

The Journey to social entrepreneurship: profile analysis of social enterprises in Morocco

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Abstract

Social entrepreneurship is a topic of much debate in the academic environment. Much recent research has highlighted the supporting role of social entrepreneurs in solving social problems that public sectors and business environments have demonstrated their incapacity to solve. However, the identification of the social enterprise's characteristics in emerging countries has not yet been thoroughly examined. This article focuses on social enterprises; its aim is to identify the profile of social enterprises in the Moroccan context. Beyond the motivations and passions that drive social entrepreneurs in their quest to create value, we highlight the different characteristics of social enterprises in a developing country. The research question is: What are the characteristics of Moroccan social enterprises? In order to answer the study's main objective and research question, an approach based on an exploratory quantitative study was adopted with 37 Moroccan social entrepreneurs. This article revealed specific challenges faced by Moroccan social enterprises which aim to achieve economic and social performance. The results made it possible to discuss two essential points: the need to create a legal status for social enterprises and the nature of the process mobilized in the creation of social enterprises. Considering the limitations and future research directions, this article opens the way to clarify a growing ambiguity of the Moroccan social enterprise, but it does not represent in any way a complete and definitive identification of the Moroccan social enterprise's profile. Rather, it represents a first step towards more profound and effective research on social enterprises in Morocco.

Keywords: social entrepreneurship, social enterprise, problem resolution, value creation

JEL classification : L31, L53, M13

Paper type: Empirical research

1. Introduction

Opportunity identification, evaluation and exploitation are key elements of entrepreneurship. In this sense, entrepreneurship represents an opportunity to generate new products or services so that individuals and/or organizations can sell new products at prices above their cost of production. Analysis of this definition emphasizes that the fundamental mission of entrepreneurial activities involves the generation of profits. Therefore, these activities help entrepreneurs build personal wealth. In addition, governments, nonprofit organizations, and businesses have made considerable efforts to alleviate social problems such as unemployment, poverty, and education-related problems. However, these and many other problems still exist (Borins, 2000). As a result, another discipline has increasingly come to the attention of entrepreneurship researchers. Social enterprises have emerged in many countries to address these social problems (Bornstein, 2004).

In this sense, social entrepreneurship involves recognizing, valuing, and exploiting opportunities that result in social value - the basic and enduring needs of society - as opposed to personal or shareholder wealth (Austin, Stevenson & Wei-Skillern, 2006). Social value has little to do with profits, but rather involves meeting basic and longstanding needs such as the availability of food, water, education, and medical services to members of society who need them.

Social entrepreneurship, generally defined as "entrepreneurial activity with an embedded social purpose", has become an important worldwide economic phenomenon (Austin, Stevenson & Wei-Skillern, 2006; Mair & Marti, 2006; Zahra, Bhawe, Rawhouser, Neubaum, & Hayton, 2008). Whereas the social entrepreneur "combines a passion for social mission with an image of discipline, innovation, and businesslike determination commonly associated with, for example, Silicon Valley high-tech pioneers" (Dees, 2001). Although social entrepreneurs typically begin with small, local efforts, they often target problems that are locally positioned but globally relevant, such as access to water, education, electricity, or waste management. Developing countries have been the source of many social entrepreneurship innovations that address human needs (Seelos & Mair, 2007), such as providing low-cost cataract surgery to cure blindness and deploying sanitation systems in rural villages (Elkington & Hartigan, 2008). In addition, social entrepreneurship is also a dynamic phenomenon in developed countries. For example, according to the 2005 Global Entrepreneurship Monitor survey, approximately 1.2 million people in the United Kingdom (representing 3.2% of the working age population) are social entrepreneurs (defined in the survey as those involved in the creation and management of a social enterprise younger than 42 months). Given that the comparable number for conventional entrepreneurship is 6.2%, these data raise that social entrepreneurship might be as important as conventional entrepreneurship (Harding, 2006).

Social entrepreneurship, a phenomenon in full expansion in Morocco, and a challenging academic subject opening several possibilities of reflection, such are the reasons that pushed us to analyze the profile of social enterprises in Morocco.

In order to present the results of our research, we will first introduce the concept of social entrepreneurship. Then, we will highlight the field of social entrepreneurship in Morocco. Research methodology will be presented after. Finally, we will expose our study results: the profile analysis of social enterprises in Morocco.

2. Social Entrepreneurship as a Research Area

The concept of social entrepreneurship is an innovative area of research that has recently been recognized as a dominant discourse in the field of entrepreneurship studies. The growing

number of publications highlights the importance and increasing interest of researchers and practitioners to better study the concept of social entrepreneurship.

