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## Advancing Social Enterprise through Collective Action: A Strategic Approach to Enhancing Social Value

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**Abstract:** Social enterprises (SEs) are organizational forms that integrate economic and social values. In Indonesia, SEs have experienced significant growth in terms of institutional forms, numbers, and the variety of social issues that they address. However, the predominance of individualized and fragmented initiatives has constrained their potential to contribute systematically to broader societal objectives, including social welfare, economic well-being, social justice, and sustainability. This study proposes a re-conceptualization of SE development by advancing the idea of a collective movement inspired by the principles and dynamics of social movements. Employing a qualitative research design, this study draws on in-depth interviews with 25 SE practitioners and activists across eight cities and regencies in Indonesia. Data were analyzed using NVivo software by comparing findings from the literature with field data collected through in-depth interviews, following a dialectical approach proposed by Van Der Burg (2008), to explore the interactions between social enterprises and social movements. The findings reveal three key patterns of interaction: (1) a dialectical relationship in which both SEs and social movements co-shape each other, (2) SEs as internalized spaces of movement-building, and (3) social movements as ecosystems that nurture and interconnect multiple SEs. This study also identifies five foundational principles—social values, resource mobility, organizational capacity, collective action, and shared purpose—as critical to enabling a movement-based approach to SE development. This approach fosters synergy among diverse actors, institutionalizes collaboration, and enhances the scalability and resilience of social impacts. Theoretically, this study contributes by offering a collective action framework for understanding SE evolution.

**Keywords:** collective action, sustainability strategy, inclusive impact, Indonesia, social impact, social movement.

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## INTRODUCTION

Social enterprises (SEs) are organizations that pursue broader objectives than conventional enterprises. SEs are not solely driven by economic values, but also actively pursue social values (Bacq & Janssen, 2011; Mort et al., 2003). Their orientation toward achieving social value is manifested through activities and



contributions across various spheres of life, including the enhancement of social welfare, economic well-being, social justice, and sustainability (Ranville & Barros, 2022). With such wide-ranging and multidimensional goals, SEs have a significant potential to positively impact societal well-being.

The role of SEs is crucial for addressing complex social challenges. As stated by Shang & Chandra (2025), SEs play a pivotal role in tackling social issues and contribute to the improvement of community welfare. The diverse social problems addressed by SEs include poverty, environmental degradation, social inequality, poor quality of public services, and the pressing challenges of ecological sustainability (Henderson et al., 2019; Diaz-Leon, 2015; Jang, 2017). In confronting these issues, SEs act not only as alternative service providers (Clark, 2018), but also as agents of change (Drayton, 2002; Dees, 1998). They strive to empower marginalized groups that have been excluded from mainstream developmental processes (Ray et al., 2024). SEs actively support women, minority groups, and impoverished communities by creating equitable and humane living and working conditions (Sika et al., 2025; Anggahegari et al., 2018). Through this approach, SEs not only mitigate social vulnerability but also enhance community resilience and expand access to inclusive opportunities (Ridley-Duff & Bull, 2019).

SEs possess the strength and capacity to provide solutions for complex social problems. They demonstrate the ability to develop innovative approaches (Alvord et al., 2004; Alter, 2007). These approaches are not only adaptive to social dynamics, but also reflective of local contexts (Dees, 1998; Mort et al., 2003, Mahadewi, 2024), as they involve communities directly in the process of creating and implementing solutions (Haugh & Talwar, 2016; Johanisova et al., 2013). Through participatory strategies, SEs foster relationships based on trust and collaboration with their communities they serve (Gaiger et al., 2015). Consequently, SEs generate socially relevant impacts while empowering and strengthening the community capacity for independence and resilience (Chesters & Welsh, 2010).

