

NECESSITY SOCIAL
ENTERPRISES:

KITCHEN REBELLIONS
& COMMUNITY
RESILIENCE

RESEARCH ARTICLE **OPEN ACCESS**

Necessity Social Enterprises: Community Resilience Strategies of “Kitchen Rebellions”

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Correspondence: Ans Kolk (akolk@uva.nl)**Received:** 1 January 2025 | **Revised:** 23 June 2025 | **Accepted:** 21 July 2025**Keywords:** community resilience | necessity entrepreneurship | necessity social enterprise | social entrepreneurship

ABSTRACT

Entrepreneurship out of economic necessity—sometimes combined with addressing social and environmental challenges—is attracting growing attention. However, welfare states show a phenomenon unaccounted for in both necessity and social entrepreneurship literatures, conceptualized here as necessity social enterprise. We collect ethnographic data from individuals starting a social venture (“from their kitchen”) driven by problems in the private sphere. We show how over time the emphasis of these ventures moves from necessity to social transformation at the community level. Our abductive analysis suggests that they enact rebellious sentiments to fulfil self-actualization needs and develop specific strategies for community resilience. We develop a framework capturing these dimensions and discuss community resilience strategies at individual, organizational and community levels.

1 | Introduction

Social entrepreneurship (SE) as a practice and as an academic field of inquiry has gained significant momentum, specifically as means to deliver positive outcomes within the spheres of employment, equality, environment, and well-being (Wejesiri et al. 2025). It is generally acknowledged that the term “social enterprise” encompasses a wide variety of ventures rooted in the principles of collective social action which offer solutions to social and environmental issues (Mair 2020). Studies of SE generally emphasize *opportunity recognition* as the main driving factor for its inception (Anand et al. 2021; Cohen and Winn 2007; Dufays and Huybrechts 2014; Shaw and Carter 2007); as a result, most policy efforts tend to support so-called opportunity entrepreneurs—those who choose to launch a venture after seeing its market potential. Nonetheless, opportunity recognition is only one motive driving social entrepreneurs.

The predominant focus on successful opportunity-driven entrepreneurs has in part overshadowed the understanding of *necessity* entrepreneurs—those who pursue entrepreneurship due to

the belief that they lack access to viable or desirable livelihood alternatives (Dencker et al. 2021). Most literature on necessity entrepreneurship (NE) has primarily emphasized the adverse factors that push individuals into entrepreneurship, rather than their development and positive outcomes (O'Donnell et al. 2024). This has contributed to a perception of necessity entrepreneurs as lacking the entrepreneurial qualities to deliver sizable social impact (Bacq et al. 2025). In contrast, opportunity-driven entrepreneurs are often perceived as possessing the skills, resources, and motivation needed to drive change through SE. To expand these views, we draw inspiration from the ongoing debate on sustainability-oriented innovations. Although such innovations are often perceived as unattainable for small and medium enterprises due to resource and expertise constraints, this view has been increasingly questioned by qualitative studies (Rodgers 2010) and theoretical research (Wu 2017) which suggest that even small-scale enterprises can successfully implement societal change practices. In a similar spirit, our study aims to contribute to this discussion by highlighting how necessity entrepreneurs can drive meaningful innovation for communities.

What are Necessity Social Enterprises?

Emerge from economic hardship, focusing on social transformation rather than profit.

