

Social enterprise marketing: review of literature and future research agenda

Social
enterprise
marketing

121

Chinmoy Bandyopadhyay and Subhasis Ray
Xavier Institute of Management, Xavier University, Bhubaneswar, India

Received 27 December 2018
Revised 14 July 2019
Accepted 14 July 2019

Abstract

Purpose – The purpose of this paper is to review existing literature on marketing in social enterprises (SEs). It identifies major trends and issues and highlights gaps in the existing knowledge base on social enterprise marketing (SEM).

Design/methodology/approach – Relevant articles on SEM were searched, following the PRISMA framework, in online databases using keywords and phrases like “marketing in social enterprises,” “marketing strategy/practice in social enterprises,” “social enterprise marketing” and “business practices in social enterprises.” After screening and checking for eligibility, 47 significant articles published in 21 peer-reviewed journals during 1995–2018 were selected for review.

Findings – The findings suggest that marketing in SEs has different issues and challenges when compared to marketing practices adopted by conventional business organizations. They are forced to address the varied expectations of the stakeholders in a resource-constrained situation, which creates problems for them. The review also highlights the fact that resource constraints, legacy mindset, and lack of marketing skills limit the impact of marketing practices in SEs. To address these issues, many social entrepreneurs survive through cost-effective marketing techniques.

Originality/value – To the authors’ knowledge, this is the first effort to identify and analyze extant literature in SEM. The resultant themes and research gaps highlight the current status of SEM literature. The paper can help SEs to understand and plan their marketing activities for better impact and profitability. Future research can draw on the findings of this review.

Keywords Social entrepreneurship, Strategic marketing, Marketing practices, Social enterprise marketing

Paper type Literature review

Introduction

Social enterprises (SEs) identify opportunities in social and/or environmental problems and address them in entrepreneurial ways (Hackett, 2016; Mair *et al.*, 2012). SEs are thus a unique kind of organization that addresses societal issues and at the same time seek to sustain themselves through business operations (Battilana and Dorado, 2010; Peredo and McLean, 2006). For example, SEs employing people with physical disabilities provide a livelihood to the disadvantaged while earning revenue by selling products made by this special category of employees (Spear and Bidet, 2005). Though there are many definitions of marketing in the literature, for the purpose of this paper, we adopt the definition that marketing is about creating value for different stakeholders and society in a profitable way (Keefe, 2008). Thus, social enterprise marketing (SEM) refers to the various activities undertaken by SEs to market their organization to donors, employees and volunteers; and products and services to customers.

Dependence on donations often imposes constraints on the day-to-day operations of SEs, forcing them to rely more on selling products and services and become financially self-sufficient (Bull and Crompton, 2006; Smith *et al.*, 2010). Thus, SEs require marketing activities, which involves designing offerings, convincing customers about their benefits and making them available to the customers (Bloom, 2009; Jenner, 2016). Additionally, SEs also need marketing to create value for their target communities (Srivetbodee *et al.*, 2017) and make their mission acceptable and appealing (Mallin and Finkle, 2007). Properly executed, marketing can improve the effectiveness, efficiency and bottom line of SEs through identification of opportunity, diffusing an innovative solution and communication



Marketing Intelligence & Planning
Vol. 38 No. 1, 2020
pp. 121-135
© Emerald Publishing Limited
0263-4503
DOI 10.1108/MIP-02-2019-0079

of benefits (Chung *et al.*, 2016; Glaveli and Geormas, 2018; Liu and Ko, 2012; Ma *et al.*, 2012; Miles *et al.*, 2014).

Taken together, SEs seem to need marketing to carry out their business operation effectively so that they can be financially independent to accomplish their social goals and sustain themselves. However, the adoption of marketing in SEs is often weak due to the lack of funds and qualified professionals, conflicting stakeholder needs, and an indifferent attitude toward marketing (Newbert, 2012; Peattie and Morley, 2008b).

While researchers (see Dato-on and Kalakay, 2016; Ferreira *et al.*, 2017) talked about the definition of SEs in their review articles, none of them focused specifically on marketing practices in SEs. Thus, the purpose of this review is to map the existing understanding of SEM and to suggest research directions. In addition to the summarization of literature, the contribution of this review lies in the identification of the key themes and knowledge gaps in the existing research on SEM.

The paper is structured in the following way. The next section presents the definition of SE that helps in finding relevant articles for this review. This is followed by a description of the method followed to select the articles for this review. Seven key themes derived from the literature are presented next. The subsequent section discusses the similarities and differences between conventional marketing and SEM and offers suggestions for further research. Finally, the paper concludes by drawing together the key points discussed in the paper and their implication for future research and practice.

Defining social enterprises

The responsibility of addressing the social and environmental issues is typically ascribed to government, non-profit organizations and philanthropic organizations (Holmes, 2012; Lipsky and Smith, 1989; Stabile and Thomson, 2014). However, given the inefficiencies of these traditional organizations (Friedman, 1993; Frynas, 2005; Krueger, 1990; Ogawa, 2009) and to become financially self-sufficient (Bull and Crompton, 2006; Harding, 2004), SEs came into being. SEs provide a business model to address social and environmental issues, market failures, alleviate poverty, empowering a particular section of society, reducing criminal activities and providing basic services such as healthcare and education (Datta and Gailey, 2012; Houghton, 2013; Mair and Schoen, 2007; Seelos and Mair, 2005). SEs, compared to the traditional organizations, have a different entrepreneurial process in terms of opportunity recognition, nature of the offerings and enterprise management (Austin *et al.*, 2006; Spear, 2006). Moreover, SEs originate with a social cause, whereas business organizations start with an economic objective (Neck *et al.*, 2009). Unlike charitable organizations, SEs offer their products to paying customers rather than free distribution to the beneficiaries (Dees, 2012). We define SEs as those organizations which fund their primary goal of addressing social or environmental issues through revenue earning business models and both social and business aspects are central to their survival. We searched and selected articles for this review based on the above definition of SEs.

Method

This study has adopted a systematic approach in searching and selecting articles to be included for this review. Such an approach allowed us to report a transparent and replicable process of searching and screening (Boell and Cecez-Kecmanovic, 2015; Webster and Watson, 2002). Following the PRISMA reporting guidelines (Moher, 2009), we employed the following four-stage process to reach the final set of articles for this review.

Searching and identification of the initial list of articles

For the present paper, we adopted a systematic electronic search and analyzed the literature to derive key themes and identify knowledge gaps in the field of SEM (Tranfield *et al.*, 2003),

similar to other review articles in social entrepreneurship and marketing (see Phillips *et al.*, 2015; Varshneya *et al.*, 2017). Eight electronic databases, namely, SAGE, Taylor & Francis, JSTOR, ProQuest (ABI Complete), Elsevier (ScienceDirect), EBSCO, EmeraldInsight and J-Gate were scanned using four combinations of keywords and phrases: “marketing in social enterprises,” “marketing strategy/practice in social enterprises,” “social enterprise marketing” and “business practices in social enterprises,” which returned 1,607 results. This initial search located articles by searching the titles and abstracts. In addition to the literature search in databases, we could find some useful articles by referring to the reference lists (backward search) and the articles which have cited (forward search) the selected set of articles (Webster and Watson, 2002). For this review, we only considered English, academic peer-reviewed journal publications.