The term "social entrepreneur" was first introduced in 1972 by Banks, who noted the need to use managerial skills to solve social problems as well as business challenges (Nicholls, 2008). During the 1980s, Ashoka pioneered social entrepreneurship and, until the mid-1990s, several other organizations adopted similar terminology (Grenier, 2006). Although social entrepreneurship gained practical relevance in the 1970s and 1980s, it was not until the 1990s that the topic gained attention from governments and universities. Since the late 1990s, a great interest in the subject has been fostered by significant changes in political, economic and environmental scenarios. On one hand, societies we are confronted by a considerable growth and diversification of needs related to the evolution of lifestyles, social and economic behaviors of different social groups and, on the other hand, to the impossibility of ensuring the same level of security related to a stable job, old-age pensions, free health care and other services. This confrontation has led to unemployment and reduced the scope of services of general interest, especially for those who cannot afford them (Borzaga & Tortia, 2006). These changes have led to look to entrepreneurs for innovative and sustainable solutions that address poverty and related issues as root causes of inequality and unequal distribution of global wealth.

Thus, social entrepreneurship has been recognized as a new type of entrepreneurship emerging in the world, based on a creation of social value rather than the generation of economic value as the primary objective (Dees, 2001; Elkington & Hartigan, 2008). Some researchers argue that social entrepreneurship activities have far-reaching economic effects that promote growth, reduce poverty, and enhance social development on a large scale (Dees, 2001; Drayton, 2006; Leadbeater, 1997). Social entrepreneurs are recognized as change agents in the social sector (Dees, 2001; Elkington & Hartigan, 2008) Nicholls, 2008, as they aim to provide systematic solutions to societal problems, bring about social change and create social value (Nicholls, 2008). From this, social enterprises achieve multiple outcomes: (a) professional integration of "hard-to-employ" categories; (b) social inclusion of vulnerable groups; and (c) reduction of national budget allocations for the welfare system.

In order to analyse the Moroccan social enterprise's profile, we propose to organize the literature review around four essential elements identified by Gartner (1985) in the entrepreneurial process. They have the advantage of clearly identifying the plurality of factors influencing the success or failure of an enterprise:

- Individual-related elements;
- Project-related elements;
- Creation method-related elements;
- Environment -related elements;

2.1. Individual-related elements

Schumpeter considers that the characteristics of the individual who creates his/her enterprise are decisive in understanding its success or failure. This opinion is widely shared, since all authors agree that the individual is a key factor in the success of a start-up company, especially in the seed phase. The characteristics of the individual that influence the success or failure of a business creation cover different dimensions: personality motivations and skills.

Several studies have attempted to identify other factors, among which demographic factors have occupied a prominent place (Mueller & Dato-On, 2008). Interest is often focused on aspects such as age, gender, education.

Gender is a demographic variable that has also attracted interest regarding its impact on entrepreneurial intention and has been the subject of various studies, with contrasting results. Several authors find that men are more willing to undertake than women (Sánchez, 2011). A

study made by Kickul et al on 5000 young students in the United States of America revealed a significant difference in the entrepreneurial intention, which was lower among female students (Kickul et al, 2008). However, other studies, such as the one conducted by Zeffane in the United Arab Emirates, found no significant difference in the entrepreneurial potential of men and women (Zeffane, 2013).

Age as a variable impacting entrepreneurial intention has been the subject of some recent studies. Levesque and Minniti have argued that age is a trigger for entrepreneurial behaviour (Minniti, 2006). For Krueger and Brazeal there is a negative relationship between age and entrepreneurial intention; younger individuals show a higher intention for entrepreneurial behaviors than older ones (Brazeal, 1994).

2.2. Project-Related Elements

If the place and influence of the individual in the entrepreneurial process are widely studied by researchers, the question of *the team's influence* on the success of the enterprise is less often mentioned. However, enterprise creation is always a collective action (Bouchikhi, 1993). From the biggining, it is important to work with the right people, to take advantage of teamwork in order to reinforce perseverance in the entrepreneurial process. The article by Davidsson and Honig looks at this subject and emphasizes the positive effect of building a team to carry a project on the progress of the entrepreneurial process (Davidsson & Honig, 2003).

Since social needs are often linked to a specific territory, *geographical distribution* is also considered as a key element in the social enterprise's profile. According to the IISD report (Boyer, Creech, Paas, 2008), the long-term sustainability and success of a social enterprise must go hand in hand with the engagement of local stakeholders and be anchored in a territory and a population.

