



LJMU Research Online

Kah, S and Akenroye, TO

Evaluation of social impact measurement tools and techniques: A systematic review of the literature

<http://researchonline.ljmu.ac.uk/id/eprint/13476/>

Article

Citation (please note it is advisable to refer to the publisher's version if you intend to cite from this work)

Kah, S and Akenroye, TO (2020) Evaluation of social impact measurement tools and techniques: A systematic review of the literature. Social Enterprise Journal. ISSN 1750-8533

LJMU has developed **LJMU Research Online** for users to access the research output of the University more effectively. Copyright © and Moral Rights for the papers on this site are retained by the individual authors and/or other copyright owners. Users may download and/or print one copy of any article(s) in LJMU Research Online to facilitate their private study or for non-commercial research. You may not engage in further distribution of the material or use it for any profit-making activities or any commercial gain.

The version presented here may differ from the published version or from the version of the record. Please see the repository URL above for details on accessing the published version and note that access may require a subscription.

For more information please contact researchonline@ljmu.ac.uk

<http://researchonline.ljmu.ac.uk/>



Evaluation of social impact measurement tools and techniques: A systematic review of the literature

Journal:	<i>Social Enterprise Journal</i>
Manuscript ID	SEJ-05-2020-0027.R1
Manuscript Type:	Research Paper
Keywords:	social impact, social impact measurement, social enterprise, social value

SCHOLARONE™
Manuscripts

Evaluation of social impact measurement tools and techniques: A systematic review of the literature

Author Name^{a*} and A.N. Author^b

^a*Department, University, City, Country*

^b*Department, University, City, Country*

*Corresponding author

Abstract

Purpose: Despite the availability of metrics for measuring social impact, it can be difficult for organisations to select tools that fit their precise needs. To address this challenge, this study conducts a systematic literature review using legitimacy theory as a point of departure. It examines tools that capture three dimensions of sustainability – social, economic and environmental – and firm size.

Design: We searched the top four journal databases in the social sciences from the FT50 review to identify articles published in peer-reviewed journals in the 2009–2019 period, using keywords to conceptualise the construct. For comprehensive assessment, we adopted a method that requires the logic synthesis of concepts and evidence emerging from the literature to address the research aim.

Findings: The results show that most of the articles developed tools or frameworks to measure social impact based on the triple bottom line of sustainability – social, economic and environmental – and firm size. However, there is insufficient evidence of their integration into practice.

Research implications: This work contributes to the legitimisation of social enterprises using validated tools and frameworks to develop practical suggestions for social impact measurement.

Originality: Since legitimacy is an important rationale for social impact measurement, this study adds value through the development of a suitability framework. The framework enables social enterprises to identify the most appropriate tool for their purpose and size to establish legitimacy through impact measurement and reporting.

Keywords: Social impact; Social impact measurement; Social enterprise; Social value

1. Introduction

A social enterprise (SE) is a unique mechanism to address poverty (Ghauri *et al.*, 2014), inspire women (Datta and Gailey, 2012), promote comprehensive growth in subsistence marketplaces (Azmat *et al.*, 2015) and create institutional change (Nicholls, 2008). Differing from traditional enterprises, SEs utilise both social and commercial logic to address social, economic and environmental (SEE) issues (Folmer *et al.*, 2018), while prioritising social innovation and societal benefits (Ridley-Duff and Southcombe, 2012). Meanwhile, traditional enterprises' motivation comprises increased revenues and enhanced financial performance (Folmer *et al.*, 2018). Therefore, the SE literature focuses on social change and social impact (SI). As per commercial enterprises, SEs are shaped by mutual principles regarding the control, ownership, financing and engagement with the primary stakeholders: the customers, employees and suppliers (Arthur *et al.*, 2003). However, SEs' complex characteristics lead to difficulties in differentiating them from other models such as philanthropy and charity (Acs *et al.*, 2013), social innovation (Phillips *et al.*, 2015), and corporate social responsibility (Nicolopoulou, 2014). Interestingly, Siqueira *et al.* (2018) longitudinal study of for-profit SEs and commercial enterprises revealed that for-profit SEs have more leverage stability in terms of capital structure when compared to commercial enterprises of the same size. Whilst this type of knowledge does shift the paradigm of commercial enterprises and SEs, there is clear distinction that SEs are institutions that strive to create social good (Santos, 2012), thus driven by the desire or pressure from external sources to demonstrate SI.

SI represents "the logic of chain results in which organisational inputs and activities lead to a series of outputs, outcomes and ultimately to a set of societal impact" (Ebrahim and Rangan, 2010, p.3). SI is critical to SEs, moulding their social missions, objectives, policies, procedures and operating strategies (Di Domenico *et al.*, 2010; Zahra *et al.*, 2010).

1
2
3 Unsurprisingly, many studies have examined the measurement of the SI construct (Maas and
4 Liket, 2011; Costa and Pesci, 2016; Rawhouser *et al.*, 2017).

7
8 Evidence from recent research reveals external pressure, primarily from funders and
9 policymakers, driving the call for **social impact measurement** ([SIM] Arena *et al.*, 2015). For
10 instance, the UK government revealed interest in SIM, asserting that “there are real economic
11 and social gains for organisations that use appropriate mechanisms to evaluate their impact
12 and improve their performance” (Department of Trade and Industry [DTI], 2002, p.76). The
13 discourse is also noted in mainland Europe, as investors need to be aware of the positive
14 change produced (Costa and Pesci, 2016). The notion surrounding SIM is accountability and
15 being able to demonstrate dual performance to multiple stakeholders. **However,**
16 **accountability means being answerable to stakeholders with either positive or negative data**
17 **and information (McLoughlin *et al.*, 2009) or intended and unintended impact (Paterson-**
18 **Young *et al.*, 2019).** There are many approaches to establishing the impact from SEs. Yet,
19 extant research (Costa and Pesci, 2016) calls for better awareness to capture SI information.
20 Some argue that standards for measurement are underdeveloped (Salazar *et al.*, 2012).
21 Therefore, critical understanding of SIM will enable SEs strategic decision-making,
22 organisational learning (Bradford *et al.*, 2020) and attract social investment (Social Impact
23 Investment Taskforce, 2014).

24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60
The challenge many organisations face, however, is selecting the most appropriate
tool that meet their specific needs. Haski-Leventhal and Mehra (2016) argued that SEs must
significantly determine what to measure and report, which leads to a challenge in how they
capture this information. Governance issues and support needs also present a unique barrier
to capturing SI information (Spear *et al.*, 2009). In the present paper, the authors argue that
while existing tools and frameworks can support SEs with SIM, what tools and frameworks
can capture the triple bottom line of the SEE objectives remain unclear. Therefore, this study

1
2
3 presents a critical evaluation of SIM tools and frameworks for SEs. For each paper identified,
4 the focus of assessment (regarding the triple bottom line) and the firm size are examined. The
5 findings are summarised in a conceptual framework that can help SEs to select the most
6 appropriate tool to measure and report their SI. Therefore, this paper seeks to address the
7 following research objectives: i) to conduct a systematic literature review on SIM, ii) to
8 identify the focus of assessment tools regarding the triple bottom line, and iii) to examine the
9 relevance of assessment tools to firm size. The categorisation of firm size in this study are
10 small, medium and large. Although there is no universally accepted definition of firm sizes,
11 that is, small, medium enterprises (OECD, 2004), we adopt characterisation of firm sizes by
12 OECD (2020). Small and medium enterprises are those that employ fewer than 250 people.
13 More specifically, small (10 to 40 employees), medium-sized (50-249 employees) and large
14 enterprises employ 250 or more people (OECD, 2020).

15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60
This study begins by introducing the SI and SIM literature, highlighting the unique
outcomes and impacts of SE. Then, the research design of the systematic literature review is
explained, followed by the conceptual framework derived from the measurement systems
reviewed. Finally, a conclusion is presented with aspects for future research.

2. Social Impact: A critical discussion

SI is an important construct of social entrepreneurship (Dacin *et al.*, 2010). The construct has
been conceptualised in literature using terms such as social return on investment (Hall *et al.*,
2015), social value (Murphy and Coombes, 2009; Di Domenico *et al.*, 2010) social
performance (Nicholls, 2008), social returns (Emerson, 2003), social accounting (Nicholls,
2009). In a study exploring value creation, Grieco *et al.* (2015) used the terms SI and social
value interchangeably. These similar, yet different terminologies have contributed to the
challenge of understanding SI (Rawhouser *et al.*, 2017). Furthermore, SI has been used in

1
2
3 diverse contexts of study such as sustainability, education, health care, environmental and
4
5 poverty (Izzo, 2013).
6
7
8

9 In this study, SI is used as the terminology to channel the systematic literature review, and the
10
11 discussion on extant research on SIM. An introspective definition of SI is noted in Burdge
12
13 and Vanclay (1996, p.59):
14
15

16
17 The process of assessing or estimating, in advance, the social consequences that are
18 likely to follow from specific policy actions or project development [. . .] Social
19 impacts include all social and cultural consequences to human populations of any
20 public or private actions that alter the ways in which people live, work, play, relate to
21 one another, organize to meet their needs, and generally cope as members of society.
22 Cultural impacts involve changes to the norms, values, and beliefs of individuals that
23 guide and rationalize their cognition of themselves and their society.
24
25

26
27 The literature recognises the contested nature of SEs and the potential impact of their
28
29 operations on social objectives (Doherty *et al.*, 2014). SE can tackle SEE issues, whilst
30
31 operating throughout the economy (Defourny and Nyssens, 2008). An example of a SE
32
33 addressing both social and environmental issues is Who Gives A Crap, an Australia-based
34
35 organisation established to address the issues of poor water quality and sanitation, since 2.3
36
37 billion people globally have no access to a toilet (World Health Organisation, 2017),
38
39 representing 40% of the global population. So, how should such organisation measure their
40
41 SI? This challenge is exposed in the research on SI within SEs (i.e. Ebrahim *et al.*, 2014).
42
43 Costa and Pesci (2016) suggested that SEs should define standardised universal assessment
44
45 units that process comparisons between organisations over time, or to create distinctive
46
47 assessment units that tailor SIM to the stakeholder's demands.
48
49
50

