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1 Introduction

This chapter introduces the reader to the topic of the thesis, discusses the background to establish a foundation to the problem and explains the relevance of the study. The chapter includes the purpose, research questions, and contributions, followed by delimitations and important definitions.

> *"…with the social business taking off, the world of free market capitalism will never be the same again, and … many business wizards and successful business personalities will apply their abilities to this new challenge…"*
>
> – Dr. Muhammad Yunus, 2007.

1.1 Background

The evolving area of social entrepreneurship started in 1976 with Dr. Muhammad Yunus' Grameen Bank (2013)[1]. The founding of Grameen Bank made Yunus an excellent role model within the field of social entrepreneurship (Elkington and Hartigan, 2009; Seelos and Mair, 2005). In 1980, Bill Drayton followed when founding Ashoka[2] (2013), an organization supporting social entrepreneurs. In Sweden, Björn Söderberg[3] is one of the leading social entrepreneurs and proponents of combining social change with business development (Fair Enterprise Network, 2013).

Social entrepreneurship is considered an evolving phenomenon, by academia and business society showing an increased interest in the discipline (Mair, Robinson and Hockerts, 2006). The surge of interest in social entrepreneurship started to develop in the 1990s (Steinerowski, Jack and Farmer, 2008). Academic literature on social entrepreneurship has increased in the last decade, but has yet to reach its peak (Hockerts, Mair and Robinson, 2010). Although there is an increased interest in social entrepreneurship, people interpret the concept differently (Dees, 1998). The definition of *social entrepreneurship* refers to the process or behavior, whilst the definition of *social entrepreneurs* focuses on the founder. In addition, a *social enterprise* is "…the tangible outcome of social entrepreneurship." (Mair and Martí, 2006, p. 37). Dees (1998) points out these terms have always existed, however, without a common name. Although, the term social entrepreneurship has helped to blur the boundaries within the sectors, creating a larger market for social entrepreneurs (Dees, 1998).

Activities performed by social enterprises deal with a duality of social change and business logic (Bloom, 2009; Mair and Martí, 2006). Social and economic creations could limit a social entrepreneurs' business development. To avoid this, fundamentals

[1] Grameen Bank lends micro loans to create self-employment, and facilitate banking to the poor.

[2] Ashoka is a large network of social entrepreneurs, providing with financial and professional support services and is of great importance for social entrepreneurs.

[3] Söderberg runs four different companies in Nepal and hold lectures on social entrepreneurship and sustainability, 'real' CSR, social entrepreneurship for youngsters.

of entrepreneurs valuing business creation, should apply while maintaining social value (Newbert, 2012). There is an ongoing discussion regarding social enterprises, whether they are profit-driven or non-profit organizations (Dees, 1998, Simón-Moya, Revuelto-Taboada and Ribeiro-Soriano, 2012). If an enterprise is to be functional, it needs to be financially viable. Combining the profit-driven sector with the social value creation of a non-profit sector constitutes third sector businesses, acknowledged as social enterprises (Mair and Martí, 2006; Simón-Moya, Revuelto-Taboada and Ribeiro-Soriano, 2012). Therefore, the inherent duality of social change and business logic is emphasized in social entrepreneurship, which has led us to research and explore this arising and complex phenomenon.

1.2 Problem

Social entrepreneurship is a phenomenon, which contributes with innovative solutions to social issues through a business logic mindset (Dees, 1998). Researchers have been highlighting social entrepreneurs have a social side and a business side (Doyle Corner and Ho, 2012; Robinson, 2006; Zahra et al., 2008). Throughout this thesis, the social and the business sides are referred to as 'the duality of social change and business logic'. In this sense, the duality aims to reach a social mission while offering a commodity (Zahra, et al., 2008; Madill and Ziegler, 2012). The offered commodity drives a social enterprise to be economically sustainable (Mair and Marti, 2006). The underlying dilemma for social enterprises is having a unique business model, which strives to affect social- and business needs. Therefore, because of the duality, social enterprises market their social mission in parallel to the commodity they offer (Newbert, 2012).

The duality has multiple stakeholders, and Newbert (2012) points out social enterprises have multiple target groups. The reason for the increase in target groups is that one group needs to purchase the commodity in order to help the second group. The second group is beneficiaries, who cannot buy the commodity themselves. Furthermore, reaching out to stakeholders and target groups requires a well-planned marketing strategy (Newbert, 2012).

To reach both target groups, social entrepreneurs are recommended to use marketing in a similar manner to entrepreneurs (Newbert, 2012). There are low expectations on social enterprises' engagement in marketing, which have driven investigations to concentrate on limitations and resource barriers (Andreasen, 2002; Madill and Ziegler, 2012; Newbert, 2012; Shaw 2004). Interpretations of limitations and resource barriers convey social entrepreneurs do have scarce resources in terms of finance, knowledge, and awareness (Doyle Corner and Ho, 2012; Madill and Ziegler, 2012). Social entrepreneurs are in need of these resources, in order to carry out marketing in the best possible way (Madill and Ziegler, 2012). Pomering and Johnson (2009) find when marketing social value, it is important to be transparent in order to gain credibility from customers. If enterprises are not trustworthy in what they do and achieve, consumer skepticism may

be one reason for possible failure in their business development.

Andreasen (2002) identifies additional difficulties in social enterprises' growth when using social marketing. There will always be stories about fruitful business, but factors separating success from failure are not yet known (Bloom, 2009). Few success stories on social marketing, and insufficient documentation may lead to potential adopters to this type of marketing are lost (Andreasen, 2002).

Andreasen (2002) and Bloom (2009) argue academic literature is not fully explored when it comes to the subjects of social entrepreneurship and marketing. This regards in particular to successful social enterprises that engage in marketing, leaving this thesis with the opportunity to investigate the duality in a social enterprise's marketing strategy. Additionally, Bloom (2009) stresses the value of academia's continuation of researching the phenomenon of social entrepreneurship with special emphasizes on marketing. This thesis will focus on the coexistence, prioritization, and consequences of the social enterprises' duality of social change and business logic in marketing strategies.

1.3 Purpose

This thesis aims to investigate how the duality in social enterprises coexists in marketing strategies. Additionally, we will address how and why social enterprises prioritize the duality in marketing strategies, and what consequences it carries.

In order to structure the investigation, the following research questions are formulated:

1. How does the duality coexist in social enterprises' marketing strategies?
2. How and why is prioritization of the duality affecting marketing strategies?
3. What are the consequences of prioritizing the duality in marketing strategies?

1.3.1 Contributions

The opportunity to contribute to academia arises when studying an area that can be further explored (Bloom, 2009). This thesis focuses on the combination of social entrepreneurship and marketing. Studying the coexistence, prioritization and consequences of marketing strategies in an organization which place emphasis on the duality, gives us the opportunity to discuss marketing strategies for social entrepreneurs. The contribution from this marketing strategy is illustrated in a model representing the correlation between the duality and values. In addition, this thesis strives to shed light on the subject of social entrepreneurship to ensure further research. Beyond the academic contribution, this thesis aims to provide social entrepreneurs, especially in Sweden, with insight on how to conduct successful marketing.

1.4 Delimitation

This thesis focuses on investigating profit-driven social enterprises in Sweden, since any enterprise is only functional when financially viable (Mair and Marti, 2006). The research is limited to Sweden, since it is an entrepreneurial area. However, the amount of people engaged in social entrepreneurship is still relatively small, and mainly located in Stockholm (Stjern, 2013b).

1.5 Definitions

Social Entrepreneurship

Social entrepreneurship has many definitions; the common view involves creating social value or solving social issues over economic value creation (Doyle Corner and Ho, 2010; Shaw and Carter, 2007; Weerawardena and Sullivan Mort, 2006; Zahra, et al., 2008).

We use the definition of Zahra, et al. on social entrepreneurship: "…activities and processes undertaken to discover, define, and exploit opportunities in order to enhance social wealth by creating new ventures or managing existing organizations in an innovative manner." (2008, p. 118). In conclusion, social entrepreneurship undertakes economic, social, wealth and environmental factors (Zahra, et al., 2008).

Social Entrepreneur and Social Enterprise

A social entrepreneur refers to the founder of a social enterprise (Mair and Martí, 2006), and a social enterprise is "…the tangible outcome of social entrepreneurship." (Mair and Martí, 2006, p. 37). Social enterprises can include non-profit organizations, profit-driven businesses, or a hybrid that combines non-profit and profit-driven elements (Dees, 1998).

Social Marketing

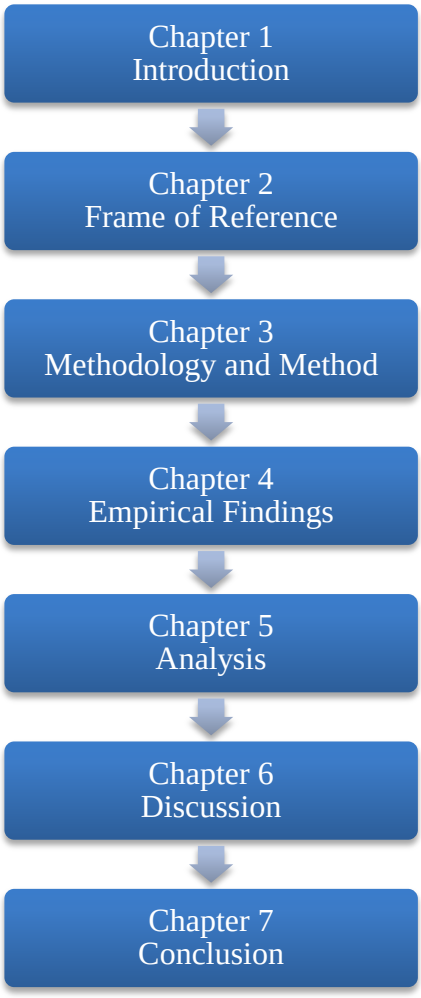
Social marketing denotes the planning and use of concepts in commercial marketing to implement social change (Social Marketing Institute, 2013). Kotler and Zaltman (1971, p. 5) defines social marketing as "…the design, implementation and control of programs calculated to influence acceptability of social ideas and involving considerations of product planning, pricing, communication, distribution, and marketing research."

Values

Values "…operate at different levels and that personal values act as drivers of our behavior." (Hemingway, 2005, p. 240). Schwartz (1994) and Hemingway (2005) show values having individualistic and collectivistic aspects, and Weber (1922, cited in Spear, 2010) argues values are of habitual, rational, and emotional nature.

1.6 Thesis Disposition

This disposition outlines the structure and design of this thesis:



The first chapter covers the introduction, consisting of a broad background narrowing down to the problem statement and the purpose of this thesis.