Screening

We screened the initial set of articles by reading the abstracts and findings and checking with our definition of SE. Majority of the articles deal with non-profits, small businesses and socially responsible businesses, and were excluded from this review. Our screening finally resulted in a list of 62 articles after the removal of duplicates.

Eligibility

The eligibility of the articles was determined through reading of the 62 articles we got from our screening process. Two authors independently assessed the list of possible articles for this review. After full-text reading of the articles, we excluded articles that are not directly related to any marketing aspects of SEs.

Inclusion for review

Although we did not start our search with any specific date, resultant list of articles show that the 47 articles (see Table I) selected from 21 peer-reviewed journals spread across the year range 1995–2018. Both empirical and conceptual studies (35 and 12 papers, respectively) were included for this review.

Social enterprise marketing: summary of the literature reviewed

Our review of selected articles shows certain key themes related to marketing in SEs. We have clubbed the themes based on marketing strategy and orientation, the resource-based view of marketing, and operational aspects of marketing.

Marketing strategy and market orientation

Theme 1: ad hoc, minimalist approach to marketing. While SEs are aware of the importance of marketing and want to use marketing tools, they lack the necessary skills for doing so (Madill and Ziegler, 2012). The limited expertise in marketing seems to be an ongoing worry for SEs, which are often reflected by poor pricing strategy or low attention to packaging and lower level of interaction with customers (Peattie and Morley, 2008b). Instead of following the conventionally practiced sequence of the marketing process, which acknowledges marketing and sales to be separate, successive functions, SEs seem to focus on the promotional activities only (Boschee, 2006). In other words, SEs often focus disproportionately on promoting their offerings and overlook other important steps such as market research, brand building and customer relationship management. Bias toward promotional activities often prevents SEs from taking a strategic approach toward marketing, involving identification of target market and designing marketing efforts (Boschee, 1995; Varadarajan, 2010).

S. no.	Source	Country/Context	Method	Sample SEs
1	Boschee (1995)	na	Conceptual	na
2	Zietlow (2001)	na	Conceptual	na
3	Hibbert <i>et al.</i> (2002)	Scotland	Mixed	For-profit
4	Shaw (2004)	UK	Interview	Mixed
5	Allan (2005)	UK	Interview	Hybrid
6	Hines (2005)	UK	Interview	Hybrid
7	Boschee (2006)	na	Conceptual	na
8	Bull and Crompton (2006)	UK	Grounded theory	For-profit
9	Lyon and Ramsden (2006)	UK	Interview	Hybrid
10	Bird and Aplin (2007)	UK	Interview	For-profit
11	Bull (2007)	UK	Mixed	Mixed
12	Mallin and Finkle (2007)	na	Conceptual	na
13	Peattie and Morley (2008b)	na	Conceptual	na
14	Peattie and Morley (2008a)	na	Conceptual	na
15	Bloom (2009)	na	Conceptual	na
16	Hynes (2009)	Ireland	Case study	For-profit
17	Madill <i>et al.</i> (2010)	Canada	Interview	Hybrid
18	Smith <i>et al.</i> (2010)	USA	Interview	Mixed
19	Liu and Ko (2012)	UK	Case study	Hybrid
20	Ma <i>et al.</i> (2012)	South Korea	Survey	Hybrid
21	Madill and Ziegler (2012)	Canada	Case study	Hybrid
22	Newbert (2012)	USA	Panel study	For-profit
23	Sunley and Pinch (2012)	UK	Interview	Mixed
24	Bhattacharya (2013)	na	Conceptual	na
25	Gökbulut Özdemir (2013)	Turkey	Case study	Hybrid
26	Matei and Sandu (2013)	Romania	Survey	Mixed
27	Facca-Miess and Santos (2014)	na	Conceptual	na
28	Miles <i>et al.</i> (2014)	Australia	Survey	Hybrid
29	Liu <i>et al.</i> (2015)	UK and Japan	Mail survey	Hybrid
30	Mitchell <i>et al.</i> (2015)	Canada	Grounded theory	Mixed
31	Powell and Osborne (2015)	UK	Case study	Mixed
32	Singh <i>et al.</i> (2015)	India	Grounded theory	Mixed
33	Chung <i>et al.</i> (2016)	USA	Online survey	For-profit
34	Jenner (2016)	Australia and Scotland	Mixed	Mixed
35	Kannampuzha and Suoranta (2016)	India	Case study	Hybrid
36	Lin and Chen (2016)	Taiwan	Survey	Hybrid
37	Mendoza-Abarca and Mellema (2016)	na	Conceptual	na
38	Mitchell <i>et al.</i> (2016)	Canada	Grounded theory	Mixed
39	Satar <i>et al.</i> (2016)	na	Case study	na
40	Wong and Tse (2016)	Hong Kong	Conceptual	na
41	Jenner and Fleischman (2017)	Australia	Case study	For-profit
42	Hamby <i>et al.</i> (2017)	na	Conceptual	na
43	Roundy (2017)	USA	Interview	Hybrid
44	Srivetbodee <i>et al.</i> (2017)	Thailand	Case study	For-profit
45	Davies <i>et al.</i> (2018)	Western Europe	Case study	Hybrid
46	Glaveli and Geomas (2018)	Greece	Survey	Hybrid
47	Sutton <i>et al.</i> (2018)	UK	Interview	Mixed

Table I.
Summary of the
selected articles

Notes: Hybrid SEs: some parts of the operations are funded by the donors; for-profit SEs: financially self-sufficient; mixed: non-profit, hybrid and for-profit

Theme 2: a cost-effective and bottom-up approach to marketing. The marketing practices in SEs are different from mainstream enterprises (Shaw, 2004). They adopt cost-effective and entrepreneurial marketing (EM) tools to engage with customers (Gökbulut Özdemir, 2013). Such a bottom-up approach generally starts with and builds around an entrepreneur's

personal network or initial customer base and then grow gradually (Ionita, 2012; Martin, 2009). Satisfied customers also play a crucial role in providing positive feedback. Thus, building a good reputation in the target community and building a relationship with immediate customers are an integral part of SEM (Allan, 2005; Facca-Miess and Santos, 2014), helping SEs to gather market information (Singh *et al.*, 2015) and to direct marketing (Hynes, 2009; Kannampuzha and Suoranta, 2016; Mallin and Finkle, 2007; Peattie and Morley, 2008a, b). Social media and online marketing platforms provide a low-cost medium for social entrepreneurs to communicate with their target customers and to sell their offerings at a low cost (Hynes, 2009; Madill *et al.*, 2010; Wong and Tse, 2016). Taken together, SEs adopt a low-cost marketing approach and work through their contacts and networks instead of big media spends for brand building.

