

Innovation under Constraint: Social Entrepreneurship Models in Geographically Isolated Communities

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ABSTRACT

Background. Geographically isolated communities face persistent structural constraints that limit access to resources, markets, and institutional support. However, these challenging conditions also act as a generative environment, fostering unique forms of innovation deeply embedded within local contexts.

Purpose. This study aims to examine the development and sustainability of social entrepreneurship models under resource constraints. It specifically focuses on adaptive strategies, governance structures, and the processes of resource mobilization within these isolated settings.

Method. The study employed a qualitative multiple-case study design, analyzing twelve social enterprises across the agriculture, education, and healthcare sectors. The research combined descriptive and inferential analysis to identify recurring patterns of innovation and organizational sustainability.

Results. Findings indicate that innovation in these communities emerges through hybrid resource configurations, robust community engagement, and the integration of local knowledge systems. Furthermore, the evidence shows that participatory governance significantly strengthens organizational resilience, proving that constraints can drive sustainable entrepreneurial practices rather than just limiting them.

Conclusion. The study concludes that social entrepreneurship in isolated areas requires a shift in innovation frameworks prioritizing relational dynamics, adaptability, and local agency over traditional metrics like scalability and resource abundance. These insights offer a foundation for designing development interventions that are contextually grounded and sensitive to local realities.

KEYWORDS

Constraint-Driven Innovation, Community Engagement, Geographically Isolated Communities, Hybrid Models, Social Entrepreneurship.

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INTRODUCTION

Geographically isolated communities face structural limitations that extend beyond physical remoteness, encompassing restricted market access, limited infrastructure, and constrained institutional support. These conditions often generate persistent socio-economic vulnerabilities that cannot be adequately addressed through conventional development models. Social entrepreneurship has emerged as a promising approach to navigate such constraints by leveraging locally embedded knowledge,

community participation, and innovative resource mobilization (Lupoae dkk., 2025). The interplay between scarcity and innovation becomes particularly visible in these contexts, where necessity frequently drives the creation of adaptive and context-sensitive solutions.

Scholarly discourse on social entrepreneurship has increasingly emphasized its potential to address complex social problems through hybrid models that combine social mission with economic sustainability (Maaßen dkk., 2025). However, much of this literature has been developed within relatively resource-accessible environments, where infrastructure, networks, and institutional support are more readily available (Gordon, 2012). The dynamics of social entrepreneurship in geographically isolated communities remain underexplored, particularly in relation to how actors design, adapt, and sustain their initiatives under persistent constraints (Almeida & Daniel, 2025). These environments present unique challenges that demand alternative conceptualizations of innovation beyond conventional frameworks.

The notion of innovation under constraint reframes limitations not merely as barriers but as generative conditions that shape entrepreneurial creativity and resilience (Singh & Nurse, 2025). Communities operating in isolation often rely on informal systems, indigenous knowledge, and collective action to sustain economic and social activities (Duong, 2026). These practices challenge dominant assumptions that innovation is primarily driven by access to capital, technology, and formal institutions (Misbauddin dkk., 2025). Understanding how social entrepreneurship models evolve within such contexts provides critical insights into alternative pathways of development that are grounded in local realities rather than externally imposed solutions.

Existing research tends to generalize social entrepreneurship models without sufficiently accounting for the spatial and structural heterogeneity of the contexts in which they operate (Sirolli dkk., 2025). This generalization risks obscuring the specific mechanisms through which social enterprises function in geographically isolated communities, where constraints are not episodic but systemic (Robb dkk., 2025). The lack of contextual sensitivity in current models raises questions about their applicability and effectiveness in addressing deeply embedded local challenges (Ayoungman dkk., 2025). Such limitations necessitate a more nuanced examination of how social entrepreneurship is practiced under conditions of isolation.

Empirical studies have often prioritized measurable outcomes such as financial sustainability, scalability, and impact metrics, while overlooking the adaptive processes that enable social enterprises to survive in resource-constrained environments (Wagner & Kabalska, 2025). These processes include improvisation, community-based governance, and the strategic use of non-monetary resources (Tan & Cheah, 2025). The absence of detailed analysis on these dimensions results in an incomplete understanding of how innovation actually occurs in isolated settings (Graci, 2025). A critical gap remains in explaining how constraints are negotiated, transformed, or even leveraged as strategic assets within social entrepreneurship practices.