In Indonesia, SEs have shown significant development, not only in terms of their numbers but also in the diversity of institutional forms and areas of engagement. Notably, the evolution of SEs in Indonesia has been strongly influenced by local values, religiosity, community social norms, and personal experiences of their founders (Rostiani et al., 2014; Kurniawan, 2018; Saha et al., 2019). These values serve as the moral and motivational foundations that drive the emergence of uniquely oriented SE initiatives with distinctive approaches. However, the development of SEs in Indonesia remains challenging. Many SEs face financial constraints, insufficient regulatory support, and difficulties establishing business models that effectively balance financial goals with social missions (Muku et al., 2025). These challenges complicate efforts to achieve long-term sustainability. SEs also struggle to access skilled labor, technology, and adequate financial resources, which hampers scalability and innovation (British Council, 2020). Consequently, the SE ecosystem in Indonesia remains underdeveloped.

Another prominent feature of SE development in Indonesia is the tendency of these enterprises to operate individually and in a fragmented manner, despite often working on similar social issues. This has resulted in SEs being shaped more by personal motivations or individual visions than as part of a structured collective agenda (Cho, 2006). This observation aligns with the findings of Montgomery et al. (2012), who noted that SE activities are often solitary and embedded in specific local contexts. Consequently, there is limited connectivity among SEs in terms of strategic networking, program collaboration, and advocacy alliances. This fragmented approach ultimately weakens the collective effect of SEs.

In Indonesia, the contribution of SEs can be estimated by drawing comparisons with micro, small, and medium enterprises (MSMEs). However, such estimations require careful study to adequately represent the diverse conditions, distributions, and typologies across countries. Data from the BPS (2019) reported that in 2018, there were 64,194,057 MSMEs, contributing an IDR 9,062 trillion to the national GDP. In the same year,

the British Council & UNESCAP (2018) recorded 342,025 SE entities with an estimated economic contribution of IDR 19.4 billion. A comparison of these aggregate figures reveals that SEs still represent a very small fraction in terms of both the number and economic impact. Moreover, data on the social contributions of SEs remain undocumented in national industrial statistics.

Given the complexity of these challenges and the prevailing individualistic tendencies in the SE movement in Indonesia, a new developmental approach is required to enhance the significance and sustainability of SEs. A relevant and potentially effective approach is to frame SE development as a collective movement.

This study explores the potential of promoting SEs as a form of social movement (SM). This perspective remains underexplored in existing Indonesian scholarship. As such, this study addresses a critical gap in the literature, which has largely focused on SE definitions, actor motivations, business model development, and case-based approaches.

This study fills an important research gap in Indonesia, where the relationship and interaction between social enterprises and social movements has not been sufficiently examined. By exploring this intersection, this study aims to develop a conceptual framework that explains how SEs can be strengthened through collective, movement-based structures, contributing to both the theory and strategic advancement of SEs in the Indonesian context.

## METHODS

This study employs an exploratory qualitative approach designed to investigate a relatively underexplored phenomenon, namely the interaction between social enterprises (SEs) and social movements (SMs) in Indonesia. An exploratory design was chosen to allow inductive insights to emerge from field experiences and context-specific knowledge. According to Gautam & Gautam (2023), qualitative research offers a comprehensive framework that seeks to establish its foundation within a research paradigm by acknowledging the richness of meaning and subjective interpretations of human experience.

This study combined a literature review with an examination of SE practices in Indonesia. Primary data were collected through semi-structured in-depth interviews with 25 SE practitioners and movement activists working on various issues. Participants were selected using purposive sampling, targeting those with a minimum of three years of active engagement in either SEs or grassroots social movements, based on their capacity to provide rich contextual insights into SE-SM interaction. These participants were from eight cities across Indonesia: Bogor, Bekasi, Banten, Bandung, Jakarta, Surabaya, Yogyakarta, and Lampung (see Table 1).

Secondary data consisted of Scopus-indexed scholarly journals that discussed the interaction between the concepts of social enterprise and social movement. Interview sessions were conducted either in person or via secure video-conferencing tools. All interviews were audio-recorded (with consent), transcribed verbatim, and anonymized.