In any enterprise, desired outcomes and the means to achieve them are identified at the biggining. This is even more important for a social enterprise, which has multiple objectives to reconcile. Indeed, a social enterprise seeks to achieve a double performance: create *economic value* while having a social and/or environmental impact. It is therefore essential to develop a "social impact theory" that aims to clarify the economic, social and environmental strategy of the enterprise, the different objectives to be achieved and the way to achieve them (Guclu, Dees, Anderson, 2002). It is one of the important elements in turning a promising social enterprise idea into an attractive and viable opportunity, ready for implementation.

2.3. Creation method-related elements

The importance of strategic thinking during the *process of launching* an enterprise is agreed upon by all researchers, but opinions sometimes diverge regarding the need to formalize a business plan.

Some authors consider that writing a business plan at the beginning of the entrepreneurial process has the effect of inhibiting action or even leading to paralysis. A study by Lange, Mollov, Pearlmutter, Singh and Bygrave on 116 new companies underlines the complexity of the institutional presentation of the business plan which requires a lot of time (Mollov and al., 2007) The authors show that new businesses launched with a formal business plan do not subsequently perform (in terms of resources, net income and number of employees) better than those created without a business plan. They do not call into question the business plan content's usefulness, but rather its overly formal dimension.

2.4. Environment -Related Elements

There are differing views on environment and context's influence on the success of a new enterprise. For Bouchikhi, the environment and "luck" are as important as the characteristics of

the entrepreneur himself on the enterprise's success (Bouchikhi, 1993). An enterprise is a part of an environment, which must therefore be taken into account.

an entrepreneur's actions are part of a determined social and economic framework, but also of an *institutional framework* that must be taken into account, because his success depends on this institutional support (Boutillier, Uzunidis, 1999).

3. Social entrepreneurship in Morocco

Based on the Global Competitiveness Index, Morocco is the 72nd largest economy in terms of global competitiveness. However, despite economic growth, Morocco ranks 123rd out of 188 countries in the world on the Human Development Index (HDI) according to the HDI Report 2016 (United Nations Children's Fund, 2016). The HDI measures the social and economic development of nations in terms of health, education, and living standards indicators. This shows that Morocco is still in the medium human development category. By 2030, Morocco's population is estimated to be 40,874 (World Health Organization, 2017). Due to this acceleration, social and environmental needs will continue to grow, even though on the other hand, resources remain limited. Morocco is facing various development problems and constraints such as poverty, health, education, unemployment, water and sanitation.

In Morocco, the current social problems that can be solved by entrepreneurship are of various types. The socio-economic, demographic and geographical characteristics of the country are very important aspects that should not be neglected in the field of social entrepreneurship, more specifically when solving social problems.

The role of social entrepreneurship in societies, economy and politics depends on the economic characteristics and conditions in each country and the legal, political, social, cultural, technological and ecological framework... With its proximity to Europe, its cultural ties to Middle Eastern countries, and its position on the northern part of Africa, Morocco is in a special situation. It can receive the influence of experienced social entrepreneurs from different countries where the concept is more developed and adapt it to the traditions of aid and mutual aid inherited from the Middle Eastern culture. Its position as a bridge to Africa can, in turn, make Morocco a catalyst for development (Jamali & Lanteri, 2015).

Throughout Morocco's history, support and mutual aid were cultural and religious traditions. The story of "Twizi" shows the aspect of solidarity when communities voluntarily worked together, and with pay, to help a number of their community. The Berber story of "Twizi" exemplifies the spirit of inter-village collaboration and support in rural areas. From there, the context could be fertile ground for social entrepreneurship in Morocco.

A qualitative exploratory and descriptive case study based on semi-structured interviews was conducted by two researchers Jamali and Lanteri on an overview of events in the Middle East and North Africa (MENA) region in relation to the latest responsible business trends in corporate social responsibility and social entrepreneurship. This study shows that despite Morocco's history, culture, and context, which imply potential for the development of the concept of social entrepreneurship in Morocco, the reality on the ground is different. The social entrepreneurs interviewed for this study are all in favor of a self-sustaining social enterprise, meaning that the criterion of providing funds to support its activities is important.