Policy frameworks and development interventions frequently assume that successful models from urban or semi-urban contexts can be replicated in geographically isolated areas with minimal modification (Baptista dkk., 2025). Such assumptions underestimate the complexity of local socio-cultural dynamics and the role of embedded knowledge systems (Ashraf dkk., 2025). The mismatch between policy design and local realities often leads to unsustainable initiatives that fail to gain community ownership (Ioannou & Retalis, 2025). Addressing this problem requires a reconceptualization of social entrepreneurship models that are explicitly grounded in the lived experiences and adaptive capacities of isolated communities.

This study aims to critically examine how social entrepreneurship models are developed, adapted, and sustained within geographically isolated communities characterized by structural

constraints (Bonfanti dkk., 2025). The research seeks to uncover the underlying mechanisms that enable these enterprises to operate effectively despite limited access to resources, infrastructure, and institutional support (Subrahmanyam, 2025). A particular emphasis is placed on understanding how local actors reinterpret constraints as opportunities for innovation and collective action.

The study also intends to identify the key components and configurations of social entrepreneurship models that are uniquely suited to isolated contexts (Uduji dkk., 2025). These components include governance structures, resource mobilization strategies, and value creation processes that differ from those commonly observed in more connected environments (Bryant, 2014). By analyzing these elements, the research aims to construct a more context-sensitive framework that captures the diversity and complexity of social entrepreneurship practices.

Another objective of this research is to contribute to theoretical and practical discussions by bridging the gap between abstract models of social entrepreneurship and their real-world applications in marginalized settings (Muthukrishnan & Bhattacharyya, 2025). The study seeks to provide actionable insights for policymakers, practitioners, and scholars interested in designing interventions that are both effective and contextually appropriate (De Angelis & Vesci, 2025). The ultimate goal is to advance a more inclusive understanding of innovation that recognizes the capabilities and agency of communities operating under constraint.

A review of existing literature reveals a strong emphasis on social entrepreneurship as a universal solution to social and economic challenges, often framed within frameworks that prioritize scalability and replication (Ai dkk., 2025). Such perspectives tend to overlook the situated nature of entrepreneurial practices, particularly in environments where standard assumptions about resources and infrastructure do not hold (Girma Aragaw dkk., 2025). The absence of geographically grounded analyses creates a significant gap in understanding how social entrepreneurship functions in contexts of isolation.

Current studies frequently adopt a macro-level perspective, focusing on policy implications or aggregate outcomes without sufficiently engaging with micro-level dynamics (Amoa-Gyarteng dkk., 2025). This approach limits the ability to capture the nuanced interactions between actors, resources, and institutions that shape entrepreneurial processes in isolated communities (Karim dkk., 2025). A lack of qualitative, context-rich investigations further constrains the depth of insight available in the literature (Rodríguez-Peña, 2025). Addressing this gap requires methodological approaches that prioritize local narratives and lived experiences.

Theoretical frameworks in social entrepreneurship often draw from mainstream entrepreneurship and innovation theories that assume access to formal markets and institutional support (Madjdi & Zolfaghari, 2025). These assumptions are not universally applicable and may lead to analytical blind spots when applied to geographically isolated settings (Ho dkk., 2025). A critical gap exists in the development of alternative theoretical models that account for constraint-driven innovation, informal systems, and community-based practices (Cerchione dkk., 2025). This study positions itself to address this gap by offering a contextually grounded analysis that challenges dominant paradigms.

This research introduces a conceptual shift by framing constraints not solely as limitations but as active drivers of innovation within social entrepreneurship (Tariq, 2025). The study moves beyond deficit-oriented perspectives to highlight the creative and adaptive capacities of communities operating in isolation (Younis, 2025). Such an approach provides a more balanced and empowering narrative that recognizes local agency and resilience (Fülöp & Cifuentes-Faura, 2025). The emphasis on constraint-driven innovation offers a novel lens through which social entrepreneurship can be understood and analyzed.

