UNIVERSITEIT VAN AMSTERDAM

Amsterdam Business School

MASTER THESIS

Social Enterprises as Accelerators of Sustainable Transitions in Business Industries from a Global Institutional Perspective

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EBEC Approval:	EC 20200924110946

Statement of Originality

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Abstract

Social entrepreneurship has received growing attention as a possible way to bring about potentially transformative societal change, also referred to as sustainable transitions. Transforming and/or creating new institutions is perceived as a necessary condition to achieve societal change. Apart from practical examples that show the intention of social enterprises to accelerate sustainable transitions in business industries, limited research on this topic exists yet. This thesis aims to build a first step in exploring how social enterprises engage in institutional work with the objective to accelerate sustainable transitions in business industries. By adopting a qualitative design in which social entrepreneurs, Chief Executive Officers (CEOs) and sustainability managers of social enterprises are interviewed and in which qualitative surveys are shared, this study identifies the underlying mechanisms that may affect institutional change. Social enterprises founded in Europe, North America, Australia and Asia are included as a response to the scientific call for more international research on social entrepreneurship. Findings show that social enterprises engage in institutional work by: (1) showing and proving sustainable and inclusive business models, (2) influencing norms, values and cultures and (3) influencing political activities, rules and standards while building relationships with multiple stakeholders. In contrast with previous literature, results show that rather than only focusing on top-down approaches, social enterprises also focus on bottom-up activities to accelerate sustainable transitions in business industries. This study contributes to the existing literature by describing the underlying strategies and activities related to different types of institutional work and provides promising avenues for future research as well as managerial implications for social entrepreneurs and employees of social enterprises.

Keywords: social entrepreneurship; institutional entrepreneurship; institutional work; sustainable transitions; societal change

Acknowledgements

I would like to express my gratitude to many for their support, encouragement and valuable insights. Dr. Federica Nieri for her personal and continuous guidance throughout the process and valuable comments and suggestions on previous drafts. Her support provided me with the right confidence to reach my objectives during the development of this thesis. Team Social Enterprise NL for the inspiration to take on this challenging topic and their support in conducting the survey. All participants of wonderful social enterprises for their valuable time and willingness to openly share perspectives and experiences. Their insightful contributions enabled me to obtain the findings and finish this study. My family and friends who have been of continuous support throughout the entire thesis process.

Dagmar Heerts,

Amsterdam, 18 March 2021

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1 Introduction

Food security, sustainable agriculture, child labor and increased inequality are only a few out of many grand societal challenges we face today (United Nations, 2020). Such complex challenges require the search for innovative solutions and encourage the demands for change. At the same time, businesses increasingly have been viewed as a major cause of social, environmental and economic issues and due to several scandals that reached the public media, business leaders are forced by their stakeholders to behave in a more socially responsible way (Porter and Kramer, 2019). Numerous companies have already set up strategies to improve the social and environmental consequences of their activities, but research highlights that these initiatives could have been much more productive when business and society are not seen as two interdependent factors (Porter & Kramer, 2019). As a result, social entrepreneurship is an up-and-coming phenomenon and has received growing attention amongst researchers in sociology, political and business science as a possible way to identify and bring about transformative societal change, also referred to as sustainable transitions (Martin & Osberg, 2015).

Social entrepreneurship can be seen as an opportunistic activity that focuses on the importance of the integration of social and environmental as well as entrepreneurial aspects (Newbert & Hill, 2014). A social enterprise operates by the provision of goods and services for the market in an innovative way and entrepreneurial way and uses its profits primarily to achieve its social and environmental objectives (Social Enterprise NL, 2020). By striving for a social or environmental goal with a profitable business model, social enterprises distinct themselves from other businesses (McKinsey & Company, 2016; Verloop & Hillen, 2013). In the last decades, social enterprises have taken the lead in confronting huge societal challenges. However, in order to drive structural large-scale societal change, other businesses need to take responsibility and

transition towards more sustainable business and inclusive business models as well (Martin & Osberg, 2015). Influencing that transition as a social enterprise could possibly accelerate sustainable transitions and thus improve the chance of driving large-scale societal change, which is seen as the main objective of many social enterprises (Beckmann, Greabnitz and Mirkovic, 2014). To achieve societal change, social enterprises must engage in transforming and/or creating new institutions (Ebrahim, Battilana & Mair, 2014). Studies on societal change also emphasize the need to study the actions undertaken by different actors, such as social enterprises, in creating and/or transforming institutions (Djelic & Quack, 2007; Pacheco, Dean & Payne, 2010; Greco & De Jong, 2017). However, despite many practical examples of social enterprises that intend to create more sustainable and responsible businesses by transforming institutions, little research on this topic exists. An explanation for this might be the difficulties it takes for the researcher to measure the achievements of social enterprises in accelerating sustainable transitions (Arenas, Strumińska-Kutra & Landoni, 2020).

Tony's Chocolonely represents one practical example of a Dutch social enterprise that intends to create more sustainable and responsible businesses. The social enterprise has committed to make the chocolate industry slave free (Tony's Chocolonely, 2020). Due to a growing demand for cheap cacao, major issues exist on child labor and slavery (United Nations, 2020). The issue is illustrated by the average income of a cocoa farmer in Ghana that includes 84 US cents a day, which is significantly below the World Bank's extreme poverty line of 1.25 US dollar (Global Slavery Index, 2018). In order to achieve a living wage income for all farmers, Tony's Chocolonely initiated a platform called Tony's Open Chain. It is an opensource platform where companies involved in the production of chocolate can join in to change the norm in the industry (Tony's Open Chain, 2020). The chocolate brand Delicata, part of Netherlands largest supermarket chain

Albert Heijn, signed up first for this initiative in 2019 and thereby committed to join Tony's in their mission to make the chocolate industry slave free (Tony's Chocolonely, 2019). Together with Tony's Open Chain, Tony's Chocolonely is trying to push for implementation of legislation that demands companies to follow the United Nations (UN) principles. This resulted in the adoption of the Child Labor Compulsory Initiative Act by the Dutch Parliament in 2017, that includes a duty of care for Dutch companies to prevent their supply of goods and services from child labor (Tony's Chocolonely, 2020).

This thesis aims to build a first step in explaining how social enterprises like Tony's Chocolonely possibly change institutions with the goal to accelerate sustainable transitions in business industries. It contributes to the existing literature by bridging the gap between social and institutional entrepreneurship through explaining the institutional work of social enterprises. By adopting an explorative study in which social entrepreneurs, CEOs and sustainability managers from different countries are interviewed and in which qualitative surveys are shared, this research is an attempt to identify the underlying mechanisms that may affect institutional change resulting in sustainable transitions in business industries. The aim of this research is to answer the following research question: *How do social enterprises engage in institutional work to accelerate sustainability transitions in business industries?*

The remainder of this thesis is organized in the following manner. It starts with an extensive literature review in which literature on social entrepreneurship, institutional entrepreneurship and sustainable transitions is discussed and in which the intentions to accelerate sustainable transitions in business industries of social enterprises, other than Tony's Chocolonely, are presented. It is followed by chapter 3 in which the propositions have been formulated to define the focus of the research and to make the contributions of this thesis to the existing literature clear. This is of

particular importance due to the explorative nature of this study. After the propositions, the methods are described. It includes the research philosophy, research design, sampling method, survey response, case selection, data collection, data analysis and ends with a description of the credibility of the research findings. After the methods, the findings of this study are presented. The findings are followed up by a discussion that evaluates the empirical findings, outlines the scientific implications and managerial relevance and describes the limitations of the study as well as promising areas for future research. The last section of this thesis provides a short conclusion.

2 Literature Review

This chapter provides an overview of previous literature and theoretical debates surrounding social entrepreneurship, institutional entrepreneurship and sustainable transitions. Special attention is given to the intention of social enterprises to accelerate sustainable transitions in business industries. Since social entrepreneurship is still a relatively new topic in the academic field, this literature review starts off with an introduction to social entrepreneurship in section 2.1 by discussing related definitions and conceptualizations and by describing the main purpose of social enterprises, that is, to primarily create social and environmental value and more importantly, to achieve societal change. It is followed in section 2.2 by an introduction to the concept of institutional entrepreneurship and a description of institutional entrepreneurship in practice, by describing different types of institutional work. In section 2.3 sustainable transitions are defined; together with the role social enterprises might take in these transitions by the illustration of examples and previous literature. Section 2.4, the end of this literature review, provides the substantiated research question.

2.1 Social Entrepreneurship

In the last two centuries, strong economic progress in different nations has been observed (United Nations, 2020). Gross Domestic Product (GDP) measures show that living standards in terms of income grow markedly in both developed and developing countries (Aiyar & Ebeke, 2020). Unfortunately, economic progress is often accompanied with increased inequality among regions through different stages of development (United Nations, 2020). By 1960, GDP per capita of developed economies included 4.2 times the amount of the poorest economies (United Nations, 2020). Consequently, solely focusing on economic growth is seen as a grand limitation of

capitalism (Hysa, Zerba, Calabrese & Bassano, 2018). It tends to ignore the importance of creating social and environmental value (Hysa et al., 2018). The strong distinction made between non-profit organizations, particularly focusing on social and environmental value, and for-profit organizations, particularly focusing on economic value, is considered a second important limitation of capitalism (Hysa et al., 2018). It has led to a system in which organizations have failed to simultaneously integrate social, economic and environmental benefits (Hysa et al., 2018).

Social enterprises, companies that exist to provide solutions to societal problems such as increased inequality and climate change, intend to change the boundaries between non-profit and for-profit organizations (Hysa et al., 2018). They are showing the world that it is possible to deliver social, economic and environmental benefits at the same time (Yunus, Moingeon, & Lehmann-Ortega, 2010; Kubzansky & Breloff, 2014). By facing societal challenges through the implementation of sustainable and inclusive business models, social enterprises are increasingly claiming their place in the field of governments, for-profit organizations and non-profit organizations (Rahdari, Sepasi & Moradi, 2016). As a result, social entrepreneurship is an up-and-coming phenomenon in sociology, political and business science and has received growing attention as a possible way to identify and bring about potentially transformative societal change, also referred to as sustainable transitions (Martin & Osberg, 2015; Loorbach, Frantzeskaki and Avelino, 2017).

2.1.1 Definition and Conceptualization

Despite growing attention on the topic within recent literature, there is no academic agreement among scholars about the exact definition of social entrepreneurship. Increased popularity on the topic has led to less certainty about the definition, and due to many competing terms, multiple activities are now being called social entrepreneurship (Martin & Osberg, 2007; Bacq and Janssen,

2011). While some academics emphasize that an inclusive term is favorable towards the development of the field, others argue that a clear definition and conceptualization are needed for research legitimacy and practical applicability (e.g., Short, Moss & Lumpkin, 2009; Bacq and Janssen, 2011; Choi and Majumdar, 2014, Dato-On and Kalakay, 2016). In order to contribute to an academic consensus on the key factors and boundaries used to define social entrepreneurship, social entrepreneurs and social enterprises, Yenchun Jim Wu, Tienhua Wu and Jeremiah Arno Sharpe (2020) conducted a content analysis on articles published from 1998 to 2016. The 2619 articles yielded in the initial search were evaluated based on explicitly of definitions. Articles that had oversimplified or implicit phrases were eliminated by the authors. The selected 474 articles, published in peer-reviewed academic journals in the fields of management and organization, were analyzed in terms of factors and frequently used terms. Based on this, the authors define the terms social entrepreneurship, social entrepreneurs and social enterprises as shown in the overview in table 1. These recently provided definitions will be taken as a reference point to further examine and explain the concept of social entrepreneurship.

Table 1

Definitions on Social Entrepreneurship, Social Entrepreneurs and Social Enterprises

Term	**Definition**
Social entrepreneurship	The process of identifying opportunities, stimulating innovations, and exploiting and allocating resources, is adopted by individuals and organizations through social enterprises to address social needs, create social value, and achieve sustainable social benefits in communities or wider regions.

Social entrepreneurs	Actors who exhibit innovative, efficient and risk-taking behaviors to identify opportunities, create new ventures, adopt business processes, and use scarce resources to become and remain sustainable in their efforts to deliver social value.
Social enterprises	For-profit, nonprofit, or hybrid organizations that serve as vehicles for social engagement aiming to create and sustain social value by conducting a set of activities, which are intended to exploit resources and business and innovative approaches.

Note. Adapted from Wu, Wu and Sharpe (2020, p.18)

Because the above-mentioned definitions are not exhaustive, more clarification will come in useful. First of all, in previous studies, social entrepreneurs and social enterprises are seen as individuals and organizations that use business in an entrepreneurial and new way to improve the situation of segments of the population that are excluded, diminished, or suffering and are not capable of changing this situation themselves (e.g., Peredo & McLean, 2006; Seelos & Mair, 2005; Mort, Weerawardena & Carnegie, 2002). By working towards a more inclusive and sustainable economy, social enterprises provide solutions for disadvantaged individuals as well as for the overall community. While Wu et al. (2020) relate to 'benefits in communities and regions' in their overarching definition, previous studies thus also clearly highlight the emphasis on providing solutions to vulnerable individuals and communities. Solutions to vulnerable individuals and communities can be reached through providing jobs to unemployed people and improving working and living conditions globally (Miller, Grimes, McMullen & Vogus, 2012).

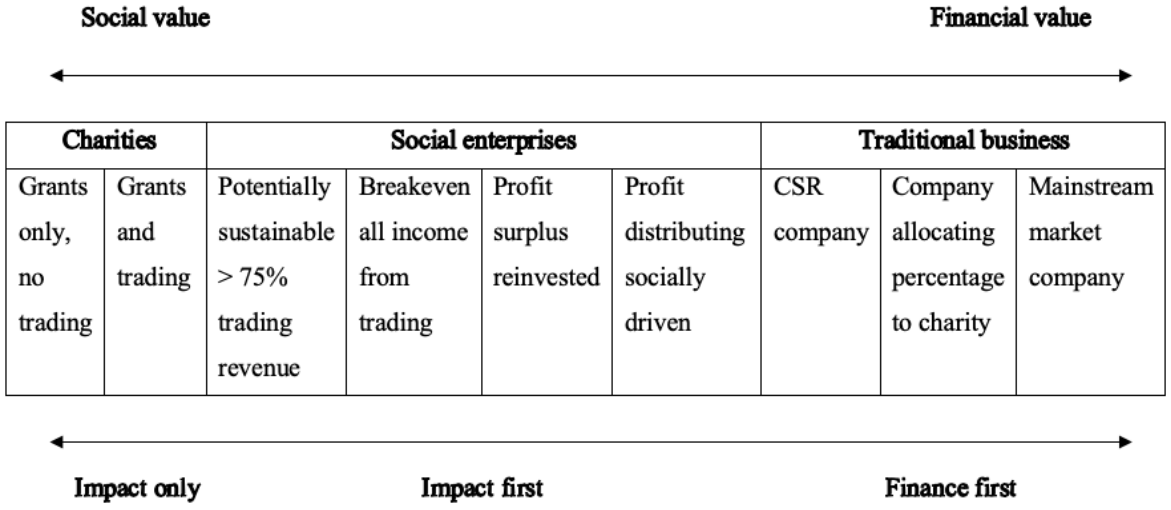
Additionally, Wu et al. (2020) define the objective of social enterprises as 'aiming to create and sustain social value' and mention that for-profit, non-profit or hybrid organizations can be seen as social enterprises. Both the objective and the organizational form raise some questions. Regarding the organizational form, previous studies describe social enterprises as hybrid organizations combining elements of the public, private and voluntary sector, positioning them between classic non-profit and for-profit organizations (Heimer, Warta, Muths, Allison, 2019). However, as Wu et al. (2020) survey, social enterprises are legally registered in multiple ways across various nations. While in some countries (such as Italy and Belgium) legal entities for social enterprises as hybrid organizations exist, in other countries (such as Poland and Luxembourg) they are registered as either non-profit or for-profit (De Brauw, 2020). While the interest for new legal entities for social enterprises is growing amongst nations (such as The Netherlands and Poland) it is thus still important to at least consider all three organizational forms as social enterprises in this study. This also means that the objective of the organization becomes increasingly important in defining social enterprises.

