

**Social Entrepreneurship in Nonprofit Organizations
and its Impact on their Vision and Values,
Organizational Culture, and Administrative Processes**

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The article deals with social entrepreneurship in nonprofit organizations. We describe and analyze the impact of social enterprises on the vision and values of the organizations, as well as on the organization's culture and structure, administrative processes, and income and profits. The main findings, based on a study of nonprofit organizations that initiate social enterprises, show that social enterprises did not affect the vision and values of the organizations. However, the organizational culture was affected, as evidenced in the adoption and assimilation of management technologies that characterize the business world – especially marketing strategies. The executives of these organizations reported that they had adopted a task-oriented approach, rather than the traditional administrative style which typifies nonprofit organizations. Moreover, the findings reveal that the social enterprises contributed to increasing the organization's revenue and profits – albeit to a moderate extent. The age of the enterprise was also found to affect the extent of increase in the organization's revenue. In addition, different types of organizations were found to differ with regard to the extent of their revenue from social entrepreneurship. Specifically, organizations that provide services to people with disabilities reported a higher revenue from social enterprises than did organizations that provide services to children and youth.

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