UNEC Tələbə Tədqiqatları Jurnalı, 3(1), 2026

DOİ: https://doi.org/10.30546/301678.01.010.2026.609

INTERNATIONAL MODELS IN SOCIAL ENTREPRENEURSHIP: COMPARATIVE ANALYSIS AND DEVELOPMENT PERSPECTIVES

Bayaliyev Shovqi Elbayi
Azerbaijan State University of Economics (UNEC)
UNEC Business School
Email: bayaliyev.shovgi.elbayi.2024@unec.edu.az

ABSTRACT

Social entrepreneurship has emerged as one of the most significant hybrid organizational phenomena of the twenty-first century because it combines economic sustainability with the creation of social value. The increasing relevance of poverty reduction, employment generation, regional development, social inclusion, and sustainable development has made the study of social entrepreneurship models particularly important for academic research and public policy.

The main objective of this paper is to examine international models of social entrepreneurship through a comparative theoretical framework and to identify their development perspectives for countries seeking to build effective social ecosystems.

The article applies literature review, comparative analysis, induction, deduction, synthesis, and statistical generalization as research methods. The study focuses on four institutionalized models widely discussed in international literature: the Work Integration Social Enterprise model, the Italian social cooperative model, the Muhammad Yunus social business model, and the impact-oriented startup model.

The findings indicate that social entrepreneurship cannot be explained through a single universal model. European approaches are mainly embedded in social economy traditions and welfare systems, whereas market-oriented models emphasize innovation, private investment, scalability, and measurable impact. The Yunus model introduces a normative framework based on reinvestment, poverty reduction, and ethical business activity.

Keywords: *social entrepreneurship, social enterprise, WISE model, social cooperatives, social business, impact investment, sustainable development.*

JEL codes: ***I38, L26, L31, O35***

INTRODUCTION

Social entrepreneurship has become one of the most dynamic interdisciplinary fields within contemporary economic and social sciences. The growing complexity of global problems, including poverty, unemployment, inequality, environmental degradation, migration, and social exclusion, has increased the need for innovative and sustainable solutions that go beyond the traditional boundaries of the state and the market. In this context, social entrepreneurship functions as a hybrid mechanism that connects entrepreneurial activity with social mission and public value creation

Although the term social entrepreneurship is relatively recent, its conceptual roots are connected to broader debates on the social role of entrepreneurship and the responsibility of business in society. Classical approaches to entrepreneurship emphasize innovation, productive resource allocation, and systemic transformation. Contemporary research extends these ideas by showing that entrepreneurial methods can be used not only for private profit, but also for solving social problems and creating collective welfare (Perez-Barea, 2025).

The rapid expansion of social entrepreneurship during the last three decades is closely related to the limitations of both market and state mechanisms. Traditional commercial entrepreneurship may not fully address social problems where market incentives are weak, while public institutions may face budgetary, administrative, or policy-related constraints. Social enterprises attempt to fill these institutional gaps by developing mission-driven, innovative, and financially sustainable organizational forms (Kerlin, 2013).

One of the central characteristics of social entrepreneurship is its hybrid nature. Unlike conventional businesses, social enterprises pursue social impact as a primary mission while simultaneously using market-based mechanisms to ensure financial sustainability. This dual orientation creates advantages related to innovation, diversified financing, and long-term social value creation. At the same time, it also generates risks associated with mission drift, accountability, legitimacy, and impact measurement (Battilana & Lee, 2014).

International experience demonstrates that social entrepreneurship does not develop according to a single institutional trajectory. European countries generally integrate social entrepreneurship into social economy frameworks that emphasize cooperatives, solidarity mechanisms, public procurement, and employment inclusion. In contrast, the United States and other market-oriented ecosystems place stronger emphasis on leadership, scalability, innovation, investment mechanisms, and measurable impact. Developing economies often adapt social business approaches to poverty reduction, financial inclusion, and access to essential services (Defourny & Nyssens, 2017; Muradov, et al., 2019).

The purpose of this study is to examine major international models of social entrepreneurship by comparing their conceptual foundations, governance structures, financing mechanisms, social impact orientations, and institutional characteristics. The article also evaluates statistical indicators related to employment and ecosystem development and discusses policy implications for countries aiming to strengthen national social entrepreneurship systems.

