

Civic wealth creation: A semi-structured literature review

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A research project submitted to the Gordon Institute of Business Science,
University of Pretoria, in partial fulfilment of the requirements for the degree of
Master of Philosophy
(Evidence-based Management).

13 November 2023

Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Philosophy in Evidence-based Management at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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Abstract

Although there has been an increase in the publications of societal impact, the research in civic wealth creation is still nascent and fragmented. Therefore, a semi-systematic literature review was conducted of 56 articles to understand the current state of the literature, where the construct originated, how the literature is developing and what future research will be related to how communities can benefit from these initiatives, which provides a new lens to view societal impact, from the period of 2003 to 2023.

Achieving positive societal impact is a complex and collaborative process of multiple stakeholders aggregating resources and developing new capacities to account for social, economic, and communal endowments generated by local communities. Civic wealth creation brings a new dimension to wealth creation as it extends the notion of wealth to viewing tangible and intangible assets of a community by addressing social issues such as poverty and societal injustice.

The conducted bibliometric and thematic analysis revealed that while the literature in civic wealth creation is nascent, the foundation of concepts which are multidisciplinary are based on theoretical research which is in the developed and mature stages. More empirical research is required in the field, and this should be focused on developing countries. There are also no measures of success within the community to assess the effective of the implementation beyond the initial intervention.

The future research directions include the movement towards interdisciplinary research on the concepts and a focus on empirical studies on developing countries. This will shed light on the effectiveness of civic wealth creation which will enable academics, practitioners, and policy makers to make more informed decisions.

Keywords: *civic wealth creation, collaborative practice, stakeholder engagement, community, regimes of support, enterprise.*

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Chapter 1: Introduction

1.1 *Background and overview*

For the economic growth in countries to be stimulated and sustained by entrepreneurship, government intervention is required with regard to informed market policies (Mair et al., 2016; Mair & Marti, 2009). In countries with widespread inequality, underdeveloped institutional frameworks pose a significant hurdle towards a market economy (Mair et al., 2016). The government often is unable to deliver this support and other forms of mechanisms are enabled in the form of community involvement, non-profit organisations and private businesses who build new capacities by joining forces (Bacq et al., 2022.; Bailey & Lumpkin, 2023; Lumpkin & Bacq, 2019; Mair et al., 2016; Mair & Marti, 2009). Extreme poverty, which continues to be in rural areas, affects approximately 80% of these rural populations, where resources are scarce. Industries leave communities, which results in forced migration to congested urban areas (Peredo & Chrisman, 2006).

This extreme impact leads to the breakdown of families and places a burden on women and children who remain in these rural communities where economic hardships are intensified (Peredo & Chrisman, 2006). Further economic crises and environmental challenges are experienced in rural communities especially in developing countries, where governments are unable to deliver to communities due to the lack of government funding allocation in these areas as they experience a substantial reduction in funding allocation for public services. Urban policy further reinforces the lack of development, favouring urban rather than rural development (Bacq et al., 2022; Lumpkin & Bacq, 2019).

The poor policymaking by governments contributes to rural communities lacking or eroding economy and increases community issues with limited social trust, further exacerbated by conflict and corruption (Johnstone & Lionais, 2004). In these regions, instead of only market failures, institutional obstacles arising from government non-delivery hinder and restrict development (McMullen, 2011). Additionally, global economic downturns further impact these depleting communities (Johnstone & Lionais, 2004; Stephan et al., 2016).

Achieving positive societal impact is a complex and collaborative process of multiple stakeholders aggregating resources and developing new capacities to account for social, economic, and communal endowments generated by local communities. Civic wealth creation brings a new dimension to wealth creation as it extends the notion of wealth to viewing tangible and intangible assets of a community by addressing social issues such as poverty and societal injustice.

Many initiatives are deliberately implemented by supporters such as aid organisations, private investors, public investors, businesses, and government to improve the lives of communities. According to entrepreneurship and management theory, wealth creation suggests that entrepreneurship builds strong economies and, therefore, strong communities. The importance of engagement with communities and entrepreneurial activities is central to successful implementation of change efforts by donors and funders for positive societal change.

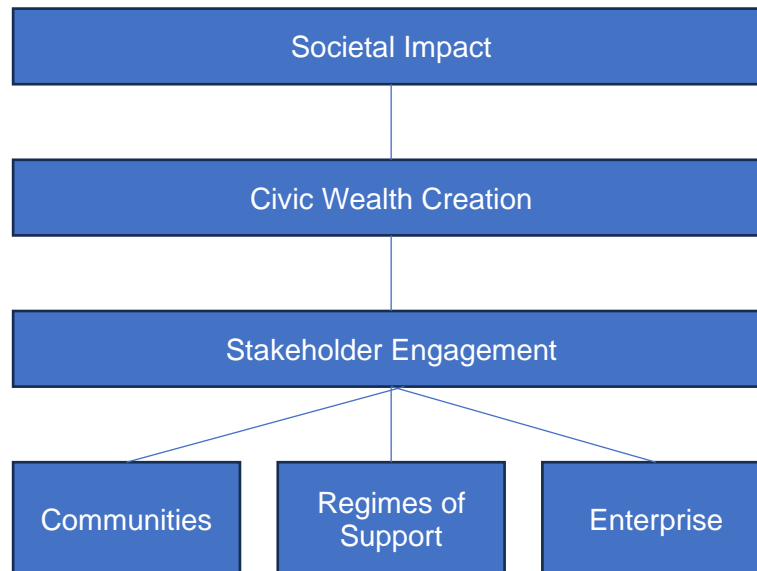
1.2 *The historical development of civic wealth creation*

Societal impact has developed as a leading topic of discussion in the field of management research as social issues are more prevalent. The construct of civic wealth creation was developed as a new lens to view the influence of the effect of an action has on society at large. The key element of civic wealth creation is the collaboration of the stakeholders. Who are these stakeholders and how do they interact with each other to effect positive societal change? The existing literature on each of the stakeholders is multidisciplinary, therefore individual bodies of research exists in stakeholder engagement, communities, regimes of support and enterprise. As management studies are more business-driven, and the need to understand how organisations function, more focus on stakeholder relationships and entrepreneurship.

The current research on civic wealth creation aims to reposition this towards an interdisciplinary body of research where these dimensions are analysed in their effect and function of each other.

Figure 1

Conceptual framework



1.3 The aim of the research

To understand the literature on how communities can positively benefit from the societal impact beyond the initial intervention, the notion of civic wealth creation was identified, where the aim of the study is to identify definitions, concepts, principles, and main trends pertaining to civic wealth creation. The construct of civic wealth creation has been developed to discuss the creation of benefits for the communities and provides a new lens to view societal impact. In these affected communities, where inequalities are experienced due to lack of government investment, or industries leaving a community, the civic wealth creation construct allows us to analyse the types of societal interventions required to foster effective economic, social, and communal wealth creation to deliver sustainable societal change to communities (Bailey & Lumpkin, 2023; Dowin Kennedy, 2021; Lumpkin & Bacq, 2019). With the increasing focus on understanding how interventions from various stakeholders affect and impact communities, researchers, practitioners, and policy makers are actively exploring the phenomenon of societal impact.

1.4 The context of the research

For social transformation, the focus on a specific community is required for the analysis, as all communities differ in context to each other (Marti et al., 2013). The focus of is therefore based at a meso-level, where the analysis is based on a civic level (Lumpkin et al., 2018; Lumpkin & Bacq, 2019). Often, broad categories of societal change efforts are implemented with minimal collaboration of all stakeholders (Lumpkin & Bacq, 2019). The interest of stakeholders is often in conflict with each other as there are diverse perspectives (Harrison & Wicks, 2013). The collaboration, which involves multiple stakeholders, while having diverse perspectives has a single goal of creating societal impact, which results in a purposeful change (Lumpkin & Bacq, 2019). Engaged participation and collaborative inclusionary practices, when executed effectively, lead to civic wealth creation where there is a collaboration between communities, business, government, corporates, donors, international aid organisations, entrepreneurs and other stakeholders, who are often voluntary. The three primary stakeholders categorised are, firstly, the beneficiaries represented by communities; secondly, supporters represented by donors, national government, and external authorities; and thirdly, enterprises represented by business, social entrepreneurs, and community-based enterprises. There is a positive vision towards a greater good with all stakeholders to create mutual benefits and contribute positively to society where the engagement by all stakeholders is ethically grounded and trust is a fundamental value to this collective action.

Communities, in previous stakeholder research, were viewed as secondary stakeholders (Derakhshan, Turner, et al., 2019; Di Maddaloni & Davis, 2017; Harrison et al., 2010). The beneficiaries represented by the community are actively involved in the process of change, which is crucial for the successful implementation of societal initiatives, emphasising the importance of inclusive decision-making process (Bailey & Lumpkin, 2023). Some sectors of society, where change initiatives takes place, often involve individuals who are driven by a sense of kinship or citizenship while contributing to the goal of achieving positive societal change (Bailey & Lumpkin, 2023; Dowin Kennedy, 2021; Lumpkin & Bacq, 2019). The supporters who are diverse stakeholders represent pivotal catalysts initiating societal change, who act within a civic context offering financial support, sociopolitical resources, external authority, and legal oversight (Hertel et al., 2019; Lumpkin & Bacq, 2019). The interventions are viewed as favourable public perception.

In these communities, enterprise plays a crucial role in financing and establishing opportunities for sustainable, long-term societal change (Bacq et al., 2022; Lumpkin & Bacq, 2019). The perspective of wealth extends beyond its economic dimension, traditional entrepreneurship role, to encompassing the social and communal aspects of communities (Montgomery et al., 2012; Tolbert, 2005; York et al., 2016).

To stimulate civic wealth creation, the strategies used involve elements of engaged participation, collaborative innovation, and resource mobilisation (Lumpkin & Bacq, 2019). Firstly, engaged participation allows multiple stakeholders to commit to civic wealth creation by through their values and skills, contribution of resources, legal guidance or providing entrepreneurial solutions (Lumpkin et al., 2018; Lumpkin & Bacq, 2019). Secondly, to be guided by different logics and align in common goals of successful societal impact, collaboration innovation involves exploring innovations beyond organisational boundaries by sharing ideas, knowledge, expertise, and opportunities (Bacq et al., 2022; Lumpkin & Bacq, 2019). Lastly, resource mobilisation enables the leveraging of available resources that multiple categories of stakeholders can integrate for effective societal impact (Lumpkin & Bacq, 2019).

