

Communities at the Nexus of Entrepreneurship and Societal Impact:

A Cross-Disciplinary Literature Review

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Abstract

Although there is wide recognition of the importance of entrepreneurship for generating societal impact, entrepreneurial activities alone rarely achieve a positive impact without the engagement of communities. To date, however, entrepreneurship researchers have tended to overlook the importance of community for creating societal impact through entrepreneurship, and lack a comprehensive understanding of the nature and roles of communities. To address this, we conduct a systematic review of the literature published in 51 journals across the Management and Entrepreneurship, Economic Development/Community Development, Economic Geography and Regional Science, Energy, and Public Administration disciplines, that makes three contributions. First, it identifies a new typology of community and proposes a comprehensive framework of roles through which societal impact is created by entrepreneurship *for, in, with, enabled by, and driven by* communities. Second, it demonstrates that the key to understanding how community relates to societal impact creation is to jointly account for both its type(s) and role(s). By linking community types and roles, the findings also suggest a theoretical contribution based on the relationship between the degree of formalization of a community type, and the degree of agency that a community role enacts. Third, the review underscores that communities are not just static settings but can also be dynamic actors in efforts to use entrepreneurship to create societal impact. Our cross-disciplinary review highlights trends and gaps in the extant literature and provides researchers with an evidence-based research agenda to guide future inquiry on this vital topic.

Keywords: community; entrepreneurship; societal impact; community-based enterprise; community dynamics; community emergence; community morphing; entrepreneurial process; typology

“The community is the garden of entrepreneurship. No entrepreneurial venture can flower in isolation.”

Hindle (2010)

Executive Summary

In *The Wealth of Nations*, Adam Smith asserted that the relationship between business and society depends on local communities. Today, many entrepreneurship researchers still acknowledge the important roles communities play in entrepreneurship, especially in endeavors to create societal impact. Most societal challenges, such as poverty, climate change, and inequality, manifest in communities, and solutions need to be developed for, in, with, and by the members of communities. Consequently, many development agendas and programs that rely on entrepreneurship to improve conditions place special emphasis on communities and the roles they can play. Although the academic literature increasingly calls for research that treats communities as more than just mere beneficiaries of entrepreneurial action, we lack a clear understanding of the community construct and of the various roles that communities assume in entrepreneurial initiatives aiming to create societal impact.

In this work, we conduct a systematic review of the literature to address this gap. Since research on this interdisciplinary phenomenon is disjointed and spans well beyond the fields of Management and Entrepreneurship, we search in 51 journals across the Management and Entrepreneurship, Economic Development/Community Development, Economic Geography and Regional Science, Energy, and Public Administration disciplines. Building on the analysis of 227 articles across disciplines, we identify trends and omissions, and provide recommendations for how knowledge can be imported from, and exported to, other disciplines. Our comprehensive review of the literature allows us to propose an overarching definition of community as *an aggregation of individuals who share place, identity, fate, interest, and/or practice*. This definition summarizes the

five primary types of community—community of place, identity, fate, interest, and practice—that we combine and describe in a novel typology of community.

Our review also reveals a continuum of community roles, ranging from passive beneficiaries to highly active entrepreneurial social change agents. We provide evidence from extant research to illustrate how societal impact can be created through entrepreneurship *for, in, with, enabled by, and driven by* communities. Put differently, when communities play the role of beneficiary or context, entrepreneurs are the key agents of action; communities become co-agents of change in the supporter and partner role; in the most agentic roles, communities create opportunities for others, or are the entrepreneurs themselves. While systematically carving out the various ways in which community involvement can enable or facilitate societal impact creation through entrepreneurial action, the review also evinces potential challenges and potential downsides.

Our analysis reveals that, to gain a deeper understanding of how community relates to societal impact creation, it is crucial to account jointly for both its type(s) and role(s). Moreover, an analysis mapping community types onto community roles reveals that, in general, the more formalized a community type is—that is, the extent to which its members are organized and share agreed upon terms—the more active the role it plays. We find evidence that less formalized and more broadly defined communities of place, identity and/or fate tend to assume more passive roles in relation to entrepreneurship aimed at societal impact creation (i.e., beneficiary, context, or supporter). In these cases, communities are the recipients of the created benefits and affect or support the entrepreneurial activity, but do not take on an agentic or leading role in the process. Conversely, more formalized communities of interest and practice are more likely to act as official partners of entrepreneurial ventures, or themselves become entrepreneurial in efforts to

generate societal impact. Instead of implying a deterministic relationship between community type and the role it can assume, however, the analysis also reveals two kinds of community dynamics that enable communities to assume more agentic roles. First, existing communities can change with regard to their defining characteristics by engaging in entrepreneurship, what we call, *community morphing*. Second, existing communities can spawn new (sub-)communities which tend to be more formalized, what we call, *community emergence*.

The typology of community and our framework of community roles are intended to help researchers and practitioners develop a common language and identify meaningful questions and approaches to bring communities to the fore in entrepreneurship and societal impact creation research. On the one hand, findings hold numerous implications for advancing research on the entrepreneurial process, social entrepreneurship, community-based enterprises, and ethnic and minority entrepreneurship. On the other hand, a more granular understanding of different types of communities and how they emerge, change, and interact, provides guidance for practitioners and policymakers on how to factor in and engage communities to unleash the power of entrepreneurship to create societal impact.

1. Introduction

Long seen as a key engine of economic development (e.g., Sutter et al., 2019; Wearing et al., 2020), entrepreneurship has now become a powerful source of innovative solutions to society's most intractable challenges, such as systemic poverty, social injustice, and climate change (Doherty et al., 2014; Hockerts and Wüstenhagen, 2010). To effectively address such challenges, however, research suggests that entrepreneurship cannot act in isolation: communities support societal impact creation through entrepreneurship by influencing and sometimes shaping the entrepreneurial process (Corner and Ho, 2010; Shepherd and Patzelt, 2017), providing necessary resources (Hertel

et al., 2021; Williams and Shepherd, 2016a), and making unique contributions to the development of effective solutions (Lumpkin and Bacq, 2019; Tello-Rozas et al., 2015). Further, because it is primarily within communities that societal issues and societal solutions manifest, positive societal impact relies on deep understandings of the community and how its members are experiencing a given issue (Dacin et al., 2011; Rao and Greve, 2018). Therefore, the relationship between communities and entrepreneurship is one we need to more thoroughly comprehend to fully grasp the societal influence of entrepreneurship, leading some to identify community as “the next true frontier for entrepreneurship researchers” (Lyons et al., 2012).

Yet, despite the enduring and distinctive nature of community as a bridging force between business dynamics and social helping efforts, and multiple calls to pay more attention to the different roles communities serve in entrepreneurship aimed at societal impact creation (Branzei et al., 2018; Daskalaki et al., 2015; Lumpkin and Bacq, 2019; Shepherd, 2015), many studies still neglect community as a major actor and key concept for comprehending societal impact creation and entrepreneurship. First, much of the current research does not explicate what the term ‘community’ refers to, which leads to misunderstandings and potentially erroneous transfers of knowledge from one context to another (Kibler and Muñoz, 2020). Second, we lack a specific and comprehensive conception of the different roles communities play and, as a result, communities are often downplayed to be merely the beneficiaries of (e.g., McMullen and Bergman, 2017), or a context for (e.g., Josefy et al., 2017), entrepreneurship targeted at societal impact creation. Third, since research at this intersection holds relevance for multiple disciplines beyond the management and entrepreneurship literature, scholars from other fields have produced important insights and large bodies of knowledge which tend to be left out of conversations in entrepreneurship journals. As a result, the meaning, function, and significance of community is treated inconsistently,

challenging the development of cumulative knowledge. Taken together, this suggests that the community concept has uncertain theoretical underpinnings, leading to incomplete assessments and little understanding of the crucial role communities play in entrepreneurial initiatives aimed at creating societal impact. Research on the nexus of entrepreneurship, community, and societal impact tends to remain superficial, and in-depth empirical studies exploring the nuances of community and their effects on entrepreneurial societal impact are still rare.

Therefore, there is strong urgency to resolve ambiguities surrounding the definition and applications of community, and to consolidate insights from across disciplinary boundaries in ways that establish construct clarity and provide a frame for guiding research at the nexus of entrepreneurship, community, and societal impact (Littlewood, 2014; Lumpkin et al., 2018; Post et al., 2020). To do so, we conduct a cross-disciplinary systematic review of the literature on the topic, drawing on insights from 227 articles published in journals spanning the disciplines of Management and Entrepreneurship, Economic Development/Community Development, Economic Geography and Regional Science, Energy, and Public Administration.

Based on an extensive analysis of the various uses of the term ‘community’ across disciplines, we derive a new typology consisting of five primary community *types*—communities of place, identity, fate, interest, and practice—which we explain and illustrate. We propose an overarching definition of community as *an aggregation of individuals who share place, identity, fate, interest, and/or practice*. We also analyze the different functions of communities at the intersection of entrepreneurship and societal impact creation to inform the development of a novel, comprehensive framework of community *roles* on a continuum from passive beneficiaries to highly active entrepreneurial agents. More specifically, we demonstrate that societal impact is created by entrepreneurship *for, in, with, enabled by, and driven by* communities. The mapping of community

types on community roles reveals a relationship between the degree of formality of the community type and the degree of agency that a community role represents. However, because the relationship between community types and the roles they can assume is not merely deterministic, we also highlight the dynamic nature of communities: far from being just static settings, communities have the capacity to actively embrace more agentic roles in developing entrepreneurial solutions through morphing, that is, transforming their role, and through the emergence of new (sub-)communities.

Our cross-disciplinary review findings are of utmost theoretical and practical significance. First, by consolidating currently disparate depictions and studies of communities as they relate to entrepreneurship for societal impact into a new typology of communities and framework of roles, we provide a useful approach to studying community across disciplines and settings. Second, our analysis indicates that accounting for *both* community type(s) *and* community role(s) is the key to understanding how community relates to societal impact creation. Third, by linking community types and roles, we reveal the dynamic nature of communities and their potential to change or create novel communities to assume more agentic roles and make deeper commitments to achieve greater societal impact. These findings have important implications for future research on the entrepreneurial process (e.g., Lumpkin and Dess, 2001; Shepherd and Patzelt, 2017), social entrepreneurship (e.g., Bacq and Janssen, 2011; Branzei et al., 2018; Lumpkin and Bacq, 2019), community-based enterprise (CBE) (e.g., Hertel et al., 2021; Murphy et al. 2020), ethnic and minority entrepreneurship (e.g., Achidi Ndofo and Priem, 201; Dana and Light, 2011), and societal impact creation and measurement (Hertel et al., 2022; Rawhouser et al., 2019). Fourth, by reviewing the extant literature exhaustively and highlighting trends and omissions, we provide researchers with a more salient and precise basis upon which to direct future investigations of this vital topic.

2. Defining and Linking Our Key Concepts

To delineate the boundaries of our systematic review, we start by carefully defining its key concepts—entrepreneurship, societal impact, and community—and explaining how they relate to one another. We define entrepreneurship as the process and activities through which novel economic activities and organizations come into existence (Davidsson, 2015; McMullen and Dimov, 2013). Entrepreneurship has long been associated with societal benefits, expressed for the most part in terms of job creation and economic growth (Baumol, 1996; Zahra and Wright, 2016). Such benefits have justified the increasing use of entrepreneurship as a key engine of economic development (e.g., Muñoz et al., 2015; Sutter et al., 2019; Wearing et al., 2020). Along with the social and environmental improvements that are by-products of entrepreneurship, a growing number of organizations, called social enterprises, are being created worldwide with the primary purpose of tackling societal challenges—for instance, addressing poverty, social injustice, and climate change (Bacq and Janssen, 2011; Doherty et al., 2014; Hockerts and Wüstenhagen, 2010).

The emergence of entrepreneurship as a major force for addressing social and environmental challenges (Gibbs, 2006; Hall et al., 2010; Markman et al., 2019), along with growing agreement on the role of business as a central driver of not only private economic value creation but also social and/or environmental value creation (Bacq and Aguilera, 2022; Kaplan, 2020; Stephan et al., 2016), has led to a proliferation of concepts representing the non-financial outcomes of entrepreneurial activity including social value, social returns, and social performance (for a recent review see Rawhouser et al., 2019). In this review, we build on extant research and define societal impact as “significant or lasting changes in people’s lives, brought about by a given action or series of actions (Roche, 1999, p. 21)” (Molecke and Pinkse, 2020, p. 388).

To enhance understanding of entrepreneurship aimed at generating societal impact, Lumpkin et al. (2018) emphasized the importance of studying communities, where many societal change initiatives take place. Communities as research objects are kindred with and parallel to societies (Curtis, 2011; Foss and Klein, 2008; Handy, 1988); but, because they are considered less abstract, they are suggestive of a more specific level of analysis. In particular, in this review, we employ communities as a meso-level unit of analysis. In other words, communities sit somewhere between the enterprise level and the societal level. Across disciplines, the term community is used broadly and means different things to different researchers. Given the breadth of the term ‘community’ and the lack of a shared understanding of its meaning, a key aim of this review is to perform an inductive analysis that reveals the defining features of community in the literatures reviewed, and to propose a definition based on that review.

3. Review Methodology

3.1. Search Strategy

To reduce biases and enhance the rigor of our analysis, we employed a systematic—that is, transparent and replicable—review methodology (Tranfield et al., 2003). Following other reviews that identified a sharp increase in articles on the topic of societal impact published in management and entrepreneurship journals around 2007 (Battilana and Lee, 2014; Vedula et al., 2022), we focused our search on work published in English that appeared in peer-reviewed journal publications between 01/01/2006 and 12/31/2020. While most systematic reviews in management and entrepreneurship journals focus primarily on specific journal lists such as the *Financial Times* 50 or the British Academic Journal Guide from the Chartered Association of Business Schools to identify the journals to include in a review (e.g., Matthews et al., 2018; Sutter et al., 2019), we believe doing so would have been insufficient to capture the range of research germane to this study

for two reasons: a) important insights pertaining to emerging research topics are often not published in top-ranked journals (Jané et al., 2018), and b) such an approach would turn a blind eye to the vast body of relevant knowledge that exists outside of the management and entrepreneurship literature.