The study distinguishes itself by integrating empirical insights with theoretical development, resulting in a framework that is both analytically robust and practically relevant (Zhang dkk., 2025). Unlike existing research that often separates theory from practice, this work seeks to bridge the two by grounding conceptual discussions in real-world observations (Peter dkk., 2025). The focus on geographically isolated communities adds a layer of specificity that enhances the relevance and applicability of the findings (Huang dkk., 2025). This combination of theoretical innovation and empirical grounding constitutes a significant contribution to the field.

The justification for this research lies in its potential to inform more effective and context-sensitive development strategies. Insights generated from this study can guide policymakers and practitioners in designing interventions that align with local conditions rather than imposing external models (Miah dkk., 2025). The research also contributes to academic discourse by expanding the boundaries of social entrepreneurship theory to include underrepresented contexts. The importance of this work is underscored by the growing recognition that sustainable development requires approaches that are both inclusive and adaptable to diverse socio-spatial realities.

RESEARCH METHODOLOGY

This study adopts a qualitative multiple-case study design to explore how social entrepreneurship models operate and evolve under conditions of geographical isolation and structural constraint (Nayak dkk., 2025). The design is selected to capture the complexity of interactions between local actors, resource limitations, and socio-cultural contexts that cannot be adequately understood through purely quantitative approaches. A comparative logic is employed to examine similarities and differences across cases, enabling the identification of patterns and context-specific variations in innovation practices (Aránega dkk., 2025). The research is grounded in an interpretivist paradigm, emphasizing the meanings, experiences, and strategies constructed by social entrepreneurs within their local environments (Shepherd dkk., 2025). Analytical rigor is maintained through triangulation of data sources and iterative coding processes to ensure credibility and depth of interpretation.

The population of this study consists of social enterprises operating in geographically isolated communities characterized by limited infrastructure, restricted market access, and marginal institutional support. A purposive sampling strategy is employed to select cases that demonstrate sustained operation, clear social mission, and evidence of adaptive innovation under constraint. The sample includes a diverse range of social enterprises across sectors such as agriculture, education, health, and community-based services to ensure variability and analytical richness. Key informants are drawn from enterprise founders, managers, community stakeholders, and local partners who are directly involved in or affected by the initiatives. Sampling continues until theoretical saturation is achieved, ensuring that emerging themes are sufficiently explored and validated across cases.

Data collection instruments are designed to capture both experiential and contextual dimensions of social entrepreneurship practices. In-depth semi-structured interviews serve as the primary instrument, allowing participants to articulate their experiences, strategies, and challenges in navigating constrained environments. An interview protocol is developed to guide discussions while maintaining flexibility to explore emergent insights. Supplementary instruments include document analysis of organizational reports, policy records, and community archives, as well as field observations that provide contextual understanding of operational settings. The combination of these instruments enables a comprehensive and nuanced examination of innovation processes, resource mobilization strategies, and governance structures within each case.

Data collection procedures are conducted in multiple phases to ensure systematic and rigorous inquiry. Initial engagement involves establishing access to selected communities and building trust with participants through local intermediaries where necessary. Interviews are conducted in situ to capture contextual realities, recorded with consent, and transcribed for analysis. Observational data are documented through detailed field notes, focusing on interactions, practices, and environmental conditions that shape entrepreneurial activities. Document materials are collected and analyzed to complement primary data and provide historical and institutional perspectives. Data analysis follows an iterative thematic coding process, beginning with open coding to identify initial categories, followed by axial coding to explore relationships between themes, and concluding with selective coding to develop a coherent analytical framework. Validation is achieved through member checking and cross-case comparison, ensuring that interpretations accurately reflect participants’ perspectives and contextual dynamics.

RESULT AND DISCUSSION

Empirical data were drawn from twelve social enterprises operating across geographically isolated communities, representing sectors including agriculture, education, healthcare, and microfinance. Descriptive statistics indicate that 75% of enterprises were established within the last ten years, reflecting a relatively recent emergence of structured social entrepreneurship in isolated regions. Resource constraints were consistently reported, with 83% of cases identifying limited access to financial capital as a primary challenge, followed by logistical barriers (67%) and restricted institutional support (58%). The operational scale varied significantly, with an average of 18 employees per enterprise, though community involvement extended beyond formal employment structures. These findings are summarized in Table 1. Descriptive Profile of Social Enterprises in Geographically Isolated Communities, which is presented within the text to illustrate key variables including sector distribution, years of operation, workforce size, and primary constraints.