Data analysis was conducted using content analysis, with a focus on identifying patterns, themes, and deeper meanings within the interview transcripts and selected literature. This interpretive process followed the dialectical approach proposed by van der Burg (2008), which involves the dynamic juxtaposition of normative theoretical concepts with empirical findings to derive an enriched understanding. The analysis was conducted in four stages.

1. Exploratory coding of interview transcripts and literature sources to identify initial themes;
2. Categorization and comparative analysis emphasize the preservation of substantive consistency, while critically examining the influence of dominant ideologies on SE practices.

3. Identification of key SE elements is based on their foundational premises, as informed by Borges (2015).
4. The extraction of critical SE elements is grounded in their core assumptions following Borges's (2015) framework.

NVivo 12 software was used to code, sort, and visualize the qualitative data. NVivo facilitated the systematic tracking of theme development, comparison across cases, and iterative refinement of categories, thereby supporting analytical rigor and traceability.

**Table 1 List of Respondents**

<b>Name of Social Enterprise/Social Movement Institution</b>	<b>Core Issues Addressed</b>	<b>Positions</b>
Rekam Nusantara	Environmental sustainability and waste management	Operations director
Salam Rancage	Women's empowerment and waste management	Founder and CEO
Hutan Organik	Enterprise development and forest conservation	Operations director
KTH Wana Jaya Asri	Farmers' group empowerment and forest preservation	Group leader
Martani Pangan Sehat	Food self-sufficiency	Founder
Gerai Nusantara	Indigenous community enterprise development	Director of business development
Borneochic - NTFP	Non-timber forest product-based community enterprise development	Business development coordinator
Lamerenan	Women weavers' welfare and culture preservation	Founder and CEO
Minikinizz	Child health and environmental issue	Founder
BUMMA Kasepuhan	Community-based enterprise development	Head of BUMMA
PT Eksplorasi Tanpa Batas	Youth development and MSMEs	Founder dan CEO
HeroWaste Indonesia	Environmental sustainability and waste management	Founder
PT Platform Usaha Sosial	Entrepreneurship development	Senior Community Engagement Associate
PT Panda Lestari WWF	Community enterprise and forest conservation	Group leader
CU Pancoran Kehidupan	Access to finance and enterprise	Board member
PT Parara	Local, healthy, fair, and sustainable food system	President director
Garda Pangan	Food insecurity	Founder and CEO
Biyung Indonesia	Women's welfare	Founder
Aliet Green	Empowerment of farmer, women and persons with disabilities	Founder
Koperasi Simpan Usaha Mulyo Lestari	Social welfare and mitigation for human-wildlife conflict	Advisory board member
Aliansi Masyarakat Adat Nusantara	Empowerment of indigenous people's	Director
Mitra BUMMA	Environmental advocacy and empowerment of indigenous people's businesses.	Founder
Pusat Pengembangan Sumberdaya Wanita	Community, Women and Gender-Based Microfinance & SMEs	Executive Secretary
Social Movement Institute	Youth empowerment and advocacy for social justice	Coordinator
Gerbong Rakyat / Life Mosaic	Marginalized people	Program Coordinator

## RESULTS AND DISCUSSION

To identify the potential for designing a social movement (SM) around a social enterprise (SE), this study first explored the interaction between SE and SM. This exploration is critical for at least three main reasons: (1) it provides a theoretical foundation that situates this study within established and tested bodies of knowledge; (2) it helps identify conceptual gaps, particularly given the limited number of studies that explicitly link SE and SM; and (3) it opens the possibility of constructing a new understanding of social movements centered on SE.

Theoretically, this section discusses various conceptual perspectives that explain the relationship between SE and SM, including the possibility of separate, causal, dialectical, or integrative connections. From a practical standpoint, this study explores empirical evidence that demonstrates how the interaction between SE and SM unfolds in real-life contexts and how this interaction influences the effectiveness of social actions and the achievement of intended social change. This discussion aims to provide a comprehensive overview of the relevance and dynamics of the SE–SM relationship within a broader social context.

