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As doutrinas expressas em cada um dos resumos são da inteira responsabilidade dos autores.

This publication presents the abstracts of the communications presented at the International Conference in Co-Creation Processes in Higher Education (In2Cop) 2024 and the program of the Meeting.

The opinions expressed in each of the abstracts are the sole responsibility of the authors.

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## Understanding Sustainability Challenges in Social Enterprise Development a Practical Tool

R. Paswan<sup>1</sup>, V. Ferro-Lebres<sup>2</sup>, F. Pereira<sup>3</sup>, J. Almeida-de-Souza<sup>2</sup>, F. Jeremias<sup>4</sup>

<sup>1</sup>Faculty of Economics, U. Porto, Portugal

rrpaswan18@gmail.com

<sup>2</sup>CIMO, LA SusTEC, Instituto Politécnico de Bragança, Campus de Santa Apolónia, 5300-253 Bragança, Portugal

<sup>3</sup>Instituto Politécnico de Bragança, Campus de Santa Apolónia, 5300-253 Bragança, Portugal

<sup>4</sup>iLocal, Portugal

### ABSTRACT

In recent decades, there has been growing interest in the phenomenon of social entrepreneurship among both academic researchers and practitioners (Lumpkin et al., 2013; Zahra & Wright, 2015). The emergence of social entrepreneurship is often regarded as a response to the increasing social and economic challenges that governmental and non-governmental entities have struggled to address (Zahra et al., 2009; Teasdale, 2010; Gomez et al., 2020). Social enterprises are encouraged to adopt innovative and entrepreneurial strategies, fostering a more viable and financially sustainable environment. However, operating in an increasingly competitive context, social enterprises face significant challenges in managing dual mission activities. It is argued that key factors contributing to the failure of social enterprise sustainability include the inability to manage resource dependency, fund diversion, trustworthiness, lack of entrepreneurial acumen, and insufficient strategic human resource management, all of which heighten the risk of sustainability failure. In response, we propose a comprehensive framework, drawing on existing literature (Seelos & Mair, 2005; Huybrechts & Nicholls, 2012; Kamaludin et al., 2021), to strengthen the resilience and sustainability of social enterprises.

This framework emphasises training and promotes a continuous learning environment to enhance strategic planning and governance for both short-term and long-term social missions, strengthening leadership and governance, stakeholder engagement, financial viability, innovation and partnerships, effective human resource management, training programmes, and impact assessment.

The NEST Project aims to organise social business workshops, bringing together stakeholders from diverse fields. In Portugal, we have established a partnership with iLocal – Local Intelligence (Association for the Regeneration, Development, and Governance of Local Economies) to develop a Social Innovation Ecosystem for Healthy Living (SIEHL). The primary aim of these workshops is to facilitate the generation of social business ideas, promoting creativity, collaboration, and practical problem-solving.

Participants will contribute to developing social business ideas specifically designed to address local social issues. Subsequently, the next steps involve producing scientific papers proposing theoretical frameworks and developing tools to support local partners, ensuring a comprehensive approach to fostering and sustaining impactful social initiatives.



Figure 1: Make it happen

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