

Received: December 2023 Accepted: January 2024

DOI: <https://doi.org/10.58262/ks.v12i2.270>

Sustainable Business Models: Integrating the Social Economy into Business Management Strategies

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Abstract

Introduction: Social Economy (SE) is an effective tool within the economic and social model adopted by companies because it is based on productivity, efficiency and financial sustainability, under a differentiating component: placing the human being at the center of every decision. Objective: To analyze the integration of SE in business management strategies corresponding to sustainable business models. Materials and methods: The qualitative methodology was implemented because the contents of each article published in scientific journals available in specialized databases such as Scielo, Dialnet, Redalyc and Google Academic were studied, considering a series of inclusion and exclusion criteria. Indeed, the PRISMA method was used and it was necessary that the archives be linked to the integration of the Social Economy in the business management strategies of sustainable business models. Results: 47 articles were collected, of which only 17 files were chosen for the development of the systematic review after discerning between those studies that were duplicated, not recoverable, lacking the analysis of the proposed topic and those that were published outside the established period. The most outstanding findings indicate that the integration of SE in business management strategies corresponding to sustainable business models responds to a trend of companies towards the adoption of sustainability in their business models as a strategic orientation that supports their permanence in the long term. Conclusions: Integrating the SE into business management strategies corresponding to sustainable business models favors the permanence of companies in the long term.

Keywords: *business models, sustainability, Social Economy, management strategies.*

Introduction

The definition of sustainability, according to Mozas et al., emerged hand in hand with the establishment of the Millennium Development Goals, also known as the MDGs, through which the efforts of the various nations were united and channeled into a movement in the fight against poverty that, to date, has been the most successful in history. (2020)

Those MDGs were promoted by the United Nations (UN) in its Millennium Declaration of 2000, where representatives and governments were committed to the battle against hunger, poverty, pathologies, discrimination against the female sex, degradation of the ecosystem and illiteracy, but, despite the achievements achieved, these goals were not fully met since uneven progress was recorded where inequalities were still latent (Mozas et al., 2020).

In this sense, the UN generated a new project called "Sustainable Development Goals (SDGs)"

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made up of 17 goals focused on the elimination of poverty and sustainable progress in the economic, social and environmental aspects, whose commitment not only corresponded to the leaders of each country but also to companies and citizens in general. (Naciones Unidas, 2019)

At this point it is necessary to bear in mind that sustainability is a term that encompasses three key components: economy, society and environment in order to achieve prominence, and indeed it has achieved this because over time, this word has been adopted by companies, society, and administrations, in which it has generated a trend. (Mozas, *Contribución de las cooperativas agrarias al cumplimiento de los objetivos de desarrollo sostenible. Especial referencia al sector oleícola*, 2019)

For Ibarra, this is compounded by the social and technological transformations that inherit changes at the social level in an increasingly accelerated way, in which substantial challenges of inclusion, access, inequality, among others, are appreciated, where the adoption of sustainability as a global call of the UN through its SDGs is a key component to overcome them. (2019)

Even considering that citizens from all over the world have substantially changed their point of view and expectations of companies and their role in solving problems in society, where they expect these organizations not only to act dynamically from Corporate Social Responsibility (CSR) and conventional philanthropy, but rather from the implementation of their business activities under a certain objective by recognizing that Their decisions have a social, economic and environmental impact. (Ibarra, 2019)

Indeed, there is a need to address the Social Economy (SE) as the most effective tools within today's economic and social model, which demands a reorientation towards more sustainable schemes. Its use and effectiveness has been proven in Europe after the economic crisis that afflicted in 2008, where the number of Social Economy organizations that declined was lower compared to the others, even eliminated less employment rate and avoided their closure during this event. (Rincón & López, 2021)

The reflection on the usefulness of this current model in companies also took place during the health emergency caused by the COVID-19 virus, during which time it was analyzed that its main axis has been the generation of income and the accumulation of capital as an essential indicator of success, which in several cases has put the ecosystem at risk. the integrity of human beings and the habitat in which they develop, in a way that risks the sustainability of all living beings. (Cartagena, 2020)

In this case, Cartagena indicates that the SE model, in combination with the collaborative and solidarity economy, proposed a new business scheme that is constantly based on productivity, efficiency and financial sustainability, under a differentiating component: placing the human being at the center of every decision, a situation that is feasible because it contributes to the formulation of a new model of progress based on sustainability. (2020)

In this way, the SE has registered its adoption in companies that have responded with a boom parallel to social, economic and institutional changes, where it has made up for deficiencies or shortcomings to which the States have not been able to respond. Currently, SE companies stand out more than for the agility and quantity with which they are generated, but for the tasks or fields of intervention they reach (Mozas et al., 2020).