Theoretical foundations of social entrepreneurship

The theoretical literature on social entrepreneurship has expanded significantly since the 1990s. However, there is still no universally accepted definition of the concept. Scholars approach social entrepreneurship from different perspectives, including innovation theory, institutional theory, social economy traditions, nonprofit management, and hybrid organization theory. This diversity reflects the fact that social entrepreneurship is not only an organizational form but also a process of creating social value through entrepreneurial action (Nicholls, 2010).

A key distinction between social and commercial entrepreneurship concerns organizational purpose. Commercial entrepreneurship is primarily oriented toward profit maximization, market expansion, and shareholder value, whereas social entrepreneurship prioritizes social problem-solving and public benefit. Financial sustainability remains important, but it is treated as a means for achieving social goals rather than as the ultimate objective of organizational activity (Austin et al., 2006). Another important theoretical perspective is the concept of hybrid organizing. Social enterprises combine the logic of the market with the logic of social welfare, and this combination requires the organization to satisfy different stakeholders simultaneously. Beneficiaries, customers, investors, donors, governments, and local communities may all influence strategic decisions. As a result, social enterprises must balance economic efficiency with ethical responsibility and social accountability (Battilana & Lee, 2014; Pache & Santos, 2013).

Legitimacy is a critical element of social entrepreneurship development. Social enterprises need pragmatic legitimacy by demonstrating practical effectiveness, moral legitimacy by showing consistency with social norms and values, and cognitive legitimacy by becoming recognized as understandable and accepted institutional forms. Without legitimacy, social enterprises may face difficulties in attracting funding, establishing partnerships, and gaining public trust (Nicholls, 2010).

Institutional theory explains why social entrepreneurship models differ across countries. Legal systems, welfare state traditions, public policy priorities, financial markets, and cultural norms shape the organizational forms and development paths of social enterprises. Countries with strong welfare and cooperative traditions tend to develop social enterprises within social economy frameworks, while liberal market economies often encourage innovation-driven and investment-oriented models (Kerlin, 2013).

The Yunus social business approach adds a normative and ethical dimension to the theoretical foundations of social entrepreneurship. In this model, business activity is organized to solve a social problem, investors recover only their initial capital, and profits are reinvested into the social mission. This approach emphasizes poverty reduction, financial sustainability, environmental responsibility, fair labor conditions, and social motivation rather than private enrichment (Yunus,2017).

International models of social entrepreneurship

The Work Integration Social Enterprise model developed mainly within European social economy traditions in response to structural unemployment, labor market exclusion, and social marginalization. WISE organizations focus on integrating disadvantaged groups into the labor market, including long-term unemployed individuals, people with disabilities, migrants, former prisoners, and other socially excluded populations. Their operating mechanism usually combines training, protected work experience, mentoring, and gradual transition into the open labor market

The WISE model is important because it transforms vulnerable groups from passive welfare recipients into active participants in economic life. These organizations often rely on hybrid financing systems that include public subsidies, municipal contracts, commercial revenues, and nonprofit funding. The strength of the model lies in its ability to produce direct employment outcomes, reduce welfare dependency, and contribute to social cohesion. However, it also faces challenges related to financial sustainability, administrative dependence, and the measurement of long-term social impact (OECD, 2023b).

The Italian social cooperative model represents one of the most institutionalized forms of social entrepreneurship. It is based on cooperative governance, collective participation, restricted profit distribution, and strong integration with local welfare systems. Italian social cooperatives are generally divided into two main categories: those providing social, educational, and health-related services and those focusing on labor market integration for disadvantaged groups. This model demonstrates how legal recognition and public-private cooperation can support social entrepreneurship on a scale. The democratic governance principle of one member, one vote distinguishes social cooperatives from capital-dominant business models. Surpluses are mainly reinvested into organizational development and social objectives. Such governance mechanisms strengthen accountability and community embeddedness, but they may also create challenges related to bureaucracy, slow decision-making, and dependence on public procurement. Therefore, the Italian model illustrates both the advantages and limitations of strongly institutionalized social enterprise systems.