Therefore, we took the following steps to define the list of relevant journals for our review. First, we identified the academic disciplines that most directly speak to our research objective, settling on Management and Entrepreneurship, Economic Development/Community Development, Economic Geography and Regional Science, Energy, and Public Administration.¹ Second, we asked six leading scholars, chosen for their research expertise at the intersection of management, entrepreneurship, and the above-mentioned disciplines, to recommend a list of relevant peer-reviewed journals that speak to our research objective. Third, we performed a broad search in four relevant databases (i.e., Web of Science, EBSCO Business Source Complete, GreenFILE, and EconLit) to ensure we had not missed journals that have published a body of scholarship with insights relevant to our study. We searched for carefully chosen keywords—“(social OR environmental OR societal) AND (impact OR value OR change OR responsibility OR action OR performance) AND entrepreneur* AND communit*”—in the title, abstract and/or keywords of articles. The keywords to capture the notion of societal impact were meant to be inclusive, and paralleled what other reviews of the field have used (e.g., Battilana and Lee, 2014; Vedula et al., 2022). The search term “entrepreneur*” was also chosen based on recent literature reviews (Sutter et al. 2019).² We then triangulated the list of journals provided by our experts (step 2) with the list generated by the database search (step 3). Following this strategy, we identified a final list of 51

¹ We thank our Editor and anonymous Reviewers for their suggestions of broadening our search to be more inclusive of important insights from multiple disciplines.

² We acknowledge that, given the broad meaning of our three key constructs (entrepreneurship, community, and societal impact creation), the non-inclusion of related and close keywords in our search—such as, sustainable and prosocial to capture *societal impact*, or enterprise and venture to capture *entrepreneurship*—is a limitation to our search. Future research could establish how other, related keywords might nuance the takeaways from this review.

journals, including 22 in Management and Entrepreneurship, and 29 outside of the management sciences (see Table A.1 in Appendix A).

Next, we searched for articles within the 51 journals using the same keyword search specifications as in the previous step (we performed the search in the EBSCO Business Source Complete database, and cross-validated our findings by manually searching the journals' websites). This procedure produced a set of 295 articles. After downloading the 295 articles, the first two authors went through them one-by-one to make inclusion and exclusion decisions,³ with the goal of striking a balance between being as open and unbiased as possible with regard to scholars' diverging understandings of community, while still ensuring the relevance of the included articles. We only excluded articles that, although containing the search terms, did not address all three central topics covered by our review. For instance, we excluded articles discussing the role of social networks for shareholder value creation. When one author identified an article that fit the exclusion criteria, the two authors debated it until a consensus emerged about including or excluding it in the final set of articles. Later, in the process of analyzing individual articles, we added other articles we found during our search that proved to be highly relevant for the review—a validated technique for systematic literature reviews (e.g., Grégoire et al., 2019). Overall, the search yielded a final list of 227 articles of interest. The online Appendix provides the list and key descriptors of all 227 articles included in this review, organized by discipline.

3.2. Analytical Approach

To gain a shared understanding of what the term 'community' means to scholars, and what roles communities assume at the intersection of entrepreneurship and societal impact, we started our analysis with a round of open, inductive coding (Gioia et al., 2013) focusing on the one hand,

³ Appendix A 2. provides additional information on our search strategy and the inclusion/exclusion criteria we mobilized to identify the relevant set of articles forming the basis of our analysis.

on community *types* (i.e., what defines and characterizes community?) and, on the other hand, on community *roles* (i.e., how does community interact with entrepreneurial efforts to create societal impact?). All authors then discussed and revised these early insights while going through a subset of the articles together. Doing so, we reached consensus on five community types (community of place, identity, fate, interest and practice) and six community roles (community as beneficiary, context, supporter, partner, opportunity creator, and entrepreneur).⁴

An important early finding was that communities rarely fall in only one of the categories; the majority have multiple defining characteristics (e.g., community of place and fate) and play more than one role (e.g., both beneficiary and supporter of a given entrepreneurial initiative). Moreover, in multiple articles, more than one community was mentioned and described. In total, we coded 316 communities in the 227 articles. We coded all community characteristics that were *explicitly* mentioned in the article and avoided making assumptions (e.g., we used the code “identity” only if the identity characteristic was *explicitly* mentioned in the text). Further, we only attributed a code if its characteristic was defining the community, not just existing “coincidentally” in parts of it (e.g., we attributed the code “fate” to a community only if the article focused on the shared fate of the community, not if the article just mentioned that parts of the community were affected by an external factor beyond their control, such as a natural disaster). Another important finding was that communities can evolve over time, both with regard to their defining characteristics and their roles. We thus coded whether the community under analysis was *existing* (i.e., already in place and not undergoing any change with regard to their defining characteristics during the course of the study), *morphing* (i.e., changing in their defining characteristics during the course of the study), or *emerging* (i.e., being created during the course of the study).

⁴ We define community types and roles with greater precision based on our inductive analysis, in section 4.2. of our findings.

We then randomly divided the articles between the first two authors who independently re-read and further coded all 227 articles in close collaboration, to discuss and resolve any divergences, and to make final adjustments to the coding scheme. The final, inductively generated coding scheme that emerged from multiple iterative rounds of discussion among the author team spanned the following codes: community types, roles, and dynamics, 11 different (partially overlapping) forms of entrepreneurial activity (i.e., community-based enterprise, community entrepreneurship, cooperatives, cross-sector partnerships, entrepreneurship (general), environmental entrepreneurship, ethnic entrepreneurship, hybrid organizations, institutional entrepreneurship, social entrepreneurship, and sustainable entrepreneurship), the nature and role of the entrepreneurial activity (e.g., problem solving, changing markets), and the type of societal impact generated (e.g., reduced inequality, regained economic strength, community empowerment). It also comprised descriptive features including methodology (i.e., qualitative, quantitative, experimental, mixed, conceptual), theory or literature used, industry, and geographical focus (i.e., continent, country, rural or urban focus). Finally, we analyzed how the community construct is treated across disciplines. Overall, our iterative, inductive approach enabled us to perform the search and analysis with both depth and breadth.

4. Findings

In this section, we begin with a general overview of our findings (section 4.1.) followed by deeper dives into the community typology that emerged from our analysis (section 4.2.), and the roles communities play in entrepreneurship aimed at societal impact creation (section 4.3.).

4.1. Overview of the Findings

Our systematic review of the literature yielded a total of 227 articles across the five scholarly disciplines mentioned above. About half of the articles included in our review come from the

Management and Entrepreneurship literature (122) with the other half spread across the four other disciplines: 46 from Economic Development/Community Development (20.3%), 45 from Economic Geography and Regional Science (19.8%), 12 from Energy (5.3%), and 2 from Public Administration and Policy (0.9%). We also note an increase in articles published each year, from two articles per year in 2006 and 2007 up to a maximum of 40 in 2019, illustrating growing interest in and/or relevance of the topic.

The analysis reveals a strong emphasis on rural communities (92 articles = 40.5%) versus 23 articles on urban communities (10.1%). In 33 articles, the community is not specified as being either urban or rural (14.5%), and in 75 articles (33.0%), the rural/urban distinction does not appear to be relevant (e.g., the arguments apply across all geographies). Finally, 4 articles specifically compare rural to urban settings (1.8%). Further, the topic of entrepreneurship, community, and societal impact holds relevance across the world, as reflected in studies conducted across continents: 15 from Oceania (6.6%, from Australia, New Zealand, Papua New Guinea, and Samoa), 15 from South America (6.6%, from 7 countries, e.g., Argentina, Brazil, Chile), 16 from Africa (7%, from 8 countries, e.g., Cameroon, Ghana, Kenya), 23 from Asia (10.1%, from 9 countries, e.g., Bangladesh, India, Japan), 39 from North America (17.2%, from 5 countries, mostly the U.S. and Canada but also Haiti, Honduras, and Mexico), and—the largest share—69 from Europe (30.4%, from more than 20 countries, including 17 from the UK). In 33 articles, the geographic location of the study was not specified (14.5%). Finally, 15 studies used international samples, while only two examined online communities. In terms of methodology, the largest share by far (138 articles) is qualitative (60.8%); 46 articles are conceptual (20.3%), 37 are quantitative (16.3%), 3 use experimental methods (1.3%), and 3 use mixed methods (1.3%).

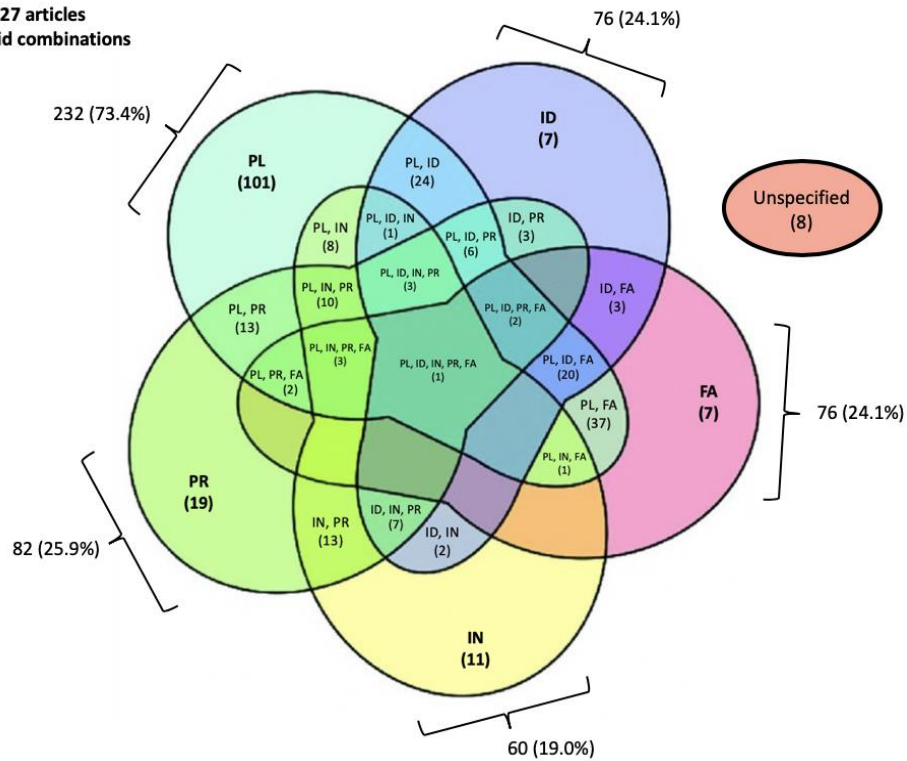
Our disciplinary coding allowed us to identify trends and omissions in certain disciplines. For

instance, we observed that Development scholars study the communities as entrepreneur role in relatively higher proportion compared to other disciplines. Moreover, while the Management and Entrepreneurship disciplines provide interesting exemplars for studying non-place-based communities, the literature outside our field tends to focus on place-based communities. While these insights help us make recommendations for how knowledge can be imported from, and exported to, other disciplines (see section 6.1), we found the same main patterns across the bodies of literature we reviewed, meaning that the different community types and roles are both relatively equally represented across the five disciplines. Thus, our findings hold relevance for all research fields and provide a basis for much-needed cross-disciplinary transfers of knowledge and theories (Shaw et al., 2018).

4.2. A New Typology of Community

Based on our systematic review and analysis, a new typology of community emerged that encompasses the different types of communities researchers have studied at the crossroads of entrepreneurship and societal impact. Our analysis reveals five “pure” community types: place, identity, fate, interest, and practice. Because these community types are typically not mutually exclusive but overlapping, individuals’ shared bonds with a given collective of people tend to be defined by more than one of the five pure types. As such, our analysis uncovers 19 hybrid combinations in which community types overlap. Figure 1 illustrates these findings; totals are based on the 316 communities coded in the 227 articles we reviewed.

316 communities in 227 articles
5 pure types, 19 hybrid combinations



PL stands for “place,” ID stands for “identity,” FA stands for “fate,” IN stands for “interest,” PR stands for “practice.”

Figure 1: Community types and overlapping combinations

First, community as a geographical locale is, by far, the most common understanding of the term ‘community.’ While 232 communities ($232/316 = 73.4\%$ of all communities) have a place component (pure type or in combination with other community types), 101 communities (32.0%) are pure *communities of place* (i.e., not in combination with other community types). In line with Glynn (2008), we define community of place as an aggregation of individuals within a specific geographical territory, who are connected mainly by a shared location. As Figure 1 indicates, however, geographic elements are often combined with features pertaining to other community types. Peredo and Chrisman, for instance, argue that the sharing of a geographical location is “generally accompanied by shared culture and/or ethnicity and potentially by other shared relational characteristic(s).” (2006, p. 315) Others go a step further to argue that shared place alone does not suffice as a defining characteristic for community (Subramony, 2017), and note that a shared

location inevitably results in shared elements of identity, culture, and norms (Heinze et al., 2016; Marquis and Battilana, 2009). However, these elements are not definitional prerequisites of communities of place.

Second, almost one quarter of the communities we analyzed ($76/316 = 24.1\%$ of all communities) are *communities of identity*—aggregations of individuals who share common features in relation to shared culture (Mrabure, 2019), traditions (Yin et al., 2019), and religion (Javaid et al., 2020), as well as ethnic (Pinto and Blue, 2017; Pret and Carter, 2017) or indigenous (Spencer et al., 2016; Sun and Im, 2015) heritage.⁵ This shared identity can function as a resource and is a powerful trigger for individual and collective action (Hertel et al., 2019; Hjalager, 2016). In most of the reviewed literature, communities of identity are also communities of place (out of 76 communities of identity, 63 are also communities of place).

Third, we found multiple studies referring to *communities of fate* (also $76/316 = 24.1\%$ of all communities), 85% of which are also communities of place. These communities represent aggregations of individuals who are similarly affected by external factors for reasons primarily beyond their control. Members of these communities may suffer from unequal treatment in the mainstream economy and be at a disadvantage (e.g., people of color, women, and the disabled, see Kodzi, 2015), or be affected by more sudden and acute crises such as natural disasters (e.g., earthquake, see Salvato et al., 2020; Williams and Shepherd, 2016b), or armed conflict (e.g., communities of refugees, see Harima and Freudenberg, 2020). Notably, communities of fate are not necessarily bound by a geographic location. For instance, communities of people with disabilities

⁵ Intentional communities (e.g., Kanter, 1972), while sometimes considered a separate form, are captured in the community of identity type. Intentional communities include residential communities designed from the start to have a high degree of social cohesion and teamwork. The members of an intentional community typically hold a common social, political, religious, or spiritual vision and may follow an alternative lifestyle which, most often, emerges from a shared identity.