Chapter two, frame of reference, presents a literature review along with a theoretical approach for analyzing empirical findings.

The third chapter, addresses the methodology and method, including approaches and techniques used to conduct this thesis

Chapter four submits empirical findings and common themes from the conducted interviews of four Swedish social enterprises.

Chapter five composes this thesis' analysis. Using the theories and empirical findings provide answers to the formulated research questions.

Chapter six provides a discussion, limitations of this thesis and suggestions for further research.

The last chapter concludes the report, by elaborating on the purpose and how we have met the research questions.

Figure 1 Author's Thesis Disposition

2 Frame of Reference

This chapter provides an overview of previous research on the area as well as offers an illustration of theories considered fundamental for the data analysis. A combination of literature with suitable concepts completes the chapter.

> *"If I make money for myself, I am happy. If I make other people happy, I am super happy, You can do both"*
>
> – Dr. Muhammad Yunus, 2013.

2.1 Motivation of Theory and Concepts

There is a close relationship between social entrepreneurship and values (Weerawardena and Sullivan Mort, 2006). Values can be either personal or organizational, and the two are connected in the sense that personal values are reflected in an organization's foundation (Hemingway, 2005). Social entrepreneurs' uniqueness is repeatedly emphasized in regards to its strong values and characteristics, especially when founding their enterprise (Shaw and Carter, 2007).

This thesis regards social entrepreneurship and marketing, therefore, when investigating the area of marketing, social marketing became of main interest since it connects to social entrepreneurship (Madill and Ziegler, 2012; Newbert, 2012). Furthermore, grounded in social marketing is the concept of values, by valuing behavioral change through attractive offerings (Andreasen, 2002; Madill and Ziegler, 2012). The two components, behavioral change and attractive offerings, can be associated with the social mission and offered commodity in a social enterprise.

For these reasons, we have chosen the theory of values and what meaning it undertakes for a social enterprise, along with the concept of social marketing and how it can assist in marketing strategies. In order to analyze the findings of this thesis, we integrated the concept of social entrepreneurship, with the theory of values and the concept of social marketing.

2.2 Social Entrepreneurship

Social entrepreneurs have always been a part of the business world, however in history, there was no label or categorization for this type of entrepreneur (Dees, 1998). The first social entrepreneurs that were of great importance to social entrepreneurship started contributing to the area in the 1970s and 1980s (Martin and Osberg, 2007). Muhammad Yunus is one of the world's leading social entrepreneurs; he started his journey -to extinguish poverty in 1976-, and decided to start a bank, which lend microloans. Today Grameen Bank is a role model for other banks within the area of social entrepreneurship (Grameen Bank, 2011; Seelos and Mair, 2005). In 2006, Yunus was rewarded with the Nobel Peace Prize for his "…efforts to create economic and social development from below" (Nobel Prize Organization, 2013). Another organization that has played an important role in the development and shedding new light on social entrepreneurship is

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Ashoka. Bill Drayton founded Ashoka in 1980 with the mission that everyone could make a change (Ashoka, 2013). Today Ashoka is one of the largest social entrepreneurial organizations in the world, supporting over 3000 social entrepreneurs through their program (Ashoka, 2013).

Academic research on social entrepreneurship started to develop a decade after the founding of Ashoka. Social entrepreneurship covers a diverse range of activities to solve social issues in an innovative manner, which has brought the issue of researchers agreeing on one single definition (Shaw, 2004; Shaw and Carter, 2007; Seelos and Mair, 2005; Weerawardena and Sullivan Mort, 2006; Zahra, et al., 2008). This issue creates confusion of what social entrepreneurship involves (Dees, 1998; Steinerowski, Jack and Farmer, 2008; Zahra, et al., 2008), which leads to false assumptions when trying to grasp the sector's size (Shaw and Carter, 2007). According to Stjern (2013b), Sweden is no different. Swedish researchers use different definitions, which contribute to the confusion since social entrepreneurs do not consent with the term. He continues by arguing there might not be a need for a definition or term of social entrepreneurship, "Why not call it companies?" (Stjern, 2013b).

Hemingway (2005) argues the word entrepreneur does not have anything to do with creating a social change. On the other hand, the author explains an entrepreneur and a social entrepreneur build on the same fundamentals, seeing an opportunity within a problem and through that create a business. Hemingway (2005) is not the only one discussing this problem, Dees (1998) elucidates the comparison of the historical entrepreneur and the more recent social entrepreneur. An entrepreneur creates value through innovation, in the same way as a social entrepreneur values the social mission whilst pursuing new opportunities to achieve that mission (Dees 1998).

As discussed above, the confusion of the term social entrepreneurship have led to different associations, and people having different perceptions on what it means (Dees, 1998). Comparing Dees' and The Swedish government's definitions of social entrepreneurship demonstrate some of the differences and issues that might occur. Dees' definition states:

> "Social entrepreneurs play the role of change agents in the social sector, by:
> - Adopting a mission to create and sustain social value (not just private value),
> - Recognizing and relentlessly pursuing new opportunities to serve that mission,
> - Engaging in a process of continuous innovation, adaptation, and learning,
> - Acting boldly without being limited by resources currently in hand, and
> - Exhibiting heightened accountability to the constituencies served and for the outcomes created." (Dees, 1998, p.4).

In contrast, the Swedish government's definition states:

> "Work integrated social enterprises are companies that drive business operations (produce and sell goods and/or services):
> - With a general purpose to integrate humans that have major difficulties at acquiring and/or keeping a job, in working life and society
> - That creates participation for the employers through ownership, contract or in any other well documented way
> - Which mainly reinvest their profits in their own or similar activities
> - That is organizational apart from public activity." (Tillväxtverket, 2013).

These two quotes enhance different types of social entrepreneurship, where Dees (1998) sees social entrepreneurs as change agents that do not let themselves get limited by their resources. The Swedish government considers social entrepreneurs as business operators integrating people into the work life. Because of these differences, social entrepreneurship becomes difficult to grasp and develop further.

Another noticeable thing in the above quotes is social entrepreneurship and social entrepreneurs referring to characteristics of the enterprise and the founders' values. Social entrepreneurs have strong leadership skills, work with issues they feel passionate about, and highly value ethical standards (Seelos and Mair, 2005; Shaw and Carter, 2007). Research has been discussing comparable traits of social entrepreneurs and entrepreneurs. Highlighted valuable characteristics for social entrepreneurs are opportunity seeking, aimed at social change, leadership, trading oriented, and maximizing scarce resources (Andreasen, 2002; Madill and Ziegler, 2012; Newbert, 2012; Shaw 2004). These characteristics are similar to those of entrepreneurs (Leadbeater, 1997; Shaw and Carter, 2007). Another main similarity between an entrepreneur and a social entrepreneur is that both believe in, and wish to gain social change, by finding new opportunities and solving them in innovative ways (Hemingway, 2005). In addition, social entrepreneurs are considered passionate, ambitious, driven and talented (Simón-Moya, Revuelto-Taboada and Ribeiro-Soriano, 2012). However, very few social entrepreneurs want to acknowledge them falling into the entrepreneur category (Shaw, 2004; Steinerowski, Jack and Farmer, 2008). This in turn explains strive for the collective gain, which is linked back to the social mission and aims at creating value for several stakeholders (Shaw, 2004).

2.2.1 Duality

The social mission is the primary purpose of a social enterprise (Weerawardena and Sullivan Mort, 2006). Moreover, it is strongly linked to a sustainable social enterprise. Sustainability is essential for a social enterprise's survival, and achievement of the social mission (Weerawardena and Sullivan Mort, 2006). The focus for a social enterprise is to establish economic profitability in order to ensure social value creation

(Mair and Martí, 2006). Furthermore, profitability makes sure a social enterprise is self-sufficient in financial term. Since a social entrepreneur values the social mission over business success (Dees, 2007; Weerawardena and Sullivan Mort, 2006), nothing says they need to be a non-profit enterprise, or an organization (Newbert, 2012). Instead, the type of enterprise depends on what social issue a social entrepreneur is addressing (Mair and Martí, 2006).

The duality of a social enterprise results in multiple target group; therefore, marketing messages need to be aimed to both groups. The social missions' target group usually does not have the money to purchase the commodity a social enterprise is offering; neither do they have the possibility to use it (Seelos and Mair, 2005). Therefore, a second target group is needed to purchase the offered commodity. Social enterprises are unique in the sense that the customers are usually not the beneficiaries; instead, other stakeholders are the ones benefited or affected by the action taken by the customers (Newbert, 2012).

Having multiple stakeholders involves more people and opinions, which demands a good strategy (Newbert, 2012). The duality of social change and business logic, form differences and raise questions regarding a social entrepreneur's prioritization. How far can social enterprises prioritize the social mission and still keep the enterprise on a profitable path, or at least at a break-even point?

2.3 Values

Values come from previous and current actions taken (Spear, 2010), and are categorized as either individualistic or collectivistic (England, 1973; Hemingway, 2005; Schwartz and Bilsky, 1987). The foundation of values builds on enhancing the self-interest, while contributing to society's welfare (Hemingway, 2005). Actions undertaken in order to lay the foundation of values identifies as to include habitual actions, emotional actions, and rational actions with the intentions to follow a goal (Weber, 1922, cited in Spear, 2010). Moreover, the author concludes rational actions connect to social aims, due to the behavior of others taken into consideration. This is emphasized by Schwartz and Bilsky assuming "Values are cognitive representations of three types of universal human requirements: biologically based needs of the organism, social interactional requirements for interpersonal coordination and social institutional demands for demands for group welfare and survival." (1987, p. 551).

Olver and Mooradian (2003) state values replicate a preferred and learned way of acting. In addition, this leads to the notion that consequences of actions undertaken reflect a desire, rather than a value. Instead, values are deeply rooted and gives reason to behavior (Hemingway, 2005). Behavioral foundations, e.g. norms and emotions, make values important in human decision-making (Jacob, Flink and Schuchman, 1962). Hemingway and Maclagan (2004) explain managerial decisions are driven by human values based on the person's own interests.

Criticism has been aimed towards the theory of values, by stating that only looking at values interfere with other behavioral factors e.g. environmental influences (England, 1967; Hemingway, 2005). One problem of only viewing values and not other behavioral factors is the existence of different levels of values. Although, a main issue is the "…inherent epistemological; ontological and therefore methodological problems associated with the study of values." (Hemingway, 2005, p. 242).