In practice, the term social entrepreneurship is largely ambiguous in Morocco and its definition is unknown to the general public. Social enterprises in Morocco are often not businesses following the professional structure of a company, but in the form of associations and cooperatives (Jamali & Lanteri, 2015). The British Council, in cooperation with the Moroccan Center for Innovation and Social Entrepreneurship, conducted a study and published a report on social entrepreneurship in Morocco. The study shows that anything related to social enterprise in Morocco is generally described as an activity or project of a non-governmental

organization (NGO). The term "social enterprise" is usually associated with a more recognized term such as "social innovation" to promote social enterprise activity. The current definition of social entrepreneurship in Morocco is therefore largely consistent with the concept of "solidarity and social economy" inherited from close ties with the French system (Jamali & Lanteri, 2015). In a study conducted around the specificities of social entrepreneurship in Morocco, 72% of respondents consider social entrepreneurship as part of the social and solidarity economy, against 16% for whom the general framework is the same with, however, some differences (Asli & El idrissi, 2013). The Social and Solidarity Economy, a sector that has largely taken responsibility for the social development of the country through its three components: associations, cooperatives and mutuals (Elamrani & Lemtaoui, 2016). It can be defined as the set of actions, activities and policies within the framework of a national strategy to make the SSE a lever for inclusive growth to improve economic, social and territorial cohesion aimed primarily at meeting the social needs of the community as a whole and more particularly those of the disadvantaged or vulnerable (Asli & El idrissi, 2013; Elamrani & Lemtaoui, 2016). It is understood as a "Third Sector" distinct from public authorities and private for-profit companies, and remains multiform. It historically includes associations, cooperatives, mutuals, foundations with more recently the social entrepreneurship sector which claims to belong to this large family according to Vercamer F., French MP (2010) (Asli & El idrissi, 2013). Capitalizing on the achievements of the INDH program launched in 2005, the development of social entrepreneurship in Morocco has also been made possible by the action of several international organizations (Elamrani & Lemtaoui, 2016). ENACTUS, British Council, Moroccan CISE and many other organizations have worked to promote the concept of social entrepreneurship and raise awareness among young people to engage in social entrepreneurship initiatives. Today, these organizations play a key role in the development of a strong and sustainable social entrepreneurship ecosystem. They implement a series of programs and actions for awareness raising, training, mentoring, incubation and accompaniment (Elamrani & Lemtaoui, 2016).

Despite this dynamic, it is still very difficult to assess the weight of Moroccan social enterprises in the economic and social development of the country. To give an approximate picture of this ecosystem, it should be noted that Moroccan social enterprises work essentially in the fields of integration through economic activity, the development of local products, the development of responsible tourism and the protection of the environment and ecosystems (Elamrani & Lemtaoui, 2016).

Within this paper, our main objective is to identify social enterprises' profile and characteristics in Morocco

4. Research methodology

The demographic variables considered in this study were measured as follows: (i) gender: specify female or male; (ii) age: specify age group; (iii) level and field of study: specify the level and field of study. While the social enterprise variables were measured as follows: (i) activity's age: specify age group; (ii) legal forms: specify the legal form from the group or propose other(s) ; (iii) level and field of study : specify the level and field of study; (iv) line of business: specify from the group; (v) geographical distribution: specify from the group ; (vi) Financial performance of social enterprises: achievement of objectives initially set (related to: profitability, growth and market impact) based on the perception of the entrepreneurs on a scale of likers from 1 to7; and (vii) process followed in the social enterprise's creation: specify the legal form from the group or propose other(s).

The results presented in this article are collected through a questionnaire with social enterprises. A specific survey methodology had to be developed for the profile. It included the creation of

a very large list of businesses that could be social enterprises and a screening procedure to verify that the businesses solicited to participate in the survey did indeed meet the criteria for social entrepreneurship. The survey was conducted with a sample of several enterprises in Morocco, selected to reflect the target population. We used a non-probabilistic method. In this case, the constitution of the sample is based on a subjective selection in which the selection's probability of each element is not known in advance. In effect, we combined two empirical sampling methods: the convenience sampling and the snowball sampling.

The convenience sampling consists of interviewing respondents who are accessible or retaining those who have agreed to respond. It is justified if the time frame for the survey is very short, the budget is low, and the identification of individuals in the study population is difficult. In the snowball sampling, also known as a network sample, respondents are selected based on their ties to a "core" of individuals. For example, social networks, friendships, business relationships, etc., are used as the basis for new respondents.

To collect data, we called representatives of the 82 social enterprises to briefly explain the purpose of the study and solicit their participation. Then, we sent emails to each social enterprise to provide the questionnaire and solicit a response. The questionnaire was developed as a web-based survey. An email with the URL of the survey was sent to the social entrepreneurs.

The data obtained are from social enterprises that had completed the survey. They were subject to statistical processing that aims to present the profile of social enterprises in Morocco.

In entrepreneurship, researchers have often focused on the socio-demographic profile of the social entrepreneur. Often, certain characteristics have put other aspects into perspective. Commonly used variables are age, level and type of education, and previous work experience. Participants in the study were described on the basis of the following demographic characteristics: age, last degree obtained, subsector membership, and length of time as a social enterprise. The majority of the respondents (95%) had been in existence for more than two years and were therefore well placed to answer questions. Data was also collected on the legal form of the social enterprise chosen by the different participants.

