

# Marketing Perspective in Social Enterprise Performance: a Bibliometric Analysis

Siti Alhamra Salqaura<sup>1</sup>, Wan Rizca Amelia<sup>2</sup>, Alfifto<sup>3</sup>,  
Haryaji Catur Putera Hasman<sup>4</sup>

<sup>1,2,3,4</sup> Universitas Medan Area (UMA), Indonesia  
E-mail: sitialhamrasalqaura@staff.uma.ac.id

## ABSTRACT

Social enterprise performance is a subject that is being intensively researched in recent years because the effects are claimed to be accelerated a country's economic development. The purpose of this study is to analyze the correlation of marketing regarding social enterprise performance so that it can present theoretical frameworks and guides for new researchers. The Scopus, Crossref, and google scholar databases were used in this research. This research uses qualitative methods from the literature review. The most cited paper is "Social Marketing: An Approach to Planned Social Change". The most prolific years were 2015 to 2019. This research resulted in three major topics that are currently being researched, namely social marketing, enterprise, and performance. Furthermore, the results of this study also indicate future research opportunities.

*Keywords: marketing, social enterprise performance, bibliometric analysis, journal of social entrepreneurship*

## Introduction

Social enterprise performance is material that is at an early stage to be researched. Various researchers measure social enterprise performance through various dimensions such as personal issues and business elements (Liang et al., 2015), social performance (Liu et al., 2015; Miles, 2014; Shin & Park, 2019), and financial performance (Miles, 2014; Park & Shin, 2021). However, very few have researched social enterprise performance based on a marketing perspective. There is a missing link between marketing and social entrepreneurship (Ghods, 2019). This research is expected to provide a brief highlight to researchers and social entrepreneurship actors to be able to improve their performance from the marketing side.

The purpose of this study is to analyze the correlation between marketing in social enterprise performance so that can present a theoretical framework and guidelines for the new researchers. This

study discusses the Top 5 most cited publications, year of publication, and visualization topic areas in terms of marketing in social enterprise performance.

## Literature Review

### Social Enterprise Performance

Social enterprise performance (SEP) is the performance of social business actors who apply a practical, innovative, and sustainable approach to have an impact on the lower economic class community and overcome the surrounding social problems. SEP consists of two measurement dimensions, namely social performance and economic performance (Park & Shin, 2021). In other words, the performance of social entrepreneurship is judged to be good based on how many social benefits the entrepreneur provides, and the economic impact on the company. Often social enterprises cannot integrate and balance the economic interests/profitability of the company and the social impact on society. Meanwhile, conventional entrepreneurship measurement models have also begun to be adopted in social entrepreneurship activities. According to (Somers, 2005), the balanced scorecard can be used to measure social enterprise performance in terms of economic profit, social profit, and environmental profit. Furthermore, social and environmental profits flow to the community. Otherwise, economic profits flow back into the social enterprise and to ethical investors.

### Method

There are two steps applied in this research. First, the authors collect the data using publish or perish software. At an advanced level, these data are frameworked using Vos Viewer software. This study uses Scopus, Crossref, and Google Scholar databases source. These data sources are limited to journal articles only. The language selected is English only. The period for the data source is not determined in this study. The authors included the keywords and title "marketing social enterprise performance". Next, sample articles are downloaded in .ris format, Afterward, the authors create a term co-occurrence map based on the text data. The title and abstract fields are extracted and choose "5" as the minimum number of occurrences of a term. As the result, from 6070 terms, a total of 351 meet the threshold. Moreover, for each of the 351 terms, a relevance score will be calculated. Based

on this score, the most relevant terms will be selected. And the default setting choice is to select the 60% most relevant terms. So that, amount 211 terms are selected.

### Result & Discussion

The result of this research is divided into discussions namely Top 5 most cited publications, year of publication, and visualization topic area in terms of marketing in social enterprise performance.

#### Top 5 most cited publications

Building upon data analysis, the authors determined the Top 5 most cited publications based on Crossref, Google Scholar, and Scopus databases respectively as Table 1 below.