Figure 1, presented at the next page, shows a model that helps to explain when an organization can be identified as a social enterprise compared to charities or traditional businesses by providing further details on the main objective of the organization and the business model (McKinsey & Company, 2016; Verloop & Hillen, 2013). It shows that an organization (regardless of how it is registered within its country) can be seen as a social enterprise when at least seventy-five percent of the revenue of the business is realized through trade and when the profits are primarily used to achieve the social and environmental goals of the enterprise, also referred to as being 'impact first' (McKinsey & Company, 2016; Verloop & Hillen, 2013). This distinguishes social enterprises from most traditional companies, who can be described as focused on 'finance

first' and primarily intend to create financial value over social and environmental value. Companies involved in Corporate Social Responsibility (CSR) activities are also covered as traditional businesses due to the fact that their primary focus is still on financial profits. Furthermore, it sets social enterprises apart from charities and activist non-profit organizations that focus on 'impact only' by creating and sustaining social and environmental value without a business model and who are largely dependent on donations and/or grants (Stubbs & Cocklin, 2008; McKinsey & Company, 2016; Verloop & Hillen, 2013).

Figure 1

Objectives of Organizations



*Note***.** Adapted from McKinsey & Company (2016) and Verloop & Hillen (2013)

Following the clarifications outlined above, a narrower definition of social entrepreneurship than the one provided by Wu et al. (2020) will be used in this thesis to distinguish social enterprises from traditional businesses and charities/activist non-profit organizations. This is of particular importance due to the need to outline relationships between different stakeholders in this study, that among others, also include traditional businesses and charities/activist non-profits. More

specifically, the Global Entrepreneurship Monitor, the largest comparative study of social entrepreneurship on a global scale, refers to a social enterprise as: *"an activity, organization or initiative that prioritizes social and environmental value over financial value and operates in the market by producing goods and services"* (Bosma, Schøtt, Terjesen & Kew, 2016, p.5). This definition is in line with the one provided by the European Commission (2017) that describes a social enterprise as: *"an organization that operates by providing goods and services for the market in an entrepreneurial and innovative manner and that uses its profits primarily to achieve its social objectives*". As a result, the definition of Bosma et al. (2016) together with the details on the business model and the main objective of social enterprises provided in figure 1, will form the foundation for the definition of social enterprises used in this study.

2.1.2 Mission: Triple Bottom Line (TBL) and Societal Change

A key element in the definitions on social entrepreneurship outlined above is the primary mission of social entrepreneurs to create social value. This is also highlighted in many other definitions on social entrepreneurship (e.g., Dees, 1998; Dees & Anderson, 2003; Peredo & McLean, 2006; Zahra, Gedajlovic, Neubaum & Shulman, 2009). Gregory Dees (1998, p.4), one of the most cited scholars on the topic, argues in an article titled "The Meaning of Social Entrepreneurship" that: "*social entrepreneurs play the role of change agents by adopting a mission to create and sustain social value*". Often, social value serves as an umbrella term for the value that non-profit organizations, social ventures, social enterprises and social programs create (Mulgan, 2010). It relates to the efforts that contribute to the long-term wellbeing and resilience of individuals, communities and society in general (Mulgan, 2010). Therefore, it is of particular importance to keep in mind the model provided in figure 1 in the previous paragraph, in order to distinguish social enterprises from non-social enterprises (Stubbs & Cocklin, 2008; McKinsey & Company,

2016; Verloop & Hillen, 2013). According to Dees (1998), social enterprises have the potential to stimulate solutions that lead to the creation of social value on a global scale, because even when they mostly act locally, their actions can contribute to global improvements in education, health care and any other social sector. Aside from providing jobs to unemployed people and improving working conditions globally as mentioned previously, social enterprises can work on many other solutions to deliver social value. This ranges from providing educational activities to children living in extreme poverty to delivering recreational activities for the elderly to protect them from loneliness (Borzaga & Santuari, 2001).

Additional to the creation of social value, Bosma et al. (2016) focus on the environmental value that social enterprises can intend to create. It involves protection of natural environments and reduction of ecological footprints, by means of pollution reduction or the (efficient) use of resources (Bansal, 2005). However, the concept of environmental value has not been defined clearly yet (Tadaki, Sinner & Chan, 2017). Scholars argue that practice and reference to environmental value in research and management are in an unstable and chaotic state, partly because of the use of this term in very different contexts, such as in politics, biology and business, but also because of large differences in interpretations (Tadaki et al. 2017). As a result, research on environmental value can take on many forms. In the case of social enterprises, the creation of environmental value can be the main purpose, but it might also be complementary to the creation of social value (Bosma et al.,2016). Examples of solutions delivered by social enterprises to create environmental value are ranging from producing circular products to redesigning food supply chains to minimizing the impact of Carbon Dioxide (CO2) emissions (Borzaga & Santuari, 2001).

Social enterprises' primary mission to create social and/or environmental value can only be continued through the creation of economic value. This means that, in order to effectively move

towards their primary mission, social enterprises need to create profits (Verloop & Hillen, 2013). These profits are part of the economic performance at the firm level (Elkington, 1994). The threshold of value that needs to be created refers to the Triple Bottom Line (TBL) concept, which is associated with the practice of sustainability, driving businesses to simultaneously generate, social, environmental and economic value (Elkington, 1994). It is also considered as a tool for measuring sustainable organisational performance across a range of aspects, adding the social and environmental measures to the traditionally assessed economic performance (Hahn, Pinkse, Preuss & Figge, 2015). Although social and environmental value are two concepts that are not easily measured, demands are growing for more effective and precise monitoring (Mulgan, 2010). Growing interest on how the social and environmental value created by social enterprises contributes to a more inclusive and sustainable economy has added to these requests (Bagnoli & Megali, 2011). However, an economy that is disconnected from environmental degradation and connected to societal benefit cannot be achieved in isolation. To create large-scale social and environmental value, social enterprises must convince other businesses, institutions and consumers to improve on their social and environmental circumstances as well. Therefore, external stakeholders are of greater importance for social enterprises compared to traditional companies and it does not come as a surprise that scholars argue that social enterprises not only focus on delivering social and/or environmental value, but also om promoting and achieving societal change (Beckmann, Greabnitz and Mirkovic 2014). Societal change can be defined as: "*changes in human interactions and relationships that transform cultural and social institutions*" (Dunfey, 2019). Research on societal change suggests that it should be understood as systemic, and more precisely, that societal change should be perceived as fundamental systemic changes in societal regimes (Sen, 2007). In order to achieve systemic changes in societal regimes, social enterprises must transform

and/or create new institutions (Ebrahim, Battilana & Mair, 2014). Studies on societal change therefore also emphasize the need to study the actions undertaken by different actors, such as social enterprises, in creating and/or transforming institutions (Djelic and Quack, 2007).

2.2 Institutional Entrepreneurship

The first section provided the definition of social enterprises used in this study and highlights the main objective of social enterprises, which is to primarily create social and environmental value, and more importantly, to achieve societal change. In order to achieve societal change, social enterprises must engage in the transformation and creation of institutions (Eisenstadt, 1980). Therefore, the next part of this literature review examines the concept of institutional entrepreneurship. It starts of by a short introduction of the concept and is followed by a description of four types of institutional work empowered by social enterprises.

2.1.1 Introduction to Institutional Entrepreneurship

Institutional theory, the foundational concept of institutional entrepreneurship, initially focused on how institutionalized structures impact processes within organizations, where the attention was on the adaptive behavior of organizations to their institutional framework (Tolbert & Zucker, 1986; Scott, 2001). More recently, the role of agency in institutional change gained appreciation. Researchers started to shift their attention towards the behavior of organizations on enabling changes in the contexts in which they operate and on how they are actually changing and shaping the institutions in which they are embedded (Montgomery, Dacin & Dacin, 2012). Findings show that organizations low embedded in their institutional framework and motivated to work towards systemic change, often become institutional entrepreneurs (Seo & Creed, 2002). The concept of institutional entrepreneurship was introduced by DiMaggio (1988, p. 14) who argued that "*new institutions arise when organized actors with sufficient resources see in them an opportunity to*

realize interests that they value highly". Later on, Maguire, Hardy and Lawrence (2004, p.657) defined institutional entrepreneurship as: "*the activities of entrepreneurs who have an interest in particular institutional arrangements and who leverage resources to create new institutions or to transform existing ones*". This way, institutional entrepreneurs have the ability to create an entire new system by influencing the institutions in which they are embedded (Garud, Jain & Kumaraswamy, 2002). According to Battilana, Leca and Boxenbaum (2009) actors can be defined as institutional entrepreneurs when they meet the following two conditions: (1) they initiate diverging changes and (2) they actively engage in the execution of these changes. The first condition involves changes that break the institutional status quo and that therefore possibly contribute to the creation of new institutions or the transformation of existing ones. The second condition involves the participation of actors to actively mobilize resources with to goal to implement diverging changes. Actors include organizations, groups of organizations, individuals, or groups of individuals (Garud et al., 2002; Maguire et al., 2004). Institutional approaches have been used by multiple scholars to increase our understanding of the social entrepreneurship phenomenon (Delmas & Toffel, 2004; Marshall, Cordano, & Silverman, 2005; Muñoz & Cohen, 2018). This does not come as a surprise as theories on institutional entrepreneurship suggest that the introduction of a new organizational form, such as a social enterprise, could significantly change or create a new institutional status quo (Djelic and Quack, 2007). Furthermore, scholars argue that the influence that entrepreneurs have on institutions should not be undervalued as institutions are formed by experimenting and learning, which can be seen as a key character of entrepreneurs (Henrekson & Sanadanji, 2010).

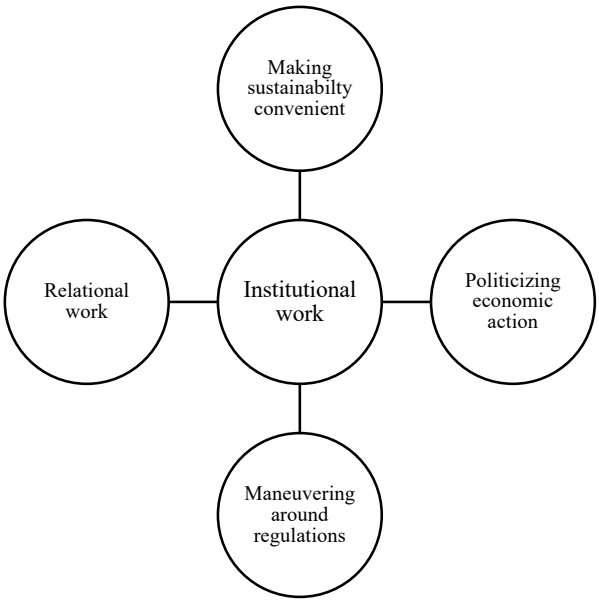
2.2.2 Institutional Entrepreneurship in Practice

Researchers suggest that social enterprises work under different institutional pressures such as government regulations and societal norms and values, but also need to change their institutional environments in order to achieve societal change (e.g., Gasbarro, Rizzi, & Frey, 2018; Shepherd & Patzelt, 2011; Thompson, Herrmann, & Hekkert, 2015). The dominant focus of most literature has been on the first part, and thus on how institutional drivers and pressures influence social enterprises. While the latter part, how social entrepreneurs may change their institutional environments, has only received little attention amongst scholars (Djelic and Quack, 2007; Chandra, 2017). This could be due to the fact that, in most cases, researchers have faced difficulties in measuring the achievements of social entrepreneurs on changing and forming new institutions (Arenas, Strumińska-Kutra, Landoni, 2020). However, as mentioned previously, scholars argue that we should not underestimate the influence of entrepreneurs on institutions (Henrekson & Sanadanji, 2010). Subsequently, a recent development in the academic field on social entrepreneurship has been the use of the concept of institutional work. Lawrence, Suddaby and Leca (2011) describe institutional work as an alternative focus for institutional studies of organizations in which the attention is on bringing individuals back into institutional theory. In their study institutional work is defined as: "*efforts of individuals to cope with, support, resist, or change the institutional arrangements in which they live*" (Lawrence et al., 2011, p.53). According to the authors, this perspective relates more closely to practices and processes, rather than to outcomes and helps to provide a bridge between critical and institutional views of organizations (Lawrence et al., 2011). Until recently, the institutional work of social entrepreneurs did not receive much scholarly attention, which is one of the explanations why Arenas et al. (2020) started to explore how social entrepreneurs engage in activities to both fit in and influence their

institutional environments. The authors conducted a multiple case study of four European social entrepreneurs and argue that social entrepreneurs have to adapt to existing formal and informal institutions, but also try to influence them in order to introduce their innovations and to accelerate sustainable transitions (Arenas et al., 2020). In their study, four specific types of institutional work are introduced. These are pictured in figure 2 and shortly explained below.

Figure 2

Four Specific Types of Institutional Work



Note. Adapted from Arenas et al. (2020)

The first type involves making sustainability convenient. Social entrepreneurs make their products and services accessible to consumers and users who are concerned about sustainability issues, but they also aim to attract consumers who are less (or not at all) impressed by the social and environmental value these entrepreneurs create. Their ultimate goal in this sense, is to create consumer behaviors that pay more attention to sustainability issues. This is done in order to create new roles responsible for sustainable transitions. Next to consumers, this also accounts for

suppliers. **The second type** of institutional work involves politicizing economic action. This type relates more closely to the aim of social entrepreneurs to build an inclusive and sustainable economy that not only focusses on the creation of economic value, but more importantly on the creation of social and environmental value. It is consistent with the view of many scholars who argue that social entrepreneurs intend to change the boundaries between for-profits, non-profits and governments, as mentioned previously. **The third type** is referred to as maneuvering around regulation, which is closely related with the second type. According to the authors this type involves adopting and reinterpreting existing legal forms and campaigning for change of legal norms and administrative procedures. The ultimate goal is to achieve regulatory changes that help social entrepreneurs to advance their activities and, in the end, to achieve societal change**. The fourth type** consists of relational work. By relational work, the authors refer to the interaction and collaboration with different stakeholders with the objective to change institutions. It includes building relationships with stakeholders that are involved in the process of change and that might be able to contribute to the process of change. Actually, all three types mentioned above are enabled by relational work as the entrepreneurs rely on different types of stakeholders when they engage in the transformation and creation of new institutions. This last type of work is considered extremely important, due to the need to receive support from both stakeholders who share the same vision on sustainability as well as from stakeholders who do not share the same vision on sustainability (yet) (Arenas et al., 2020).

2.2.1 Sustainable Transitions in Business Industries

Transitions refer to the process of change from one state to another (Loorbach, Frantzeskaki, Avelino, 2017). Research on transitions includes two distinctive objects that include: (1) transition dynamics, which refers to the understanding of the transition processes and (2) transition

governance, which refers to the understanding of how actors (might) influence transition processes (Loorbach et al., 2017). Transitions research is used to perceive systemic changes in complex societal systems that transform from an unsustainable state towards a more sustainable state (Loorbach et al., 2017). Sustainable transitions are defined as: *"radical transformations towards a sustainable global society, as a response to a number of persistent problems confronting contemporary modern societies"* (Grin, Rotmans & Schot, 2010, p.1). These transitions show opportunities for systemic and accelerated change (Loorbach et al., 2017). Sustainable transitions are dependent on developments within multiple dimensions that range from firm level practices to changes in policies and cultures (Hillman et al. 2018). The role of businesses to engage in these transitions is becoming increasingly important as societal expectations are rising and pressures towards responsible and sustainable practices are reaching a tipping point (Porter and Kramer, 2019). And also, because these transitions are only complete when the majority of businesses adopts sustainable business models, rather than just a few businesses (Grin et al., 2010).

Literature on sustainability transitions tends to explain how small actors can play an important role in the acceleration of sustainable transitions (Geels, 2010). Where large businesses often have little motivation to create new markets and are settled in the status quo, small actors can be considered as relatively free to create sustainable market niches (Hekkert, Suurs, Negro, Kuhlman & Smits, 2007). Therefore, scholars emphasize the potential of pioneering entrepreneurs to accelerate sustainable transitions in business industries through the creation of sustainable market niches. It implies that although small enterprises may not have the resources that large incumbents have, they can still accelerate sustainable transitions by creating niches and by showing other businesses that these niches have the potential to be successful (Hekkert et al., 2007). Social enterprises have the potential to act as niche actors in sustainability transitions as

they typically operate in an environment where government and/or market failures exist in terms of social progress (Hillman et al., 2018). This way, social enterprises have the ability to show that it is possible to create both economic and social/environmental value by proving sustainable and inclusive business models (Hillman et al., 2018; Social Enterprise NL, 2020). However, as previously mentioned, it is widely acknowledged that sustainable transitions can only be achieved through systemic change, that requires the transformation of institutions through changes in cultural practices and policies (Johnson and Suskewicz, 2009; Rohrbeck, Konnertz & Knab, 2013; Tukker, Emmert, Charter, Vezzoli, Sto & Andersen, 2008). This means that by showing the potential of sustainable and inclusive business models as niche actors and by transforming institutions, social enterprises possibly accelerate sustainable transitions in business industries. As mentioned previously, sustainable transitions can only be considered so when the majority of businesses adopts sustainable business models, instead of just a few businesses (Grin et al., 2010). This might be an explanation for many existing examples of social enterprises that intend to create more responsible and inclusive businesses with the objective to accelerate sustainable transitions, as also shown in the case of Tony's Chocolonely within the introduction.