Faced with this, Mozas asserts that in these times it is possible to say that the companies that have adopted the SE have the capacity for each of the economic tasks and achieve social activities that could be complicated by various administrations. This is possible because the

framework of SE encloses the ability to access knowledge as an indispensable source for co-creation and overcoming problems within vulnerable groups (2019) (Sánchez et al., 2022).

Against this backdrop, this research aims to carry out a systematic review of the literature aimed at analysing the integration of HE in business management strategies corresponding to sustainable business models, through the selection of articles that are related to the topic and have been published in the last 5 years (2019 - 2024).

Overall Objective

Analyze the integration of HE into business management strategies corresponding to sustainable business models.

Line of Research

Studies focused on sustainable business models and their relationship with the social economy.

Methodology

Type of Research

- **According to the Approach: Qualitative**

This systematic review is part of the qualitative approach of the research because it promotes the integration of valuable and current information, which assists the analysis of the data through the review of bibliographies referring to sustainable business models that integrate the Social Economy in business management strategies.

- **Depending on the Purpose: Applied**

This article is developed under applied research because it evaluates and provides theoretical knowledge about sustainable business models within the area of business administration, as well as about the integration of the Social Economy in the strategies of such administration through the collection of information related to the subject under study. This with the purpose of forging this knowledge in an orderly manner and based on its relevance in the field of business administration.

- **Scope-Based: Descriptive**

This article is descriptive in scope because it exposes the integration of the Social Economy in the business management strategies of sustainable business models based on research published in a recent period.

Population and Sample

For the execution of this article, scientific articles that have been published in a period of no more than 5 years (2019-2024) were chosen according to certain parameters applied to the research presented in high-impact journals, available online, from various specialized search engines or databases such as Scielo, Dialnet, Redalyc and Google Academic. that denote veracity and scientific value.

In the same way, each publication has to be related to sustainable business models and the integration of the social economy into business management strategies. It should be noted that during this search, keywords such as: business model, sustainability, social economy and business administration were used.

Once the keywords were described, a range of results was achieved, however, it was necessary to use the following criteria for their selection:

Inclusion Criteria

- Scientific articles published between 2019 and 2024 in indexed journals on sustainable business models and the integration of the social economy into business management strategies.
- Articles in English and Spanish.
- Articles exhibited in special search engines such as Scielo Dialnet, Redalyc and Google Academic.
- Articles that integrate the keywords into their topic or summary.

Exclusion Criteria

- Articles that have been published in unreliable sources and that lack information that contributes to the development of this study.
- Scientific research that has been published before 2019.
- Undergraduate and postgraduate studies.

Methods to be Employed

To carry out this research, the PRISMA method was used because it allows the analysis of the information of the articles individually, which they supply with the previously described criteria in order to obtain a bibliography that clarifies the panorama of sustainable business models and the integration of the social economy in business management strategies.

The following is the process that was addressed with the PRISMA method applied in this article:

Table 1. Overview of the PRISMA method

Section	Item
Selection Parameters	Inclusion and Exclusion Criteria
Data Sources	Scielo, Dialnet, Redalyc and Google Academic.
Search system	((Business models) AND (sustainability) AND (Social Economy) AND (management strategies) OR (Companies)) Filters: Randomized Controlled Trial, from 2019 – 2024. ((Business models) AND (Social Economy) AND (sustainability)) Filters: Research articles, from 2019 – 2024. (Business models) (Social Economy) (sustainability)
Election Procedure	Duplicate studies that are not related to the topic addressed are excluded. Each theme and synthesis is reviewed. Information is collected from the chosen works based on a review from start to finish of each file.
Information Collection Procedure.	Scimago was used to obtain information from a variety of scientific journals.
Keywords	Business models, sustainability, Social Economy, management strategies.
List of information	Sustainable Business Models: Integrating the Social Economy into Business Management Strategies.
Mechanism of synthesis	Each result of this systematic review is presented through tables in order to provide the reader with an optimal understanding.