(e.g., O'Brien et al., 2019) or communities of veterans (e.g., Lumpkin and Bacq, 2019) often form collectives that share fate without sharing place.

Fourth, the smallest share of articles ($60/316 = 19\%$) deals with *communities of interest*—aggregations of individuals who are tied together by a specific focus or common concerns, such as minority-group rights or equal access to public goods. Most studies we reviewed focus on activist or social movement communities⁶ that act together for a certain cause, such as promoting renewable energies (Dufays and Huybrechts, 2014; Pacheco et al., 2014; Sine and Lee, 2009) or more sustainable production practices (Akemu et al., 2016; Weber et al., 2008; York et al., 2018). These communities tend to be relatively formalized and organized in their efforts to bring about field-level social and environmental change (York et al., 2016).

Finally, the last group of articles ($82/316 = 25.95\%$) examines *communities of practice*, aggregations of individuals bound together by shared expertise, craft or livelihood, and who learn how to improve their expertise and get better at their craft or vocation through regular interactions (Barnes, 2001; Wenger and Snyder, 2000). Communities of producers (Ansari et al., 2012; Weber et al., 2008) or farmers (Dias et al., 2019; Lähdesmäki et al., 2019; Macías Vázquez and Alonso González, 2015; Smith et al., 2017) at the Bottom of the Pyramid (BOP), or isolated communities of producers in emerging markets (McDermott et al., 2009), constitute examples of communities of practice. Other examples of communities of practice found in the literature include groups of fishermen (Cantino et al., 2017; Quist and Nygren, 2015; Stoll et al., 2015; Uduji et al., 2020), gold miners (Saldarriaga-Isaza et al., 2015), and reindeer herders (Dana and Light, 2011).

Taken together, our review of extant scholarship can be synthesized into a refined definition

⁶ Activist community refers to any type of community of people who organize with the general aim of bringing about political or social change on a local or global level. A social movement community is a special form of activist community that supports the cause of a specific social movement.

of community as: *an aggregation of individuals who share place, identity, fate, interest, and/or practice*. Table 1 summarizes the definition of the five community types identified in our review.

Community Type	Definition
Community	Aggregation of individuals who share place, identity, fate, interest, and/or practice.
Community of place	Aggregation of individuals within a specific geographical territory, who are connected mainly by a shared location.
Community of identity	Aggregation of individuals who share common features in relation to shared culture, traditions, and religion, as well as ethnic or indigenous heritage.
Community of fate	Aggregation of individuals who are similarly affected by external factors for reasons primarily beyond their control.
Community of interest	Aggregation of individuals who are tied together by a specific focus or common concerns.
Community of practice	Aggregation of individuals bound together by shared expertise, craft or livelihood.

Table 1: Definitions of the different community types

Finally, we found that across the community literatures, research primarily focuses on the following categories: communities of 1) place, 2) place and identity, or 3) place and fate (72.7% of all communities). Other than pure communities of place, we find far fewer pure community forms; more common are combinations of two or three community types. We found only eight communities that share four characteristics, and one that features all five characteristics. The natural intermingling of different community types, coupled with the inattention to types by researchers who have tended not to specify community types or differentiate among them, has served to limit research on the different ways that communities relate to entrepreneurship to create societal impact. It also serves to highlight a key conclusion of our analysis: that identifying community types alone is insufficient for understanding how communities engage in entrepreneurship aimed at societal impact creation. To gain a more holistic understanding, it is also critical to explicate the *roles* that communities play, and how these roles may evolve over time. We turn to community roles next.

4.3. A Comprehensive Framework of Community Roles

While the literature alludes to various ways communities can affect entrepreneurship aimed at

creating societal impact, so far, researchers lack a comprehensive understanding of the different roles communities can assume. Our review reveals a continuum of community roles, ranging from passive beneficiaries—the most common role—to highly active entrepreneurial social change agents. In all cases, the societal impact in our analysis arises as an outcome of entrepreneurship. We abstract the different roles that community plays into a comprehensive framework which, as shown in Figure 2, differentiates between entrepreneurship and societal impact creation *for, in, with, enabled by,* and *driven by* communities. In each of the role configurations in the framework, the key actors vary: entrepreneurs are key agents of action when the communities play the role of beneficiaries or contexts; communities become co-agents of change in the supporter and partner role; in the most agentic roles, communities are opportunity creators or the entrepreneurs themselves (also refer to Table 1 for a summary). Next, we dig deeper into each of the roles to systematically consolidate existing knowledge and identify trends and gaps in extant scholarship.

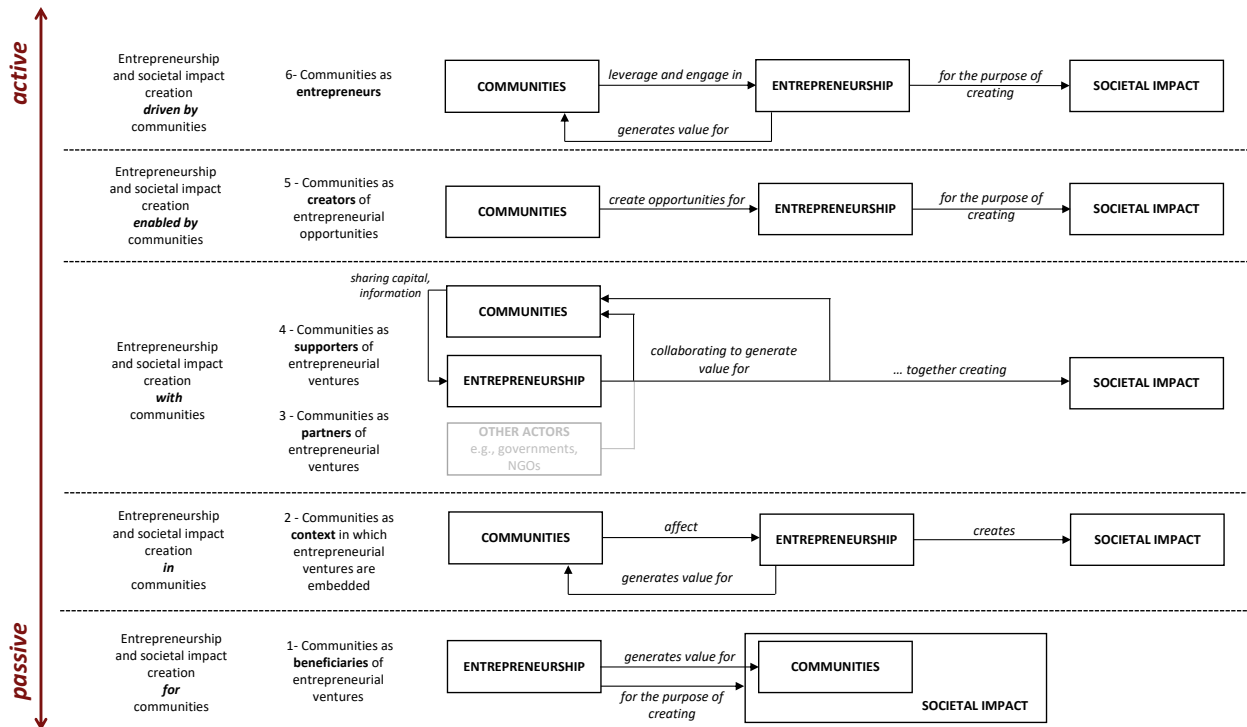


Figure 2: A comprehensive framework of communities' roles at the intersection of entrepreneurship and societal impact creation

4.3.1. Entrepreneurship and societal impact creation *for* communities—Communities as beneficiaries

The largest share of the studies we analyzed treats communities as *beneficiaries* of entrepreneurship, that is, recipients of the value created by entrepreneurial initiatives (209/316 = 66.1%). Some benefits are social in nature, such as providing basic goods and services (e.g., Slade Shantz et al., 2018), reducing inequality (e.g., Hall et al., 2012; Peters et al., 2018), alleviating poverty (e.g., Anderson and Obeng, 2017; Tobias et al., 2013), renewing or strengthening a positive identity (e.g., Berglund et al., 2016; Johnstone and Lionais, 2004; McKeever et al., 2015), or providing post-disaster assistance (e.g., Dutta, 2017; Williams and Shepherd, 2016a). Other benefits are environmental, such as fighting climate change or mitigating environmental degradation (e.g., Gray et al., 2014; McFadgen, 2019). Entrepreneurial actors endeavor to benefit the community in which they are located (e.g., Kannothra et al., 2018; McKeever et al., 2015), or externally, such as impoverished communities in another country (e.g., Jain and Koch, 2020; Venkataraman et al., 2016). Most authors focus on creating positive societal impact—in the sense of significant or lasting *positive* changes in people’s lives, brought about by a given action or series of actions. For other researchers, impact entails reducing negative effects on communities (“do no harm”) (Ansari et al., 2012; Dana et al., 2014; Hall et al., 2012; Howard-Grenville et al., 2013; McMullen and Warnick, 2016).

There is also a distinction in the literature between benefits that are intentionally created for a community (e.g., Kimmel and Hull, 2012; Muñoz and Dimov, 2015; Tobias et al., 2013), and unintended (e.g., Dinger et al., 2020; Zahra and Wright, 2016). Intentional benefits are either direct—such as the provision of resources needed to identify and deploy solutions to alleviate community problems (e.g., Ansari et al., 2012; Barinaga, 2017; Berglund et al., 2016)—or

indirect—fostering an entrepreneurial culture (e.g., Kannothra et al., 2018; McKeever et al., 2015), the “entrepreneurization of a community” (Marti et al., 2013, p. 11), or building capacity which can lead to heightened resilience at a community level (e.g., Bakas, 2017; Gray et al., 2014; Hertel et al., 2019; Linnenluecke and McKnight, 2017). Importantly, we observe a trend in expressing the intended outcomes of entrepreneurial policies and actions in terms of community empowerment, capacity building, and resilience. This trend is based on research suggesting that a community’s capacity to engage in entrepreneurship is key to its ability to bounce back from shocks and stresses (Rao and Greve, 2018), and to generate sustainable community development outcomes (Markley et al., 2015). While the creation of these direct and indirect benefits happen deliberately, unintended beneficial consequences also emerge as by-products of entrepreneurship, for example, through strengthening the local economy (e.g., Dinger et al., 2020; Zahra and Wright, 2016), or enhancing the social capital of a given community by consolidating its existing ties or creating new ties with other more resource-rich networks (Ansari et al., 2012).

The literature indicates that entrepreneurship aimed at benefiting communities is not without challenges. Examples include issues around who is experiencing the problem and how they perceive it (Ansari et al., 2012), biases towards addressing some and neglecting other problems, such as problems affecting minorities, rural or low-income communities (Kobeissi, 2009; Slade Shantz et al., 2018; Swanson and Bruni-Bossio, 2019), and problem prioritization in terms of what problem to tackle first amidst a long list of needs (Dutta, 2017) and varied community interests (Balasescu, 2010). As a result of these challenges, some entrepreneurial efforts to create societal impact for beneficiary communities have fallen short. For instance, many NGO and microfinance interventions intending to stimulate entrepreneurship in poverty contexts have failed to produce the hoped-for results (Ansari et al., 2012; Chliova et al., 2015) and have

even disrupted traditional community self-reliance, while increasing debt dependence and reliance on retailers (Bateman, 2010).

Further, researchers have also reported instances of unanticipated negative outcomes of entrepreneurship, such as crime, social exclusion (Hall et al., 2012), loss of identity (Quist and Nygren, 2015), and loss of culture in the sense that young community members no longer feel connected to what they perceive are the unchanging ways of traditional communities (Tapsell and Woods, 2010). For instance, Dana and Light (2011) report accounts of entrepreneurs coming up with innovative but culturally destructive market-based alternatives that shift subsistence farmers, hunters and gatherers, herders, and fisher folk into the paid labor force. Finally, entrepreneurship can also sew division and catalyze fundamental (and unintended) changes in the community's social structure over time (Dinger et al., 2020).

These challenges are further exacerbated by the difficulty of ensuring equal distribution of benefits within a community. Our review reveals cases of benefits being largely appropriated by community leaders, and favoring elites (Gilberthorpe, 2013) or well-endowed households who have disproportionate control over rule-making (Daftary, 2014), with little attempt to include marginalized groups (Mair et al., 2016; Uduji et al., 2020). Research also points to the existence of community boundaries (Marti et al., 2013) that create obstacles for outsiders to bring about change (McKeever et al., 2015; Pret and Carter, 2017).

To conclude, given that the notion of *beneficiary* is common in efforts to create societal impact, the dominant emphasis on communities as beneficiaries of entrepreneurship is not unexpected. Even so, portraying communities as mere passive beneficiaries of entrepreneurship neglects the many other, more active roles that communities can assume when leveraging entrepreneurship to generate societal impact.

4.3.2. Entrepreneurship and societal impact creation *in* communities—Communities as context

Another large body of literature focuses on entrepreneurship *in* communities. Specifically, 124 communities out of the 316 communities we coded (39.2%) describe community as the *context* in which societal impact is generated by means of entrepreneurship. As Audia et al. note, “a community is not simply a place where a founder happens to be, but a factor that influences much of the entrepreneurial process and its outcomes.” (2006, p. 384) As such, “different communities, at different times, will affect different entrepreneurial actors and processes in different ways.” (Hindle, 2010, p. 600) Below we summarize the ways in which community as context plays out in the entrepreneurial process and its outcomes—both positively and negatively.