The Muhammad Yunus social business model emerged from the experience of Grameen Bank and microfinance initiatives in Bangladesh. Unlike conventional businesses, social businesses do not distribute profits to investors beyond the recovery of initial capital. The model prioritizes poverty reduction, access to essential services, and reinvestment of profits into the social mission. It differs from traditional nonprofit organizations because they seek financial self-sufficiency, and it differs from commercial firms because it subordinates financial return to social value creation

The Yunus model has been applied in sectors such as microfinance, healthcare, nutrition, renewable energy, agriculture, education, and digital inclusion. Its main strength is ethical clarity and strong mission protection. At the same time, the restriction on dividend distribution may reduce access to some forms of external capital, particularly in sectors requiring large-scale investment. Nevertheless, the model has played a major role in rethinking capitalism through a socially responsible and poverty-oriented business framework (Yunus, 2017). The impact-oriented startup model represents a more market-driven and innovation-centered approach. It is especially visible in developed startup ecosystems, where technology, venture capital, measurable outcomes, and scalable business models are combined with social or environmental goals. Impact startups often operate in fintech, digital health, climate technologies, educational technologies, and digital inclusion. Their development is closely linked to the expansion of impact investing and ESG-oriented capital markets (GIIN, 2023). The main advantages of the impact-oriented startup model are rapid scalability, access to private investment, innovation capacity, and measurable reporting. However, commercialization pressures may increase the risk of mission drift and excessive investor influence (Battilana & Lee, 2014; OECD, 2023). For this reason, the model requires strong governance mechanisms and transparent impact measurement systems to ensure that social objectives are not weakened by financial growth priorities.

Comparative and statistical analysis of international models

Comparative analysis demonstrates that international social entrepreneurship models differ substantially in terms of institutional logic, financing, governance, and impact orientation. European models are more closely connected to social economy traditions and public welfare systems, while the impact-oriented startup model is more closely associated with private investment, innovation ecosystems, and market scalability. The Yunus model occupies a distinct position because it is built around ethical reinvestment and poverty reduction rather than either cooperative governance or venture-based scaling.

In the context of the digital economy, family businesses face both new opportunities and serious challenges. Digital transformation can improve managerial efficiency, expand access to markets, support innovation, and increase the competitiveness of family enterprises. However, Musayev emphasizes that many family businesses, particularly small and traditional enterprises, experience difficulties related to digital skills, technological adaptation, financial resources, and strategic flexibility (Musayev, 2024).

Table 1. Comparative characteristics of international social entrepreneurship models

Model	**Core objective and governance**	**Main financing sources**	**Strengths and limitations**
WISE	Labor market integration of vulnerable groups through mission-oriented enterprises and public-community partnerships.	Public subsidies, municipal contracts, sales revenue, grants, and nonprofit support.	Strong direct employment inclusion, but dependent on public support and difficult long-term impact measurement.
Italian social cooperative	Social service delivery and employment integration through democratic cooperative governance and member participation.	Public procurement, service contracts, cooperative revenue, and local welfare partnerships.	High legal recognition and community trust but exposed to bureaucracy and public-service market dependence.
Yunus social business	Poverty reduction and concrete social problem-solving through mission-protected enterprises and reinvestment rules.	Initial investment, operating revenue, partnerships, and social business networks.	Strong mission protection and ethical clarity, but limited dividend incentives may restrict scaling.
Impact-oriented startup	Scalable innovation with measurable social or environmental impact through entrepreneurial and investor accountability.	Impact investment, venture capital, earned income, ESG funds, and strategic partnerships.	High innovation and scalability, but commercialization pressure may create mission drift.

***Source:** Compiled by the author based on Defourny and Nyssens (2017), Yunus (2010), European Commission (2021), and GIIN (2023).*