51
52 The ability for SEs to transform communities is noted in Nicholls (2010),
53
54 Steinerowski and Steinerowska-Streb (2012) and Gordon *et al.* (2018). Nevertheless, their
55
56 interventions can be complex, long term and difficult to objectify (Ruebottom, 2011). As
57
58 highlighted by the Organisation for Economic Co-operation and Development ([OECD],
59
60

1
2
3 2010), assessing SI is a challenging task due to the complexities of identifying quantitative
4 and qualitative tools for reporting information to stakeholders. This view is echoed in
5
6 literature (e.g. Cordery and Sinclair, 2013; MacIndoe and Barman, 2013), with regional
7
8 institutions also researching this construct; for example, the Institute for Social
9
10 Entrepreneurship in Asia and the EMES European Research Network have researched the
11
12 evaluation of SI in SEs. The current debate has shifted to the legitimacy of these
13
14 organisations (Bradford *et al.*, 2020), which ultimately raises questions regarding their
15
16 sustainability and level of influence on the broader structural conditions (Gordon *et al.*,
17
18 2018).
19
20
21
22

23
24 Despite the discourse concerning the contributions of SE being non-nuanced, this can
25
26 be noted in the UK Government's strategy for SE (DTI, 2002, p.24), which identified a
27
28 number of objectives to which they could contribute: "helping to drive up productivity and
29
30 competitiveness; contributing to socially inclusive wealth creation; enabling individuals and
31
32 communities to work towards regenerating their local neighbourhoods; showing new ways to
33
34 deliver and reform public services; and helping to develop an inclusive society and active
35
36 citizenship". Notwithstanding the growing literature on SI in SEs, such organisations must
37
38 confront the challenge of comprehending the specific reporting requirements of funders
39
40 (Gordon *et al.*, 2018), how SI is measured (Defourny and Nyssens, 2008), and selecting the
41
42 optimum tool or framework for SI measurement (Grieco *et al.*, 2015; Costa and Pesci, 2016).
43
44
45
46
47

48 **3. Approaches to Social Impact Measurement**

49

50
51 Over recent years, UK SEs have encountered new auditing standards introduced through
52
53 social policies that emphasise SI (Arvidson and Lyon, 2014). The standards have been
54
55 established in policy documents and legislation such as the Department of Health's (2011)
56
57 Open Public Services White Paper and the Public Services (Social Value) Act (HM
58
59
60

1
2
3 Government, 2012), which are linked to accountability, competition for resources, and
4 legitimacy (Pritchard *et al.*, 2012). The emphasis on SI is noticeable in the taskforce set-up by
5 the UK government and even in Europe. For instance, in 2013, the Social Impact Investment
6 Taskforce was initiated to catalyse the SI investment market. In addition, to develop general
7 guidelines for SIM practice to be used by social investors globally (GOV.UK, 2020).
8
9
10
11
12
13
14

15
16 From a global perspective, there is a renewed opportunity for organisations to capture
17 their contributions to the United Nations Sustainable Development Goals (UN SDGs) agenda.
18 Such opportunity is explored in the joint paper by Business Call to Action (BCtA) and Global
19 Reporting Initiative (2016) report, which examined how private sector organisations measure
20 their contributions to the SDGs through impact measurement and sustainability reporting.
21 Furthermore, the OECD (2015) report on SI investment emphasis on evidence base through
22 international collaboration, standardised framework and evaluation of policies that support
23 impact measurement. This development adds to the second objective of this study on
24 identifying the most appropriate SIM tool to the triple bottom line.
25
26
27
28
29
30
31
32
33
34
35
36
37

38 SIM is defined as the process of defining, monitoring and employing measures to
39 demonstrate benefits created for the target beneficiaries and societies through evidence of
40 social outcomes and/or impacts (McLoughlin *et al.*, 2009). Arvidson and Lyon (2014) argued
41 that the pressure on SEs to conduct robust SI and reporting originates from different
42 stakeholder groups, while increasing pressure from funders and policy-makers (Nicholls,
43 2009; Desa and Basu, 2013; Ebrahim and Rangan, 2014; Hadad and Găucă, 2014; Arena *et*
44 *al.*, 2015; Costa and Pesci, 2016) represent key drivers for SIM. However, such stakeholders'
45 expectations for what and how to measure can differ, whereby the differences in
46 measurement expectations may cause uncertainty in terms of selecting the most appropriate
47 tool or framework. With such heterogeneity, the measurement includes positive and negative
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 effects, intended and unintended effects, and both the short- and long-term consequences
4
5 (Wainwright, 2002). For example, if a SE is addressing food poverty in a local region, they
6
7 may surprisingly tackle drug misuse or petty crime.
8
9

10 Due to the differing nature of SEs objectives and rationale for measuring SI, there is
11
12 no purpose in a 'one-size-fits-all' approach. Instead, SEs should measure and report critical
13
14 aspects of their social objectives to relevant stakeholders (Costa and Pesci, 2016). However,
15
16 the lack of theorisation and conceptual framing on evaluation means that developing a robust
17
18 understanding of SIM is vital (Hall, 2014). Bagnoli and Megali (2011) found economic and
19
20 financial performance, and institutional legitimacy to be the rationales for SIM. Meanwhile,
21
22 Haski-Leventhal and Mehra's (2016) study on SIM in Australia and India revealed that SEs
23
24 utilise formal impact assessments for performance-monitoring purposes, although several
25
26 minor discrepancies were identified regarding the data-capture process. Other studies
27
28 (Arvidson and Lyon, 2014; Pathak and Dattani, 2014) found resource acquisition, mission
29
30 reinforcement and general stakeholder accountability to be the rationales. Based on
31
32 interviews with individuals working on SIM, Arvidson and Lyon (2014) highlighted that
33
34 most non-profit SEs were willing to comply with external resource providers' requests for
35
36 SIM. However, they also showed resistance through their discretion in determining how and
37
38 what to measure, and what to report.
39
40
41
42
43

44 SEs employ SI for learning and promotional purposes, and as a means of exerting
45
46 control over the environment (Arvidson and Lyon, 2014). If SEs are to achieve a sustainable
47
48 impact and continue to grow, they must demonstrate their usefulness through SI (McLoughlin
49
50 *et al.*, 2009). SIM is important for creating organisational legitimacy, including symbolic
51
52 legitimacy and trust (Luke *et al.*, 2013), therefore providing SEs with an optimum framework
53
54 to select the most suitable tool or framework to improve their SI and SIM strategies, while
55
56 facilitating the learning process (Connolly and Kelly, 2011; Arvidson and Lyon, 2014).
57
58
59
60

1
2
3 Pressure for SIM has driven an increase in approaches (Florman *et al.*, 2016). For instance,
4
5 the New Economics Foundation ([NEF], 2009) compiled a number of tools and frameworks
6
7 for SIM (see Table I): Social Return on Investment (SROI), Social Accounting and Auditing
8
9 (SAA), the Social Enterprise Balance Scorecard (SEBC), the Social IMPact Measurement for
10
11 Local Economies (SIMPLE), the Third Sector Performance Dashboard (TSPD), Quality First
12
13 (QF), Prove It (PI), Local Multiplier 3 (LM3), the Practical Quality Assurance System for
14
15 Small Organisations (PQASSO), the ISO 9001:2008 standard, and the Investors in People
16
17 Standard (IiPS). Furthermore, there is the Volunteering Impact Assessment Toolkit (VIAT),
18
19 the Big Picture, the AA1000 Assurance Standard (AA1000 AS), Eco-mapping, the
20
21 Development Trusts Association's (DTA) Fit for Purpose, the EU's Eco-Management and
22
23 Audit Scheme (EMAS), the Global Reporting Initiative (GRI) guidelines, the European
24
25 Foundation for Quality Management's (EFQM) Excellence Model, and the Co-operative
26
27 Environmental and Social Performance Indicators (CESPIs). Other tools such as the **Theory**
28
29 **of Change ([ToC] Weiss, 1995) and Logic Model ([LM] Suchman, 1967)** are drawn from
30
31 Social Impact Scotland (2017). Despite this plethora of methodologies, SEs face the
32
33 complexity of identifying the most appropriate tool to assess their interventions.
34
35
36
37
38
39

40 Clifford *et al.* (2013) found that although SEs recognise the tools available, a common
41
42 issue is the diverse data requirements of the different stakeholder groups. Gordon *et al.*
43
44 (2018) argued that quantitative data provides limited understanding of how SEs' policies
45
46 affect individuals and community health. SIM signals the quality and legitimacy of SEs
47
48 through performance and impact evaluation (Luke *et al.*, 2013).
49
50

51
52 [Insert Table I near here]
53
54
55

56 **4. Legitimacy Theory: Rationale for measuring social impact**

57
58
59
60

1
2
3 There is increasing demand for SE transparency, comparability and legitimacy by external
4 stakeholders, while internal stakeholders require feedback, guidance and information on
5 future resource allocation (Arvidson *et al.*, 2010; Luke *et al.*, 2013). Nicholls (2009)
6 highlighted a ‘top-down’ movement toward adopting business models and reporting practices
7 in the social sector that assumes these enhance stakeholder accountability, improve
8 transparency, and therefore offer enhanced performance legitimacy. There is also a ‘bottom-
9 up’ trend toward facilitating greater stakeholder engagement in designing the reporting
10 practices that affect them. However, determining what should be measured and how this
11 should be conducted is challenging. Numerous approaches have been developed to evaluate
12 and measure SI (Zappalà and Lyons, 2009). The adoption of a tool or framework is of
13 specific interest to SEs because it supports internal decision-making and addresses the need
14 for accountability to stakeholders (Crucke and Decramer, 2016). Yet, most of the literature on
15 the subject matter in the social sector (including SEs) is under-theorised and requires
16 conceptual framing (Ebrahim and Rangan, 2014). Nonetheless, SEs need to measure their SI
17 systematically and ensure accountability (Syrjä *et al.*, 2015).