First, community as context can be a catalyst for new venture creation by channeling entrepreneurial efforts towards solving a pressing problem in a community (Almandoz, 2012; Hertel et al., 2019; York et al., 2018). Second, the kind of environment a community context provides influences the types of entrepreneurial activities that emerge—from independent economic activities to socially-embedded (Ratten and Welpel, 2011) or community-embedded initiatives (Lumpkin and Bacq, 2021). Accordingly, some studies look at the contextual conditions that lead to entrepreneurial activity in general (Fröcklin et al., 2018; Hisano et al., 2018) and, more specifically, to the types of organizations that emerge to create societal impact, including social enterprises (Pinto and Blue, 2017; Rivera-Santos et al., 2015), cooperatives (Liu and van Witteloostuijn, 2020) and CBEs (Marquis and Lounsbury, 2007). Third, a community context also affects venture characteristics. Some argue that the geographic characteristics of a community influence the social networks of social entrepreneurship which, in turn, affect its impact (Bosworth et al., 2015; Huttunen, 2012). Other researchers have examined the link

between community context and entrepreneurs' practices, decisions, and strategies (e.g., Achidi Ndofor and Priem, 2011; Rivera-Santos et al., 2015; Slade Shantz et al., 2018). For example, Pret and Carter (2017) study the association between community norms and cooperative behaviors, such as peer support and resource sharing. Worth noting is the focus of a few studies on ethnic communities which favor maintenance of cultural traditions and prevention against social conflicts (Fontana et al., 2017), as opposed to financial capital and profit (Pinto and Blue, 2017). In these cases, the community context creates "unique styles of entrepreneurship, which are often community-orientated, and with diverse livelihood outcomes." (Cahn, 2008, p. 1)

These factors within communities that influence the entrepreneurial process suggest that "community embeddedness" (Lumpkin and Bacq, 2021) is also likely to affect the outcomes of the process, including the societal impact created, such as the alleviation of social ailments (Mair et al., 2016), or the improvement of well-being in the aftermath of social (George et al., 2016) and environmental (Mrkajic et al., 2019) shocks. Embedding a venture in a community context can have other benefits as well. For example, incumbent community structures can facilitate access to financial resources (Fröcklin et al., 2018; Vestrum and Rasmussen, 2013) and support mobilizing inhabitants for collective action (Hertel et al., 2021; Pathak, 2019; Vestrum, 2014).

By contrast, our review also reveals many contextual factors of communities that inhibit entrepreneurship and its success, especially revolving around formal institutions (e.g., Kistruck et al., 2011; Matos and Hall, 2020) and informal ones such as culture (Huggins and Thompson, 2014; Slade Shantz et al., 2018). Further, despite the aforementioned advantages of community embeddedness, too much community embeddedness can work against the pursuit of innovative ideas by restricting access to diverse information and resources (Somerville and McElwee, 2011; Vestrum, 2014). Contextual norms prevailing in a community can also inhibit entrepreneurship

for certain groups; most notably, studies report community norms preventing women from accessing information, markets, opportunities, and funding (Mair et al., 2012; Powell and Eddleston, 2013; Venkatesh et al., 2017). In that vein, community culture has been found to hamper the adoption of new green policies (York et al., 2018) or other responses to serious social problems (Lawrence, 2017).

To conclude, scholars stress the importance of understanding community as a context for creating ventures that can bring about community-level change (Bosworth et al., 2015; McNamara et al., 2018; Roundy and Bayer, 2019) or effective impact-oriented policy (e.g., Garrigós Simón et al., 2017). Community involvement is further enhanced when communities take on more agentic roles, working closely *with* entrepreneurs to create positive societal impact.

4.3.3. Entrepreneurship and societal impact creation *with* communities—Communities as supporters and partners

Within this role, we distinguish between, on the one hand, communities as *supporters*, implying short-term, task-specific, and uncritical community involvement, and, on the other hand, communities as *partners*, implying longer-term, broader, and more empowering community involvement. Our coding reveals that the body of articles reviewed contains descriptions of 130 (41.1%) communities as supporters of entrepreneurial initiatives for societal impact creation and 43 (13.6%) communities as partners of entrepreneurial endeavors.

Communities as supporters. A large part of the literature views communities as actors who provide support for entrepreneurship in a variety of ways, including providers of different kinds of capital, informants, co-decision-makers, co-developers, or volunteers. As capital providers, communities can support entrepreneurial endeavors by giving access to community networks and social capital (Cruz and Fromm, 2019; Henry et al., 2018; York et al., 2018), information and

human capital (McDermott et al., 2009), financial capital (Bhatt and Ahmad, 2017), and other forms of capital such as legitimacy (Ruebottom, 2013), and natural capital (Espeso-Molinero et al., 2016)—or a mix of all these forms of resources (Hertel et al., 2021). Scholars have also noted the potential of harnessing cultural capital in the form of an existing community’s identities and traditions (Dentoni et al., 2018; Hertel et al., 2019).

Research shows that, as informants, communities can enhance societal impact creation that aligns with community expectations (Giovannini, 2015) by assisting entrepreneurial actors in their understanding of local problems and needs (Pret and Carter, 2017). For instance, a community can help identify a physical location, determine appropriate usage fees, and find qualified local staff for an entrepreneurial initiative (McMullen and Bergman, 2017). Moreover, communities may be involved in collective, group-based decision-making to align the ventures’ mission (Siqueira et al., 2020; Somerville and McElwee, 2011) and help secure community support by generating a sense of ownership among the community members (Hertel et al., 2021; Salvato et al., 2020). Further, communities may be actively involved in the design and development of entrepreneurial ventures, thereby co-creating impact (Lumpkin and Bacq, 2019; Sun and Im, 2015). Montgomery et al. (2012), for example, report that involving community members in framing and designing social entrepreneurial ventures enhances legitimacy and their ability to serve the social cause. Finally, entrepreneurs often face challenges of resource scarcity at the early stages of venture creation, which can be overcome in part by involving community members as volunteers (Haugh, 2007; Sonnino and Griggs-Trevarthen, 2013).

However, the literature also suggests that this positive image is often rather nuanced. First, not all communities are resource-rich. For instance, gathering the resources needed to combat social problems is a key challenge for social entrepreneurs operating in contexts plagued by

poverty (Langevang and Namatovu, 2019). Second, the mere presence of important resource pools in the community does not guarantee that the community will act as a supporter (Hertel et al., 2019); rather, mobilizing community support can be challenging (Siqueira et al., 2020) and requires specific skills. Research suggests, for example, that communication, long-term orientation, and members' sustained participation are vital to the success of entrepreneurial initiatives (Bendul et al., 2017; Haugh, 2007; Hertel et al., 2021; Mitzinneck and Besharov, 2019). Further, guaranteeing community participation in governance and management can be challenging due to conflicts between social groups, uneven and unequal support within a community, and local inertia (Grube and Storr, 2018; Meyer, 2020). In such cases, intermediary organizations may be necessary to catalyze entrepreneurial action and community development (Lyons and Wyckoff, 2014).

To conclude, communities can act as supporters of entrepreneurial ventures aimed at societal impact creation. Yet, in such cases, the community involvement is confined and tends to remain short-term, informative, and selective (Powell et al., 2018).

Communities as partners. We also find examples in which the communities act as official partners of entrepreneurial ventures with the joint goal of generating societal impact. In these cases, the entrepreneurial venture is not owned or led by the community but by entrepreneurs who systematically involve the community in business creation and operations. In such partnerships, the venture is accountable to both the business owners and the community (Nwankwo et al., 2007). In the U.S., Community Development Corporations are one such formal arrangement between communities and entrepreneurial ventures; their more formal governance devices, such as boards composed of at least one third community members, aim to ensure the venture is benefiting the community (Dubb, 2016). While some partnerships are relatively simple and span

just one community and an entrepreneurial venture, others, such as cross-sector partnerships (CSPs), are more complex and include multiple partners, such as governments and NGOs. Interestingly, although various articles emphasize the benefits of involving communities as partners in CSPs, only a small group of articles in the body of work reviewed provides concrete examples. These include Abedin et al. (2019), who note the strong opportunities for for-profit corporations to partner with social enterprises to meet society's increasing expectations of ethical consciousness by leveraging members of an online community, and Olabisi et al. (2019), who walk readers through the challenges of sustaining a formal partnership between an indigenous community based in East Africa and a Spanish-based multinational corporation (MNC) characterized by significant power imbalances. The latter study reveals the importance of both the indigenous community and the MNC being committed to the partnership and to each other, which, in this case, translated into a need to provide high-quality craftsmanship while simultaneously improving the livelihood of and increasing opportunities for the marginalized.

Extending foundational insights from the community development field (Ostrom, 1990; Sen, 1999), some argue that the success of CSPs is a function of the extent to which they help communities develop the capacity to collectively address their own problems and to have a voice in the decisions that affect them (Kania and Kramer, 2011; Mitzinneck and Besharov, 2019). This sometimes manifests in different hierarchical arrangements with CSPs, including making communities the conveners of the partnership, which can help secure commitments from the different parties (Dorado and Vaz, 2003). By contrast, when communities are considered only junior partners, it can undermine effectiveness, as Nike learned when its World Shoe Project failed because of its inability to work effectively in partnership with local actors embedded in rural communities (Reficco and Márquez, 2012).

Our review underscores that sometimes the community involvement required to support a community enterprise is not available or possible. For instance, indigenous communities that are among the world's poorest are ill-equipped to engage in a thriving, mutually beneficial partnership with an MNC (Olabisi et al., 2019). In communities under extreme stress, or in very undeveloped areas, the involvement of an international charity or some other organization may be necessary to advance effective societal change (Nwankwo et al., 2007). This also raises the issue of voice and power lent to communities as partners: even when made partners, underprivileged communities tend to be “spoken for” rather than “listened to” (Nwankwo et al., 2007).

Several other studies point to the challenges of engaging communities as partners. These include cautioning about the risk of disrupting local social structures, for instance, by shifting gender-based power dynamics (Pueyo et al., 2020), or representing those in the community who already are powerful (Meyer, 2020). Another challenge relates to the long-term nature of societal issues and the fact that participation from diverse communities over a sustained period of time may ebb and flow (Grodal and O'Mahony, 2017). Research also shows that the success of such partnerships is contingent on the choice of the right partners (Gillett et al., 2019), the right number of partners (Grodal and O'Mahony, 2017), and alignment of partners' assumptions, goals, and expectations (Gillett et al., 2019; Lumpkin and Bacq, 2019; O'Mahony and Lakhani, 2011; Vestrum, 2014). In terms of the outcomes of formal collaborations with indigenous communities, research reports an unequal distribution of benefits in favor of for-profit companies that obtain natural resources or intellectual and biological knowledge at the expense of communities (Olabisi et al., 2019). This stands in contrast to the ideal of “profitable partnerships” championed by global corporations and BOP communities (Calton et al., 2013).

To conclude, building new types of partnerships that include communities as equal actors has gained in relevance and importance (e.g., Cornelius and Wallace, 2010; Ryan et al., 2020). Involving the community as a formal partner promotes more efficient harnessing of community resources and encourages long-term commitment from the community. In contrast to involving communities as mere supporters, a formal partner role contributes to cultivating skills, confidence and social capital among community members, thereby enhancing their self-help capacity.

4.3.4. Entrepreneurship and societal impact creation *enabled by communities*—

Communities as opportunity creators

While our research revealed only seven communities (2.2%) that contribute to societal impact creation by enabling entrepreneurship through creating opportunities, we include this highly relevant role in our framework because of mounting evidence that the community is an overlooked actor that is becoming increasingly important in management and entrepreneurship research (e.g., Lumpkin and Bacq, 2019, 2021). As such, we expect this under-researched area to gain in prevalence in the future. Indeed, communities as opportunity creators matter for societal impact creation in three main ways: a) they can change organizational landscapes and create spaces for new types of organizations to prosper (Hiatt et al., 2009); b) they can create new norms, property rights, and legislation that establish incentives for alternative entrepreneurial solutions (Dorado, 2013; Montgomery et al., 2012; Pacheco et al., 2014); and c) they can create new markets or shift market equilibria (Hiatt et al., 2009; Sine and Lee, 2009; Weber et al., 2008). When aggregations of individuals coalesce around ambitious goals and mobilize the required resources, the ensuing economic and cultural changes create opportunities for new ventures to emerge and for societal impact to be generated (Dorado, 2013; Grodal and O'Mahony, 2017; York et al., 2018).

Social movements have been shown to be central catalysts of collective entrepreneurial processes (Rao et al., 2000; Schneiberg, 2002), but our review reveals that not all communities enabling entrepreneurship by creating opportunities do so using social movement activities. For instance, Steiner and Atterton (2015) found that rural communities catalyzed entrepreneurial responses to specific challenges in their locale by proactively and skillfully turning them into entrepreneurial opportunities. Although the opportunities that arise can be seized by a community itself, in most cases, they are pursued by other entrepreneurial agents (Bakas, 2017). In addition to job creation and service provision, entrepreneurship enabled by communities has been shown to generate societal impact by opening spaces for eco-friendly and more ethical products and services (Sine and Lee, 2009; Weber et al., 2008; York et al., 2018).

When communities generate entrepreneurial opportunities, they enable certain forms of entrepreneurship and impact creation that were not possible before. However, this pioneering role is not without challenges. First, successful change initiatives require the development of a common language and basic premises on which to lay the foundation for collective action—a process that can cause tensions and conflicts (Hargrave and Van de Ven, 2006). Second, geographic and occupational embeddedness can impede change, for instance, when the initiators are second career farmers who are not rooted in traditional local farming communities (Weber et al., 2008).

To conclude, while entrepreneurship and societal impact creation enabled by communities accounts for only a small share of the community literature, its relevance is high: when communities take on such a role, the entrepreneurial opportunities they generate can lead to large-scale changes that foster societal impact creation.

4.3.5. Entrepreneurship and societal impact creation *driven by communities*—Communities as entrepreneurs

A growing body of literature (e.g., Vestrum, 2016; Vestrum et al., 2017) is focused on communities that create societal impact by becoming entrepreneurs themselves (Hertel et al., 2019; Marconatto et al., 2019; Murphy et al., 2020). Our review yields evidence of 57 (18.0%) communities acting as entrepreneurs to generate societal impact. Research on that role is largely focused on what Peredo and Chrisman (2006) called community-based enterprises (CBEs), that is, enterprises that are collectively established, owned, and controlled by community members for the purpose of generating economic, social, and/or ecological benefits (Hertel et al., 2019). CBEs can take on various forms (Somerville and McElwee, 2011), operate as for-profit or not-for-profit enterprises (Dubb, 2016; Marconatto et al., 2019), and emerge in a wide variety of industries and sectors (Haugh, 2007). Beyond CBEs, there are other examples of community enterprises that do not involve all sections of the community yet rest on collective entrepreneurial action by several community participants. By joining forces, community members harness their resources to collectively establish entrepreneurial ventures that contribute to sustainable, local, and societal development, and yield benefits likely unattainable for individual entrepreneurs (Hertel, 2018), and more effective and lasting than top-down development aid (Peredo and Chrisman, 2006).

