

# Integrating Social Entrepreneurship, CSR, and Triple Helix within the DTSEN Framework for MSME Empowerment

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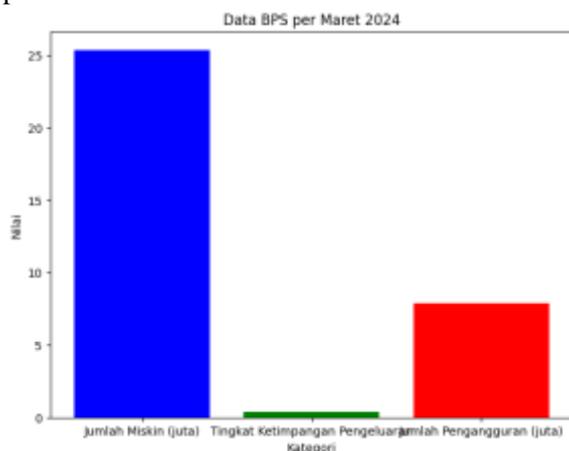
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**Abstract**—This study analyzes the integration of Social Entrepreneurship (SE), Corporate Social Responsibility (CSR), and the Triple Helix Model within the framework of the Digital and Sustainable Entrepreneurship Nation (DTSEN) as a strategy to strengthen sustainable entrepreneurship and empower MSMEs in Indonesia. Using a Systematic Literature Review of 15 selected articles, the study reveals that SE drives social innovation and enhances MSME resilience, while CSR provides strategic resources such as funding, training, and technological support. The Triple Helix functions as a collaborative framework connecting academia, government, and industry to build a more inclusive entrepreneurial ecosystem. The analysis identifies a theoretical gap due to the absence of an integrative model explaining the causal relationship among the three elements, as well as empirical gaps stemming from limited quantitative and longitudinal studies measuring their impact on MSMEs. Contextual challenges, including digital readiness disparities and regional capacity differences, further complicate implementation. These findings highlight the need for a comprehensive, adaptive integrative model to support DTSEN and strengthen Indonesia’s sustainable economic development.

**Keywords:** Social Entrepreneurship, CSR, Triple Helix, DTSEN, Sustainable Entrepreneurship, MSMEs.

## I. INTRODUCTION

Indonesia’s economic development in recent years has shown progress; however, its impact has not been felt equally across all levels of society. This situation reflects that economic growth has not yet been able to strengthen the national welfare foundation comprehensively. The disparity between rural and urban areas, as well as the development gap between Java and outer Java, illustrates that the economic resilience of society remains uneven and vulnerable to technological changes and market pressures.



**Chart 1. BPS data on the economic growth situation in Indonesia**

Source: BPS, 2014.

As of March 2024, data from BPS reports that 25.36 million people are still in poverty, with an expenditure inequality index of 0.381. The number of open unemployment remains high, reaching 7.86 million people. In such circumstances, entrepreneurship has become an increasingly relied-upon approach to strengthen community economies. Sustainable entrepreneurship is seen as relevant because it not only pursues profit but also considers social and environmental benefits.

This aligns with the RPJMN 2025–2029 policy direction, which places economic transformation, MSME empowerment, and village development as key priorities. However, efforts to promote sustainable entrepreneurship face various challenges, such as difficulty in accessing capital, low managerial capabilities among entrepreneurs, underdeveloped technological innovation, and weak business networks that hinder business sustainability.

The concept of Social Entrepreneurship (SE) has emerged as an approach capable of addressing these issues. SE practitioners aim to solve social problems through innovation and business activities that still maintain economic value. Research by [1] indicates that this approach is effective in helping MSMEs survive during the pandemic, particularly through digital adaptation and cross-sector collaboration. However, SE practitioners often face



resource limitations, especially in funding and institutional support, which makes scalability and sustainability unstable.

Meanwhile, Corporate Social Responsibility (CSR) has a significant capacity to support community empowerment. The CSR funds managed by companies, particularly state-owned enterprises (BUMN), reached over five trillion rupiah in 2023. This potential is quite large for strengthening MSME capacity if directed more appropriately. However, many CSR programs still focus on short-term assistance and have not been fully designed based on the real needs of communities. The lack of coordination among institutions, insufficient impact evaluation, and the ceremonial nature of the programs mean that CSR contributions to MSMEs are not yet optimal. Collaboration with Social Entrepreneurship is crucial so that CSR programs are not merely charitable but genuinely support the creation of value and business independence.