For this reason, we conducted a quantitative study based on a questionnaire that defines the key elements of the Moroccan entrepreneurial social context. Our sample consists of 82 organizations qualified as social enterprises. We contacted 82 social enterprises located in several regions of Morocco. 37 entrepreneurs responded to our study. After a data reliability analysis, 100% of the 37 observations were retained. This implies that there were no missing values in the database. These 37 observations represent individual responses. Therefore, the response rate was 45.12% (37/82).

5. Profile Analysis of Social Enterprises in Morocco

The data provided by respondents were compiled and processed by way of content analysis. It has to be mentioned that the obtained findings outline an early profile of the Moroccan social enterprises, as a result of a pilot study. The research, one of his debut in this specific issue, presents primarily opinions on how the Moroccan social enterprises can be defined. Their profile can be further developed through a more comprehensive study, with more statistical representativeness that can provide more relevant results, with greater acceptability.

All respondents included in the research are aged between 18 and 24 interviewees (+48.6%), 62.2% are male while 14% are female, and have university education. In Morocco, a study on entrepreneurial dynamics conducted by the Global Entrepreneurship Monitor, in 2015 notes that on average, 42% of adults think that there are good opportunities to start a business and the trend of age of entrepreneurship is between 18 and 54 years. Young people are aware of the

emergence of a new form of entrepreneurship, which is social entrepreneurship, and are capable of managing this new form of enterprise. They are characterized by a high level of education: more than 80% have completed higher education (86%). Most often, they have bachelor's degree (22%) or master's degree (57%) with a good representation of studies in economics and management (67%), studies in technical sciences, engineering (24%), studies in natural sciences, studies in environmental sciences (13.5%) and studies in medicine, health (8.1%).

Table 1 Sample's distribution according to educational level and field of study

| Tableau croisé Le Niveau de formation et domaine d'études de l'échantillon | | | | | | | | | | |
|--|---------------------------------------|------------------------------------|-----------------|--|----------------------|--|---------------------------------|--|----------------------|-------|
| | | Votre domaine d'études | | | | | | | | |
| | | Sciences économiques et de gestion | Médecine, santé | Langues, littérature, communication, information | Art, musique, design | Sciences naturelles, sciences de l'environnement | Sciences techniques, ingénierie | Enseignement, professions pédagogiques | Aucun: Collège/Lycée | Total |
| Votre dernier diplôme obtenu | Bac+5 (Master, écoles d'ingé, écoles) | 67% | 67% | 50% | 100% | 40% | 67% | 0% | 0% | 57% |
| | Bac+3/4 (Licence, Maîtrise) | 33% | 0% | 50% | 0% | 20% | 22% | 0% | 0% | 22% |
| | Bac | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 67% | 8% |
| | Bac+7 etc (Doctorat, post-doc, | 0% | 33% | 0% | 0% | 40% | 0% | 0% | 0% | 8% |
| | Brevet des collèges | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 33% | 3% |
| | Bac+2 (BTS ou autre) | 0% | 0% | 0% | 0% | 0% | 11% | 0% | 0% | 3% |
| Total | | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

Source: designed by ourselves based on SPSS

They acknowledge their role of social entrepreneurs and consider they act in an entrepreneurial manner, while pursuing a social mission. Of the respondents, 37.8% of social enterprises are in activity between 4 and 8 years, at the most, 59.5% of social enterprises have existed for 3 years. This observation denotes a certain stability or even sustainability by exceeding the 5-year mark for certain social enterprises but will pose other challenges relating to the continuity of the

activity by combining two missions (social and economic). However, the study of social enterprise puts us in front of, mostly, very small enterprises and microenterprises since the majority of social entrepreneurs work in teams of between 1 and 50 employees.

Table 2 Sample's distribution according to activity's age

| Vous êtes entrepreneur social depuis | | | | | |
|--------------------------------------|--------------------|-----------|-------------|--------------------|--------------------|
| | | Fréquence | Pourcentage | Pourcentage valide | Pourcentage cumulé |
| Valide | Entre 2001 et 2005 | 1 | 2,7 | 2,7 | 2,7 |
| | Entre 2012 et 2016 | 14 | 37,8 | 37,8 | 40,5 |
| | Entre 2017 et 2018 | 21 | 56,8 | 56,8 | 97,3 |
| | 2019 | 1 | 2,7 | 2,7 | 100,0 |
| | Total | 37 | 100,0 | 100,0 | |