**Table 1 Crossreff Database**

Cites	Authors	Title	Year
569	Kotler & Zaltman	Social Marketing: An Approach to Planned Social Change	1971
483	Luo et al., 2009	The Debate over Doing Good: Corporate Social Performance, Strategic Marketing Levers, and Firm-Idiosyncratic Risk	2009
292	Defourny & Nyssens	Social enterprise in Europe: recent trends and developments	2008
259	Korschun et al.,	Corporate Social Responsibility, Customer Orientation, and the Job Performance of Frontline Employees	2014

244	Kang, Frank Germann Rajdeep Grewal et al.,	Washing Away Your Sins? Corporate Social Responsibility, Corporate Social Irresponsibility, and Firm Performance	2016
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Table 1 shows the most cited paper in the crossref database was “Social Marketing: An Approach to Planned Social Change” which have published in 1971 with 569 citations. This paper conducted an analysis and examined four social campaigns to ascertain whether elements or traits were responsible for social marketing success or failure. This study discovered eminently successful regard to five factors i.e. the force, the direction, the mechanism, the adequacy and compatibility, and the distance. The result concludes that the more a social campaign resembled those of a product campaign, the more successful the social campaign. Moreover, followed by “The Debate over Doing Good: Corporate Social Performance, Strategic Marketing Levers, and Firm-Idiosyncratic Risk” which has been cited 483 times. This paper proposed a theoretical framework based on marketers and investors perspectives. This research found that higher corporate social performance lowers undesirable firm-idiosyncratic risk.

Furthermore, the third most-cited literature is entitled “Social enterprise in Europe: recent trends and developments” which has been cited 292 times. This paper assessed comparatively different institutions such as legal frameworks, public policies, supporting structures, and so forth in European Union (EU) countries. This study found that even though the concept of social enterprise has not gained the same recognition all over EU countries, even poorly understood, the fact is social enterprise is growing over there and experienced in the majority of EU countries. The fourth most-cited paper is “Corporate Social Responsibility, Customer Orientation, and the Job Performance of Frontline Employees” by cited 259 times. This paper explored the frontline employee’s opinion in terms of corporate social responsibility. This study discovered that frontline employees identify with the organization (i.e., organizational identification) and with customers (i.e., employee-customer identification) in proportion to how much management and customers (respectively) perceive the company’s CSR activities to be supported. And the last fifth most-cited article is “Washing Away Your Sins? Corporate Social Responsibility, Corporate Social Irresponsibility, and Firm Performance” and this has

been cited 244 times. This paper investigated the correlation between corporate social responsibility and firm performance. Based on this research, showed that corporate social responsibility are likely benefit financially to the firm. Otherwise, corporate social responsibility could not erase the corporate social irresponsibility as redemption.

**Table 2 Google Scholar Database**

Cites	Authors	Title	Year
168	Liu G, TY Eng, S Takeda	An investigation of marketing capabilities and social enterprise performance in the UK and Japan	2015
59	Kwilinski A, K Pajak, O Halachenko, S Vasylchak	Marketing tools for improving enterprise performance in the context of social and economic security of the state: innovative approaches to assessment	2019

Table 2 presents the most cited paper in the Google Scholar database “An investigation of marketing capabilities and social enterprise performance in the UK and Japan” which was launched in 2015 with 168 times citations. This literature investigated the effect of marketing capabilities on social enterprise performance. Disparate from the commercial entrepreneurship theory, the finding showed that not all marketing capabilities are associated with social enterprise performance. The second most-cited is “Marketing tools for improving enterprise performance in the context of social and economic security of the state: innovative approaches to assessment” which has been cited 59 times. This paper assessed the activity of enterprises. This research results in the measures, methods, and marketing tools based on innovative technologies which can significantly increase the efficiency performance of enterprises in sanatorium and resort areas. The rest of the research literature in the google scholar database was not cited yet (zero “0” cited) in terms of marketing is social enterprise performance.

**Table 3 Scopus Database**

Cites	Authors	Title	Year
88	Liu G, , TY Eng, S Takeda	An Investigation of Marketing Capabilities and Social Enterprise Performance in the UK and Japan	2015
37	M. P. Miles,	Social Enterprises and the Performance Advantages of a Vincentian Marketing Orientation	2014
16	H. Musa	Social media marketing and online small and medium enterprises performance: Perspective of Malaysian small and medium enterprises	2016
12	W. Basri	Examining the impact of artificial intelligence (Ai)-assisted social media marketing on the performance of small and medium enterprises: Toward effective business management in the saudi arabian context	2020
8	Lee & Chandra	Dynamic and Marketing Capabilities as Predictors of Social Enterprises' Performance	2020