Researchers have investigated how CBEs aim to address a myriad of social and ecological problems faced by communities across the globe (Hertel, 2018), including recovery and economic development after exogenous shocks or natural disasters (Gray et al., 2014). For instance, Dentoni et al. find evidence of CBE initiatives launching in response to shocks depriving the community of essential services (e.g., local public school) or endangering their use of resources (e.g., declining fishing yields). Other impact areas include health and well-being (Gordon et al., 2018),

culture preservation (Dana and Light, 2011; Murphy et al., 2020), environmental protection (Marconatto et al., 2019), and the harmonization of economic development with traditions and culture (Giovannini, 2015; Murphy et al., 2020).

Despite the aforementioned benefits, our review also reveals several challenges. The founding of a CBE is only triggered if community leaders decide to take their fate into their own hands and, instead of waiting for a top-down solution, collectively assume responsibility for tackling the problem (Berglund et al., 2016; Hertel et al., 2019). Research also shows that a community's collective action is facilitated in more sociable communities with a more diverse non-profit sector (Rao and Greve, 2018), and hindered in racially diverse communities characterized by lower solidarity (Rao et al., 2010). Like most enterprises, CBEs are generally not intended to be temporary; and, like other enterprises, they may or may not last (Peredo and Chrisman, 2006). Importantly, scholars also report on the downside of collective venture creation, including ineffective decision-making processes and vested individual interests, which give rise to conflicts and mission drift (Haugh and Pardy, 1999; Lobo et al., 2016). Such challenges can spur the loss of community support or the breakdown of an entire enterprise (Vega and Keenan, 2016).

To conclude, when communities become entrepreneurs, local insights, resources and relations can contribute to creating societal change with deeper roots in the community history and culture. Given that examples of communities as entrepreneurs have just begun to emerge in the literature, it would be hasty to conclude that such an approach is unconditionally beneficial without taking a closer look at the community itself, not as a homogenous whole, but as a complex entity with diverse motivations and constraints.

Taken together, our review highlights a continuum of diverse roles that communities play for entrepreneurship aimed to create societal impact, ranging from passive beneficiaries to highly active agents of change. Table 2 summarizes the key findings presented in this section.

Role	Description	Exemplar Papers (by order of appearance in the text)
1. Beneficiary	Entrepreneurship and societal impact creation <i>for</i> communities: Communities as beneficiaries (66.1%)	
	<ul style="list-style-type: none"> • Social benefits such as provision of basic goods and services, inequality reduction or poverty alleviation vs. environmental benefits such as climate change and environmental degradation mitigation • Benefit for community in which entrepreneurship takes place vs. for external communities • Benefits from reduction of negative effects vs. generation of positive impact • Intended, direct and indirect, vs. unintended benefits of community involvement • Trend towards empowerment, capacity building for self-help, and resilience building as intended benefits <p><u>Key actor:</u> entrepreneurs</p> <p><u>Challenges:</u> Complexity of and lack of attention to certain problems, contested effectiveness and unintended negative side effects of certain entrepreneurial solutions, unequal distribution of benefits within and beyond community</p>	<ul style="list-style-type: none"> • Slade Shantz et al. (2018); Hall et al. (2012); Tobias et al. (2013); Gray et al. (2014); McFadgen (2019) • McKeever et al. (2015) vs. Jain and Koch (2020); Venkataraman et al. (2016) • Ansari et al. (2012); McMullen and Warnick (2016) • Kimmel and Hull (2012) vs. Dinger et al. (2020) • Rao and Greve (2008); Ansari et al. (2012)
2. Context	Entrepreneurship and societal impact creation <i>in</i> communities: Communities as context (39.2%)	
	<ul style="list-style-type: none"> • Community as context functions as catalyst triggering and driving entrepreneurship and societal impact creation • Community as context affects the type of entrepreneurial action and, therefore, the societal impact generated as an outcome (e.g., “conventional” vs. social vs. community-based) • Community as context affects entrepreneurial venture characteristics and, therefore, the societal impact generated as an outcome (e.g., cooperative behaviors) • Embeddedness as key to mobilizing resources and catalyst of impact creation <p><u>Key actor:</u> entrepreneurs</p> <p><u>Challenges:</u> Embeddedness, culture, norms and institutions as impediments to entrepreneurship</p>	<ul style="list-style-type: none"> • Almandoz (2012); Hertel et al. (2019); York et al. (2018) • Hisano et al. (2018); Rivera-Santos et al. (2015) • Huttunen (2012); Pret and Carter (2017); Achidi Ndofor and Priem (2011) • Lumpkin and Bacq (2021); Mair et al. (2016) ; Mrkajic et al. (2019)
3. Supporter	Entrepreneurship and societal impact creation <i>with</i> communities: Communities as supporters (41.1%)	
	<ul style="list-style-type: none"> • Community as a source of social, human, financial, cultural and natural capital • Community as informant, co-decision-maker, co-developer or volunteer, enabling entrepreneurship for societal impact creation <p><u>Key actors:</u> entrepreneurs, community, and possibly other actors</p> <p><u>Challenges:</u></p> <ul style="list-style-type: none"> • Unequal distribution of existing community capital, challenges related to mobilizing and sustaining community support, complexity of management and governance, conflicts between supporters from communities 	<ul style="list-style-type: none"> • Cruz and Fromm (2019); Bhatt and Ahmad (2017); Espeso-Molinero et al. (2016); Hertel et al. (2019) • Lumpkin and Bacq (2019); Sonnino and Griggs-Trevarthen (2013)

4. Partner	Entrepreneurship and societal impact creation <i>with</i> communities: Communities as partners (13.6%)	
	<ul style="list-style-type: none"> • Representation of community in entrepreneurial venture and accountability of venture towards community • Community partnership as a tool to harness community resources, encourage long-term community commitment and enhance local self-help capacity • Partnership between only one community and one venture vs. CSPs <p><u>Key actors:</u> entrepreneurs, community, and possibly other actors</p> <p><u>Challenges:</u> Biased choice of partner communities, frequent patronizing of “weaker” communities, challenges related to mobilizing and sustaining community as partners, unequal distribution of benefits, challenging choice of the “right” partner</p>	<ul style="list-style-type: none"> • Nwankwo et al. (2007) • Mitzinneck and Besharov (2019) • Abedin et al. (2019) ; Olabisi et al. (2019)
5. Opportunity creator	Entrepreneurship and societal impact creation <i>enabled by</i> communities: Communities as opportunity creators (2.2%)	
	<ul style="list-style-type: none"> • Communities changing organizational landscapes, thereby creation opportunities for entrepreneurship and societal impact creation • Communities creating new norms, property rights, and legislation that establish incentives for alternative entrepreneurial solutions and societal impact creation • Communities creating new markets or shifting market equilibrium, thereby creating opportunities for entrepreneurship and societal impact creation • Social movement communities as central catalysts of such collective processes <p><u>Key actors:</u> (1) community; (2) entrepreneurs</p> <p><u>Challenges:</u> “Pioneering” challenges related to finding common language and basic premises</p>	<ul style="list-style-type: none"> • Bridwell-Mitchell (2016) • Heilbrunn (2019) • Sine and Lee (2009); Weber et al. (2008) • York et al. (2018); Steiner and Atterton (2015)
6. Entrepreneur	Entrepreneurship and societal impact creation <i>driven by</i> communities: Communities as entrepreneurs (18.0%)	
	<ul style="list-style-type: none"> • Communities joining forces and acting collectively to establish entrepreneurial ventures, thereby creating societal impact that is often unattainable for individual entrepreneurs • CBEs as effective strategy to tackle local and societal problems • CBEs as tool for using resources, revitalizing regions, preserving culture and the natural environment <p><u>Key actors:</u> community = entrepreneur</p> <p><u>Challenges:</u> Dependence on agentic community leaders, CBE creation and success hampered by certain community characteristics, challenging governance and potential conflicts, challenges to ensure long-time success of CBE solution</p>	<ul style="list-style-type: none"> • Peredo and Chrisman (2006); Hertel et al. (2019); Dubb (2016); Marconatto et al. (2019) • Haugh (2007); Hertel (2018) • Gray et al. (2014); Dentoni et al. (2018); Dana and Light (2011)

Table 2: Community roles in entrepreneurship aimed to create societal impact

5. Mapping Community Types and Roles: Community as a Dynamic Concept

Building on the findings described in the previous section, it appears that a community's type(s) and the role(s) it plays are associated. Specifically, an analysis mapping community types onto community roles reveals that, in general, the more formalized the community is, the more active the role it plays. While the framework of *roles* presented in Figure 2 shows variation in terms of degree of agency (from passive to active), the five community *types* differ in their degree of formalization, that is, the extent to which they are organized and share agreed upon terms. The degree of formalization ensues from the extent to which communities exist because of circumstances (less formalized) or more intentionally (more formalized). Communities of place, identity and fate tend to be less formalized whereas communities of interest and practice tend to be more formalized. For instance, in most communities of place, community boundaries are fully permeable and members can freely choose to join or leave whenever they want; members of communities of place are usually not formally bound by any means to the other people they share geography with. Many communities of practice, by contrast, have clear membership criteria, governance systems and may even be bound by the terms of a legal agreement.

To elaborate, we find evidence that less formalized and more broadly defined communities of place, identity and/or fate tend to assume more passive roles in relation to entrepreneurship aimed at societal impact creation (i.e., beneficiary, context or supporter). In these cases, communities are the recipients of the created benefits, affect or support the entrepreneurial activity, but do not take on an agentic or leading role in the process. Conversely, more formalized communities of interest and practice are more likely to act as official partners of entrepreneurial ventures, or become entrepreneurs themselves in efforts to generate impact.

Recall that our analysis found many combinations of community types. With that in mind, our findings can be summarized by the following three points: a) any combination of communities of place, identity and fate—without interest and practice—generally assumes the role of beneficiaries, context, or supporters; b) shared interest (alone or combined with other community types) is necessary for the partner and opportunity creator roles; and, c) practice (alone or combined with other community types) is necessary for the entrepreneur role. Figure 3 summarizes the main role-type combinations revealed by our analysis.⁷

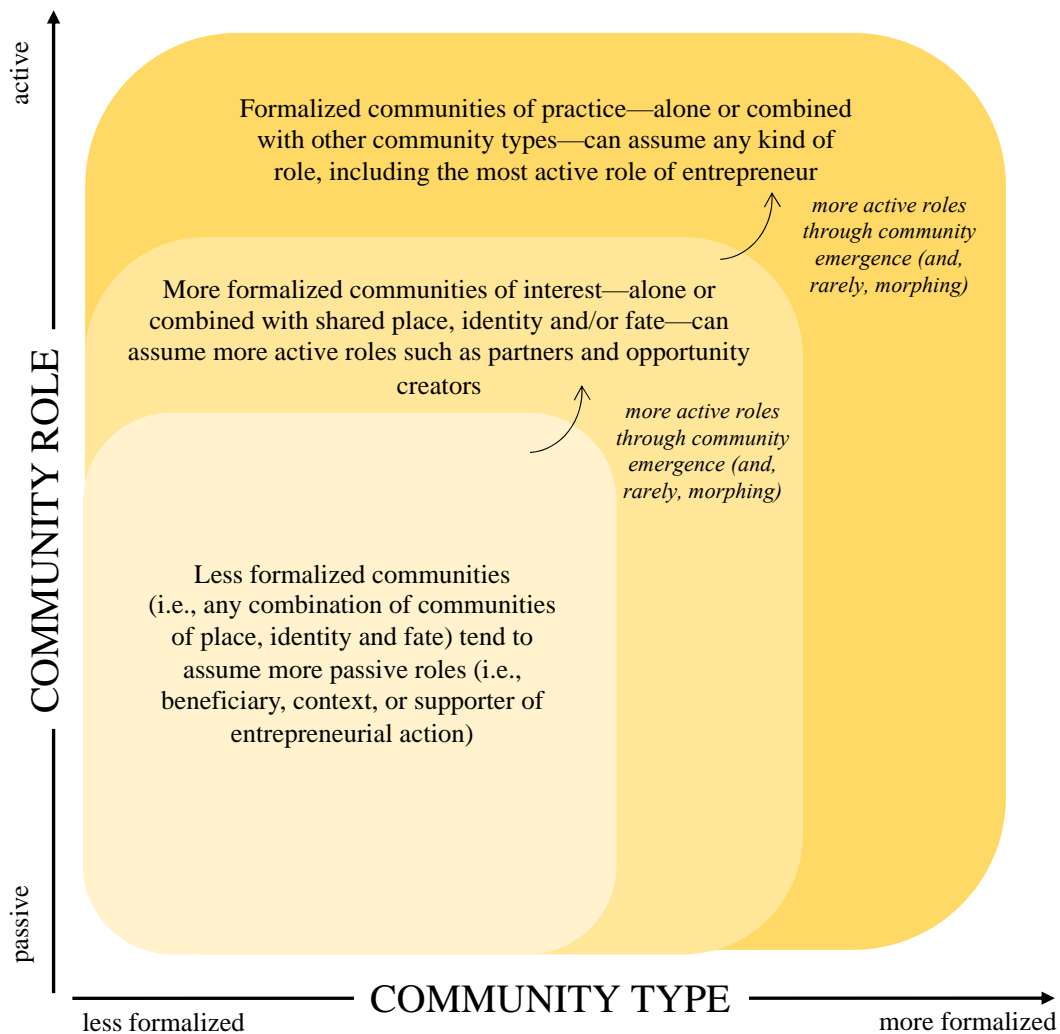


Figure 3: A joined view of community types and community roles

⁷ Table B.1. in Appendix B provides counts and percentages of different combinations of community types for each community role.