18
19 Since SEs face a fundamental challenge regarding their evidence and reporting
20 standards, the legitimacy of their existence is questioned. Dart (2004) argued that the
21 authenticity of SEs is not derived from any rational assessment of results, but rather from the
22 society’s wider fixation with business ideology and the belief that the ‘market knows best’.
23 Legitimacy theory “is a generalised perception or assumption that the actions of an entity are
24 desirable, proper or appropriate within some socially constructed system of norms, values,
25 beliefs and definitions” (Suchman, 1995, p.574). The concept of the social contract is critical
26 to legitimacy theory (Patten, 1992), with Shocker and Sethi (1974) asserting that social
27 institutions operate in society through social contracts to deliver socially desirable goals.

1
2
3 Therefore, SEs must utilise a variety of tools and frameworks to evaluate SI and
4
5 communicate legitimacy (Luke, 2016).
6

7
8 Suddaby *et al.*'s (2016) analysis of legitimacy theory presents three dimensions: i)
9
10 legitimacy as a property, whereby legitimacy is theorised as a thing (i.e. property, a capacity
11
12 or a resource); ii) legitimacy as a process, which concerns the legitimisation of the institution
13
14 as opposed to 'legitimacy' itself; and iii) legitimacy as perception, where it is considered to
15
16 be a form of socio-cognition or evaluation. SIM reporting is a communication vehicle
17
18 assisting SEs to increase transparency and legitimacy to bridge information asymmetry by
19
20 sharing information on financial performance and social achievements (Adams and Simnett,
21
22 2011). This study adopts the view that legitimacy is both a process and a perception. In the
23
24 view of the former, SEs interact with their stakeholders to measure the SI created (i.e. any
25
26 stakeholder group: internal (employees) or external (public)). Depending on the interaction,
27
28 the legitimacy of the organisation can be signalled. Therefore, embedding indicators,
29
30 measuring and reporting appropriate information is vital. However, many SEs still struggle
31
32 due to their limited access to measurement tools, knowledge, time and other required
33
34 resources (Luke *et al.*, 2013).
35
36
37
38

39
40 On the other hand, legitimacy as a perception is an evaluation tool and framework
41
42 adopted to measure the impact created, with both perspectives supporting the objectives of
43
44 this study. Any effort to propose an assessment tool to better understand how different SEs
45
46 operate and perform would be a favourable development (OECD, 2015). The framework
47
48 developed in this paper will assist SEs to identify the most appropriate tool or framework to
49
50 meet their social mission and help to avoid risks or the repetition of past mistakes
51
52 (Asmalouskij *et al.*, 2019). In the context of this paper, the quality of the SE refers to its
53
54 ability to create impact and report on it. One way of signalling the quality and legitimacy of
55
56
57
58
59
60

1
2
3 SEs is through the evaluation of performance regarding the outcomes and impacts (Luke *et*
4
5 *al.*, 2013).
6
7

9 **5. Methodology**

10
11 In conducting a systematic literature review on SIM and tools, we adopted the method
12
13 promoted by Nolan and Garavan (2016), which requires a logic synthesis of concepts and
14
15 evidence emerging from the literature to address the research aim. We targeted four key
16
17 databases that provide access to management and social science journals to identify articles
18
19 published over the past decade (2009–2019): Emerald Insight, Science Direct, ProQuest, and
20
21 EBSCO Host. Given the varied terminology employed to study the construct of SI, we used
22
23 the following keywords in our search to conceptualise the construct: ‘social impact
24
25 measurement’, ‘social impact evaluation tools’, ‘social impact methods’, ‘impact
26
27 measurement’, ‘triple bottom line’, and ‘social value’. Figure 1 visually describes the
28
29 systematic review process.
30
31
32
33

34
35
36 [Insert Figure 1 near here]
37
38
39
40

41
42 To be eligible for inclusion, the articles must have been published in a scholarly
43
44 journal, written in the English language, and published between January 2009 and January
45
46 2019. The initial search yielded 1,236 articles, which we filtered to exclude conference
47
48 papers, books, monographs and working papers. Using these criteria, we identified 462
49
50 articles for further consideration. We removed all duplicate articles and ensured that non-
51
52 research-based papers such as government or institutional reports were excluded, which left
53
54 133 articles for further review. To confirm that the articles were pertinent to the research aim,
55
56 we read the abstract first and then thoroughly reviewed the findings to ensure they
57
58
59
60

1
2
3 investigated SI or discussed SI tools or frameworks. This process resulted in 27 articles
4
5 considered to be the most relevant for analysis with reference to the research aim.
6
7
8

9 *5.1 Data Abstraction, Coding and Synthesis*

10
11 We read all 27 articles, followed by a thematic coding process. The matrix approach
12
13 advocated by Cho and Egan (2009) was adopted for the initial evaluation of these articles in a
14
15 structured manner, and a categorisation table was created (see Table IV) that classified the
16
17 articles regarding the authors' name and publication year, the research purpose, the
18
19 methodology and method, and specific features of the SEs (i.e. the focus of assessment and
20
21 firm size). We utilised these data to provide descriptive information regarding the selected
22
23 articles before continuing the thematic analysis process. Using the framework conceptualised
24
25 in Table IV, we identified themes that characterise the scope, dimension, and relevance of the
26
27 SIM tools, with the results of our analysis presented in section 6.
28
29
30
31
32

33 *5.2 Descriptive Results of the Review*

34
35 This review includes articles published in seventeen different journals, with the more
36
37 prominent journals being Social Enterprise and VOLUNTAS (International Journal of
38
39 Voluntary and Non-profit Organisations), which published five and three articles,
40
41 respectively. Meanwhile, two articles each were published in the Non-profit and Voluntary
42
43 Sector Quarterly and the Journal of Social Entrepreneurship, whereas only one relevant
44
45 article was found in each of the remaining thirteen journals. This suggests that approaches for
46
47 measuring SI could be relevant to diverse subject areas such as accounting, marketing and
48
49 multidisciplinary studies other than social entrepreneurship and non-profit enterprises.
50
51
52 Regarding the research methodologies employed in the selected articles, we noticed the
53
54 predominance of conceptual studies (ten articles) such as the literature review and systematic
55
56 review, while other articles were based on theoretical assumptions rather than empirical
57
58
59
60

1
2
3 analysis. Whereas qualitative methods including case study, interviews and action research
4
5 (utilised in three, two and one articles, respectively) were more prevalent than quantitative
6
7 approaches such as survey (utilised in four articles). This suggests that the tools for
8
9 measuring SI can be explored further through qualitative focus; for example, to determine the
10
11 impacts and effectiveness. Table II presents a statistical summary of the main characteristics
12
13 of our review, while Table III presents those studies that developed models.
14
15
16

17
18 [Insert Table II near here]
19

20
21
22 [Insert Table III near here]
23
24
25

26 27 **6. Findings and Discussion**

28
29 The findings from the systematic literature review are presented in Table IV, and then
30
31 discussed in sections 6.1 and 6.2, consistent with the research objectives.
32
33

34
35
36 [Insert Table IV near here]
37
38
39

40 *6.1 Focus of Assessment Tools Regarding the Triple Bottom Line*

41
42 Most studies developed tools appropriate for SEs to assess the impact of their organisations
43
44 on the triple bottom line of sustainability, namely the SEE objectives (i.e. Nicholls, 2009;
45
46 Maas and Liket, 2011; Esteves *et al.*, 2012; Mouchamps, 2014; Arena *et al.*, 2015; Grieco *et*
47
48 *al.*, 2015; Migliavacca, 2016; Kato *et al.*, 2017); for example, Nicholls (2009) conducted an
49
50 exploratory study of how social entrepreneurs utilise reporting practices to address the SEE
51
52 objectives in their organisations. Drawing on the multiple theoretical perspectives of
53
54 positivism, critical theory and interpretivism, Nicholls (2009) proposed the concept of
55
56 ‘blended value accounting’ as a new theoretical approach to guide the reporting, disclosure,
57
58
59
60

1
2
3 and auditing in social entities. However, his study was based on theoretical explanations
4 drawn from UK cases, which might have limited global significance. **Nonetheless, blended**
5 **reporting and disclosure could enable SEs establish legitimacy to different stakeholders, and**
6 **prevent challenge to their legitimacy (Luke, 2016)**
7
8
9
10
11

12 On the other hand, Esteves *et al.* (2012) developed a framework that highlights
13 integrated environmental life-cycle assessment and life-cycle costing into the evaluation of
14 SIs. Their framework, which was coined the Social Impact Management Plan, contributes to
15 the achievement of the triple bottom line of sustainability. Furthermore, in attempting to
16 measure value creation in SEs, Grieco *et al.* (2015) conducted a hierarchical cluster analysis
17 of existing SI assessment models in the literature. While the authors offered a classification
18 matrix that can help managers in the non-profit and voluntary sector to select those methods
19 that best meet the organisation's specific needs regarding the assessment of SI, their
20 argument does not clarify which model would be most suited for organisations with different
21 sustainability focus. In other words, there was limited information about the impact typology
22 regarding the SEE aspects.
23
24
25
26
27
28
29
30
31
32
33
34
35
36

37 As per Grieco *et al.* (2015), the SI evaluation approach developed by Arena *et al.*
38 (2015) seeks to address SEE performance, although not all these aspects are fully addressed
39 in their performance dimension indicators. Rather, they proposed a stepwise method that
40 social entrepreneurs could follow in measuring performance by highlighting the value-added
41 regarding resource, product and results. Although their framework depicts the diversity in SE
42 nature, focus and context of operations, the emphasis is placed on the importance of linking
43 corporate performance dimensions with different types of stakeholders. Hadad and Găucă's
44 (2014) approach to measuring SI focuses on three elements: sustainability, added value and
45 scalability. And while the 'added value' element of their framework reflects, to a certain
46 extent, the broader SEE and political factors relevant to SEs, the suitability and managerial
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 implications remain uncertain; for example, in practice, a definitive distinction is necessary
4
5 for measuring a wide range of social and environmental impacts, yet the study does not offer
6
7 examples of questions that SEs can ask employees or stakeholders to identify their
8
9 environmental impact.
10