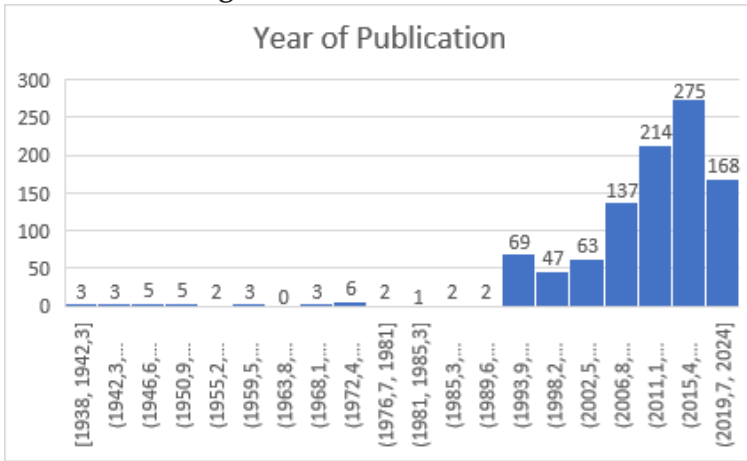
Table 3 shows the most-cited paper in the Scopus database. Its result is equivalent to the most-cited in the google scholar database i.e. "An Investigation of Marketing Capabilities and Social Enterprise Performance in the UK and Japan" with 88 times cited in the Scopus database. Subsequently, the second most-cited literature is "Social Enterprises and the Performance Advantages of a Vincentian Marketing Orientation" and this has been cited 37 times. This paper explored social entrepreneurship in Australia. Should those social enterprises (SEs) become more marketing oriented or not? Vincentian-

based values have been used as a measurement of a Vincentian marketing orientation (VMO) to leverage business in service to the poor. The result found that VMO has a strong correlation with social, economic, and environmental performance. These findings suggest that the SEs can benefit by leveraging marketing and capabilities to better serve their benefits and stakeholder. The third most-cited article is "Social media marketing and online small and medium enterprises performance: Perspective of Malaysian small and medium enterprises" by cited 16 times. This study investigated the effectiveness of social media marketing implementation on organizational focuses on SMEs in Malaysia. Moreover, the result showed that brand reputation and image (BRI), customer brand reputation (CBA), and customer engagement (CE) have a medium correlation attachment with organizational performance amount 69,2%. The fourth most-cited literature is "Examining the impact of artificial intelligence (Ai)-assisted social media marketing on the performance of small and medium enterprises: Toward effective business management in the Saudi Arabian context" which has been cited 12 times. This research investigated the implementation of artificial intelligence-assisted social media marketing (AISMM) in terms of enhancing SME's performance (SMEP). Lastly, The fifth most-cited script is "Dynamic and Marketing Capabilities as Predictors of Social Enterprises' Performance" by cited 8 times. This article explored the core element of an organization's absorptive capacity. Furthermore, absorptive capacity is downgraded to marketing capabilities and measured by financial performance and social performance. An SE's absorptive capacity does not directly translate into the financial and social performance but requires the leveraging mechanism of marketing capabilities to realize this performance.

### Year of Publications

The research related to social enterprise performance has increased from year to year. The growth of scientific article publications related to social enterprise performance can be seen in the following graph (Figure 1).

**Figure 1. Year of Publication**



Based on statistic analysis in Figure 1, the result shows that the trend of publication in terms of social enterprise performance increased significantly since 2006 and the culmination in 2015-2019. This study is in accordance with the research by (Hira et al., 2021; Rey-Martí et al., 2016). However, the next range of years from 2019-2024 is still progressing.

**Visualization Topic Area**

Based on VosViewer analysis, there were 5 clusters formed i.e. blue, green, red, yellow, and purple. The network between those dots showed the relationship between one topic and another. Vosviewer software can display bibliometric mapping comprehensively by revealing three different visualizations; network visualization (Figure 2), overlay visualization (Figure 3), and density visualization (Figure 4). The same color network showed the keywords connectivity in some topics. The size of the dot or circle indicates the appearance of keywords in the titles and abstracts. Therefore, The more keywords emanate, the bigger size of the circle/ dot.