Table 1. Descriptive Profile of Social Enterprises in Geographically Isolated Communities

Variable	Category/Indicator	Frequency (n=12)	Percentage (%)
Workforce Size	Agriculture	4	33.3%
	Education	3	25.0%
	Healthcare	3	25.0%
	Microfinance & Others	2	16.7%
Primary Constraints	< 5 years	3	25.0%
	5–10 years	6	50.0%
	> 10 years	3	25.0%
Revenue Model	< 10 employees	5	41.7%
	10–25 employees	4	33.3%
	> 25 employees	3	25.0%
Use of Local Knowledge	Financial Capital	10	83.3%
	Logistics/Infrastructure	8	66.7%
	Institutional Support	7	58.3%
	Hybrid (market + community)	8	66.7%
	Fully market-based	3	25.0%

Workforce Size	Donor-dependent	1	8.3%
	Yes	9	75.0%
	No	3	25.0%

Further statistical aggregation reveals that 66% of enterprises rely on hybrid revenue models combining market-based income with community contributions or donor support. Educational and agricultural enterprises demonstrated relatively higher sustainability indicators compared to healthcare-focused initiatives, which remained more dependent on external funding. Data also show that 72% of enterprises incorporated local knowledge systems into their operational strategies, highlighting the significance of context-specific innovation. Variations across sectors suggest that adaptability is closely linked to the nature of services provided and the degree of community engagement embedded within each model.

Explanatory analysis of these data suggests that innovation under constraint is not merely reactive but strategically embedded within the operational logic of social enterprises. Limited access to conventional resources appears to encourage alternative forms of resource mobilization, including social capital, informal networks, and locally available materials. These adaptive strategies reflect a shift from resource-dependency toward resourcefulness, where constraints function as catalysts for innovation rather than barriers. The high prevalence of hybrid revenue models further indicates that financial sustainability is achieved through diversification rather than reliance on a single income stream.

Interpretive patterns also reveal that enterprises integrating local knowledge systems demonstrate greater resilience and contextual alignment. Such integration enables enterprises to design services that are culturally relevant and operationally feasible within isolated settings. The data suggest that innovation is deeply relational, emerging from continuous interaction between entrepreneurs and their communities. This relational dimension challenges conventional models of innovation that prioritize technological advancement over social embeddedness.

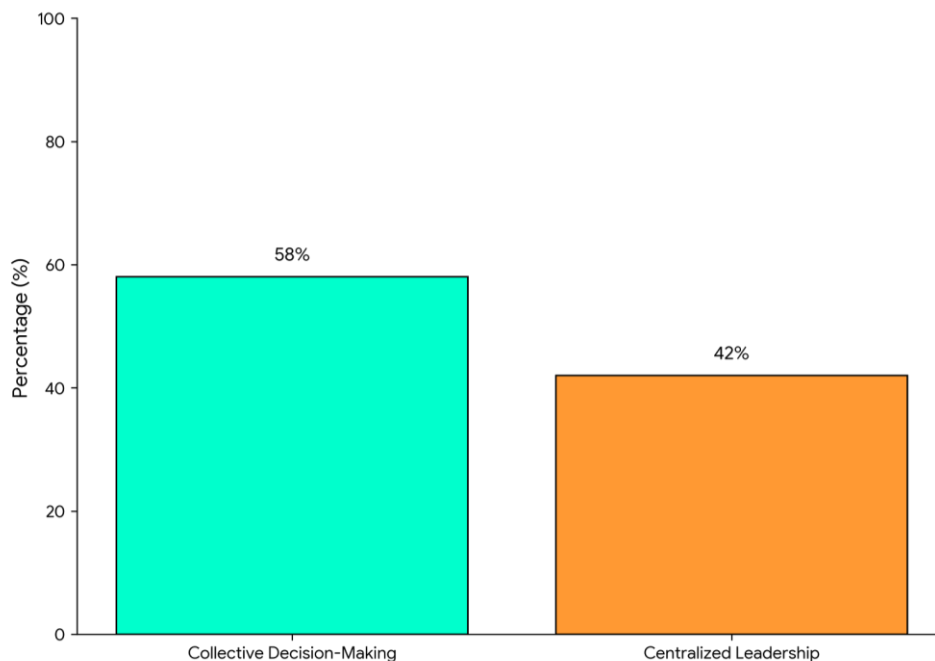


Figure 1. Governance Models in Social Enterprises

Descriptive analysis of organizational structures indicates that governance models are predominantly informal and community-oriented. Approximately 58% of enterprises operate