While the finding above implies a somewhat deterministic relationship between type of community and the role it can assume—thus running the risk of relegating communities of place, identity and fate to being rather powerless and passive recipients of entrepreneurship and societal impact creation—the analysis also reveals an important insight that mitigates against such a conclusion. Specifically, our evidence shows two kinds of community dynamics that enable communities to assume more agentic roles. First, existing communities can change with regard to their defining characteristics by engaging in entrepreneurship (i.e., *community morphing*). Second, existing communities can spawn new (sub-)communities which tend to be more formalized (i.e., *community emergence*). Tables 3 and 4 offer a summary of the key patterns of community morphing and community emergence we came across in the literature.⁸

5.1. Community Morphing

In various articles, we observed the *morphing* of existing communities—that is, a change in the defining characteristics of existing communities. Although some researchers have argued that entire communities (e.g., communities of place, identity and fate) can turn into more formalized communities (e.g., community place, identity, fate, *and* interest, *and* practice) (e.g., Peredo and Chrisman, 2006), many others have explicitly refuted that idea (e.g., Handy et al., 2011; Somerville and McElwee, 2011; Valchovska and Watts, 2016). In support of the latter, our review shows that complete changes in community characteristics are not likely to happen in reality (or at least are not documented in the literature). It is, for instance, unlikely that an entire, unformalized, community of place develops a shared interest (e.g., sustainable production and consumption) that is strong enough to become a defining feature of the community—even if a large part of the community is suddenly sensitized, in our example, to sustainability through a crisis event. Similarly, full overlap

⁸ These tables represent the more salient cases of community morphing and emergence we found in the literature reviewed, and are thus not comprehensive of all possibilities of community morphing and emergence.

between a community previously only bound by place and an emerging community of practice to undertake establishing a CBE is not realistic (Hertel et al., 2019; Somerville and McElwee, 2011).

Even so, we find in our review multiple descriptions of the morphing of existing communities mostly in relation to their identity features, usually triggered by shared fate (shocks or stresses, economic or else) (Dinger et al., 2020; McKeever et al., 2015). The literature underlines the power of community identity as a unifying element that can, for instance, strengthen an existing community or bring smaller community entities together under one shared identity, with the effect of increasing solidarity, collective action, and resilience (Hertel et al., 2019; Hjalager, 2016; Johnstone and Lionais, 2004). Our analysis reveals two main scenarios of community morphing through entrepreneurship, both of which can generate significant positive changes for the community and society.

Scenario of community morphing	Example ¹	Type(s) and role(s) before morphing	Type(s) and role(s) after morphing	Role of entrepreneurship	Visual representation ²
Identity creation	M1: Dentoni et al. (2018)	Place, interest, practice – Entrepreneur	Place, identity, interest, practice – Entrepreneur	Entrepreneurship as a transition process from communities to enterprises, which yields individual and group benefits and leads to shared identity	
	M2: McKeever et al. (2015)	Place, fate – Beneficiary, context & supporter	Place, identity, fate – Beneficiary, context, supporter	Entrepreneurship as tool to create, renew and reify a positive identity of place by combining understanding with entrepreneurial purpose	
Identity change	M3: Langevang and Namatovu (2019)	Place, fate, identity – Beneficiary, context & supporter	Place, fate, identity – Beneficiary, context, supporter	Entrepreneurship as tool to renew cultural identity, thereby rekindling culture to reunite fragmented communities and release war trauma	
	M4: McInnis and Browers (2017)	Place, identity – Beneficiary & context	Place, identity – Beneficiary, context	Entrepreneurship as tool to rebuild its community and create new economic structures, thereby leading to resilience	

¹ M: Morphing. The number is the reference number used in the text; order following mention in text.

² The full line is for the existing community. Pl: Place; Id: Identity; Fa: Fate; In: Interest; Pr: Practice; ENT: Entrepreneurship. Community roles can be deduced from verbs as follows: benefits=beneficiary; affects=context; supports=supporter; partners with=partner; changes markets/creates opportunities=opportunity creator; engages in=entrepreneur.

Table 3: Specification of community morphing

First, we find that, through entrepreneurship, a community that previously did not have a shared identity can develop awareness of shared elements with which its members identify and, as a result, form an identity (e.g., Yin et al., 2019). For instance, Dentoni et al. (2018; Table 3, line M1) report evidence of identity co-construction processes in communities of interest and practice who used to share mostly only a geographic boundary. McKeever et al. (2015; Table 3, line M2) observed a community of place becoming a complex system of social relations and material objects that gave them meaning and identity. The literature also reports evidence of communities of interest (Battisti, 2019), or interest and practice (Weber et al., 2008), engaging in morphing dynamics fueled by entrepreneurship policies and entrepreneurial action.

Second, a community can morph by strengthening or altering its existing identity (e.g., Langevang and Namatovu, 2019; Table 3, line M3). Often, this takes the form of moving from an identity related to loss and depletion to an identity related to empowerment (Johnstone and Lionais, 2004) or resilience (McInnis-Bowers et al., 2017; Table 3, line M4). We also find evidence of entrepreneurship helping resolve community identity struggles (e.g., Lähdesmäki et al., 2019; Quist and Nygren, 2015). Overall, we find that entrepreneurship can challenge and change the dominating structures in an existing community of place. The identity-related morphing results in various benefits for the communities as shared identity fosters solidarity and resource mobilization (Hertel et al., 2021; Hjalager, 2016), and serves as an important source of agency and new entrepreneurial opportunities for local actors (Berglund et al., 2016; Hertel et al., 2019). In addition to stronger identity providing direct benefits to communities that morph, we find that identity-related community morphing can also help communities assume more agentic roles by preparing the ground for community emergence, a dynamic that we describe next.

5.2. Community Emergence

A central finding from our review is that the characteristics of existing communities do not predetermine the roles the communities can assume and, thus, the societal impact generated. Instead, novel communities can evolve or be formed with the goal of enabling or enhancing impact creation. The emerging community can either be a sub-community within the existing community (see E2-E4 in Table 4), or stretch beyond the boundaries of an existing community to become a new one (see E1 in Table 4). However, as discussed above, there is rarely full overlap between the existing and the emergent community. Most commonly, community emergence occurs when individuals within a less formalized community that is assuming relatively passive roles set out to create a new and more formalized sub-community that is then able to adopt more agentic roles.

Example of community emergence ¹	Type(s) and role(s) of the existing community	Type(s) and role(s) of the emerging community	Role of entrepreneurship	Visual representation ²
E1: Hertel et al. (2019)	Place, identity, fate – Beneficiary & supporter	Identity, interest, and practice – Entrepreneur	Entrepreneurship, enabled by community emergence, as tool to address local problems and generate benefits for the existing community	
E2: Gray et al. (2014)	Place, fate – Beneficiary	Place, fate, identity, practice – Partner and entrepreneur	Entrepreneurship enabled by community emergence and resulting organizational capabilities as prerequisites for coping with exogenous shocks	
E3: Sun and Im (2015)	Place, fate – Beneficiary	Place, identity, practice and fate – Opportunity creator	Entrepreneurship, enabled through opportunity co-creation by emerging sub-communities, as a tool for equal local development	
E4: Sonnino and Griggs-Trevarthen (2013)	Place – Supporter	Place, interest, and practice – Entrepreneur	Entrepreneurship driven by emerging sub-community and supported by existing community as a means to reconnect communities with their resource-base, thereby enhancing their resilience	

¹ E: Emergence. The number is the reference number used in the text; order following mention in the text.

² The full line is for the existing community. The dotted line is for the emerging sub-community. Pl: Place; Id: Identity; Fa: Fate; In: Interest; Pr: Practice; ENT: Entrepreneurship. Community roles can be deduced from verbs as follows: benefits=beneficiary; supports=supporter; partners with=partner; changes markets/creates opportunities=opportunity creator; engages in=entrepreneur.

Table 4: Specification of community emergence

For instance, a study of an existing community of place serving as context for the work of migrant organizations, documents the emergence of a sub-community of identity, fate and practice (i.e., community of migrant entrepreneurs) whose members identify as agents of their own change (Hack-Polay, 2019). In this case, the push for entrepreneurship—and associated dynamics of emergence—came from an external source intending to empower through economic opportunity. Stoll et al. (2015) report similar findings in which, within a community of place taking on context and supporter roles, a new sub-community of practice emerged when fishermen within the existing community actively participated in the Walking Fish community-supported fishery, thereby enabling themselves to assume the role of opportunity creators.

By contrast, Hertel et al. (2019; Table 4, line E1) find evidence of an emerging community of interest and practice that, by coalescing their efforts around a new shared interest and practice, left behind its more passive roles of beneficiary and supporter and took on a new identity. The new community is no longer place-based and stretches beyond the original community of place and fate. Gray et al. (2014; Table 4, line E2) provide evidence of both the existing community and the emerging sub-community sharing place and fate characteristics in which the new identity and practice characteristics that emerged enabled the new community to take on more agentic roles—partner and entrepreneur. Sun and Im (2015; Table 4, line E3) report similar findings for different roles: within an existing community of place and fate emerged a sub-community of identity and practice that enabled entrepreneurship and generated positive impact by creating opportunities and new markets. In Sonnino and Griggs-Trevarthen's (2013; Table 4, line E4) study, the community of place also functions as supporter but, as the emergent sub-community of interest and practice arose, it became more entrepreneurial. These examples of emergence, often triggered by shared fate, highlight important features of communities that have been overlooked in extant community research. We discuss the implications of these and other findings next.

6. Advancing Research on Entrepreneurship, Community, and Societal Impact

Our review of the literature on entrepreneurship, community, and societal impact has provided systematic evidence of the importance of communities for understanding entrepreneurship and its outcomes. It has shown that the concept of community is used ubiquitously, but that the lack of construct clarity and the intermingling of different community types and roles have constrained research and led to the emergence of multiple, disconnected bodies of literature across disciplines. By developing a nuanced interpretation of what the term community means—*an aggregation of individuals who share place, identity, fate, interest, and/or practice*, a comprehensive framework of community roles, and insights into the mechanisms of community morphing and emergence, we have provided a set of building blocks that scholars can use in their future research endeavors.

Specifically, our community typology and our framework of community roles are intended to help researchers develop a common language, and identify meaningful, untapped research questions, theories, and methodologies. Such a shared language will contribute to bring community to the foreground, grasp the complexities of the construct, and build a more unified and more comprehensive understanding of this pervasive concept. Next, we turn to these cross-disciplinary insights before outlining key implications for future research and practice.

6.1. Cross-Disciplinary Learnings about Community Research

By reaching across disciplines, our review connects research findings from various disparate sources in original ways, enabling a new perspective and more encompassing view of community phenomena to surface. With almost half of the articles included in this review stemming from disciplines other than Management and Entrepreneurship, we have uncovered large bodies of relevant literature that Management and Entrepreneurship scholars tend to overlook. Although some literatures focus on certain community types and roles more than others, our analysis reveals

highly similar patterns and trends across disciplines. This evidence emphasizes the possibility—and need—for future research to take down the silos and build on insights from neighboring disciplines when studying phenomena at the intersection of entrepreneurship, community, and societal impact.

First, Management and Entrepreneurship researchers can advance their understanding by *importing* insights from adjacent disciplines (Bacq et al., 2021). Regarding community types, other disciplines serve as exemplars, especially for studying communities of practice and their entrepreneurial features and processes, which have been proportionally more discussed in Economic Geography and Regional Science, and Energy. With regard to community roles, Management and Entrepreneurship scholars can draw inspiration from researchers in the field of Development who study community as entrepreneur in relatively higher proportion compared to other disciplines. Such studies could trigger insights into the agentic roles played by communities, and enrich the CBE stream of research which to date mainly appears in the Management and Entrepreneurship journals. Management and Entrepreneurship researchers can also draw from theoretical lenses used in other disciplines, including social-ecological systems (Fleischman et al., 2010; Frocklin et al., 2018), social innovation (Loga, 2018; Molina-Maturano et al., 2020), or collective action (Saldarriaga-Isaza et al., 2015; Vazquez and Gonzalez, 2015). Other disciplines, in particular Development, also appear more balanced when it comes to discussing both positive and negative impacts of entrepreneurship in relation to communities, which Management and Entrepreneurship scholars have been urged to consider (Vedula et al., 2022).

In addition, the Management and Entrepreneurship literature can benefit from building on other disciplines, especially the Energy literature, for studying the long-term effects of entrepreneurial action, for example, in terms of sustainability transitions (e.g., Huang et al., 2018; Süsser et al., 2017) and assuming a systemic perspective (e.g., Moskwa et al., 2015), which is necessary to understand the relationship between organizational action and social and

environmental issues (Grewatsch et al., 2021). Overall, we observe that other disciplines put more emphasis on the generation of insights that build on innovative research settings and provide implications for practice. The other disciplines therefore constitute sources of inspiration for research settings and phenomena, such as self-organized citizen groups (Dedeurwaerdere et al., 2017) or customary land tenure (Scheyvens et al., 2020). While, in the Management and Entrepreneurship literature, rich descriptions of unique research settings tend to prevail in journals with lower impact factors, our analysis shows that higher-ranked journals increasingly appreciate the potential of research in innovative settings to generate relevant theoretical knowledge with practical implications (e.g., Meyer, 2020; Murphy et al., 2020). The large share of qualitative studies may hold a clue as to why communities have only recently been addressed in Management and Entrepreneurship research—because they are complex and rich, and their influence cannot easily be captured with a few scale items or demographic statistics. We encourage scholars and journals to publish more of such “management research that makes a difference” (Wickert et al., 2020).

Second, our review also reveals important perspectives and theoretical contributions by Management and Entrepreneurship scholars that are suitable for *exporting* to other disciplines. Regarding community types, other disciplines tend to focus more on place-based communities (e.g., 16 out of 17 communities discussed in the Energy literature are place-based); the Management and Entrepreneurship literature can provide interesting and relevant ideas for studying non-place-based communities such as communities of interest or practice, especially social movement communities (e.g., Sine and Lee, 2009; Weber et al., 2008) which provide insights that substantially enrich our understanding of the spectrum of community roles. The Management and Entrepreneurship literature also has the highest number of studies that pay attention to communities of fate. The idea that community engagement and action can be a transformative way to create change in

communities hit by crises such as natural disasters (e.g., Dutta, 2017) or stresses such as displacement (Harima and Freudenberg, 2020) represents a potentially important exemplar for other community scholars in adjacent disciplines.