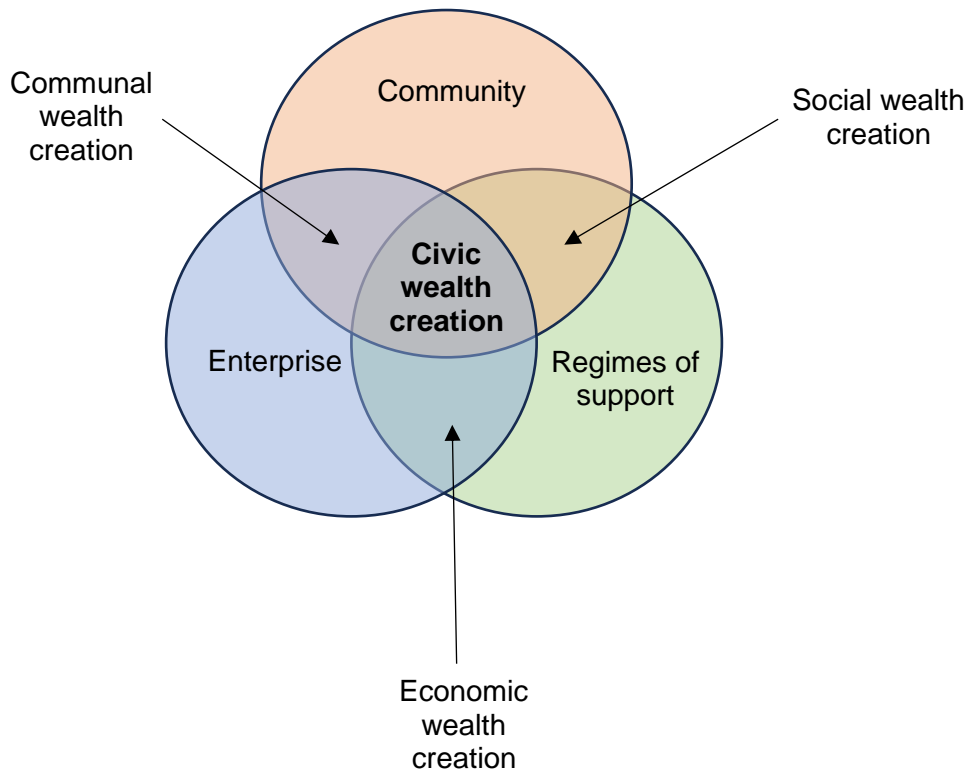
1.5 *Theoretical framework of civic wealth creations*

While several theories have been used to analyse the various aspects of civic wealth creation, the dominant theoretical background draws on stakeholder theory which is recognised for analysing the behavioural aspects of multiple stakeholders with different goals in a community (Lumpkin & Bacq, 2019).

The discussions related to a stakeholder approach by Freeman (1994), consideration of those affected by the project implantation should be considered, not only the view of those who affect it (Bridoux & Stoelhorst, 2016; Di Maddaloni & Davis, 2017). Minimum attention has been paid in management research to value for stakeholders (Harrison & Wicks, 2013). The assumption is that most studies measure is captured through economic measures (Harrison & Wicks, 2013).

Figure 2

Framework for civic wealth creation adapted from (Lumpkin & Bacq, 2019)



1.6 Problem statement and rationale for conducting the review

There are a number of initiatives which are conducted deliberately by supporters such as aid organisations, private investors, public investors, businesses, and government to improve the lives of communities. I want to understand the literature on how communities can positively benefit from these initiatives beyond the initial intervention, and I have identified the notion of civic wealth creation. The construct of civic wealth creation has been developed to discuss the creation of benefits for the communities and provides a new lens to view societal impact.

1.7 Research questions

The purpose of this literature review is to understand the current state of the literature on civic wealth creation, where the construct originated, how the literature is developing, and what future research would be.

1.8 Relevance of the review problem to management, academic and policy making

1.8.1 Relevance of the review problem to Academic research

The purpose of the research was to review the research gaps and identify the areas for future research but analysing the current state of the literature on the construct. By conducting this research, the review problem can be further theorised to understand the varying dynamics related the measure of success and the impact beyond the initial success of the project.

1.8.2 Relevance of the review problem to practitioners.

The problem identified assists corporates and non-profit organisations in the decision-making process of investments and donations in communities to ensure successful implementation of projects to ensure societal benefits.

1.8.3 Relevance of the review problem to policy making

The research assists policy makers to understand the effect of the intervention in communities and effect policy accordingly.

1.9 The structure of this literature review

The literature review was structured ensuring a replicable, transparent process was used through the process which was recorded. The inclusion and exclusion criteria were explicit and followed rigidly.

Although there has been an increase in the publications of societal impact, the research in civic wealth creation is still nascent and fragmented. Therefore, a semi-systematic literature

review was conducted of 56 articles to understand the current state of the literature, where the construct originated, how the literature is developing and what future research will be related to how communities can benefit from these initiatives, which provides a new lens to view societal impact, from the period of 2003 to 2023.

The analysis revealed that while the literature in civic wealth creation is nascent, the foundation of concepts which are multidisciplinary are based on theoretical research which is in the developed and mature stages. More empirical research is required in the field, and this should be focused on developing countries. There are also no measures of success within the community to assess the effectiveness of the implementation beyond the initial intervention.

The future research directions include the movement towards interdisciplinary research on the concepts and a focus on empirical studies on developing countries. This will shed light on the effectiveness of civic wealth creation which will enable academics, practitioners, and policy makers to make more informed decisions.

1.10 Study limitations

The study was not error free. Various iterations of understanding the process of the methodology were reviewed. As the study was conducted over a short period of time and by a single scholar, a rigid process was followed to conduct the research.

As the inclusion criteria required only the articles limited to level 3 and above articles and A or A*, this restricted any research that may be discussed in lower-ranking journals. All books, conference papers and grey literature were also not used for the purpose of this study and this further limited the exposure to more current discussions on the topic.

2 Chapter 2: Methods and analysis

Literature reviews are crucial in academic research for providing a comprehensive understanding of the current research in the field where this process establishes a foundation to identify research gaps and for future research (Denyer et al., 2008; Linnenluecke et al., 2020; Snyder, 2019). Traditional literature reviews did not disclose how the selection or analysis process occurred or how conclusions were derived (Tranfield et al., 2003). The publication of management research has increased exponentially at a faster rate while it remains fragmented and interdisciplinary, with predatory journals publishing high volumes of poor-quality research (Linnenluecke et al., 2020; Snyder, 2019a; Tranfield et al., 2003). All published research is not of acceptable quality, which is why a rigorous method of collection of research and review of the literature is required (Linnenluecke et al., 2020; Snyder, 2019).

Through following a rigorous process which is replicable, scientific, and transparent, the semi-systematic review methodology selected for this study provides evidence and processes used through the review process in a comprehensive search and minimises bias (Denyer et al., 2008; Horsley et al., 2011; Linnenluecke et al., 2020; Snyder, 2019; Tranfield et al., 2003). While systematic, semi-systematic and integrated approaches poised by Snyder (2019) were reviewed, the semi-systematic review process selected allows for this specific study of a broader topic, which are studies across disciplines, while being systematic, is still flexible to analyse the theoretical and thematic outcomes. This methodology ensures the enabling of both qualitative and quantitative analysis, where the current literature can be mapped, and the thematic analysis can lead to future research recommendations. The systematic and integrated review processes were disregarded as the processes were too rigid where either only quantitative outcomes would be synthesised or the frameworks, either conceptual or theoretical exceeded the boundaries and scope of the intended outcomes (Snyder, 2019a; Tranfield et al., 2003).(Snyder, 2019a; Tranfield et al., 2003).(Snyder, 2019a; Tranfield et al., 2003).The methodology adopted for the review process followed five successive steps, see Annexure 1 (Denyer et al., 2008; Rojon et al., 2021).(Denyer et al., 2008; Rojon et al., 2021).(Denyer et al., 2008; Rojon et al., 2021). The steps include firstly, determining the scope and review questions; secondly, setting the criteria for the literature searches; thirdly, the initial review of literature; fourthly, further review and data extraction; and finally, the analysis and synthesis (Denyer et al., 2008; Rojon et al., 2021).

2.1 Determining the review scope and research question

The objectives of the literature review can be achieved by ensuring the research question is aligned with the literature search process flow (Tranfield et al., 2003). The process flow includes identifying the boundary condition of the study by the relevant studies to be included, the search strategy, and what data will need to be extracted (Briner et al., 2009). While systematic reviews in medical science use the PICO (problem, intervention, comparison, outcomes) approach to guide a well-formulated systematic review question, it is recommended that CIMO (context, intervention, mechanism, outcomes) be adopted for social sciences (Briner et al., 2009; Linares-Espinós et al., 2018). The key difference in the question is directed by the need to understand why and how the relationship occurs and under what circumstances is the occurrence specifically in management studies (Briner et al., 2009).

Research questions are motivated by an interest in field problems (Denyer et al., 2008). To understand where the current literature is based and how communities can positively benefit from the societal impact beyond the initial intervention, the construct of civic wealth creation has developed to discuss the creation of benefits for the communities and provides a new lens to view societal impact. Therefore, the key questions for the review are identified below:

Research question 1: What is the current state of the literature on civic wealth creation?

Research question 2: Where did the construct originate?

Research question 3: How the literature is developing?

Research question 4: What will the recommendations for future research be on the identification of the research gaps in the current literature?

2.2 *Setting the criteria for literature searches*

The process selected is not an exhaustive review as there was a limited time frame to conduct the process and therefore the process selected below ensured that the review was bounded and the articles to review were manageable (Burton et al., 2020; Randolph, 2009). This included setting conceptual boundaries of the selected phenomenon for screening, database search, Boolean search criteria, period constraint, language filtration and scholarly and subject filtration for the review (Kumar et al., 2021; Randolph, 2009; Snyder, 2019; Tranfield et al., 2003).

As the phenomenon of societal impact is recognised more so in multidisciplinary research and less in interdisciplinary, the focus of the search was on academic databases, specifically ISI Web of Science and Scopus (Linnenluecke et al., 2020). These are identified as the most comprehensive databases which contain a high-quality source of literature, and they have stringent indexing requirements (Kumar et al., 2021; Merli et al., 2018). The focused Boolean search criteria of the term “civic wealth creation” was used as a search criterion in the databases. As the search strategy is required to be replicable, the detail provided below outlines the process undertaken (Tranfield et al., 2003). The time constraint of five years, from 2018 to 2023 was included in order that current research from scholars on the topic is provided and articles reviewed were limited to English. Only peer reviewed journal articles were included. Conference papers, reports, book chapters and all grey literature was excluded.

2.3 *The initial review of the literature*

This search strategy resulted in four acceptable journal articles across ISI Web of Science and Scopus, which adhered to the criteria outlined above. Both databases resulted in the same articles outcome. See Appendix 1 for articles sourced. See Table 1 indicating the results of the search criteria. An unlimited date constraint with the same search term resulted in the exact outcome.