One more well-known example that shows that social enterprises aim to play a role in the acceleration of sustainable transitions by creating more sustainable and responsible businesses is that of the Net-Works Program, a social enterprise created by Interface and Zoological Society of London. Net-Works takes discarded fishing nets from coastal communities and arranges the recycling of those fishing nets back into carpet fiber that they can use for modular flooring (Net-Works, 2020). Discarded fishing nets represent a large proportion of solid waste and pollution in the Danajon Bank in the Philippines, as these nets cause long term ecological damage and endanger the marine life that the local community is dependent on (Net-Works, 2020). Nigel Stansfield,

Chief Innovation Officer of the Net-Works program, mentions the following in an online video posted in 2014 on the goal of the social enterprise: "*Developing an inclusive business model is not about philanthropic giving, we are doing this to show that there is a better way of doing business*". In the first two years, more than 35 metric tons of waste nets have been collected and prepared to be recycled into carpet tiles (Net-Works, 2020). On the purpose of the social enterprise, Nigel Stansfield additionally mentions in the video: "*Having now established that the initial program is viable, the aim is now to expand that beyond that and also influence the broader manufacturing community to exploit inclusive business opportunities within their supply chain*".

Tony's Chocolonely and Net-Works are only two out of many practical examples that indicate that social enterprises intend to accelerate sustainable transitions by creating more sustainable and responsible businesses. In fact, in the Dutch Social Enterprise Monitor of 2020, 96% of the Dutch social entrepreneurs mentioned that they actively try to influence other organisations to adopt more sustainable and/or inclusive business models (Social Enterprise NL, 2020). However, little is said specifically about how social enterprises intend to influence organizations to adopt more inclusive and sustainable business models, which leads to the last section of this literature review.

2.4 Research Question

This literature review shows that the concept of social entrepreneurship has received increased attention amongst academics. It shows that social enterprises aim to achieve societal change and that in order to achieve societal change, they must engage in creating new and transforming institutions. By transforming and creating new institutions, they intend to create and achieve more sustainable and responsible businesses. This means that, through institutional work, social enterprises possibly accelerate sustainable transitions in business industries, which is often their

intention in many existing practical examples. However, despite the four types of institutional work presented by Arenas et al. (2020) it remains unclear how social entrepreneurs engage in institutional work, especially with the intention to accelerate sustainable transitions in business industries. Therefore, this thesis intends to answer the following research question: *how do social enterprises engage in institutional work to accelerate sustainability transitions in business industries?*

3 Research Propositions

As presented in the previous chapter, this thesis aims to build a bridge between social and institutional entrepreneurship. It intends to answer how social enterprises engage in institutional work to accelerate sustainable transitions in business industries. In order to answer this research question and to make the contributions of this thesis to the existing literature clear, three propositions, of which two include a sub-proposition, have been formulated. The propositions can be found below and form the focus of this research. The propositions are based on previous work of scholars on the topics discussed in the literature review: (1) social entrepreneurship, (2) institutional entrepreneurship and (3) sustainable transitions in business industries. The propositions serve as an important role in the scientific process as they can help to suggest promising areas of inquiry for other researchers (Rapport et al. 2018). Also, propositions are of particular value in studies where little hard evidence remains, which is contingent on this study (Rapport et al., 2018). According to Cooper and Schindler (1998) a research proposition is a statement about the concepts that may be judged as true or false. Since the empirical part of this study is of an exploratory nature, they are developed from a more pragmatic view (Cooper and Schindler, 1998).

3.1 Introduction to Propositions

Researchers address the emerging interest amongst scholars in the way actors shape institutional arrangements with the objective to achieve institutional change (Scott, 2001; Battilana, Leca & Boxenbaum, 2009). They started to investigate how actors design specific institutional arrangements. Therefore, the concept of institutional entrepreneurship helps to explain how actors shape institutions by focusing on social, political and/or functional pressures (Dacin, Goodstein and Scott, 2002). To accelerate sustainable transitions in the business industries, social enterprises

must focus on the agreement of other social groups in the field to cooperate in these transitions (Maguire et al., 2004). Therefore, they are trying to connect new sustainable practices to the values and routines of other businesses (Maguire et al., 2004). As shown in the last part of the literature review, many examples of social enterprises that intend to accelerate sustainable transitions in the business industries by creating and achieving more sustainable and responsible businesses exist. However, despite the four types of institutional work described by Arenas et al. (2020), little academic research exists on the institutional work of social enterprises. Especially with regards to the objective to accelerate sustainable transitions in business industries. As a result, the propositions presented in the following paragraph are formed based on the beforenamed three institutional pressures described by Dacin et al., (2002), the four types of institutional work provided by Arenas et al., (2020) and research on sustainable transitions in business industries presented in the previous chapter. The propositions focus on how social enterprises engage in institutional work with the objective to identify the underlying mechanisms during this study.

3.2 Propositions

The first proposition is based on functional pressures. According to Dacin et al., (2002) attention must be paid to functional pressures as they may help to explain how actors change institutions. Functional pressures in business industries can relate to market pressures such as competition, performance and acquisitions (Dacin et al., (2002). It is connected to research on sustainable transitions that suggest that small actors can be considered as relatively free to create sustainable market niches (Hekkert, Suurs, Negro, Kuhlman & Smits, 2007). It aligns with the view of many other scholars in transition research who argue that small actions can lead to big change (Geels, 2010). The potential of pioneering entrepreneurs in accelerating sustainable transitions in business industries is therefore seen as an opportunity to show other businesses that these niches have the

potential to be successful (Hekkert et al., 2007). Therefore, the first proposition is based on the view that social enterprises can proof and show sustainable and inclusive business models. It is also merely developed based on the perspective that it provides support for social enterprises in their institutional work as it allows them to convince others to adopt more sustainable and inclusive practices. This perspective will be studied throughout the research process while focusing on how this type of work relates to the engagement of social enterprises in institutional work. This means that this study will focus on the identification of specific strategies and activities that underly and confirm this first proposition, that is presented below.

Proposition 1: Social enterprises engage in institutional work by showing and proving sustainable and inclusive business models with the objective to accelerate sustainable transitions in business industries.

The second proposition is based on social pressures. Focusing on social pressures is described by Dacin et al., (2002) as an important element that helps to explain how actors shape institutions. Social pressures can be detached to changes in beliefs, norms, values and cultures. It relates to differences in for example backgrounds and experiences and involves new ways of thinking that may question taken-for-granted practices (Dacin et al., 2002). Social pressures align with the type of institutional work described by Arenas et al. (2020) that includes making sustainability convenient. While Arenas et al. (2020) focus on the creation of consumer behaviors that pay more attention to sustainability issues, this study not only aims to confirm that social enterprises engage in institutional work by influencing norms, values and cultures and thereby create new consumer behaviors. It also focuses on identifying how social enterprises influence norms, values and cultures of consumers and possibly other stakeholders with the objective to accelerate sustainable

transitions in business industries. More specifically, it will study the strategies and activities that underly and conform this second proposition, that is provided below.

Proposition 2a: Social enterprises engage in institutional work by influencing norms, values and cultures with the objective to accelerate sustainable transitions in business industries.

Additionally, Arenes et al., (2020) describe that every type of institutional work is empowered by relational work. Relational work includes building relationships with stakeholders that are involved in the process of change and that might be able to contribute to the process of change. That actors are seldom in the position to change institutions alone is confirmed by many other scholars (e.g., Boxenbaum and Battilana, 2005; Fligstein, 1997; Greenwood, Suddaby and Hinings, 2002). Therefore, this research also proposes that social enterprises develop alliances and cooperate with different stakeholders while influencing norms, values and cultures. Besides this proposition that is presented below, it aims to provide further insights into commonly created relationships of social enterprises when engaging in this type of work.

Proposition 2b: Social enterprises engage in institutional work by influencing norms, values and cultures through building relationships with multiple stakeholders.

The third proposition is based on political pressures. Political pressures are described by Dacin et al. (2002) as the last important element that one should pay attention to when exploring how actors shape institutions. Political pressures involve distributions of power that support particular institutional arrangements. It closely aligns with two types of institutional work described by Arenas et al. (2020) that includes: (1) politicizing economic action and (2) maneuvering around regulation. The authors argue social entrepreneurs may adopt and reinterpret existing legal forms and campaign for change of legal norms and administrative procedures. This research proposes

that social enterprises engage in institutional work by influencing political activities, rules and regulations, but also aims to identify strategies and activities used by social enterprises to influence political activities, rules and regulations other than campaigning for change. This type of activity is considered of importance due to fact that social enterprises focus on providing solutions to societal issues that particularly governments are often already involved in. The third proposition is presented below.

Proposition 3a: Social enterprises engage in institutional work by influencing political activities, rules and regulations with the objective to accelerate sustainable transitions in business industries.

The same argumentation for proposition 2b accounts for proposition 3b. That is, Arenes et al., (2020) describe that every type of institutional work is empowered by relational work. Relational work includes building relationships with stakeholders that are involved in the process of change and that might be able to contribute to the process of change. That actors are seldom in the position to change institutions alone is confirmed by many other scholars (e.g., Boxenbaum and Battilana, 2005; Fligstein, 1997; Greenwood, Suddaby and Hinings, 2002). Therefore, this research also proposes that social enterprises develop alliances and cooperate with different stakeholders while influencing political activities, rules and regulations. Besides this proposition that is presented below, it aims to provide further insights into commonly created relationships of social enterprises when engaging in this type of work.

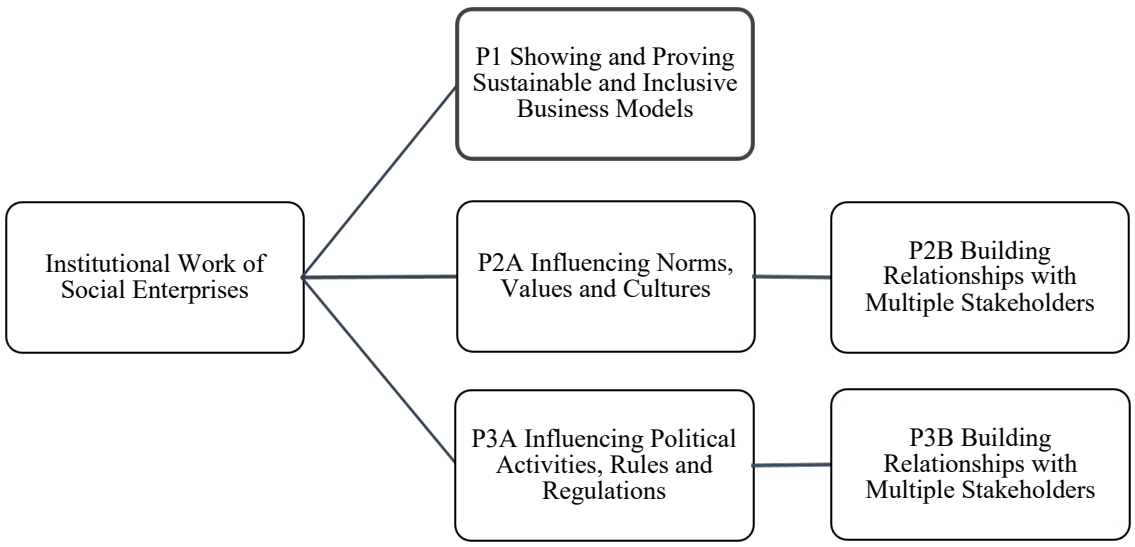
Proposition 3b: Social enterprises engage in institutional work by influencing political activities, rules and regulations through building relationships with multiple stakeholders.

3.3 Conceptual Model

The research propositions outlined in paragraph 3.2 are represented in figure 3: the conceptual model. This model reveals the proposed outcomes of this study based on previous literature. It includes all three propositions including two sub-propositions. It does not include proposed outcomes regarding the underlying activities that will also be identified in this research.

Figure 3

The Conceptual Model



Note. Adapted from theory presented in paragraph 3.2

4 Methods

Previous chapters showed the relevance of the research question, discussed relevant streams of literature including social entrepreneurship, institutional entrepreneurship and sustainable transitions in business industries and provided the corresponding propositions. This chapter will continue with a description of the research philosophy, the adopted research design, the sampling method, the survey response, the case selection, the data collection method, the process of data analysis and it ends with the credibility of the research findings in this study.

4.1 Research Philosophy

The source, nature and development of knowledge are all part of the research philosophy. A research philosophy can be seen as a researchers' belief about the manner in which data about a phenomenon should be gathered, analyzed and used (Saunders, Lewis & Thornhill, 2009). It reflects the author's most important assumptions that serve as the basis for the research strategy. The term epistemology, what is known to be true, as opposed to ontology, what is believed to be true, represents the various philosophies of research approach (Saunders et al., 2009). Therefore, this chapter starts with formulating beliefs and assumptions coherent to this study. It discusses two relevant streams of philosophies for business studies that include: (1) the ontological orientation and (2) the epistemological orientation (Saunders et al., 2009; Scotland, 2012).

4.1.1 The Ontological Orientation

The concept of ontology deals with the question 'what is real?' and 'is there a single objective truth?' (Scotland, 2012). It proposes two leading possible responses to this question that depend on the particular paradigm (Scotland, 2012). In one of the paradigms, the objectivist perspective, the answer would be 'yes'. This refers to people who believe that there are universal truths. The

other paradigm represents the response from people who would answer with ‘no’. The latter paradigm, that emphasizes that there is no objective reality, and that reality is constructed by each individual, captures the perspective of this study, also known as the constructionism perspective (Scotland, 2012). This perspective views the world as subjective and argues that knowledge needs to be interpreted in order to discover the underlying meaning (Saunders et al, 2009). Rather than perceiving reality to be external and independent from the perspective of social actors, constructionists argue that reality is created through perceptions and actions of social actors (Saunders et al, 2009). The objective of this study is to understand the institutional work of social actors when aiming to accelerate sustainable transitions in business industries. Therefore, the constructionist perspective is predominantly adopted for this study. An important advantage of this approach is the ability of the researcher to better understand the actions of participants, in this study social enterprises, as close collaboration is required between the researcher and participants (Crabtee & Miller, 1999).

4.1.2 The Epistemological Orientation

What we perceive as reality and what we think of as real, affects the way we gain knowledge (Pham, 2018). It refers to the concept of epistemology. It deals with how individuals understand knowledge and how reality can be acknowledged (Pham, 2018). Epistemology includes two main perspectives: (1) positivism and (2) interpretivism (Hammersley, 2013). Many different terms that refer to these two broader streams exist, such as realism, determinism, post-positivism and constructivism (Hammersley, 2013). Very often, these terms are used interchangeably (Hammersley, 2013). While positivist researchers focus on verifiable research data that allows them to generate objective results, interpretivist researchers believe that reality can only be accessed through social constructions that for example include shared meanings, consciousness

and language (Hammersley, 2013). This research predominantly adopts an interpretivist orientation as it incorporates human interest. It argues that reality needs to be interpreted and that there are multiple realities. Instead of focusing on calculations and equations, it emphasizes the need to interact with study participants in order to identify attitudes and behaviors. The interpretivist orientation fits well with the explorative nature of this research as it aims to answer a 'how' question, more specifically how social enterprises engage in institutional work. It focusses on the activities and steps undertaken by social enterprises, rather than the outcomes. Additionally, hardly any empirical data in this research area has been conducted yet which makes it is necessary to first gain a deeper understanding of the research phenomenon (Cresswell and Poth, 2007).

Rather than generalizing findings for a whole population, research with an interpretivist orientation tends to study the complexity of the phenomenon in its unique context (Pham, 2018). Therefore, it has the ability to see and experience the world through different cultures. It allows the researcher to identify aspects that cannot be observed such as values, motives, feelings and thoughts (Hammersley, 2013). This way, the researcher is able to collect valuable data through an inductive process that will provide insights for future action and research (Pham, 2018), that is an objective in this study. More specifically, interpretivism involves three inquiries that include phenomenology, ethnomethodology and symbolic interactionism (Pham, 2018). In this study, the phenomenological interpretivist approach is used to understand the institutional work of social enterprises. Phenomenology seeks to understand the outside world as it is interpreted by and through human consciousness (Nodelman, Allen & Perry, 1995). Therefore, it helps to explain the essence of what is happening in social reality by studying the perspectives of social entrepreneurs, CEOs and sustainability managers from social enterprises. It must be noted that although the primary orientation of this study incorporates an interpretivist perspective, it also deals with some

characteristics of the positivist approach. This becomes apparent in the next paragraph in which a description of the research design will be outlined.