Prepared by the author.

Results

After the advanced search carried out in the specialized search engines: Dialnet, Redalyc and Google Academic, initially, 47 documents were collected through a series of search systems as presented in the following table:

Table 2: Findings According to Specialized Search Engines and the Search System Used.

Database	Search system	Find
Scielo	((Business Models) AND (Social Economy) AND (Sustainability))	11
Dialnet	((Business models) AND (sustainability) AND (Social Economy) AND (management strategies) OR (Companies))	14
Redalyc	((Business models) AND (Social Economy) AND (sustainability))	9
Google Academic	((Business Models) AND (Sustainability) AND (Social Economy) AND (Management Strategies) OR (Companies))	13
Total		47

Prepared by the author.

From the total number of articles returned by the specialized search engines, 17 files were selected that met each of the inclusion criteria, as shown in the following figure:

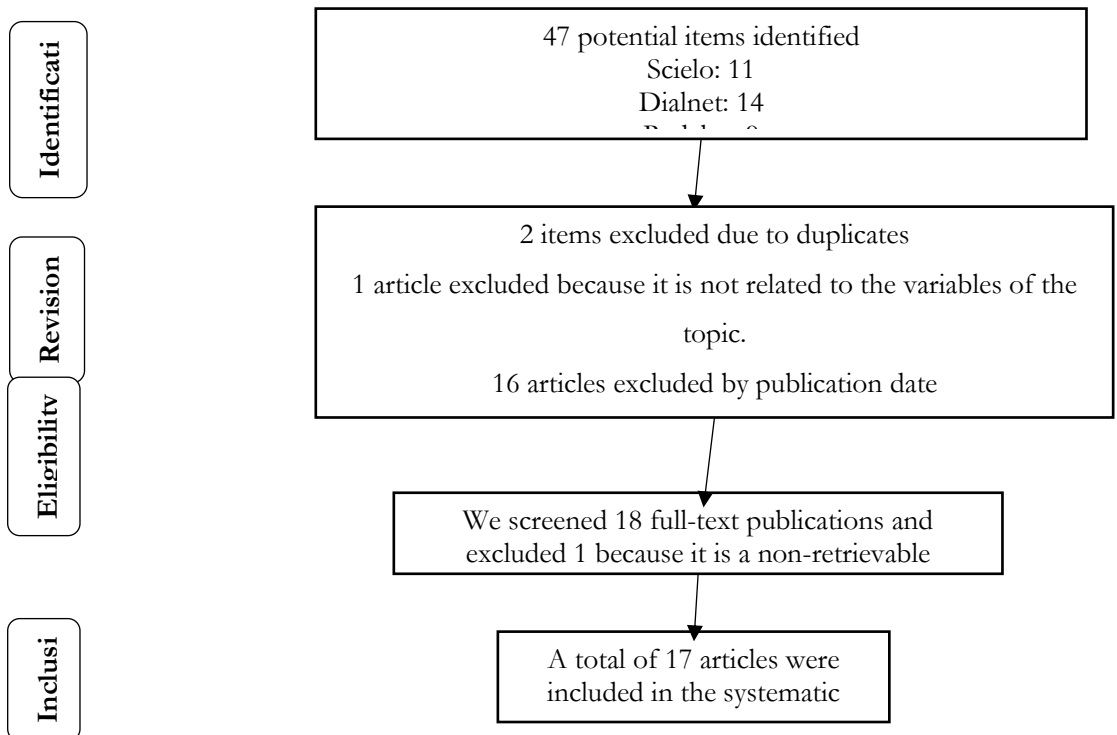


Figure 1. Scientific Article Selection Diagram

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The 17 files that were included in this research refer to articles published in countries such as Mexico, El Salvador, Spain, Ecuador, Peru, Chile and Argentina, which were taken from the Scielo, Dialnet, and Google Academic databases, however Redalyc's studies were not considered because they did not fit those previously established in the inclusion criteria.