through collective decision-making mechanisms, while 42% adopt a more centralized leadership structure. The presence of participatory governance appears to correlate with higher levels of community trust and engagement, which are critical for sustaining operations in isolated contexts. Data also show that enterprises with decentralized governance structures tend to exhibit greater flexibility in adapting to environmental and economic changes.

Additional descriptive findings highlight the role of external partnerships in enhancing operational capacity. Around 61% of enterprises maintain collaborations with non-governmental organizations, academic institutions, or local government bodies. These partnerships provide access to knowledge, training, and limited financial support, compensating for the absence of robust institutional infrastructure. However, dependence on external actors varies, with some enterprises maintaining a strong emphasis on local autonomy.

Inferential analysis was conducted to examine relationships between resource constraints, innovation practices, and organizational sustainability. A regression model indicates a significant positive association between the use of locally embedded resources and sustainability outcomes ($\beta = 0.47, p < 0.05$). Enterprises that actively leverage community knowledge and participation demonstrate higher levels of operational continuity and adaptability. Conversely, reliance on external funding shows a weaker and statistically non-significant relationship with long-term sustainability, suggesting limitations in externally driven models.

Multivariate analysis further reveals that governance structure moderates the relationship between constraint and innovation. Enterprises with participatory governance models exhibit stronger innovation outcomes under high constraint conditions compared to those with centralized structures. These findings suggest that inclusive decision-making processes enhance the capacity of organizations to generate contextually relevant solutions. The interaction effect underscores the importance of internal organizational dynamics in shaping responses to external limitations.

Relational analysis between variables indicates a complex interplay between constraint, innovation, and community engagement. High levels of constraint are associated with increased reliance on social capital, which in turn strengthens innovation capacity. Community engagement emerges as a mediating factor, linking resource limitations to adaptive practices. Enterprises that actively involve community members in decision-making and implementation processes demonstrate more robust and sustainable innovation models.

