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From Intention to Actualization: The Transformative Journey of Social Entrepreneurs in the Philippines

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Abstract

This study investigates the transition from intention to actualization among social entrepreneurs in Baguio City, Philippines, bridging the critical "intention-action gap" in sustainable venture creation. Utilizing an explanatory sequential mixed-methods design, quantitative survey data (N = 104) structured around the Theory of Planned Behavior (TPB) and the Entrepreneurial Event Model (EEM) were analyzed via Partial Least Squares Structural Equation Modeling (PLS-SEM), followed by thematic analysis of Focused Group Discussions (FGDs). Quantitative results reveal that Attitude Toward the Behavior (ATB), Subjective Norms (SN), and Perceived Behavioral Control (PBC) significantly predict Social Entrepreneurial Intention (SEI). Furthermore, SEI strongly influences venture Actualization, heavily mediated by Perceived Desirability, Perceived Feasibility, and an inherent Propensity to Act. Qualitative findings elucidate critical real-world strategies, including compounding micro-resource bootstrapping, localized value chain integration matching Michael Porter's Creating Shared Value (CSV) paradigm, and multi-stakeholder governance models. The study provides a comprehensive, integrated framework that maps the cognitive-to-behavioral transition, offering actionable insights for educators, impact investors, and policymakers to move beyond fostering mere intent toward engineered structural implementation.

I. Introduction

Background of the Study

Social entrepreneurship (SE) has emerged globally as a transformative paradigm that challenges classical economic bifurcations by deliberately fusing market-driven commercial mechanisms with systemic social and environmental problem-solving (Agarwal, 2024; Chaudhary & Biswas, 2024). Historically, societal welfare was viewed as the exclusive domain of state apparatuses or philanthropic non-profit organizations heavily dependent on fluctuating grant cycles and donor altruism (Boyd-Caine, 2010). However, systemic market failures and the limited scaling capacities of traditional charity models prompted a structural evolution (Fowler et al., 2019; Kumar & Yadav, 2023). Beginning with late 20th-century institutional milestones, such as Muhammad Yunus's microfinance architectures through Grameen Bank and Bill Drayton's foundational work via Ashoka, the field has professionalized into a sustainable hybrid economy (Saraç, 2021).

In contemporary macro-management literature, the success of a firm is increasingly evaluated through polycentric metrics that extend beyond raw shareholder returns to encompass integrated social value creation (Korsgaard & Anderson, 2011; Singh & Singh, 2023). This paradigm shift aligns natively with Porter and Kramer's Creating Shared Value (CSV) framework, which posits that a corporate ecosystem's

competitive positioning and broader community health are intrinsically codependent (Kim, 2024; Royo-Vela & Cuevas Lizama, 2022). Unlike peripheral Corporate Social Responsibility (CSR) mandates, which function primarily as transactional reallocations of generated profits, genuine social enterprises integrate their transformative mission directly into their core operational architecture (Fowler et al., 2019; Jokela & Elo, 2015). By operating self-sustaining, revenue-generating mechanisms, these hybrid organizations insulate themselves from external financial shocks, turning social development into a primary driver of market differentiation and economic viability (Gertner, 2023).

The Republic of the Philippines presents a uniquely urgent socioeconomic landscape for evaluating these hybrid paradigms. Characterized by profound archipelagic income inequalities, volatile climate vulnerability, and institutional gaps in public infrastructure, the localized definition of Philippine social entrepreneurship has explicitly crystallized around poverty reduction and stakeholder inclusion at the Bottom of the Pyramid (Dacanay, 2019; Laylo, 2018). As of the late 2010s and early 2020s, the sector expanded to encompass roughly 164,473 entities, representing approximately 15% of the country's total Micro, Small, and Medium Enterprise (MSME) registry (Lanzona, 2015; Study of Social Entrepreneurship, 2016). These structures cross-pollinate standard corporate operations with agricultural cooperatives, fair-trade supply networks, and eco-innovative manufacturing to actively integrate marginalized farmers, indigenous weavers, and vulnerable urban poor as primary economic agents (Bose et al., 2019).