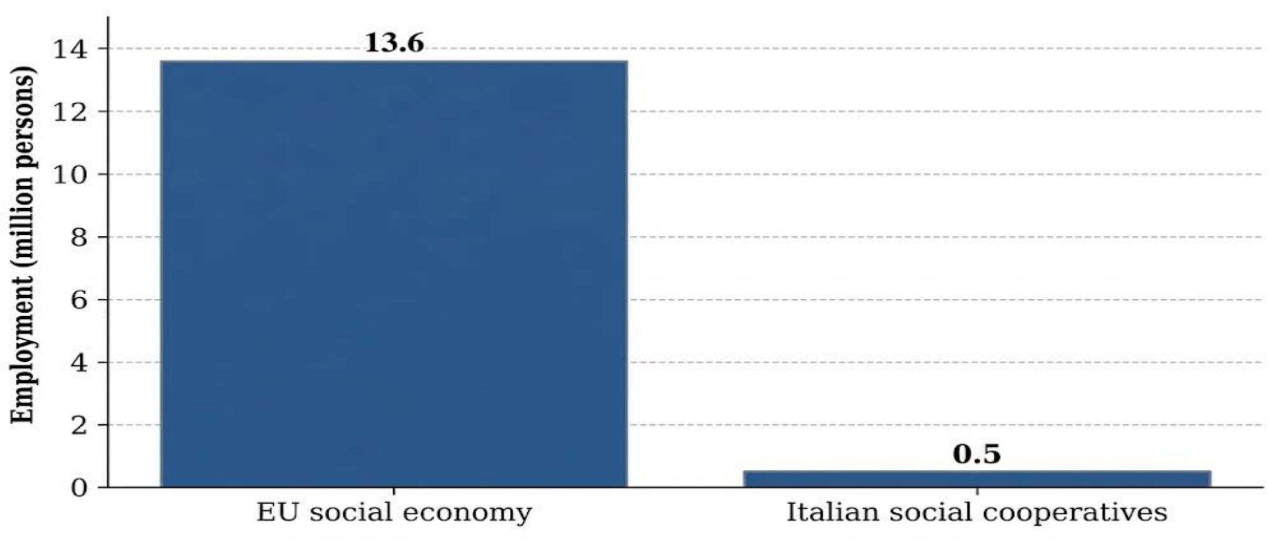
The comparison presented in Table 1 shows that the selected models cannot be ranked through a single criterion. Each model responds to different institutional needs. WISE organizations are particularly effective in employment inclusion, Italian social cooperatives demonstrate the importance of legal and cooperative institutionalization, Yunus-type social businesses protect social mission through reinvestment rules, and impact startups create opportunities for technological scaling and measurable impact.

Family businesses in Azerbaijan should be examined not only as economic entities, but also as socially embedded institutions that contribute to employment, regional development, and entrepreneurial continuity. Musayev's empirical findings show that family businesses occupy an important place in Azerbaijan's business environment, especially within the micro, small, and medium-sized enterprise sector. Their development is shaped by factors such as family ownership, intergenerational succession, trust-based governance, and long-term strategic orientation. At the same time, the comparative analysis of state regulation in the EU and Azerbaijan indicates that institutional support, legal recognition, financial incentives, and targeted public policies are essential for strengthening the sustainability and competitiveness of family businesses. Therefore, the Azerbaijani experience demonstrates that family enterprises require a more systematic policy framework to fully realize their potential in employment generation and socio-economic development (Musayev, 2025; Sadigov et al., 2025; Shukurov et al., 2025).

Comparative and statistical analysis

Statistical evidence confirms the increasing economic significance of social entrepreneurship and the broader social economy. In Europe, social economy organizations represent a major component of employment and public service delivery. According to European policy documents, the social economy includes millions of entities and employs more than thirteen million people, thereby contributing to employment generation, social inclusion, and territorial cohesion (European Commission, 2021).

Figure 1. Employment scale of selected social entrepreneurship ecosystems



Source: *Compiled by the author based on European Commission (2021), OECD (2023), and comparative statistical indicators summarized in the study.*

Italy demonstrates the importance of social cooperative institutionalization within national social enterprise ecosystems. The employment scale of Italian social cooperatives is smaller than the total

European social economy, but their contribution is highly concentrated in social services and labor integration. This confirms that social entrepreneurship should be evaluated not only by total size, but also by its role in serving vulnerable groups, strengthening local communities, and improving access to essential services (OECD, 2023b).

Challenges and limitations of social entrepreneurship models

Despite its growing global significance, social entrepreneurship faces several structural challenges. One of the most widely discussed problems is mission drift. As social enterprises seek financial sustainability, private investment, or market growth, commercial objectives may gradually overshadow social missions. This risk is especially relevant for hybrid organizations that operate between multiple institutional logics and must satisfy both financial and social expectations (Battilana & Lee, 2014; Gumbatov et al., 2024). Impact measurement remains another major challenge. Unlike financial performance, social outcomes are often multidimensional, long-term, qualitative, and difficult to monetize. Different organizations apply different evaluation frameworks, which limit comparability across countries and models. Standardized systems such as social impact measurement guidelines, outcome indicators, and Social Return on Investment approaches can improve transparency, accountability, and investor confidence, but they also require methodological capacity and institutional coordination (OECD, 2023). Financial sustainability is also a persistent issue. Many social enterprises rely on hybrid revenue systems that combine grants, subsidies, earned income, philanthropic capital, and impact investment. This structure allows them to pursue social missions, but it also creates vulnerability when public budgets, donor priorities, or investment conditions change. Therefore, a sustainable social entrepreneurship ecosystem requires diversified financing instruments and stable legal frameworks (European Commission, 2021; OECD, 2023). Legal ambiguity creates additional barriers. In many countries, social enterprises do not have a clearly defined legal status. This complicates taxation, public procurement, investment access, reporting obligations, and organizational identity. International experience shows that legal recognition does not automatically solve all ecosystem problems, but it creates a necessary foundation for legitimacy, coordination, and long-term policy support (Kerlin, 2013).