2.3.1 Classifying Values

There are several ways to organize values (Rokeach and Kliejunas, 1972), e.g. family, social, religious, human, or political values. Hemingway (2005) discusses different areas of personal value for an entrepreneur; there are individual value, organizational, institutional, societal and global value levels. The author also argues all levels are of importance, but differs in significance, due to a social entrepreneur's background. Schwartz (1994) developed ten types of values for motivational purposes, concerning at least one of the three types of human requirements mentioned above (Schwartz and Bilsky, 1987). Table 1 provides an illustration of these motivational values that should be applicable in all cultures (Schwartz, 1994; Schwartz, et al., 2012).

Schwartz's Ten Values for Motivational Goals

(1994, p.22), with full replica and quotes of values and characterizations

Values	*Characterization*	*Factors of characterization*
Achievement	Personal success through demonstrating competence according to social standards.	Ambitious, Prominent, Successful
Benevolence	Preservation and enhancement of the welfare of people with whom one is in frequent personal contact.	Kind, Forgiving, Honest, Loyal
Conformity	Restraint of actions, inclinations, and impulses likely to upset or harm others and violate social expectations or norms.	Considerate, Politeness, Self-discipline
Hedonism	Pleasure and sensuous gratification for oneself.	Enjoyment, Satisfaction, Pleasure
Power	Social status and prestige, control or dominance over people and resources.	Authority, Social power and recognition, Wealth
Security	Safety, harmony, and stability of society, of relationships, and of self.	National and Family security, Healthy, Sense of belonging
Self-direction	Independent thought and action – choosing, creating, exploring.	Freedom, Independent
Stimulation	Excitement, novelty, and challenge in life.	Varied life filled with excitement, Daring
Tradition	Respect, commitment, and acceptance of the customs and ideas that traditional culture or religion provide.	Humble, Moderate, Respect
Universalism	Understanding, appreciation, tolerance, and protection of the welfare of all people and for nature.	Open-minded, Social justice, Unity with nature, Wisdom

Table 1 Ten Values for Motivational Goals

The values presented above are not of equal importance or size, resulting in limitations of these values being ambiguous (Schwartz, et al., 2012).

These values of societal, practical and emotional description can furthermore be inhered to the concept of social marketing. Since values are mirrored in behavior, a desire for behavioral change can be found in the concept of social marketing (Bloom and Novelli, 1981). This indicates an interconnection of values and social marketing, and therefore it should play a part in a social enterprise's marketing strategy.

2.4 Social Marketing

Kotler and Levy (1969) started to explore and widened the concept of marketing by examining if 'good' marketing could be transferred to persons, services, and ideas. They conclude all organizations need to engage in marketing; it is just a question whether to do it well or poorly. In 1971, Kotler and Zaltman developed alternative ways to do marketing, presenting the concept of social marketing, a "…framework for planning and implementing social change." (1971, p. 3). Practically any type of organization can adopt social marketing: profit-driven, non-profit, and public organizations (Bloom and Novelli, 1981). In social marketing, face-to-face and the Internet are considered effective marketing channels, in order to simplify the use of limited resources to market in the best possible way to the target group (Andreasen, 2002). The concept of social marketing does not have one single definition. Although, the common view on the mission of social marketing, is to influence social behavior, in comparison to the overall scope of marketing where the foundation is to promote ideas (Andreasen, 2002).

The overall scope of marketing has its main purpose to make the consumer ready to purchase, and thereafter supply the item according to consumers' wants and needs (Kotler and Keller, 2012). On the other hand, social marketing is unique in the sense that its core is to change behavior, and is customer-driven whilst encourage behavioral change with attractive offerings (Andreasen, 2002). Hence, organizations adapting social marketing play a major part in designing, implementing, and evaluating the process of changing target's behavior, along with the drive for change that must come from within the enterprise or the community (Andreasen, 2002). Shaw points out the importance of social enterprise's creativeness and use of entrepreneurial skills "…if they are to resolve the social problems which they are established to address." (2004, p. 203).

Another aspect of social marketing is the need of appropriateness and effectiveness (Andreasen, 2002). These factors contributes to the evaluation whether or not social marketing is the best way to market a social enterprise's offering, by striving to change behavior around a social issue with many elements (Andreasen, 2002). Behavioral change in itself is complex, since it is difficult to point to one aspect to the issue. Usually, there are several variables leading to the issue, hence it is difficult to conduct research in the attempt to answer how to arrange a marketing campaign in order to change its current behavior (Bloom and Novelli, 1981).

2.4.1 Challenges of Social Marketing

Based on the barriers revealed above, the interpretation is there are challenges to overcome when adopting social marketing. In Andreasen's (2002) research, the author summarizes the challenges into four main areas: 1) Many practitioners accept social marketing, however, top management are dubious, explained by managers unawareness of the potential in using social marketing, 2) Social marketing lacks brand positioning due to the many definitions used and difficulty to differentiate enough in comparison to competition, and traits e.g. being manipulative instead of communicative, 3) Due to insufficient documentation of success stories on social marketing, the potential of embracing this approach and resulting in achieving social change might be lost for prospective adopters, and 4) There is a shortage of academic respect due to few impressive achievements.

An additional problem with social marketing is external marketers claiming they possess skills they do not (Andreasen, 2002). Instead, these marketers only incorporate certain elements of social marketing, implying that potential adopters need to develop some understanding of the topic to be able to evaluate the hired marketer's abilities (Andreasen, 2002).

As mentioned above, social marketing has several definitions (Andreasen, 2002) and thus mean different things to people, which might create misperception of the concept. The mix of social change and marketing may lead to misinterpretations of the concepts since marketing can be seen as persuasion of people's minds. Furthermore, marketing social change must be handled carefully and with transparency to avoid miscommunication with customers (Pomering and Johnson, 2009). These issues might also be one explanation to why social entrepreneurs only adopt certain qualities of social marketing (Madill and Ziegler, 2012).

2.4.2 Social Marketing in a Social Enterprise Context

Even though social marketing is an attractive approach to adopt when aiming to achieve social goals, social entrepreneurs only adopt certain elements of marketing instead of implementing an entire campaign (Madill and Ziegler, 2012). This approach is made regardless of a social entrepreneur's formal academic education or knowledge, or without understanding the overall concept (Madill and Ziegler, 2012). In terms of strategic marketing for social enterprises, studies show these organizations engage in marketing without realizing or labeling their practices under marketing (Madill and Ziegler, 2012; Shaw, 2004). Instead, their approach is more ad hoc or unplanned (Shaw, 2004). The unplanned approach connects to the fact that social entrepreneurs do not follow the best marketing practices (Newbert, 2012). However, the reason to why social entrepreneurs do not apply to the best marketing practices is not dependent on their social mission.

Instead, researchers reflect upon social entrepreneurs' values and prioritizations. Social entrepreneurs prioritize social change over business creation, as well as strive to be

proactive in order to serve the market (Steinerowski, Jack and Farmer, 2008; Weerawardena and Sullivan Mort, 2006). Furthermore, social entrepreneurs need to understand the importance of their social mission, since it forms a unique type of enterprise. This prioritization can assist as an explanation to the importance of social enterprises' marketing decisions to serve the market. Likewise, social enterprises operate in competitive markets; hence, they need to adopt business logics similar to their competitors (Weerawardena and Sullivan Mort, 2006). In terms of business operations, the drive to serve the market (Weerawardena and Sullivan Mort, 2006) is a part of social entrepreneurs' vision to also help society as a whole (Newbert, 2012). In order to serve the market, profit-driven social enterprises wish to scale their business but not at the cost of the economic value creation (Newbert, 2012). This implies social entrepreneurs need to build profitable, stable, and sustainable organizations in order to scale and engage in business fundamentals including best marketing practices (Newbert, 2012).

In the context of social enterprises, hiring marketers can be useful in some cases when there is no particular department or unit for marketing (Madill and Ziegler, 2012). There are usually constraints of financial- or knowledge resources in social enterprises, which limits their possibility to perform at their highest potential (Doyle Corner and Ho, 2012; Madill and Ziegler, 2012). The absence of awareness constitutes another constraint (Andreasen, 2002), leading to social entrepreneurs' inability to approach marketing from a strategic standpoint (Madill and Ziegler, 2012). This is associated with the notion that some social entrepreneurs have the inability or lack of knowledge to structure and carry out a marketing campaign.

When adopting social marketing, strategic thinking is of importance (Madill and Ziegler, 2012). Strategic thinking limits full-scale marketing campaigns when social entrepreneurs strive to create social change. Further Madill and Ziegler cite "…only if they [social entrepreneurs] keep both individual and the social or political goal in mind is transformative social change possible. Social marketing as part of a larger mission may well be of strategic use to improve the potential of social entrepreneurial organizations…" (2012, p. 350).

By evaluating strategies through business models, social enterprises can plan their business in order to detect opportunities, and implement them (Timmons, 1980). Internal planning of activities e.g. marketing, is a part of the business plan (Wyckham and Wedley, 1990), and becomes a part of a social enterprise's strategy.

2.5 Summarizing the Theory and Concepts

Social marketing is shown to be a way for social entrepreneurs to market their social mission and offerings. Although, Newbert (2012) discusses social entrepreneurs are not marketing according to the best marketing practices. Additionally, several variables indicate that social entrepreneurs do apply certain elements similar to those of social marketing (Madill and Ziegler, 2012). This type of marketing furthermore entails the

aim for behavioral change (Bloom and Novelli, 1981), a factor also applied to social entrepreneurs. A risk for social entrepreneurs when conducting marketing is skepticism. Therefore, listening to customers when marketing the social mission is of great importance (Pomering and Johnson, 2009). Skepticism might be one reason to why social enterprises have a hard time conducting marketing, combined with insufficient knowledge within the area (Newbert, 2012; Pomering and Johnson, 2009).

Individual values characterize social entrepreneurs (Leadbeater, 1997), which mirrors social enterprises' foundation. A social entrepreneur characterizes a social enterprise with strong leadership, values, and passion towards the vision of social change (Seelos and Mair, 2005; Weerawardena and Sullivan Mort, 2006). In addition, values play an important role within the concept of social marketing due to its mission to create behavioral change (Bloom and Novelli, 1981). Therefore, the theory of values and the concept of social marketing are valuable for researching social enterprises' duality when conducting marketing.

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3 Methodology and Method

In this chapter, the methodology discusses the motivations behind the chosen philosophy, purpose, and approach. In addition, this chapter covers the method used when defining, collecting and analyzing data.

> *"…the power of case study is its attention to the local situation, not to how it represents other cases in general."*
>
> – Robert E. Stake (2006, p. 8).

3.1 Methodology

Methodology implies what type of theory and philosophy a research is based on. It gives suggestions on different methods appropriate for a study (Saunders, Lewis and Thornhill, 2009).