Finally, looking at community roles, Management and Entrepreneurship scholars could export insights on community as context, a framing that we found disproportionately represented in that discipline (40% of all studies). Such studies address the structural and institutional forces that surround the entrepreneurial efforts, and suggest that theories such as embeddedness, structuration, and institutional theory could fuel new insights for studies rooted in adjacent disciplines that often lack contextual granularity. In fact, researchers in other disciplines have started to borrow, and extend, theoretical frameworks and constructs from the Management and Entrepreneurship literature (e.g., Barraket et al., 2019; Cannas et al., 2019). We hope that our review will further fuel the theoretical exchange on community phenomena across disciplines. We continue with discussing specific implications and opportunities for future entrepreneurship research next.

6.2. Implications for Future Research in Entrepreneurship

Our findings hold numerous implications for advancing research on (1) the entrepreneurial process, (2) social (i.e., social, environmental, sustainable) entrepreneurship, (3) CBE, and (4) ethnic and minority entrepreneurship. While each of these research topics touches on different aspects of the intersection of entrepreneurship, community, and societal impact, they also have alternative implications in terms of community roles,⁹ the agency and formalization of communities (contingent on community role and type, respectively), and suggest a range of possible theoretical lenses. Table 5 summarizes them. As we discuss these implications next, we

⁹ Table B.2. in Appendix B provides counts and percentages of different community roles in each of the entrepreneurship research topics identified.

encourage future researchers to specify their theoretical assumptions and how these affect the type(s) and role(s) of community, and the mechanisms at play in the entrepreneurial process.

Entrepreneurship research topic	Community roles	Agency and formalization of communities	Possible theoretical lenses
(1) Entrepreneurial process	Community as <i>context</i> and <i>supporter</i> influencing the entrepreneurial process	Agency- Study communities as context that move to more agentic roles by themselves becoming entrepreneurs	Embeddedness theory Structuration theory
	Community as <i>co-creator</i> of opportunities and entrepreneurial ventures	Formalization- Examine how external shocks that trigger changes into more formalized community types affect entrepreneurial opportunities, processes and outcomes	Community-opportunity nexus vs. Individual-opportunity nexus
(2) Social entrepreneurship	Community as a collective <i>entrepreneur</i> who develops a shared intention to address their own social/environmental issues	Agency- Study entrepreneurial intentions in line with communities taking on more agentic roles over time	Social entrepreneurial intentions Unit of analysis
	Community as more than <i>supporter</i> in societal impact creation	Formalization- Shift research focus from communities as resource providers to formalized entities that play a major stakeholder role in entrepreneurship aimed to create societal impact	Stakeholder governance Polycentricity System perspective
(3) Community-based enterprises	Community as <i>co-creator</i> of opportunities and entrepreneurial ventures	Agency- Illuminate the relationship between communities' agentic roles and the formation/evolution of their identities	Identity theories
	Community as <i>supporter</i> through unique resource sharing	Formalization- Examine how sub-communities emerge and formalize, and with what effects on resource advantages	Resourcing theories
(4) Ethnic and minority entrepreneurship	Community as <i>context</i> influencing the entrepreneurial process	Agency- Focus on a larger range of community roles across a wider variety of contexts	Perspectives on culture and identity
	Community as <i>actor</i> of societal impact creation	Formalization- Study ethnic and minority communities formalization from passive to active roles	Cultural entrepreneurship

Table 5: Theoretical implications for research on entrepreneurship, community, and societal impact

6.2.1. Implications for research on the entrepreneurial process

The context in which entrepreneurial action is embedded has attracted increasing scholarly attention over the past decade (Welter, 2011; Wigren-Kristofersen et al., 2019). Yet, the largest part of the entrepreneurship literature still considers context as something “out there,” thereby neglecting the interplay between context and entrepreneurial processes (Welter and Baker, 2020). Our findings suggest that communities are a vital component of context in entrepreneurship research, and that different combinations of community types and roles constitute idiosyncratic influences that shape—and are shaped by—the entrepreneurial process.

Research implication 1: Theorizing context. Prior entrepreneurial process research affirms the influence of the business environment on entrepreneurial outcomes (Lumpkin and Dess, 2001; Moroz and Hindle, 2012). The business environment itself, in turn, is often strongly affected by conditions in the community (Plummer and Pe'er, 2010) and region (Gilbert, 2012). To advance entrepreneurship research that theorizes context, researchers will need to move beyond the view of communities as just “static settings” in which entrepreneurship can generate societal impact, towards a more dynamic and encompassing perspective of entrepreneurs “doing contexts” (Welter and Baker, 2020, p. 4). Our findings on communities morphing and emerging in order to take on more agentic roles speaks directly to the issue of community dynamics. Such research has implications for embeddedness theory (Granovetter, 1985; McKeever et al., 2015; Welter, 2011) and structuration theory (Giddens, 1984, 1979; Gordon et al., 2018; Jack and Anderson, 2002; Sarason et al., 2006). For instance, future research could look at how the embeddedness of community actors shapes the entrepreneurial process, and the nature and scope of the societal impact, including whether the entrepreneurs are addressing societal issues that are rooted in the structure of the community and how they involve members of the community in the design and instigation of the solution. Such research could uncover new mechanisms of entrepreneurship actively engaging communities, such as shaping each other in a mutually virtuous cycle.

Research implication 2: Community-opportunity nexus. Our review highlights the role of communities as co-creators of entrepreneurial opportunities that enable entrepreneurship and societal impact creation (e.g., Corner and Ho, 2010; Shepherd et al., 2020). In line with calls to examine the “entrepreneurial process as a series of steps to generate and refine opportunities through developing, engaging, and transforming communities of inquiry” (Shepherd and Patzelt, 2017, p. 17), our review advocates for extending the perspective of an “individual-opportunity nexus” (Shane and Venkataraman, 2000; Venkataraman, 1997) to a “community-opportunity

nexus.” Given that the notion of the “individual-opportunity nexus” is considered to be the heart of entrepreneurship research (Davidsson, 2015), embracing the community-opportunity nexus can reveal important changes in the way we think about and study entrepreneurship, especially when it comes to societal impact creation (Branzei et al., 2018). Future research will need to investigate how different types of communities changing roles affects entrepreneurial opportunities, processes and outcomes. Because communities, depending on their type(s), are not necessarily equipped to take on agentic roles, they may need to morph and emerge anew before being able to do so. To witness communities moving from passive to more active roles, researchers need to be on the lookout for external shocks that trigger communities to formalize to eventually take on more agentic roles through community morphing and emergence.

6.2.2. Implications for research on social entrepreneurship

Our review also holds important implications for social entrepreneurship research. Despite a growing number of studies that explicitly highlight the importance of community for societal impact creation through entrepreneurship (Branzei et al., 2018; Lumpkin and Bacq, 2019), most extant research downplays the role of communities and views them as merely beneficiaries or contexts (Table B.2 in Appendix B). This is surprising since research has shown that community engagement can help overcome challenges faced by social entrepreneurs, for instance, by mobilizing the necessary resources to support societal impact creation (Dacin et al., 2011; Hertel et al., 2021; Vestrum, 2016).

Research implication 1: Unit of analysis and locus of social entrepreneurial intentions. Our review highlights community as a critical yet under-acknowledged unit of analysis in social entrepreneurship research. This has direct implications for research anchored in the prosocial—that is pro-others (Batson, 1998)—intentions of entrepreneurs. When a community initiates an entrepreneurial idea, the locus of its prosocial intentions (e.g., who the beneficiaries are) may differ.

For example, the strong associations we found between communities of identity, interest and/or practice and agentic entrepreneurial roles suggest that, when a community is enabling or driving entrepreneurship, its intentions may be more inward-looking than focused on the well-being of others. Future researchers may need to investigate how community-centric views of social entrepreneurship reconcile with underlying theoretical assumptions about the individual locus of prosocial intentions (Bacq and Alt, 2018; Shepherd, 2015; Tiwari et al., 2020). In addition, we found that communities are not inherently static, and that passive communities can become more active when members coalesce around shared interests to improve their own social well-being through the morphing or emergence of communities of interest or practice. Future research may benefit from examining how different community roles affect the kind and scope of societal impact created by entrepreneurship.

Research implication 2: Stakeholder governance. By revealing multiple approaches to community involvement and the different community dynamics that affect the way entrepreneurial effort is evinced in support of societal impact, our review encourages a broader understanding of the notion of stakeholders and the way stakeholder theory (Freeman, 2010; Freeman et al., 2020) is applied in Management and Entrepreneurship research. While most of the stakeholder literature adopts an organization-centric understanding of stakeholder relationships, recent developments in the stakeholder literature relating to collective action problems (e.g., Bridoux and Stoelhorst, 2022) envision different roles for so-called focal organizations. Our review reveals many configurations that the community-entrepreneurship relationship can take—*for, in, with, enabled by, and driven by* communities—highlighting the importance and prominence of community as a primary stakeholder in entrepreneurship aimed at societal impact creation (Civera et al., 2019; Lumpkin and Bacq, 2019).

The community roles uncovered by our review have significant implications for future research on the governance of actors collectively involved in societal impact efforts. For instance, researchers could draw insights from long-standing research on polycentricity, in which multiple governing bodies interact to make and enforce rules within a specific policy arena or location (e.g., Ostrom, 1990, 2010). Further, the recent surge of systems perspectives in social entrepreneurship research (Mair and Seelos, 2021) that portray enterprises as instrumental in changing social systems—not just solving social problems—suggests new possibilities and opens new lenses through which to view social entrepreneurship and address its research questions. The deeper and more granular understanding of community roles offered by our framework could also help guide new inquiry in stakeholder governance (Bacq and Aguilera, 2022).

6.2.3. Implications for CBE research

Our review underlines the importance of CBEs as a powerful means for societal impact creation. Importantly, we have shown that any type of community holds the potential to formalize and create new sub-communities that can agentially establish entrepreneurial ventures with the aim of tackling their unique local problems and generating impact for the community and society at large. Community morphing and emergence in the context of CBEs bear important implications for theories of identity and resourcing.

Research implication 1: Identity theories. A noticeably large share of the CBE literature stresses the importance of shared identity to the success of CBE creation and to the long-term sustainability of CBEs. However, while shared identity has mainly been considered constituting a prerequisite or at least strong catalyst for CBE creation (Murphy et al., 2020; Peredo and Chrisman, 2006), our review highlights that a shared identity is also an important outcome of CBE creation, one that can set the stage for further entrepreneurial action and societal impact creation. Moreover, our work reveals that it might not (only) be the mere existence of a shared identity that matters for

CBE creation and ensuing societal impact creation (Dentoni et al., 2018), but the *content* of that identity also matters (Ashforth et al., 2011)—for instance, whether a shared identity is related to depletion and loss, or to agency and collective achievements (Johnstone and Lionais, 2004). As such, our review calls for further inquiry that unravels the complex multi-level identity dynamics in communities and CBEs. More specifically, it will be relevant to understand how existing communities imprint some of their identity features on emerging communities and how, in turn, the sub-communities that emerge alter the identity of their incumbent host communities (Hertel et al., 2019). Our review sets the stage for future research to look more closely at how entrepreneurial action—carried out by individuals, groups, and entire communities—can alter the identities of existing and emerging communities, making them more agentic and resilient.

Research implication 2: Community resourcing. Our findings indicate that CBEs may be able to gather human, physical, and financial resources that are not available to other types of entrepreneurs (Haugh, 2007; Vestrum, 2014) and that community resourcing is conducive to long-term community development (Barraket et al., 2019). As Peredo and Chrisman emphasize, it is the community component of a CBE that makes it different from other entrepreneurial initiatives because of “its fundamental merging of economic and noneconomic goals and its enhanced ability to draw on the social and material resources of the communit(y) in which it arises” (2006, p. 324). Future research will need to dig deeper into how—and with what effect—entrepreneurs can gather resources from communities, and how emerging sub-communities can harness resources in existing communities (Hertel et al., 2021) without risking over-embeddedness leading to unavailability of external resources (Vestrum, 2014). It will be interesting to investigate whether, from a resourcing perspective, it is more promising to establish a new sub-community within the boundaries of the existing host community and, as such, exclusive of external actors, or to set-up a new community that is partially embedded in the existing community but is also open to external actors.

6.2.4. Implications for research on ethnic and minority entrepreneurship

The literature on ethnic and minority entrepreneurship portrays entrepreneurship as a solution for rebuilding communities that should be “at the center of development strategies” (Ratten and Dana, 2015). Even so, entrepreneurship-related development initiatives often impose a Western or “mainstream” way of thinking about ethnic communities that is disconnected from their values and practices (Peredo, 2003). Our typology and framework of community roles and dynamics sets the stage for future research that better reflects the realities of ethnic and minority communities, and facilitates entrepreneurial action that is meaningful to ethnic communities (Henry et al., 2018).

Research implication 1: Embracing cultural idiosyncrasies. While ethnic and minority communities are often treated as disadvantaged communities of identity which benefit from entrepreneurship initiatives, this review identified the presence of more agentic perspectives. Ethnic communities are often replete with resources related to culture, values and traditions, which can be a valuable asset for entrepreneurship and societal impact creation (Cahn, 2008). Future research will need to shed light on how alternative approaches to community participation can be created in which ethnic communities actively leverage their resources to foster economic development and regain political control (Hindle and Moroz, 2010). Importantly, scholars ought to focus on more active roles of ethnic communities, such as official partners (Tapsell and Woods, 2010), opportunity co-creators (Murphy et al., 2020), and entrepreneurs (Dana and Light, 2011), thereby leveraging the idiosyncratic needs of and dynamics in such communities. For instance, while we have presented identity change as a desirable outcome of entrepreneurship, it can be an undesired side effect in ethnic contexts (Dana and Hipango, 2011). Extending entrepreneurship inquiry to new—and not necessarily geographic—contexts may provide opportunities for deeper understandings of entrepreneurship in different national and cultural settings, and for addressing the criticism that entrepreneurship research lacks diversity in contexts (Thomas and Mueller, 2000).

Such examination would also reveal interesting insights into alternative meanings of entrepreneurial success and how subculture alters these meanings (Mrabure, 2019).