Table 1*Search strategy results using ISI web of Science and Scopus*

Search of terms in databases for the five-year period (2018-2023)		
	ISI Web of Science	Scopus
Boolean Search criteria "civic wealth creation"	5	4
English	5	4
Peer-reviewed journal articles	4	4
Conference papers, reports and book chapters, grey literature	1	0
Duplicates	0	0
Journals AJG 3 and above or ABDC A and above	3	3
Journals AJG below 3 or ABDC Below A	1	1
Final journal articles for further review	3	

As the limited number of journals articles in the search strategy indicted this construct as a nascent study, a further review needed to be conducted. To select a more purposeful sample which was representative of the articles was to search the references of the articles that were retrieved (Randolph, 2009). Therefore, a snowball search was conducted to enable the search of additional articles (Hiebl, 2023; Horsley et al., 2011; Karhunen et al., 2018). See Appendix 1 indicating the references and citations reviewed. The conceptual boundaries of the selected phenomenon for screening, backwards and forward search, period constraint, language filtration and scholarly and subject filtration for the review (Kumar et al., 2021; Randolph, 2009; Snyder, 2019; Tranfield et al., 2003).

As with the previous inclusion and exclusion criteria, no time constraint was applied. All articles reviewed were limited to English. Only peer-reviewed journal articles were included. Conference papers, reports, book chapters and all grey literature was excluded. In order to address the research questions to understand the current state of the literature and how the construct originated and how the literature is developing, only reference articles were reviewed.

Table 2

Google Scholar results of references from results of Table 1

List of journal articles from backward search of references on Google Scholar					
	Article 1	Article 2	Article 3	Article 4	Total
Number of references	109	38	118	40	305
Citations	5	2	64	14	85
Journal articles for initial review					390
English					389
Duplicates					186
Conference papers, reports and book chapters, grey literature					26
Peer reviewed journal articles					177
Final journal articles for further review					177

The backward snowballing search strategy of references utilising Google Scholar for research articles yielded a total of 177 additional articles after applying the inclusion and exclusion criteria to the process.

2.4 Further review data extraction

The initial article review process reviewed a further exclusion and inclusion criteria were reviewed in depth for the ranking of the journal, the timeline period of articles to be analysed (Snyder, 2019; Tranfield et al., 2003).

The journal articles were reviewed based on highly ranked peer-reviewed journals in the *Academic Journal Guide 2021*, three or above journals, ABDC 2019 A or A*, or in the Scimago Journal & Country Rank (Atewologun et al., 2017). The number of articles for review reduced from 177 to 161, across 58 journals ranging in the field of management, entrepreneurship, strategy, economic development, public administration, non-profit and voluntary sector, and rural studies. As the accessibility to full text articles was a criterion, this was accessed through the University of Pretoria database or on Google Scholar. Journal articles which I did not have access to were eliminated and therefore the articles for review reduced to 156.

As the database search on the Boolean terms with the five-year time constraint produced limited results, the date constraint was removed initially from the snowballing search. To understand the concepts of how the field has evolved, a 20-year period limit was set for the review of articles there the period reviewed was from 2003-2023. The exclusion criteria decreased the eligible articles for review to 136. The full text PDF versions of these articles, stored in the Mendeley database with full referencing details, and the relevant data were captured using an extraction sheet in Microsoft Excel with a codebook for content analysis. See Appendix 3.

As the journal articles were from a wide range of disciplines, the review criteria for relevant articles to the question was pertinent. After the initial review and subsequent assessments of the articles, the final articles relevant to the research question for in-depth review resulted in 56 articles.

2.5 The analysis and synthesis

2.5.1 Bibliometric analysis

Bibliometric analysis was used to analyse the articles using the two categories, performance analysis and science mapping (Donthu et al., 2021; Linnenluecke et al., 2020). The performance analysis reviewed the descriptive analysis, including authors, journal, country, methodology used, and theories applied (Donthu et al., 2021; Linnenluecke et al., 2020; Rojon et al., 2021). The science mapping includes citation analysis (Donthu et al., 2021). This analysis assisted in understanding emerging trends and discussions in the literature, the period of significant recent, the citations which assisted in viewing what directed the future research trends, and the reviews of where the gap in the research is to identify recommendations for future research (Massaro et al., 2016).

The impact of the articles was reviewed in detail by using the analysis of citations from the final articles sourced through referencing, according to the Google Scholar citations (Massaro et al., 2016). Initially, the twenty articles with the highest number of citations were reviewed. Subsequently the citations per year analysis was used to review the actual impact of the articles as older articles published may attract a higher number of articles and this process allows us to counterbalance the effect of articles more recently published (Massaro et al.,

2016). This was determined by the formula citations per year, equal to the total Google Scholar citations divided by the number of years, where the number of years was determined by the difference from the base year being 2023 to the year of the article published (Massaro et al., 2016).

2.5.2 Thematic content analysis

Articles addressing multiple themes will be categorised based on the primary theme of interest. The final research articles were categorised, analysed, and selected based on these deductively formed themes. The original codes and themes were developed from the reading processes followed by viewing the conceptual patterns emerging from the themes (Gatrell et al., 2022). The themes were categorised into three stages, with stage one for analysing the application of the theme in the articles being either strong or weak sense, where “strong” references to theme being anchored in the articles and “weak”, although references, is a supporting theme identified (Derakhshan, Turner, et al., 2019; Linnenluecke et al., 2020a; Xia et al., 2018). Stage two of the process will be focused on the strong sense theme articles, reviewing how the theoretical framework has been operationalised and deployed (Leiringer & Zhang, 2021; Snyder, 2019). The third phase will be a more in-depth analysis of each article to establish the focus of the research (Leiringer & Zhang, 2021; Snyder, 2019). By reviewing the patterns of the themes identified, major assumptions, review the research gaps, and identify future research directions was analysed.

The thematic content analysis allowed me to categorise the research under themes using ATLAS.ti. The themes were identified from the title, keywords, and context (Xia et al., 2018). These were initially coded broadly and then narrowed to more focused themes (Hanelt et al., 2021). In the review of the current literature, five major themes have emerged, namely (1) civic wealth creation, (2) stakeholders, (3) communities, (4) regimes of support (5) enterprise.

3 Chapter 3: Literature review

There are a number of initiatives which are conducted deliberately by supporters such as aid organisations, private investors, public investors, businesses, and government to improve the lives of communities. From reviewing the literature on how communities can positively benefit from these initiatives beyond the initial intervention, I have identified the notion of civic wealth creation. The construct of civic wealth creation has developed to discuss the creation of benefits for the communities and provides a new lens to view societal impact. The aim of the study is to identify definitions, concepts and principles pertaining to civic wealth creation.

The two main goals of the research are to understand the emerging field of civic wealth creation. Firstly, the need to understand how and why the construct has developed and its focus, and secondly to understand the avenues for future research (Massaro et al., 2016).

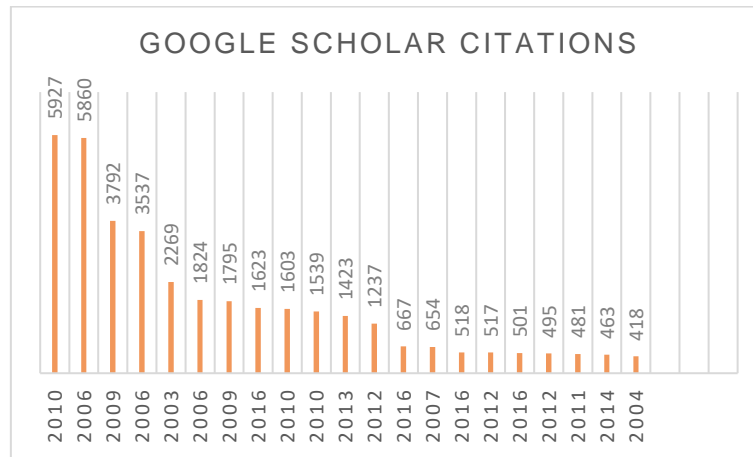
3.1 *Bibliometric analysis*

3.1.1 *Article impact*

While the 56 articles in the final selection are from highly ranked journal AJG, 3 and above and ABDC, A and above, the impact of the articles was analysed. To determine the most important articles which have had impact in the field, the total citations and the citations per year were reviewed as there is a correlation between the citation index and the quality and impact of the research article (Massaro et al., 2016). The highly cited articles indicate how the research field is developing and which articles are directing future research. To understand the impact of the article, the Google Scholar citations were reviewed for the final selection of articles reviewed (Massaro et al., 2016). Table 3 indicates 21 highly cited articles by Google Scholar per year over the 20-year period under analysis. The selection was based on articles Google Scholar citations above 400. This process indicates the initial framework for the assessment of article impact.

Figure 3

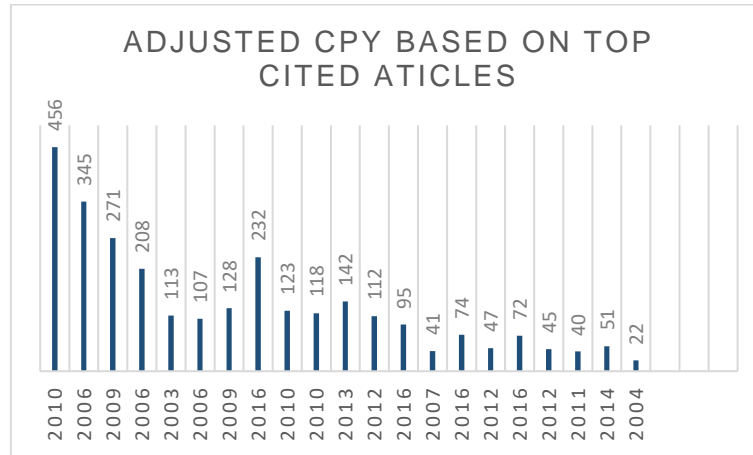
Highest 20 citations based on Google Scholar



This indicates an overall view of the discussions in the filed during the 20-year period. While total Google Scholar citations is a good indication of the impact of the article, older research articles can accumulate more citations due to the time and sometimes distort the interpretation of the data (Massaro et al., 2016). To further review this analysis, the citations per year analysis was undertaken to confirm impact of the total top 21 Google Scholar citations identified above. This was determined by the formula $CPY = \text{Total Google Scholar citations} / \text{Number of years}$, where the number of years was determined by the difference from the base year being 2023 to the year of the article published (Massaro et al., 2016).