The information presented in each of the articles is described in the following traceability table:

Table 3: Traceability of Selected Items.

N	Author	Year	Magazine	Country	Seeker	DOI or URL
1	Ibarra, C.	2019	Contemporary Management	Mexico	Dialnet	https://bitly.ws/3ekap
2	Cartagena, H.	2020	Business Reality	El Salvador	Dialnet	https://bitly.ws/3ekkc
3	Rincón, F & López, Á.	2021	CIRIEC-Spain. Journal of Public, Social and Cooperative Economics.	Spain	Google Academic	https://bitly.ws/3eku3
4	Mozas, A; Bernal, E; Fernández, D & Medina, M.	2020	RIESISE. Ibero-American Journal of Solidarity Economy and Socio-Ecological Innovation.	Spain	Dialnet	https://bitly.ws/3ekJw
5	Caro, F; Pérez, M & Sánchez, I.	2019	CIRIEC-Spain. Journal of Public, Social and Cooperative Economics.	Spain	Google Academic	https://bitly.ws/3ekXc
6	Sanchez, A; Ortega, E; Rivera, P & Moya, D	2022	Journal of Economics and Politics.	Ecuador	Dialnet	https://bitly.ws/3em52
7	Juliá, J; Meliá, E & Miranda, E.	2020	CIRIEC-Spain. Journal of Public, Social and Cooperative Economics.	Spain	Google Academic	https://bitly.ws/3enyN
8	Alvarez, I; Coque, J & Sanzo, M.	2023	CIRIEC-Spain. Journal of Public, Social and Cooperative Economics.	Spain	Google Academic	https://bitly.ws/3enz7
9	Reátegui, W & Reátegui, A.	2021	QUIPUKAMAYOC Magazine.	Peru	Scielo	https://bitly.ws/3enzr
10	N; Carrera, Ll & Bastida, R.	2020	CIRIEC-Spain. Journal of Public, Social and Cooperative Economics.	Spain	Google Academic	https://bitly.ws/3enzC
11	Sanchis, J; Campos, V & Ejarque, A.	2021	CIRIEC-Spain. Journal of Public, Social and Cooperative Economics.	Spain	Google Academic	https://bitly.ws/3enzQ
12	Schebesta, B.	2021	Center for Studies in Design and Communication	Chile	Scielo	https://bitly.ws/3enAp
13	Espínola, V & Torres, L.	2020	Entreciencias: dialogues in the knowledge society.	Mexico	Scielo	https://bitly.ws/3enAI
14	Echanove, F.	2020	CIRIEC-Spain. Journal of Public, Social and Cooperative Economics.	Spain	Google Academic	https://bitly.ws/3enB2
15	Rubio, G.	2020	REVESCO. Journal of Cooperative Studies	Spain	Dialnet	https://bitly.ws/3enBo
16	Coniglio, A & Constanza, C	2020	Center for Studies in Design and Communication	Argentina	Scielo	https://bitly.ws/3enCE
17	King, M.	2019	Información Comercial Española, ICE: Revista de economía.	Spain	Dialnet	https://bitly.ws/3enDf

Prepared by the author.

The following table describes the results of each article that makes up the sample of this systematic review regarding the integration of HE in business management strategies corresponding to sustainable business models.

Table 4. Results.