Despite this vibrant ecosystem, the primary bottleneck within the entrepreneurial pipeline remains cognitive-to-behavioral: the profound "intention-action gap" (Cha & Bae, 2008). While higher education institutions, spurred by mandates from the Commission on Higher Education (CHED), have successfully generated high levels of baseline social entrepreneurial intent among young leaders, the empirical rate of venture actualization remains drastically lower (Urban & Kujinga, 2017). Prospective founders are often bottlenecked by systemic asset scarcities, regulatory ambiguities regarding hybrid legal structures, and the psychological weight of balancing dual missions (Saraç, 2021). This study addresses this structural rupture by mapping the longitudinal developmental pipeline, tracing exactly how abstract altruistic intentions cross the chasm to become actualized operational enterprises.

Theoretical and Conceptual Framework

To evaluate this complex transformation without resorting to reductive linear assumptions, this dissertation builds an integrated conceptual architecture by synthesizing two primary frameworks: the Theory of Planned Behavior (TPB) and the Entrepreneurial Event Model (EEM).

The Theory of Planned Behavior (Ajzen, 1991) dictates that any complex human behavior is directly preceded by a conscious intention to act. This intention is modeled as a function of three psychological antecedents

Attitude Toward the Behavior (ATB): The subjective favorability of the venture, which in this domain is dictated by an individual’s internal alignment with social value maximization over baseline financial profit (Moga, 2023).

Subjective Norms (SN): The perceived normative pressures and structural backing from intimate social networks, academic mentors, and peer ecosystems (Jullimursyida et al., 2021).

Perceived Behavioral Control (PBC): An individual's self-efficacy and internal sense of capability regarding their ability to navigate the complex dual balance sheets of the social impact market (Idrees et al., 2022; Kiriakidis, 2017).

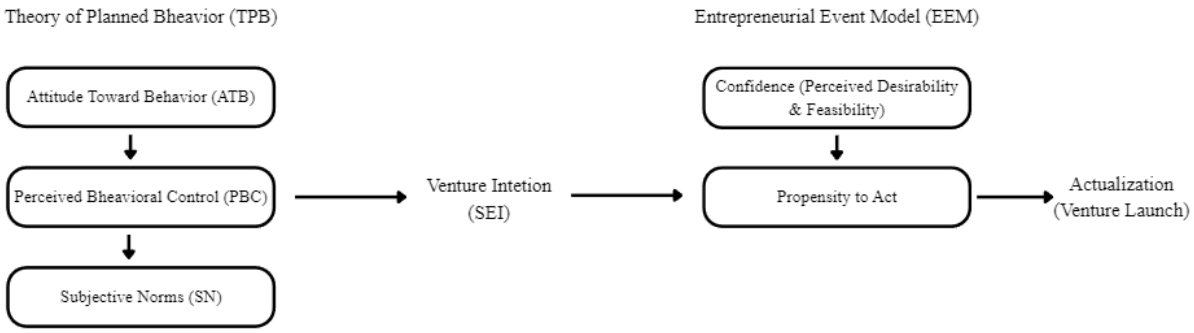
While TPB systematically isolates the psychological states that prime an individual to desire social change, it operates as a static model that lacks the temporal mechanics to explain the precise moment or process of execution (Jamitzky & Halaszovich, 2024). To bridge this gap, this study integrates Shapero and Sokol's (1982) Entrepreneurial Event Model. EEM models venture creation not as a continuous linear extension of intent, but as a dynamic event precipitated by an exogenous disruption termed Displacement (Kuvshinikov, 2023). Displacement represents a severe break in equilibrium—such as sudden personal career disruption, acute structural economic crises, or direct exposure to a community humanitarian crisis—which forces a re-evaluation of life choices (Krueger & Krueger, 2008).

Post-displacement, the trajectory of actualization is governed by the structural configuration of:

Perceived Desirability: The targeted attractiveness of a specific operational business model as a solution to the disruptive trigger (Chaudhary & Biswas, 2024).