### Conceptual and Practical Interaction between SE and SM

A literature review was conducted to map the extent to which the interaction between SE and SM has been discussed or integrated into academic studies. By examining the existing body of literature, this study seeks to trace conceptual linkages, overlaps, and gaps that may serve as an initial foundation for building a new and contextually relevant social construction of a social movement for SE. Table 2 presents the key conceptual frameworks that address the interaction between SE and SM.

**Table 2 Interaction between SE and SM**

Key Concept	Sources
SE as part of SM	Montgomery et al. (2012), Hervieux & Voltan (2018)
SE/SM as pathways to social change	Akemu et al. (2016), Jeong & Kim, (2019), François & Goi (2023)
SE and SM as inseparable entities	Leadbeater et al. (2008)
SM embedded within the SE approach	Spicer et al. (2019), Peter et al. (2023), Martin & Osberg (2015)
SE can adopt SM approaches to create social values	Kim & Shin (2022), (Monteiro et al. (2022), Chandra et al. (2016), Akemu et al. (2016)
The social identity of SE can enhance trust and social capital for the movement	Kim & Shin (2022)
Addressing social problems requires social change; SE acts as an agent of change	Luke & Chu (2013)
SE as a resource and capital base in the process of social transformation	Chandra et al. (2016)
SE may emerge from the context of social movement activism	Akemu et al. (2016)

Based on Table 2, it is evident that a number of studies affirm that social enterprises (SEs) can emerge from the context of social movement activism (Akemu et al., 2016), and are also capable of adopting social movement (SM) approaches to create collective value and achieve meaningful social change (Kim & Shin, 2022; Monteiro et al., 2022). Several sources explicitly state that SE and SM are inseparable entities that jointly serve

as pathways toward more systemic and sustainable social transformation (Leadbeater et al., 2007; Jeong & Kim, 2019; François & Goi, 2023). These findings, which portray a dialectical interaction between SE and SM, provide a strong conceptual foundation for advancing the idea of social movement for SE. They suggested that SE and SM are closely interlinked and mutually reinforcing, both conceptually and in practice.

The empirical findings from the interviews further reinforce the conclusions drawn from the literature by demonstrating that interactions between SE and SM also occur in real-life contexts. In Indonesia, several SEs have been initiated and driven by actors involved in social movements, such as environmental, community empowerment, and food sovereignty movements. Examples of SEs rooted in environmental activism include Rekam Nusantara, Panda Lestari, Minikinizz, and Salam Rancage. The SEs that emerged from community empowerment movements included KPAM Gerai Nusantara, Borneo Chic, and PT Parara. In another example, Martani Pangan Sehat was established by actors from the food sovereignty movement.

In addition to being founded and led by SM actors, some SEs are explicitly connected to larger social movements. Examples include the KPAM Gerai Nusantara, Rekam Nusantara, Borneo Chic, and PT Panda Lestari. However, many SEs operate independently within their communities and remain disconnected from the broader SE networks or ecosystems. Examples of such SEs include Salam Rancage, Minikinizz, Lamerenan, KTH Wana Jaya Asri and KSU Mulyo Lestari. These SEs continue to pursue their social missions independently, often within limited spheres, and frequently face challenges in scaling up their impact and building capacity. The absence of connections to collective movements or supporting ecosystems, an issue openly acknowledged by SE actors, has resulted in limited access to resources and difficulties in implementing collaborative strategies to foster broader social change.

These findings align with those of Cho (2006), Montgomery et al. (2012) and Dahiya (2008). Dahiya (2008) noted that SEs in Indonesia are growing but face various operational challenges, including limited resources, human capital, public and cultural perceptions of SE, regulatory frameworks, and market competitiveness. Table 3 presents key insights from respondent interviews that traced the interaction between SE and SM.