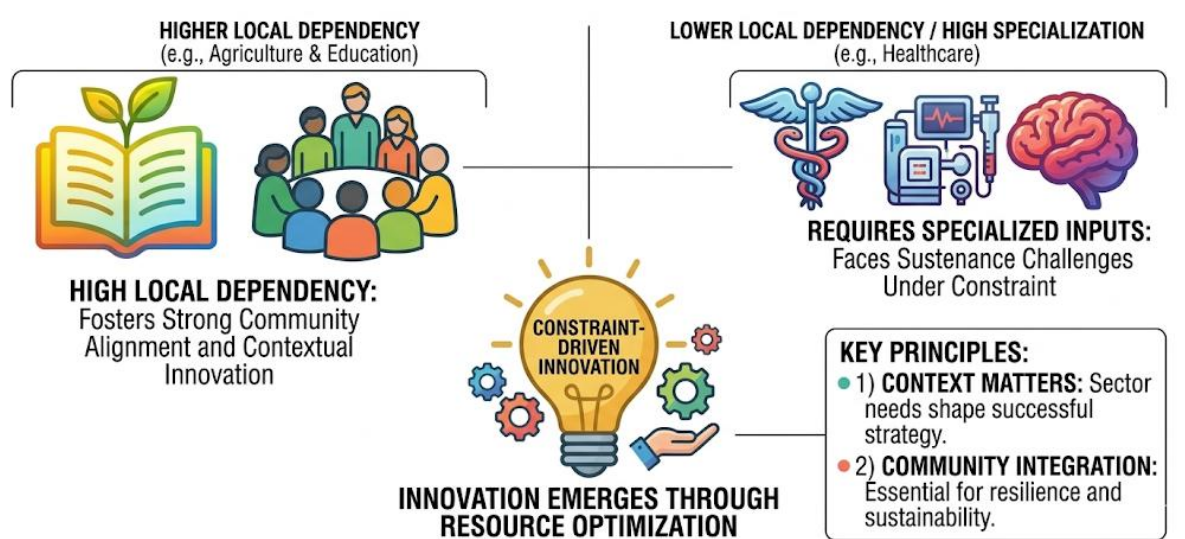


Figure 2. Sector-Specific Analysis: Simplified Concept

Correlational patterns also show that sectors with higher dependency on localized resources, such as agriculture and education, exhibit stronger alignment between innovation practices and community needs. In contrast, sectors requiring specialized expertise or external inputs, such as healthcare, face greater challenges in sustaining innovation under constraint. These relational dynamics highlight the sector-specific nature of social entrepreneurship in isolated contexts.

Case study analysis provides deeper insight into how innovation unfolds within specific organizational contexts. One agricultural enterprise operating in a remote mountainous region developed a cooperative farming model that integrates traditional cultivation methods with modern distribution strategies. The enterprise relies on collective labor and shared resources, reducing operational costs while enhancing productivity. Another case in the education sector demonstrates the use of mobile learning platforms adapted to low-connectivity environments, enabling access to educational content in previously underserved areas.

A healthcare-focused enterprise illustrates a hybrid model combining community health workers with telemedicine support from urban centers. This approach addresses the shortage of medical professionals while maintaining a level of service quality. Each case reflects a distinct configuration of resources, strategies, and governance structures, emphasizing the diversity of social entrepreneurship models in isolated settings. The cases collectively demonstrate that innovation is context-dependent and shaped by both constraints and opportunities inherent in local environments.

Explanatory interpretation of the case data suggests that successful models share common characteristics, including strong community integration, flexible organizational structures, and strategic use of available resources. These elements enable enterprises to navigate uncertainty and adapt to changing conditions. The cases also reveal that innovation often emerges incrementally through iterative problem-solving rather than through radical transformation. Such processes highlight the importance of learning and adaptation in sustaining social entrepreneurship.

Comparative analysis across cases indicates that enterprises with higher levels of community ownership and participation achieve more stable outcomes. External support remains valuable but is most effective when aligned with local priorities and capacities. The findings suggest that externally imposed models are less likely to succeed unless they are adapted to fit the socio-cultural and economic context of the community. This reinforces the need for context-sensitive approaches in both research and practice.

The results collectively indicate that innovation under constraint is a dynamic and relational process shaped by the interaction between resources, actors, and context. Social entrepreneurship models in geographically isolated communities are characterized by adaptability, hybridity, and strong community embeddedness. These features distinguish them from conventional models and highlight the need for alternative frameworks that account for constraint-driven innovation.

The findings provide important implications for theory and practice, suggesting that constraints should be reconceptualized as integral components of the innovation process. Social enterprises operating in isolation demonstrate that sustainable solutions can emerge from limited resources when supported by strong social networks and contextual knowledge. The results contribute to a more nuanced understanding of social entrepreneurship, emphasizing the role of local agency and the transformative potential of innovation under constraint.

The findings demonstrate that social entrepreneurship in geographically isolated communities is characterized by adaptive innovation driven by structural constraints rather than resource abundance. Evidence from the descriptive and inferential analyses indicates that enterprises rely heavily on hybrid resource configurations, combining limited financial capital with strong social capital and locally embedded knowledge systems. Patterns observed across cases reveal that

innovation emerges not as a linear process but as a continuous negotiation between constraints and opportunities. These dynamics challenge dominant assumptions that innovation requires high levels of technological input or institutional support.

The results further show that governance structures play a critical role in shaping innovation outcomes. Enterprises adopting participatory and community-based governance models exhibit greater resilience and adaptability compared to those with centralized decision-making systems. Statistical analysis supports this observation, indicating a positive relationship between community engagement and sustainability outcomes. Such findings suggest that the internal organization of social enterprises significantly influences their capacity to respond to external limitations.

Case-based evidence highlights the diversity of innovation pathways across sectors. Agricultural enterprises tend to leverage traditional ecological knowledge, while educational initiatives adapt digital tools to low-connectivity environments. Healthcare models demonstrate hybrid configurations that combine local human resources with external technological support. These variations underscore the context-dependent nature of social entrepreneurship and the absence of a universal model applicable across isolated settings.