Author	Population	Benefit	Materials	Treatment/Process	Result
Ibarra, C.	34 bibliographies	To study the elements that make up society-oriented enterprises, their responsibility to society and the link they have with sustainability.	Specialized databases and search engines.	Conceptual bases, currents and emerging movements that are proposed as prospects for the rise of best practices and potential lines of inquiry are reviewed and studied. The course of sustainability is interpreted according to that proposed by the UN in economic, social and environmental terms.	There is an intersection whose vision states that social entrepreneurship also has the ability to be headed by a company, so the definition of social entrepreneurship was mapped at the corporate level by combining these concepts. In this sense, the orientation to sustainability is a central goal in the ethics of each company, which evolves into Corporate Social Responsibility (CSR) in Corporate Social Entrepreneurship (CSE) based on the ethical culture of each organization towards its stakeholders.
Cartagena, H.	10 bibliographies	Present the qualities of the Social Economy model and its use in companies.	Specialized databases and search engines.	It reflects on the model currently used by companies, where the accumulation of capital as an indicator of success puts the environment and citizens on the tightrope and its context, in itself, threatens life. This is done at the micro and macro level to consider important points such as the linkages forged in the value chains in each productive sector and policies at the public level.	This model stands out for being comprehensive, inclusive and with a systemic approach to the reality in which organizations are forged. Although it does not generate broad economic benefits in the short term, it does provide sustainable solutions for members of society and the business sector when optimal management is applied. It stands out for articulating several parts: entrepreneurs, cooperatives, unions, etc., in order to achieve synergies in the value chain, in the progress of the environment and its impact on public policies.
Rincón, F & López, Á.	262 Spanish companies	Identify the latent positive link between companies in the social economy sector and sustainability.	Ranking of "Relevant Companies of the Social Economy 2016-2017" in Spain. Bibliographies.	The report presenting the ranking of companies takes a sample of 262 entities. With the NVivo 11 for Windows program, the notions of qualitative information of each company are organized, studied, and recognized.	It is known that Social Economy companies have values such as respect, responsibility and support, which, from their constitution, benefit and facilitate social, economic and environmental sustainability. In addition, these values favor Human Talent Management practices such as personnel selection, diversity management, and training and professional development.
Mozas, A; Bernal, E; Fernández, D & Medina, M.	53 bibliographies	Describe the value of sustainability and the Social Economy (SE) in companies for local progress.	Specialized databases and search engines.	The literature is reviewed regarding important aspects that strengthen the theoretical bases of the research, such as the shift to the sustainable progress scheme, sustainability and goals of such progress, and the social economy as an input for its achievement.	The SE stands out for using available and affordable resources such as the capital of the founding investors of the companies, and the precarious economic resources they can reach. It is recognized that joint work and mutual assistance are the pillars of the development of the SE, whose growth is slow but consolidated and continuous. It also recognises that, over the years, the SE specialises, grows, adopts external capital and innovations, but remains rooted in the territory in which it operates because it does not present relocation problems and has the power to become a large company.
Caro, F; Pérez, M & Sánchez, I.	44 bibliographies 509 media	Identify the qualities of Journalistic Social Enterprises (ESPs) as part of the sustainable business model called "Social Enterprises" (ES).	Specialized databases and search engines.	It proceeds with the conceptualization of ESPs based on what is established in the European Research Network (EMES) that recognizes 11 parameters to identify SEs, these are grouped into 3 aspects: social, economic – entrepreneurial, and inclusive governance. It then carries out an inferential and exploratory analysis of the journalistic ventures compiled in the direct directorship of "SembraMedia" companies based on key variables such as: mission, founders, journalistic genre, owners, and sources of information and income.	The ESPs, as a result of the application of the sustainable business model proposed by the SE, arise in order to promote the common welfare and attend to social content that is not attended to in the media market, where vulnerable sectors and reflective information are given a voice. It also recognizes that its source of financing is crowdfunding, which stands out for the solid participation of the founding subjects.