Theme 3: balancing dual objectives. SEs have both social and business offerings and find it difficult to balance/prioritize them when faced with varied and conflicting demands from stakeholders (Allan, 2005). At times, they separate these aspects and use different marketing approaches to address them (Hibbert *et al.*, 2002; Mitchell *et al.*, 2016; Roundy, 2017). For instance, SEs with fair-trade organic products are likely to use one type of marketing communications to engage the producers and another to convince the customers to buy their products. In other situations, SEs tend to give more attention to the business aspects and underplay the social aspects as they know that the customers look for quality offerings (Lin and Chen, 2016; Mitchell *et al.*, 2016; Peattie and Morley, 2008b). Giving more importance to one aspect and ignoring the other may even lead to a situation like mission drift (Zietlow, 2001), whereby, a SE moves away from its original social mission in the pursuit of business success.

Theme 4: legacy mindset. Social entrepreneurs often choose not to adopt formal marketing practices (Bull, 2007; Bull and Crompton, 2006; Peattie and Morley, 2008b) as many social entrepreneurs with non-profit background carry the traits of charity into SEs (Mitchell *et al.*, 2015). They view marketing activities as redundant, too much business oriented and against the values of social welfare (Bull, 2007). Some of them fear that overspending on marketing may trigger a feeling of distrust among the stakeholders including employees, volunteers and donors. Donors may also view SEM efforts as a sign that SEs are already doing well, resulting in a decreased intent for funding. This legacy mindset stemming from the non-profit background is another reason why SEs spend less on marketing (Peattie and Morley, 2008a, b; Powell and Osborne, 2015; Sunley and Pinch, 2012).

Marketing resources

Theme 5: insufficient resources for marketing. Social entrepreneurs fall short of adopting marketing activities due to the lack of a skilled workforce, dedicated departments for marketing, and adequate financial resources to invest (Bull and Crompton, 2006; Hines, 2005; Roundy, 2017; Mitchell *et al.*, 2015, 2016; Peattie and Morley, 2008b; Satar *et al.*, 2016; Shaw, 2004). To attract skilled people, SEs often showcase their social aspect and position themselves as a platform to contribute to society (Austin *et al.*, 2006; Battilana and Dorado, 2010). However, this alone sometimes cannot mobilize and retain people, as SEs fail to provide attractive remuneration (Doherty *et al.*, 2014). Therefore, unavailability of adequate resources appears to come in the way of executing a full-fledged marketing operation.

Operationalization of marketing activities (marketing mix)

Theme 6: awareness building. Creating awareness about their organization and its offerings is a key feature in SEM. Target beneficiaries are often not aware of the benefits of the

proposed offerings (Singh *et al.*, 2015). A well thought out marketing strategy enables the SEs to build awareness and to diffuse these innovative solutions to the target customers (Bhattacharya, 2013; Roundy, 2017). Marketing communication helps SEs to emphasize the social impact of their offerings and offset any negative feeling among the stakeholders (Sutton *et al.*, 2018; Wong and Tse, 2016). Hence, a communication process aligned toward the local culture of target communities makes it easier for the people to follow and accept the SE offerings (Singh *et al.*, 2015).

Theme 7: differential approach. The presence of multiple stakeholders with varied and often conflicting mandates appears to pose challenges for SEs. Striking the right balance between these expectations and fulfilling them is key for attaining engagement from the stakeholders (Hamby *et al.*, 2017; Liu *et al.*, 2015; Lyon and Ramsden, 2006; Mitchell *et al.*, 2016). These competing expectations, in turn, create confusion for social entrepreneurs. Maintaining relationships with this wide array of stakeholders require a keen eye on their needs and expectations that are extending across social and business mandates (Jenner and Fleischman, 2017; Lyon and Ramsden, 2006; Zietlow, 2001). One possible approach to address this situation is to take different marketing approaches for different stakeholder groups. Accordingly, SEs tend to have different levels of pricing based on the purchasing or paying capabilities of the customers (Bird and Aplin, 2007; Mendoza-Abarca and Mellema, 2016; Singh *et al.*, 2015). For example, SE can provide healthcare facilities to the marginalized community at a subsidized rate through the money earned from the well-off patients (Rangan and Thulasiraj, 2007).

To sum up, SEs experience a range of problems while managing their marketing operations. To overcome these barriers, SE owner-managers resort to alternative approaches to marketing. Table II summarizes the above discussion and highlights key themes present in the literature.

Discussion and future research directions

As indicated in the summary model in Figure 1, the nature of the marketing practices in SEs is different from mainstream marketing practices. It is shaped and characterized by the issues and organizational-level limitations discussed in the previous section.

SEM has three distinctive issues: dual (social and economic) objectives, wider stakeholder accountability and marketing resource constraints. By comparing SEM with mainstream marketing, the following discussion highlights the similarities and differences and also indicates avenues for future research.

Strategic marketing and market orientation aspects

Cost-effective inbound marketing strategy. Traditional marketers place emphasis on following a well-structured top-down marketing strategy (Dickson and Ginter, 1987; El-Ansary, 2006). By considering several possible market segments, targeting those which satisfy pre-defined criteria and then positioning a product/service in the selected market. SEs have a bottom-up approach that is partly driven by the feedback of the initial group of customers. One particular issue or community is selected first and marketing activities are adopted, if at all, on an *ad hoc* basis. As discussed in this review, the lack of resources results in such a cost-effective approach to marketing. This feature of SEM is similar to Entrepreneurial Marketing (EM), an approach to identify and utilize opportunities to create value for consumers in a resource-scarce context (Morris *et al.*, 2002; Kraus *et al.*, 2009) and inbound marketing (Halligan and Shah, 2010; Lusch and Vargo, 2009), where organizations want to get noticed and found by the customers, rather than pushing the offerings to them. Therefore, SEs rely heavily on their personal networks, including social media to ensure their presence and visibility. This kind of bottom-up approach can also be observed in small