4.2 Research Design

A qualitive approach has been determined as the main method to answer the research question. The choice for a qualitative method is based on the research philosophy, the research objective and the nature of this study, as these align with the characteristics of qualitative research. Qualitative research involves complex and broad subjective phenomena and uses language and behavior in natural settings to create knowledge (Saunders et al., 2009). Following Stake (1995), it focusses on the purpose of understanding rather than explaining and requires a personal role for the researcher. A qualitative research strategy concentrates on collecting and analyzing words rather than numbers (Stake, 1995). Words are of particular importance in this study to identify the underlying mechanisms of institutional work and therefore, a qualitative design seemed to be an appropriate choice. Most qualitative researchers use inductive reasoning, meaning that data is collected with the aim to develop theory. Inductive reasoning starts with observations and usually ends with proposed theories as a result of these observations (Stake, 1995). The inductive approach is coherent with interpretivism, that incorporates the human interest, and will therefore predominantly be used in this study (Saunders et al., 2009). Inductive reasoning has been applied in this study since limited literature on the research topic exists yet. The inductive approach helps to build theory, that is also the objective of this study. However, it is important to note that although the main focus is on the inductive approach, this study also partly engages in deductive reasoning as the earlier presented propositions are based on previous theories and because of the use of an inductive qualitative survey (Saunders et al., 2009; Jansen, 2010).

4.2.1 Qualitative Online Survey

The term qualitative survey almost not exists in literature on qualitative research methods (Sandelowski & Barroso, 2003; Reicherts, 2009). Qualitative surveys are seen as a less structured research methodology used to gather detailed information about the way people think and act (Jansen, 2010). In short, it involves the study of diversity in a population, rather than distribution. (Jansen, 2010). Qualitative surveys are especially useful in the first stages of research when little research on the topic has been done yet, that is the case in this study (Jansen, 2010). Therefore, an online qualitative survey was initially initiated as a first step. Although the qualitative focus of the survey, this type of research design relates closely to the positivist approach and therefore deviates a bit from the predominantly research philosophy adopted for this study. The online qualitative survey was created to gather first insights in how social enterprises engage in institutional work from an international perspective, and to identify differences in the approaches between countries. Since as earlier mentioned, apart from a quantitative survey of Social Enterprise NL (2020) that showed that 96% of the Dutch social entrepreneurs actively aim to influence other organisations to adopt more sustainable and/or inclusive business models with the goal to accelerate sustainable transitions, hardly any data on this topic from an international perspective existed. Also, the quantitative survey of Social Enterprise NL did not provide detailed insights in how social enterprises actively aim to influence other organizations. The qualitative survey was thus considered as an appropriate tool to assist in the collection of data for this study that involved different cultures and countries and to provide first valuable insights in the activities and strategies used by social enterprises. It also seemed to be easier to reach respondents on a global scale with qualitative surveys, rather than with interviews. The qualitative survey results were aimed to serve as a preparation for the next phase of research and to identify possible respondents for the follow-

up phase. This phase will be discussed in more detail below. Paragraph 4.6 will provide further insights in how the questionnaire was developed and about the information that was retrieved.

4.2.2 Multiple Case Study

A progressive multiple case study was designed during the follow up phase to conduct more detailed data on how social enterprises engage in institutional work with the intention to accelerate sustainable transitions in business industries. A case study is defined as an intensive investigation of an individual, group, community or other unit of analysis in which in-depth data is examined (Gustafsson, 2017). Conducting more in-depth data was considered as an appropriate next step for this study as the qualitative surveys did not provide the opportunity to ask follow-up questions. A multiple case study, or collective case design, includes a case study research that selects several cases (Gustafsson, 2017). The selection of multiple cases, rather than a single case, can contribute to the development of more in-depth data of the phenomenon and was therefore selected (Gustafsson, 2017). According to Yin (2003) a case study suits well in research that includes the following conditions: (1) it aims to answer a 'how' or 'why' question, (2) participants' behavior cannot be manipulated, (3) the contextual conditions are relevant to study the particular phenomenon and (4) clear boundaries between the phenomenon and context do not exist. This study intends to explain how social enterprises engage in institutional work and the behavior of the selected social enterprises cannot be manipulated. The context of the study is relevant, as it focusses on accelerations in business industries. Additionally, clear boundaries do not exist as the influence of social enterprises' institutional work on the business community is not clear. Therefore, all four abovenamed conditions are met which makes the case study a suitable methodology for this research. Case studies are also designed to study relatively new streams of research that only receive limited scholarly attention, that is the current stage in the field of social

entrepreneurship (Eisenhardt, 1989). Particularly when it involves the institutional work of social enterprises (Djelic & Quack, 2007; Pacheco, Dean & Payne, 2010; Greco & De Jong, 2017).

4.3 Sampling Method

Carefully deciding the sample selection is of particular importance in qualitative research as it enables the researcher to deeply understand the studied phenomenon (Saunders et al., 2007). Several sampling strategies can be employed to reach the sample selection and to draw valid and representative conclusions based on the results (Saunders et al., 2007). Considering the objective of this study and the main focus on the progressive multiple case study design, non-probability sampling clearly appeared to be most appropriate. For the reason that, as opposed to probability sampling, not all members of the population had the opportunity to participate in this study (Ghauri et al., 2020). In fact, the population included social entrepreneurs, CEOs and sustainability managers from social enterprises across different nations. However, not every social entrepreneur, CEO and/or sustainability manager was aware of the opportunity to engage in this research and therefore had the equal chance of being selected. It was challenging to achieve a sample selection of social entrepreneurs, CEOs and/or sustainability managers from different countries. To successfully do so, multiple non-probability sampling methods were used. These methods include voluntary response sampling and purposive sampling.

4.3.1 Voluntary Response Sampling

Initially, voluntary response sampling was applied to online surveys that were shared amongst members of organizations who support social enterprises in their home countries. These member organizations are partner organizations of Social Enterprise NL. As earlier mentioned, Social Enterprise NL represents, connects and supports the growing community of social enterprises in The Netherlands (Social Enterprise NL, 2020). A collaboration was initiated since their

connections with network organizations beyond the Dutch borders helped to reach out to social enterprises across several countries. The voluntary sampling method was considered as the best possible way to retrieve an accurate response rate, that was already noticed a possible challenge on beforehand. Due to the voluntary response sampling method, social entrepreneurs, CEOs and sustainability managers who received the survey could decide themselves whether to participate or not. It must be noted that respondents were already likely to have a particular interest in the topic of this study (Faugier & Sargeant, 1997).

4.3.2 Purposive Sampling

Subsequently, purposive sampling was selected as the most applicable sampling method coherent with the choice for a multiple case study design. Social entrepreneurs, CEOs and sustainability managers who were interviewed were chosen based on specific criteria, which made this method suitable to answer the research question. The specific criteria are outlined in the next paragraph. Consequently, this study relied on its own judgement of the criteria when selecting the sample for the multiple case study design (Faugier & Sargeant, 1997). As a follow up, subcategories of purposive sampling methods were adopted to increase the sample selection. Also referred to as the sequential approach (Trochim & Donatelly, 2001). This study has used informal social networks of the researcher to identify and contact specific respondents who were otherwise hard to locate during the process. Therefore, snowball sampling represented one of the subcategories (Tochim & Donatelly, 2001). More specifically, initial contacts with social entrepreneurs, CEOs and sustainability managers across the Dutch borders resulted in recommendations for other possible respondents who met the criteria. By striving to achieve a sample selection that included respondents from different nations and thus diversity, heterogeneity sampling was applied as the

second subcategory. Heterogeneity sampling seemed to be an appropriate method as the aim of this study has been to include opinions and views from an international perspective.

4.4 Survey Response

Possible respondents were approached via the voluntary sampling method described in paragraph 4.3.1. The online qualitative survey aimed to reach founders, CEOs and sustainability managers of social enterprises founded in different nations. This choice was based on the underlying assumption that they would possess most specific knowledge about how the social enterprise engages in institutional work to accelerate sustainable transitions in business industries. As mentioned previously, receiving an accurate response rate was considered as a possible obstacle and therefore no high expectations existed. Also, a valuable response rate of participants was hard to determine since the researcher did not have direct access to possible respondents and was dependent on the partner institutions of Social Enterprise NL. Since qualitative surveys are not a commonly used method, no scholarly consensus exists on the minimum number of responses that should be obtained. However, the number of responses in this study included 30 finished responses and was restricted to only Dutch social enterprises, while the objective was to reach social enterprises from different countries. Although the response late was low, it contributed to first insights regarding the topic, to prepare for the interviews, to reach possible respondents for the semi-structured interviews afterwards and to find support for the findings of the multiple case study.

4.5 Case Selection

The sparse literature on sample sizes in qualitative research shows the challenges it takes for the researcher to determine an appropriate sample size (Boddy, 2016). Although sample sizes in

qualitative studies are not fixed, previous research has recommended a required minimum sample size of twelve interviewees in qualitative studies in order to reach data saturation (Clarke & Braun, 2013; Guest, Bunce & Johnson, 2006; Guest, Bunce & Johnson, 2006). According to this minimum, a sample of (N = 17) seemed to be sufficient for the multiple case study to reach data saturation. However, it is noteworthy that due to heterogeneity sampling as part of the sampling methods, the achievement of data saturation could be considered as a challenge in this study (Guest et al., 2006). This will be furtherly examined at the end of this chapter. As earlier described, social entrepreneurs, CEOs and sustainability managers from social enterprises were approached for the semi-structured interviews. This choice was based on the underlying assumption that they would possess most specific knowledge about how the social enterprise engages in institutional work to accelerate sustainable transitions in business industries.

The following characteristics of the selected social enterprises were important to answer the research question: (1) the business model of the social enterprise had to align with the definition of a social enterprise that was adopted in this study and described in paragraph 2.1.1 in the literature review, (2) the selected cases were founded at least five years ago. The first criterium was determined based on the importance to distinct social enterprises from other businesses in this study. The second criterium was chosen based on the assumption that social enterprises founded less than five years ago would dispose of less resources to engage in institutional work due to the need to start-up their own enterprise first and therefore may have less relevant insights regarding the research topic. Additionally, this study adopted an international perspective which resulted in a careful selection of cases across different continents, with a primary focus on developed nations. The choice for an international perspective was based on calls for more international studies on social entrepreneurship in recommendations of previous research. Also, institutional structures

differ across countries which might influence the institutional work of social enterprises. Therefore, this study incorporated different countries to provide a more complete overview of the activities and strategies that social enterprises may use when engaging in institutional work. The primary focus on developed countries was based on both better access to public information about cases as well as access to participants in developed countries. An overview of the selected cases for the semi-structured interviews (N = 17) is provided in table 2 below. This overview illustrates that social enterprises operating in multiple industries have been selected. Roughly one third of the included cases operates in the food and/or beverage industry. This is not considered an issue due to the fact that a majority of social enterprises in developed countries are operating in this industry.

Table 2

An Overview of the Selected Cases

	Social enterprise	**Industry**	**Country of origin**	**Participant**
1	Food Connect	Food industry	Brisbane, Australia	Robert Pekin, Founder and CEO
2	Ability Works	Staffing agency	Melbourne, Australia	Sue Boyce, CEO
3	Wize Coffee Leaf	Beverage industry	Canada, North America	Arnaud Petitvallet, Co-founder and COO
4	Meliora Cleaning Products	Cleaning products industry	Chicago, North America	Kate Jakubas, Co-founder and CEO
5	Solar Sister	Energy supply	Montana, North America	Katherine Lucey, Founder and CEO
6	Amplio Recruiting	Staffing agency	Atlanta, North America	Chris Chancey, Founder and CEO
7	NaTakallam	Language learning and translation	New York, North America	Dina Rokic, Executive assistant
8	Five North Chocolate	Chocolate industry	New York, North America	Ben Conard, Founder and CEO

9	The Explorer's Passage	Travel industry	New York, North America	Jeff Bonaldi, Founder and CEO
10	Mata Traders	Fashion industry	Chicago, North America	Jonit Bookheim, Co-founder and CEO
11	OLIO	Food industry	London, England	Elis Joudalova, Sustainable Growth
12	Moyee Coffee	Coffee industry	Amsterdam, The Netherlands	Vivian Elion, Sustainability Manager
13	Yespers	Food industry	Amsterdam, The Netherlands	Stefan Baecke, Founder and CEO
14	Peerby Belgium	Sharing platform in different products	Gent, Belgium	Lieven D'Hont, Founder Peerby Belgium
15	Close the Gap	ICT (Industry	Brussels, Belgium	Bram Over, Business Developer
16	SELCO	Energy supply	Bangalore, India	Harish Hande, Founder and CEO
17	Going to School	Educational services	New Delhi, India	Lisa Heydlauff, Founder and CEO

Note. Adapted from case selection data

4.6 Data Collection

Initially, this study aimed to reach social enterprises on a broad scale with online qualitative surveys that were meant to receive first insights in if and how social enterprises engage in institutional work across different nations. The survey questions were based on first insights into literature and informal conversations with social entrepreneurs. The survey was created in Qualtrics. Qualtrics seemed an appropriate program due to previous experience of the researcher with the tool and the free access to use it provided by the University of Amsterdam. The average completion time included eight minutes and the full questionnaire can be found in appendix 1. As earlier mentioned, conducting the survey was done in collaboration with Social Enterprise NL, since they shared the survey amongst their members, that are social enterprises. The survey was

additionally shared with partner organizations of Social Enterprise NL across the Dutch borders, who in turn shared the survey with their members. This was done with the objective to have access to social enterprises on a global scale. The survey was tested amongst four employees of Social Enterprise NL and three social entrepreneurs to increase accuracy of questions. However, as mentioned previously, the number of survey responses remained low with a total amount of 30 finished responses after various efforts to tackle the challenge of receiving an accurate response rate. Also, the responses were restricted to only Dutch social enterprises. Although the response rate was low and could thus not provide insights into differences across countries, responses were useful to receive first insights into the institutional work of social enterprises, to prepare for interviews, to gain access to interviewees and to provide some support for the findings in the multiple case study.

Fortunately, the follow up phase consisted of semi-structured interviews that contributed to data saturation. The interview guide (appendix 2) for the in-depth interviews with social entrepreneurs and sustainability managers was derived in line with the propositions, that is considered as a first important step in creating an interview protocol (Castillo-Montaya, 2016). Afterwards, a pilot interview was done in order to assure clarity of the open questions and to receive feedback on the interview guide. Online media content such as blog posts about famous social enterprises and widely shared videos in countries were scanned through to find interesting cases. Also, the results of the online survey were used to select social enterprises. Respondents were contacted based on the sampling methods described in paragraph 4.3 and selected based on the criteria outlined in paragraph 4.5. Different than expected, social entrepreneurs, CEOs and sustainability managers seemed to be keener to reserve time for an interview as compared to filling in a survey. A reason for this might be that they were approached personally via e-mail or LinkedIn

for collaboration. After respondents agreed to participate, appointments were planned. Reaching respondents from different countries was quite a challenge and it must be noted that many interviews that had first been planned were cancelled or rescheduled multiple times due to busy schedules. Thankfully, also many respondents found the time to contribute.

All seventeen interviews were held through video-conference calls. Video-conference calls allowed face-to-face interaction during the interview, which is described by Loosveldt (2008) as an important advantage as it allows both the researcher and participant to interpret non-verbal signs and to interact with each other. Also, face-to-face interviewing is the most used technique and perceived as an appropriate way to collect high quality data for complex questions (Irani, 2019). Due to the Covid-19 pandemic and respondents being located all over the world, face-to-face interaction through video-conference calls was therefore perceived as the best possible option (Loosveldt, 2008; Irani, 2019). The average online interview lasted forty-five minutes. To gain valuable and in-depth information form the respondents during the video-conference calls, several interview techniques were adopted. Applied techniques included starting with small talk and less complicated questions, probing, asking for follow-ups and clarifications, shortly summarizing answers, steering and making use of silences to let the interviewee talk. As opposed to the survey, the interviews provided more detailed information due to the possibility to ask follow-up questions.