Figure 4

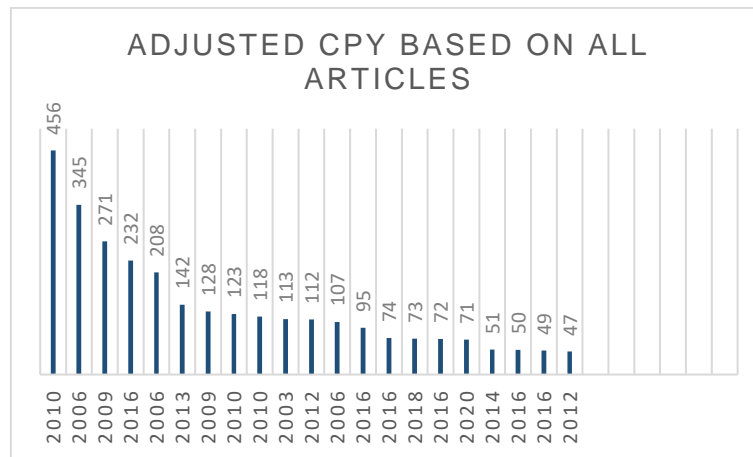
Adjusted citations per year based on highly cited articles



While the initial reflection of the graph indicates a similar outcome as the total Google Scholar citations, the impact of the article published in 2016 on social challenges is much more prominent in this analysis. Due to the time lag between the publishing of articles and citations, the impact of the article published in 2016, despite having a high citation per year index, is currently relatively low. The articles published post 2016 also indicate low level of citations, which is expected as there was not sufficient time for these articles to be cited (Massaro et al.,2016). For this reason a further analysis was reviewed of the citation per year of all 50 articles as articles published, although lower than 400 Google Scholar citations could have a higher CPY. Table 5 below illustrates this as a number of articles published in 2016 have increased CPY.

Figure 5

Adjusted citations per year based on all articles



The five articles identified above with CPY within the range of 200 to 500 have significant and lasting impact in the field, and these are seminal works which have become the foundation for future research. These articles have been published in highly ranked journals AJG, 4 and 4* and ABDC, A and A*. All five articles are theoretical in research, which further confirms the maturity of the field and the advancement in discussions in extending existing theories. The seven articles with the citations per year between 100 and 200 are highly influential articles which have further guided future research. With the time lag of publishing of new research, the articles from 45 to 100, which have been published between 2012 and 2020, are likely to have increased citations. The above indicators confirm that the field is mature, and a significant amount of research has been published.

The research related to stakeholder theory has evolved. For this study, the initial cited articles were from 2003. This was the basis for advancement to theoretical contribution in seminal research in 2010. There is a time lag between the publishing of articles, therefore the effect of the 2016 published articles with a high citation per year index is still relatively low research direction focus to value creation.

As the research on the concept of social entrepreneurship was fragmented, poorly defined with the boundaries, across different research in various fields, the authors focused this theoretical research to unveil the core of social entrepreneurship with the explicit intention of guiding future research. This led to an increased number of research development on the construct of social entrepreneurship between 2006 and 2009. The definition and

contributions to the creation of social wealth was theorised with implications for future research focus on ethics of social entrepreneurship (Zahra et al., 2009).

The call for thematic research by the *Academy of Management Journal* to address grand challenges led to the review of the challenges of societal problems experienced around the world, to guide future research through collaborative research and collective insight (George et al., 2016). This stemmed from earlier theoretical discussion related to cross-sector collaboration, again to address social problems and the benefits to community.

As can be noted from above, although these articles have high impact as they are highly Google Scholar cited and have high citations per year, the fields and discussions are fragmented and across different streams of literature. The purpose of this literature review is to discuss these themes in the construct of civic wealth creation.

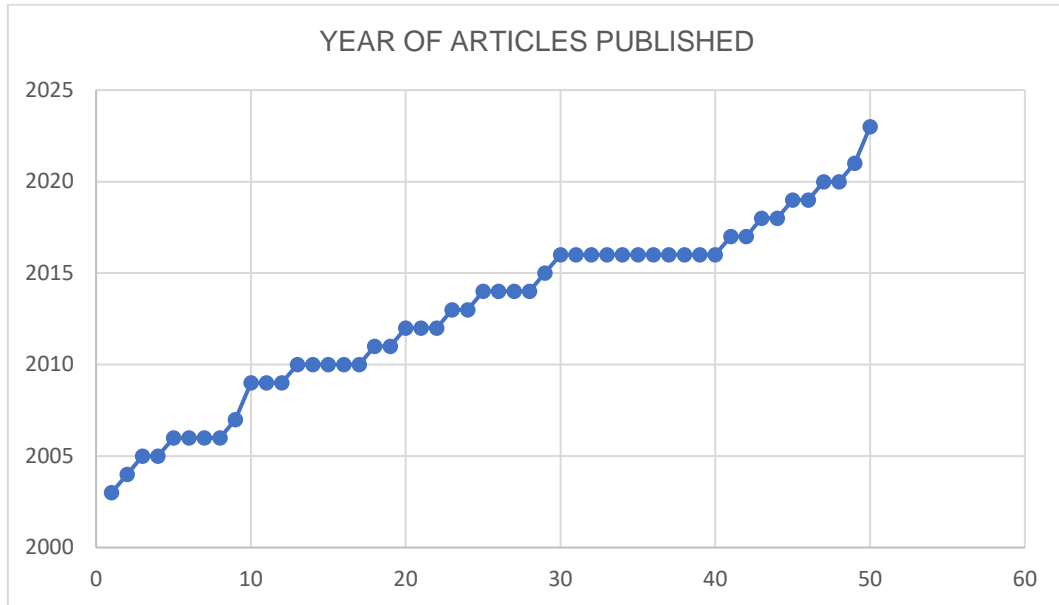
3.1.2 Year of publication

The year of the number of articles published is directly correlated to the Google Scholar citations. As per the previous discussions with reference to Google Scholar citations and citation per year, it is evident that the higher number articles related to the construct of civic wealth creation were published during the same period of 2006, 2010 and 2016. These are the prominent periods where specific theoretical discussions regarding stakeholder theory, social entrepreneurship, and societal problems which in discussion and debate.

The publication of articles in this field in 2016 is a significant commencement point for the focus on the influence of the effect an action has on society at large as this research is related to the call for solving “grand challenges’ and research focus from a move away from organisational and individual analysis towards a societal level of analysis (George et al., 2016).

Figure 6

Years of articles published



3.1.3 Type of research method and field

With 68% of the distribution of articles based on theoretical research, this further validates the impact that the field is in the mature stage and there is a focus on advancing theoretical frameworks and models. The qualitative research indicates that there is interest in exploring the phenomenon. The low quantitative research and the concepts explored have not been empirically tested as the field relies on theoretical research. The testing of this research is seen in the recent years where the quantitative studies have been conducted. The field of studies is dispersed between management and entrepreneurship which are predominant into other related fields. The predominant fields indicate the need to address real-world business challenges such as tackling grand challenges and social entrepreneurship, whereas the other fields focus on policy making.

Figure 7

Analysis of research methods

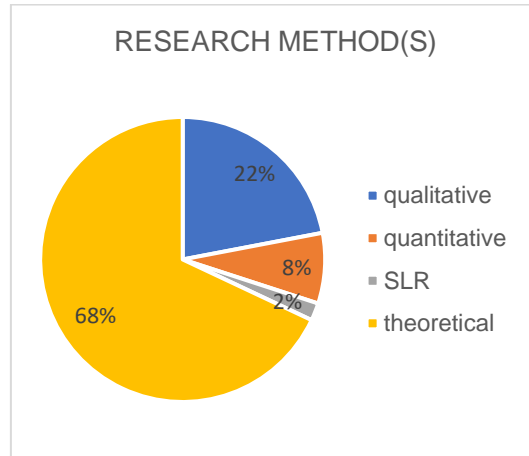


Figure 8

Analysis of the research field



3.1.4 Type of Journals

The initial search of 56 academic journals was reviewed for this literature review. The final articles were selected from 21 journals, from highly ranked journals AJG and ABDC, with varying research fields as discussed previously.

Table 3

Academic journals

No of journals	Journal	Journal ranking AJG	Journal ranking ABDC	Research field
1	<i>Academy of Management Annals</i>	4*	A*	Management
2	<i>Academy of Management Discoveries</i>	3	A	Management
3	<i>Academy of Management Journal</i>	4*	A*	Management
4	<i>Academy of Management Perspectives</i>	4	A	Management
5	<i>Academy of Management Review</i>	4*	A*	Management
6	<i>American Journal of Sociology</i>	4*	A*	Sociology
7	<i>Business Ethics Quarterly</i>	4	A	Ethics
8	<i>Entrepreneurship and Regional Development</i>	3	A	Entrepreneurship
9	<i>Entrepreneurship Theory and Practice</i>	4	A*	Entrepreneurship
10	<i>Family Business Review</i>	3	A	Management
11	<i>Journal of Business Ethics</i>	3	A	Ethics
12	<i>Journal of Business Venturing</i>	4	A*	Management
13	<i>Journal of Management</i>	4*	A*	Management
14	<i>Journal of Management Inquiry</i>	3	A	Management
15	<i>Journal of Management Studies</i>	3	A	Management
16	<i>Journal of Small Business Management</i>	3	A	Entrepreneurship
17	<i>Journal of World Business</i>	4	A*	International Business
18	<i>Organization Studies</i>	4*	A*	Organization Behaviour
19	<i>Public Administration Review</i>	4*	A	Public Sector
20	<i>Social Forces</i>	3	A	Social Sciences
21	<i>Strategic Management Journal</i>	4	A	Entrepreneurship

3.1.5 Location

The current empirical research, both qualitative and quantitative, is 30% of the total number of articles reviewed. The focus of these studies is currently based on developed economies such as North America, followed by Europe. Research in emerging markets is progressing in countries such as India and Brazil. It is notable that no empirical research in Africa has been identified in the literature review. This disparity could imply a lack of access to networks, funding restrictions, lack of access to data, for conducting the research. See Table 8 and Table 9.