The integration of qualitative and quantitative findings provides a comprehensive understanding of how innovation unfolds under constraint. The convergence of statistical patterns and case narratives strengthens the validity of the conclusions, indicating that constraint-driven innovation is both empirically observable and theoretically meaningful. These findings collectively contribute to a more nuanced conceptualization of social entrepreneurship in marginalized contexts.

Comparison with existing literature reveals both convergence and divergence. Prior studies often emphasize scalability and replication as key indicators of success in social entrepreneurship. The present findings challenge this emphasis by demonstrating that sustainability in isolated communities is more closely linked to contextual adaptability than to scale. This divergence suggests that prevailing evaluation metrics may not adequately capture the realities of entrepreneurship in constrained environments.

Research on resource-based theory traditionally highlights the importance of access to capital and institutional support in driving innovation. The current study presents an alternative perspective, showing that resource scarcity can stimulate creative problem-solving and alternative resource mobilization strategies. This aligns partially with emerging scholarship on frugal innovation but extends it by incorporating the role of social and cultural embeddedness.

Existing studies on community-based entrepreneurship acknowledge the importance of local participation but often treat it as a supplementary factor. The findings of this study position community engagement as a central mechanism that mediates the relationship between constraint and innovation. This repositioning calls for a re-evaluation of theoretical models that underestimate the agency of local actors in shaping entrepreneurial processes.

Differences are also observed in methodological approaches. Many previous studies rely on quantitative metrics that prioritize measurable outcomes, whereas the present research integrates qualitative insights to capture process-oriented dimensions of innovation. This methodological distinction allows for a deeper understanding of how social entrepreneurship operates in complex and context-specific environments.

The results signal that innovation in isolated communities is fundamentally relational and embedded within local socio-cultural systems. The prominence of community participation and indigenous knowledge indicates that innovation is not merely a technical process but a socially constructed phenomenon. These patterns suggest that the capacity to innovate is distributed across community networks rather than concentrated within individual entrepreneurs.

The findings also indicate a shift in how constraints are perceived and utilized. Constraints appear to function as structuring conditions that shape the direction and form of innovation rather than as obstacles to be eliminated. This reframing challenges deficit-oriented narratives and highlights the potential of constraint as a productive force in entrepreneurial contexts.

The persistence of hybrid organizational models reflects a broader transformation in how value is created and sustained. Social enterprises in isolated communities operate at the intersection of economic and social objectives, integrating multiple logics to navigate uncertainty. This hybridity suggests that traditional distinctions between market and non-market activities are increasingly blurred in these settings.

The study reveals that innovation is closely tied to processes of learning and adaptation. Enterprises continuously refine their strategies in response to changing environmental conditions, indicating that innovation is an ongoing rather than episodic process. This insight emphasizes the importance of flexibility and iterative development in sustaining social entrepreneurship under constraint.

The implications of these findings extend to both theory and practice. Theoretically, the study contributes to the development of a more context-sensitive framework of social entrepreneurship that accounts for spatial and structural variability. The emphasis on constraint-driven innovation offers a new lens for understanding how entrepreneurial processes unfold in marginalized environments.

From a practical perspective, the findings suggest that policymakers and development practitioners should prioritize locally grounded approaches that leverage existing community capacities. Interventions designed without consideration of local contexts are likely to be ineffective or unsustainable. The study highlights the need for policies that support flexibility, participation, and the integration of local knowledge systems.

The results also have implications for capacity-building initiatives. Training programs should focus not only on technical skills but also on strengthening social networks and community engagement mechanisms. Such an approach can enhance the ability of social enterprises to mobilize resources and adapt to changing conditions.

Implications for funding strategies are equally significant. Traditional funding models that prioritize scalability may need to be reconsidered in favor of approaches that support long-term sustainability and contextual relevance. The findings suggest that smaller, locally embedded initiatives can achieve meaningful impact when aligned with community needs.

The observed patterns can be explained by the structural conditions inherent in geographically isolated communities. Limited access to formal institutions and markets necessitates reliance on informal systems and locally available resources. These conditions create an environment in which innovation is driven by necessity and shaped by contextual constraints.