4.7 Data Analysis

Qualitative data analysis has been applied to derive to an answer on how social enterprises engage in institutional work to accelerate sustainable transitions within business industries. All seventeen semi-structured interviews were recorded during the video-conference calls and fully transcribed word-for-word afterwards to conduct careful qualitative analysis. Word-for-word accuracy in fully

transcribed interviews empowers the researcher to understand participants, shared information and conclusions drawn (Oliver, Serovich & Mason, 2005). Word-for-word accuracy is also fundamental in this study for the reason that it quotes interview subjects mentioned by participants. The transcriptions have been uploaded in NVivo, a data management software tool that helps the researcher to create coding trees and themes of unstructured texts, audios, videos and images (Ryan & Bernard, 2003). Software tools such as NVivo enable the researcher to organize large data sets in a structured way and can be used across multiple approaches during the process of analysis (King, 2004). In this study, it was particularly useful to identify broader patterns in the interview data, which is considered by Spencer, Ritchie & O'Connor (2003) as a large benefit of using data management software tools. NVivo also deemed an appropriate tool based on the advantages of efficiency and time optimalisation (King, 2004).

An inductive coding approach was predominantly used to analyze the interview and textual survey data in NVivo. Inductive coding aims to achieve understanding of complex data through creating categories based on patterns in raw data (Thomas, 2004). This approach is used for several purposes, including: (1) the ability to derive from raw data to summary findings, (2) to establish clear links between the research objectives and summary findings and (3) to ability to develop a model or theory (Thomas, 2003). It is evident in different types of qualitative data analysis and particularly in grounded theory (Strauss & Corbin, 1990). The basic principle of grounded theory includes that theories about a certain research topic are built on the conducted data by the researcher (Strauss & Corbin, 1990). Based on this, the process of coding was mainly undertaken from codes that emerged from the textual data. More specifically, the inductive coding approach was adopted to understand the institutional work that social enterprises engage in. However, this

study also partially adopted a deductive process of coding since the initial codes were used to analyze data at a later stage, while adding new codes to form new themes.

The coding process started off with open coding. Herewith, collected textual data was analyzed and categorized systematically through interpretation by the researcher. The coding was done immediately after conducting and transcribing the interviews, as this helped the researcher to overview the data saturation phase (Oliver, Serovich & Mason, 2005). Also, a codebook of all open codes was created. Afterwards, connections between initial codes have been identified via both inductive and deductive reasoning, also referred to as axial coding. The coding process ended with selective coding in which the main themes were linked to the research question as well as to the propositions. Following the researchers' belief that transparency about processes is a key characteristic of both a good researcher and an influential social enterprise, this paragraph finishes with a reference to appendix 3. It provides an overview of the codes that have been identified.

4.8 Credibility of Research Findings

The four principles to discuss quality of research findings described by Yin (2013) are used to evaluate credibility of the findings in this study. These principles include: (1) reliability, (2) construct validity, (3) internal validity and (4) external validity.

Reliability

Reliability is an important element of measurement quality. It is concerned with stability and consistency of research findings when the research would be replicated (Trochim & Donnelly, 2001). Due to the qualitative nature of this study, the phenomenological interpretation of the findings is naturally biased by perspectives and emotions of the researcher (Yin, 2001). The issue of subjectivity in qualitative research designs has been decreased by recording and fully transcribing the interviews afterwards. The qualitative survey responses, recordings and transcriptions are saved in a database and can be shared after permission of respondents. A detailed explanation regarding the process of data collection and data analysis is provided, which means that the undertaken steps can be replicated in another context. To verify accuracy of the research findings, the researcher engaged in constant comparison of the conducted data during the coding process. Also, illustrating the coding process through the provision of a codebook increases transparency and reveals the opportunity to test the inter-rater reliability of this study (Trochim & Donnelly, 2001).

Construct Validity

Construct validity indicates the extent to which the instruments actually measure the theoretical constructs. It refers to the degree in which constructs have been translated into truth (Yin, 2003; Drost, 2011). Qualitative research is often criticized for using subjective measurements (Brink, 1993). Using multiple sources in qualitative designs is recommended by many researchers to avoid

subjective bias (Yin 2003; Drost, 2011; Brink, 1993). This research incorporated both qualitative surveys as well as semi-structured interviews to enhance construct validity. Both the interview protocol and the questionnaire were developed based on the earlier provided propositions, that in turn rely on developed theories from previous studies. The results of the surveys as well as public information published on websites and in news articles have been used to prepare for semi-structured interviews. Citations used for the findings have been shared with the interviewees to receive permission and feedback for completeness and comprehensiveness. According to Noble & Smith (2015) this minimizes misperceptions and misinterpretations of both the researcher and the interviewee.

Internal Validity

Internal validity in qualitative research evaluates the approximate truth regarding the study findings (Yin, 2009). It refers to the degree to which the observed findings represent the truth in the population being studied (Trochim & Donnelly, 2001). Due to the explorative nature of this study, not much evidence exists for definitive findings. This will be examined further in the limitations. However, by adopting a cross-case analysis, patterns across multiple cases have been identified to build new theories. Therefore, findings were grounded in data. As mentioned previously, citations used for the findings have also been shared with interviewees to confirm truth of responses, also referred to as member checking (Drost, 2011).

External Validity

External validity measures the extent to which the study findings are generalizable to other studies or populations (Drost, 2011). Generalizability is seen as a common issue in qualitative research designs due to limited sample sizes and the subjective views of participants who may reveal themselves in the best possible light (Saunders & Rojon, 2011). Complete generalizability is thus

hard to achieve and mentioned in the limitations of this study. Rather than achieving statistical generalization, qualitative studies can achieve analytical generalization (Yin, 2009). The adoption of a multiple case study including seventeen cases increases analytical generalization as the identification of patterns through different cases provides replicable support for the findings. Using qualitative surveys has additionally added credibility to the research findings, as responses have been used to identify first patterns as well as to support the patterns found in the multiple case study. The case selection consists of cases representing different countries, cultures and industries, which adds quality to the generalizability of the findings. Therefore, thick description is of particular importance and used to build a clear image of underlying meanings related to different cultures and settings (Halloway, 1997). Including feelings, emotions and experiences of participants helps to capture the reader's full imagination and therefore improves the external validity (Cresswell & Miller, 2000).

5 Findings

This section presents the findings from the data analysis of both the qualitative surveys and semi-structured interviews with social entrepreneurs, CEOs and sustainability managers. It aims to disclose patterns as well as differences in strategies and activities that social enterprises use when engaging in institutional work with the goal to accelerate sustainable transitions in business industries. The results are structured according to the research propositions provided in chapter 2 including: (1) showing and proving sustainable and inclusive business models, (2) influencing norms, values and cultures and (3) influencing political activities, rules and regulations. Findings regarding the sub-propositions, that included the relational work of social enterprises, are additionally described within these paragraphs.

5.1 Showing and Proving Sustainable and Inclusive Business Models

All interviewees emphasize that their social enterprise is showing and proving sustainable and inclusive business models on different levels. Findings reveal that showing and proving sustainable and inclusive business models can mainly be described as an activity that supports social enterprises in their institutional work. According to the interviewees, by being an example, showing possibilities and providing concrete alternatives, their social enterprise largely intends to show consumers, governments, politicians, suppliers, financial institutions and other businesses that sustainable and inclusive business models can work. Additionally, they are actively sharing knowledge and practices with multiple stakeholders to make the adoption of inclusive and sustainable business models more readily accessible. These various activities are confirmed by several survey respondents, one respondent for example notes: “with our knowledge, we are making others more sustainable by helping them to implement sustainability strategies within their organization”. Table 3 below presents a short summary of the findings related to this proposition.

Similarities and differences across the activities and strategies that social enterprises use will be explained in more detail below.

Table 3

Activities to Show and Prove Sustainable and Inclusive Business Models

Strategy	**Activities**
Actively being an example	Being an example towards other businesses, governments, politicians, financial institutions and consumers and actively sharing success stories.
Showing possibilities and providing alternatives	Scaling-up to receive attention and to show possibilities, offering sustainable and inclusive procurement and creating specific (technological) tools to provide alternatives.
Sharing knowledge and practices	Engaging in Q&As, panel discussions, coaching, peer support, regular conversations and joining associations and networks.

Note. Adapted from both survey and interview data

5.1.1 Actively Being an Example

A majority of the included cases considers themselves as a small company while emphasizing the fact that ‘big things have small beginnings’ and ‘small actions can lead to big change’ (see appendix 3). This believe aligns with literature that tends to explain how small actors can play an important role in the acceleration of sustainable transitions (Geels, 2010). All interviewees argue that by being an example of a business creating both social and/or environmental value as well as economic value, the social enterprise intends to influence other businesses to adopt more sustainable and inclusive business models. They show the option and potential for other businesses to use their business models to create (large-scale) social and environmental impact, while also making profits to be sustainable in the long run.

> “We're an example of how you can do business in a way that puts impact first rather than profit first. Our goal is to create the greatest impact and to do so in a sustainable business way. I believe that in this way people can see that just optimizing for profit is not necessarily the only way to do business.”
>
> Katherine Lucey, Founder and CEO of Solar Sister

Almost all interviewees argue that being an example is done by actively sharing stories that emphasize the success of the social enterprise on various channels such as social media pages, television, radio and newspapers, but also by presenting on global conferences and giving presentations to other organizations. Survey analysis also shows that most social enterprises aim to directly influence other businesses by showing the success of sustainable and inclusive business models. Half of the interviewees mention the focus on receiving attention of businesses who are already intending to build towards more sustainable and inclusive business models, since these businesses are easier to convince. The other half emphasizes particularly focusing on receiving mainstream publicity since they emphasize that the success of sustainable and inclusive business

models must also merely be shared with larger businesses that have not yet improved on their social and environmental circumstances yet.

"Our employee's personal stories are powerful tools which we use on mainstream media (national TV, radio and online), as well as social media (LinkedIn and Facebook) to engage audience".

Sue Boyce, CEO at Ability Works Australia

A majority of the social enterprises in this research does not only try to be an example for other businesses, but also for governments, politicians, financial institutions, suppliers and consumers. According to most interviewees, this is necessary to put pressure on other businesses to adopt more sustainable and inclusive business models and also to make it less challenging to become or start a social enterprise for people with the ambition to do so. As an example, several interviewees mentioned that finding appropriate funding is an issue for social enterprises since many financial institutions are particularly focused on shareholder rather than stakeholder value. This issue is illustrated by the quote below. Although this might give the impression that the included cases are merely focused on creating social and environmental impact, it must be noted that all interviewees mentioned the importance to concentrate on economic value to be a sustainable enterprise in the long run.

"Investors and venture capitalists are eager to get a quick return on investment. We want to make sure that our social impact is not compromised, which is why NaTakallam is not seeking venture capital funding for the time being."

Dina Rokic, Executive Assistant at NaTakallam

According to Dina Rokic, and other interviewees, the social enterprise proves to investors that sustainable and inclusive business models have the potential to work by being an example, since

there is a need for the right financial instruments for social enterprises. Also, being an example to both governments and politicians can help social enterprises to influence political activities, rules and regulations according to the interviewees. This will be further explained in paragraph 5.3.

5.1.2 Showing Possibilities and Providing Alternatives

Apart from actively being an example and consequently sharing positive stories about the success of sustainable and inclusive business models, both interviewees and survey respondents refer to showing possibilities and providing alternatives. As an example, all interviewees working for a social enterprise that produces goods and services for the market, mention that the best possible way to show and prove sustainable and inclusive business models to both businesses as well as to institutions is by scaling-up the social enterprise in a sustainable way. According to these interviewees, scaling-up as a social enterprise contributes to receiving more attention. This attention can be used to show concrete possibilities of other businesses to engage in sustainable and inclusive practices.

> "So, from a physical impact perspective, the bigger we get, the better impact we have. But also, from an industry perspective, the bigger we get, the more attention others pay to us and the more they see it must be possible to make laundry products without using any plastic."
>
> Kate Jakubas, Co-founder and CEO of Meliora Cleaning Products

Scaling-up in a sustainable way is also described as "scaling impact rather than supersizing" by Harish Hande, founder and CEO of SELCO in one of the interviews. Document analysis of SELCO shows that the social enterprise engages in three possible dimensions to scale-up, including: (1) reaching more people and diversifying the range of solutions to them, (2) building a network of partners to institutionalize key aspects of the social enterprises' mission and (3) pushing the overall mission through the whole industry. Findings reveal that other cases engage in almost similar ways

of scaling-up. More specifically, interviewees mention the introduction of new products, innovation of existing products and the creation of new markets that all prove the success of sustainable and inclusive business models as examples. Although scaling-up cannot be seen as institutional work, it helps to build a first step in showing the wide range of possibilities to both other businesses and institutions according to the interviewees. Therefore, paragraph 5.2 and paragraph 5.3 of the findings will provide further insights in how this helps social enterprises to institutionalize aspects of the social enterprises' mission based on the findings.

"So, we decided to go and start and find coffee farmers and try to set the standard for this blossoming industry. There's a lot of room for everybody to compete in this new space. The more people are joining, the more people will know, the more demand there will be and the more positive impact we can generate and therefore better the industry as a whole. So, it's a matter of scale and having more and more companies through us, or through their own independent supply chain, figuring out a way to sell this."

Arnaud Petitvallet, co-founder and COO of Wize Coffee Leaf

The quote above shows that Wize Coffee Leaf focusses on introducing a new product, that is tea made from coffee leaves. This creates jobs for coffee farmers a year-round instead of three months per year. According to Arnaud Petitvallet, co-founder of Wize Coffee Leaf, coffee farmers and their families need to migrate every time the coffee season is over. A coffee season only consists of three months. This results in more school dropouts amongst children since their parents do not have the opportunity to settle anywhere because they have to focus on income. The founder argues that businesses should not only use coffee beans, but also coffee leaves in products to create more work for farmers. Therefore, the social enterprise tries to show the possibilities of using the coffee leaf towards other businesses by either working together with them or by encouraging these businesses to do it on their own. This is done with the objective of increasing standards in the

industry. The social enterprise has for example introduced the use of coffee leaves to other tea, beer and kombucha companies. When it comes down to existing products rather than new products, Stefan Baecke, founder and CEO of Yespers, argues that his social enterprise intends to change the food system by turning it into a demand driven chain rather than a supply driven chain. This is done with the objective of reducing food waste, minimizing pressure on market prices and growing opportunities for smaller players in the food chain. This way, Yespers intends to show an alternative to the design of the food supply system to both other businesses and institutions.

"Rather than starting with a product, we started with a brand and created market access. With market access, we had the ability to overview the demand of ingredients, and with the demand for ingredients we can go back to the farmer to build a more demand driven chain."

Stefan Baecke, Founder and CEO of Yespers

Interviewees also refer to their actions to deliver concrete possibilities to other businesses to adopt more sustainable and inclusive practices, such as delivering the option of sustainable procurement. Amongst more examples, three specific technological tools created for other businesses operating in similar industries are shared. The FairChain's Tech Toolkit was mentioned by Vivian Elion, former sustainability manager at Moyee Coffee. This social enterprise was established to grow the power of coffee farmers since 90% of total coffee value ends up in large multinationals while farmers are left with the remaining 10%. The social enterprise has created a toolkit that includes supporting technologies for businesses to develop sustainably such as a blockchain infrastructure for embedding trust in the supply-chain network, a custom application to achieve end-to-end traceability solutions and a farm management software. The second tool consists of an app developed by social enterprise OLIO. Following Elis Joudalova, sustainability manager at OLIO, giving businesses simple tools is a good way to provide them with chances to develop sustainably.

In line with other respondents, she describes that technology is essential to reach people, businesses and institutions globally. The app, together with the OLIO Food Waste Heroes Program, provides an easy opportunity for businesses whereby OLIO arranges to pick up and safely redistribute the surplus food of businesses such as restaurants, cafes and bakeries to local communities. Lastly, Ability Works provides businesses alternatives to become more inclusive by designing technical solutions for disabled people through the use of machines involving human centered design, which means the machines are adapted to people with disabilities.

5.1.3 Sharing Knowledge and Practices

As mentioned in paragraph 5.1.1, data analysis reveals that a majority of the included cases focusses on sharing positive stories about the success of sustainable and inclusive business models in different ways. Additionally, paragraph 5.1.2 shows that a majority of selected cases shares concrete possibilities and alternatives to become more sustainable and inclusive for other businesses. However, both interviewees and survey respondents argue that not only success, possibilities and alternatives are shared, but also knowledge and practices on how to adopt more sustainable and inclusive practices to other businesses and entrepreneurs, but also to governments, politicians, suppliers and NGOs. This is done with the objective to show that these type of business models can work. Findings show that most social enterprises engage in Q&As, panel discussions, regular contact moments with other businesses, coaching and peer support to share their knowledge and practices regarding sustainable and inclusive business models. Sharing knowledge and practices also happens between social enterprises according to a majority of the interviewees and respondents. This is mostly done within associations, coalitions or networks. The quotes below present two examples of the willingness to share knowledge and practices with others from interview data.

"I'm very open about what we do. I do share our practices with people and organizations. They're welcome to take them and incorporate them."