Figure 9

Countries researched

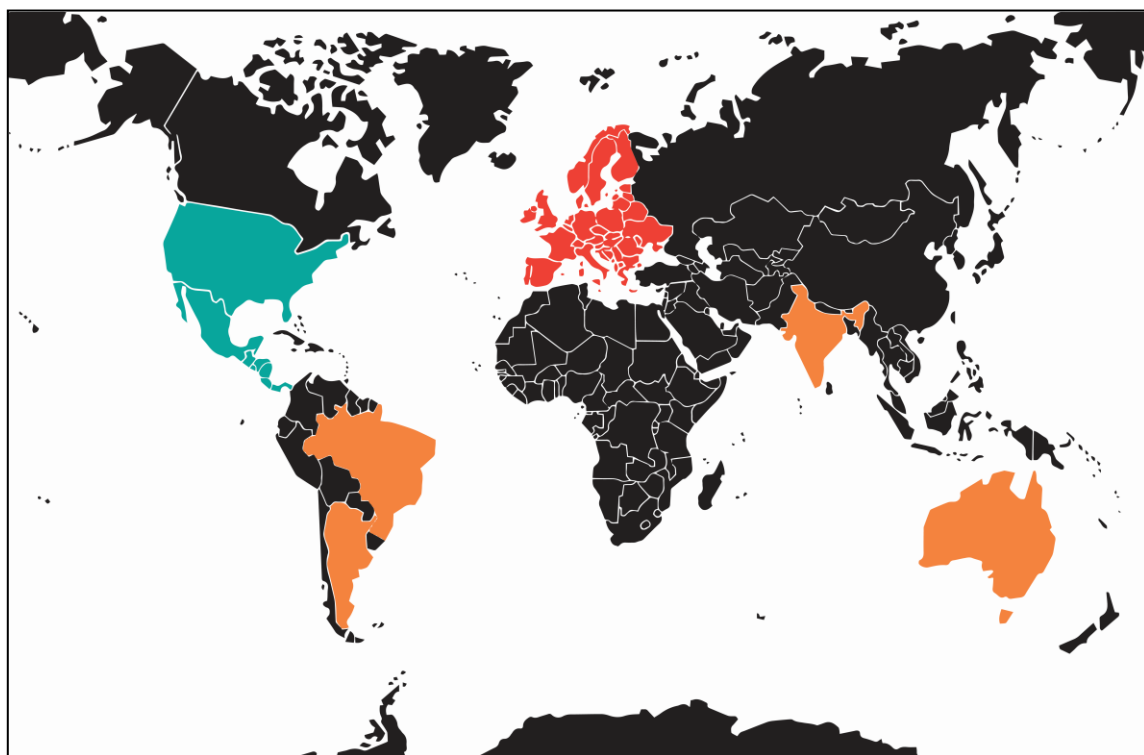
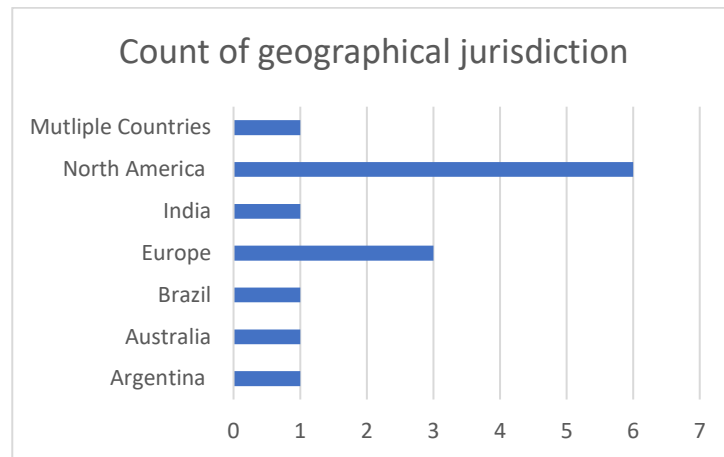


Figure 10

Count of geographical jurisdiction



3.2 Thematic content analysis

3.2.1 Themes from codes

Table 4

Theme coding analysis

Codes		
First order themes	Second order themes	Overall themes
Networks, cross-sector collaboration, engaged participation, collaborative innovation, communal wealth creation, community, regime of support, Health, happiness, social justice, Economics, products, clients, land, accumulated assets, intangible benefits, tangible benefits	Societal change	Civic wealth creation
Stakeholder theory, multiple stakeholders, voluntary commitment, community	Stakeholder engagement	Stakeholders
Depleted communities, place, civic community, shared experience, local participation, shared geographical location	Kinship and citizenry	Communities
Shared interests, Geographical location	Influence of control	Regime of support
Entrepreneurship, social entrepreneurship, community business, community enterprise, institutional entrepreneurship, wealth creation, economic, non-profit enterprise	Business, entrepreneurship	Enterprise

3.2.2 *What is civic wealth creation?*

Societal impact is often multifaceted and difficult to measure, which is why civic wealth creation provides an alternative lens to view a diverse range of initiatives aimed at societal change efforts (Bailey & Lumpkin, 2023; Downin Kennedy, 2021; Lumpkin & Bacq, 2019). For civic wealth creation efforts to be successful, several characteristics are required to be in place to provide an overall perspective. These include, firstly, the focus of a community at a civic level of analysis; secondly, engagement with a wide range of stakeholders from the catalysts of the project such as donors, to beneficiaries such as communities; thirdly, entrepreneurial activity which is aimed not only at funding but also sustaining the community; and, lastly, the view that wealth created focuses on the creation of social and communal wealth not just economic wealth (Bailey & Lumpkin, 2023; Lumpkin & Bacq, 2019). With these efforts, all stakeholders are engaged with intentionality to enact positive societal change and there is a purposeful action required collectively in setting, agreeing and implementing these civic-level outcomes.

When all stakeholders, communities, regimes of support and enterprise combine resources and develop new capabilities, positive societal change occurs (Bailey & Lumpkin, 2023; Lumpkin & Bacq, 2019). The engagement with stakeholders is complex and purposeful as each has a different need and want yet the overall goal of achieving societal change is common (Bailey & Lumpkin, 2023; Lumpkin & Bacq, 2019). The failure of execution often arises when there are misunderstandings, lack of comprehension and lack of understanding effective methods of change (Bailey & Lumpkin, 2023).

Communities who are the beneficiaries of the change efforts must be engaged throughout the process of the idea generation, planning and implementation phase. Projects implemented without the support of communities in these environments often fail when there is no support and engagement from the community. Regimes of support are stakeholders who are viewed as catalysts for projects as they include donors such as non-profit organisations, government municipalities and corporate organisations who identify the need for a solution to the problem (Bailey & Lumpkin, 2023; Lichterman & Eliasoph, 2015; Lumpkin & Bacq, 2019). What makes civic wealth creation different from other initiatives is the role of enterprise. The entrepreneurial activities are supported by for profit and social

enterprises. The community embeddedness of these entrepreneurs ensures not only the successful implementation but also sustainable change efforts as they often live with and are part of the community (Daskalaki et al., 2015; Montgomery et al., 2012; Zahra et al., 2009).

The aim if civic wealth creation is the purposeful generation of endowments led from civic wealth creation are social, economic, and communal which benefit local communities (Bailey & Lumpkin, 2023; Lumpkin & Bacq, 2019). There is a balance between tangible and intangible wealth where the focus is not just economic wealth but also social wealth creation (Lumpkin et al., 2018; Zahra et al., 2009; Zahra & Wright, 2016). What deliberately distinguishes the realisation of the goals of civic wealth creation of other social impact efforts is the mechanisms applied which are intentional, such as engaged participation, collaborative innovation, and resource mobilisation (Lumpkin & Bacq, 2019).

When all stakeholders, especially community members are committed and engaged through the full project planning and implementation phase, engaged participation takes place (Lumpkin & Bacq, 2019). Knowledge, idea and skills sharing is a key component of collaboration innovation where different stakeholders come together to pursue innovation even though they are driven by different principles (Lumpkin & Bacq, 2019). When civic wealth creation becomes a common objective and different goals are set aside for a common goal, resources can be mobilised by pooling together and leverage each other to achieve successful outcomes (Lumpkin & Bacq, 2019).

Where communities are often left with no means of support, to achieve the endowed societal impact goals of civic wealth creation, the problem must be recognised. This often is recognised by the regimes of support who identify and are responsible to catalyse the project in a specific community. The community through stakeholder engagement is supportive of the project through its design, planning and implementation with purposeful intent of setting their individual goals aside to achieve societal goals. The entrepreneurship influence in the community plays a role to catalyse but is more responsible for the sustainable development of the solution to ensure that the community is supported beyond the initial investment from the regimes of support.

3.2.3 Civic level of analysis

The level of analysis is often based on an organisational or personal level as this is driven by management of organisations. Civic action varies between different communities depending on the specific needs, therefore the analysis must be conducted specific to the environment and situational needs (Lichterman & Eliasoph, 2015; Lumpkin & Bacq, 2019). Civic life is often viewed from a district or community level (Lichterman & Eliasoph, 2015). The term civic has evoked numerous discussions amongst scholars as this is generally viewed for concepts related to voluntary associations (Lichterman & Eliasoph, 2015). This concept has extended to local government, political participation, religious organisations, immigrant integrations, community coalitions, civic engagements groups, public-private partnerships, educational institutes and local chamber of commerce (Lichterman & Eliasoph, 2015). Therefore, the research on civic wealth creation has been appropriately positioned at a meso-level unit of analysis where stakeholders are co-ordinating action to improve and enhance an aspect of society (Bailey & Lumpkin, 2023b; Dowin Kennedy, 2021; Lumpkin & Bacq, 2019).

The term community is broad, and researchers cannot agree on the defined boundaries of the term or its shared meaning (Bacq et al., 2022). Where societal change efforts are enacted, civic encapsulates the context that embraces community-based interventions (Lumpkin & Bacq, 2019). Societal change is not at an organisational level. The shared experiences which create bonds which assist in implementing solutions in communities takes place in neighbourhoods and villages (Lumpkin & Bacq, 2019). This creates a community where there is a feeling of accountability for the wellbeing of others (Lichterman & Eliasoph, 2015; Lumpkin & Bacq, 2019). This community-centred approach assists in enhancing the understanding of social, economic, and political dynamics.

When the implementation is at a civic level, this action offers three benefits (Lichterman & Eliasoph, 2015). Firstly, the focus of civic action is based on a focused action, for example in civic wealth creation where regimes of support and enterprise are catalysts for societal change. Secondly, by focusing on the different patterns of the civic action, the scene style can be replicated to other implementation models. Thirdly, the style connects civic action with outcomes which again can be replicable to other models such as access to donor funding requirements (Lichterman & Eliasoph, 2015).

3.2.4 Stakeholders

Social partnerships are often formed to manage societal problems. These partnerships involve the interaction of multi-sector and interorganisational collaboration (Savage et al., 2010). These partnerships require consistent problem solving with focus on a social solution. Issues related to processes and the collective sharing of goals is addressed by the establishing of the collaboration (Savage et al., 2010). Success of this depends on leadership and the roles of multiple stakeholders. The movement is from management of stakeholders to management for stakeholders (Di Maddaloni & Davis, 2017; Harrison et al., 2010; Tantalo & Priem, 2016).

The construct civic wealth creation provides an alternate framework to the application of stakeholder theory at a civic level, not organisational, where there are multiple coalitions, partnerships and other arrangements involved in the collaboration of multiple stakeholders (Bailey & Lumpkin, 2023; Dowin Kennedy, 2021; Lumpkin & Bacq, 2019c). Inherently, the multiple stakeholders have varying values and motivation which influences their decision making, yet they seek common ground to enact positive social change which is beneficial to society by voluntarily committing to purposeful efforts of change (Bailey & Lumpkin, 2023; Lumpkin & Bacq, 2019). For successful projects to be implemented, effective stakeholder engagement, awareness of the need for change and management of stakeholders is essential.