**Table 3 Interaction between SE and SM in Practice**

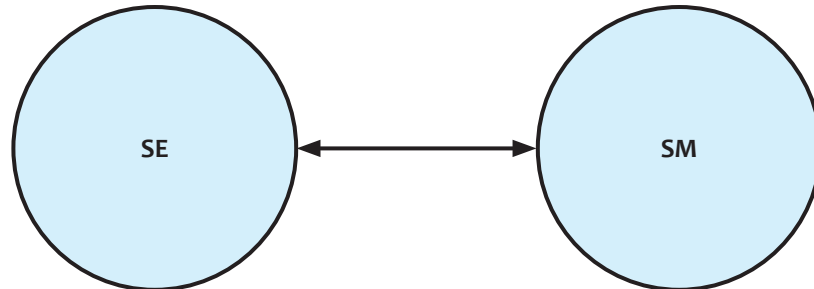
Key Insights from Interviews	Examples
SEs are founded and driven by social movement actors	Environmental movement: Rekam Nusantara, PT Panda Lestari, Minikinizz, Salam Rancage; Community empowerment movement: KPAM Gerai Nusantara, Borneo Chic, PT Parara; Food sovereignty movement: Martani Pangan Sehat
SEs are connected to broader social movements	KPAM Gerai Nusantara, Rekam Nusantara, Borneo Chic, PT Panda Lestari
SEs collaborate with non-SE actors in joint platforms or consortia	PT Panda Lestari, AMAN, Samdhana, and other institutions within the Panen Raya Nusantara consortium
SEs operate independently within their local communities	Salam Rancage, KTH Wana Jaya Asri, KSU Mulyo Lestari, Lamerenan
SEs remain disconnected from other SEs or broader networks	Minikinizz, Salam Rancage, Lamerenan

### **Patterns of Interaction between Social Enterprise and Social Movement**

Based on further interviews, the interaction between social enterprises (SEs) and social movements (SMs) has yielded several important benefits. These include strengthening the capacity for social change, expanding the scale and impact of social initiatives, and facilitating more effective resource mobilization.

SE–SM interaction offers a collaborative space in which the distinct strengths of each can be harnessed in synergy. Concrete evidence of these benefits is demonstrated in the collaboration between *BUMMA Kasepuhan* and the indigenous peoples' movement, where mutual reinforcement occurs between the economic empowerment initiatives led by BUMMA and the broader social advocacy efforts of the indigenous movement. Another example is the collaboration between SEs and broader social movements, such as the connection between *Borneo Chic* and the “Local, Healthy, Fair, and Sustainable” movement promoted by the *Panen Raya Nusantara Consortium*. This relationship illustrates the significant potential of SEs to broaden their networks and gain access to larger markets through such alignments. Insights from both the literature and empirical practice reveal several patterns of interaction between SEs and SMs, as illustrated in the following figures.

Figure 1 shows the dialectical relationship between SE and SM. This relationship is depicted using a two-way arrow symbolizing mutual influence and co-constitution, rather than a unidirectional, linear connection. In this view, SE and SM are conceptually inseparable. SEs may emerge from and evolve through the values and motivations of the SMs. SEs can derive moral and social legitimacy from SMs such as social justice, solidarity, or community empowerment. Conversely, the existence and practices of SEs can reshape SMs, broadening their scope and approaches. In this sense, SMs may utilize SEs as instruments of praxis—tools for realizing their struggles in practical terms. However, this relationship is not without tension. This interplay may lead to a dilution or deviation of a movement's original ideals if it becomes overly influenced by the market logic that SEs often adopt. This concern was exemplified by respondents of environmental movements, particularly in the case of *Telapak*. Within this dialectical framework, SE and SM are dynamically co-evolving. The figure further underscores that SEs do not emerge in a vacuum, but rather through complex interactions with SMs.