Jeff Bonaldi, Founder and CEO of The Explorer's Passage

"We always emphasize what we have learned and how it can work, and that we can help to show how it can work. We have the experience and practical knowledge to introduce their products into the market."

Lieven D'Hont, Founder of Peerby Belgium

5.2 Influencing Norms, Values and Cultures

Results show that all interviewees emphasize that their social enterprise intends to influence norms, values and cultures on different levels with the objective to accelerate sustainable transitions in business industries. According to the interviewees this is mostly done by educating children, youth and consumers, empowering local communities, creating an open learning culture and by focusing on the creation of shared value and therefore 'win-win situations' while also changing mindsets. Additionally, survey respondents wrote down similar activities and strategies and therefore helped to provide first insights into the identified activities. Table 4 below presents an overall picture of different activities and strategies that social enterprises use when influencing norms, values and cultures. Similarities and differences across the activities and strategies that the included social enterprises use will be further explained below.

Table 4

Activities to Influence Norms, Values and Cultures

Strategy	**Activities**
Educating with focus on children, youth and consumers	Collaborating with schools, teaching social entrepreneurial skills, changing views on topics related to the social mission.

Empowering local communities	Providing local communities with the resources to engage in the acceleration of sustainable transitions in business industries.
Creating an open learning culture	Creating a culture in which businesses openly learn from each other with regards to sustainable and inclusive practices. Setting up incubator and accelerator programs, organizing network events and initiating open source/chain initiatives.
Focusing on shared value while changing mindsets	Creating 'shared value' and 'win-win situations' for larger businesses while at the same time changing mindsets of business leaders.

Note. Adapted from both survey and interview data

5.2.1 Educating

All interviewees argue that sustainability needs to become part of every-day decision making within people's life. According the interviewees education takes an extremely important role in this development. In line with this belief, all included cases mentioned their work in educating different type of stakeholders, depending on the contexts in which they operate. Findings reveal a particular focus on educating children, youth and consumers.

5.2.1.1 Educating Children and Youth

The majority of included cases argues that education about the importance of sustainability should start at a young age. Not surprisingly, roughly one third of the interviewees mentioned directing part of their focus on educating children and younger people through collaborations with schools and universities. Developing and reshaping school programs, teaching courses and introducing social entrepreneurship into university curriculums are some of the examples in which included social enterprises are engaged. The quote below illustrates a concrete example of the values and norms that children and youth in India should be taught about at school and universities according to one interviewee.

> "Social enterprises focus on inclusivity and wealth sharing. But what are we teaching our kids nowadays? We need to push the boundaries, our kids should not only go after financial returns, they should learn the basics of sustainability. When Google and Amazon grow, the social advantages should also grow, and primary schools are very important in this. Also, most of the times from what I see in India it is about greenwashing. So, we go to management schools to educate them about true sustainability. We focus greatly on education and school programs."
>
> Harish Hande, Founder and CEO of SELCO India

While focusing on education is only part of the activities that SELCO engages in, the primary objective of Lisa Heydlauff, founder and CEO of another Indian social enterprise called Going to School, is to change the school system in India. By creating content for young people (especially girls) about twenty-first century entrepreneurial skills, her social enterprise teaches children how to become problem-solving entrepreneurs and 'take on the biggest challenge of our time', referring to climate change, or to transition from school to a sustainable enterprise of their choice. This way the social enterprise tries to push woman and societies out of the idea that woman should focus on

businesses in ‘cooking and childcare’. Instead, she intends to let them join or start sustainable enterprises, such as clean energy enterprises. Not only included cases from India seem to focus on educating children and youth to become sustainable entrepreneurs with the objective to accelerate sustainable transitions in business industries. Analysis shows that also OLIO, NaTakallam and Meliora Cleaning Products partly direct their attention towards educating children and youth. This is illustrated by the example below from NaTakallam, a social enterprise that offers language learning programs and professional translation services to organizations and individuals delivered by refugees. While offering refugees working opportunities, Dina Rokic, executive assistant at NaTakallam, argues that the social enterprise tries to deconstruct the image of refugees constantly being the people that need to be helped or that are unqualified. She argues that we have created a system in which this belief is at the center when referring to refugees. Therefore, in line with Going to School, NaTakallam focusses on providing them with upskilling work rather than engaging them in ‘cooking and cleaning’ jobs with the objective to change people’s view on refugees in the current system.

“The most visible influence is through our academic programs. NaTakallam is in classrooms & study halls speaking and teaching children as young as 6 or 7. For the younger students, the focus of the lesson is more culture based instead of language learning. This of course depends on the agreement between the school or university and NaTakallam.”

Dina Rokic, Executive Assistant at NaTakallam

5.2.1.2 Educating Consumers

Aside from educating children and youth, data analysis shows that three-quarters of the included cases, especially the ones focusing on Business to Consumer (B2C) emphasize the importance of changing consumer behaviors, since they are the ones that can generate sustainable demand and

can push companies to adopt more sustainable and inclusive practices. Changing consumer behaviors is done by influencing norms, values and cultures of consumers through education, while also focusing on their 'pain points'. Additionally, survey findings show that almost all respondents working for social enterprises involved in B2C aim to influence norms, values and cultures amongst consumers, except for one respondent by referring to the following reason: "consumers choose our services mainly because they already care about sustainability. We see no signals that they expect an additional push towards sustainability from us." According to Vivian Elion from Moyee Coffee, the biggest challenge in this type of work is to move consumers into a certain direction of which they actually do not know themselves that they want to go there. She refers to showing consumers 'the lowest level of the iceberg', that are their latent needs. This is confirmed by Robert Pekin, founder of Food Connect, who argues that it is hard to translate messages for 'a population of consumers that had it too easy for too long'. Most interviewees share an 'utopic view' of a world in which all products and services are developed sustainably and in which it is not even necessary to educate consumers anymore. Admitting that this is not the current reality, they mention different ways to educate consumers and change the status quo.

"And so, the status quo needs to be changed through educating consumers what is happening, and then sustainable transitions can be realized."

Ben Conard, Founder and CEO of Five North Chocolate

Interviewees argue that this is done by raising awareness about the consequences of using specific products and services. This is also confirmed by the largest group of survey respondents. More specifically, this is done by for example increasing transparency and lowering the gap between production and consumption. In the case of Moyee Coffee, this means aiming to show the consumer the entire supply chain when buying their coffee trough adding a QR-code on the coffee

package that provides the consumer with information about where their coffee comes from through their blockchain technology. This way, they aim to make the consumer feel more responsible and consequently demanding better coffee from other businesses as well. Other interviewees engaged in B2C mention similar ways of making consumers feel more responsible and emphasize the importance of educating consumers about for example greenwashing and true cost prices. True cost economics refers to prices that include the negative externalities of producing goods and services. By teaching consumers about true cost prices, the included cases aim to change their believes about what a 'normal price' of a product or service should be. Related to true cost pricing, one of the interviewees Stefan Baecke, founder and CEO at Yespers jokes: "achieving a system that is completely based on the true cost price model is my main priority, if I get that done, I am retiring." He also argues that educating consumers is the first step. Education about meaning of certifications and labels used by organizations is also mentioned by a few interviewees. This will be more extensively discussed in the last section of the results.

Rather than only educating consumers themselves through for example messaging via packaging, some cases emphasize the power of creating consumer communities, that can educate other consumers and also businesses in turn. As an example, Peerby Belgium, a social enterprise that created an online platform on which people can share and borrow tools from each other such as drills, tables and cameras, implemented a 'Peerby Boost Your Community' program. According to Lieven D' Hont, founder of Peerby Belgium, this way, the social enterprise provides them with supporting tools to influence their communities.

5.2.2 Empowering Local Communities

Almost half of the included cases emphasize that although both education of children, youth and consumers is important, particular attention should be paid to empowering local communities.

More specifically, interviewees refer to their work to serve, include and educate underserved, low-socio economic communities since this the group that is often neglected when it comes down to sustainable transitions in business industries. Rather than only 'focusing on affluent markets', or a 'top-down approach' towards change, the included cases try to work towards institutional change from a bottom-up approach. It illustrates that rather than only focusing on change in large businesses, the included cases also greatly direct their attention towards for example small enterprises. As an example, SELCO is trying to move people's minds away from the myth that poor people cannot contribute to sustainable transitions in business industries. Focusing on empowering local communities is also shown in the quote of Robert Pekin, founder and CEO of Food Connect below.

"Without us looking after the lower common base, the most neglected parts of our society, we're never really going to achieve anything. What we are going to do then is just serving a twenty percent or ten percent affluent market. And that's never going to move the needle on anything at all."

Robert Pekin, Founder and CEO of Food Connect

Food Connect wants to transform the food system by creating a working local food hub that is owned by the community so that everyone has access to fresh, healthy and ecologically grown food. They are trying to get young farmers on board by supporting them in getting access to land and by giving them access to 'Buyers Clubs'. That is described on their website as groups of individuals or families that use their buying power to get access to quality food at prices that are much lower than retail prices. This way, Food Connect encourages and supports young farmers to start a business, co-op or any other type of organization that focusses on local food production while allowing them to become autonomous entrepreneurs. In line with the founder of Food Connect, interviewees mention that empowering local communities is done by: (1) providing them

with skills and tools to become sustainable business leaders in their communities, (2) raising awareness about the choices they have to build towards sustainable and inclusive change and (3) offering them alternative sustainable revenue sources. By empowering local community members to become sustainable entrepreneurs, they enable them to bring knowledge back into their communities about climate change and other societal issues while also providing them with choices that are better for themselves and the planet with the objective to change their norms and values. This also applies to Solar Sister, a social enterprise that support local woman in Africa to create clean energy businesses with the objective to include everyone in sustainable transitions.

> "We see ourselves as a living laboratory where our woman entrepreneurs are on the ground, demonstrating this clean energy transition. In many of the communities we're working in, they're transitioning from kerosene to solar for lighting. We're demonstrating that everyone needs to make this transition even at the most remote communities, and that for purposes of justice and equality, making sure everyone everywhere has access to clean energy is important."
>
> Katherine Lucey, Founder and CEO of Solar Sister

Providing local communities with alternative sustainable revenue sources is for example done by Wize Coffee Leaf. Document analysis shows that the social enterprise aims to change the industry by: "revolutionizing the way farmers and consumers think about the coffee plant." More detailed information about this social enterprise is already provided in paragraph 5.1.2. According to Vivian Elon, former sustainability manager of Moyee Coffee also many challenges exist in educating local communities due to large social and economic gaps. As mentioned in paragraph 5.1, Moyee Coffee works with specific tools including blockchain technology, but she argues: "how do you convince farmers who live on less two dollar a day that putting information into

blockchain systems will really help them to grow their revenues?". Therefore, education is considered of extra importance in her opinion, which is also confirmed by the other interviewees.

5.2.3 Creating an Open Learning Culture

Findings described in paragraph 5.1.3 show that the included cases focus on sharing knowledge and practices among different stakeholders with the objective to show and proof sustainable business models. Paragraph 5.2.1 shows concentration on education to influence norms, values and cultures and findings in paragraph 5.2.2 reveal that several included cases focus largely on empowering local communities. Alongside this, more than half of the incorporated cases emphasizes their contribution to create an open learning culture while promoting social entrepreneurship. In contrast to some larger businesses who let their employees sign nondisclosure agreements, interviewees mention their contribution to create a culture in which business openly learn from each other, rather than keeping information confidential for competitors, especially regarding sustainable and inclusive practices. According to the interviewees, this is done through setting up incubator or accelerator programs for social start-ups and scale-ups in both developed and developing countries. This is also done through the organization of network-events for larger enterprises or through the earlier discussed activities in paragraph 5.1.3.

"Together with four other parties, we have set up the Close the Gap Hub in Mombasa that offers various programs, one of these programs exists of supporting entrepreneurs."

Bram Over, Business Development at Close the Gap

Stefan Baecke, founder and CEO of Yespers, also mentioned an open-source project that his social enterprise initiated. It allows other companies to improve on their sustainable and inclusive circumstances by following the way of working from the social enterprise. This aligns with the Open Chain initiative of Tony's Chocolonely outlined in the introduction of this study.

5.2.4 Focusing on Shared Value

In contrast to paragraph 5.2.2 that shows the bottom-up approach of the included cases and respondents, this paragraph will dive deeper into the findings related to a top-down approach. Although interviewees argue that the value of vulnerable local communities in accelerating sustainable transitions in business industries should not be neglected, findings also reveal a focus of social enterprises on creating 'shared value' and 'win-win situations' for large businesses that have more power (see appendix 3). This is done with the end-objective to change the norms and values of people working there. Chris Chancey is the founder and CEO of Amplio Recruiting, a staffing agency social enterprise that connects companies with employees from the refugee workforce. In line with arguments of other interviewees, he argues that every time he is engaged in conversations with companies, his team merely focusses on the value that can be created for the company in the first place. This value ranges from positive PR or CSR value to mostly economic value. According to Chancey, while exploring benefits for the company, the process of influencing norms, values and cultures within that company starts. As an example, many businesses in Georgia lack of skilled employees. By emphasizing that their businesses will continue to struggle without enough qualified employees, Chancey and his team convince businesses that hiring refugees can solve their problem. By taking away their concerns and changing their beliefs about the capabilities

of refugees, Amplio Recruiting is seeing companies hiring more refugees in the longer run. Although these companies are still focused on the financial bottom line rather than the triple bottom line, they have now witnessed that working with refugees opens up both chances for them as well as for refugees and that refugees are capable of delivering quality work, according to Chancey. This is similar to responses of several survey respondents on the question how they aim to influence other businesses, such as the following one: "This is done by showing them evidence-based material that people with autism spectrum disorders are able to provide them with excellent results." Besides this, interviewees mentions different tactics to accelerate sustainable transitions in business industries through top-down change, ranging from: (1) changing mindsets from leaders of larger corporations from passive to reactive by confronting them with societal issues during real life experiences such as trips and tours, (2) placing and motivating own employees to go into boards of other companies to influence decision-making processes, (3) opening-up eyes through visualizing the consequences of choices that businesses make. Survey analysis reveals that social enterprises aim to change and convince employees of other businesses to encourage their companies to adopt more sustainable and inclusive practices. Quotes in table 5 below show further insights to provide a picture of the tactics mentioned by interviewees.

Table 5

Overview of Citations about Top-Down Tactics

First tactic
"Taking people on a facility tour, is the best way to open their eyes to our work. They leave feeling good and with a desire to support and be involved". Sue Boyce, CEO of Ability Works Australia

Second tactic "A lot of my people are actually joining boards of other companies or other organizations. So, while also having a fulltime job at Selco they are going into different companies to make them sustainable in the next few years." Harish Hande, Founder and CEO of SELCO
Third tactic "The managers have a weekly figure with the waste from stores in numbers. But when they saw it in pictures they were like, 'hold on a minute'. And now a couple of years after the beginning, we are getting not even half, not even a third of the food we used to have. So somehow, they realized that they were still overordering and at the end, they did change it themselves." Elis Joudalova, Sustainability manager at OLIO

Note. Adapted from interview data

Besides these tactics, most interviewees argue they do not blame other businesses during conversations, but rather focus on the improvements that they can make. According to the included cases, positive communication helps them to achieve more companies engaging in opportunities to increase their sustainable and inclusive practices. Additionally, it helps them to make it a priority for people working in these businesses. Making it a priority is often considered as a challenge by the interviewees.

5.3 Influencing Political Activities, Rules and Regulations

A majority of the interviewees emphasizes that their social enterprise intends to influence political activities, rules and regulations with the objective to accelerate sustainable transitions in business industries. According to the interviewees this is mostly done by campaigning, lobbying and advocating and raising transparency about certifications and labels. Data analysis shows that also fifty percent of the survey respondents directly aims to influence governments with the objective to accelerate sustainable transitions while mentioning similar activities. One respondent mentions: "our social enterprise is moving towards a role in which we are becoming a recognizable sounding board and sparring partner for government". Table 6 below presents an overall picture of different activities and strategies that social enterprises use when influencing political activities, rules and regulations. Similarities and differences across the activities and strategies will be further explained below.