3.1.1 Research Philosophy

The philosophy undertaken for this thesis was the view of interpretivism, which Saunders, Lewis and Thornhill explain as "…understand differences between humans in our role as social actors." (2009, p. 115). The interpretive view believes the world of nature differs from the social world created by humans (Williamson, 2002). Humans interpret actions taken by others and interact accordingly, which results in actions gain meaning (Saunders, Lewis and Thornhill, 2009; Williamson, 2002). By interpreting actions and words, individuals develop different perceptions, and construct a reality with active sense making of their own world (Williamson, 2002). Due to the purpose of this thesis, the view of interpretivism was selected on the reason being the opportunity to interpret a social entrepreneur's behavior, and what factors that underlay their decisions. When using interpretivism, the researcher needs to adopt a compassionate standpoint towards the research area (Saunders, Lewis and Thornhill, 2009). In this thesis, the standpoint demonstrated an understanding of social entrepreneurs and their point of view regarding marketing. Saunders, Lewis and Thornhill (2009) suggest applying an interpretive philosophy to a case study with a small sample and qualitative in-depth investigation.

3.1.2 Research Approach

Interpretive philosophy is strongly associated with qualitative research (Williamson, Burstein and McKemmish, 2002). This thesis applied a qualitative research, meaning that the findings were not numerical but aimed to explain behavior, emotions, organizational functions, phenomenon, and interactions between social entrepreneurship and marketing. Strauss and Corbin (1998) explain these factors being of importance when undertaking a qualitative research. When research aims to understand and explain the meaning of nature or a phenomenon, a qualitative research is preferably chosen (Strauss and Corbin, 1998). Correspondently, Denzin and Lincoln (2011) claim qualitative research is of interpretive nature and occurs in the subject's natural setting, with the aim to interpret and deepen the understanding of a phenomenon.

Within the qualitative research, we chose an abductive approach, since this thesis established topic, purpose, and research questions before proceeding further with the research by identifying suitable theories. An abductive approach, allows having specific theories in mind when starting the research, but still being able to modify the chosen theories during the data collection (Saunders, Lewis and Thornhill, 2012). To structure the procedure, we adopted a research design by Williamson, Burstein and McKemmish (2002). The procedure is illustrated below with full replica of Williamson, Burstein and McKemmish's (2002, p. 33) qualitative research design.

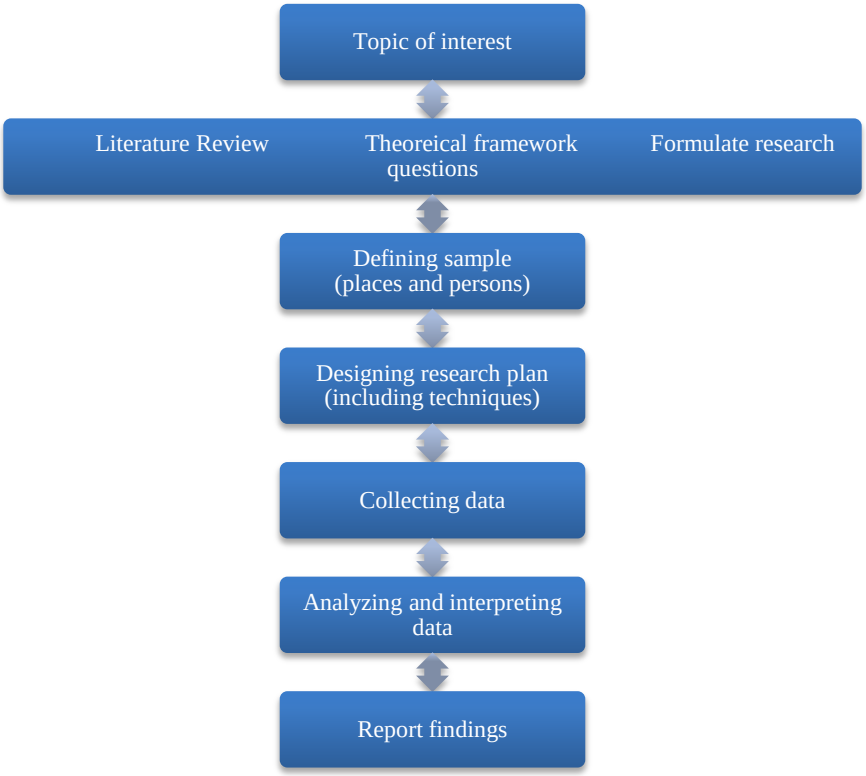

Figure 2 Qualitative Research Design

An overlap between data analysis and data collection, is important when building theory for case study research (Eisenhardt, 1989). The researcher benefits by an easy start in the analysis, and it allows the researcher to be flexible during the data collection. An advantage for the researcher is to be able to make adjustments during the process, which benefit the end-result (Eisenhardt, 1989). Social entrepreneurship and marketing are two broad areas, and while trying to find the right angle to this thesis' research problem, flexibility became of great importance. After we had collected the data, different views of the phenomenon became recognizable, as suggested by Easterby-Smith, Thorpe and Lowe (1991). Hence, the appropriateness of an abductive approach became more apparent.

An abductive approach is a combination of a deductive and an inductive approach (Saunders, Lewis and Thornhill, 2012). Due to that much of the foundation was already recognized, and our purpose was to investigate social entrepreneurship, a deductive

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approach was not chosen since it aims to test theory or hypothesis (Saunders, Lewis and Thornhill (2012). Similarly, an inductive study seemed unsuitable because a researcher has to enter the field with a blank mind and create possible theories (Eisenhardt, 1989). Building a research on no predefined theory is difficult to achieve (Eisenhardt, 1989), and was therefore not chosen.

3.2 Method

Method is the techniques and procedures undertaken to gather and analyze data through the vision founded in methodology (Strauss and Corbin, 1998). Strauss and Corbin continue by the set of methods is the process turning "…that vision into reality." (1998, p. 8).

3.2.1 The Strategy of Studying Cases

Within the qualitative research, one can find the approach of case study (Williamson, Burstein and McKemmish, 2002), which this thesis adopted. Case study approach provides a deeper understanding of the research topic (Saunders, Lewis and Thornhill, 2009; Stake, 2006). Furthermore, Stake (2006) argues the development of qualitative case studies takes on researching 'real-life' situations. A case itself carries the objective of representing the reality (Ellet, 2007). Certain characteristics are required in order to fulfill a case's role in the research (Ellet, 2007). These characteristics include a business issue of significant value in order to draw conclusions from adequate data collection. Furthermore, Ellet states all cases are subjective to their own "…self-interest and limited point of view." (2007, p. 14).

An advantage of case study research for this thesis was the phenomenon of social entrepreneurship combined with marketing being relatively unknown. Therefore, an opportunity arose to explain and understand how and why the duality coexists, is prioritized, and what consequences it carries in marketing strategies. In addition, Darke and Shanks (2002) stress additional advantages for the use of case study research, i.e. when actions or individual experiences are crucial for understanding development or when theory is at its infancy. Disadvantages of case study research are almost exclusively in terms of data collection and analysis concerning a researcher's own interpretations and subjectivity, which can limit the credibility of the study (Darke and Shanks, 2002). Further elaboration on credibility of case study research is addressed and explained in section 3.4 Trustworthiness.

When searching for suitable cases to this thesis, we received assistance from Duncan Levinsohn[4]. He provided us with useful information concerning the case selection of the company Dump Tees, and partly in evaluating criterions regarding the case selections of social enterprises. In addition, Levinsohn assisted in defining social entrepreneurship and gave extended knowledge on the phenomenon.

[4] Duncan Levinsohn is a Doctoral Candidate at Jönköping International Business School, Sweden.

In addition to Levinsohn, we were assisted with information on understanding the geographical area of our study from Sebastian Stjern, who works at the Centre for Social Entrepreneurship Stockholm. Stjern founded and operated the social enterprise, The Fair Tailor, a company that is part of our case study. Therefore, Stjern was interviewed based on his prior knowledge in managing a social enterprise along with his current profession. Stjern gave a deep insight on social entrepreneurship in Sweden, and how the phenomenon may develop in the area.

Multiple Cases

This thesis adopted a multiple case study, and collected data through interviews and an observation. A case study can consist of either a single case or multiple cases, which has different levels of analysis (Eisenhardt, 1989). We chose a multiple case study on the terms that it gave our investigation a broader view to the phenomenon of social entrepreneurship. According to Stake, "…a multicase study starts with recognizing what concept or idea binds the cases together." (2006, p. 23). A well thought through research focus is of high importance, hindering the collecting of data to become exhaustive (Eisenhardt, 1989). Furthermore, Eisenhardt (1989) states if a researcher has the possibility to specify concepts, this helps during the progress and result in a foundation to build research on.

Since multiple case studies usually require a great deal of time to complete a well-done study, a multiple case study has the possibility to achieve a broad view of the investigated subject (Stake, 2006). Eisenhardt (1991) agrees by the fact that a multiple case study can build elaborate theory, find individual patterns across cases (Darke and Shanks, 2002), and compare or link them together to attain a greater picture (Eisenhardt, 1991). In a multiple case study research, a span of four to ten cases is required to provide with sufficient information, which should correspond well to the research's topic (Darke and Shanks, 2002; Stake, 2006). This thesis took on four cases, which lay within the required number of cases, in order for the case study to be of accurate value. The number of cases in this thesis was determined due to time constraints. Although, a multiple case study was still preferable, since applying this approach strengthens findings as well as conclusion (Stake, 2006).

Case Selection

Cases chosen for a research have different roles e.g. reproduction of previous studies (Eisenhardt, 1989), examining different relationships (Stake, 2006) or multiple situations (Darke and Shanks, 2002). Random selection is not preferable for the reason being time limitation to the amount of cases studied (Eisenhardt, 1989; Stake, 2006). Therefore, the selected cases should be of relevance to the focus and provide with diversity to the context (Stake, 2006), or even be each other's extremes (Eisenhardt, 1989). Furthermore, the four cases selected in this thesis were found applying purposeful sampling based on the following criterions: 1) they are profit-driven social

enterprises founded and operated in Sweden, 2) they offer a commodity in which they need to market to their customers, and 3) they are currently engaged in marketing.

3.2.2 Data Collection

Denzin and Lincoln (2011) recommend collecting empirical data through multi-method approaches including case study, interviews, observations, and personal experience. While conducting this thesis, we applied a multi-method qualitative study. Multi-method combines several techniques to enrich the findings and thus the analysis (Saunders, Lewis and Thornhill, 2012). Using different types of methods create a strong foundation, which outweighs the strengths from the weaknesses (Williamson, Burstein and McKemmish, 2002).