Scaling represents a further limitation. While some impact-oriented startups scale rapidly through digital technologies, many locally embedded social enterprises face difficulties expanding without weakening their community mission. This tension shows that growth should not be understood only as geographic expansion or revenue increase. In social entrepreneurship, growth also includes deeper social inclusion, stronger local partnerships, and improved quality of impact (Mammadov et al,. 2025).

Development perspectives and policy implications

The future development of social entrepreneurship depends on the quality of ecosystem-building strategies. Governments, universities, municipalities, nonprofit organizations, private investors, and local communities must cooperate to create supportive institutional environments. Such cooperation is especially important for developing countries where institutional gaps, unemployment, regional inequality, and limited access to services create strong demand for social enterprise solutions (Terjesen et al., 2011; Amanova et al., 2026). Legal recognition is one of the most important policy priorities. Clear legal definitions and institutional categories for social enterprises can improve legitimacy, taxation systems, procurement access, investment frameworks, and policy monitoring. The experience of European social economy systems demonstrates that legal frameworks should be combined with public procurement mechanisms, capacity-building programs, and transparent reporting requirements

Impact measurement infrastructure should also be strengthened. National ecosystems need practical standards that allow social enterprises to report outcomes without excessive administrative burden. Such standards would increase accountability and help governments, donors, and investors compare the effectiveness of different models. However, impact measurement systems should remain sensitive to local realities and should not reduce social value to narrow financial indicators

Financing mechanisms should combine public support, private investment, philanthropic capital, social procurement, and earned income. The growth of the global impact investment market demonstrates that private capital can play an important role in scaling social innovation, but effective regulation and mission-protection mechanisms are needed to prevent mission drift (GIIN, 2023). For countries such as Azerbaijan, the development of social entrepreneurship can benefit from broader lessons on state regulation, digital transformation, and entrepreneurial ecosystem formation. Research on family businesses and state support in Azerbaijan shows that legal recognition, institutional support, digital competencies, and cooperation between public and private actors are important for the sustainability of socially embedded entrepreneurship (Musayev, 2023). These lessons can also be applied to the development of social enterprise models, especially in regional development, employment inclusion, and community-based economic activity (Mustafayev et al., 2025). Digital transformation creates additional opportunities for social entrepreneurship (Kazixanov, 2025). Online education, digital healthcare, fintech, artificial intelligence, climate technologies, and platform-based service delivery can expand access to vulnerable groups and reduce regional inequalities. At the same time, digital social enterprises require skills, infrastructure, trust, and data protection mechanisms. Therefore, digitalization should be supported by education, innovation policy, and inclusive access to technology.

RESULTS

The analysis conducted in this study shows that social entrepreneurship has developed as a multidimensional and context-dependent institutional phenomenon. Based on the literature review and comparative generalization, the development effects of international social entrepreneurship models can be classified into three main dimensions.

First, social entrepreneurship contributes to employment generation and social inclusion by creating work opportunities for vulnerable and disadvantaged groups. This effect is most visible in the WISE model and in Type B social cooperatives, where labor market integration is the primary organizational mission. Second, social entrepreneurship strengthens institutional innovation by combining market mechanisms with social welfare objectives. Hybrid models allow organizations to mobilize resources from different sectors and create solutions that neither the state nor the market can fully provide alone. Third, social entrepreneurship supports sustainable development and regional resilience by addressing social problems through locally embedded and financially sustainable mechanisms. This is particularly important for developing economies, where public resources may be limited and social needs are diverse.