Table 6

Activities to Influence Political Activities, Rules and Regulations

Strategy	**Activities**
Advocating, lobbying and campaigning	Setting up foundations to engage in political activities, engaging in political discussions and creating campaigns that build support for changes towards more sustainable and inclusive regulations.
Raising transparency regarding certifications and labels	Increasing transparency through the promotion of full informed labels, increasing

	knowledge about meanings of certifications and showing transparent processes

Note. Adapted from both survey and interview data

5.3.1 Advocating, Lobbying and Campaigning

Almost all included cases describe activistic activities in which the social enterprise is involved when influencing political activities, rules and regulations. Survey respondents additionally refer to activities such as: “participating on the development of new polices for circular transition and debating on a local and national level.” It must be noted that there are also a few cases of social enterprises who for example argue: ‘it's not worth going down the path of changing regulations”. Survey responses show that especially smaller social enterprises do not find themselves in the position to have an influence through this type of work. Both interview data and document analysis show that many social enterprises are engaged in this type of work and that many social enterprises registered as for-profits, rather than non-profits, have set up foundations next to their business entities in which these activities take place. An argument mentioned for this by interviewees is to overcome contrasting perspectives between social entrepreneurs and investors about the activities that the social enterprise should engage in. Also, many social enterprises refer to collaborations with NGOs when engaging in this type of institutional work. While some social enterprises preferably work with ‘dark greens’, referring to NGOs such as Friends of the Earth and Greenpeace who seek radical social change by confronting corporations, others prefer to work with ‘bright greens’. This includes NGOs such as Woman’s Voices for the Earth who merely work towards change through close collaborations with businesses to solve problems. A majority of the survey respondents additionally mentions NGOs as an important partner when engaging in this type of work.

"Before I started Food Connect, I spent a few years with a big environmental NGO. What I found through that experience was that whilst it's good to alert people to the problems, always looking at the problem and resisting the existing system without a practical solution feeds the problem. And I felt like I really wanted to go back to put solutions on the ground, being solution focused and being a bit of a light that people can see as something that moves towards something positive."

Robert Pekin, Founder and CEO of Food Connect

"So, we started working with Robert Swan, who is the first person in history to walk both the North and South Poles and is a big climate change activist."

Jeff Bonaldi, Founder and CEO of The Explorer's Passage

It must be noted that although the first quote above might give the impression that the founder of Food Connect is not working with 'dark greens' at all, he also mentioned that the social enterprise has employed a lot of activists and environmentalists to give them the opportunity to participate in a solution-based approach towards sustainable and inclusive transitions. Advocating, campaigning and lobbying are mentioned as examples of activistic activities by different interviewees as well as survey respondents. It must be noted that the aim of advocacy, lobbying and campaigning is similar, but that the processes look different.

First, advocating will be discussed. Advocacy can be seen as any plan that attempts to influence policy makers and related stakeholders (Casey, 2019). Therefore, some of the work of social enterprises described in previous paragraphs is also used to influence political activities, rules and regulations. Examples of previous work related to advocacy include raising awareness through education, delivering messages via different channels and actively being an example. Actively being an example helps social enterprises to convince policy makers that requiring sustainable and inclusive business models from other businesses is something that can be done.

Additionally, it helps them to convince governments to work together with or to support social enterprises. A majority of the cases is having relationships with governments on different dimensions. Findings reveal that for some cases advocacy is seen as the primary work of the social enterprise. But also, multiple cases are social enterprises in which advocacy is more seen as a 'by-product' of their activities. This two-sided perspective is also confirmed in the results of the survey. The two quotes presented below illustrate different perspectives of interviewees on advocacy.

"A motivation for what we do is first advocacy for the refugee workforce, and then second that we were able to generate revenue and operate the business. So, we are very eagerly involved in any kind of political discussion around this."
Chris Chancey, Founder and CEO of Amplio Recruiting

"Advocacy is the byproduct of what we do."
Dina Rokic, Executive Assistant of NaTakallam

Second, lobbying will be outlined. Lobbying is a type of advocacy with the objective to persuade governments to take a particular position about specific legislations (Casey, 2019). It includes face-to-face meetings, discussions and writing personal letters to politicians and policy makers. These types of activities are less frequently mentioned by interviewees compared to campaigning. Also, survey responses show that not every social enterprise involved in this type of work. Limited resources are often described as an argument by social enterprises that do not (yet) direct their attention towards this activity and is in some cases described as a future ambition of the social enterprise. However, also cases of social enterprises exist in which lobbying takes place. As an example, Stefan Baecke, founder and CEO of Yespers mentions that he sometimes visits policy makers from different ministries to convince them to take a specific position in favor of sustainable transitions in business industries. The founder also sometimes joins round table discussions in Den Haag, the city where the Dutch parliament is located. Also, Jonit Bookheim, co-founder of Mata

Traders, a social enterprise that produces and sells ethical and sustainable fashion, refers to an ordinance they got passed through the city council of Chicago. It included a law that all suppliers of workers and uniforms had to go through a specific verification procedure that proves they are not sourcing from any sweatshops. Sweatshops can be seen as factories or workplaces in the clothing industry where workers are working under very poor conditions and for very low wages. By lobbying for support of an alderman in Chicago, they were able to get this law passed. Also, Lieven D'Hont, founder of Peerby Belgium, introduced 'the Green Deal' to the Belgium Department of Environment and Economy when he visited cabinet employees. 'The Green Deal' is a regulation that provides the opportunity for appointments between governments and organizations that want to realize sustainable plans. This regulation has already been adopted in The Netherlands, but not in Belgium yet. The quote below also shows the lobbying work of Meliora Cleaning Products, a social enterprise that manufactures 'people- and planet-friendly home cleaning and laundry products'. The social enterprise also writes letters to support particular bills to achieve certain legislation according to the co-founder.

"We have lobbied in support of the cleaning product Right-To-Know Act, including a successful campaign that requires ingredient listings on cleaning products in California. California will be the first state to require such labeling and we are very excited for the implementation of this law, so that more people will be able to understand the household products they use."

Kate Jakubas, Co-founder and CEO of Meliora Cleaning Products

Third, campaigning will be described. Campaigning refers to lobbying to politicians, policy makers and other stakeholders who are in a position with power to make regulatory changes. It also includes work that consists of actions to build public support for regulatory changes such as demonstrations, exhibitions and petitions. Signing and actively sharing petitions that support the

social mission of the social enterprise are mentioned frequently by interviewees, but in line with the example of Tony's Chocolonely mentioned in the introduction, some cases also initiate petitions themselves or in collaboration with NGOs. Chris Chancey mentioned that his social enterprise Amplio Recruiting created a website where businesses can sign a pledge to commit supporting refugee resettlement, that helps both the social enterprise as well as NGOs during campaigns. To date, three-hundred businesses have signed the pledge and the social enterprise is hoping to see the number of businesses signing the pledge increasing over the next year. Another campaign is mentioned by Vivian Elion of Moyee Coffee. She refers to a campaign that the social enterprise has created together with the United Nations Development Program (UNDP) called 'The Other Bar'. The Other Bar is described as an experimenting campaign designed to demonstrate that 'the fair principles' used by Moyee Coffee can also be applied to other industries such as chocolate. In order to do so, Moyee Coffee made a chocolate bar, called 'The Other Bar' which they sold on the market. It included a token inside the package that could either be used by buyers to buy cacao trees for farmers in Ecuador or to get a discount on the purchase of their next chocolate bar. The objective of the campaign was to demonstrate that we all have a choice in how profit is distributed. Next to these two types of campaigning from Moyee Coffee and Amplio Recruiting, interviewees mentioned many more examples of campaigning.

5.3.2 Raising Transparency Regarding Certifications and Labels

Paragraph 5.3.1 includes a quote of Kate Jakubas, founder and CEO of Meliora Cleaning Products. It illustrates that the social enterprise is lobbying for required use of transparent labels in the cleaning product industry. According to Kate Jakubas, this is important since buyers have the right to know all information about the ingredients in cleaning products. All other interviewees who talk about product certifications and labels agree with Kate on the fact that increasing transparency is

important. However, findings reveal that social enterprises do not only aim to create transparency about ingredient disclosures and production processes on labels, but also about what specific product certifications mean. While some interviewees mention the importance of using product certifications to increase transparency about products and services, other interviewees are turning away from this. They believe that purely relying on product certifications is a problem. It must be noted that their criticism does specifically apply to products that are certified, that is different from organizations being a member of specific certifying organizations. Interviewees who are being critical about product certifications mention that the intention of creating them was right. The certifications initially have pushed companies into the right direction, but 'have now lost their value', as the increase of certifications has created a system in which buyers purely rely these on certifications.

"Usually, consumers rely purely on certifications. Is this Fairtrade? Is it Certified Organic? That is a bit of an issue. Just because we've seen where those standards stand for firsthand. We've gone to the coffee farms that were Fairtrade or Organic Certified. They were absolutely the opposite of what you would expect. They were poorly treated; the farmers actually had less money because they were tied to contracts that they did not understand. They were unable to sell when the market prices were up, because they were charged with specific pricing and the plants just looked abandoned because they didn't have proper organic training or organic treatments to replace conventional methods or pesticides for example. So, consumers should ask themselves; what is it that a certification does?"

Arnaud Petitvallet, Co-founder and COO of Wize Coffee Leaf

Following up on the quote above from Arnaud Petitvallet that shows his criticism on product certifications and in line with paragraph 5.2.1 that focuses on the work of social enterprises in educating consumers, Wize Coffee Leaf tries to educate consumers about carefully looking into

product certifications. Rather than using product certifications, the co-founder emphasizes the need to show and invite consumers to the production farms with the objective of increasing transparency, or to create digital content such as videos that show people the processes. In a different way, Robert Pekin from Food Connect also takes on a critical perspective when referring to the use of words such as organic and biological. He argues that using this language can ordinary farmers make feel bad, which according to him creates polarization and may lead to deterring farmers from making their operations more sustainable.

Apart from criticism about product certifications, interviewees are positive towards organizational certifications such as certified B-Corporations (Benefit Corporations) and organizations being a member of the WFTO (World Fairtrade Organization). These certifications help social enterprises in promoting the movement of businesses 'using business as a force for good'. Several survey responses also argue that being a member of these organizations helps them to accelerate sustainable transitions. Data analysis also reveals that interviewees hope that these certifications will not be needed anymore in the long term and they argue that social enterprises should become 'the new standard'.

"And so, for us, we want to have this outward certification, to show that what we do is not like the ceiling, it should be the floor. This should be normal."

Chris Chancey, Founder and CEO of Amplio Recruiting

5.4 Overview of Findings

Multiple strategies and activities have been identified and presented in this chapter to explore how social enterprises engage in institutional work with the objective to accelerate sustainable transitions in business industries. Table 7 below provides an overview of all identified mechanisms underlying each proposition from a global perspective.

Table 7

Overview of Strategies and Activities

Type of Work	Strategy	Activities
Showing and Proving Sustainable and Inclusive Business Models	*Actively being an example*	Being an example towards other businesses, governments, politicians, financial institutions and consumers and actively sharing the success stories.
	Showing possibilities and providing alternatives	Scaling-up to receive attention and to show possibilities, offering sustainable and inclusive procurement and creating specific (technological) tools to provide alternatives.
	Sharing knowledge and practices	Engaging in Q&As, panel discussions, coaching, peer support, regular conversations with other businesses and joining associations and networks.
Influencing norms, values and cultures	*Educating with focus on children, youth and consumers*	Collaborating with schools, teaching social entrepreneurial skills, creating consumer communities and changing views on topics related to the social mission.
	Empowering local communities	Providing local communities with the resources to engage in the acceleration of sustainable transitions in business industries.

	Creating an open learning culture	Creating a culture in which businesses openly learn from each other with regards to sustainable and inclusive practices. Setting up incubator and accelerator programs, organizing network events and initiating open source/chain initiatives.
	Focusing on shared value while changing mindsets	Creating 'shared value' and 'win-win situations' for larger businesses while at the same time changing mindsets of business leaders.
Influencing political activities, rules and regulations	*Advocating, lobbying and campaigning*	Setting up foundations to engage in political activities, engaging in political discussions and creating campaigns that build support for changes towards more sustainable and inclusive regulations.
	Raising transparency regarding certifications and labels	Increasing transparency through promotion of full informed labels, increasing knowledge about meanings of certifications and showing transparent processes.

Note. Adapted from both survey and interview data

6 Discussion

This section will critically review the findings presented in the previous chapter. By evaluating both the created theories as well as their applications, it aims to relate the obtained findings to earlier literature. It includes both the scientific relevance and managerial implications and ends with limitations and promising avenues for future research.

6.1 Discussion of Empirical Findings

This study aims to identify how social enterprises engage in institutional work with the objective to accelerate sustainable transitions in business industries. In line with previous studies on institutional work, it aims to explore how actors - in this study social enterprises - can possibly influence processes of change. Following literature that tends to explain how small actors can play an important role in the acceleration of sustainable transitions, it incorporates the perspective of many social enterprises that 'small actions can lead to big change' (Geels, 2010; Hekkert et al., 2007). Propositions are developed based on this view in combination with limited previous literature about the institutional work of social enterprises. Three propositions, including two sub-propositions, have been confirmed throughout the study. It must be noted that activities and strategies of social enterprises identified in this study cannot be seen as fixed mechanisms underlying change. Findings should rather be perceived as mechanisms that explain how social enterprises can possibly engage in institutional work. Also, survey analysis shows that every social enterprise prioritizes different activities and strategies based on their access to available resources and depending on the context in which they operate. The propositions as well as identified activities and strategies will be evaluated in more detail below.

The first proposition is supported. All social enterprises included in the case study try to accelerate sustainable transitions in business industries by showing and proving sustainable and inclusive business models. Survey analysis also confirms this proposition by revealing that most social enterprises aim to directly influence other businesses by showing the success of sustainable and inclusive business models. It aligns with research of Hekkert et al. (2007) who argue that pioneering entrepreneurs can show other businesses the potential of sustainable market niches. However, as previously explained, the focus of this study is merely to identify how social enterprises show and prove sustainable and inclusive business models when engaging in institutional work. Findings show that this happens in the next possible ways: (1) through actively being an example, (2) showing possibilities and providing alternatives and (3) sharing knowledge and practices about sustainable and inclusive business models. Research of Binz et al. (2016) introduces similar types of findings in a study about the institutional work for potable water reuse in California. The authors refer to activities such as providing positive examples and creating expert groups to share and evaluate knowledge. Findings also reveal that showing possibilities and providing alternatives is partially done through scaling-up the social enterprise itself since this helps them to show the potential of sustainable and inclusive business models. It closely relates to the pressures described by Dacin et al. (2002) that include performance and competition. Showing and proving sustainable and inclusive business models is not described by Arenas et al. (2020). A first reason for this might be the particular focus of this research on the acceleration of sustainable transitions in business industries, while they focused on institutional work in general. A second reason may be that the identified activities underlying this type of work, apart from directly showing and proving sustainable and inclusive business models to institutions, can merely be seen as supportive to the institutional work of social enterprises. Also, it must be noted that the second

and third proposition in this study included a sub-proposition that emphasizes the importance for social enterprises to build relationships with multiple stakeholders when engaging in institutional work. Results show that this sub-proposition is missing in the first proposition since social enterprises also need to build relationships when for example sharing knowledge and practices about sustainable and inclusive business models.

The second proposition and sub-proposition are also supported. All included social enterprises aim to influence norms, values and cultures with the objective to accelerate sustainable transitions in business industries. This is, among other things, done through building relationships with multiple stakeholders such as NGOs, schools and local communities. Survey analysis additionally shows that NGOs are considered as the most important stakeholder for many social enterprises when engaging in this type of work. Building relationships was also described by Arenas et al. (2020) as a type of institutional work underlying every activity. Arenas et al. (2020) describe that social enterprises are aiming to make sustainability convenient. Rather than only making sustainability convenient, this study shows that social enterprises are engaged in institutional work by: (1) educating children, youth and consumers, (2) empowering local communities, (3) creating an open learning culture and (4) focusing on shared value while changing mindsets. Some of these activities are again in line with research of Binz et al. (2016) who refer to educating and changing normative associations through 'introducing business like managerial practice into utilities' as different types of institutional work. Moreover, focusing on shared value, including emphasis on 'win-win situations', is also described by Elkington (1994) as a possible strategy towards an increasing role of corporations in sustainable development. As mentioned previously, findings on this proposition might also differ from Arenas et al. (2020) due to the focus of this study on the acceleration of sustainable transitions in business industries.

Additionally, the cases in this research vary from the ones selected by Arenas et al. (2020) as this study incorporates a more extensive case selection of social enterprises from different type of nations, rather than only European social enterprises who might operate in a more similar institutional environment. One could assume that empowering local communities is for example a less frequently used type of work for European social enterprises since socio-economic differences are smaller within European populations than within non-European populations (Hoffmeyer & Wolf, 2003). Empowering local communities is also confirmed as possible type of work towards institutional change in other studies on institutional work (Fox, 2015; Bruszt & McDermott, 2012). In contrast with previous literature, it shows that social enterprises not only engage in top-down activities to influence other business to engage in sustainable transitions, but also in bottom-up approaches to accelerate sustainable transitions in business industries.

