of growth and sustainability would remain the same as those of any other kind of entrepreneurs.

To conclude this first set of discussion, the cognition of the social entrepreneur would tend to be more similar to those of any kind of other entrepreneurs.

5.2. DISCUSSING OUR RESULTS THROUGH THE PRISM OF CONTEXT

This first conclusion leads us to raise the second level of discussion: would our results be contingent to the studied contexts? It is surprising to finding our conclusions common similarities between cases from France and cases of social entrepreneurship from Tunisia. This is somewhat surprising given that the literature on entrepreneurship praises the strong role of the context, a concept that has been theorised by F. Welter (2011) but also by one of the theorists of the concept of bricolage, T. Baker (Baker & Welter, 2018). Both argue that the "where" matters. So, how can we explain such results? We can argue that, besides differences across the two locations of the social entrepreneurs interviewed for our research, we find the French Speaking Culture as a common element. In some respects, France strongly influenced the institutional development of Tunisia. Therefore, we could argue that besides locations, the common underlying culture of these 2 countries could hide other cultural differences. In other words, our study could remain contingent to this culture and limit the potential for generalisation of our results. One second interpretation is that, across the different components of the context, there are the "Where", the "When", and "the Who" (Le Loarne – Lemaire et al., 2023). Here, what is interesting to grasp is that, beyond 2 different "where" but one cultural dominance, the "when" and the "who" also remain common. In that respect, we could argue that our case studies refer more or less to similar contexts.

6. CONCLUSION: CONTRIBUTION, LIMITATIONS AND FUTURE RESEARCH

6.1. CONTRIBUTION

We believe that our study provides theoretical, methodological, managerial, and practical contributions. First, from a theoretical perspective, our research adds to the knowledge of bricolage, effectuation, and causation processes in the context of social entrepreneurship to identify micro-processes that are specific to social entrepreneurship, and to enrich the existing body of theory on this topic. More specifically, our research has identified new distinctive aspects of causation, bricolage and effectuation, specific to social entrepreneurship such as: the classical mobilisation of new resources only when needed, and via grant applications, donations, patronage, sponsorship; the development of business plans and models to respect formal procedures and mobilise financial resources, the implementation of control processes via regular formal meetings (micro-processes associated with causation). We have also highlighted four particular modalities of persuasion specific to social entrepreneurship, which are: 1) adapting one's discourse to the audience, 2) developing discourses based on social impact, 3) making oneself known and gaining visibility, and 4) developing legitimacy and relationships of trust. Two other new distinctive aspects of bricolage in social entrepreneurship, were highlighted, and consist of arranging by accumulating and combining sources of income and adopting an intellectual bricolage. Finally, a new aspect associated with effectuation has been identified and refers to the adoption of the acceptable loss rationale through the identification of ways to proceed in the least costly way possible for the enterprise by privileging, for example, the use of simple and inexpensive communication tools.

Furthermore, our study contributes to the deepening of knowledge and understanding of the entrepreneurial process in social entrepreneurship (Servantie and Hlady-Rispal, 2018) by revealing that the social entrepreneurial process is more characterised by effectuation. From a methodological point of view, our study adopts a new way of evaluating and measuring

entrepreneurial processes in a quantitative way and develops the Logic Evaluation Matrix method, which allowed us to measure the degree of use of the 3 entrepreneurial approaches according to the phase of social enterprise development. From a managerial and practical point of view, our study proposes concrete recommendations for social entrepreneurs, social enterprise managers and social project leaders. Our study explains how the process of resource mobilisation takes place, in practice and everyday life, and it also proposes different modalities of persuasion, which can be used by the social entrepreneur for resource mobilisation.

6.2. LIMITATIONS AND FUTURE RESEARCH

Like any study, our research has limitations. Our analyses remain subject to reliability and validity limitations (Hindle & Senderovitz, 2012), as it is based on a subjective analysis, which depend on the researcher's perceptions. Another limitation refers to the evaluation logic matrix, which is completed by the researcher and not the entrepreneur, due to the unavailability of interviewees. As future research avenues, we propose to replicate and apply the proposed conceptual framework in other contexts, such as the United Kingdom, a context that is currently promoting social entrepreneurship (Amin, Cameron, & Hudson, 2002).

Future research can also explore the personality traits of social entrepreneurs to try to understand the extent to which their identity and curiosity might play a role in the resource mobilisation process. Studying the mental models of social entrepreneurs influencing the adoption of an entrepreneurial process (Sarkar, 2018), could also be a good research opportunity. Finally, extending the repertoire of the persuasion modalities used by social entrepreneurs could be an interesting future research.

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