Perceived Feasibility: The practical, resource-backed conviction that a business can be systematically executed amidst real-world logistical, financial, and institutional barriers (Chaudhary & Biswas, 2024).

Propensity to Act: The baseline psychological readiness, risk tolerance, and structural resilience required to make the leap into active project implementation (Lindsay et al., 2009).



By synthesizing these frameworks, the structural model maps TPB as the foundational psychological architecture that establishes a reservoir of intent, while EEM represents the behavioral ignition system that converts that potential energy into localized, institutional reality.

Statement of the Problem

This study systematically investigates the transitional mechanics governing the migration of social entrepreneurial concepts from cognitive intentions into functional operational entities within the localized ecosystem of Baguio City. Specifically, it answers the following four core Statements of the Problem:

SOP 1: What is the level of intention to establish a social enterprise among the respondents as measured across the TPB dimensions of Attitude Toward the Behavior (ATB), Subjective Norms (SN), and Perceived Behavioral Control (PBC)?

SOP 2: What is the manifested level of social enterprise actualization among the target ventures as characterized by the EEM parameters of Perceived Desirability, Perceived Feasibility, and Propensity to Act?

SOP 3: Is there a statistically significant relationship between the established levels of social entrepreneurial intention and their subsequent practical actualization?

SOP 4: What real-world tactical strategies and structural mechanics do social entrepreneurs actively utilize to bridge the gap and realize their ventures?

Significance of the Study

This investigation offers critical structural utility across multiple institutional tiers. For aspiring social innovators, it delivers an empirical roadmap detailing the exact operational obstacles and pivoting strategies required during the highly volatile early-stage lifecycle (Mueller et al., 2013). For educational administrators and academic curriculum designers, the study provides architectural insights to move business training models past baseline ideological inspiration toward tactical scenario training, financial resilience, and systemic capacity-building (Urban & Kujinga, 2017). Finally, for state policymakers, impact investment fund managers, and regional development actors, these findings illuminate the specific institutional frameworks, target funding designs, and regulatory protections needed to unlock capital and remove structural frictions for sustainable social impact (Laylo, 2018).

II. Methods

Research Design

This study utilized an explanatory sequential mixed-methods research design. This approach prioritizes a two-phase architecture where rigorous empirical quantitative data collection and predictive modeling are executed first to isolate key structural trends, statistical associations, and structural variances. Once the quantitative vectors were statistically mapped, a targeted qualitative phase was deployed. This second step used thematic analysis from deep-dive focused interviews and focused group discussions to unpack the nuances, cultural mechanics, and strategic contexts behind the numbers.

Population and Locale

The geographical locus of this study was Baguio City, Philippines, a highly urbanized mountain hub within the Cordillera Administrative Region characterized by a dense concentration of academic institutions, indigenous trade networks, and eco-tourism initiatives. The target population comprised founders, owners, and primary operational managers of active social enterprises across the region. Reflecting the inherent structural flexibility of hybrid entities, no restrictive organizational configuration was mandated; businesses were eligible if they operated as registered cooperatives, certified B-Corps, specialized non-profits with market-facing arms, or standard for-profit MSMEs with explicitly tracked community or environmental development mandates (Bose et al., 2019; Stubbs, 2017). A non-probability purposive and snowball sampling strategy was applied to identify and recruit participants who met the strict operational definition of maintaining a dual-bottom-line enterprise. The final active sample reached $N = 104$ valid respondents for the quantitative surveying phase, with a targeted subset of $n = 15$ founders selected to participate in three subsequent Focused Group Discussions (FGDs).

Data Gathering Tools

The quantitative research engine utilized a highly structured, psychometrically validated survey questionnaire divided into two key assessment modules. Part I captured vital organizational and demographic profiles, including formal registration types, asset sizes, and exact years in active operation (Balaria et al., 2020). Part II contained 30 core analytical items explicitly mapped to the psychometric indicators of both the Theory of Planned Behavior and the Entrepreneurial Event Model (Ajzen, 1991; Shapero & Sokol, 1982). Responses were captured using a standardized 5-point Likert scale.