Qualitative method is most suited for understanding a phenomenon by linking concepts together (Stake, 2006). The author continues by mention data collection for multiple cases to include interviews, observations, coding, data management, and interpretations. The first two techniques are usually associated with, and preferred in a qualitative research methodology, where collection and analysis of data generates non-numerical information (Saunders, Lewis and Thornhill, 2009; Strauss and Corbin, 1998). Therefore, we applied observations and interviews to this thesis.

Interviews

There are different types of interviews, however this investigation used semi-structured in-depth interviews. Semi-structured interviews uses, as described by Smith (1995), the assumption that responses reflect the interviewee's beliefs, attitudes and actions. When conducting these interviews, we used interview schemes with open questions covering the areas of investigation, followed by probes developing the answers further. One scheme was used when conducting the interviews with Dump Tees, Hjärna.Hjärta.Cash, Bee Urban and The Fair Tailor. Another scheme was constructed for the interview with Sebastian Stjern at Centre for Social Entrepreneurship Stockholm. Constructing an interview scheme beforehand serves the idea of thinking about what possible areas the interview can cover (Smith, 1995). The detailed interview guides used in this thesis are found in appendices.

The conducted interviews used a one-to-one technique, representing interviewer and a single interviewee, as mentioned by Saunders, Lewis and Thornhill (2009). The first interview was face-to-face, and the second used telephone for clarifications of responses. All interviews were in Swedish, and face-to-face interviews were recorded in order to make the transcribing word-for-word easier. The transcriptions assisted the findings and analysis parts. Furthermore, we translated the quotes from interviewees from Swedish to English. On the next page, Table 2 shows a detailed overview of the interviews.

Interview Overview						
Company name	*Name of interviewee*	*Position*	*Date of interview*	*Length of interview*	*Location*	*Mode of interview*
Dump Tees	Patrik Appelquist	Founder & CEO	March 7, 2013	30 min	Växjö	Face-to-face
			April 4, 2013	20 min	Jönköping-Växjö	Telephonic
Bee Urban	Karolina Lisslö	Founder & President of the board	March 11, 2013	75 min	Stockholm	Face-to-face
			April 9, 2013	12 min	Jönköping-Stockholm	Telephonic
Hjärna.Hjärta.Cash	Amir Sajadi	Founder & CEO	March 11, 2013	45 min	Stockholm	Face-to-face
			April 8, 2013	10 min	Jönköping-Stockholm	Telephonic
The Fair Tailor/ CSES	Sebastian Stjern	Founder/ Project manager	March 12, 2013	54 min	Stockholm	Face-to-face
			April 8, 2013	9 min	Jönköping-Stockholm	Telephonic

Table 2 Interview Overview

Observations

Observations add richness to the research data (Saunders, Lewis and Thornhill, 2009), and contain "…the systematic observation, recording, description, analysis and interpretation of people's behavior." (Saunders, Lewis and Thornhill, 2009, p. 288). The observation approach is valuable for business studies when combined with other methods (Saunders, Lewis and Thornhill, 2009). In this thesis, an observation was combined with interviews. The observation occurred during a marketing event that was held at Linneaus University in Växjö. Dump Tees celebrated their one-year anniversary along with the yearly company fair held at the university. We attended the fair and marketing event for 60 minutes and took notes, meanwhile observing the actions taken by Dump Tees and participants. The type of observation this thesis addressed were participant observation, since the aim was to understand the consequences of social entrepreneurs' actions. To make the participant observation feasible, we took on the observer as participant role, as suggested by Saunders, Lewis and Thornhill (2009). Furthermore, it is highlighted all concerned in the observation knows about this role, and the role entails attendance to observe without participation in a similar manner as the 'real' participants do (Saunders, Lewis and Thornhill, 2009).

3.2.3 Analyzing Data

"Analysis is the interplay between researchers and data." (Strauss and Corbin, 1998, p. 13). After collecting data from the interviews and observation, we analyzed the findings. Analyzing data collected from cases is the most important step, however there

are no clear guidelines (Eisenhardt, 1989). The author stresses the importance of compiling a within-case analysis, due to the large amount of data. This type of analysis consists of researchers typically write down detailed case study information from each case, in order to structure and control the amount of data collected (Eisenhardt, 1989).

By analyzing each case individually, researchers are able to find cross-case patterns (Eisenhardt, 1989; Stake, 2006). Finding patterns is critical (Stake, 2006) because researchers easily jump to conclusion on limited data by finding something more interesting, ignoring basic findings and sometimes forget discussions that may have negative impact on the outcome (Eisenhardt, 1989). This might lead to false conclusions and hence, a good cross-case comparison oppose negative outcomes by analyzing the data in different ways. Eisenhardt (1989) identifies three different tactics in structuring a cross-case analysis: 1) dividing the cases into existing categories based on previous literature, 2) combining the cases into pairs and looking for similarities and differences, an approach that might lead to new categories the researcher did not think of, and 3) dividing each case into parts like observations, interviews and so on, where one member of the research team analyzes one specific part each.

Out of the three different approaches Eisenhardt (1989) discusses above, the first approach seemed most suitable for this thesis; -to structure each case into given categories-. Out of this, we made use of the abductive approach where we in beforehand had found common themes and suitable theories to give guidance and structure categories.

3.3 The Context of Study

Social entrepreneurship is a small and relatively unexplored area in Sweden with few large social enterprises, due to them being present only for a short time (Stjern, 2013b). According to Stjern (2013b), social entrepreneurship in Sweden revolves around Stockholm; however, Gothenburg, Malmö, Östersund, and Lund are starting to take notice. Forum for Social Innovation Sweden (n.d.), is located in Malmö, which aims to support Swedish social entrepreneurs. Stjern (2013b) believes it is a matter of time before social entrepreneurship takes off. He sees a growing interest and engagement in social entrepreneurship, still there are relatively few companies starting up. The increased interest is mainly due to ‘young professionals’; young adults, especially women, with high education and a responsible job positions looking for a meaning with their working life (Stjern, 2013b).

On a national scale, the Swedish government established a new type of enterprise in 2006 (Justitiedepartementet, 2009), Särskilda Vinstutdelning-Begränsning (SVB), *Special Limitations for Bonus Allocation*. The form is made specially to suit companies that do not have profit as their primary purpose, including social enterprises, as the form makes sure the profit primarily stays within the company (Justitiedepartementet, 2009). However, SVB is highly debated, and considered a failure with only about 40 registered

companies (Palmås, 2013; Stjern, 2013b). One reason to why SVB failed was the lack of financial support when taken into use (Palmås, 2013).

In 2011 (CSES, 2013a), Center för Socialt Entreprenörskap Sverige (CSES), *Centre for Social Entrepreneurship Stockholm*, was founded after being granted funding from the Swedish ESF-council, a public authority that administer the European Social Fund and the European Integration Fund (Svenska ESF-rådet, 2010). The Swedish ESF-council gave funding on the premises that CSES did a pre-study on the demand of financing for social innovations (CSES, 2013a; Arctædius, Eriksson and Lundborg, 2011). CSES is an organization driven by Stockholm Universitet Innovation AB (CSES, 2013a) with the aim to contribute to the growth and support of Swedish social innovations (CSES, 2013b; Stjern, 2013b).

Enterprises involved with CSES are usually a one-person enterprise with an innovative idea or a new solution to a problem (Stjern, 2013b). However, many of these one-person enterprises underestimate the business practices, and are not aware of them being the ones that need to make a living on the enterprise's premises (Stjern 2013b).

3.3.1 Sweden as the Geographical Research Area

There were two motives for choosing Sweden as the geographical location for this thesis. The first reason was the amount of previous research that concerned the field of social entrepreneurship linked to marketing. We found the potential in contributing to academia and the business society, due to a not fully investigated topic in a Swedish context. The second reason was that we are of Swedish origin, making the search for suitable cases, establishing contacts, and conducting the interviews with the chosen cases easier in terms of language, distance and period.

3.4 Trustworthiness

To increase credibility of a study, triangulation is used within interpretivist philosophy, and can be applied in a qualitative research (Denzin and Lincoln, 2003; Lincoln and Guba, 1985; Saule, 2002). Moreover, "Triangulation is the display of multiple, refracted realities simultaneously." (Denzin and Lincoln, 2003, p. 8). In addition, triangulation brings different views and interpretations to a phenomenon (Saule, 2002). Therefore, triangulation becomes an additional advantage when applying multi-method data collection in the sense that it strengthens the study in at least two ways (Williamson, Burstein and McKemmish, 2002). Firstly, crosschecking between multiple sources shows consistency, identified as source triangulation (Williamson, Burstein and McKemmish, 2002) or triangulation across cases (Stake, 2006). Secondly, methods triangulation implies testing consistency of findings by using different methods concerning interviews and observations (Williamson, Burstein and McKemmish, 2002). To increase this thesis trustworthiness, we took on triangulation in the sense that our study was a multiple case study using a multi-method approach. Our multiple case study

consisted of four cases, hence we were able to establish pattern matching of collected data in findings from interviews and observations.

Credibility show dependability (Lincoln and Guba, 1985), hence practices and procedures need to be described in a detailed manner. To be dependable, we aimed to illustrate and describe how we conducted the study in a transparent way. In addition, illustrating tables with method techniques strengthens the transferability. Methods documented and presented used relevant data collected, which based the foundation for our conclusion. Likewise, we showed and declared procedures and actions taken, in order to generate trustworthiness. We believed the used techniques and practices in this thesis were dependable, and thus has the possibility to be transferred to another research at another time.

Interpretations that are not emerged or assigned with the data, clarifies the issue of subjectivity (Strauss and Corbin, 1998). In addition, the authors "…recognize the human element in analysis and the potential for possible distortion of meaning." (Strauss and Corbin, 1998, p. 137). To strengthen the trustworthiness of this thesis, we considered biases. There are two types of biases: subjectivity that occurs during data collection, and researcher's own values and thoughts (Darke and Shanks, 2002). Ellet (2007) explains interviewed cases are subjective due to own interests and limited understandings. This type of subjectivity from interviewees was taken into consideration when we analyzed our findings. An interpretive research acknowledge and accept subjectivity (Darke and Shanks, 2002), hence this applied to our thesis. Although it is accepted, the use of triangulation neutralized our subjectivity, as suggested by Darke and Shanks (2002).

3.4.1 Ethics of Study

Ethics refers to behavioral standards that meet the participants of the research (Saunders, Lewis and Thornhill, 2012). This thesis had ethical considerations for all involved and affected participants. Interviewees were given the opportunity to be anonymous, and an open dialogue was kept throughout this thesis. Furthermore, participants had the chance to revise and comment on their contributing part, and withdraw their participation at any time.

4 Empirical Findings

This chapter introduces the different cases, and summarizes the empirical findings. A quote table finalizes the chapter structuring shared themes gained from the findings.