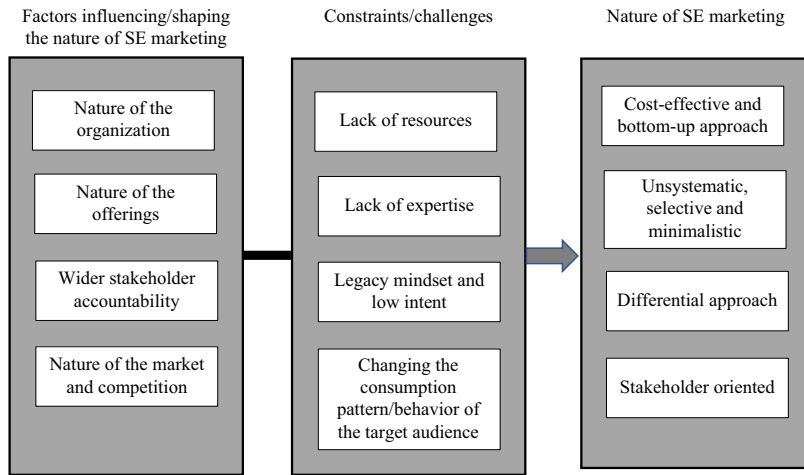
S. no.	Category	Research themes	Major Findings	Significant articles
1	Marketing strategy and market orientation	Minimalistic and <i>ad hoc</i> approach to marketing	Informal/reactive/minimalistic approach Focus on tactical aspects rather than strategic issues	Boschee (2006), Bull (2007), Madill and Ziegler (2012), Newbert (2012), Peattie and Morley (2008a, b)
		Cost-effective and bottom-up approach to marketing	Personal marketing by social entrepreneurs Word-of-mouth marketing Social media marketing	Allan (2005), Gökbulut Özdemir (2013), Hynes (2009), Kannampuzha and Suoranta (2016), Shaw (2004), Wong and Tse (2016)
		Balancing dual objectives	Business offer and social offer Separation marketing strategy	Mitchell <i>et al.</i> (2015, 2016), Roundy (2017), Zietlow (2001)
		Legacy mindset of the SE owner-managers	Reluctance to engage in marketing	Bull (2007), Mitchell <i>et al.</i> (2015), Powell and Osborne (2015), Sunley and Pinch (2012)
2	Marketing resources	Insufficient resources for marketing process	The scarcity of financial resources for marketing activities The absence of a marketing department or dedicated staff members	Bull and Crompton (2006), Roundy (2017), Satar <i>et al.</i> (2016), Shaw (2004)
3	Operationalization of marketing activities (marketing mix)	Awareness building	The need for community-focused, innovative and integrated communication strategies	Bhattacharya (2013), Roundy (2017), Singh <i>et al.</i> (2015), Sutton <i>et al.</i> (2018)
		Differential approach to marketing	Differential marketing and pricing strategy to address varied social and business expectations	Liu <i>et al.</i> (2015), Lyon and Ramsden (2006)
		Pricing strategy	Poor pricing strategy Differential pricing strategy	Matei and Sandu (2013), Mendoza-Abarca and Mellema (2016), Peattie and Morley (2008b)
		Product design and packaging Promotional activities Distribution	Low attention to packaging Use of internet platforms and social media Use of internet platforms	Peattie and Morley (2008b) Chung <i>et al.</i> (2016), Wong and Tse (2016) Madill <i>et al.</i> (2010)

Table II.
Research themes and major findings

businesses with lower availability of marketing resources (Stokes, 2000; Viswanathan *et al.*, 2012). Future research could try to compare and contrast SEM and EM.

A wider range of stakeholder accountabilities. While business organizations put considerable emphasis on customer satisfaction (Rust and Zahorik, 1993; Anderson *et al.*, 2004), SEs go beyond customers and focus on creating value for multiple stakeholders with multiple needs, expectations and objectives (Bull and Crompton, 2006; Mitchell *et al.*, 2016; Ramus and Vaccaro, 2017). Meeting such needs helps in building a long-term relationship with stakeholders and getting their support (Bhattacharya and Korschun, 2008; Hult *et al.*, 2011). We urge researchers to explore the possibility of mission drift due to certain kinds of marketing approach and the ways SE members manage such situations and the tension arising out of such duality.

Figure 1.
Summary model
(drivers, barriers and
nature of social
enterprise marketing)



Legitimacy is crucial for an organization to acquire or get access to resources (Zimmerman and Zeitz, 2002) as a lower level of legitimacy may lead to lower resource acquisition from different stakeholders by SEs (Sarpong and Davies, 2014). Donors are less likely to fund SEs, and customers are also less likely to favor new enterprises. It might be useful to know what kind of marketing approach can help SEs to gain legitimacy, acceptance and approval from the stakeholders.

Role of the professional background of the entrepreneurs. Business organizations employ marketing professionals (Hooley *et al.*, 2005; Morgan, 2012), while social entrepreneurs often come from a non-profit background and are skeptical about the role of marketing. However, it is simplistic to assume that managers with a business background, say in the small and medium enterprise segment, will engage more in marketing when compared to social entrepreneurs with a non-profit background. It might be helpful to know whether and how the professional background of social entrepreneurs plays a role in the decision making related to marketing operations (Hynes, 2009).

The implication of dual tension on social enterprise marketing. SEs carry out a balancing act between making profits and fulfilling social and environmental needs. This is not the case in conventional business organizations which look for financial gain through increased sales. Therefore, the marketing processes in SEs appear to be different as they tend to combine social and economic elements to cater to the competing needs of the stakeholders. We have little clarity on how SEs manage this conflicting identity and build a brand association with different stakeholders (Jenner, 2016; Mitchell *et al.*, 2015). Peattie and Morley (2008b) also point toward a potential outlet for research in the dilemma of SEs during marketing and promotions related to dual objectives and identities. It would be interesting to explore which aspect, between social and economic, gets more importance in the brand positioning strategies of SEs (Madill *et al.*, 2010).

Different methods and contexts of marketing. Although there are recent attempts to understand the nature of marketing in SEs, little is known about the diverse marketing approaches adopted by SEs in different situations. What is needed is to compare the SEM practices in different contexts (Matei and Sandu, 2013). Doing so would help us to map the range of marketing approaches adopted by the SE owner-managers. Most of the articles reviewed for this paper are based on SEs in developed countries. As social entrepreneurship is a global phenomenon and is particularly important for developing and poor economies, studies

focusing on these geographical areas can be an important source of useful insights. More studies should focus on comparing marketing practices in different types of SEs. While 10 out of 35 empirical studies have included different types of SEs, a lot more is needed to be learned. Age of the SEs may also have implication for marketing; older SEs with experience and reputation may use different marketing techniques than the new ones. Hence, we encourage academicians to compare marketing operations carried out in different kinds of SEs.

Operationalization of marketing

Innovative and radical nature of the product. Compared with products and services with clear individual-level benefits (Vriens and Hofstede, 2000), SEs have offerings which have both an individual level and social benefits and need a change of consumption behavior (e.g. using paper bags instead of plastic). While numerous researchers have talked about the marketing of radically new products and socially or environmentally beneficial products (Cooper, 2000; Garrette and Karnani, 2010; Pickett-Baker and Ozaki, 2008; Ram and Sheth, 1989), still there is a need for research elaborating the marketing of innovative or radical offerings of SEs. It could be valuable to understand how SEs are able to make broad-level social and environmental benefits personally relevant.

Marketing channels. Like conventional businesses, SEs, too, adopt distribution channels to reach their target customers. Such adoption is often *ad hoc* and unplanned. While conventional marketers look for a compatible distributor–retailer network, SEs look for channels that are low cost, convenient and simple. This could mean using community-based channels, participation in fairs, institutional sales and online marketing (Hockerts, 2006; McKague and Tinsley, 2012). The area of SEM might gain from research on marketing channels.