Source: designed by ourselves based on SPSS

Social enterprise as a concept is still new in Morocco. Until now, it remains primarily used by insiders of the field mainly researchers, social entrepreneurs themselves and third sector representatives in general. It's due to the lack of a clear and coherent legal framework of social enterprise. The legal options available to social enterprises are limited. In this context, social entrepreneurs are forced to choose the legal status that suits their management style. The lack of detailed thinking about social enterprise may also be indicative of a difficulty in creating a social enterprise within the current legal framework. According to a study conducted by the British Council, the lack of viable legal options precludes the development of social enterprise in Morocco from the outset. In the select group, participants chose to run their social enterprises in the legal form of a Limited Liability Company (SARL) with 62.2%, 13.5% in the legal form of cooperatives. They are more rarely Sociétés Anonymes (SA) and for-profit associations with 2.7%. The choice of the SARL is due to the relative simplicity of its creation but also because a minimum of two shareholders is required and the starting capital is not very high. This finding intersects with the results of the study conducted by the British Council (2016), the majority of respondents chose to adopt a legal model in SA or SARL. Associations and other non-profit models follow while cooperative models appear in third place.

An analysis of the activities conducted by social reveals that more than 29.7% of respondents either focus on manufacturing and production, 27% on solutions related to environmental issues, 21.6% on consulting & support, and 10.8% on learning and education. These activities are distributed throughout the Moroccan territory with a large representation of Rabat and region (capital of Morocco) and Marrakesh and region with 24.3%, Casablanca and region with more than 21%, Tangier-Tetouan-Al Hoceima, Souss-Massa and Fez-Meknes with respectively (13.5%; 10.8% and 5.4%).

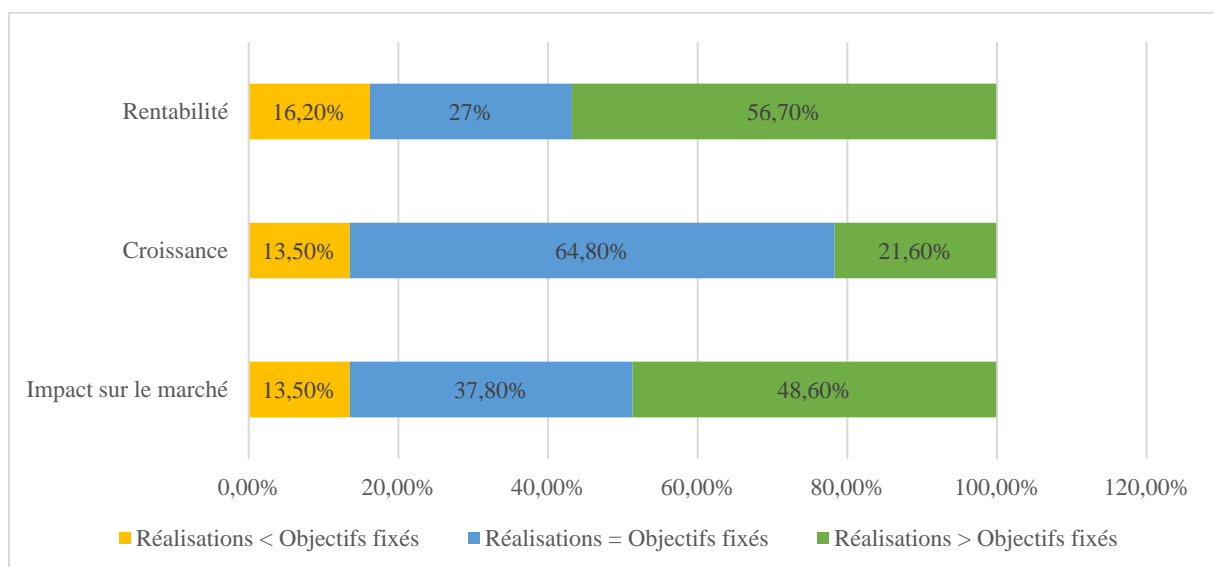
Table 3 Sample's distribution according to activity's sector

| Votre secteur d'activité | | | | | |
|--------------------------|--|-----------|-------------|--------------------|--------------------|
| | | Fréquence | Pourcentage | Pourcentage valide | Pourcentage cumulé |
| Valide | Apprentissage et éducation | 4 | 10,8 | 10,8 | 10,8 |
| | Conseil & soutien | 8 | 21,6 | 21,6 | 32,4 |
| | Culture et loisir | 1 | 2,7 | 2,7 | 35,1 |
| | Solution aux problèmes environnementaux | 10 | 27,0 | 27,0 | 62,2 |
| | Prestation service | 1 | 2,7 | 2,7 | 64,9 |
| | Fabrication & Production | 11 | 29,7 | 29,7 | 94,6 |
| | Lutte contre l'exclusion sociale et économique des groupes sociaux vulnérables | 2 | 5,4 | 5,4 | 100,0 |
| | Total | 37 | 100,0 | 100,0 | |