11
12 Only a small number of tools developed in the literature do not focus on measuring
13
14 the three dimensions of sustainability by SEs (e.g. McLoughlin *et al.*, 2009; Polonsky and
15
16 Grau, 2011; Barraket and Yousefpour, 2013; Arvidson and Lyon, 2014; White, 2018). In a
17
18 search for an integrative system to demonstrate the value of social purpose organisations,
19
20 White (2018) developed a framework for measuring the impact of social endeavours, whereas
21
22 McLoughlin *et al.* (2009) proposed the SIMPLE model for the same purpose. However,
23
24 White's (2018) framework was built upon Sen's (1993) capability approach, and thus has
25
26 limited practical implications, unlike the SIMPLE model that establishes five clear steps that
27
28 managers can follow to assess, identify, prioritise and improve SI. Polonsky and Grau (2011)
29
30 adopted a similar stepwise approach to develop a four-category typology of alternative tools
31
32 for managers of charity organisations to determine which perspective would be most suited to
33
34 their specific circumstances in terms of measuring the social and economic impact. However,
35
36 the implementation of this typology in individual non-profit organisations can be challenging
37
38 because it requires the gathering of resources and expertise from multiple parties to agree on
39
40 the evaluation criteria that should be employed.
41
42
43
44
45
46
47

48 *6.2 Relevance of Assessment Tools to Firm Size*

49
50 This study found twelve studies that identified tools relevant to small-, medium- and large-
51
52 sized enterprises, with five relevant to those small and medium sized, and one being relevant
53
54 to large enterprises, whilst one tool was relevant to small and large enterprises. Interestingly,
55
56 eight studies did not specify the firm size in their assessment. Although the rationale for 'not
57
58 specified' was not disclosed, it was noted that the studies did not seek to identify the
59
60

1
2
3 relevance of the firm size to the assessment tool(s) selected. Therefore, this study contributes
4 to the importance of the firm size when analysing SI. Those studies that identified small-,
5 medium- and large-sized firms (i.e. McLoughlin *et al.*, 2009; Gibbon and Dey, 2011; Maas
6 and Liket, 2011; Clark and Brennan, 2012; Arvidson and Lyon, 2014; Ebrahim and Rangan,
7 2014; Pathak and Dattani, 2014; Grieco *et al.*, 2015; Migliavacca, 2016; Kato *et al.*, 2017;
8 Belluci *et al.*, 2019) used different methodologies and methods to assess the potency of the
9 tools; for example, Belluci *et al.* (2019) assessed SROI's effectiveness as an SI tool for non-
10 profit organisations and SEs that provide family-centred support, finding that SROI can be
11 adopted by any size firm regardless of their social objectives. However, stakeholder
12 participation is crucial to the effectiveness of the information captured and measured.
13
14 Furthermore, technical expertise is vital to the information captured and analysed using
15 SROI, because large datasets are required for the measurement. Despite the strength of the
16 SROI tool, the required technical expertise poses a greater challenge for small-sized
17 enterprises.

18
19 On the other hand, McLoughlin *et al.*'s (2009) assessment of the SIMPLE tool
20 demonstrates how SEs scope, map, track, report and embed SI indicators in their
21 organisations. Given that the SIMPLE methodology adopted by the authors was tested on
22 over 40 SEs, the study presents a systematic approach to developing SI baselines for small-,
23 medium- and large-sized firms. Nonetheless, the study presents limitations with regards to
24 *how* SEs embed best practice for the SIMPLE methodology. To address this weakness, the
25 authors suggested further research to explore the implementation post-training for those
26 organisations that did not facilitate embedding processes in their models. Interestingly, Maas
27 and Likert (2011) empirically tested enterprises' strategic philanthropic activities to identify
28 whether firm size, the philanthropic expenditure, region and industry influence the extent that
29 various dimensions of social good are measured. Unsurprisingly, the authors found that large
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 enterprises in the financial sectors operating in Europe and North America are more likely to
4
5 measure SI.
6

7
8 Similarly, those studies that identified small- and medium-sized firms adopted both
9
10 qualitative and quantitative methodologies (i.e. Bagnoli and Megali, 2011; Barraket and
11
12 Yousefpour, 2013; Hadad and Găucă, 2014; Arena *et al.*, 2015; White, 2018). For example,
13
14 Barraket and Yousefpour (2013) investigated SI in five small and medium-sized SEs in
15
16 Australia, where they found that the perceived benefits of measuring impact are
17
18 organisational learning and performance, even though the dominant driver for measurement
19
20 is to demonstrate legitimacy to external stakeholders. Nonetheless, small and medium-sized
21
22 organisations face two main issues: i) impact readiness, which emphasises *when* SI should be
23
24 captured; and ii) resourcing, as echoed by White (2018) who examined SI using Sen's (1985,
25
26 1987, 1993) capability approach. In contrast, Rawhouser *et al.*'s (2019) systematic review of
27
28 SI tools found that the majority were utilised by small- and large-sized organisations. Unlike
29
30 the present study, the authors' review extended beyond the remit of social entrepreneurship,
31
32 thus limiting the contextual relevance for SE.
33
34
35
36
37
38

39 *6.3 Framework for Selecting Social Impact Tools*

40
41 We set out to develop a framework to enable SEs to select the most appropriate tool for SIM.
42
43 Following our discussion of the 27 papers reviewed in this study, we created the *suitability*
44
45 *framework* based on those studies that developed models, to ensure empirically tested
46
47 recommendations. As SEs face accountability and legitimacy challenges (Bradford et al.,
48
49 2020; Nicholls, 2009) and selection of the most appropriate tool to establish legitimacy
50
51 (Haski-Leventhal and Mehra (2016), the framework developed in this study address both
52
53 challenges. More specifically, it provides SEs with the tools to reinforce SIM in their
54
55 operational plan and share information about the achievement of their social interventions
56
57 thus establishing legitimacy. Furthermore, using a tool to examine SI could minimise bias in
58
59
60

1
2
3 data entry and measurement. The communication of this data is critical for improving SE
4
5 performance (Nicholls, 2009).
6
7

8
9 The following ten models guided this framework: the framework for capability and
10 integrative approaches (White, 2018), the performance measurement system model (Arena *et*
11 *al.*, 2015), the structural equation modelling of SI (Edwards *et al.*, 2015), the sustainability,
12 added value and scalability (Hadad and Găucă, 2014), the social performance framework
13 (Ebrahim and Rangan, 2014), the analytical framework (Mouchamps, 2014), the multi-
14 dimensional controlling model (Bagnoli and Megali, 2011), the economic survival framework
15 (Lane and Casile, 2011), the four-category typology of alternative approaches (Polonsky and
16 Grau, 2011), and the blended value accounting spectrum (Nicholls, 2009).
17
18
19
20
21
22
23
24
25
26

27 White (2018) developed the framework for capability and integrative approaches,
28 with the model based on a hybrid grounded in Sen's capabilities approach and
29 configurational theory to demonstrate integrative approaches for capturing the SI of SEs. As
30 noted in Figure 2, the model captures social contributions from small-, medium- and large-
31 sized enterprises. White (2018) argued that social value can be understood through
32 capabilities, that is, how SEs perceive and achieve social value. Therefore, the integrative
33 approach will encapsulate the balance between different components and can be viewed as a
34 balance between positive approaches.
35
36
37
38
39
40
41
42
43
44

45 The performance measurement system by Arena *et al.* (2015) is a framework that
46 enables an SE or external expert to develop their SI system. As noted in Figure 2, the
47 performance measurement system is appropriate for small- and medium-sized SEs with a
48 social, economic or environmental goal. There are six steps to developing an SI system using
49 this framework: i) map the available documents of the organisation (i.e. the social annual
50 reports and company accounts); ii) conduct interviews with different stakeholder (internal
51 and external) groups to capture their needs and comprehend how the social interventions are
52
53
54
55
56
57
58
59
60

1
2
3 perceived; iii) identify the performance dimensions most coherent with the organisation's
4 information needs (i.e. financial sustainability, effectiveness, impact, and efficiency) (Arena
5 *et al.*, 2015); iv) construct a performance measurement system through the set of indicators
6 that must be clear and reflective of the social, economic or environmental interventions; v)
7 conduct a review of this process with key stakeholders to collect feedback; and vi) redefine
8 the system based on the information collected.
9
10
11
12
13
14
15

16
17 In contrast, Edwards *et al.* (2015) proposed the structural equation modelling for SIM,
18 which aims to provide a framework for the development of theory and to empirically test SI
19 systematically. The model captures economic and social contributions, and the environmental
20 impact of large enterprises. The authors argued that SI has a ripple effect from the core
21 central state of belonging to the impact of other factors. Based on this notion, Edwards *et al.*
22 (2015) made four propositions. First, SI begins within the organisation's sense of belonging.
23 Second, social citizenship values are critical to the development of SI, with human capital
24 developing in the form of new skills as people extend their knowledge and experience. Third,
25 SI is accomplished at both the individual and the organisational level. Finally, SI develops
26 from the growth of individual action and organisational programmes.
27
28
29
30
31
32
33
34
35
36
37
38
39

40 Like the structural equation modelling, the sustainability, added value and scalability
41 model by Hadad and Găucă (2014) is suitable for small- and medium-size SEs with SEE
42 goals. To implement the model, the organisation should identify all activities and map
43 indicators to the activities. Then, a sustainable timeframe for measurement should be
44 determined: short (1 year), medium (3–5 years) and long term (7+ years). The organisation
45 should identify those resources that will support SIM for set time frames, which can include
46 finance, knowledge, human resource and technical. Once resources have been identified, a
47 review of the SEE effects will add value regarding external knowledge on issues that could
48 impact the organisation's measurement standards. Depending on the level of activity,
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 scalability can provide potential for expansion and media coverage of the SI captured, and the
4
5 indirect effects of the social intervention.
6