Pricing. Business organizations adopt a systematic and competitive pricing strategy to help them achieve their revenue and profit targets (Hinterhuber and Liozu, 2012; Krishnan *et al.*, 1999). However, the pricing mechanism in case of SEs is different due to the different nature of their products and production process. Majority of their products are handmade, employ different agricultural process (organic) and involve rare or region-specific raw materials, which are often ethically sourced. Such a production process leads to increased production time and cost and a high selling price. However, some SEs also adopt a differential and participative pricing scheme. Hence, it would be interesting to know more about the pricing strategy of successful SEs (Bloom, 2009).

Promotion. Conventional businesses use branding, advertising, celebrity endorsements and sales promotions to promote their products to customers. SEs tend to have a dual promotional strategy, one part dedicated to sales promotion but a large part is committed to making nonusers aware about the social and environmental issues and how their offerings can help in addressing them (Davies *et al.*, 2018). However, as indicated in this review, SEs tend to highlight quality aspects more than the social aspects of their products. In contrast, research has shown that some customers are also attracted by noneconomic social and environmental benefits (Drumwright, 1994; Pickett-Baker and Ozaki, 2008). Thus, further exploration of the promotional strategy of SEs can shed light on how SEs balance between the competing aspects and promote their cause and offerings.

Cross-disciplinary research is also possible to understand the similarity/difference between the marketing practices among SEs, hybrid organizations (Battilana and Dorado, 2010) and large corporations adopting a responsible marketing approach (Bagnoli and Watts, 2003; Bandyopadhyay and Ray, 2019).

Conclusion

Based on our review of 47 papers, we have explored the present knowledge of SEM in the literature. After establishing the need and relevance of SEM, we identified and discussed the

key themes found in the existing literature such as inadequate resources for marketing, legacy mindset, unplanned and reactive marketing process, wider stakeholder accountability, differential marketing strategy, and cost-effective and bottom-up marketing approach. We then looked at the similarity and differences between conventional marketing and SEM. Based on the knowledge gaps identified in our review, we proposed some avenues for future research endeavors based around the role of the dual goals in SEs, pricing mechanism, brand management, adoption of different approaches of marketing, and role of marketing in increasing acceptability and legitimacy of SEs.

By reviewing extant knowledge about marketing process and strategy, this paper shows how SEM is different from mainstream marketing approaches and an important research area for future exploration. Therefore, it is both timely and necessary to provide an overview of the research studies on SEM and a roadmap for the researchers by highlighting unaddressed issues and questions. Researchers in marketing will look at SEM not just for academic reasons but also for the big impact potential of SEs in achieving the Sustainable Development Goals. Our findings have implications for practice. The insights from the paper provide useful diagnostics and directions for SEs facing the challenge of sustaining their impact and profitability and looking for more effective marketing. Policymakers can use our framework to create institutional frameworks for SEs. In addition to SEs, the present review also contributes to emergent conversations on business practices in hybrid organizations (Battilana and Dorado, 2010), ethical and socially responsible marketing (Laczniak and Murphy, 2006; Maignan *et al.*, 2011), and sustaining environmentally friendly businesses (Menguc and Ozanne, 2005). Better marketing process and practice can help SEs to address social and environmental issues of our times with bigger and better impact.

References

- Allan, B. (2005), "Social enterprise: through the eyes of the consumer (prepared for the National Consumer Council)", *Social Enterprise Journal*, Vol. 1 No. 1, pp. 57-77.
- Anderson, E.W., Fornell, C. and Mazvancheryl, S.K. (2004), "Customer satisfaction and shareholder value", *Journal of Marketing*, Vol. 68 No. 4, pp. 172-185.
- Austin, J., Stevenson, H. and Wei-Skillern, J. (2006), "Social and commercial entrepreneurship: same, different, or both?", *Entrepreneurship Theory and Practice*, Vol. 30 No. 1, pp. 1-22.
- Bagnoli, M. and Watts, S.G. (2003), "Selling to socially responsible consumers: competition and the private provision of public goods", *Journal of Economics & Management Strategy*, Vol. 12 No. 3, pp. 419-445.
- Bandyopadhyay, C. and Ray, S. (2019), "Responsible marketing: can social enterprises show the way?", *Journal of Nonprofit & Public Sector Marketing*, Vol. 31 No. 2, pp. 164-183.
- Battilana, J. and Dorado, S. (2010), "Building sustainable hybrid organizations: the case of commercial microfinance organizations", *Academy of Management Journal*, Vol. 53 No. 6, pp. 1419-1440.
- Bhattacharya, C.B. (2013), "The importance of marketing for social innovation", in Osburg, T. and Schmidpeter, R. (Eds), *Social Innovation, CSR, Sustainability, Ethics & Governance*, Springer, Berlin and Heidelberg, pp. 147-154.
- Bhattacharya, C.B. and Korschun, D. (2008), "Stakeholder marketing: beyond the four Ps and the customer", *Journal of Public Policy & Marketing*, Vol. 27 No. 1, pp. 113-116.
- Bird, A. and Aplin, J. (2007), "Marketing analysis for social inclusion enterprise organisations", SIREN and Powys Equal Partnership, Powys.
- Bloom, P.N. (2009), "Overcoming consumption constraints through social entrepreneurship", *Journal of Public Policy & Marketing*, Vol. 28 No. 1, pp. 128-134.
- Boell, S. and Cecez-Kecmanovic, D. (2015), "On being 'systematic' in literature reviews in IS", *Journal of Information Technology*, Vol. 30 No. 2, pp. 161-173.