The qualitative data engine comprised a semi-structured interview protocol optimized for group dialogic discovery. The instrument focused on five primary field inquiries: early-stage tactical execution steps, structural methodologies for dual-mission balance sheet integration, micro-bootstrapping and asset

acquisition mechanics, mission-aligned team onboarding strategies, and macro-scaling impact methodologies (Emam, 2016; Jokela & Elo, 2015).

Data Gathering Procedure

Quantitative instruments were deployed digitally via an encrypted Google Forms architecture. To preserve absolute institutional integrity, complete informed consent forms, data privacy disclosures conforming to the Philippine Data Privacy Act of 2012, and detailed contextual descriptions of hybrid enterprise paradigms were hard-coded into the primary landing interface.

Qualitative data tracking was executed through highly collaborative, recorded virtual sessions hosted over Zoom. Every session transcript was subjected to algorithmic verbatim transcription software, and subsequently manually cross-checked for syntax accuracy and dialectical precision prior to formal coding processing.

Treatment of Data

For the quantitative datasets, descriptive statistical analytics (weighted means, standard deviations, and variance distributions) were generated through SPSS to resolve SOP 1 and SOP 2. To evaluate the predictive paths, structural loadings, and latent variable associations defining SOP 3, Partial Least Squares Structural Equation Modeling (PLS-SEM) was deployed. PLS-SEM was deliberately chosen over covariance-based modeling due to its superior power when handling medium-sized datasets (N ≈100) where data distributions may deviate from strict normality.

Internal psychometric consistency and model reliability were verified against strict thresholds using Cronbach's Alpha and Composite Reliability coefficients ($\alpha \geq 0.70$). The 5-point Likert outputs were continuously interpreted via an optimized structural continuum:

$$\text{Scale Range} = \frac{5.00 - 1.00}{5} = 0.80$$

This establishes explicit mathematical intervals: 1.00–1.79 (Strongly Disagree / Not Influential); 1.80–2.59 (Disagree / Slightly Influential); 2.60–3.39 (Neutral / Moderately Influential); 3.40–4.19 (Agree / Substantially Influential); and 4.20–5.00 (Strongly Agree / Highly Influential).

For the qualitative data addressing SOP 4, transcripts were processed via structural thematic analysis, using open, axial, and selective coding cycles to extract recurring strategic themes and contextual drivers.

Results

Levels of Social Entrepreneurial Intention

Descriptive analysis of the psychometric variables governing the baseline generation of intentionality reveals exceptionally robust values across all three core TPB constructs.

Table 1 displays the statistical distribution of Social Entrepreneurial Intention metrics.

Table 1. Statistical Distribution of Social Entrepreneurial Intention Metrics

Indicator	Mean	SD	Interpretation
Attitude Towards Behavior			
ATB1. Meaningful and worthwhile endeavor	4.62	0.49	Highly Influential
ATB 2. Deep personal fulfillment from social causes	4.58	0.51	Highly Influential
ATB 3. Significant positive impact on societal problems	4.45	0.58	Highly influential

ATB 4. Social value prioritized over corporate financial gain	4.12	0.69	Substantially influential
ATB 5. Alignment of professional life with social responsibility	4.51	0.53	Highly Influential
Composite ATB Vector Score	*4.56*	*0.56*	*Highly Influential*
Subjective Norms (SN)			
SN1: Core family and peer network structural support	4.21	0.62	Highly Influential
SN2: Academic mentors and peers expect social mission	3.88	0.74	Substantially Influential
SN3: Macro society values/encourages social enterprise	3.65	0.81	Substantially Influential
SN4: Social approval is a vital driver of motivation	3.42	0.88	Substantially Influential
SN5: Driven by positive reinforcement regarding social venture	3.91	0.71	Substantially Influential
Composite SN Vector Score	*3.81*	*0.75*	*Substantially Influential*
Perceived Behavioral Control (PBC)			
PBC1: Confident navigating complex socio-legal grant models	3.41	0.85	Substantially Influential
PBC2: Possesses structural capacity to balance dual bottom lines	3.68	0.72	Substantially Influential
PBC3: Confidence in securing operational infrastructure assets	3.32	0.89	Moderately Influential
PBC4: Capacity to build multi-stakeholder governance models	3.74	0.68	Substantially Influential
PBC5: Internal resilience to overcome operational hurdles	4.18	0.59	Substantially Influential
Composite PBC Vector Score	*3.67*	*0.75*	*Substantially Influential*