> *"The significant problems we face cannot be solved at the same level of thinking we were at when we created them."*
>
> - Albert Einstein (1879-1955)

4.1 Dump Tees

4.1.1 Introduction to Dump Tees

Dump Tees AB is a clothing brand developed in 2012, at a city dump in the capital of Nicaragua (Appelquist, 2013). They specialize in producing t-shirts telling real life stories from people working at the city dump. Dump Tees sells their t-shirts mainly through their Swedish web shop, with the aim to create jobs for the people currently working at the city dump (Dump Tees, 2013). By using clothes as a message carrier, Dump Tees strives to help the people working at the city dump to overcome poverty (Dump Tees, 2013). The company is profit-driven, and they give some of their profit to the non-profit organization gatubarn.nu, as well as an internal scholarship for employees to get an education (Dump Tees, 2013).

4.1.2 Interview with Patrik Appelquist

This section is based entirely on an interview conducted March 7, 2013 supported by a complementary interview April 4, 2013 with the founder and CEO of Dump Tees, Patrik Appelquist.

The lack of emotional satisfaction and personal fulfillment, along with quitting one job and going back to a previous one, made Appelquist take charge of his own frustration. In the search for the right activity, Appelquist felt that although some business activities might have brought him financial gain, they failed to win his emotional attachment. Appelquist's personal interests and characteristics led to the startup of the non-profit organization gatubarn.nu in 2009, which helps children on the streets of Nicaragua. After working with the organization for a year, Appelquist left for Nicaragua to work at the city dump of Managua. During this time, Appelquist gained insight to the need of creating jobs for people in poverty, which in turn raised the opportunity to start Dump Tees.

Dump Tees was founded after winning the 2011 edition of Drakarna i Västmanland, a regional competition for innovative business ideas in Sweden. Appelquist states at that time, he only sold the idea and no product. *"All of the sudden I had 100-200 orders, and no product. It felt very strange, because what do you sell if there is no product or service?"*

Insights on Organizational Vision

The vision of Dump Tees is to create a business activity to provide work opportunities for people currently living in poverty. In addition, it is important for Appelquist to work long-term with Dump Tees. For this reason, a scholarship is starting to take form with the intentions to provide co-workers with the possibility to get an education. This will lead to company growth, and the employees overcome poverty. He states if the employees get education, they will understand the importance of it. The plan is to finance the project with a part of the profit. Appelquist further discusses his attachment to Dump Tees, *"What happens if Dump Tees dies? I might get hit by a car tomorrow, and the business dies, leaving two guys in Nicaragua not knowing what to do."*

The company has the social issue as its core, and builds a business around it, with the aim to be profit-driven. Being a profit-driven enterprise, working to overcome a social issue *"…might be two things that are each others opposites. You are almost not allowed to make money and save the world."* By the knowledge Appelquist gained with gatubarn.nu, he felt being dependent on others for financing was not the way to go; *"In order to run a business, I need to be able to make money."* Hence, a profit-driven type of enterprise was chosen for Dump Tees.

To further grow and scale Dump Tees, Appelquist feels the need of a partner to be able to exchange ideas. He also expresses, *"…an organization should be larger than one person, but today I don't have anyone else."*

Balance a Social Mission to Survive

It is to some degree complex whether Appelquist sees himself as a social entrepreneur and Dump Tees as a social enterprise. *"I do not know. People call me a social entrepreneur and I think that is okay. Some do not want to call themselves social entrepreneurs. A social enterprise to me, is an enterprise that reinvests the profit back into the organization, and carries a social touch from the core, and we have that… So yes, to some extent."*

Appelquist recognizes the term social entrepreneurship as relatively new and unknown in Sweden, with people not being fully aware of what the term entails. This has led to Appelquist having some difficulties explaining to customers that there is no charity involved in Dump Tees. Instead, the aim of the enterprise is to create jobs, a goal that is of highest priority. Although, when people mention charity in the meaning of Dump Tees, Appelquist does not take too much notice. Simultaneously, he explains the importance to point out that neither he, nor his employees would say they do charity. Furthermore, he is cautious of mentioning certain expression that might be associated with charity. *"We do not say 'charity, think about these people, buy this, support us'. I mean, in a way it is not about supporting us. We do not want people to buy [our product] in order to support us."* Instead, Appelquist wants customers to buy their product because they like it.

This statement has made Dump Tees focusing on their product, that the t-shirts delivers high quality. In terms of dependency on customers, Dump Tees wants to signal their enterprise does not concern charity but is a clothing brand. When being a social enterprise, Appelquist means it is easy to focus on the story and the social mission solely, letting the product come secondly. However, Dump Tees almost does the reverse. *"We have chosen to focus on the product, and yes, we happen to have an underlying social mission, but that is not the priority…"* since the enterprise can only survive if selling products. Simultaneously, Appelquist states Dump Tees would not be anything without their story. The combination of product, story and social mission is genuinely what makes Dump Tees survive. Furthermore, Appelquist recognizes customers buy Dump Tees' t-shirts both because of the product, its quality, and the story.

Importance of Networking

From the start of Dump Tees, Appelquist has worked on networking with people active in the area of social entrepreneurship. Making contact and networking with experienced people in the same areas as Appelquist operates, has been important. He saw the strength and link between networks and successful business, a strategy that was successful. *"I needed to get into this group … these social entrepreneurs. Get to know them and learn from them, and in a way educate them. I feel that I have done that now … which is great."*

Another type of networking is finding producers and employees that can directly help the company forward. During Appelquist's stay in Nicaragua, he met his producers and employed two locals. Having locals working for Dump Tees around the city dump in Nicaragua is essential, in order to bring the company and its mission forward. *"They [the employees] have access to the community. I mean, if we would go down there we would get robbed instantly, and that would never work."*

In order to uphold a business, Dump Tees is as mentioned above dependent on their customers. To be able to build up a network around Dump Tees, the use of online marketing, including social media has been practiced, *"I love social media, and I am visible everywhere … The reason is that I see what strength social media has, and how I can build my network through that."*

Marketing Focusing on Online Activities

Until this point in the development of Dump Tees, marketing has not been of major concern or priority. There is no written marketing strategy or plan to arrange activities after, only an overview of what marketing channels that needs to be processed. The one-year-old company has gained a lot of attention in both online and offline media, mainly because Dump Tees won two entrepreneurship competitions in Sweden, as well as the story behind the enterprise. Dump Tees are visible at different marketing channels, including their home page, blog and web shop, Twitter, Facebook, Pinterest, lectures, and articles in daily newspapers or magazines online and offline. Additionally, Dump

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Tees is developing a graphic profile together with a Swedish marketing agency, with the intentions to strengthen the brand communication and recognition.

Online marketing has been the focus for Dump Tees, with the explanation that the costs are almost nothing in comparison to offline marketing. In addition, the possibility to directly measure the outcome and effectiveness of online marketing makes it more attractive. Furthermore, Appelquist believes there is a lack of knowledge for offline marketing compare to online- and social media marketing that *"…came effortlessly in our generation…"*. Appelquist sees a beauty in online marketing, since it is possible to attract many people at the same time. Offline marketing on the other hand feels obsolete and difficult with many different steps the potential customer needs to go through to make a purchase, and concludes *"…on the Internet it is just one click, and you are at the website buying a t-shirt … done!"*

Dump Tees received a check when winning the entrepreneurship competition Drakarna i Västmanland. This has covered all of Dump Tees' expenses for marketing activities up to this point. No additional money has been used, which depends on that Appelquist has done a lot of the marketing setup himself. In summary, the cost of marketing has been the graphic profile, the website, online advertising, and printed material. The use of the Internet and social media is another explanation to the limited amount of money being used for marketing activities.

Concluding, Dump Tees are working on increasing their marketing activities and Appelquist states, *"We want to be a clothing brand so we work a lot on how [other] clothing brands do marketing. Then we have a social touch [to our business] that comes secondly... but it comes simultaneously! That is why we exist… it needs to happen at the same time."*

Observation of Dump Tees' Marketing Event

This section concerns the observation made at a marketing event on March 7, 2013.

Dump Tees took on a proactive approach, in order to attract interested visitors through storytelling and informing about the enterprise. As visitors got interested, the conversation got more focus on the product, aiming to lead to sales. Appelquist's commitment to the product and story was visible for potential customers, as he told the story with compassion.

Further noticed, were people passing by the event speaking about Dump Tees. The story was in focus when these people discussed the enterprise. This observation indicated the use of word-of-mouth as a marketing channel. Additional marketing material observed at the event was printed material e.g. business cards and posters. Moreover, Appelquist and his partner for the day wore the t-shirt. The t-shirts were also displayed for sale, and discount was given to purchasing customers.

4.2 Bee Urban

4.2.1 Introduction to Bee Urban

Karolina Lisslö and Josefina Oddsberg met during their biology education, where they got information about several species of plants were disappearing within the Stockholm area. In order to change this, they founded Bee Urban in 2011, an enterprise offering sponsorship to corporations in order to save biodiversity in urban areas. Bee Urban aims to inspire and educate about pollination and bees (Bee Urban, 2013).

4.2.2 Interview with Karolina Lisslö

This section is based entirely on an interview conducted March 11, 2013 supported by a complementary interview April 9, 2013 with one of the founders of Bee Urban, Karolina Lisslö.

Bee Urban started out as an organization in 2007. At that time, society showed a general interest in Bee Urban's work, but Lisslö and Oddsberg got no response from the business world. Nevertheless, they felt caring about the biodiversity was important and there had to be a business model that would work for them. At the same time, Corporate Social Responsibility (CSR) became modern, and through that trend, they found their way to contact corporations by offering beehive sponsorships. A few years later, in February 2011, Lisslö and Oddsberg started working full time with Bee Urban. Even then, Lisslö and Oddsberg met resistance in regards to their product. Phone calls to corporations resulted in quiet lines, but Lisslö and Oddsberg believed in their product and decided to start a limited corporation. This type of enterprise changed their way of presenting themselves, as well as eased the establishment with potential customers.

Vision Aimed at Sustainability

When species disappear, there is a problem with biodiversity, which is something Bee Urban highlights when lecturing. In Europe pollination by honeybees is estimated to a value of 1900 billions, and it is shown that people easier relate and care about things when they have a value. Bee Urban promotes it is not about being sustainable in the short term, it is about changing the way of thinking. The foundation of the company is to work towards a sustainable urban development, where the bees become a tool to reach that.

Bee Urban's vision is to make people care about the environment and biodiversity, as well as choose sustainable options. *"Hopefully we are not needed as a company in 10 years. Not that I think it is going to happen that fast, but lets say in 50 years. Then I hope we are not needed, and I hope people have stopped acting like they do…"*.