The study confirms that no single universal model of social entrepreneurship exists. The WISE model, the Italian social cooperative model, the Yunus social business model, and the impact-oriented startup model each reflect different institutional priorities and governance mechanisms. Their effectiveness depends on the relationship between legal frameworks, financing structures, governance systems, ecosystem support, and public policy coordination. The findings also demonstrate that social entrepreneurship faces significant challenges, including mission drift, impact measurement difficulties, legal ambiguity, limited financing, and scaling constraints. Therefore, future development requires legal recognition, diversified financing mechanisms, transparent impact measurement, digital transformation, and strong cooperation among public institutions, universities, investors, nonprofit organizations, and local communities. Overall, social entrepreneurship should be understood not merely as an alternative organizational form but as a broader transformation in the relationship between economic activity and social welfare. Its hybrid character enables the integration of entrepreneurial innovation with social responsibility, making it one of the most important institutional mechanisms for addressing contemporary global challenges.

REFERENCES

1. Austin James E., Stevenson Howard, Wei-Skillern Jane (2006). "Social and commercial entrepreneurship: Same, different, or both?". *Entrepreneurship Theory and Practice*, Vol. 30, No. 1, pp. 1-22.
2. Battilana Julie, Lee Matthew (2014). "Advancing research on hybrid organizing". *Academy of Management Annals*, Vol. 8, No. 1, pp. 397-441.
3. Defourny Jacques, Nyssens Marthe (2008). "Social enterprise in Europe". *Social Enterprise Journal*, Vol. 4, No. 3, pp. 202-228.
4. Defourny Jacques, Nyssens Marthe (2017). "Fundamentals for an international typology of social enterprise models". *Voluntas*, Vol. 28, No. 6, pp. 2469-2497.
5. European Commission (2021). *Building an Economy That Works for People: An Action Plan for the Social Economy*.
6. GIIN (2023). *Sizing the Impact Investing Market 2023*.
7. Gumbatov M.O., Sadigov R.A., Huseynov M.A., Shirinova D.B. (2024). "Intensification of the process of producing phosphorus-containing fertilizers using industrial waste". *BIO Web of Conferences*, Vol. 126, Article 01001. https://doi.org/10.1051/bioconf/202412601001.
8. Kazixanov, N. (2025). MÜASİR İSTEHSAL TEXNOLOGİYALARININ VİSKİ MƏHSULLARININ KEYFİYYƏT GÖSTƏRİCİLƏRİNƏ TƏSİRİ. *UNEC TƏLƏBƏ TƏDQİQATLARI JURNALI*, *2*(2), 44-55.
9. Kerlin Janelle A. (2013). "Defining social enterprise across different contexts". *Voluntas*, Vol. 24, No. 1, pp. 84-108.
10. Mair Johanna, Martí Ignasi (2006). "Social entrepreneurship research: A source of explanation, prediction, and delight". *Journal of World Business*, Vol. 41, No. 1, pp. 36-44.
11. Mammadov G., Mammadova S., Yusifova M., Sadigov R., Ahmedova G. (2025). "Agroecological fertility model and management of vineyard soils of the Lankaran-Astara economic region of Azerbaijan". *International Journal of Agriculture and Biology*, Vol. 34, Article 340104. https://doi.org/10.17957/IJAB/15.2339.
12. Muradov, A. J., Hasanli, Y. H., Hajiyev, N. O., & Shabanov, S. A. (2019). Assessment of the integration relationships between science and education at the doctoral. *Economic and Social Development: Book of Proceedings*, 1210-1218.
13. Musayev, Y. (2023). FACTORS IMPACTING FAMILY COMPANY CREATION AND GOVERNANCE CHARACTERISTICS.

14. Musayev, Y. (2024, April). Family Businesses in Digital Economy: Challenges and New Prospects. In *FAI International Conference on Digitalisation and Artificial Intelligence Revolution in Business Management* (pp. 303-318). Singapore: Springer Nature Singapore.

15. Musayev, Y. U. S. İ. F. (2025). FAMILY BUSINESSES IN AZERBAIJAN: THEORETICAL BASIS AND EMPIRICAL RESULTS. *Актуальні проблеми природничих і гуманітарних наук у дослідженнях*, 233.

23. Musayev, Y. U. S. İ. F. (2025). State Regulation of Family Businesses in the EU and Azerbaijan: A Comparative Analysis. *Экономика и предпринимательство*, *16*(11 (184), 2025.).