Research implication 2: Ethnicity-related societal impact. Future research is needed that sheds light on how ethnic and minority communities formalize their shared place or identity around a unique interest or practice that enables them to improve their lot in a culturally appropriate manner. The cultural entrepreneurship lens, defined as “the processes by which actors draw upon cultural resources (e.g., discourse, language, categories, logics, and other symbolic elements) to advance entrepreneurship” (Lounsbury and Glynn, 2019, p. 3), lends itself well to addressing these questions. Indeed, the growing literature on cultural entrepreneurship has focused on the extent to which entrepreneurs’ claims about their new ventures resonate culturally with audiences (Lounsbury and Glynn, 2001; Martens et al., 2007) and affect their efforts to attract resources. Adopting a community perspective and level of analysis invites cultural entrepreneurship researchers to study interactions between taken-for-granted assumptions related to culture and formalized arrangements in community settings where entrepreneurial efforts are being leveraged. Such research could generate novel insights into ways to generate societal impact that are more aligned with a community’s ethnicity, symbols, and values.

6.3. Implications for Research on Societal Impact Creation and Measurement

Although, in general, management and entrepreneurship scholars lag behind practitioners in terms of societal impact measurement (Hertel et al., 2020), a recent review highlights that multiple operationalizations and conceptualizations of the concept of impact in the entrepreneurship literature actually relate to community (Rawhouser et al., 2019, see p. 26). Our review yields additional insights into *how community roles shape impact metrics*. Indeed, embracing the breadth of community roles in relation to entrepreneurship for societal impact may make it hard to look at the outcomes of social entrepreneurship without recognizing community as a highly salient unit of

analysis of choice. As such, outcomes such as community empowerment, capacity building and resilience are increasingly prevalent indicators of entrepreneurial efforts that engage communities as supporters or partners (Dutta, 2017; Rao and Greve, 2018; Williams and Shepherd, 2016b). Studies looking at communities as entrepreneurs often report even broader outcomes, such as institutional change (e.g., Bridwell-Mitchell, 2016; Saldarriaga-Isaza et al., 2015) and societal transformation (e.g., Dentoni et al., 2018; Ruebottom and Auster, 2018). By contrast, some societal impact metrics are particularly well-suited when studying certain community types. For instance, in communities of place, livelihoods can be enhanced and poverty alleviation decreased thanks to economic opportunities associated with the launch of small-scale ecotourism ventures (Wearing et al., 2020). Entrepreneurship in communities of place can also lead to improved attitudes towards conservation, especially when communities become co-managers of natural resources tied to the ecotourism venture. In studies of communities of interest, the societal impact tends to be attached to a cause and expressed in more abstract terms, for example, addressing grand challenges (Grodal and O'Mahony, 2017) or "societal impact through transition to renewable energies" (Sine and Lee, 2009).

Bringing community to the fore of entrepreneurship research may also require new variables and conceptualizations of outcomes that are linked to entrepreneurial activity, including, but not limited to: the overall proportion of community members actively engaged in entrepreneurial initiatives, the sustainability of engagement, the engagement of community members who tend to be excluded due to incumbent social structures (e.g., women, the poor), the sustained nature of their engagement over time, increased levels of community agency, and the extent of the impact in the community from entrepreneurial activities. It is our hope that these and other new metrics that emerge will bring researchers much needed clarity about how best to account for and measure

community, and assist them as they conceive of community roles beyond the overexamined and limiting role of passive beneficiary.

From a more general methodological standpoint, our review surfaced important concerns regarding the applicability of common research methodologies and whether the measures being used are appropriate or specific enough to fit the situations in question. For instance, existing research has been criticized for imposing mainstream epistemologies and worldviews on ethnic contexts (Colbourne et al., 2019) and for not engaging the communities under study in the research endeavors (Murphy et al., 2020). As our framework indicates, different types of community can not only assume different roles but also require specific research approaches and methods. Future researchers will need to pay attention to holistic, culture-sensitive research methods when studying ethnic communities and other communities of identity. For instance, participatory action research (McIntyre, 2007) that is context-specific and iterative promotes democracy and equality, and offers a range of qualitative (e.g., communicative action-based processes) and quantitative (e.g., participatory geographical information systems) methodologies to engage communities in research. Our typology will help scholars better define and understand the object of study and, in doing so, ensure community-methods fit.

6.4. Practical implications

The need to embrace and understand communities and their role in societal impact creation through entrepreneurship is paramount, not just for researchers but for society generally. The research lag in understanding how entrepreneurship and communities interact to create societal impact bears negative implications, including growing polarization, tribalism, and the breakdown of diverse communities into more homogenous and issue-specific communities. Without a more granular understanding of different types of communities and how they emerge, change, and interact,

entrepreneurship scholars lack the tools needed to advise practitioners and policymakers on how to leverage community for the greater good.

7. Conclusion

Communities are vital to business and society (Glynn, 2019; Smith, 1776). They represent an important frontier for entrepreneurship research (Lyons et al., 2012) and are pivotal for understanding societal impact creation (Branzei et al., 2018). However, research on the nexus of entrepreneurship, community, and societal impact has tended to be scattered across multiple disciplines, leading to inconsistent conclusions about the meaning, function, and significance of community. The purpose of this cross-disciplinary, systematic review was to bring community to the foreground of management and entrepreneurship research by clarifying the community construct, and offering an overarching framework that addresses the complexities of this pervasive concept. Our analysis identified five different types of community and six different roles, and revealed how dynamic communities can be when animated by entrepreneurship aimed at societal impact creation. Our findings further reinforce the view that businesses and political leaders need the support and engagement of communities to unleash the societal impact creation power of entrepreneurship. We hope that our review encourages and enables scholars from across disciplines to embrace theoretically interesting and practically relevant future research aimed at investigating the functioning of community as a key actor and important force for understanding how entrepreneurship contributes to the advancement of societal impact.

Appendix A: Search procedure

A.1. Journal list

Table A.1. lists the 51 journals selected for our systematic review.

Table A.1. Journals searched

Management and Entrepreneurship (122)	Economic Geography and Regional Science (45)
1. Academy of Management Discoveries (1)	31. Annals of Regional Science (0)
2. Academy of Management Journal (9)	32. Choices (0)
3. Academy of Management Perspectives (2)	33. Ecological Economics (3)
4. Academy of Management Review (1)	34. Ecology and Society (6)
5. Administrative Science Quarterly (3)	35. Economic Geography (1)
6. Business and Society (0)	36. Geoforum (5)
7. Entrepreneurship and Regional Development (26)	37. Journal of Economic Geography (0)
8. Entrepreneurship Theory and Practice (5)	38. Journal of Regional Analysis and Policy (0)
9. International Journal of Entrepreneurial Behavior and Research (6)	39. Journal of Regional Science (1)
10. Journal of Business Ethics (22)	40. Journal of Rural Studies (16)
11. Journal of Business Venturing (11)	41. Journal of Sustainable Tourism (9)
12. Journal of Entrepreneurship and Public Policy (3)	42. Journal Urban Affairs (2)
13. Journal of Management (0)	43. Papers in Regional Science (0)
14. Journal of Management Inquiry (1)	44. Regional Studies (1)
15. Journal of Management Studies (4)	45. Urban Studies (1)
16. Journal of Small Business Management (3)	Energy (12)
17. Journal of Social Entrepreneurship (12)	46. Energy Policy (4)
18. Organization Science (1)	47. Journal of Cleaner Production (8)
19. Organization Studies (4)	Public Administration (2)
20. Small Business Economics (4)	48. Policy Studies (2)
21. Strategic Entrepreneurship Journal (3)	49. Public Administration Review (0)
22. Strategic Management Journal (1)	50. Public Management Review (0)
Economic Development/Community Development (46)	51. Public Performance and Management Review (0)
23. Annals of Public and Cooperative Economics (1)	
24. Community Development (3)	
25. Community Development Journal (4)	
26. Development (1)	
27. Journal of Enterprising Communities (24)	
28. Journal of Entrepreneurship in Emerging Economies (3)	
29. Local Economy (6)	
30. World Development (4)	

Numbers in brackets are the number of articles we reviewed in a given journal.

A.2. Article search strategy

To identify a comprehensive corpus of studies at the nexus of entrepreneurship, communities, and societal impact, we conducted a keyword search within the 51 journal titles identified in Table A.1. We performed the search in EBSCO Business Source Complete because it provides bibliographic and full text content for business research.

A.2.1. Search terms (title, abstract, keyword) using Boolean phrase: (social OR environmental OR societal) AND (impact OR value OR change OR responsibility OR action OR performance) AND entrepreneur* AND communit*

This search was limited to:

- Scholarly (Peer Reviewed) Journals
- Published Date: 2006/01/01-2020/12/31
- Publication Type: Academic Journal
- Document Type: Article
- Language: English

A.2.2. Inclusion criteria

We *included* all articles that deal with:

- some form of entrepreneurial activity (with entrepreneurship defined as *the process through which novel economic activities and organizations come into existence*); as a result, we did not review journals that have a direct focus on government or nonprofit actions towards communities;
- some type of community;
- and some form of societal impact creation.

A.2.3. Exclusion criteria

We *excluded* articles that fall beyond the scope of this review on the intersection of entrepreneurship, communities, and societal impact because they, for instance:

- only briefly mentioned community without going into detail;
- used the term ‘community’ to talk about academic communities, business and industry communities, worker and trade unions, or communities of states;

All inclusion and exclusion decisions were made verbally during authors’ ongoing discussions. Two authors reviewed all the articles. When one of them identified an article that fit the exclusion criteria, they debated it until a consensus was reached in terms of including or excluding the article in the final set.

A.3. Coding and analysis procedure

A.3.1. Initial data organization

The final sample of 227 accepted articles was logged in an Excel workbook, recording the following information: Journal, Title, Year of publication, Author name(s), Abstract

A.3.2. Coding

A manual coding procedure was employed that involved reading each article in depth.

Codes of relevance emerged *inductively* from multiple iterative rounds of discussion among the team of authors. Two of the authors then manually coded each of the 227 full-texts along these themes:

1. type(s) of community (place, identity, interest, practice, fate);
2. role(s) of community (beneficiary, context, supporter, partner, opportunity creator, entrepreneur);

3. the nature and role of entrepreneurial activity (we inductively coded 11 different types of entrepreneurship which were then collapsed into these categories: traditional, ethnic, institutional, social, environmental, cooperative, CBE);
4. community dynamics (i.e., existing, morphing, emergence);
5. the effect of community involvement on societal impact creation;
6. study methodology (qualitative, quantitative or conceptual), theory or literature used, industry, geographical focus (i.e., continent, country, rural or urban area);
7. key findings;
8. avenues for future research.

Appendix B: Additional analyses of community types, roles, and entrepreneurship research topics

Table B.1. Evidence of research at the intersection of community types and community roles

Community roles Community type combinations	Beneficiary		Context		Supporter		Partner		Opportunity Creator		Entrepreneur	
Place	84 ¹	40.2% ²	52	41.9%	42	32.3%	4	9.3%	0	0.0%	0	0.0%
Place, identity	22	10.5%	17	13.7%	12	9.2%	1	2.3%	0	0.0%	0	0.0%
Place, identity, fate	19	9.1%	13	10.5%	10	7.7%	3	7.0%	1	14.3%	1	1.8%
Place, identity, fate, interest, practice	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	1.8%
Place, identity, fate, practice	0	0.0%	0	0.0%	0	0.0%	1	2.3%	1	14.3%	1	1.8%
Place, identity, interest	0	0.0%	0	0.0%	1	0.8%	0	0.0%	0	0.0%	0	0.0%
Place, identity, interest, practice	2	1.0%	1	0.8%	1	0.8%	0	0.0%	0	0.0%	2	3.5%
Place, identity, practice	4	1.9%	2	1.6%	2	1.5%	0	0.0%	0	0.0%	6	10.5%
Place, fate	40	19.1%	22	17.7%	18	13.8%	3	7.0%	0	0.0%	0	0.0%
Place, fate, interest	0	0.0%	0	0.0%	0	0.0%	1	2.3%	0	0.0%	1	1.8%
Place, fate, interest, practice	0	0.0%	0	0.0%	0	0.0%	1	2.3%	0	0.0%	3	5.3%
Place, fate, practice	1	0.5%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	1.8%
Place, interest	0	0.0%	0	0.0%	3	2.3%	8	18.6%	0	0.0%	1	1.8%
Place, interest, practice	1	0.5%	2	1.6%	3	2.3%	4	9.3%	0	0.0%	8	14.0%
Place, practice	4	1.9%	1	0.8%	5	3.8%	3	7.0%	0	0.0%	7	12.3%
Identity	6	2.9%	4	3.2%	6	4.6%	0	0.0%	0	0.0%	0	0.0%
Identity, fate	3	1.4%	2	1.6%	3	2.3%	1	2.3%	0	0.0%	0	0.0%
Identity, interest	1	0.5%	1	0.8%	2	1.5%	0	0.0%	0	0.0%	0	0.0%
Identity, interest, practice	2	1.0%	2	1.6%	2	1.5%	2	4.7%	1	14.3%	5	8.8%
Identity, practice	2	1.0%	0	0.0%	1	0.8%	0	0.0%	0	0.0%	3	5.3%
Fate	7	3.3%	1	0.8%	3	2.3%	1	2.3%	0	0.0%	0	0.0%
Interest	2	1.0%	1	0.8%	4	3.1%	7	16.3%	1	14.3%	0	0.0%
Interest, practice	0	0.0%	0	0.0%	4	3.1%	1	2.3%	1	14.3%	8	14.0%
Practice	2	1.0%	3	2.4%	6	4.6%	2	4.7%	2	28.6%	9	15.8%
n/s	7	3.3%	0	0.0%	2	1.5%	0	0.0%	0	0.0%	0	0.0%
Total	209		124		130		43		7		57	

¹Number of times each community type or role is counted across the 227 articles. ²Percentage of representation of that community type combination per community role.

Table B.2. Evidence of research at the intersection of community roles and entrepreneurship research topics

Entrepreneurship research topic Community roles	Entrepreneurship		Social Entrepreneurship		Community-Based Enterprise		Ethnic and Minority Entrepreneurship		Total
Beneficiary	110	69.6%	85	67.5%	27	50.9%	9	81.8%	231
Context	12	7.6%	6	4.8%	3	5.7%	2	18.2%	23
Supporter	9	5.7%	14	11.1%	5	9.4%	0		28
Partner	10	6.3%	10	7.9%	4	7.5%	0		24
Opportunity creator	4	2.5%	2	1.6%	0	0.0%	0		6
Entrepreneur	13	8.2%	9	7.1%	14	26.4%	0		36
Total	158		126		53		11		

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