7
8 The social performance framework by Ebrahim and Rangan (2014) is appropriate for
9
10 small-, medium- and large-sized enterprises with SEE contributions. To adopt this
11
12 framework, organisations should clarify the operational mission, specify the set of activities
13
14 to address the scope, and identify the target size of the scale. This framework enables
15
16 organisations to adapt their metrics of scope and scale to their context. Interestingly,
17
18 Mouchamps's (2014) analytical framework provides organisations with an approach to
19
20 analysing existing SI frameworks, where the models analysed are classified according to
21
22 monetary and non-monetary indicators.
23
24

25
26 The multi-dimensional controlling model (Bagnoli and Megali, 2011) is suitable for
27
28 small and medium-sized SEs with SEE goals, whereby the framework has three reference
29
30 dimensions of control: economic and financial performance, social effectiveness and
31
32 institutional legitimacy. Meanwhile, Lane and Casile's (2011) economic survival framework
33
34 provide SEs with measures for comprehensive performance measurement based on their
35
36 respective organisational mission through using the survival, action and social change model.
37
38 However, we found that the economic survival framework does not specify the firm size,
39
40 although it does identify the SEE contributions.
41
42
43

44
45 Like the performance measurement system, Polonsky and Grau (2011) developed a
46
47 four-category typology of alternative approaches to SIM. This model supports social
48
49 contributions and environmental impact, but again does not specify the firm size. The
50
51 categories are divided into two sections: financial, such as operational efficiency and SI
52
53 approach; and non-financial, such as the qualitative impact of the approach measurement and
54
55 combination approaches to measurement. The present authors argue that transparency is vital
56
57 to the evaluation process of SIM. The final framework developed by Nicholls (2009) is
58
59
60

1
2
3 blended value accounting, which draws from the work of Emerson (2003). As per the
4
5 economic survival framework and four-category typology, blended value accounting does not
6
7 specify what firm size is suitable to adopt the framework, although it is appropriate for
8
9 organisations with economic and social contributions, and environmental impact.
10
11
12
13

14
15 [Insert Figure 2 near here]
16
17

18 **7. Conclusions**

20
21 Despite the plethora of tools and frameworks, SEs face challenges of what and how to
22
23 measure, and what information to report. This study reviewed the extant research on SI tools
24
25 over the past decade, providing a clear view of the state of SI research, and a practical
26
27 framework for SEs to identify the optimum tool that meets their precise objective. The study
28
29 targeted some of the top FT50 journals in business management to identify diverse articles
30
31 both conceptually and empirically in the construct of SI. Careful consideration was given to
32
33 the selection criteria to ensure representative and relevant articles were identified. We
34
35 acknowledge that our review may have excluded some articles, given the inconsistent use of
36
37 the terms associated with SI. Nonetheless, the methodological process was thorough,
38
39 providing clear evidence of the studies on SI and allowing the development of the *Suitability*
40
41 *Framework* for selecting SI tools. However, this review is not exhaustive, as we see
42
43 opportunities for scholars to extend the sample selection criteria for systemic review and
44
45 participatory analysis of the suitability framework in real-life SEs. Furthermore, limited
46
47 research has been undertaken on most of the tools outlined in Table I. Future research could
48
49 investigate the implementation process, specifically exploring the impact indicators and
50
51 embedment of SI processes.
52
53
54
55
56
57
58
59
60

1
2
3 In the discussion surrounding SIM, we found that transparency, accountability and
4 legitimacy from external stakeholders are common rationales for measuring SI. It was also
5 established that SEs recognise their social interventions and seek to better understand the
6 impact of these interventions on society. Thus, the three dimensions of legitimacy theory by
7 Suddaby *et al.* (2016) formed the theoretical lens for this study. This study contributes to
8 legitimacy as a perception since the developed framework will enable SEs to identify the
9 most appropriate tool for their SEE objectives and firm size. The identification of a tool and
10 evaluation (the perception) of SE interventions becomes the communication process for
11 legitimising the organisation. Therefore, this paper uncovers our understanding of some
12 challenges faced by SEs – coercive pressure from external stakeholders to measure SI and
13 identification appropriate tool for SIM. By presenting the suitability framework, a
14 comprehensive analysis of the challenges is presented.

15
16
17 The framework also contributes to the models for SIM in social entrepreneurship,
18 providing an analytical structure for SEs to identify the optimum tool for their social,
19 economic or environmental goals, while taking the firm size into consideration. The initial
20 contribution was the two review dimensions for this study: i) the focus of assessment (i.e.
21 environmental contribution, social contribution and economic impact); and ii) firm size (i.e.
22 small, medium and large). This was followed by the framework, developed to enable SEs to
23 select the most appropriate tool to fit their precise needs.

50 Disclosure

51 No potential conflicts of interest.

References

- Acs, Z., Boardman, M., and McNeely, C. (2013), "The social value of productive entrepreneurship", *Small Business Economics*, vol. 40 no. 3, pp.785-796.
- Adams, S. and Simnett, R. (2011), "Integrated reporting: An opportunity for Australia's not for profit sector", *Australian Accounting Review*, vol. 21 no. 3, pp.292-301.
- Arena, M., Azzone, G., and Bengo, I. (2015), "Performance measurement for social enterprises", *VOLUNTAS: International Journal of Voluntary Nonprofit Organizations*, vol. 26 no. 2, pp.649-672.
- Arthur, L., Scott Cato, M., Keenoy, T., and Smith, R. (2003), "Developing an operational definition of the social economy", *Journal of Cooperative Studies*, vol. 36 no. 3, pp.1-23.
- Arvidson, M. and Lyon, F. (2014), "Social impact measurement and non-profit organisations: compliance, resistance, and promotion", *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, vol. 25 no 4, pp.869-886.
- Arvidson, M., Lyon, F., Mackay, S., and Moro, D. (2010), *The ambitions and challenges of SROI. Third Sector Research Centre*, Working Paper 49, Third Sector Research Centre, University of Birmingham, Birmingham.
- Asmalovskij, A., Sadílek, T., Hinčica, V., and Mizerová, M. (2019), "Performance of Social Enterprises in the Czech Republic", *Journal of Social Entrepreneurship*, vol. 10 no 1, pp.19-29.
- Azmat, F., Ferdous, A.S., and Couchman, P. (2015), "Understanding the dynamics between social entrepreneurship and inclusive growth in subsistence marketplaces", *Journal of Public Policy & Marketing*, vol. 34 no. 2, pp.252-271.
- Bagnoli, L. and Megali, C. (2011), "Measuring performance in social enterprises", *Nonprofit and Voluntary Sector Quarterly*, vol. 40 no 1, pp.149-165.
- Barraket, J., and Yousefpour, N. (2013), "Evaluation and social impact measurement amongst small to medium social enterprises: Process, purpose and value", *Australian Journal of Public Administration*, vol. 72 no. 4, pp.447-458.
- Bellucci, M., Nitti, C., Franchi, S., Testi, E., and Banoli, L. (2019), "Accounting for social return on investment (SROI). The costs and benefits of family-centred care by the Ronald McDonald House Charities", *Social Enterprise Journal*, vol. 15 no. 1, pp.46-75.
- Burdge, R.J. and Vanclay, F. (1996), "Social impact assessment: A contribution to the state of the art series", *Impact Assessment*, vol. 14 no. 1, pp.59-86.
- Cho, Y. and Marshall Egan, T. (2009), "Action learning research: A systematic review and conceptual framework", *Human Resource Development Review*, vol. 8 no. 4, pp.431-462.
- Clark, C. and Brennan, L. (2012), "Entrepreneurship with social value: A conceptual model for performance measurement", *Academy of Entrepreneurship Journal*, vol. 18 no. 2, pp.17-40.

1
2
3 Clifford, J., Markey, K., and Malpani, N. (2013), *Measuring social impact in social*
4 *enterprises: The state of thought and practice in the UK*, E3M, London.

5
6
7 Connolly, C. and Kelly, M. (2011), "Understanding accountability in social enterprise
8 organisations: A framework", *Social Enterprise Journal*, vol. 7 no 3, pp.224-237.

9
10 Cordery, C. and Sinclair, R. (2013), "Measuring performance in the third sector", *Qualitative*
11 *Research in Accounting & Management*, vol. 10 no. 3-4, pp.196-212.

12
13 Costa, E. and Pesci, C. (2016), "Social impact measurement: why do stakeholders
14 matter?", *Sustainability Accounting, Management and Policy Journal*, vol. 7 no. 1, pp.99-124.

15
16 Crucke, S. and Decramer, A. (2016), "The development of a measurement instrument for the
17 organizational performance of social enterprises", *Sustainability*, vol. 8 no. 2, pp.161-190.

18
19 Dacin, P.A., Dacin, M.T., and Matear, M. (2010), "Social entrepreneurship: Why we don't
20 need a new theory and how we move forward from here", *The Academy of Management*
21 *Perspectives*, vol. 24 no. 3, pp.37-57.

22
23
24 Dart, R. (2004) "The legitimacy of social enterprise", *Nonprofit Management and Leadership*,
25 vol. 14 no. 4, pp.411-424.

26
27 Datta, P.B. and Gailey, R. (2012), "Empowering women through social entrepreneurship:
28 Case study of a women's cooperative in India", *Entrepreneurship Theory & Practice*, vol. 36
29 no. 3, pp.569-587.

30
31 Defourny, J. and Nyssens, M. (2008), "Social enterprise in Europe: Recent trends and
32 developments", *Social Enterprise Journal*, vol. 4 no. 3, pp.202-228.

33
34 Department of Health. (2011), *Open Public Services*, White Paper, The Stationery Office
35 Limited, London.

36
37 Department of Trade and Industry. (2002), *Social enterprise: A strategy for success*, DTI,
38 London.