- Boschee, J. (1995), "Social entrepreneurs", *Across the Board*, Vol. 32 No. 3, pp. 20-25, available at: www.socialent.org/pdfs/StrategicMarketing.pdf (accessed November 8, 2016).
- Boschee, J. (2006), "Social entrepreneurship: The promise and the perils", in Nicholls, A. (Ed.), *Social Entrepreneurship: New Models of Sustainable Social Change*, Oxford University Press, Oxford, pp. 356-390.
- Bull, M. (2007), "Balance: the development of a social enterprise business performance analysis tool", *Social Enterprise Journal*, Vol. 3 No. 1, pp. 49-66.
- Bull, M. and Crompton, H. (2006), "Business practices in social enterprises", *Social Enterprise Journal*, Vol. 2 No. 1, pp. 42-60.
- Chung, T.L.D., Anaza, N.A., Park, J. and Hall-Phillips, A. (2016), "Who's behind the screen? Segmenting social venture consumers through social media usage", *Journal of Retailing and Consumer Services*, Vol. 28 No. 1, pp. 288-295.
- Cooper, L.G. (2000), "Strategic marketing planning for radically new products", *Journal of Marketing*, Vol. 64 No. 1, pp. 1-16.
- Dato-on, M. and Kalakay, J. (2016), "The winding road of social entrepreneurship definitions: a systematic literature review", *Social Enterprise Journal*, Vol. 12 No. 2, pp. 131-160.
- Datta, P.B. and Gailey, R. (2012), "Empowering women through social entrepreneurship: case study of a women's cooperative in India", *Entrepreneurship Theory and Practice*, Vol. 36 No. 3, pp. 569-587.
- Davies, I.A., Haugh, H. and Chambers, L. (2018), "Barriers to social enterprise growth", *Journal of Small Business Management* (forthcoming), doi: 10.1111/jsbm.12429.
- Dees, J.G. (2012), "A tale of two cultures: charity, problem solving, and the future of social entrepreneurship", *Journal of Business Ethics*, Vol. 111 No. 3, pp. 321-334.
- Dickson, P.R. and Ginter, J.L. (1987), "Market segmentation, product differentiation, and marketing strategy", *Journal of Marketing*, Vol. 51 No. 2, pp. 1-10.
- Doherty, B., Haugh, H. and Lyon, F. (2014), "Social enterprises as hybrid organizations: a review and research agenda", *International Journal of Management Reviews*, Vol. 16 No. 4, pp. 417-436.
- Drumwright, M.E. (1994), "Socially responsible organizational buying: environmental concern as a noneconomic buying criterion", *Journal of Marketing*, Vol. 58 No. 3, pp. 1-19.
- El-Ansary, A.I. (2006), "Marketing strategy: taxonomy and frameworks", *European Business Review*, Vol. 18 No. 4, pp. 266-293.
- Facca-Miess, T.M. and Santos, N.J. (2014), "Fostering fair and sustainable marketing for social entrepreneurs in the context of subsistence marketplaces", *Journal of Marketing Management*, Vol. 30 Nos 5-6, pp. 501-518.
- Ferreira, J.J., Fernandes, C.I., Peres-Ortiz, M. and Alves, H. (2017), "Conceptualizing social entrepreneurship: perspectives from the literature", *International Review on Public and Nonprofit Marketing*, Vol. 14 No. 1, pp. 73-93.
- Friedman, M. (1993), *Why Government is the Problem*, Hoover Institution, Stanford, CA.
- Frynas, J.G. (2005), "The false developmental promise of corporate social responsibility: evidence from multinational oil companies", *International Affairs*, Vol. 81 No. 3, pp. 581-598.
- Garrette, B. and Karnani, A. (2010), "Challenges in marketing socially useful goods to the poor", *California Management Review*, Vol. 52 No. 4, pp. 29-47.
- Glaveli, N. and Geormas, K. (2018), "Doing well and doing good: exploring how strategic and market orientation impacts social enterprise performance", *International Journal of Entrepreneurial Behavior & Research*, Vol. 24 No. 1, pp. 147-170.
- Gökbulut Özdemir, Ö. (2013), "Entrepreneurial marketing and social value creation in Turkish art industry: an ambidextrous perspective", *Journal of Research in Marketing and Entrepreneurship*, Vol. 15 No. 1, pp. 39-60.
- Hackett, M.T. (2016), "Solving 'social market failures' with social enterprises? Grameen Shakti (Village Energy) in Bangladesh", *Journal of Social Entrepreneurship*, Vol. 7 No. 3, pp. 312-341.

- Halligan, B. and Shah, D. (2010), *Inbound Marketing*, Wiley, Hoboken, NJ.
- Hamby, A., Pierce, M. and Brinberg, D. (2017), "Solving complex problems: enduring solutions through social entrepreneurship, community action, and social marketing", *Journal of Macromarketing*, Vol. 37 No. 4, pp. 369-380.
- Harding, R. (2004), "Social enterprise: the new economic engine?", *Business Strategy Review*, Vol. 15 No. 4, pp. 39-43.
- Haughton, A. (2013), "Social entrepreneurship: reducing crime and improving the perception of police performance within developing countries", *International Journal of Entrepreneurship*, Vol. 17, pp. 61-76.
- Hibbert, S.A., Hogg, G. and Quinn, T. (2002), "Consumer response to social entrepreneurship: the case of the big issue in Scotland", *International Journal of Nonprofit and Voluntary Sector Marketing*, Vol. 7 No. 3, pp. 288-301.
- Hines, F. (2005), "Viable social enterprise: an evaluation of business support to social enterprises", *Social Enterprise Journal*, Vol. 1 No. 1, pp. 13-28.
- Hinterhuber, A. and Liozu, S. (2012), "Is it time to rethink your pricing strategy?", *MIT Sloan Management Review*, Vol. 53 No. 4, pp. 69-77.
- Hockerts, K. (2006), "Entrepreneurial opportunity in social purpose business ventures", in Mair, J., Robinson, J. and Hockerts, K. (Eds), *Social Entrepreneurship*, Palgrave Macmillan, London, pp. 142-154.
- Holmes, G. (2012), "Biodiversity for billionaires: capitalism, conservation and the role of philanthropy in saving/selling nature", *Development and Change*, Vol. 43 No. 1, pp. 185-203.
- Hooley, G.J., Greenley, G.E., Cadogan, J.W. and Fahy, J. (2005), "The performance impact of marketing resources", *Journal of Business Research*, Vol. 58 No. 1, pp. 18-27.
- Hult, G.T.M., Mena, J.A., Ferrell, O.C. and Ferrell, L. (2011), "Stakeholder marketing: a definition and conceptual framework", *AMS Review*, Vol. 1 No. 1, pp. 44-65.
- Hynes, B. (2009), "Growing the social enterprise – issues and challenges", *Social Enterprise Journal*, Vol. 5 No. 2, pp. 114-125.
- Ionita, D. (2012), "Entrepreneurial marketing: a new approach for challenging times", *Management and Marketing*, Vol. 7 No. 1, pp. 131-150.
- Jenner, P. (2016), "Social enterprise sustainability revisited: an international perspective", *Social Enterprise Journal*, Vol. 12 No. 1, pp. 42-60.
- Jenner, P. and Fleischman, D. (2017), "Enhancing social enterprise sustainability: a value co-creation pathway", *e-Journal of Social & Behavioural Research in Business*, Vol. 8 No. 1, pp. 57-73.
- Kannampuzha, M.J. and Suoranta, M. (2016), "Bricolage in the marketing efforts of a social enterprise", *Journal of Research in Marketing and Entrepreneurship*, Vol. 18 No. 2, pp. 176-196.
- Keefe, L.M. (2008), "Marketing defined", *Marketing News*, Vol. 42 No. 1, pp. 28-29.
- Kraus, S., Harms, R. and Fink, M. (2009), "Entrepreneurial marketing: moving beyond marketing in new ventures", *International Journal of Entrepreneurship and Innovation Management*, Vol. 11 No. 1, pp. 19-34.
- Krishnan, T.V., Bass, F.M. and Jain, D.C. (1999), "Optimal pricing strategy for new products", *Management Science*, Vol. 45 No. 12, pp. 1650-1663.
- Krueger, A.O. (1990), "Government failures in development", *Journal of Economic Perspectives*, Vol. 4 No. 3, pp. 9-23.
- Laczniak, G.R. and Murphy, P.E. (2006), "Normative perspectives for ethical and socially responsible marketing", *Journal of Macromarketing*, Vol. 26 No. 2, pp. 154-177.
- Lin, C.J. and Chen, H.Y. (2016), "User expectancies for green products: a case study on the internal customers of a social enterprise", *Social Enterprise Journal*, Vol. 12 No. 3, pp. 281-301.
- Lipsky, M. and Smith, S.R. (1989), "Nonprofit organizations, government, and the welfare state", *Political Science Quarterly*, Vol. 104 No. 4, pp. 625-648.