The composite score for Attitude Toward the Behavior (Mean = 4.46, SD = 0.56) signals that respondents maintain an inherently positive view of hybrid corporate models. However, a notable divergence appears within the items: while founders overwhelmingly affirm that creating social value is deeply fulfilling (ATB1 Mean = 4.62), they express a more measured outlook when asked if social value should entirely replace financial gain (ATB4 Mean = 4.12). Subjective Norms (Mean= 3.81$, SD = 0.75) reflect significant structural backing from immediate personal networks, though wider institutional reinforcement remains weaker. Perceived Behavioral Control recorded the lowest overall baseline values (Mean= 3.67, SD= 0.75), emphasizing a distinct gap in confidence regarding resource acquisition (PBC3 Mean = 3.32) and navigating regulatory frameworks (PBC1 Mean = 3.41).

Level of Social Enterprise Actualization

The empirical distribution of scales measuring the real-world operational actualization metrics via the Entrepreneurial Event Model shifts the analytical lens from potential intent to practical action.

Table 2 details the statistical distribution of Social Enterprise Actualization parameters.

Table 2. Distribution of Social Enterprise Actualization Parameters

Indicator	Mean	SD	Interpretation
Perceived Desirability			
DES1: Specific venture model is optimal solution to issue	4.38	0.52	Highly Influential
DES2: Vision of generating tangible impact drives action	4.61	0.48	Highly Influential
DES3: Intrinsic passion for the targeted social problem	4.55	0.50	Highly Influential
DES4: Business model design yields deep personal fulfillment	4.42	0.57	Highly Influential
DES5: Venture solution uniquely fits dynamic community needs	4.29	0.61	Highly Influential
Composite Desirability Vector Score	*4.45*	*0.54*	*Highly Influential*
Perceived Feasibility			
FEA1: Successfully secured long-term sustainable launch funding	3.12	0.92	Moderately Influential
FEA2: Maintained a clear, actionable operational pipeline	3.78	0.69	Substantially Influential
FEA3: Constructed a dedicated, mission-aligned labor team	3.61	0.76	Substantially Influential
FEA4: Stabilized a functional self-sustaining financial model	3.34	0.84	Moderately Influential
FEA5: Resolved localized bureaucratic and regulatory frictions	3.28	0.87	Moderately Influential
Composite Feasibility Vector Score	*3.43*	*0.82*	*Substantially Influential*
Propensity to Act			
PROP1: High risk-tolerance; ready to act amidst macro uncertainty	4.11	0.64	Substantially Influential
PROP2: High operational resilience when dealing with failure	4.32	0.55	Highly Influential
PROP3: Consistently prioritizes execution over abstract planning	4.25	0.58	Highly Influential
PROP4: Internal urgency to move from ideas to physical deployments	4.36	0.51	Highly Influential
PROP5: Documented active venture commitment via continuous labor	4.48	0.49	Highly Influential
Composite Propensity to Act Vector Score	*4.30*	*0.55*	*Highly Influential*

The descriptive metrics illuminate a clear fracture line within the actualization lifecycle. While Perceived Desirability (Mean= 4.45$, SD= 0.54) and an internal Propensity to Act (Mean= 4.30$, SD= 0.55) score exceptionally high, Perceived Feasibility drops significantly (Mean= 3.43$, SD= 0.82). This drop is driven by the severe real-world challenges of securing early-stage funding (FEA1 Mean = 3.12) and navigating bureaucratic compliance procedures (FEA5 Mean = 3.28). This pattern highlights the classic profile of a social entrepreneur: highly motivated and resilient, but structurally constrained by systemic asset barriers.