Cross-sector collaboration becomes key, and this is where the Triple Helix Model finds its relevance. This model places academia, business, and government within a single framework to drive innovation and strengthen the entrepreneurship ecosystem. Various studies, such as [2] and [3], have shown that collaboration among these three actors can enhance innovation performance in different countries. However, its implementation in Indonesia has not always run smoothly. Challenges often arise, including weak coordination, differing policy focuses, and limited support at the regional level.

This context is the basis for the emergence of Presidential Instruction No. 4 of 2025, which introduces the Digital and Sustainable Entrepreneurship Nation (DTSEN) framework. This policy emphasizes MSME empowerment through digitalization, innovation, and cross-sector collaboration. To achieve this goal, the integration of SE, CSR, and Triple Helix is crucial. Each has a distinct but complementary contribution: SE in the aspect of social innovation, CSR in resource support, and Triple Helix in institutional collaboration architecture.

However, a review of 15 literatures reveals a significant research gap. There is yet no integrative model that explains how these three elements interact systematically, both in terms of mechanisms and their impact on MSME resilience. Empirical research examining the impact of this integration is also limited, especially studies based on long-term data. Furthermore, the success of this model is heavily

influenced by the local context, such as culture, social structure, and digital readiness in each region.

Considering these conditions and gaps, this research seeks to examine the relationship between SE, CSR, and Triple Helix within the DTSEN framework more deeply. The aim is to identify theoretical spaces that remain unfilled and provide a basis for developing a more contextual integrative model that can support sustainable MSME strengthening. The expectation is that the findings of this study will contribute to the development of more effective and long-term empowerment policies and practices.

## II. LITERATURE REVIEW

Studies on Social Entrepreneurship (SE), Corporate Social Responsibility (CSR), and the Triple Helix Model show a strong connection between these concepts in efforts to build a sustainable entrepreneurship ecosystem in Indonesia. SE, as depicted in various literatures, is an entrepreneurial approach that not only relies on profit generation but also on creating social change through innovations that are relevant to community needs [4]. This approach emphasizes that social problems can be solved through entrepreneurial processes that focus on long-term utility values. Therefore, SE is seen as capable of strengthening MSME resilience by introducing digital innovation, adapting business models, and seizing new opportunities arising from socio-economic changes [5].

Meanwhile, CSR in contemporary understanding has evolved beyond mere corporate philanthropy. CSR is positioned as a corporate strategy to create shared value through planned and sustainable community empowerment programs. Literature shows that CSR can provide significant contributions to MSMEs, especially through capacity building, business mentoring, increasing technological literacy, and expanding marketing network access. However, CSR implementation in Indonesia often fails to reach its full potential. Several studies highlight that many CSR programs are not sustainable, do not address the real needs of the community, and fail to involve other stakeholders such as educational institutions and local governments [6]. This disconnect causes CSR programs to struggle in providing long-term impact on MSME empowerment.



The Triple Helix Model emerges as a collaborative framework connecting the roles of government, academia, and the industrial sector in creating an environment that fosters innovation. This model is viewed as effective in building an ecosystem that allows MSMEs to grow through policy support, applied research, and access to technological innovations. Various international studies show that Triple Helix can facilitate the formation of innovation clusters and accelerate the development of small business sectors [7]. However, findings from research in Indonesia show that its implementation still faces challenges, such as weak coordination among actors, conflicting interests, and limited institutional capacity at the regional level [8]. These barriers have prevented the expected collaboration from being optimally realized.

Considering the overall literature, the integration of SE, CSR, and Triple Helix becomes an increasingly relevant approach to support the DTSEN agenda. SE drives social innovation, CSR provides resources and mentoring support, and Triple Helix offers a collaborative structure that connects various actors within one system [9]. However, literature also reveals a gap in research, particularly the lack of an integrative model that can comprehensively explain the relationship between these three concepts in the Indonesian context. Most studies only examine the relationship between one or two variables, thus failing to capture their integration as a collaborative system [10]. The limited empirical research, especially quantitative and longitudinal studies, further underscores the need to develop a new, more complete, and adaptive framework to support sustainable MSME empowerment.

### III. RESEARCH METHODS

This study employs a Systematic Literature Review (SLR) approach to understand the relationship between Social Entrepreneurship, Corporate Social Responsibility, and the Triple Helix Model in strengthening MSMEs and promoting sustainable entrepreneurship development. The literature collection process was carried out by exploring several academic databases, such as Google Scholar and ScienceDirect, using a combination of keywords relevant to the research topic. Among the various sources found, only articles that met specific criteria, such as discussing SE, CSR, Triple Helix,

MSMEs, social innovation, or forms of cross-stakeholder collaboration, were selected for analysis. Based on this selection process, 15 articles were identified as the most relevant and made a strong contribution to the understanding of the concepts under investigation [11].