- Liu, G. and Ko, W.W. (2012), "Organizational learning and marketing capability development: a study of the charity retailing operations of British social enterprise", *Nonprofit and Voluntary Sector Quarterly*, Vol. 41 No. 4, pp. 580-608.
- Liu, G., Eng, T.Y. and Takeda, S. (2015), "An investigation of marketing capabilities and social enterprise performance in the UK and Japan", *Entrepreneurship Theory and Practice*, Vol. 39 No. 2, pp. 267-298.
- Lusch, R.F. and Vargo, S.L. (2009), "Service-dominant Logic – a guiding framework for inbound marketing", *Marketing Review St Gallen*, Vol. 26 No. 1, pp. 6-10.
- Lyon, F. and Ramsden, M. (2006), "Developing fledgling social enterprises? A study of the support required and means of delivering it", *Social Enterprise Journal*, Vol. 2 No. 1, pp. 27-41.
- McKague, K. and Tinsley, S. (2012), "Bangladesh's rural sales program: towards a scalable rural sales agent model for distributing socially beneficial goods to the poor", *Social Enterprise Journal*, Vol. 8 No. 1, pp. 16-30.
- Ma, Y.J., Kim, M.J., Heo, J.S. and Jang, L.J. (2012), "The effects entrepreneurship and market orientation on social performance of social enterprise", *International Conference on Economics Marketing and Management IPEDR Proceedings*, Vol. 28, Singapore, pp. 60-65.
- Madill, J. and Ziegler, R. (2012), "Marketing social missions – adopting social marketing for social entrepreneurship? A conceptual analysis and case study", *International Journal of Nonprofit and Voluntary Sector Marketing*, Vol. 17 No. 4, pp. 341-351.
- Madill, J., Brouard, F. and Hebb, T. (2010), "Canadian social enterprises: an empirical exploration of social transformation, financial self-sufficiency, and innovation", *Journal of Nonprofit & Public Sector Marketing*, Vol. 22 No. 2, pp. 135-151.
- Maignan, I., Gonzalez-Padron, T.L., Hult, G.T.M. and Ferrell, O.C. (2011), "Stakeholder orientation: development and testing of a framework for socially responsible marketing", *Journal of Strategic Marketing*, Vol. 19 No. 4, pp. 313-338.
- Mair, J. and Schoen, O. (2007), "Successful social entrepreneurial business models in the context of developing economies: an explorative study", *International Journal of Emerging Markets*, Vol. 2 No. 1, pp. 54-68.
- Mair, J., Marti, I. and Ventresca, M.J. (2012), "Building inclusive markets in rural Bangladesh: how intermediaries work institutional voids", *Academy of Management Journal*, Vol. 55 No. 4, pp. 819-850.
- Mallin, M.L. and Finkle, T.A. (2007), "Social entrepreneurship and direct marketing", *Direct Marketing: An International Journal*, Vol. 1 No. 2, pp. 68-77.
- Martin, D.M. (2009), "The entrepreneurial marketing mix", *Qualitative Market Research: An International Journal*, Vol. 12 No. 4, pp. 391-403.
- Matei, L. and Sandu, C. (2013), "Social enterprise towards a marketing approach", *Responsibility and Sustainability*, Vol. 1 No. 3, pp. 51-57.
- Mendoza-Abarca, K.I. and Mellema, H.N. (2016), "Aligning economic and social value creation through pay-what-you-want pricing", *Journal of Social Entrepreneurship*, Vol. 7 No. 1, pp. 101-125.
- Menguc, B. and Ozanne, L.K. (2005), "Challenges of the 'green imperative': a natural resource-based approach to the environmental orientation–business performance relationship", *Journal of Business Research*, Vol. 58 No. 4, pp. 430-438.
- Miles, M.P., Verreynne, M.L. and Luke, B. (2014), "Social enterprises and the performance advantages of a Vincentian marketing orientation", *Journal of Business Ethics*, Vol. 123 No. 4, pp. 549-556.
- Mitchell, A., Madill, J. and Chreim, S. (2015), "Marketing and social enterprises: implications for social marketing", *Journal of Social Marketing*, Vol. 5 No. 4, pp. 285-306.
- Mitchell, A., Madill, J. and Chreim, S. (2016), "Social enterprise dualities: implications for social marketing", *Journal of Social Marketing*, Vol. 6 No. 2, pp. 169-192.
- Moher, D. (2009), "Preferred reporting items for systematic reviews and met-analyses: the PRISMA statement", *Annals of Internal Medicine*, Vol. 151 No. 4, pp. 264-269.