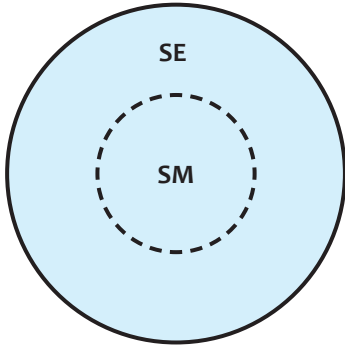


**Figure 1** Dialectical relationship pattern between SE and SM

Figure 2 illustrates an alternative pattern of the relationship between social enterprises (SEs) and social movements (SMs), highlighting the notion that SEs can function as *movement spaces*. The actors within SEs are not merely enterprise participants, but also movement actors. In this configuration, the social movement is not external to the SE; rather, it is internally embedded within its practices, values, constellation of actors, and overall direction of its efforts. The dashed lines in Figure 2 represent the fluidity or ambiguity of the boundaries between SE as an organizational entity and SM as a manifestation of values or collective action.

In this model, the presence of the movement can be latent and implicitly expressed through the vision, culture, or daily practices of SE members. An example of this pattern is seen in *Salam Rancage*, where social movements emerge organically within the community itself. Community members share a vision of reducing environmental waste while simultaneously empowering women, which materializes in initiatives such as *Pasar Dongko* (Dongko Market). This pattern of interaction also suggests that the SE functions as a *safe space* for

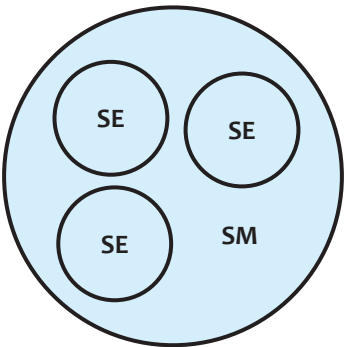
community members to organize, reflect, and act as part of a broader movement. In this sense, SEs provide structural and resource-based support that enables the movement to become more organized and sustainable over time.



**Figure 2 SM as an element in SE**

Figure 3 suggests that social movements (SMs) can serve as a platform or ecosystem that encompasses multiple social enterprises (SEs) that share aligned visions, values, and missions. Several SEs may act as collective agents within broader social struggles. SM functions as both a coordinative and symbolic space in which a shared movement identity is formed and reinforced.

Initially, SEs may operate independently; however, through interaction, collaboration, or value alignment, they may converge and form a unified movement structure. This figure also implies that an SM can be shaped by a coalition of SEs that together construct a collective narrative and movement identity—one that is more cohesive and powerful than each individual SE alone. This dynamic was reflected in the in-depth interviews with respondents, particularly through examples such as the Panen Raya Nusantara Consortium and the secondary cooperative movement in various regions supported by the PPSW.



**Figure 3 SE gathers in a movement**

The three patterns of interaction between SE and SM identified in this study reveal that their relationship is dynamic, mutually constitutive, and has the potential to strengthen broader social movements. The first pattern illustrates a dialectical relationship in which SE and SM influence and shape one another, creating a reflective space that enables SE to become an integral part of the praxis of social movements. The second pattern positions SE as a movement space, where the values and spirit of SM are embedded within the practices, vision,



and organizational culture of SE, thus transforming SE into a medium for collective community action. The third pattern conceptualizes SM as a collective platform that encompasses and unites multiple SEs within a shared ecosystem of struggle, fostering a stronger and more coordinated collective identity and movement narrative.

These three patterns demonstrate that the integration of SE and SM can amplify social impact, strengthen organizational capacity, and foster broader solidarity in addressing complex social challenges. As such, advancing SE as part of or intersecting with social movements not only enables a more participatory and equitable development approach but also paves the way for the emergence of a more sustainable ecosystem for social transformation.