### IV. RESULT AND DISCUSSION

#### Result

A review of various literatures on Social Entrepreneurship (SE), Corporate Social Responsibility (CSR), and the Triple Helix Model indicates that these three concepts are closely interconnected in building a sustainable entrepreneurship ecosystem in Indonesia. The sources examined show that the challenges faced by MSMEs cannot be addressed by a single approach. MSMEs require social innovation, resource support, and inter-institutional coordination simultaneously. Therefore, cross-sector collaboration is an essential prerequisite to strengthening the position of MSMEs in the face of rapid economic and social changes.

The concept of SE in the literature is often depicted as an entrepreneurial approach that not only seeks profit but also aims to address social issues through innovations that are relevant to community needs. SE practitioners are frequently positioned as change agents who can combine social concern with sustainable business models. Findings from various studies indicate that SE plays a significant role in helping MSMEs adapt to market dynamics, especially during crises such as the COVID-19 pandemic. Digital innovation, business model adjustments, and collaboration with various stakeholders are practices widely mentioned. However, the literature also emphasizes that SE cannot thrive optimally by relying solely on internal capacity. Limitations in capital, network access, and managerial capacity necessitate support from corporations and other institutions.

From the CSR perspective, literature shows that companies have great potential to make a tangible contribution to MSME development. Strategically designed CSR initiatives can provide funding, business training, management mentoring, and access to marketing networks. However, several studies indicate that CSR implementation in Indonesia has not been fully effective. Many programs remain short-term, are not designed based on community needs, and fail to involve key actors



such as local governments or universities. As a result, CSR programs often fail to deliver long-term impacts. Therefore, the integration of SE and CSR should be directed towards a joint effort to strengthen MSME capacity, rather than merely providing temporary assistance.

### Discussion

The Triple Helix Model serves as a framework that bridges various actors within the entrepreneurship ecosystem. Through the roles of academia, business, and government, Triple Helix enables more structured collaboration in supporting innovation and MSME development. Academia can provide research and technology, the government can establish regulations and supporting facilities, and the business sector can offer market access and capital [12]. Several international studies have shown that this model is effective in enhancing competitiveness and accelerating innovation. However, in Indonesia, its implementation still faces several challenges, such as a lack of coordination among institutions, conflicting interests, and limited institutional support at the regional level. These conditions prevent the integration of SE and CSR within the Triple Helix framework from functioning optimally.

From the body of literature analyzed, there appears to be a significant research gap. No model has yet been found that comprehensively explains how SE, CSR, and Triple Helix interact to form a collaborative system in MSME development. Many studies only focus on the relationship between one or two concepts, leaving the understanding of their integration limited [13]. The empirical gap is also evident from the scarcity of quantitative research or long-term studies that could demonstrate the real impact of such integration on MSMEs. Furthermore, Indonesia's diverse context ranging from culture and digital infrastructure to institutional capacity presents additional factors that need to be considered when designing an integrative model [14], [15].

The findings from the literature suggest that the success of the DTSEN program heavily depends on the ability to align these three approaches. The integration of SE, CSR, and Triple Helix not only has the potential to strengthen the economic foundation of MSMEs but also to create a more inclusive empowerment system capable of adapting to future challenges [16]. However, to achieve this, a more

comprehensive framework is needed, one that can be applied across various local contexts and is supported by strong empirical evidence.

### V. CONCLUSION AND SUGGESTION

The review of various literatures on Social Entrepreneurship, Corporate Social Responsibility, and the Triple Helix Model indicates that these three concepts are interconnected and play crucial roles in strengthening the sustainable entrepreneurship ecosystem, particularly within the context of DTSEN. SE drives social innovation and strengthens community capacity, CSR provides tangible support through funding, training, as well as access to technology and business networks, while Triple Helix serves as a collaborative platform that unites the roles of academia, government, and business to ensure that MSME development efforts are more focused and strategic.

Although the potential of these three approaches is considerable, the literature reveals that their implementation still faces several challenges. There is no existing theoretical model that comprehensively explains the relationship between all three, and empirical studies evaluating their impact remain limited. The differences in social conditions, digital readiness, and institutional capacity across various regions further highlight the need for an integrative framework that can adapt to local needs and characteristics. Given these limitations, it is crucial to develop a more systematic collaborative approach that integrates SE, CSR, and Triple Helix. Effective integration not only provides opportunities for MSMEs to enhance their competitiveness but also supports the realization of a more inclusive, innovative, and sustainable economic transformation, in line with the direction of DTSEN policy.

### VI. REFERENCE

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