39
40
41 Desa, G. and Basu, S. (2013), "Optimization or bricolage? Overcoming resource constraints in
42 global social entrepreneurship", *Strategic Entrepreneurship Journal*, vol. 7 no. 1, pp.26-49.

43
44 Di Domenico, M., Haugh, H., and Tracey, P. (2010), "Social bricolage: Theorizing social value
45 creation in social enterprises", *Entrepreneurship Theory and Practice*, vol. 34 no. 4, pp.681-
46 703.

47
48 Doherty, B., Haugh, H., and Lyon, F. (2014), "Social enterprises as hybrid organisations: a
49 review and research agenda", *International Journal of Management Reviews*, vol. 16 no. 4,
50 pp.417-463.

51
52 Ebrahim, A. and Rangan, V.K. (2010), *The limits of nonprofit impact: a contingency*
53 *framework for measuring social performance*, Working Paper 10-099, Harvard Business
54 School, Boston, MA.

55
56 Ebrahim, A. and Rangan, V.K. (2014), "What impact? A framework for measuring the scale
57 and scope of social performance", *California Management Review*, vol. 56 no. 3, pp.118-141.

1
2
3 Ebrahim, A., Battilana, J., and Mair, J. (2014), "The governance of social enterprises: Mission
4 drift and accountability challenges in hybrid organizations", *Research in Organizational*
5 *Behavior*, vol. 34, 81-100.

6
7
8 Edwards, M., Onyx, J., Maxwell, H., Darcy, S., Bullen, P., and Sherker, S. (2015), "A
9 conceptual model of social impact as active citizenship", *VOLUNTAS: International Journal*
10 *of Voluntary and Nonprofit Organizations*, vol. 26 no. 4, pp.1529-1549.

11
12 Emerson, J. (2003), "The blended value proposition: Integrating social and financial returns",
13 *California Management Review*, vol. 45 no. 4, pp.35-51.

14
15 Esteves, A.M., Franks, D., and Vanclay, F. (2012), "Social impact assessment: the state of the
16 art", *Impact Assessment and Project Appraisal*, vol. 30 no. 1, pp.34-42.

17
18 Florman, M., Klinger-Vidra, R., and Facada, M. J. (2016), *A critical evaluation of social impact*
19 *assessment methodologies and a call to measure economic and social impact holistically*
20 *through the External Rate of Return platform*, Working Paper 160 (pp.1-32), London School
21 of Economics Enterprise, London.

22
23
24 Folmer, E., Nederveen, C., and Schutjens, V. (2018), "Network importance and use:
25 commercial versus social enterprises", *Social Enterprise Journal*, vol. 14 no. 4, pp.470-490.

26
27 Ghauri, P., Tasavori, M., and Zaefarian, R. (2014), "Internationalisation of service firms
28 through corporate social entrepreneurship and networking", *International Marketing Review*,
29 vol. 31 no. 6, pp.576-600.

30
31
32 Gibbon, J. and Dey, C. (2011), "Developments in social impact measurement in the third sector:
33 scaling up or dumbing down?", *Social and Environmental Accountability Journal*, vol. 31 no.
34 1, pp.63-72.

35
36 Gordon, K., Wilson, J., Tonner, A., and Shaw, E. (2018), "How can social enterprises impact
37 health and well-being?", *International Journal of Entrepreneurial Behavior & Research*, vol.
38 24 no. 3, pp.697-713.

39
40
41 GOV.UK. (2020), "Social impact investment taskforce", available at:
42 <https://www.gov.uk/government/groups/social-impact-investment-taskforce> (accessed 4 July
43 2020).

44
45 Grieco, C., Michelini, L., and Iasevoli, G. (2015), "Measuring value creation in social
46 enterprises: A cluster analysis of social impact assessment models", *Nonprofit and Voluntary*
47 *Sector Quarterly*, vol. 44 no. 6, pp.1173-1193.

48
49 Hadad, S. and Găucă, O. (2014), "Social impact measurement in social entrepreneurial
50 organizations", *Management & Marketing. Challenges for the Knowledge Society*, vol. 9 no.
51 2, pp.119-136.

52
53
54 Hall, M. (2014), "Evaluation logics in the third sector", *VOLUNTAS: International Journal of*
55 *Voluntary and Nonprofit Organisations*, vol. 25 no. 2, pp.307-336.

56
57
58 Hall, M., Millo, Y., and Barman, E. (2015), "Who and what really counts? Stakeholder
59 prioritization and accounting for social value. *Journal of Management Studies*, vol. 52 no. 7,
60 pp.907-934.

1
2
3 Haski-Leventhal, D. and Mehra, A. (2016), "Impact measurement in social enterprises:
4 Australia and India", *Social Enterprise Journal*, vol. 12 no. 1, pp.78-103.

5
6 HM Government. (2012), *Public Services (Social Value) Act (2012)*, The Stationary Office,
7 London.

8
9 Izzo, D. (2013), "Aligning interests in impact investing", available at:
10 https://ssir.org/articles/entry/aligning_interests_in_impact_investing (accessed 4 July 2020).

11
12
13 Kato, S., Ashley, S.R., and Weaver, R.L. (2018), "Insights for measuring social value:
14 Classification of measures related to the capabilities approach", *VOLUNTAS: International*
15 *Journal of Voluntary and Nonprofit Organizations*, vol. 29 no. 3, pp.558-573.

16
17 Lane, M.D. and Casile, M. (2011), "Angels on the head of a pin", *Social Enterprise Journal*,
18 vol. 7, 238-258.

19
20
21 Luke, B.G. (2016), "Measuring and reporting on social performance: From numbers and
22 narratives to a useful reporting framework for social enterprises", *Social and Environmental*
23 *Accountability Journal*, vol. 36 no. 2, pp.103-123.

24
25 Luke, B.G., Barraket, J., and Eversole, R. (2013), "Measurement as legitimacy versus
26 legitimacy of measures", *Qualitative Research in Accounting & Management*, vol. 10 no. 3-4,
27 pp.234-258.

28
29
30 Maas, K. and Liket, K. (2011), "Social Impact Measurement: Classification of Methods",
31 Burritt, R., Schaltegger, S., Bennett, M., Pohjola, T., and Csutora, M. (Eds.), *Environmental*
32 *Management Accounting and Supply Chain Management: Eco-Efficiency in Industry and*
33 *Science* 27, Springer, Dordrecht.

34
35 MacIndoe, H. and Barman, E. (2013), "How organizational stakeholders shape performance
36 measurement in nonprofits: Exploring a multidimensional measure. *Nonprofit and Voluntary*
37 *Sector Quarterly*, vol. 42 no. 4, pp.716-738.

38
39
40 McLoughlin, J., Kaminski, J., Sodagar, B., Khan, S., Harris, R., Arnaudo, G., and McBreaty,
41 S. (2009), "A strategic approach to social impact measurement of social enterprises: The
42 SIMPLE methodology", *Social Enterprise Journal*, vol. 5 no. 2, pp.154-179.

43
44
45 Migliavacca, A.M. (2016), "Social impact measurement practices: A meta-
46 analysis", *International Journal Series in Multidisciplinary Research*, vol. 2 no. 3, pp.1-17.

47
48 Mouchamps, H. (2014), "Weighing elephants with kitchen scales: The relevance of traditional
49 performance measurement tools for social enterprises", *International Journal of Productivity*
50 *and Performance Management*, vol. 63 no. 6, pp.727-745.

51
52
53 Murphy, P.J. and Coombes, S.M. (2009), A model of social entrepreneurial discovery. *Journal*
54 *of Business Ethics*, vol. 87 no. 3, pp.325-336.

55
56
57
58
59
60 New Economics Foundation. (2009), *Tools for you: approaches to proving and improving for*
charities, voluntary organisations and social enterprise, New Economics Foundation
Consulting, London.

Nicholls, A. (2008), "Capturing the performance of the socially entrepreneurial organisation (SEO): An organisational legitimacy approach". In J. Robinson, J. Mair & K. Hockerts (Eds.), *International perspectives on social entrepreneurship research: 27–74*. London: Palgrave Macmillan.

Nicholls, A. (2009), "We do good things, don't we?: 'Blended value accounting', social entrepreneurship", *Accounting, Organizations and Society*, vol. 34 no. 6-7, pp.755-769.

Nicholls, A. (2010), "The legitimacy of social entrepreneurship: reflexive isomorphism in a pre-paradigmatic field", *Entrepreneurship Theory and Practice*, vol. 34 no. 4, pp.611-633.

Nicolopoulou, K. (2014), "Social entrepreneurship between cross-currents: Toward a framework for theoretical restructuring of the field", *Journal of Small Business Management*, vol. 52 no. 4, pp.678-702.

Nolan, C.T. and Garavan, T.N. (2016), "Human resource development in SMEs: A systematic review of the literature", *International Journal Management Review*, vol. 18 no. 1, pp.85-107.

OECD. (2004), "Promoting entrepreneurship and innovative SMEs in a global economy: Towards a more responsible and inclusive globalisation", available at: <https://www.oecd.org/cfe/smes/31919294.pdf> (accessed 5 July 2020).

OECD. (2015), "Social impact investment", available at: <http://www.oecd.org/sti/ind/social-impact-investment.htm> (accessed 2 July 2020).

OECD. (2020), "Enterprises by business size (indicator)", available at: 10.1787/31d5eeaf-en (accessed 5 July 2020)

Organisation for Economic and Development. (2010), "Policy brief on social impact measurement for social enterprises", available at: https://www.oecd.org/social/PB-SIM-Web_FINAL.pdf (accessed 30 January 2019).

Pathak, P. and Dattani, P. (2014), "Social return on investment: three technical challenges", *Social Enterprise Journal*, vol. 10 no. 2, pp.91-104.

Paterson-Young C., Hazenberg R., Bajwa-Patel M. (2019), "Social impact measurement and youth justice. In: The social impact of custody on young people in the criminal justice system. Palgrave Macmillan, Cham.