16. Mustafayev M.G. və b. (2025). Salts deposition and groundwater mineralization effect on soil salinization in the Shirvan Plain and Ganja-Gazakh Massif, Azerbaijan. *SABRAO Journal of Breeding and Genetics*, Vol. 57, No. 5, pp. 2147-2155. https://doi.org/10.54910/sabrao2025.57.5.35.

17. Nicholls Alex (2006). *Social Entrepreneurship: New Models of Sustainable Social Change*. Oxford University Press.

18. Nicholls Alex (2010). "The legitimacy of social entrepreneurship". *Entrepreneurship Theory and Practice*, Vol. 34, No. 4, pp. 611-633.

19. OECD (2023a). *Policy Guide on Legal Frameworks for the Social and Solidarity Economy*.

20. OECD (2023b). *Policy Guide on Social Impact Measurement for the Social and Solidarity Economy*.

21. Pache Anne-Claire, Santos Filipe (2013). Inside the hybrid organization. *Academy of Management Journal*, Vol. 56, No. 4, pp. 972-1001.

22. Perez-Barea J. J. (2025). The evolution of social entrepreneurship. *Administrative Sciences*, Vol. 15, No. 2, Article 55.

23. Shukurov S.K. və b. (2025). "Determination of soil salinization by hyperspectral remote sensing in the Shirvan plain". *International Journal of Advances in Applied Sciences*, Vol. 14, No. 3, pp. 662-670. https://doi.org/10.11591/ijaas.v14.i3.pp662-670.

24. Terjesen Siri, Lepoutre Jan, Justo Rachida, Bosma Niels (2011). *Global Entrepreneurship Monitor: Report on Social Entrepreneurship*.

25. Yunus Muhammad (2010). *Building Social Business*. PublicAffairs.

26. Yunus Muhammad (2017). *A World of Three Zeroes*. PublicAffairs.

27. Yunus Muhammad, Weber Karl (2008). *Creating a World Without Poverty*. Public Affairs.

XÜLASƏ

Sosial sahibkarlıq iqtisadi davamlılığı sosial dəyərin yaradılması ilə birləşdirdiyinə görə XXI əsrin ən mühüm hibrid təşkilati fenomenlərindən biri kimi meydana çıxmışdır. Yoxsulluğun azaldılması, məşğulluğun artırılması, regional inkişaf, sosial inklüzivlik və davamlı inkişaf məsələlərinin aktuallığının artması sosial sahibkarlıq modellərinin öyrənilməsini həm akademik tədqiqatlar, həm də dövlət siyasəti baxımından xüsusilə vacib etmişdir. Bu məqalənin əsas məqsədi sosial sahibkarlığın beynəlxalq modellərini müqayisəli nəzəri çərçivədə təhlil etmək və effektiv sosial ekosistemlər qurmağa çalışan ölkələr üçün onların inkişaf perspektivlərini müəyyənləşdirməkdir. Məqalədə tədqiqat metodları kimi ədəbiyyat icmalı, müqayisəli təhlil, induksiya, deduksiya, sintez və statistik ümumiləşdirmədən istifadə edilmişdir. Tədqiqat beynəlxalq ədəbiyyatda geniş müzakirə olunan dörd institusionallaşmış modelə fokuslanır: İş İnteqrasiyalı Sosial Müəssisə (WISE) modeli, İtaliya sosial kooperativi modeli, Muhammad Yunus tərəfindən irəli sürülmüş sosial biznes modeli və təsir yönümlü startap modeli. Tədqiqatın nəticələri göstərir ki, sosial sahibkarlıq vahid universal model vasitəsilə izah edilə bilməz. Avropa yanaşmaları əsasən sosial iqtisadiyyat ənənələri və sosial rifah sistemləri ilə əlaqələndirilir, bazar yönümlü modellər isə innovasiya, özəl investisiya, miqyaslana bilmə və ölçülə bilən təsir amillərini ön plana çıxarır. Yunus modeli isə mənfəətin yenidən investisiya olunmasına, yoxsulluğun azaldılmasına və etik biznes fəaliyyətinə əsaslanan normativ çərçivə təqdim edir.

Açar sözlər: *sosial sahibkarlıq, sosial müəssisə, WISE modeli, sosial kooperativlər, sosial biznes, təsir investisiyaları, davamlı inkişaf*

JEL kodları: ***I38, L26, L31, O35***