### **Social Movement for Social Enterprise**

A deeper investigation into the potential of social movements for social enterprises (SEs) was conducted through both a literature review and in-depth interviews with respondents. The literature review specifically employed the search string “social enterprise movement” across the Scopus, ProQuest, and Google Scholar databases. This search yielded six articles that explicitly mentioned a social movement for SEs: Zhang (2017), Spear (2010), Anggahegari et al. (2018), Ridley-Duff & Bull (2019), Montgomery et al. (2012), and Kay et al. (2016).

Zhang (2016) discussed the emergence and evolution of the social enterprise movement in China. In this study, Zhang conceptualizes the Social Enterprise Movement for Innovation as the pursuit of better solutions for the changing needs of society by balancing efficiency with equity. Spear (2010) developed a theoretical framework and typology to elucidate the relationship between SE and social movements. He emphasizes that a social movement approach can broaden our understanding of the emergence and evolution of SEs, particularly within the context of the third sector or social economy. Here, SEs are not solely driven by heroic individuals, but emerge from collective action embedded within social networks and movements.

Anggahegari. et al. (2018) highlight the role of women as drivers of social entrepreneurship in Indonesia and propose the concept of a Female Social Entrepreneur Movement—a gender-based social movement that promotes social values through innovation and entrepreneurial activities. The key insights from this study include (1) women as socio-economic actors initiating SEs from personal needs or social pressure; (2) articulation of social movements through collective female action in response to structural and cultural inequalities; and (3) a conceptual model of the Female Social Entrepreneur Movement, developed through both deductive and grounded approaches, comprising three main dimensions: social empowerment, social benefit, and sustainability.

Ridley-Duff & Bull (2019) describe the Social Enterprise Movement as a community pluralism-based social movement that integrates the interests of diverse stakeholders—producers, consumers, workers, and communities—through solidarity cooperative models. They argue that SEM has the potential to revolutionize industrial relations by advancing economic justice through inclusive and democratic ownership and governance structures (i.e., multi-stakeholder models), in contrast to commercially or philanthropically oriented SE approaches.

Montgomery et al. (2012), while not directly mentioning SEM, introduced an alternative framework called Collective Social Entrepreneurship (CSE). CSE serves as a critique of the dominant narrative that overemphasizes individual actors in SE development. Instead, it proposes a collective approach that shifts focus from individual entrepreneurship to collective social agency.

These studies provide a strong foundation for the development of an SE approach framed as a social movement. However, several conditions must be met for SEs to evolve into social enterprise movements. SEs must act as agents of change and pursue social values aligned with social movements. Convergence between

SE and SM is grounded in shared social value orientations (Spear, 2010; Ridley-Duff & Bull, 2019). A social movement for SE must position SEs as the primary actors in the movement, thereby reinforcing their central goal of proportionately achieving both economic and social value. The movement must also be grounded in the shared principles and values that guide the pursuit of common goals.

### **Key Principles in a Social Movement for Social Enterprise**

Based on in-depth interviews with respondents, several core principles underpinning a social movement for social enterprise (SM for SE) were identified:

#### 1. Pursuit of Social Values

Social movements aim to achieve social values (Heena, 2022). These values act as a unifying force that binds movement actors together toward a common goal, fostering activism and promoting social change. Core social values often emphasize social justice (Borras Jr et al., 2018; Hässler et al., 2020) and equality (Kovasic, 2023; NeJaime, 2011).

#### 2. Resource Mobility

Resources refer to both the material and non-material assets necessary to achieve movement goals (Hässler et al., 2020; Sapkota, 2021). The timely and strategic mobilization of resources enables movements to sustain themselves and adapt to environmental changes or political shifts (Kluger et al., 2020). This principle emphasizes the importance of building strategic systems for managing resources beyond spontaneous enthusiasm or participation, thus enhancing both the operational capacity and resilience of the movement.