Passion Resulting in Organizational Development

During the first years Bee Urban did not have more than five customers, but they got good relationships with the ones they had, which were trustworthy clients. The clothing brand Hennes & Mauritz (H&M) was one of the first companies eager to sponsor a beehive. At the same time, beehives at Kulturhuset in Stockholm, *Stockholm's Cultural Center*, got much media attention, which led to more companies dared to follow. Currently, cultural centers in Malmö and Gothenburg are becoming interesting in having beehives on their centers' roofs.

Bee Urban have been in contact with CSES, through that connection, they became more market oriented. By believing in customers, and seeing the connection between customers and products, Bee Urban created a broad clientele. According to Lisslö, this leads to a sustainable cooperation. Most people would connect honey and bees with the food industry, but Lisslö is discussing all other industries e.g. cotton, being just as dependent on bees as the food industry, *"…almost all corporations can have a connection, more or less, one just need to find it and anchor it properly."* Lisslö highly emphasizes the importance of sales, and that it is usually seen as something bad to earn money on a good cause in Sweden. Moreover, she believes it is common to underestimate the fact that people want to know what good an enterprise does and how well it performs. At the same time, enterprises are barely allowed to brag. Lisslö instead states it is good to brag both regarding business fruitfulness, and in marketing.

Bee Urban is currently restructuring their company. From always being a two persons company and doing everything themselves, they are now recruiting two more employees to help with the beehives. Simultaneously, Lisslö and Oddsberg have found their positions within the company. Oddsberg will become CEO and deal with the administrative work, whilst Lisslö will take care of communication and PR. With Lisslö's more specific role to work with communication and PR, allows her to strengthen the brand of Bee Urban, by writing more about their partnerships, work and press releases. Furthermore, Lisslö will be able to get a closer connection with Bee Urban's customers, and develop the communication with their partners. This organizational structure also enables Lisslö to develop Bee Urban's product line.

Winning the Beautiful Business Award, sponsored by the trustworthy actors PwC and Tillväxtverket, *Swedish Agency for Economic and Regional Growth*, Bee Urban felt even stronger for their business idea. During their first year, Bee Urban had a turnover of one million Swedish kronor (SEK), and saw the potential to grow even larger. Veckans Affärer, a Swedish business magazine, has ranked bee Urban as one of the top trend social entrepreneurs both 2012 and 2013. This shows not only the environmental movement supports their work, but also the business society.

Combining Online and Offline Marketing Channels

Before Lisslö and Oddsberg decided to study biology, they had prior education in media, which gave them knowledge in how to deal with marketing when starting a

company. From day one, Lisslö and Oddsberg were writing press releases about Bee Urban. Today media is publishing information about Bee Urban faster than Lisslö and Oddsberg can, so instead they make use of that publicity. Customers mostly use Google to find Bee Urban; therefore, they prioritize high results on the search engine in order for their customers to find them. Through Google, a Wikipedia page about Bee Urban is now in the writing, and except for Swedish, the page is also translated into English, Spanish and Chinese. By translating a few keywords, Lisslö is well aware it will result in more hits through searches from those countries as well. Facebook and Twitter are of main importance for Bee Urban, as well as their homepage. YouTube is becoming a strong marketing channel for Bee Urban, where they post films from lectures and other events. After forgetting about YouTube the first years, Bee Urban is now eager to make the most use of it. Last year, Bee Urban had a large exhibition about ecosystem services at Kulturhuset, with the mission to inform the public about what they can do to support biodiversity.

Combining these channels with events and lectures, Bee Urban reach a large amount of people, both in business purpose and in pure informational purpose. Bee Urban is getting many requests for lecturing, which Lisslö enjoys, it also gives Bee Urban good marketing and more recognition. In addition, since Bee Urban is closely connected with Kulturhuset, as soon as they collaborate Lisslö make sure to hash tag or link to Kulturhuset to reach their followers as well. Not only does Bee Urban reach all of Kulturhuset's followers through their collaboration, Kulturhuset also becomes a great marketing channel. They sell Bee Urban's honey are proud of their beehives, which sets right next to the café. In turn, Kulturhuset show people bees are not dangerous.

A future dream for Bee Urban is to have an account on My News Desk, an online tool for press releases, and through that strengthen Bee Urban's marketing. Although, today it is a financial question, since Bee Urban is still able to create their marketing themselves. With the reorganization, Bee Urban has to prioritize where the money is needed.

Depending on what activities Bee Urban engage in, they highlight either the social mission or their business logic. When being present on fairs, their main goal is to inform the public about the decrease in biodiversity, and what people can do to prevent that. When attending a fair, Bee Urban's mission is to inform the public; nevertheless, it also generates sales, often through smaller companies inquiring possible sponsorships. Bee Urban's lectures towards children aims to talk about where food comes from and biodiversity. Towards businessmen, their aim is to discuss sustainable urban development and how Bee Urban can help them reach that within their company.

A View on Investment and Networks

All the attention Bee Urban gains leads to more corporations wanting to invest. Therefore, it becomes important for Lisslö and Oddsberg to think twice of what they need and to what price. To be able to keep full control of the company, Bee Urban has a

board of advisory, which is available with expertise on subjects Lisslö and Oddsberg do not have full knowledge.

This is one reason to why and when Bee Urban's networks are of great importance. When they are developing something new, and if knowledge is missing, Bee Urban makes sure to collaborate with experts within the field. By making use of the expertise, Bee Urban is able to offer customized solutions dependent on what a company wants to signal. Bee Urban always make sure to be ahead, since they enjoy to network and believes it is good for their enterprise. They make sure not only to network on social entrepreneurial events, but also on events their clients attend.

Bee Urban's collaboration with CSES resulted in them learning about strategic financial planning. Lisslö and Oddsberg realized the price for beehives needed to increase from SEK 40 000 to SEK 60 000. Additionally, this strengthened Bee Urban's credibility among clients instead of having a negative impact. Because, even though it seems like a large investment for an environmental manager, as soon as a marketing manager gets involved, it is not considered a large investment. Supporting a beehive does not only generate in a green sustainable CSR activity, it also generates marketing for the company involved. When Bee Urban gets media attention the companies supporting beehives are also mentioned. So far, Bee Urban has not lost any customers, instead current clients want to increase their amount of beehives and clients are proud to be a part of the Bee Urban movement.

Succeeding as a Social Entrepreneur

Bee Urban's recommendations to other social entrepreneurs are:

- *"Love the product*
- *Love the client*
- *Love the vision*
- *Love the human, and*
- *Love to calculate.*

Might sound depressing but it is important if you want to survive. You just have to love to calculate, very simple."

Lisslö again highlights the importance of earning money, and especially earning money whilst doing something good. She explains if people can see that it is profitable to create this type of business, more people will also do it.

When founding Bee Urban, Lisslö did not see herself as a social entrepreneur. Lisslö and Oddsberg were simply entrepreneurs within the environmental field; it was not until the business world used the label social entrepreneur in the context of Bee Urban that they came across its existence. Today Lisslö states *"I see myself as a social entrepreneur … I am an entrepreneur that do something more than only being profit-driven. The core in earning money is to be able to do more good."* The more money Bee Urban earns, the more they can continue to develop their environmental work. The

last state would be to phase out Bee Urban because their social mission is achieved. Concluding, Lisslö is willing to change; Bee Urban works with questions that will change, and finding new solutions becomes a great deal of that.

4.3 Hjärna.Hjärta.Cash

4.3.1 Introduction to Hjärna.Hjärta.Cash

Hjärna.Hjärta.Cash is an organization supporting and inspiring individuals and organizations to create social change. Amir Sajadi (2013) founded the organization Hjärna.Hjärta.Cash in 2009, with the vision to inspire individuals to do business in an innovative manner. Making individuals think differently is not the only vision for Hjärna.Hjärta.Cash. Moreover, Sajadi want politicians and people in power positions to understand that individuals can make a change and create a difference. Through the personal willingness and drive social entrepreneurs possess, they can create as much change in social questions as a major organization with a large amount of members.

4.3.2 Interview with Amir Sajadi

This section is based entirely on an interview conducted March 11, 2013 supported by a complementary interview April 8, 2013 with the founder of Hjärna.Hjärta.Cash, Amir Sajadi.

Sajadi, the founder of Hjärna.Hjärta.Cash, was politically involved for 10 years, wrote leaders in newspapers, and through that wished to make social change. Sajadi felt nothing was happening in the political sector, things discussed were not solving people's problems, and time was wasted on power play. He decided to quit all of his political posts, and only work with a few companies he had operated during the same time. At this time, Sajadi did not see a connection between creating solutions for social problems and running a business, which were his two main interests. Even though Sajadi stopped being political active, the feeling of wanting to be socially involved did not disappear. When Sajadi heard about social entrepreneurship and realized it was a global movement, he became interested to work in this field. He expresses *"…I realized this was a very interesting area; it was exactly in the cutting point of what I was interested in…"*. Still, there was a feeling of frustration that no one had told him about social entrepreneurship before. If Sajadi would have known about this type of enterprise when he was younger, he would not have to chose between joining a political party, a large organization or starting a business.

Inspiring Others to Create Social Change

When founding Hjärna.Hjärta.Cash, Sajadi wanted to help young adults to see the opportunity in social entrepreneurship, and get them to realize there is other ways to create a change than the ones young adults are usually met by in Sweden. Through Hjärna.Hjärta.Cash, Sajadi got the opportunity to work with social enterprises while encouraging young adults to create a change based on their passion.

Today, Hjärna.Hjärta.Cash's have two main interests. Firstly, to inspire people to think with a duality perspective, hence the possibility to start a company whilst at the same time take social responsibility. Secondly, to understand that social change does not only derive from the political sector, but also from individuals. Hjärna.Hjärta.Cash is reaching these goals through operating inspirational activities including educational tutorials and competitions at school and universities. Furthermore, Hjärna.Hjärta.Cash runs larger projects together with authorities, and invest in other social enterprises with resources in terms of finance, knowledge and time.

Valuing the Product in Marketing

Even though the companies Hjärna.Hjärta.Cash invests in have different backgrounds, aims, and type of enterprise, Sajadi emphasizes the importance of marketing. His opinion regarding marketing for these companies is expressed as *"…marketing and sales are crucial, without them there is no activity."*

Sajadi uses different strategies and ideas to market a social enterprise. Hjärna.Hjärta.Cash collaborated with a social entrepreneur to start up an alternative veterinarian clinic, with e.g. lower prices and better accessibility. When starting up the clinic there was no recognition to build on since the location and employees were new to the area. Although at the time they were opening, they were fully booked a few weeks ahead. In order to reach this they had to work hard on recognition and branding, which according to Sajadi is strongly linked to sales. He explains, *"Several businesses do not have the marketing knowledge, especially social entrepreneurs. They believe clients will hire them because they are nice and will save the world."* Sajadi stresses no one will buy a product or service because an enterprise is doing something nice; people buy products because an enterprise is the best within their area of expertise, have fast delivery, and keep high quality. Social entrepreneurs can gain a few customers by being nice but the relationship is not sustainable, nor will it create a profitable business. Instead marketing needs to address what customer will benefit when buying a specific good.