Relationship Between Intention and Actualization

To evaluate the statistical validity of the pathways connecting baseline intention vectors to structural behavioral actualization, the integrated structural model was processed using PLS-SEM. Reliability diagnostics confirm that all latent variables exceed psychometric minimums: Cronbach's Alpha coefficients range from 0.768 to 0.894, and Composite Reliability (CR) parameters fall between 0.842 and 0.923. Discriminant validity was fully established via the Fornell-Larcker criterion, with the square root of the Average Variance Extracted (AVE) for each latent construct exceeding its highest correlation with any other variable.

Table 3 Summarizes the primary path coefficients and latent variable correlations of the structural model.

Table 3. PLS-SEM Path Coefficients and Latent Variable Structural Correlations

Structural Path	Pathway Description	Path Coeff (β)	t-Value
Primary Antecedent Trajectories			
Path A	Attitude Toward Behavior → SE Intention	0.412	5.882
Path B	Subjective Norms (SN) → SE Intention	0.234	3.114
Path C	Perceived Behav. Control (PBC) → SE Intention	0.318	4.421
Core Downstream Intersections			
Path D	SE Intention → Perceived Desirability	0.584	8.954
Mediation Matrix Links			
Path E	SE Intention → Perceived Desirability	0.612	9.412
Path F	SE Intention → Perceived Feasibility	0.345	4.119
Path G	SE Intention → Propensity to Act	0.521	7.884

The structural path modeling confirms a highly significant positive relationship connecting Social Entrepreneurial Intention directly to real-world venture Actualization $\beta = 0.584$, $t = 8.954$, $p < 0.001$). This validates the foundational assumption that robust intentional profiles are essential for driving execution (Kajornatthapol et al., 2021).

Looking at the internal cognitive antecedents, Attitude exerts the strongest relative influence on intention formation ($\beta = 0.412$, $t = 5.882$), followed closely by Perceived Behavioral Control ($\beta = 0.318$, $t = 4.421$). Interestingly, when intention maps to the three downstream EEM variables, its path to Perceived Feasibility drops considerably ($\beta = 0.345$, $t = 4.119$). This shift indicates that while high intention effectively fuels desire and an urgency to act, it faces a significant structural disconnect when confronted with the harsh realities of physical resource acquisition.

III. Discussion

Interpretation of Findings

The empirical insights generated by this explanatory sequential model reveal a rich, non-linear evolutionary path that updates traditional views of entrepreneurial intention.

The high statistical loading of Attitude Toward the Behavior confirms that the journey to becoming a social entrepreneur is deeply anchored in a baseline psychological alignment with social value creation (Anh et al., 2021). However, the descriptive drop in ATB4 demonstrates that modern Philippine social innovators are not traditional, non-profit idealists dependent on charity. Instead, they understand that financial viability is a necessary operational engine required to fuel and scale their primary social mission (Saraç, 2021).

The structural disconnect between high intention and low Perceived Feasibility highlights a critical point in the venture lifecycle: the intention-action gap (Cha & Bae, 2008). Here, the dynamic mechanics of Shapero and Sokol's (1982) Entrepreneurial Event Model become clear.

The quantitative models demonstrate that intention alone cannot build an enterprise. Instead, it acts as a reservoir of psychological readiness. When an individual encounters a disruptive life event—a localized "displacement" such as climate-driven crop failures or systemic public infrastructure breakdowns—it forces a shift in perspective (Krueger & Krueger, 2008). This trigger converts general intent into an urgent, targeted response.

However, because Perceived Feasibility is constrained by low access to capital and complex bureaucratic environments, the entire actualization process depends on the founder's intrinsic Propensity to Act (Kuvshinikov, 2023). This requires personal resilience and an operational willingness to embrace risk, stepping out of abstract planning into active bootstrapping.