Patten, D.M. (1992) "Intra-industry environmental disclosures in response to the Alaskan oil spill: A note on legitimacy theory", *Accounting, Organizations and Society*, vol. 17 no. 5, pp.471-475.

Phillips, W., Lee, H., Ghobadian, A., O'Regan, N., and James, P. (2015), "Social innovation and social entrepreneurship: A Systematic Review", *Group & Organization Management*, 1-34.

Polonsky, M. and Grau, S.L. (2011), "Assessing the social impact of charitable organizations—four alternative approaches", *International Journal of Nonprofit and Voluntary Sector Marketing*, vol. 16 no. 2, pp.195-211.

1
2
3 Pritchard, D., Ogain, E., and Lumley, T. (2012), *Making an impact: Impact measurement*
4 *among charities and social enterprises in the UK*, New Philanthropy Capital, London.

5
6 United Nations Development Programme and Global Reporting Initiative. (2016), "Measuring
7 impact: How business accelerate the sustainable development goals", available at:
8 https://www.globalreporting.org/resource/library/Measuring%20Impact_BCtA_GRI.pdf
9 (accessed 3 July 2020).

10
11
12 Rawhouser, H., Cummings, M., and Newbert, S.L. (2019), "Social Impact Measurement:
13 Current Approaches and Future Directions for Social Entrepreneurship
14 Research", *Entrepreneurship Theory and Practice*, vol. 43 no. 1, pp.82-115.

15
16 Ridley-Duff, R. and Southcombe, C. (2012), "The social enterprise mark: A critical review of
17 its conceptual dimensions", *Social Enterprise Journal*, vol. 8 no. 3, pp.178-200.

18
19 Ruebottom, T. (2011), "Counting social change: outcome measures for social enterprise",
20 *Social Enterprise Journal*, vol. 7 no. 2, pp.172-182.

21
22 Salazar, J., Husted, B.W., and Biehl, M. (2012), "Thoughts on the evaluation of corporate social
23 performance through projects", *Journal of Business Ethics*, vol. 105 no. 2, pp.175-186.

24
25 Santos, F. (2012), "A positive theory of social entrepreneurship", *Journal of Business Ethics*,
26 Vol. 111 no. 3, pp. 335-351.

27
28 Sen, A.K. (1985), *Commodities and Capabilities*, Elsevier Science Publishers, Oxford.

29
30 Sen, A.K. (1987), *The standard of living: The tanner lectures*, Cambridge University Press,
31 Cambridge.

32
33 Sen, A.K. (1993), "Capability and well-being", Nussbaum, M.C. and Sen, A.K. (Eds.), *The*
34 *Quality of Life* (pp.30-53), Clarendon Press, Oxford.

35
36 Shocker, A.D. and Sethi, S.P. (1974), "An approach to incorporating social preferences in
37 developing corporate action strategies", Sethi, S.P (Ed.), *The Unstable Ground: Corporate*
38 *Social Policy in a Dynamic Society*, Melville Publishing Company, Los Angeles, CA.

39
40 Siqueira, A.C.O., Guenster, N., Vanacker, T. and Crucke, S. (2018), "A longitudinal
41 comparison of capital structure between young for-profit social and commercial enterprises,
42 *Journal of Business Venturing*, vol. 33 no 2, pp.225-240.

43
44 Social Enterprise UK. (2017), "The future of business: State of social enterprise survey
45 2017", Favailable at:
46 [https://www.socialenterprise.org.uk/Handlers/Download.ashx?IDMF=a1051b2c-21a4-461a-](https://www.socialenterprise.org.uk/Handlers/Download.ashx?IDMF=a1051b2c-21a4-461a-896c-aca6701cc441)
47 [896c-aca6701cc441](https://www.socialenterprise.org.uk/Handlers/Download.ashx?IDMF=a1051b2c-21a4-461a-896c-aca6701cc441) (accessed 11 January 2019).

48
49 Social Impact Investment Taskforce. (2012), "Measuring impact", available at
50 http://www.siiq.com.au/uploads/2/4/8/5/24851283/imwg_whitepaper.pdf (accessed 7 July
51 2020).

52
53 Spear, R., Cornforth, C., and Aiken, M. (2009), "The governance challenges of social
54 enterprises: Evidence from a UK empirical study", *Annals of Public and Cooperative*
55 *Economics*, vol. 80 no. 2, pp.247-273.

1
2
3 Steinerowski, A. and Steinerowska-Streb, I. (2012), "Can social enterprise contribute to
4 creating sustainable rural communities? Using the lens of structuration theory to analyse the
5 emergence of rural social enterprise. *Local Economy*, vol. 27 no. 2, pp.167-182.

6
7
8 Suchman, E.A. (1967), "Evaluative research: Principles and practice in public service and
9 social action programs". New York: Russell Sage Foundation.

10
11 Suchman, M.C. (1995), "Managing legitimacy: Strategic and institutional approaches",
12 *Academy of Management Review*, vol. 20 no. 3, pp.571-610.

13
14 Suddaby, R., Bitektine, A., and Haack, P. (2016), "Legitimacy", *Academy of Management*
15 *Annals*, vol. 11 no. 1, pp.451-478.

16
17 Syrjä, P., Sjögrén, H., and Ilmarinen, A. (2015), "Performance measurement in social
18 enterprises – a conceptual accounting approach", in *5th EMES International Research*
19 *Conference on Social Enterprise - Building a scientific field to foster the social enterprise eco-*
20 *system*, pp.1-14.

21
22
23 Wainwright, S. (2002), *Measuring impact: A guide to resources*, NCVO Publications, London.

24
25 Weiss, C. (1995). "Nothing as practical as good theory: Exploring theory-based evaluation
26 for comprehensive community initiatives for children and families", in J. P. Connell, A. C.
27 Kubisch, L. B. Schorr and C. H. Weiss (eds) *New Approaches to Evaluating Community*
28 *Initiatives: Volume 1, Concepts, Methods, and Contexts*. Washington, DC: The Aspen
29 Institute

30
31
32 White, L. (2018), "A Cook's Tour: Towards a framework for measuring the social impact of
33 social purpose organisations". *European Journal of Operational Research*, vol. 268 no. 3,
34 pp.784-797.

35
36
37 World Health Organisation. (2017) "2.1 billion people lack safe drinking water at home, more
38 than twice as many lack safe sanitation", available at: [https://www.who.int/news-](https://www.who.int/news-room/detail/12-07-2017-2-1-billion-people-lack-safe-drinking-water-at-home-more-than-twice-as-many-lack-safe-sanitation)
39 [room/detail/12-07-2017-2-1-billion-people-lack-safe-drinking-water-at-home-more-than-](https://www.who.int/news-room/detail/12-07-2017-2-1-billion-people-lack-safe-drinking-water-at-home-more-than-twice-as-many-lack-safe-sanitation)
40 [twice-as-many-lack-safe-sanitation](https://www.who.int/news-room/detail/12-07-2017-2-1-billion-people-lack-safe-drinking-water-at-home-more-than-twice-as-many-lack-safe-sanitation) (accessed 20 December 2018).

41
42 Zahra, S.A., Gedajlovic, E., Neubaum, D.O., and Shulman, J.M. (2009), "A typology of social
43 entrepreneurs: Motives, search processes and ethical challenges", *Journal of Business*
44 *Venturing*, vol. 24 no. 5, pp.519-532.

45
46
47 Zappalà, G. and Lyons, M. (2009), "Recent approaches to measuring social impact in the Third
48 sector: An overview", The Centre for Social Impact, CSI Background Paper 6, available at:
49 [https://www.socialauditnetwork.org.uk/files/8913/2938/6375/CSI_Background_Paper_No_5](https://www.socialauditnetwork.org.uk/files/8913/2938/6375/CSI_Background_Paper_No_5_-_Approaches_to_measuring_social_impact_-_150210.pdf)
50 [_-_Approaches_to_measuring_social_impact_-_150210.pdf](https://www.socialauditnetwork.org.uk/files/8913/2938/6375/CSI_Background_Paper_No_5_-_Approaches_to_measuring_social_impact_-_150210.pdf) (accessed 13 November 2018).

Tables:

Table I: Examples of social impact tools

Tool	Area of focus	Developed by
AA1000 AS	SEE	Social Accounting and Audit
CESPIs	Environmental and social performance	Co-operatives UK
DTA	Development	Development Trusts Association
Eco-mapping	Environmental	Heinz-Werner Engel
EMAS	Environmental	EMAS & The International Network for Environmental Management
EFQM	Quality, performance and development	The European Foundation for Quality Management
GRI Guidelines	Economic, environmental and social	Global Reporting Initiative
iIPS	Organisation performance	UK National Training Task Force
ISO 9001	Quality management	International Organisation Standard
LM	Policy development or programme strategy	Carol Weiss, Joseph Wholey & others
LM3	Local economy	NEF
PQASSO	Quality assurance	Charities Evaluation Services
Prove It	Regeneration	NEF Groundwork UK Barclays Bank PLC
Quality First	Organisational performance	Tony Farley & Birmingham Voluntary Service Council
SAA	SEE	NEF, John Pearce & Simon Zadek
SEBC	SEE	Robert Kaplan & David Norton
SIMPLE	Social impact	Social Enterprise London University of Brighton
SROI	SEE	Roberts Enterprise Development Fund
ToC	Social and economic	Aspen Institute
The Big Picture	Organisational performance	Scottish Council for Voluntary Organisations
TSPD	Organisational performance	Social Firms UK
VIAT	Organisational change	Institute for Volunteering Research

Table II. Summary of the descriptive results

Year	No.	Journal	No.
2019	2	Social Enterprise Journal	5
2018	1	VOLUNTAS: International Journal of Voluntary and Nonprofit Organisations	3
2017	2	Journal of Social Entrepreneurship	2
2016	4	Non-profit and Voluntary Sector Quarterly	2
2015	3	Academy of Entrepreneurship Journal	1
2014	5	Accounting, Organizations and Society	1
2013	1	Australian Journal of Public Administration	1
2012	2	Eco-Efficiency in Industry and Science	1
2011	5	European Journal of Operational Research	1
2009	2	International Entrepreneurship and Management Journal	1
		International Journal Series in Multidisciplinary Research	1
		International Journal of Non-Profit and Voluntary Sector Marketing	1
		Social and Environmental Accountability Journal	1
Method	No.		
Conceptual	10		
Systematic review	6		
Survey	4		
Case study	3		
Interview	2		
Action research	1		
Participatory analysis	1		