Author	Population	Benefit	Materials	Treatment/Process	Result
Sanchez, A; Ortega, E; Rivera, P & Moya, D	52 bibliographies	To diagnose the Popular and Solidarity Economy (EPS) of Ecuador, as a sustainable business model, to generate a reference framework for a Social and Community Economy.	Secondary and tertiary bibliographic sources.	Secondary and tertiary sources are consulted to identify valuable information that allows the revision of definitions and concepts of economics in companies, especially those that differ from traditional thinking and schemes.	Today, the country has a series of regulations that enable the use of new economic models of responsible and sustainable business with communities forgotten over time, with the ecosystem and with non-renewable goods. To promote it, it has been integrated into the economy within a solidarity and popular scheme whose evolution can be seen in cooperative work and associativity, which in the last decade has integrated the rural sectors, but there is still no link with the urban area.
Juliá, J; Meliá, E & Miranda, E.	32 bibliographies	Analyze the weight and presence of SE as part of the business models of the sectors that stand out in the fourth industrial evolution (artificial intelligence, robotics).	Specialized databases and search engines.	It addresses the review of essential aspects that are related to the topic of study, among which are: the university system of Spain, this institution and its challenge with technology, the ventures generated with its indications on the digital economy, the technological companies of capital and social economy: the divergences between its economic-financial indicators, and the discussion on the path towards a value-based knowledge economy.	The economy has to overcome essential challenges: 1) innovation based on knowledge, and 2) sustainability, where the second has to be taken into account in terms of social, economic and environmental sustainability. It is even recognized that both challenges are related because the innovation that underlies knowledge alludes to something new and sustainable, whose implementation requires proper training to disseminate it under a culture rich in values.
Alvarez, I; Coque, J & Sanzo, M.	21 leaders of institutions and companies	Examine whether social innovation boosts the social economy in a context of health, financial, and geopolitical crises.	Databases. Interview questionnaire.	It begins with the definition of social innovation, its key edges, the reflection on the degree to which the social economy can be considered as an innovative element within society, and subsequently, it applies interviews to leaders of 21 companies.	The principles of social innovation are included in the Social Economy sector as a result of several fragilities linked to its level of entrepreneurship, progress strategy and organizational structure.
Reátegui, W & Reátegui, A.	18 bibliographies	To study the relevance of social finance in a sustainable business scheme for susceptible populations.	Specialized databases and search engines.	The definitions of sustainable finance, sustainability, climate change, and value chain are qualitatively investigated from bibliographies taken from specialized search engines such as Google Scholar, Scopus, Academia, and Clarivate.	It recognises that financial aspects are included in the management and administration of sustainable businesses, but in a conventional way, which obstructs them from achieving the required funds. Therefore, the need arises to adopt a business model that is approached based on a value chain that takes into account the management of social, environmental and economic risks so that those who face more risks obtain ample returns. To achieve this, it is important to guarantee the empowerment of the communities that are intended to benefit through adequate financial training.
Magamedova, N; Carrera, I & Bastida, R.	19 items 2 co-founders of a company	Analyze the use of impact investments in financing the development of social economy companies.	Databases. Interview questionnaire.	It begins with a review of the literature on the concept and qualities of impact investing, about the ecosystems of these investments, and their financial tools. Then, the interview is carried out with the co-founders of a company and based on what is collected, their needs, the selection of their financing, the factors that influence said action and the instruments used are exposed.	Impact investors stand out for their interest in companies that manage a sustainable business model with measurable and intentional environmental and social impact, as these elements generate broad trust and transparency between investors and companies. For this reason, social economy specialists recognize the value of generating universal inputs that quantify the impact of companies on society.