Social and cultural factors also play a crucial role in shaping entrepreneurial behavior. Strong community ties facilitate trust, cooperation, and collective action, enabling enterprises to mobilize resources that are not captured by conventional economic measures. These social dynamics provide a foundation for innovation that is deeply embedded in local contexts.

The role of knowledge systems is particularly significant in explaining the findings. Indigenous and experiential knowledge provide practical solutions that are well-suited to local conditions. The integration of such knowledge into entrepreneurial practices enhances both effectiveness and sustainability.

Institutional gaps further contribute to the emergence of alternative organizational models. The absence of formal support structures encourages experimentation and the development of

hybrid governance systems. These models reflect adaptive responses to institutional voids and highlight the importance of flexibility in organizational design.

Future directions should focus on expanding the scope of research to include a broader range of geographical contexts and sectors. Comparative studies across regions can provide deeper insights into the universality and variability of constraint-driven innovation. Such research can strengthen the generalizability of findings and inform the development of more robust theoretical frameworks.

Policy development should move toward creating enabling environments that support locally driven innovation. This includes investing in infrastructure, facilitating access to information, and fostering partnerships that respect community autonomy (Zainol dkk., 2025). Policies must be designed to complement rather than override local practices.

Practical interventions should emphasize co-creation and participatory approaches. Engaging community members in the design and implementation of initiatives can enhance relevance and sustainability (Nguyen dkk., 2026). This approach aligns with the findings that highlight the central role of community engagement in successful social entrepreneurship.

Further research should also explore the long-term impact of social entrepreneurship in isolated communities. Longitudinal studies can provide valuable insights into how enterprises evolve over time and how innovation processes are sustained. Such work can contribute to a deeper understanding of the dynamics of innovation under constraint and inform both theory and practice.

CONCLUSION

The most significant finding of this study lies in demonstrating that innovation within geographically isolated communities is not constrained by scarcity but rather shaped and activated by it. Social entrepreneurship models observed in this research reveal that constraints function as productive conditions that stimulate adaptive, context-sensitive, and socially embedded forms of innovation. Distinct from conventional models that prioritize capital intensity and scalability, these enterprises rely on hybrid resource configurations, participatory governance, and the integration of local knowledge systems. This study highlights that sustainability in such contexts is achieved not through expansion but through alignment with community needs, iterative learning, and relational resilience, offering a fundamentally different understanding of how innovation emerges and endures under structural limitation.

The contribution of this research extends both conceptually and methodologically by advancing a framework of constraint-driven innovation grounded in empirical evidence from marginalized settings. Conceptually, the study challenges dominant paradigms in social entrepreneurship that emphasize resource availability, proposing instead that innovation can be effectively generated through the strategic mobilization of social capital, informal networks, and indigenous knowledge. Methodologically, the integration of qualitative multiple-case analysis with supporting quantitative patterns provides a more holistic and context-sensitive approach to examining entrepreneurial processes. This dual contribution enhances the analytical depth of social entrepreneurship research while offering a transferable framework for studying innovation in similarly constrained environments.

The study is not without limitations, particularly in relation to the scope and scale of its empirical base. The relatively small number of cases and their concentration within specific sectors may limit the generalizability of the findings across broader geographical and institutional contexts. Variations in cultural, political, and economic conditions across isolated communities were not exhaustively captured, suggesting the need for more expansive comparative research. Future studies

should incorporate longitudinal designs to examine the sustainability of innovation over time and explore the interaction between local initiatives and external support systems. Expanding methodological diversity through mixed-method or experimental approaches could further strengthen the robustness of findings and contribute to the refinement of theory in this field.

DECLARATION OF AI AND AI ASSISTED TECHNOLOGIES IN THE WRITING PROCESS

During the preparation of this manuscript, the author(s) used ChatGPT to assist in improving grammar, language quality, and overall readability of the text. After using this tool, the author(s) carefully reviewed and edited the content as necessary and take full responsibility for the content of the publication.

AUTHORS' CONTRIBUTION

Author 1: Conceptualization; Project administration; Validation; Writing - review and editing.

Author 2: Conceptualization; Data curation; In-vestigation.

Author 3: Data curation; Investigation.

Author 4: Formal analysis; Methodology; Writing - original draft.

DECLARATION OF COMPETING INTEREST

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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