Table III. Studies that developed models

Article	Model developed
Arena <i>et al.</i> (2015)	Performance measurement system model
Bagnoli and Megali (2011)	Multi-dimensional controlling model
Ebrahim and Rangan (2014)	Social performance framework
Edwards <i>et al.</i> (2015)	Structural equation modelling of social impact
Hadad and Găucă (2014)	Sustainability, added value and scalability
Lane and Casile (2011)	Economic survival framework
Mouchamps (2014)	Analytical framework
Nicholls (2009)	Blended value accounting spectrum
Polonsky and Grau (2011)	Four-category typology of alternative approaches
White (2018)	Framework for capability and integrative approaches

Table IV. Findings from the systematic literature review on social impact

Authors	Research purpose	Methodology/ method	Specific features of SE	
			Focus of assessment	Firm size mentioned
Arena <i>et al.</i> (2015)	To develop an approach applicable to/by SEs to measure SEE results.	Qualitative Case study	EC, SC, EI	SM
Arvidson and Lyon (2014)	To examine the participation and behaviour of non-profit organisations regarding the request for SI evaluation.	Qualitative Interviews	EC, SC	SML
Bagnoli and Megali (2011)	To analyse three reference fields of management to provide a multi-dimensional controlling framework to manage SEs.	Quantitative	EC, SC, EI	SM
Barraket and Yousefpour (2013)	To investigate small SEs in Australia.	Action research	SC, EI	SM
Belluci <i>et al.</i> (2019)	To assess the effectiveness of SROI used by non-profit organisations and SEs that supports family-centred care.	Participatory analysis	EC, SC, EI	SML
Clark and Brennan (2012)	To investigate how SI is measured.	Quantitative	EC, SC, EI	SML
Ebrahim and Rangan (2014)	To develop a performance assessment framework premised on an organisation's operational mission, scale, and scope.	Case analysis	EC, SC, EI	SML
Edwards <i>et al.</i> (2015)	To develop a new conceptualisation of SI beyond small evaluation outcomes.	Focus groups Interviews	EC, SC, EI	L
Esteves <i>et al.</i> (2012)	To conduct an SIA SWOT analysis.	Conceptual	EC, SC, EI	NS
Gibbon and Dey (2011)	To present a critical review of SAA and SROI.	Conceptual	EC, SC, EI	SML
Grieco <i>et al.</i> (2015)	To develop hierarchical cluster analysis to help social entrepreneurs choose the optimum model for their organisational needs.	Systematic review Hierarchical cluster analysis	EC, SC, EI	SML
Hadad and Gauca (2014)	To connect social change, social problems and social entrepreneurship to SIM approaches.	Conceptual	EC, SC, EI	SM
Irene <i>et al.</i> (2016)	To review contrasting accounting frameworks, including those applicable to the social business sector.	Systematic review	EC, SC, EI	NS

1					
2					
3					
4	Kato <i>et al.</i> (2017)	To present a theoretical framework and measures and instruments for evaluating social change.	Secondary data Review papers	EC, SC, EI	SML
5					
6					
7					
8	Klemela (2016)	To demonstrate how the SROI method legitimises organisations/projects with multiple discursive options besides the SROI ratio.	SROI reports	EC, SC, EI	NS
9					
10					
11					
12					
13	Lane and Casile (2011)	To assist social entrepreneurs and academics, apply current knowledge and gain feedback about the success of social activities.	Theoretical and empirical review	EC, SC, EI	NS
14					
15					
16					
17	Maas and Grieco (2017)	To examine whether SEs are assessing and checking their SI.	Quantitative Global entrepreneurship Monitoring data	EC, SC, EI	NS
18					
19					
20					
21					
22					
23	Maas and Liket (2011)	To test whether organisations are strategic in their philanthropy.	Longitudinal cross-sectional data Cross-national data	EC, SC, EI	SML
24					
25					
26					
27	McLoughlin <i>et al.</i> (2009)	To develop a comprehensive and vigorous methodology for SIM of SEs to enable practical bases for training.	SIMPLE impact	EC, SC, EI	SML
28					
29					
30					
31	Migliavacca (2016)	To recap existing reviews of measures and methodologies for evaluating SI.	Systematic review	EC, SC, EI	SML
32					
33					
34					
35	Mouchamps (2014)	To examine SEs' consistency in using performance tools.	Systematic review Construction of analytical framework	EC, SC, EI	NS
36					
37					
38					
39	Narangajava na <i>et al.</i> (2016)	To analyse, define and examine the relationship between social entrepreneurship and the generation of social value.	Conceptual	EC, SC, EI	SM
40					
41					
42					
43					
44	Nicholls (2009)	To conduct exploratory analysis of the growing reporting practices adopted by social entrepreneurs.	Case studies	EC, SC, EI	NS
45					
46					
47	Pathak and Dattani (2014)	To explore three technical challenges and misconceptions of measuring SROI.	Conceptual	EC, SC, EI	SML
48					
49					
50					
51	Polonsky and Grau (2011)	To develop a four-category typology of alternative approaches to help charities determine their optimum approach.	Conceptual	SC, EI	NS
52					
53					
54	Rawhouser <i>et al.</i> (2019)	To examine, conceptually or empirically, SI measurement via systematic literature review.	Systematic review	EC, SC, EI	SL
55					
56					
57					
58	White (2018)	To develop a framework for measuring the impact of social purpose organisations.	Qualitative Case study	SC	SML
59					
60					

1
2
3 Note: EC = environmental contribution, EI = economic impact, L = large, NS = not specified,
4 S = small, SC = social contribution, SM = small and medium, SML = small, medium and
5 large
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

Social Enterprise Journal

Figures:



Figure 1. The systemat

ic review process

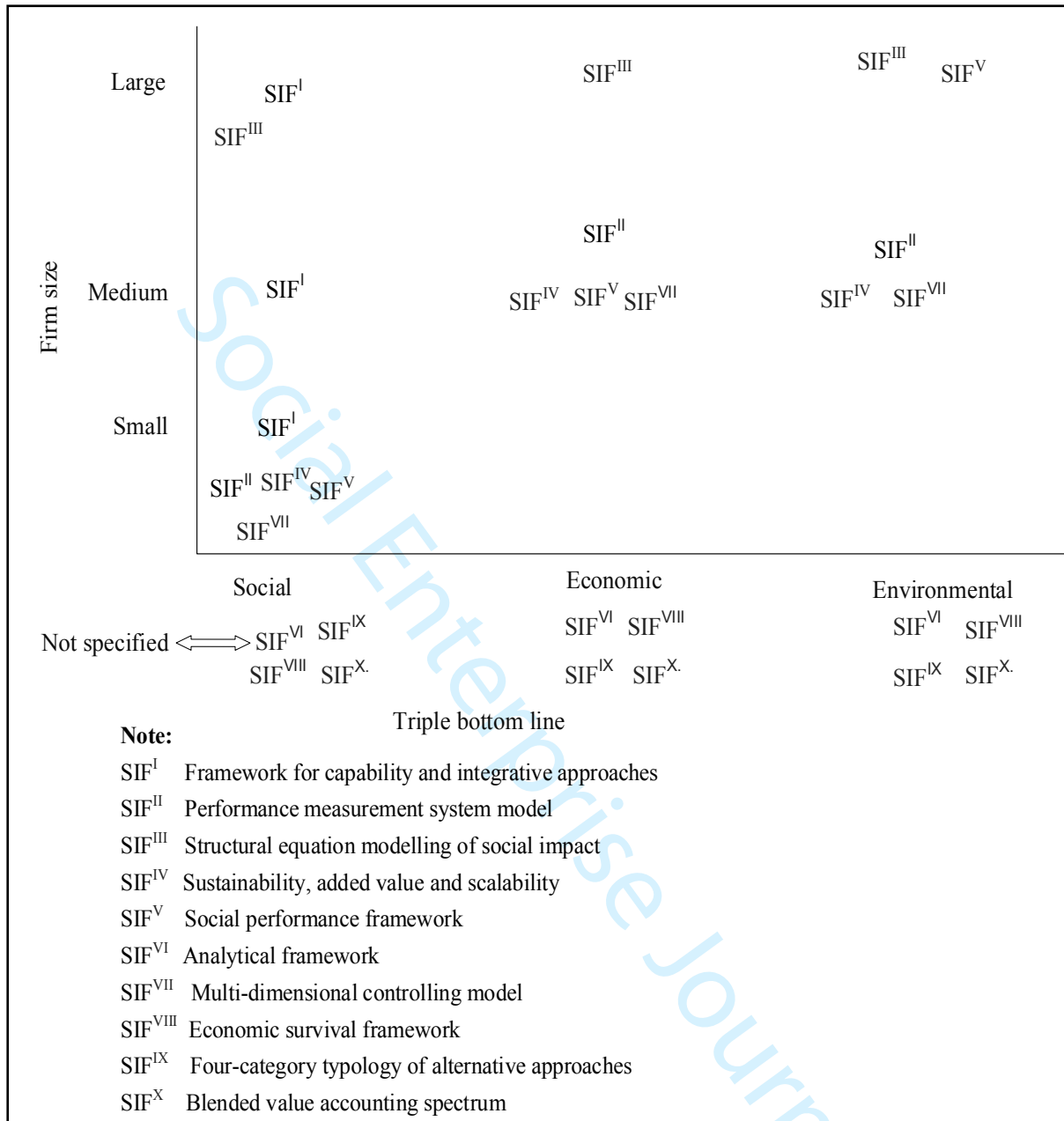


Figure 2. The suitability framework