Through communication, objectives of each stakeholder can be identified, and outcomes can be accelerated (Bailey & Lumpkin, 2023; Tantalo & Priem, 2016; York et al., 2016). Vital to the success of positive social change leading to societal impact is the involvement of multiple stakeholders (Bailey & Lumpkin, 2023; Dowin Kennedy, 2021; Lumpkin & Bacq, 2019). Organisations that manage multiple stakeholders have the awareness to allocate additional resources to manage this process (Harrison et al., 2010). When these relationships are better managed, stakeholder theory suggests that there is a more successful rate of addressing problems as that arise. The creation of value is for all stakeholders, not only organisations implementing the project.

The discussions related to a stakeholder approach by Freeman (1994), consideration of those affected by the project implantation should be considered, not only the view of those

who affect it (Bridoux & Stoelhorst, 2016; Di Maddaloni & Davis, 2017). Minimum attention has been paid in management research to value for stakeholders (Harrison & Wicks, 2013). The assumption is that most studies measure value captured through economic measures (Harrison & Wicks, 2013). Value creation should be measured in economic terms only and can be measured in sensory experiences such as happiness, well-being, and pain (Harrison & Wicks, 2013). The interest of a broader society must be considered and focus on the measuring to triple bottom line where not only economic but also social and environmental dimensions are measured (Harrison & Wicks, 2013). Stakeholders perceived satisfaction is linked to economic wealth such as goods and services, organisations justice, affiliation, and perceived opportunity costs (Harrison et al., 2010)

Projects often use stakeholder identification, classification, and assessment to identify primary stakeholders who are characterised by contractual links and secondary, who have no contractual bounds, stakeholders. Stakeholder analysis is based on impact of primary stakeholders, who are the sponsors of the project where much of the research in management is currently focused as they control project resources (Di Maddaloni & Davis, 2017). Research is also focused on stakeholders operating within a project when interacting are temporary relationships due to the short duration of projects (Di Maddaloni & Davis, 2017). Limited research is focused on secondary stakeholders such as the communities who are the beneficiaries of the project (Di Maddaloni & Davis, 2017). Societal impact projects which are endowed are long term projects where the focus is on creating lasting relationships beneficial for communities.

As each stakeholder requires varying engagement criteria, the perspective of civic wealth creation a broader approach, where each stakeholder although having their individual goals, collaborate to achieve societal goals (Bailey & Lumpkin, 2023). Civic wealth creation conceptualises three different categories of stakeholders, communities, regimes of support and enterprises with each generating varying levels of economic, social and communal wealth (Bailey & Lumpkin, 2023b; Dowin Kennedy, 2021; Lumpkin & Bacq, 2019).

3.2.5 Communities

Communities are often viewed as secondary stakeholders and are not part of the design, decision-making or implementation of projects in their geographical areas. Scholars from diverse fields agree that there is a lack in understanding the various roles communities assume (Bacq et al., 2022; Di Maddaloni & Davis, 2017; Shepherd & Williams, 2014). The roles of communities can be viewed as context, supporter, partner, opportunity creator and entrepreneur (Bacq et al., 2022.). Management scholars have identified the need to involve communities in these processes and include them as primary stakeholders.

For the successful implementation of societal initiatives, the engagement of communities in the process of change is crucial as they need to be part of the decision-making process (Bailey & Lumpkin, 2023; Besser et al., 2006; Haugh, 2007; Hindle, 2010).

These communities consist of individuals who are inspired by a sense of kinship (Bailey & Lumpkin, 2023; Down Kennedy, 2021; Lumpkin & Bacq, 2019). To achieve more favourable results in execution of projects, collaboration of communities with other stakeholders is essential not only to co-create and co-design solutions, but also to understand why the interventions are required (Bailey & Lumpkin, 2023b; Down Kennedy, 2021; Lumpkin & Bacq, 2019).

Using other fields of research such as a positive psychology perspective, management scholars have a better understanding of communities and how compassion can be a catalyst to alleviate suffering when confronted with societal injustices and trauma (Shepherd & Williams, 2014). The feeling of compassion invokes positive states of positive outcomes for communities where social architecture through trust in networks, humanity, and other social integration models are a central feature of this is localness with local community values (Shepherd & Williams, 2014). With this, local knowledge and local networks are imperative, both from a social and technical perspective for effective implementation (Shepherd & Williams, 2014).

Communities arise from shared geography, interest, identity, or intentional social networks (Bailey & Lumpkin, 2023; Down Kennedy, 2021; Lumpkin & Bacq, 2019).

To define how communities, Baily & Lumpkin (2023), identified these as community of place, identity, fate, interest, and practice, where the identification can overlap. The primary and most acknowledged concept of community is identified as geographical location. Shared

cultural elements, ethnicity, relational characteristics are often related to geographical location. Secondly, another resource which is a catalyst for collective action is when communities of identity share cultural, traditional, religious, ethnic or heritage related features. Thirdly, communities of fate emerge when, even though not bound by geographical boundaries, external factors bring people together which are beyond their control. Fourthly, although not formalised, communities of interest are formed around a focus or shared interest. Lastly, communities of interest are bound by shared expertise, livelihood, and craftsmanship.

3.2.6 Regimes of support

Regimes of supports are referred to as stakeholders who have authorisation to operate in a civic environment and stakeholders who have the ability to provide resources, where support is highly contextual and varies across different eco-systems (Lumpkin & Bacq, 2019). There is a strong influence in the community, sometimes on a day-to-day basis (Lumpkin & Bacq, 2019c). These stakeholders collectively are responsible for funding, providing legal and authorities insights for effective generation of civic wealth creation (Bailey & Lumpkin, 2023; Down Kennedy, 2021; Lumpkin & Bacq, 2019). This funding requirement stimulates economic development, which is often catalysed by donors such as international aid organisations, charitable organisations, in the form of donations and grants, philanthropic, families, individuals, investors in the form of equity finance, impact investing, microfinancing, crowdfunding, government funding or corporate social investments from organisations. Additional stakeholders encompass regularity functions such as municipalities, elected officials, government agencies. These entities contribute to legislative authorisation for conducting business and facilitating commerce. This can be enforced either in regulation or deregulation. Political parties present in communities and social activists also play a significant role (Bailey & Lumpkin, 2023; Down Kennedy, 2021; Lumpkin & Bacq, 2019).

Driven by the desire to exert influence on initiatives aimed at societal change efforts, these stakeholders are predominantly volunteer members of the community. consist of mostly volunteer stakeholders because they want to influence societal change efforts. Mechanisms of control in the donations granted which influence the advancement of these efforts. These interventions are viewed as favourable public perception. The stakeholders must be engaged with the community who have the logics of influence and control as communities

play a vital role in enabling organisations to address complex social problems effectively (Berrone et al., 2016). It was found that the effect of community intervention impact was only up to a point when the community was not part of the process (Berrone et al., 2016).

To ensure implementation of all stakeholders for successful project execution and outcomes, three mechanisms of scaffolding were identified. Firstly, mobilising institutional, social organisational and economic resources. Secondly, stabilising emerging patterns of interactions that reflect and alternative social order. Thirdly, concealing goals that are neither anticipated nor desired by some groups. These interventions are viewed as catalysts to enabling social impact.

3.2.7 Enterprise

Vital to civic wealth creation and the sustainability of the intervention is stimulate the economy. This requires the concerted efforts of all stakeholders to interact with entrepreneurs to ensure the economy of the community is thriving. Entrepreneurship has been a focus of discussions for management and entrepreneurship scholars who focused on traditional profit-making entrepreneurs. Scholars have altered focus to a wide range of societal entrepreneurship as can be noted on Table 12 and Table 13.

Table 5

Types of enterprises identified in the current literature reviewed

Types of enterprises identified in current literature	
1	Base of the pyramid initiatives
2	Business entrepreneurship
3	Collective social entrepreneurship
4	Community development finance institutions
5	Community development corporations
6	Co-operatives
7	Community based enterprise
8	Community entrepreneurship
9	Development internship
10	Environmental enterprise
11	Entrepreneurship (for profit)
12	Entrepreneurial community
13	Employee stock ownership
14	Family business
15	Institutional entrepreneurship
16	Local venturing
17	Social enterprise
18	Social ventures
19	Municipal enterprise
20	New form of hybrid enterprise

Table 6
Discussion of types enterprises current literature

Discussion of types of enterprise in current literature																				
Author(s)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
(Dubb, 2016)				X	X	X							X				X		X	X
(Dowin Kennedy, 2021)								X				X								
(Lumpkin & Bacq, 2019)	X					X		X			X	X					X			
(Bailey & Lumpkin, 2023)	X							X									X			
(Montgomery et al., 2012)			X																	
(Somerville & McElwee, 2011)								X									X			
(Hertel et al., 2019)								X												
(Johnstone & Lionais, 2004)								X												
(Peredo & Chrisman, 2006)								X												
(Tracey et al., 2005)								X									X			
(McMullen, 2011)		X							X						X		X			
(Haugh, 2007)																		X		
(Daskalaki et al., 2015)		X															X			
(Marti et al., 2013)			X					X												
(van Gils et al., 2014)														X						
(York et al., 2016)										X										
(Hall et al., 2012)	X																			
(Mair & Marti, 2009)															X					
(Branzei et al., 2018)			X																	
(Chliova & Ringov, 2017)	X																			
(Zahra et al., 2009)																	X			
(Shepherd & Williams, 2014)																X				
(Di Domenico et al., 2009)			X																	
(Di Domenico et al., 2010)																	X			
(Miller et al., 2012)																	X			
(Lumpkin & Bacq, 2019)																	X			
(Bacq & Alt, 2018)																	X			
(Bacq & Alt, 2018; Lumpkin et al., 2018)																	X			
(Mair & Marti, 2009)																	X			
(Zahra & Wright, 2016)																	X			

Social entrepreneurship actions are intended for the benefit of communities or society more than the organisation around social problems. (Lumpkin et al., 2018; Miller et al., 2012; Zahra & Wright, 2016). Most social entrepreneurship projects commence at a small scale to address specific conditions in a particular community (Lumpkin et al., 2018). Management and entrepreneurship scholars have not focused on the impact of social entrepreneurship at community and societal levels (Lumpkin et al., 2018). The focus of scholars has been predominantly on the individual group or organisational level and not on the civic, societal or community level (Lumpkin et al., 2018).

Another reason for this is that it is difficult to measure as societal-level impact measure (Hertel et al., 2019; Lumpkin et al., 2018). In the context of social entrepreneurship, wealth encompasses not only financial and physical capital but includes human and social capital (Lumpkin et al., 2018). Where financial resources pertains to monetary resources, physical capital refers to the land occupied by the community, as well as hard assets such as buildings, machinery, and equipment form part of physical capital. While human capital encompasses the combined cognitive abilities that individuals acquire through community knowledge, education and local experience, social capital is defined by characteristics such as networks within communities who cooperate for mutual societal benefit (Lumpkin et al., 2018).