**Figure 2. Visualization Topic Using Network Visualization**

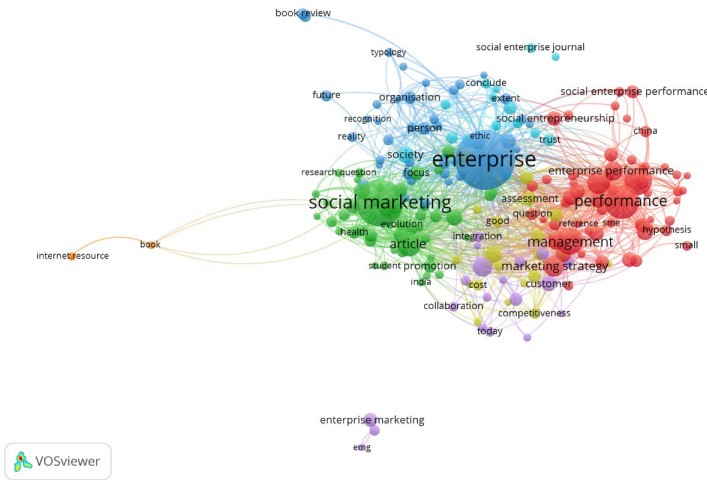


Figure 2 shows clusters in each of the topic areas studied. Based on the bibliometric analysis, presents that there were few keywords of the topic developed previously namely enterprise, social marketing, performance, and management. So the keywords “performance” and “management” are the close topic in social enterprise performance based on a marketing perspective. The smaller circle around the figure shows that many topics need to be explored. For instance, social enterprise performance, financial performance, and social performance are infinitesimal. It could be a clue for any future study.

**Figure 3. Visualization Topic Area Using Overlay Visualization**

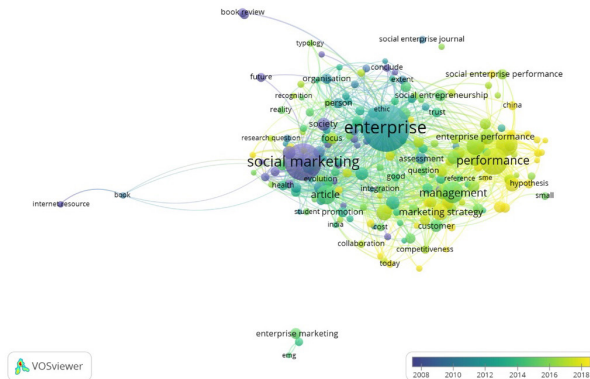


Figure 3 presents the trend over the years related to marketing in social enterprise performance research. It is worth noting that social enterprise performance research based on a marketing perspective starts in 2008. The blue circle showed the topic studied at the beginning of this research namely social marketing. The brighter the color, the newer the research. The keywords enterprise has green color indicates the topic explored in the middle of the development around 2010-2016. The yellow color showed the recent topics research explored starting from 2018 such as performance, social enterprise performance, and marketing strategy. The yellow color could be the gap in order to enrich this topic and also for future research directions.

**Figure 4. Visualization topic area using density visualization**

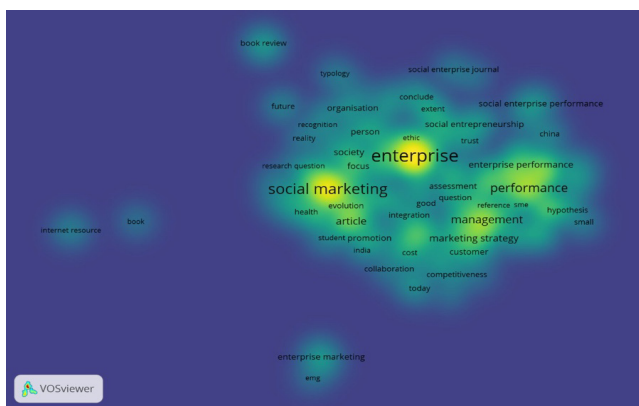


Figure 4 displays the depth of the research. Bright colors indicate a lot of research that has been done. The darker the density area indicates that there is still little research on the topic. Therefore, need more exploration exclusively in terms of social enterprise performance and enterprise marketing.

## Conclusion

Social enterprise performance is believed to be able to accelerate the growth of a country to make a country with a prosperous income level of the majority of the people. This has been proven by several developed countries, especially in the United Kingdom (Defourny & Nyssens, 2010; Liu et al., 2015), United States (Cui & Jernigan, n.d.; Janelle, 2006; Stern & McKoy, 2001; Terjesen, 2017; Young, 2001) and Japan (Kawamoto, 2020; Liu et al., 2015; Nakao & Nishide, 2020). However, empirical research related to social enterprise

performance itself is still very little done. As evidence, this study has demonstrated the existence of a super tiny circle exist for social enterprise performance solely. This article attempts to visualize and configure systematic literature sharing and then analyze it through a bibliometric approach. This bibliometric review was used to recognize the key themes in marketing research perspective or scope respectively that has been carried out so far and so beneficial for determining novelty in order to conduct further research.

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### Limitations and recommendation for further research

The limitations of this bibliometric research are the databases used only from crossref, google scholar, and Scopus. For further research, need to conduct exploration for other databases such as a web of science, dimension, semantic scholars, and so on. Otherwise, exploration of another keyword should be consider.

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