#### 3. Action Organization

Organizing collective action is crucial for ensuring that social movements can generate significant and sustainable impacts (Snow et al., 2004). Organizations shape how structures and strategies are developed within a movement (della Porta & Diani, 2006). An effective organization enables the optimal distribution and mobilization of resources to support movement goals. This requires coordination, clear structures, and defined roles to prevent movements from becoming reactive, sporadic, or directionless in the face of socio-political dynamics.

#### 4. Collective Action

Collective action represents the strength of solidarity and coherence among movement actors (Tilly, 2004). It allows the pooling of resources, ideas, and energy to exert greater pressure than isolated efforts (della Porta & Diani, 2006). Through collective action, a movement gains stronger social power, legitimacy, and leverage in the public discourse and policy advocacy.

#### 5. Shared Goals

Shared goals are essential elements in building and reinforcing a collective identity within a social movement (Melucci, 1996). These common objectives ensure that the movement remains cohesive and does not become fragmented or co-opted by the sectoral interests. Shared goals serve as both a guiding direction and long-term source of motivation, maintaining consistency in the movement's trajectory.

The above principles are particularly significant when applied to the development of social movements for social enterprise. The principles of collective action and shared goals reposition SEs not merely as isolated individual entities but as components of a broader, interconnected network within a movement. In this context, shared goals enable SEs to strengthen their collective identity and build a unified agenda for achieving social values in a more impactful way. These principles also facilitate enhanced capacity for mobilization and cross-

sector collaboration, allowing SEs to engage more strategically and effectively in addressing complex social challenges.


## CONCLUSION

This study reveals that social enterprises (SEs), when examined through the lens of social movement theory, transcend their conventional understanding as individual or isolated initiatives that address social issues through entrepreneurial means. Instead, SEs have the potential to act as integral agents within broader collective efforts aimed at systemic social transformations. This research identifies three key patterns of interaction between SEs and social movements (SMs): (1) dialectical relationships, (2) SE as a movement space, and (3) SM as an ecosystem encompassing multiple SEs. These patterns highlight the dynamic and mutually constitutive relationship between SE and SM, both of which reinforce one another conceptually and practically. Furthermore, the study distills five foundational principles for developing a social movement for social enterprises: pursuit of social values, resource mobility, action organization, collective action, and shared goals. These principles enable SEs to move beyond fragmented operations toward more cohesive, resilient, and impactful organizational forms. Through shared purpose and collective identity, disparate SE actors can unite around common values, creating synergies that enhance the legitimacy, reach, and influence of their social mission. A social movement for SE also acts as a unifying platform that connects a diverse range of SE actors and stakeholders who share common goals and principles. This alignment can be institutionalized into coordinated collective actions aimed at achieving a significant and sustainable social impact. The movement framework fosters enhanced opportunities for collaboration, not only among SE actors working within the same sector, but also between SEs and non-SE entities who converge around shared values and objectives. Additionally, conceptualizing SE development through a movement-based lens, grounded in the complex realities of SE practice and strategic frameworks from social movement theory, opens pathways for the emergence of diverse typologies of SE movements. These typologies may reflect varying degrees of embeddedness in activist traditions, organizational structures, and alignment with broader struggles for justice, equity, and sustainability. In sum, this study contributes to the theoretical integration of social entrepreneurship and social movement studies while also offering practical insights for cultivating more inclusive, interconnected, and sustainable ecosystems for social innovation, particularly in emerging contexts such as Indonesia. In synthesis, this study proposes a conceptual shift in understanding SEs, not as isolated efforts, but as part of a collective movement capable of driving systemic change. However, this study is limited by its qualitative scope and contextual focus on selected cities in Indonesia, which may not capture the full diversity of SE practices across the country or in other cultural settings. Future research could expand this exploration through comparative studies across regions or countries, quantitative assessments of movement-based SE outcomes, or longitudinal tracking of SE evolution within collective ecosystems. Such studies would deepen our understanding of how social movements can effectively support and sustain social enterprises in various contexts.

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