Author	Population	Benefit	Materials	Treatment/Process	Result
Sanchis, J; Campos, V & Ejarque, A.	54 bibliographies	Compare the Social Economy model with that of shared value creation and CSR.	Specialized databases/search engines.	It starts with a review of the literature on sustainability in companies as a link with the social economy or also called the economy of the common good (EBC), then the organizational scheme of the EBC is analyzed, and then it is compared with the creation of shared value (CVC).	Over the years, there has been a trend towards the adoption of sustainability in their business models as a strategic orientation that guarantees their permanence in the long term. One of them is the one proposed by the EBC, a scheme that is not only based on the responsibility of companies with economic, social and environmental aspects, but also seeks the generation of shared value through each strategy formulated by the organization. In addition, it includes the use of the Common Good Balance Sheet (BBC) as a tool that measures the social and environmental impact of companies based on values such as solidarity and justice, human dignity, transparency, ecological sustainability and co-participation.
Schebesta, B.	9 Bibliographies	To expose the trends in sustainability-oriented business models using CBE, beyond CSR.	Specialized databases/search engines.	The literature is reviewed regarding important points that revolve around the study problem. These include CSR and its guidelines, the economy for the common good (EBC) and trends or fashions without this scenario. In addition, cases of companies that transformed their business model based on the revised theoretical bases are analyzed.	Corporate social responsibility (CSR) is the starting point for companies that intend to change their business model and move towards sustainable options, although there are also companies that from the beginning take into account their social, economic and environmental impact, so they give life to companies concerned with solving certain social problems. thus reducing the outsourcing of their costs.
Espínola, V & Torres, L.	52 bibliographies	Recognize the divergences of qualities and concepts in the business models used in social enterprises.	Specialized databases/search engines.	A documentary investigation is carried out in databases such as Scopus, Mendeley and Google Scholar with the use of keywords. The files found were filtered using inclusion and exclusion criteria. A sample of 52 files is obtained.	The results are aligned in two schools of thought: social enterprise (also called income generation) and innovation of the same type, where each one applies different business schemes, where the most flexible is that of entrepreneurship. However, both companies and social enterprises agree in their commitment to society. In addition, the emergence of social enterprises arose from the need to address economic challenges that could not be solved exclusively by the public or private sector, involving the participation of the social sector. On the other hand, the dimension of social entrepreneurship is based on their power to capitalize on opportunities and promote innovation in their initiatives.
Echanove, F.	Mercantile and Social Economy companies in 5 industrial sectors. 45 bibliographies	To compare the management of social value between the business models used by Social Economy companies and those of a commercial nature.	Specialized databases/search engines.	It begins with a review of the literature on the declaration of strategic intention, the determination of resources, and the weighting of findings. It then studies and compares the revised concepts between a group of Social Economy companies with another in the commercial sector.	The models of these companies coincide in concepts of sustainability, social bonding and economic boom. In addition, the model of Social Economy entities indicates as part of its model its cooperative context, adherence to cooperative sectors or principles of cooperativism. On the other hand, in the case of commercial entities, the origin of a family business stands out when this is the case.
Rubio, G.	14 crowdfunding portals	To study the role of crowdfunding in Spain in the financing of social and ecological benefit.	Databases Web Portals Digital Structured Survey and Interview Questionnaire	Part of the literature review on the development, motivations and transformation of crowdfunding, then it is described as a financial input of a system that leans towards sustainability, and then its role is exposed. A study sample is then taken to classify them according to their type, surveys and interviews with owners or managers are carried out through the internet.	More than a business model, crowdfunding is a valuable tool for companies because it allows them to achieve progress based on sustainability. With these platforms, the old paradigm of the unscrupulous investment agent is set aside and a social, responsible one is adopted, with the capacity to generate a virtuous circle that favors economic progress and the improvement of the social and environmental context, which contributes to a fair and sustainable economic boom.

Author	Population	Benefit	Materials	Treatment/Process	Result
Coniglio, A & Constanza, C	22 bibliographies	Review the footprint left by new business schemes on society.	Specialized databases/search engines and web portals.	It begins with the analysis of the new model of organizations that is emerging around the world: social companies. After recognizing several latent schemes of social organizations and businesses. It is then taken as a reference to the international standard for these models of certain nations and Argentina. Finally, a model of laws for this organizational scheme is proposed in order to solve a problem in society through a business scheme that is based on the generation and exchange of services and products.	The social enterprise model stands out for adopting an approach where sustainability guides its development and for focusing on the common good and equity at the social level. However, it demands the attention of States because, although their role is key in overcoming social challenges, they lack a legal framework that grants their identification in order to be promoted once they are recognized.
King, M.	36 bibliographies	To explore the role of companies in a new treaty with society aimed at sustainability.	Specialized databases/search engines.	Part of the review of the literature on the background and methods of reinventing the role of companies in the current social pact in order to verify whether it is possible to adopt sustainability as the global ethical basis that guides such a contract, and the way in which that basis is translated into the making of each decision. in the duties and connections of each organization.	Although the company's commitment to the environment and society is currently a socially agreed value, it must be borne in mind that the implementation of sustainability as a global standard requires the reinvention of business models and the way in which they are linked to nature and the community. It is also necessary to reflect on the nexus between economic progress and sustainability, where sustainability management can create business opportunities.