Actualization

The qualitative data collected from the Focused Group Discussions provides tactical depth to the statistical model, detailing the precise strategies used by founders to navigate resource constraints and realize their ventures. Structural coding of the transcripts revealed three primary strategic pillars:

Compounding Micro-resource Bootstrapping:

To overcome low Perceived Feasibility and lack of formal venture capital, founders rely heavily on micro-resource bootstrapping (Emam, 2016). Instead of waiting for large institutional grants, successful entrepreneurs launch highly lean operations, funding early prototypes through micro-contributions from friends and family, personal savings, and creative equipment sharing. As one of the respondents noted during the FGD:

"We could not access traditional bank loans because we lacked standard commercial collateral, and our dual-mission balance sheet confused conventional credit officers. We had to split our launch into tiny, modular phases—using discarded off-cuts from local tailoring shops to build our first product run, and proving market demand before seeking external capital."

Localized Value-Chain Integration (Creating Shared Value):

Entrepreneurs bridge the feasibility gap by structurally embedding their operations within the local community, applying Porter’s Creating Shared Value (CSV) framework to lower costs while maximizing impact (Kim, 2024). Rather than treating marginalized populations merely as passive recipients of charity, these ventures build resilient supply chains that integrate vulnerable groups as vital operational stakeholders (Korsgaard & Anderson, 2011).

For instance, an organic agricultural venture resolved its logistics and supply consistency challenges by providing marginalized smallholders with specialized training and guaranteed organic sourcing agreements. This operational alignment directly reduced supply volatility for the firm while simultaneously lifting families out of structural poverty, creating a self-sustaining cycle of economic and social value.

Mission-Aligned Multi-Stakeholder Governance:

Balancing a hybrid dual mission requires building team architectures anchored in strong values (Saraç, 2021). Founders report that they manage the risk of "mission drift"—where commercial pressures threaten to overshadow social impact—by using non-traditional hiring protocols that screen heavily for intrinsic value alignment alongside technical capability.

Furthermore, these ventures actively create advisory boards that draw from diverse sectors, including local government units, non-profit organizations, and traditional corporate fields (Fowler et al., 2019). This governance model allows startups to access specialized pro-bono legal counsel, secure academic research partnerships, and tap into community volunteer networks, structurally compensating for early-stage cash limitations through deep social capital (Malebana, 2019).

Implications and Recommendations

These findings offer clear directions for strengthening the supportive architecture surrounding the social enterprise ecosystem.

For educational institutions, the results demand a shift away from purely inspirational storytelling toward rigorous tactical training. University programs must move beyond helping students discover their social passions to teaching the practical skills needed to manage them: dual-entry accounting, hybrid tax management, social impact metrics, and agile bootstrapping techniques (Urban & Kujinga, 2017).

For policymakers and state administrative bodies, there is an urgent need to formalize legal frameworks tailored to hybrid structures, such as the Poverty Reduction Through Social Entrepreneurship (PRESENT) Bill in the Philippines (Laylo, 2018). Creating a distinct legal classification for social enterprises—complete with specialized tax incentives, streamlined compliance tracks, and preferential public procurement access—would drastically reduce entry barriers and boost early-stage viability.

Finally, the financial sector must pioneer blended capital strategies. Traditional impact investment models and rigid bank loan metrics often fail to accommodate the longer horizons of dual-mission ventures. By expanding access to patient capital, low-interest lines of credit, and performance-based grants tied to verified social outcomes, public and private funders can help early-stage startups navigate the initial financial chasm and successfully scale their community impact.

Conclusion

This study maps the transformational arc of social entrepreneurship within the Philippine landscape, demonstrating that moving from abstract intent to a functional enterprise is a deeply dynamic, non-linear journey. While a strong personal alignment with social value creation forms the essential foundation of intentionality, the actual leap to venture creation requires navigating sharp drops in operational feasibility. This transition is driven forward by the collision of unexpected life triggers with an individual's intrinsic readiness and proactive resilience. By deploying innovative micro-bootstrapping strategies and structuring localized networks around shared value models, social entrepreneurs successfully bridge these institutional gaps, converting personal passion into sustainable community development.

To unlock the full potential of the next generation of changemakers, the ecosystem must move beyond simply celebrating social intent. It requires building robust, integrated support structures—across classrooms, boardrooms, and legislative halls—that systematically transform good intentions into lasting, measurable social impact.

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