Ethnographic Research Focus

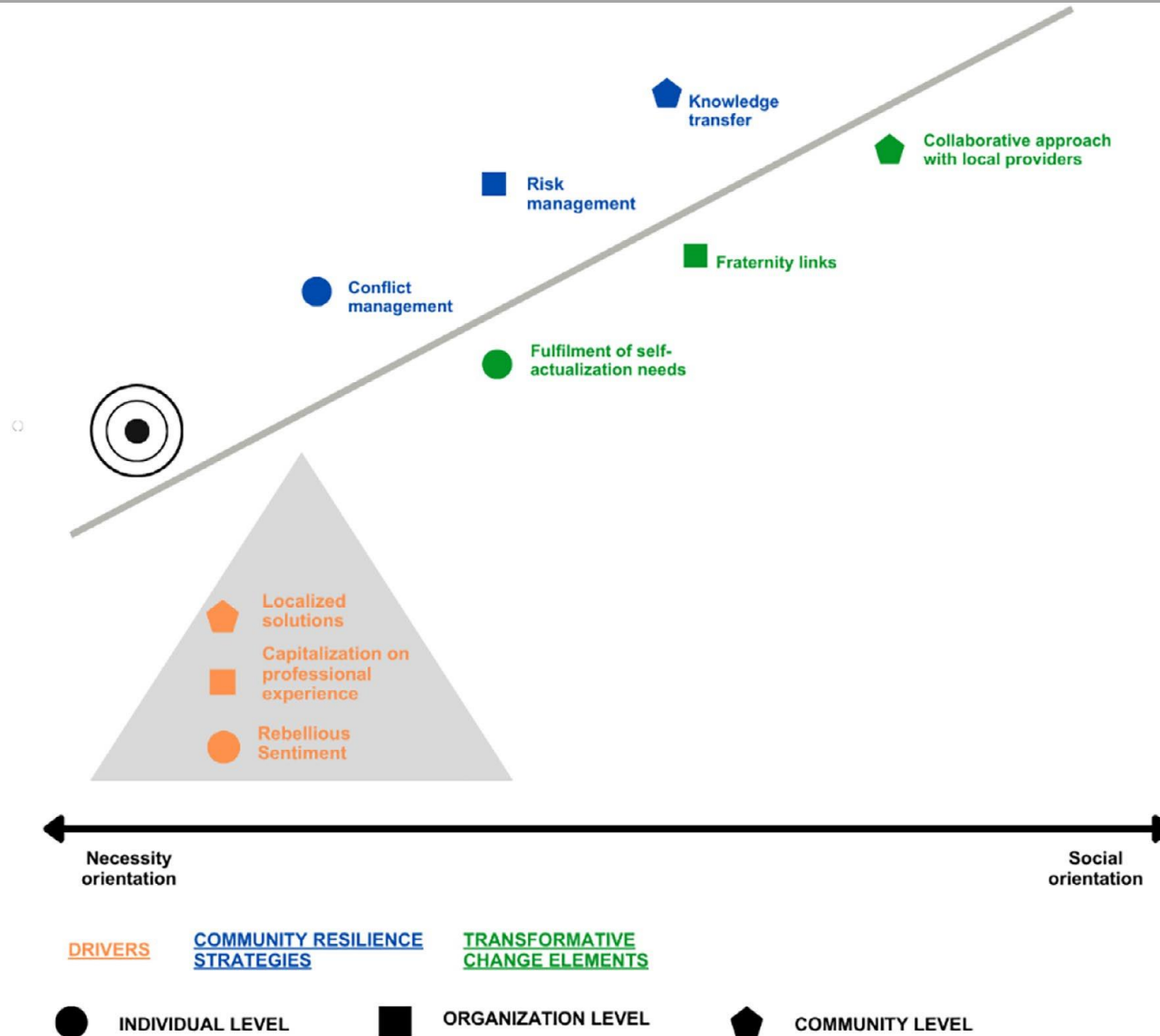
Study in the Netherlands. Ventures started in home kitchens

Impact and Empowerment

Ventures evolve into community solutions fostering resilience and empowerment.

Challenging Traditional Entrepreneurship

Challenge conventional ideas of success by prioritizing social innovation over profits.



An abstract digital background on the left side of the slide. It features a dark, textured surface with numerous colorful circles (pink, teal, yellow, and white) of varying sizes. Thin, glowing lines and dots connect these circles, creating a network-like structure. The overall aesthetic is futuristic and data-driven.

Data-Driven Impact

multi-level data-driven insights

MICRO | Mental health. Wellbeing metrics. Self-reported life satisfaction

MESO | Employment improvements. Skills acquisition. Upskilling

MACRO | Social resilience. Network mapping. Equity advancement