Prepared by the author.

Discussion

The results show that the integration of the social economy (SE) in business management strategies corresponding to sustainable business models adds a comprehensive, inclusive and systemic approach that promotes sustainable solutions for both society and the company itself, to the point of transforming the CSR of companies into ESC that is based on an ethical culture before stakeholders. (Cartagena, 2020) (Ibarra, 2019)

This coupling also inherits key values such as Respect, responsibility and support, which benefit and speed up the business, social, economic and environmental sustainability of the area in which it is developed, as it does not present relocation inconveniences and has the power to become a large company, even promoting joint work and mutual assistance (Rincón & López, 2021)(Mozas, et al., 2020).

In addition, the SE points out as part of its model its cooperative context and adherence to cooperative sectors or principles of cooperativism, with an orientation towards equity in society. (Espínola & Torres, 2020) (Coniglio & Connolly, 2020)

In this way, it can be seen that by combining HE in the management strategies of companies that address sustainable business schemes, they promote the common welfare through the solution of problems that are commonly lagging behind (Caro et al., 2019), especially those communities forgotten over time (Sánchez et al., 2022), or even those that could not be solved exclusively by the public or private sector. (Espínola & Torres, 2020)

However, the inclusion of SE has to overcome essential challenges: innovation and sustainability based on knowledge aimed at the social, economic and environmental edges (Juliá et al., 2020), where the principles of the first challenge arise from several fragilities linked to its level of entrepreneurship, progress strategy and organizational structure (Álvarez et al., 2023).

Regarding the financing proposed by this coupling, it is evident the need to adopt a business model that is approached based on a value chain that takes into account the management of social, environmental and economic risks so that those who face more risks obtain ample returns, a situation that would be favored by empowering the benefited communities on the subject. (Reátegui & Reátegui, 2021)

Indeed, it can also be seen that HEs tend to apply financing mechanisms such as crowdfunding, which stands out for the solid participation of the founding subjects (Caro et al., 2019), but in order to attract impact investors, it is necessary to generate universal inputs that measure the effect of companies on society, thus taking advantage of investors interested in companies with sustainable business models with an impact on society and the environment (Magomedova et al., 2020) tags.

One of these inputs could be the Common Good Balance (BBC), which measures the social and environmental impact of companies based on values such as solidarity and justice, human dignity, transparency, ecological sustainability and co-participation (Sanchis et al., 2021).

This type of action can be carried out both in those entities that intend to change their business model and move in favor of sustainable options and in those that are starting their activities. This is because the (Schebesta, 2021) *Crowdfunding* It enables the achievement of business progress based on sustainability. (Rubio, 2020)

In summary, the results show that the integration of HE into business management strategies corresponding to sustainable business models responds to a tendency of companies towards the adoption of sustainability in their business models as a strategic orientation that guarantees their permanence in the long term (Sanchis et al., 2021), where we must not forget the reflection on the nexus between economic progress and sustainability in which sustainability management can create business opportunities. (Rey, 2019)

However, at the same time, it requires the attention of States because, although their role is key in overcoming social challenges, they lack a legal framework that allows them to be identified in order to be promoted once they are recognized. (Coniglio & Connolly, 2020)

Conclusions

Integrating HE into business management strategies corresponding to sustainable business models favors the permanence of companies in the long term because it provides benefits such as a comprehensive, systemic and inclusive approach aimed at the common well-being between the company and the communities and environment that is part of the area in which it operates.

The strategies that can be adopted from the SE in sustainable business models are: articulation with various parties: entrepreneurs, cooperatives, guilds, etc., in order to achieve synergies in the value chain, in the progress of the environment and its impact on public policies.

This is based on values such as respect, responsibility and support, which, from their constitution, benefit and speed up social, economic and environmental sustainability, while generating the evolution of CSR in ESC based on the ethical culture of each organization towards its stakeholders.

Another of the strategies inherited by the SE refers to financing through *crowdfunding*, which is a valuable tool for companies because it allows them to achieve progress based on sustainability, as they are platforms that work with investors interested in economic progress

and the improvement of the social and environmental context, which contributes to a fair and sustainable economic boom.

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