Source: designed by ourselves based on SPSS

Each of the social enterprises works closely with the local community and has a social impact. This impact may be translated in: promotion of local products or services, creating jobs to groups suffering from social exclusion, promoting a healthy lifestyle and recycling products... However, social enterprise does also have an economic objective that leads to social enterprise's sustainability. According to social entrepreneurs' perception, the set objectives were globally achieved with a percentage of 83.70% for profitability (27% of achievements meet the set objectives and 56.70% of achievements exceed the set objectives). While 86.40% of the achievements in terms of growth and impact on the market correspond and/or exceed the set objectives. 64.8% of the achievements in terms of growth correspond to the set objectives and 21.60% of the achievements exceed them. Furthermore, in terms of market impact, only 36.80% of the achievements meet the set objectives and 48.60% of the achievements exceed them.

Figure 1 Social entrepreneurs' perception of financial performance related to the achievement of set objectives



Source: designed by ourselves based on SPSS

All participants have identified several problems in their communities and a lack of initiative to solve those problems. As a result, the social entrepreneurs decided to develop a social enterprise driven by a set of steps and/or a defined process. In various research studies, a consensus seems to emerge around the value creation process: classic entrepreneurial process, business model, design thinking. Far from being homogeneous, these networks cover a certain diversity, depending on their purpose: some processes are focused solely on profit, others on the integration of stakeholders in the creation process, and some on the creation of social value and profit.

The process pursued by social enterprises is 48.6% inspired by the classic entrepreneurial process. This view states that the social entrepreneur begins with the discovery of an opportunity, which is then converted into an entrepreneurial intention that develops into a product or service implementation plan. While 21.6% of social enterprises pursued a business model. Generally, the business model is a plan put in place by a company to make a profit. It identifies the products or services the business will sell, the target market it has identified, and the expenses it plans to spend. Some social enterprises are sensitive to the dual value aspect of social entrepreneurship. 10.8% chose to adopt a process designed by their social enterprise that balances both the financial performance of the social enterprise and the creation of social value. In addition, 2.7% of respondents pursued a process that is inspired by design thinking. Indeed, this process does not start with an idea, but with a problem or a question. The process begins

with understanding the beneficiary's problem by conducting secondary and primary research, using qualitative research methods. In contrast, 16.2% of social entrepreneurs did not pursue any process "model" and thus let their ventures emerge through sequences of opportunities, actions and operations.

Table 4 Process pursued when creating the social enterprise

| Processus poursuivi lors de la création de l'entreprise sociale | | | | | |
|--|--|-----------|-------------|--------------------|--------------------|
| | | Fréquence | Pourcentage | Pourcentage valide | Pourcentage cumulé |
| Valide | Processus entrepreneurial classique | 18 | 48,6 | 48,6 | 48,6 |
| | Business model | 8 | 21,6 | 21,6 | 70,3 |
| | Aucun processus n'a été suivi | 6 | 16,2 | 16,2 | 97,3 |
| | Processus conçu par notre entreprise sociale | 4 | 10,8 | 10,8 | 81,1 |
| | Autre : Identification des besoins de la population et non pas du client | 1 | 2,7 | 2,7 | 100 |
| | Total | 37 | 100 | 100 | |

Source: designed by ourselves based on SPSS

The creative process involved in creating a social enterprise is very demanding due mainly to the complex nature of the objectives such as social, environmental and financial outcomes. These are otherwise known as the 3 Ps: people, planet and profit or "triple bottom line". A social entrepreneur is expected to generate profits and demonstrate that they are creating measurable positive change. In practice, many social enterprises use a classic entrepreneurial process, a classic entrepreneurial framework to link the strategy of a social enterprise that seeks to make an impact. Moreover, the process pursued by a social enterprise must be a unique framework that differentiates a social enterprise from a commercial enterprise. Despite the fact that many social entrepreneurs recognize the importance of the value creation process, some fail to define and articulate its key components such as social problem analysis, opportunity identification and exploitation, and how to make them work. To be effective, a process must therefore be a "living" process, designed to be revisited regularly. This is why a permanent back and forth between the formalization of the Plan and the operational implementation of first actions is necessary (Slitine et Barthelemy, 2010).