Finally, social entrepreneurs are differentiated from traditional entrepreneurs by their crucial trait of empathy which is mediated through mechanisms of social worth and self-efficacy, not personal wealth, and power (Bacq & Alt, 2018; Di Domenico et al., 2010).

Another form of stimulation focused on economies where societal interventions is required as communities experience poverty where they live on an income of less than \$2 a day is bottom-of-the-pyramid (Zahra & Wright, 2016). These ventures are purely community based and focused interventions.

Community-based enterprises emerge in markets where authoritative conditions are not in place and collective action is required by collaboration of communities to enable the transition from social organisations to stimulating the economy organisations (Bacq et al., 2022; Hertel et al., 2019). This phenomenon is prevalent in declining economies and is dependent on community participation (Hertel et al., 2019).

While social interventions to stimulate the economy in communities' is vital, traditional entrepreneurs still play a significant social role (Zahra & Wright, 2016). They have the means grow economies at a more rapid pace as the focus is entrepreneurship for profit. They are embedded in communities providing employment, training, and financial support.

3.2.8 Wealth creation

To understand the impact of civic wealth, we need to engage with the drivers which enact and enable the success of the implementation. The interaction of logics within each stakeholder category has the potential to generate various forms of wealth, including social, economic and communal wealth. Civic wealth creation emerges only when these three dimensions intersect at high level of presence.

3.2.8.1 Social wealth creation

Social wealth is created at the intersection of community and regimes of support. Under these circumstances, members of the community may unite to request assistance from regimes of support. Alternatively, external stakeholders offer community support. This unity of community members in offering each other support leads to social wealth creation where collectively they are able to achieve more. This support by the regimes of change impacts for the greater good of communities, thereby leading to social wealth creation.

3.2.8.2 Economic wealth creation

Economic wealth is created at the intersection of enterprise and regimes of support, where business and communities align in goals and deliverables for the greater good of the community. When these capitalistic systems are integrated into communities, financial gains are made, leading to economic wealth creation on an individual level.

3.2.8.3 Communal wealth creation

The intersection of community and enterprise leads to communal wealth creation. Members of the community unite to form a purposeful enterprise, and wealth is shared collectively. The bonds that share the goals are aligned and the notion is for the common good of society. These intersections improve communities and their financial sustainability.

3.2.9 The convergence of social wealth creation, economic wealth creation and communal wealth creation

Civic wealth is created when social wealth creation, economic wealth creation and communal wealth creation converge. Sometimes, however, there are partial convergences which lead to different results. When there is a high presence of all three intersections, a strong degree of civic wealth creation is experienced. When there are two high convergences and one low convergence, moderate impact is experienced. When there are two low and one high convergence, weak impact is experienced.

4 Chapter 4: Discussions of the literature review

There are a few initiatives which are conducted deliberately by supporters such as aid organisations, private investors, public investors, businesses, and government to improve the lives of communities. To understand the literature on how communities can positively benefit from these initiatives beyond the initial intervention, the notion of civic wealth creation was identified as a construct. The construct of civic wealth creation was identified to discuss the creation of benefits for the communities and provides a new lens to view societal impact. The aim of the study was to identify definitions, concepts and principles pertaining to civic wealth creation and the main trends in civic wealth creation with reference to the current state of the literature on civic wealth creation, where the construct originated, how the literature is developing, and what future research would be.

4.1 *What do the pictures (tables and graphs) say?*

With reference to the results from the previous descriptive analysis, the observation was that the articles have had significant and lasting impact. The high rating of the citations per year is a significant confirmation of the impact of the articles. The articles reviewed were from high-ranking journals AJG 3 and above and ABDC A or A*. This indicates the level and the high impact of the research in academic literature. Most of the articles reviewed were published during 2006, 2010 and 2016, which marked significant points in time for new and extension to existing theoretical discussions. These time frames played an important role in stimulating discussions on various topics including stakeholder management, communities and social entrepreneurship and societal impact.

With 68% of the articles reviewed which were published being theoretical discussions, this indicates that the impact in the field is in the mature stage. This indicates that there is a positive change, and the research has guided policymaking. While there is a lack of empirical studies, only 28%, this has increased in proportion to theoretical studies over the last five-year period and further research in this will guide business and management. Therefore, while the construct of civic wealth create is nascent, the foundational knowledge it has been based on is mature and has been well documented and researched. The research has predominantly been focused on the fields of management and entrepreneurship, which can be analysed from the journal type and the research field of the articles and should be

positioned in other fields such as sociology and the public sector as the stakeholders' communities and regime of support are focused in these areas.

Another significant key outcome is the location of the research. Predominantly, the research has been focused on North America followed by Europe. This research was based on communities which have been left destitute when large industries leave rural environments. Where societal impact however is most relevant is in developing markets where poor economies lead to various societal issues such as poverty and unemployment. For the empirical studies to be more relevant in the phenomenon of societal impact, research should be more focused on developing countries such as South America, Africa, and Asia.

4.2 *What do the themes tell us?*

While the concept of civic wealth creation is complex, it provides a new lens to view societal impact. As the research in civic wealth creation specifically is nascent, initially discussed in 2019, the foundation of the research is based on research which has a strong theoretical base of support. This research is however multidisciplinary, where the focus has been in the field of management and entrepreneurship studies. The future research needs to be focused on interdisciplinary research of communities, regimes of support and enterprise, as this is where wealth is created.

The fragmented research has also resulted in the identification of clear concepts which need to be agreed and aligned.

4.2.1 *Civic wealth creation*

The construct civic wealth creation has been identified as a growing topic of interest given that the aim is to address societal needs. One of the key focus areas of sustainability is the impact on stakeholders. The United Nations Global Compact definition of social sustainability is identifying and managing the business impact on people, both positive and negative, and where the quality of a company's relationships and engagements with its stakeholders is critical (UN Global Compact, 2021). Some of the Sustainable Development Goals focus on project implementation to address good health and well-being, quality

education, clean water and sanitation, decent work, and economic growth, etc. Project owners are building these goals into project deliverable targets. Various external stakeholders, such as local communities, local businesses, NGOs, contractors, suppliers, political parties, environmental specialists etc., affect the successful execution of sustainable projects. There are a number of interventions by various stakeholders to make an impact on impoverished individuals to enact positive societal change.

The focus was research has moved towards a civic level analysis. Previous research was based on management research on firms, therefore organisational or personal research driven towards the understanding of decision making. Therefore, the current fragmented research is often based at a micro or macro level. The focus of the research needs to be on a meso-level where the change effects on communities can be identified at a civic level of analysis.

There is a positive relation between entrepreneurial activity, economic growth, prosperity, and wealth creation (Mair & Marti, 2009). This has resulted in enterprise identified as a key stakeholder for the successful implementation of civic wealth creation. Local capital capacity building as a strategy is required to assist impoverished communities to become more self-reliant (Peredo & Chrisman, 2006). Civic wealth creation has identified the role of enterprise in addressing social problems where local capacity building can be addressed.

The widening appreciation of wealth as something more than tangible material possessions plays a vital role in the societal change efforts where intangible wealth creation is a key focus (Lumpkin & Bacq, 2019). Positive civic wealth creation implicitly achieves a decrease in community issues such as crime, gender-based and substance abuse, and community success, such as increased levels of education, employment, social and economic development, and further social infrastructure investment in these communities.

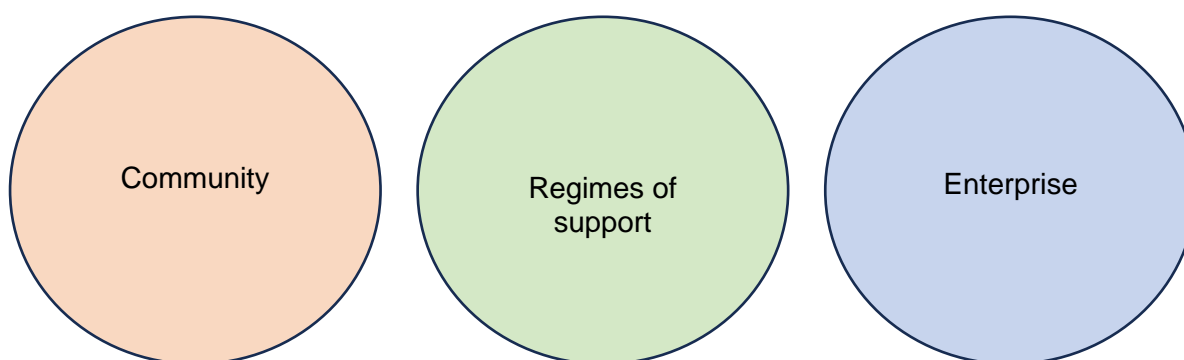
The aim of civic wealth creation is to strengthen and sustaining for a civic setting, seeks economic and non-economic benefits and endowments that are intentional and lasting (Lumpkin & Bacq, 2019). The impact of economic, social or community has been measured individually and focuses on future research needs to be on an overall impact measure.

4.2.2 Purposeful stakeholder engagement

Previous research focused on reviews required by management and disregarded the views of stakeholders who were classified as secondary stakeholders. Future research focus should be focused on secondary stakeholders, especially communities as they form a crucial component of the success of projects implemented. Even though there is a conscious movement from management of stakeholders to management for stakeholders, research in this area is nascent. The main reason for this is management research is based on the temporary engagement with stakeholders. Varying strategies are required for management stakeholders as each has their own dynamics and requirements. The generalised view presented does not accommodate for the differences in stakeholders identified. The research is fragmented and multidisciplinary.

Figure 11

Multidisciplinary studies of community, regimes of support and enterprise



Community

While researchers do not agree on the definition of community, the acceptable view for the context of a civic level of discussion is on a geographic location. This allows for the overlap of other definitions of community such as religion or ethnicity.

Regimes of influence

Often seen as catalyst to improve societal problems and build new capacities, a complex stakeholder approach as the goals is varied. Non-profit organisations cannot sustain

communities' perpetuity and need to innovate to collaborate with other stakeholders to ensure the donor funding can be used merely as a catalyst to stimulate the action. When authority has more control in areas, the concern is related greed and corruption where self-interest often takes precedence over the societal needs of the community.

Enterprise

The key to successful civic wealth implementation which gives us a differentiation factor to other implementation models is enterprise. This is viewed as the endowed intervention which is sustainable and stimulates economic growth. Varying entrepreneurial models from social infrastructure, community-based enterprises and bottom of the pyramid have a long-term focus on community growth and support. Traditional entrepreneurship with a focus on profits but are embedded in communities also have a long-term effect on the communities they are based in due to the high degree of social interaction with various stakeholders.

4.2.3 What is the impact of the intervention?

While success and failure of projects implemented can be measured by the immediate benefit to communities, the impact beyond this for the sustainable economy or unintended benefits to society have not been identified or measured. The effectiveness of these interventions requires agreement from scholars on how success is measured. Due to the varying nature of interventions and societal impact, there is no consistency in the success or failure of projects.