The third proposition and sub-proposition are supported lastly. Findings reveal that influencing political activities, rules and regulations is done through: (1) advocating, lobbying and campaigning and (2) raising transparency regarding certifications and labels. Naturally, this happens while building relationships with multiple stakeholders such as NGOs, politicians and other businesses and is therefore in line with Arenas at al. (2020). However, not every social enterprise included in the case study describes involvement in this type of work. Also, only fifty percent of survey respondents mentions their engagement in one or more of the identified activities and strategies. Although it must be noted that some deeper questions in the interviews were needed to discover this type of work from social enterprises, which was not an available option during the survey. The framework of Arenas et al. (2020) outlines two coherent types of work that include (1) politicizing economic action and (2) maneuvering around regulation. This study confirms these types of work on an international level and provides further details on how social enterprises

engage in these two types of work. Political work and advocating are also described in the study of Binz et al. (2016). The last identified activity, raising transparency regarding certifications and labels, needs further research to confirm since not much literature on this topic exists yet.

6.2 Scientific Relevance and Managerial Implications

By explaining the underlying mechanisms that may affect institutional change through bridging the gap between social and institutional entrepreneurship, this study responds to calls from the scientific field to study the potential role of social enterprises in creating transformative societal change, also referred to as sustainable transitions (Martin & Osberg, 2007). It focusses on the acceleration of sustainable transitions in business industries, since limited research exists on the role social enterprises might take in this. This study provides insights into the institutional work of social enterprises by explaining their activities and strategies. As described above, activities and strategies of social enterprises identified in this study cannot be seen as fixed mechanisms underlying change. Further research is needed on how these activities effect institutional change. Instead, results may provide valuable insights for future research as well as for other social enterprises. The findings can inspire other social enterprises to engage in institutional work with the objective to accelerate sustainable transitions in business industries. It can be relevant for social entrepreneurs and employees of social enterprises who have the intention to create more responsible and sustainable businesses as this study reveals insights into the strategies of other social enterprises. This study shows that many examples of social enterprises with such an intention exist and also that they are willing to share knowledge and practices regarding responsible and sustainable practices. Additionally, since research on social entrepreneurship is still relatively new in the academic field, not much research from an international perspective exists. This study responds to calls from the academic field for more international research on

social entrepreneurship by providing a global perspective. This is done through including seventeen cases from different, primarily developed, countries.

6.3 Limitations and Future Research

Along with theoretical and practical contributions, several limitations must be noted since the findings of this explorative study do not provide hard evidence. As described in the literature review, social entrepreneurship is an up-and-coming phenomenon in sociology, political and business science. Although it has received growing attention as a possible way to identify and bring about potentially transformative societal change, it can still be considered as a relatively new topic within the academic field. Therefore, research on social entrepreneurship needs to grow before any of the findings can argued to be definitive.

The reader should bear in mind that this study is based on the view that small actors can play an important role in the acceleration of sustainable transitions. It only incorporates the perspective of social entrepreneurs, CEOs and sustainability mangers from different social enterprises, who may have felt pressure to provide powerful insights about the institutional work that their social enterprise is engaged in. Therefore, a potential bias concerning the shared insights and experiences of interviewees exists. As mentioned earlier, accuracy of conducted data is increased by checking information published on websites, annual reports and other relevant documents shared by the interviewees and their social enterprises. However, this study neglects the perspective of other stakeholders such as politicians, consumers and leaders of large corporations, who might have a different view on how social enterprises engage in institutional work with the objective to accelerate sustainable transitions in business industries. Therefore, future research could focus on including perspectives of multiple stakeholders involved in the institutional environment of social enterprises or may apply a longitudinal approach to identify the

effects of social enterprises' institutional work. As mentioned previously, further research on the use of certifications and labels is also suggested as an interesting area to further explore.

The degree to which the findings can be generalized may additionally be limited due to the qualitative nature of this research. Although this study incorporates social enterprises founded in (primarily) developed countries across multiple industries and conducted both qualitative surveys as well as semi-structured interviews, it is questionable whether the findings are representative for all social enterprises. Especially with regards to social enterprises founded in less developed countries. Also, interviewees and survey respondents who agreed to participate in this study might have stronger opinions related to the research topic. Future research could therefore focus on adding additional cases founded in less developed countries, exploring the differences between social enterprises founded in developing and developed countries or identifying differences in activities and strategies across multiple business industries. Additionally, it could focus on testing the activities and strategies that have been identified in this study on a larger scale by adopting a quantitative study.

7 Conclusion

This study aimed to build a first step in explaining how social enterprises engage in institutional work with the objective to accelerate sustainable transitions in business industries. It focused on identifying the underlying mechanisms that may affect institutional change by exploring specific activities and strategies used by social enterprises. In order to do so, this research started with a literature review that includes theory on: (1) social entrepreneurship, (2) institutional entrepreneurship and (3) sustainable transitions in business industries. It showed that social enterprises not only aim to simultaneously generate social, environmental and economic value, but also focus on achieving and promoting societal change. Transforming and/or creating new institutions was disclosed as a necessary condition to achieve systemic changes in societal regimes. Based on this condition, the perspective of social enterprises and most literature on sustainable transitions that small actors can influence large-scale societal change and limited previous theory on institutional work of social enterprises, three propositions including two sub-propositions were formulated.

A qualitative research framework was adopted to answer the research question. A qualitative survey and a multiple case study were designed in which seventeen social entrepreneurs, CEOs and sustainability managers from social enterprises founded in primarily developed countries were interviewed. Both survey respondents and interviewees provided valuable insights into the strategies and activities used to accelerate sustainable transitions in business industries when engaging in institutional work. Archival data was used to increase accuracy of the findings. Findings reveal that social enterprises engage in institutional work by showing and proving sustainable and inclusive business models through: (1) actively being an example, (2) showing possibilities and providing alternatives and (3) sharing knowledge and

practices about sustainable and inclusive business models. They influence norms, values and cultures by: (1) educating children, youth and consumers, (2) empowering local communities, (3) creating an open learning culture and (4) focusing on shared value while changing mindsets. Lastly, social enterprises engage in institutional work by influencing political activities, rules and standards by: (1) advocating, lobbying and campaigning and (2) raising transparency regarding certifications and labels. Findings also illustrate that social enterprises not equally engage in every type of institutional work as this depends on their access to resources as well as the context in which they operate. Perspectives on successful strategies and activities additionally differ across social entrepreneurs, CEOs and sustainability managers.

By building a bridge between social entrepreneurship and institutional entrepreneurship, this study contributes to existing literature by studying the institutional work of social enterprises with a particular focus on sustainable transitions in business industries. It took an important step in explaining the role that social enterprises might take in the acceleration of sustainable transitions. It provides managerial implications for both social entrepreneurs and their employees as well as interesting avenues of future research for scholars. It also responds to the call for more international research on social entrepreneurship by including cases from different, primarily developed, countries. Finally, in line with the view that 'big changes have small beginnings', it encourages other researchers to take on the challenge to research the effect that social enterprises may have on the transition towards more sustainable and inclusive business models of other businesses.

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Appendix 1: Questionnaire

Online survey questions

Question 1: Please write down the name of the social enterprise

Question 2: Please select your role within the social enterprise

Question 3: Please select the country in which the headquarter is based

Question 4: Does your social enterprise have production operations (own or outsources) within other countries?

- If yes, please write down in how many other countries your production operations are based.

Question 5: Does your social enterprise provide sales within other countries? If yes, please write down in how many other countries you provide sales

Question 6: Please select the industry/industries in which the social enterprise is active

Question 7: Please describe the topic(s) on which the social enterprise is mainly aiming to make impact (key words)

Question 8: Is your social enterprise actively trying to influence governments for sustainable transitions?

- If yes, please select with whom you are working together to influence governments for sustainable transitions?
- If yes, please describe how you are trying to influence governments for sustainable transitions with the previous selected stakeholders (key words).
- If not, please describe the reason why your social enterprise does not actively try to influence governments for sustainable transitions and whether you have ambitions to focus on such activities in the future (key words).

Question 9: Is your social enterprise actively trying to influence other businesses for sustainable transitions through direct contact with these businesses?

- If yes, please select with whom you are working together to influence other businesses for sustainable transitions
- If yes, please describe how you are trying to influence other businesses for sustainable transitions with the previous selected stakeholders (key words)

- If not, please describe the reason why your social enterprise does not actively try to influence other businesses for sustainable transitions and whether you have the ambition to focus on such activities in the future (key words)

Question 10: Is your social enterprise actively trying to influence consumers for sustainable transitions?

- If yes, please select with whom you are working together to influence consumers for sustainable transitions.
- If yes, please describe how you are trying to influence consumers for sustainable transitions with the previous selected stakeholders (key words)
- If not, please describe the reason why your social enterprise does not actively try to influence consumers for sustainable transitions and whether you have the ambition to focus on such activities in the future (key words).

Question 11: Is your social enterprise actively trying to influence stakeholders other than governments, consumers and businesses for sustainable transitions?

- If yes, please describe which other stakeholders you try to influence and in which way (key words)

Question 12: On which stakeholder do you think your social enterprise has the most influential power?

Question 13: Please describe which challenges your social enterprise faces in influencing stakeholders (such as consumers, governments, businesses or others) for sustainable transitions (key words)

Question 14: In which year did your social enterprise start to deliver services/sell products?

Question 15: Please select how many people are employed within your social enterprise

Question 16: Please select what the annual revenue for your social enterprise was at the end of 2019 (in dollars)

Question 17: Does your social enterprise have a financial profit objective?

Question 18: What is the revenue model of your social enterprise?

Question 19: May we contact you for an interview about the topic of this research (on Zoom/30 minutes)

- If yes, please fil in your name and e-mail

Appendix 2: Interview Guide

An interview guide for the semi-structured interviews with social entrepreneurs, CEOs and/or sustainability managers of social enterprises is provided below. It includes different topics based on the theoretical framework and can be used as a guideline during the interviews in order to make sure that all important topics are covered.

Purpose of the interview

The purpose of this interview is to get insights in the way social enterprises engage in institutional work. In other words, it hopes to receive insights into the strategies and activities of social enterprises to accelerate sustainable transitions in business industries, in which sustainable transitions are defined as: "transformations towards a sustainable global society, as a response to a number of persistent problems, such as climate change and poverty".

Topics

- Mission of the social enterprise
- Business model of the social enterprise
- Activities and strategies to accelerate sustainable transitions in the industry when influencing/transforming institutions
- Challenges and future ambitions on the topic

Necessities

Recorder, paper and pen, interview guide and laptop

1. **Introduction**

Welcome	First of all, I am very happy and grateful that you are willing to participate in this research and that you released time for this.
Explanation of the research and timeslot	As shortly mentioned within the e-mail (Linked-in) message, this research is part of my master thesis from the international business track at the University of Amsterdam. I conduct this research in order to explain

	how social enterprises like yours engage in the changing institutions with the goal to accelerate sustainable transitions in the industry. In other words, it focusses on how social enterprises try to create more responsible and sustainable businesses. By sustainable transitions, I mean: "Transformations towards a sustainable global society, as a response to a number of persistent problems, such as climate change and poverty". The interview will take approximately about 45 minutes. Feel free to ask any questions and/or to share your remarks during the interview.
Topics	During the interview we will discuss different topics related to the ways *name social enterprise* intends to engage other businesses in sustainable and responsible practices, these can range from political activities to changing behaviors.
Approval of recording	This interview will be recorded in order to be able to transcribe the data at a later stage. Of course, the data will only be used for this research. This means that before we start this interview, I need your legal permission for the recording of the interview.

2. Interview

Introduction question	You started to work for *name social enterprise* in *year*. Why did you decide to join this social enterprise?
Topic 1: Mission	The mission of *name social enterprise* is described as *mission social enterprise* on the website. How did *name social enterprise* derive to this mission? Could you elaborate a bit on this mission?

Important note	For the next questions, it is important to keep in mind that this research is focused on the work with the objective to accelerate sustainable transitions in business industries.
Topic 2: Business model	How would you explain the business model of *name social enterprise*? How does the way your business model is organized possibly influence other organizations? What type of activities underly this?
Topic 3: Activities	Could you tell a bit more about the ways *name social enterprise* is trying to accelerate sustainable transitions in the business industry? What type of activities? What type of strategies?
Topic 4: Political activities, rules and standards (if not mentioned during story topic 3)	**Are there** any regulations and standards that need to change according to *name social enterprise* in the industry to accelerate sustainable transitions? **What type** of regulations and standards need to change according to *name social enterprise* in order to accelerate sustainable transitions? **How** does *name social enterprise* try to change these regulations and standards? So, what is the role of *name social enterprise* in this? **How** do you think that these activities/strategies contribute to changes in rules and standards? **With whom** are you working together in order to realize these changes? Who are your key players? Their roles?
Topic 5: Norms, values and cultures (if not mentioned during story topic 3)	**Are there** any norms, values and/or cultures that need to change according to *name social enterprise* in the industry to accelerate sustainable transitions? **What type** of norms, values and/or cultures need to change according to *name social enterprise* in order to accelerate sustainable transitions?

	How does *name social enterprise* try to change these norms, values and/or cultures? So, what is the role of *name social enterprise* in this? **How** do you think that these activities/strategies contribute to changes in norms, values and/or cultures? **With whom** are you working together in order to realize these changes? Who are your key players? Their roles?
Topic 6: Challenges and future ambitions	Does *name social enterprise* experience big challenges in the activities and/or strategies mentioned before? Does *name social enterprise* have any future ambitions related to this research topic?

1. **Closing**

Additions	All relevant topics from my side are discussed. Do you have any additional information that you would like to share or are there any missing aspects according to you?
Opinion	How did you experience this interview?
Continuation	Thank you so much for sharing your insights. This interview will be transcribed, and the main aspects will be compared to the key elements from other interviews. The citations that will be used for the findings will be shared with you to increase accuracy and also to give you the opportunity to first give permission. The results will be shared with you afterwards. Do you have any further questions related to this interview or the research in general?
Thank you	Thank you very much for your input and the interesting conversation. Again, I am very happy with your participation and if you think of a question or anything else in the coming weeks you can always contact me.

Appendix 3: Code book

Identified themes	Selected codes
Advocating	Advocating
	Activism
	Changing regulations
	Type of goal
Being an example	Being an example
	Accelerating the mission
	Sharing positive stories
	Inclusive business model
	Sustainable business model
	Small company big change
	Mainstream publicity
Campaigning	Campaigns
	Activism
	Building support for changes
	Pledges
	Petitions
Certifications	Certified organizations
	Transparency
	Product certifications
	Criticism certifications
	Increasing standards
	Meaning of certifications
	Creating movement
Collaboration	Associations, coalitions and networks
	Building relationships
	Collaboration businesses
	NGOs
	Dark greens

	Bright greens
	Collaboration social enterprises
	Government relations
	Making connections
	Raising awareness
Education children and youth	Education schools
	Education children
	Collaboration universities
	Collaboration schools
	Cultural exchange
	Teach social entrepreneurial skills
	Change school system
Education consumer	Education consumer
	Information consumer
	Changing consumer behaviors
	Consumer needs
	Changing views
	Consumer communities
	Cultural exchange
	Transparency
	Greenwashing
	True pricing
	B2C
	Pain points consumer
Labels	Transparency
	Polarization
	Terminology issue
Lobbying	Lobby
	Changing policies/regulations
	Green Deal

	Law makers
	House bills
	Ordinance
Local communities	Resources local communities
	Assets local communities
	Engage local communities
	Sustainable revenue sources
	Education farmers
	Including everyone
	Promote social entrepreneurship
Open learning	Incubators/accelerators
	Open learning culture
	Willingness to share
	Education entrepreneurs
	Open chain/source
	Network events
Political activities	Foundations
	Taking political stand
	Round table discussions
Shared value	Win-win situations
	Shared value
	B2B Company
	Joining boards
	Building trust
	Changing business mindsets
	Companies needs
	Making it visible/exposure
	Creating experiences
	PR/reputation company
	Financial bottom line

	CSR value
	No blaming
	Making it a priority
Sharing knowledge	Associations and networks
	Conversations with companies
	Panel discussion
	Presentations
	Q&A
	Peer support
	Share knowledge
	Coaching
Sharing practices	Share practices
	Conversations with companies
Showing alternatives	Supporting tools
	Technological tools
	Demand driven chain
Showing possibilities	Show possibility
	Receive attention
	Scaling-up
	Existing products
	Market creation
	New products
	Product innovation
	Extension to other products
	Growing sustainably
Challenges	Financial challenge
	Including everyone
	Limited resources
	Limited time
	Consumer challenge

Educational challenge

Making it a priority