Based on the analysis of the findings, we will first suggest legal implications for social enterprise's sustainability. So far, the Moroccan government has not put in place a legal status that clearly defines Social Enterprise in Morocco. In addition, it is also recommended that attention be paid to social enterprises given the magnitude of their impact on the Moroccan social climate. This can be done by increasing social enterprises' number and providing subsidies and tax benefits to this type of enterprise. With this public support, Moroccan social enterprises can grow quantitatively and rapidly. The number of social enterprises in Morocco is not determined in a reliable database, they are distributed under several legal forms cooperative, SARL, SA which makes it difficult to identify these social enterprises. In the future, the Moroccan government will have to focus on all these elements but also on improving the competitiveness of each social enterprise and on promoting a sustainable ecosystem of Moroccan social enterprise. Second, we have identified some particularities of the process pursued in the creation of Moroccan social enterprise. Moroccan social entrepreneurs integrate social theory into a sustainable business model. They demonstrate a social impact and make a profit sufficient for the sustainability of their entrepreneurial activity. The process pursued is built around opportunities where there is potential for significant congruence between social and economic value creation. While this alignment is not easy to achieve and requires rigorous

analysis, social enterprises develop profitable strategies based on (a) linking social cost savings to improved customer productivity, (b) serving neglected markets, or (c) targeting socially oriented customers.

The following table presents the main characteristics of social entrepreneurs and enterprises surveyed:

Table 5 Moroccan social enterprises' characteristics

| | | | | | | |
|--------------------------------|--|----------------------------------|--------------------------------------|---|--|-------------------------|
| Gender | Female : 62,2 % | Male : 37,8 % | | | | |
| Age | Entre 18 et 24 ans : 48,6 % | Entre 25 et 34 and: 29,7 % | Entre 35 et 44 ans: 16,2 % | Entre 45 et 54 ans: 5,4 % | | |
| Education | Bac+5 (Master, écoles d'ingé, écoles d'arts...): 57% | Bac+3/4 (Licence, Maîtrise): 22% | Bac: 8% | Bac+7 etc (Doctorat, post-doc, thèse): 8% | Bac+2 (BTS ou autre): 3% | Brevet des collèges: 3% |
| Activity's age | Entre 2017 et 2018: 56,8% | Entre 2012 et 2016: 37,8% | Entre 2001 et 2005: 2,7% | 2019: 2,7% | | |
| Legal form | Société à Responsabilité Limitée (SARL): 62,2% | Autre : Coopérative: 13,5% | Auto-entrepreneur: 8,1% | Société Anonyme (S.A): 2,7% | Autre : Association à but lucratif: 2,7% | |
| Business line | Solution aux problèmes environnementaux: 27% | Conseil & soutien: 21,6% | Apprentissage et éducation: 10,8% | Culture et loisir: 2,7% | | |
| Geographic distribution | Rabat - Salé-Kénitra: 24,3% | Marrakech - Safi: 24,3% | Casablanca-Settat: 21,6% | Tanger-Tétouan-Al Hoceïma: 13,5% | Souss - Massa: 10,8% | Fès-Meknès: 5,4% |
| Process | Processus entrepreneurial classique: 48,6% | Business model: 21,6% | Aucun processus n'a été suivi: 16,2% | Processus conçu par notre entreprise sociale: 10,8% | Autre : Identification des besoins de la population et non pas du client: 2,7% | |

Source: designed by ourselves based on SPSS results

6. Conclusion

This study explored social enterprise's characteristics and profile in Morocco based on an exploratory quantitative study's lead among a sample of 82 organizations qualified as social enterprises. Therefore, the response rate was 45.12% (37/82). The main result of the research is outlining a pilot profile of the Moroccan social enterprises. First of all, social enterprises in Morocco generally operate in different legal status. Results show that social enterprises are led by young aged people capable of identifying social needs and generate profit.

The results of this study also have practical implications. Thus, insofar as they show that social entrepreneur's pursuit different process for creating their enterprise, it could be subject to analyze the different steps and action that led to the enterprise creation. The analysis can contribute to proposing a creative and innovative process, developed by Moroccan social entrepreneurs.

However, it should be emphasized that this study does not aim to provide definitive answers to the identification of the Moroccan social enterprise's profile. As the issue is particularly complex and not yet well establish, this area of reflection is still open to debate and controversy. By providing information on the background of social entrepreneurs, their gender, age, education level and the entrepreneurial activity age, legal form, line of business, geographical distribution and process followed, the paper presents a crucial instrument in exploring the Moroccan social enterprise. Since the research is exploratory, the sample size is not representative, heterogeneous and comprising social entrepreneurs from different areas and activity domains. However, it might be considered that the research results constitute a relevant starting point for future research to further study and validation.

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