5 Conclusion and recommendations

5.1 Conclusion

Societal impact addresses global issues of social injustice and poverty. The semi-structured literature review method allowed for the understanding of the literature in a structured format in-depth in the current body of knowledge (Denyer et al., 2008; Snyder, 2019; Tranfield et al., 2003) . This process was rigid, transparent, and replicable following models from various researchers (Hiebl, 2023a, 2023b; Massaro et al., 2016; Rojon et al., 2021). The initial search on the construct of civic wealth creation resulted in three journal articles complying with the inclusion and exclusion criteria. By utilising the snowballing concept, the search strategy extended to 305 articles, of which 56 were selected for the final review process using a strict inclusion and exclusion criteria. The bibliometric and thematic analysis allowed for the review over the period from 2003 to 2023. The analysis was based on the citation analysis per year, which indicated the impact and relevance of the articles, the number of articles published per year, the method and research fields, academic journals reviewed and the location and geographical justification. This allowed for a deeper understanding of the extend of the literature in the field. While the key themes address various concepts from civic wealth creations, stakeholder management, communities, regimes of support and enterprise.

For the lens of civic wealth creation to be effective for implementation of projects to view the influence on society, specific boundaries need to be addressed. This includes the analysis on a civic level, the engagement of a multiple stakeholders, the role of enterprise and entrepreneurship, and the intentionality of all stakeholders to bring societal change.

In order to address these societal issues, civic wealth creation presents a new lens to view societal impact. The aim to provide endowed wealth creation in the form of economic, social, and communal wealth creation. The collaboration and interactions with stakeholders are key to the successful implementation of societal impact. Societal impact reviews the effect that an action has on society at large. This is often difficult to measure as it is multifaceted. Impoverished communities are left in a state of destitution when governments are unable fulfil their role of support. This is in line with the recommendations from previous studies and the results from the gap in the structured literature review. This will assist academics, practitioners and policy makers in decision making for future interventions.

5.2 Recommendations for future studies

The current research on community, regimes of support, and enterprise is multidisciplinary as it has culminated from previous studies in various fields. Even within these multidisciplinary studies there are disparities. Future studies should aim to inform more interdisciplinary research in the concepts of the overlap of community, regimes of support and enterprise in the concept of civic wealth creation at a civic level of analysis. The concept of civic wealth creation is broad and has several themes. Each of these require further in-depth research. These themes requiring further research include stakeholders, communities, regimes of wealth, enterprise, collaborations, civic level of analysis and the intentionality of society.

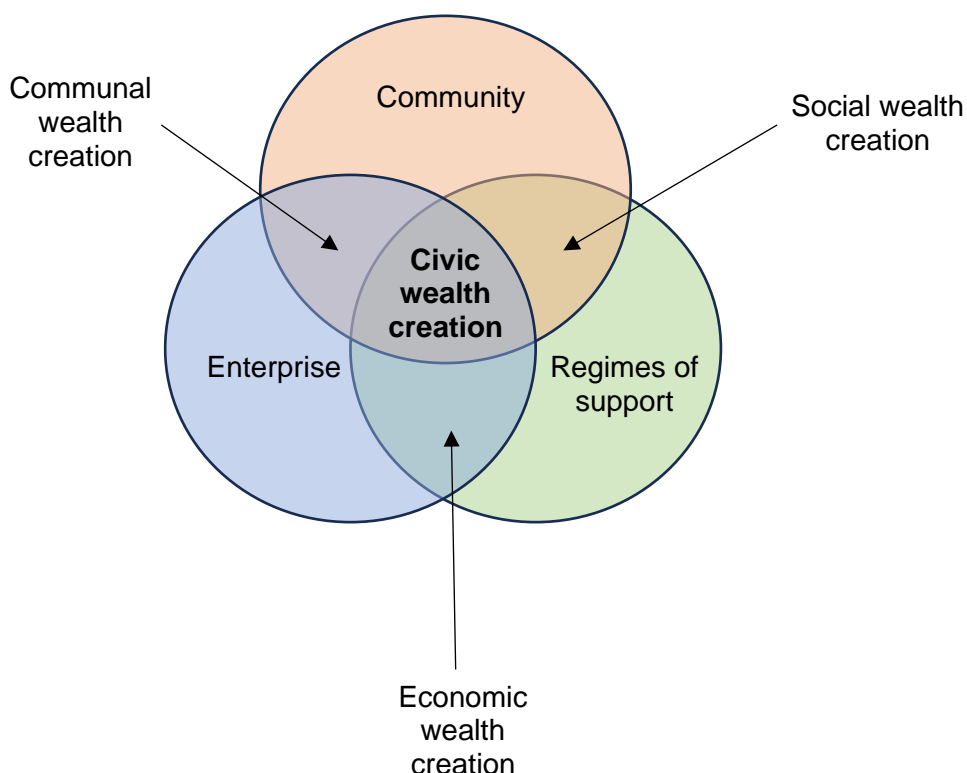
While there is a strong focus in the field of theoretical research, further empirical studies in more geographical regions required to be conducted. The geographical regions where poverty and social injustices is prevalent is in developing countries. The current research focus is on North America and Europe, with very minimal studies in developing countries. Focus for future research should be in these regions.

Further understanding of stakeholders and their roles is required. The current research on stakeholders focuses from an organisational perspective. More research is required based on the perspective of the community who are key stakeholders. Through this process, practitioners will have a more informed understanding of managing for stakeholders.

The concepts of engaged participation and collaboration require further research. This is essential as there is an overlap of stakeholder functions and for civic wealth creation to be effective, all stakeholders are required to collaborate towards a common goal.

Figure 11

Interdisciplinary studies of community, regimes of support and enterprise



The focus of future studies should be at a civic level of analysis. With the impact on societal change efforts, communities need to be the focus of studies as opposed to previous studies based on organisations and individuals. This includes the understanding of further concepts within communities such as compassion organising and prosocial organising. This includes the measure of economic and non-economic wealth creation.

While projects implemented by regimes of support in communities are measured on specific impact, the gap in the current literature indicates that there is a need for empirical studies on the construct to test the effectiveness of the unintended benefits the success of projects created. Not only will this add to the current low number of empirical research articles available on the construct, but it will also provide data for further theoretical research on the construct.

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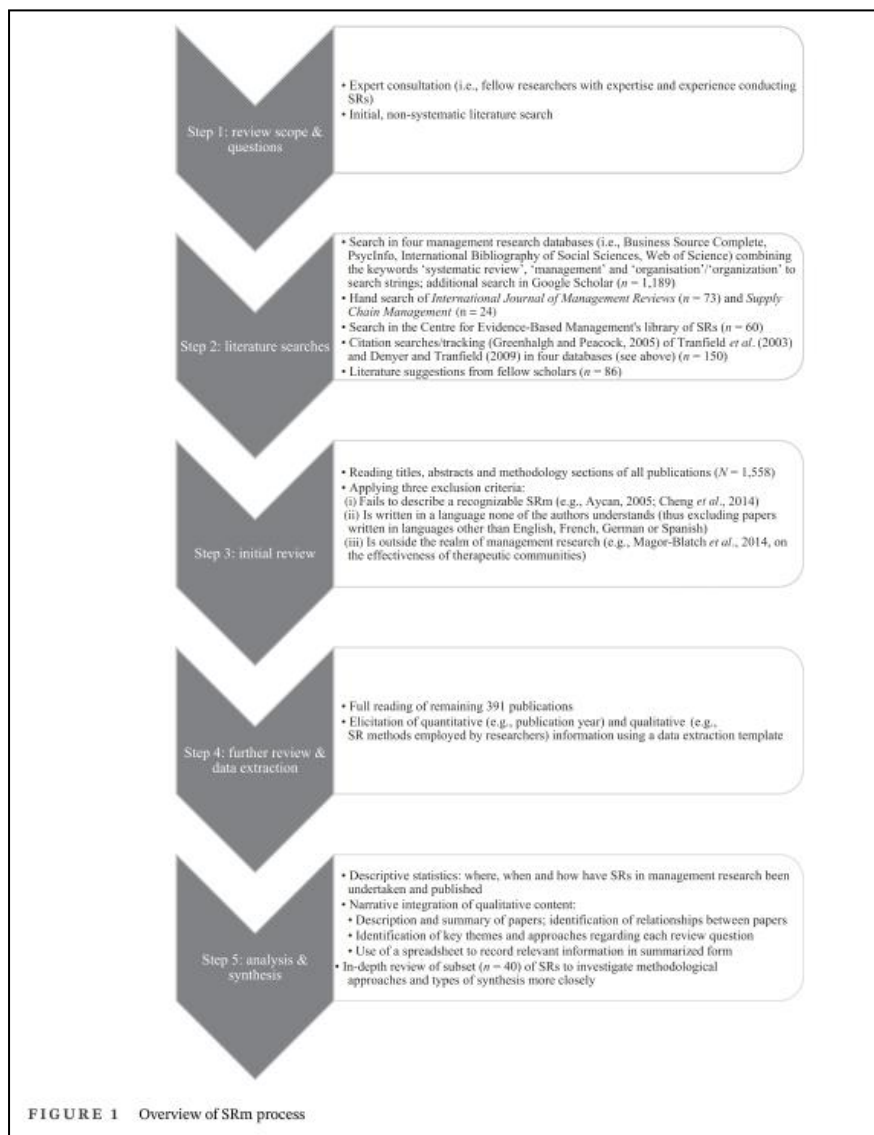
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Appendices

Appendix 1:

Structured literature review process (Rojon et al., 2021)



Appendix 2:

Final list from the electronic databases WOS and Scopus						
Number	Year	Title	Authors	Journal	References	Citations
Article 1	2023	Enacting Positive Social Change: A Civic Wealth Creation Stakeholder Engagement Framework	Bailey R C + Lumpkin G T	Entrepreneurship: Theory and Practice	109	5
Article 2	2021	Creating community: the process of entrepreneurial community building for civic wealth creation	Kennedy, ED	Entrepreneurship and regional development	38	2
Article 3	2019	Civic Wealth Creation: A new view of stakeholder engagement and societal impact	Lumpkin G T + Bacq S	Academy of Management Perspectives	118	64

Appendix 3:

Partial codebook for content analysis of this study

Code	Description
Year	Year of publication
Citations	Number of citations
Article title	Title of the article
Journal title	Publication in which the article was published
Research field	Field of research
Research method(s)	Qualitative, quantitative, mixed methods, literature review
Geographical jurisdiction	Country or region from which the data were collected
Dominant themes	The dominant themes in the article
Dominant theory	What is the governed theory dominant in the article
Keywords	Keywords
Research objectives/questions	Research objectives and/or questions explicitly stated in the article
Major findings	Major findings explicitly stated in the article
Contributions	Contributions explicitly stated in the article