- Morgan, N.A. (2012), "Marketing and business performance", *Journal of the Academy of Marketing Science*, Vol. 40 No. 1, pp. 102-119.
- Morris, M.H., Schindehutte, M. and LaForge, R.W. (2002), "Entrepreneurial marketing: a construct for integrating emerging entrepreneurship and marketing perspectives", *Journal of Marketing Theory and Practice*, Vol. 10 No. 4, pp. 1-19.
- Neck, H., Brush, C. and Allen, E. (2009), "The landscape of social entrepreneurship", *Business Horizons*, Vol. 52 No. 1, pp. 13-19.
- Newbert, S.L. (2012), "Marketing amid the uncertainty of the social sector: do social entrepreneurs follow best marketing practices?", *Journal of Public Policy & Marketing*, Vol. 31 No. 1, pp. 75-90.
- Ogawa, A. (2009), *The Failure of Civil Society? The Third Sector and the State in Contemporary Japan*, SUNY Press, Albany, NY.
- Peattie, K. and Morley, A. (2008a), "Eight paradoxes of the social enterprise research agenda", *Social Enterprise Journal*, Vol. 4 No. 2, pp. 91-107.
- Peattie, K. and Morley, A. (2008b), *Social Enterprises: Diversity and Dynamics, Contexts and Contributions*, Social Enterprise Coalition, London.
- Peredo, A.M. and McLean, M. (2006), "Social entrepreneurship: a critical review of the concept", *Journal of World Business*, Vol. 41 No. 1, pp. 56-65.
- Phillips, W., Lee, H., Ghobadian, A., O'Regan, N. and James, P. (2015), "Social innovation and social entrepreneurship: a systematic review", *Group & Organization Management*, Vol. 40 No. 3, pp. 428-461.
- Pickett-Baker, J. and Ozaki, R. (2008), "Pro-environmental products: marketing influence on consumer purchase decision", *Journal of Consumer Marketing*, Vol. 25 No. 5, pp. 281-293.
- Powell, M. and Osborne, S.P. (2015), "Can marketing contribute to sustainable social enterprise?", *Social Enterprise Journal*, Vol. 11 No. 1, pp. 24-46.
- Ram, S. and Sheth, J.N. (1989), "Consumer resistance to innovations: the marketing problem and its solutions", *Journal of Consumer Marketing*, Vol. 6 No. 2, pp. 5-14.
- Ramus, T. and Vaccaro, A. (2017), "Stakeholders matter: how social enterprises address mission drift", *Journal of Business Ethics*, Vol. 143 No. 2, pp. 307-322.
- Rangan, V.K. and Thulasiraj, R.D. (2007), "Making sight affordable (innovations case narrative: the Aravind Eye Care System)", *Innovations: Technology, Governance, Globalization*, Vol. 2 No. 4, pp. 35-49.
- Roundy, P.T. (2017), "Doing good while serving customers: charting the social entrepreneurship and marketing interface", *Journal of Research in Marketing and Entrepreneurship*, Vol. 19 No. 2, pp. 105-124.
- Rust, R.T. and Zahorik, A.J. (1993), "Customer satisfaction, customer retention, and market share", *Journal of Retailing*, Vol. 69 No. 2, pp. 193-215.
- Sarpong, D. and Davies, C. (2014), "Managerial organizing practices and legitimacy seeking in social enterprises", *Social Enterprise Journal*, Vol. 10 No. 1, pp. 21-37.
- Satar, M.S., John, S. and Siraj, S. (2016), "Use of marketing in social enterprises", *International Journal of Social Entrepreneurship and Innovation*, Vol. 4 No. 1, pp. 16-24.
- Seelos, C. and Mair, J. (2005), "Social entrepreneurship: creating new business models to serve the poor", *Business Horizons*, Vol. 48 No. 3, pp. 241-246.
- Shaw, E. (2004), "Marketing in the social enterprise context: is it entrepreneurial?", *Qualitative Market Research: an International Journal*, Vol. 7 No. 3, pp. 194-205.
- Singh, A., Saini, G.K. and Majumdar, S. (2015), "Application of social marketing in social entrepreneurship: evidence from India", *Social Marketing Quarterly*, Vol. 21 No. 3, pp. 152-172.
- Smith, B.R., Knapp, J., Barr, T.F., Stevens, C.E. and Cannatelli, B.L. (2010), "Social enterprises and the timing of conception: organizational identity tension, management, and marketing", *Journal of Nonprofit & Public Sector Marketing*, Vol. 22 No. 2, pp. 108-134.

- Spear, R. (2006), "Social entrepreneurship: a different model?", *International Journal of Social Economics*, Vol. 33 Nos 5/6, pp. 399-410.
- Spear, R. and Bidet, E. (2005), "Social enterprise for work integration in 12 European countries: a descriptive analysis", *Annals of Public and Cooperative Economics*, Vol. 76 No. 2, pp. 195-231.
- Srivetbodee, S., Igel, B. and Kraisornsuthasinee, S. (2017), "Creating social value through social enterprise marketing: case studies from Thailand's food-focused social entrepreneurs", *Journal of Social Entrepreneurship*, Vol. 8 No. 2, pp. 201-224.
- Stabile, M. and Thomson, S. (2014), "The changing role of government in financing health care: an international perspective", *Journal of Economic Literature*, Vol. 52 No. 2, pp. 480-518.
- Stokes, D. (2000), "Putting entrepreneurship into marketing: the processes of entrepreneurial marketing", *Journal of Research in Marketing and Entrepreneurship*, Vol. 2 No. 1, pp. 1-16.
- Sunley, P. and Pinch, S. (2012), "Financing social enterprise: social bricolage or evolutionary entrepreneurialism?", *Social Enterprise Journal*, Vol. 8 No. 2, pp. 108-122.
- Sutton, E., McEachern, M. and Kane, K. (2018), "Communicating a social agenda within HEIs: the role of the social enterprise mark", *Social Enterprise Journal*, Vol. 14 No. 3, pp. 328-347.
- Tranfield, D., Denyer, D. and Smart, P. (2003), "Towards a methodology for developing evidence-informed management knowledge by means of systematic review", *British Journal of Management*, Vol. 14, pp. 207-222.
- Varadarajan, R. (2010), "Strategic marketing and marketing strategy: domain, definition, fundamental issues and foundational premises", *Journal of the Academy of Marketing Science*, Vol. 38 No. 2, pp. 119-140.
- Varshneya, G., Das, G. and Khare, A. (2017), "Experiential value: a review and future research directions", *Marketing Intelligence & Planning*, Vol. 35 No. 3, pp. 339-357.
- Viswanathan, M., Sridharan, S., Ritchie, R., Venugopal, S. and Jung, K. (2012), "Marketing interactions in subsistence marketplaces: a bottom-up approach to designing public policy", *Journal of Public Policy & Marketing*, Vol. 31 No. 2, pp. 159-177.
- Vriens, M. and Hofstede, F.T. (2000), "Linking attributes, benefits and consumer values", *Marketing Research*, Vol. 12 No. 3, pp. 4-10.
- Webster, J. and Watson, R.T. (2002), "Analyzing the past to prepare for the future: writing a literature review", *MIS Quarterly*, Vol. 26 No. 2, pp. xiii-xxiii.
- Wong, A.H.K. and Tse, F.W.L. (2016), "Social media, networking, and marketing performance: a study of social enterprises in Hong Kong", HKIBS Working Paper Series No. 076-1516, Lingnan University website, Hong Kong, available at: <http://commons.ln.edu.hk/hkibswp/77> (accessed September 22, 2017).
- Zietlow, J.T. (2001), "Social entrepreneurship: managerial, finance and marketing aspects", *Journal of Nonprofit & Public Sector Marketing*, Vol. 9 Nos 1-2, pp. 19-43.
- Zimmerman, M.A. and Zeitz, G.J. (2002), "Beyond survival: achieving new venture growth by building legitimacy", *Academy of Management Review*, Vol. 27 No. 3, pp. 414-431.

Further reading

- Tiago, M.T.P.M.B. and Verissimo, J.M.C. (2014), "Digital marketing and social media: why bother?", *Business Horizons*, Vol. 57 No. 6, pp. 703-708.

Corresponding author

Chinmoy Bandyopadhyay can be contacted at: chinmoy.mcet@gmail.com

For instructions on how to order reprints of this article, please visit our website:

www.emeraldgrouppublishing.com/licensing/reprints.htm

Or contact us for further details: permissions@emeraldinsight.com

Reproduced with permission of copyright owner. Further reproduction prohibited without permission.