Sajadi further discusses the primary focus, even though it is a social enterprise, needs to be the commodity. Therefore, the commodity within business logic and the social mission strongly interconnects, which creates the need to find the right business model. A social entrepreneur can only sell on their story once. Therefore, the product will help to create a sustainable business, which in the end can solve social problems. Social change has to be a result of the enterprise, and several social entrepreneurs are failing to uphold a sustainable enterprise. This failure leads to the problem of communicating the good social enterprises create when selling the commodity. The same goes for Sajadi's own company, Hjärna.Hjärta.Cash. In projects, they need to show they are best on the market, which creates one of the most important marketing channels – word of mouth.

Marketing Channels Adapted to Resources

Another aspect, which is important to highlight in marketing a social enterprise, is that they are usually small start up companies; therefore, financial resources hinder large marketing campaigns. Sajadi emphasizes a social enterprise cannot use a sum of money now and take the loss later, instead storytelling and media becomes of main importance in the marketing strategy. If there were no financial restrains, the marketing strategy would be completely different. Regarding the financial issue, there is also a naivety among start up social entrepreneurs, they do not know the costs of marketing. A strong belief is that no costs are connected to marketing on the Internet, without realizing the costs of working hours. It is also common to think that young adults are knowledgeable within the area of IT and the Internet, which is not the case according to Sajadi. He states *"…especially young entrepreneurs lack in the fundamental competence, preferably knowledge, to know how to easily get going, and market and sell the product."* Although, something Sajadi has noticed when working with all these different projects, is media friendliness with social enterprises' stories about doing good. One more aspect of the media attention is that many social entrepreneurs are seen as rebels, which creates more debate. Important to remember is that media attention does not equal business. Being on TV or mentioned in a prominent Swedish newspaper does not guarantee customers, usually it creates *"…more fame than fortune."* Sajadi strongly suggests and emphasizes local newspapers and media to reach the target customers. Sajadi explains, a social entrepreneur needs to be ready to meet the awareness a social enterprise generates. Selling a product before it exists might result in not being able to guarantee fast delivery, and meet customers' expectations.

Except media, Hjärna.Hjärta.Cash uses Facebook frequently as a marketing channel. Sajadi thinks Twitter is time consuming; therefore, they are not active there. They use e-mail on a daily basis and have a large e-mail database, however Sajadi recognize the difficulty of getting out important messages even with direct communication. Sajadi have measured the reading-frequency at several times and it is at the best around 40 %. Living up to a reputation gets people talking about the enterprise, which is strongly suggested by Sajadi. Here, word of mouth is of main importance; several of Hjärna.Hjärta.Cash's customers are personal contacts who hire them in trust.

Neither Hjärna.Hjärta.Cash nor their projects have much paid advertisement, for some of their projects they buy Facebook and/or Google Adworks. Sajadi does not feel the need for advertisement; the times they have tried, it has resulted in waste of money. Instead, Sajadi makes sure to be on seminars and conferences to talk about Hjärna.Hjärta.Cash and spread their thoughts. Furthermore, they want to start to write more articles and tell their stories to reach a larger amount of people. An ongoing problem is time, and Hjärna.Hjärta.Cash does not have the time to tell all the stories they are working with.

Investment and Long-term Networks

The question concerning investors and investments is of main interest when discussing rejection in a social enterprise. According to Sajadi, this is something differentiating social entrepreneurs to other businessmen. A social entrepreneur usually says no to an investor quite early in a process, because it goes against what they believe in, compared to a businessman who never rejects a deal.

Sajadi identifies the importance of networks in Hjärna.Hjärta.Cash during the start-up phase. However, as soon as a social enterprise has to deliver, a network will not be helpful. Instead, networks are important in the long run. Sajadi sheds light on the fact that an interesting collaboration can appear at any time; therefore networking and valuing of existing networks are important.

Factors Driving Social Entrepreneurship

Finding the right business model may lead to social enterprises' success. Sajadi continues to discuss the true social enterprise has a business model where products sold generates profit, which can lead to a change in society. Additionally, the drive and motivation behind social change characterizes a social entrepreneur. Allowing a social enterprise to be profitable is self-evident to Sajadi. Social enterprises need to earn enough money to create a spinoff in society. He states if a social enterprise is not allowed to earn money by doing good, it is instead allowed for other companies to earn money and then use those finances to do good. This will not solve a problem, only feed the system. *"…it is okay to take money from multinational corporations that devastate forest, dislodge villages, and do all kind of weird things, in order to get sponsorship from them to do good things. For me, that is upside down.*"

On the question if Sajadi sees himself as a social entrepreneur, he is hesitant. Sajadi believes it is difficult for people unfamiliar to the subject of entrepreneurship to understand the term. Adding the word 'social' complicates the expression even more. Therefore, he is not a fan of the term social entrepreneur, and uses it rarely since the term is *"…a vocabulary that creates distance."*

4.4 The Fair Tailor

4.4.1 Introduction to The Fair Tailor

Sebastian Stjern founded The Fair Tailor AB (The Fair Tailor, 2012a) in 2009 (Stjern, 2013a). The Fair Tailor is a clothing brand specialized in shirts produced in Kathmandu, Nepal, which they sell through an online store in Sweden. Today, their producer Child Watabaran Center Nepal (CWCN) owns The Fair Tailor. CWCN is a social enterprise that reinvests the entire profit into local projects e.g. a school and an orphanage (The Fair Tailor, 2012b). The aim of The Fair Tailor (2012b) is to add to sustainable development in Nepal, inspire others to start social enterprises, and get established companies to engage in both economic and social sustainability.

4.4.2 Interview with Sebastian Stjern

This section is based entirely on an interview conducted March 12, 2013 supported by a complementary interview April 8, 2013 with the founder of The Fair Tailor, Sebastian Stjern.

Stjern worked within the automotive industry when feeling he had nothing more to gain by working there. When leaving his job, Stjern searched for opportunities that would generate something to him as an individual. This resulted in founding The Fair Tailor. The reason for choosing CWCN in Nepal was based on the simple fact that *"…they were the only ones wanting to work with us. We searched for aid organizations wishing to be self-supporting, and no one was willing to become that. It is a totally new way of thinking [to become self-supporting] when only living on grants or donations."*

The Fair Tailor started out as a business plan, when Stjern in 2009 was part of Venture Cup, Sweden's leading competition for future entrepreneurs (Venture Cup, 2012). There he was nominated for the best business idea of the year. This nomination made Stjern more confident in his business, since *"…there was someone who believed in us."*

Two Visions and Several Contacts

The primary vision of The Fair Tailor was to make CWCN self-supporting while creating economic value. A secondary vision was to run a clothing brand online with a social mission. *"It had to be the customers that bought the products in order for us to be viable, hence the vision was good shirts, satisfied customers."*

When attracting customers, The Fair Tailor focused on selling the story rather than the shirts. This choice is explained by the fact that the product was of relatively standard quality, style and average price. In addition, Stjern states The Fair Tailor's story and social work was a main factor, and a requirement in order to create competitive advantage towards other clothing brands.

Going into the business, Stjern and his partner had very little knowledge about producing shirts or running a company, expressed by Stjern as *"…building a website was more difficult than setting up a production in Nepal."* To overcome the lack of knowledge, The Fair Tailor has benefitted from contacts and networks. The producer and the designers were found by coincidence and through contacts of Stjern's friends. Contacts are helpful, especially in the startup phase, although The Fair Tailor created contacts throughout the process, which decrease the importance of having connections obtained from the beginning. Contacts were also important in the marketing infancy of The Fair Tailor. They appeared in a radio commercial for Venture Cup and held lectures about the enterprise and social entrepreneurship without the need of paying for anything of it.

Creating a Plan for Marketing Activities

The Fair Tailor started to engage in marketing after realizing the need of being visible. Before launching their business, they *"…were very quite of what we did during the first*

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6 months, we did not even tell our parents. Instead, we thought as soon as we were ready to reveal what we had worked on, the world would stand and wait for us. Something we realized they would not do."

When reveling their business idea, The Fair Tailor formed a marketing plan containing both online and offline marketing activities. In terms of offline marketing, The Fair Tailor has given lectures about their enterprise, and advertised in daily newspapers. Realizing that the offline marketing was not measurable or economically gainful, along with their business being online, The Fair Tailor shifted to mainly online marketing. The offline marketing today implies lectures made by Stjern. In addition, to enforce the brand's recognition, The Fair Tailor uses the logo on the shirt.

For online marketing, Stjern ran a blog for almost 2 years, where he wrote about The Fair Tailor and social entrepreneurship. He found this forum great for building the enterprise's brand. On top of that, The Fair Tailor has a Facebook group with around 7700 likes (Facebook, 2013), which they have gained through a campaign that donated SEK 1 for each like. The campaign started in 2009 and was unique at that time. To expand the viral escalation, they invited all of their friends to join and like the Facebook group, who in their turn invited their friends and so on. Stjern explains the spread went smooth mainly because of the company's story.

In addition, The Fair Tailor realized the differences in doing good and costs of marketing activities. They concluded advertising in a magazine on sustainability equaled a one-year professional training program for young adults developed by CWCN. The Fair Tailor decided to invest in the training program instead of committing to the advertising. The investment got some attention from media, and Stjern believes it resulted in more publicity due to the goodwill. Their action can be utilized in lectures compared to if they had done the magazine advertising.

Being a Profit-driven Social Entrepreneur

Stjern did not see himself as a social entrepreneur at first, instead there were people telling him what he was. He furthermore calls it a sort of marketing, since he believes being labeled as a social entrepreneur, makes it easier to get recognition. Stjern's definition of a social entrepreneur is *"…a person who tries to solve an issue, social or environmental, with commercial methods."*

The Fair Tailor was questioned for it being profit-driven. Stjern explains, *"We were questioned by the business world of being too nice, and by the non-profit sector of being too commercial."* Still, Stjern reflects on this market position to be correct when referring to the area of social enterprises.

Receiving an Investment

For The Fair Tailor there was no alternative when choosing type of enterprise. In 2010, after being in business for about one year, The Fair Tailor was offered an investment of 40 %, which they accepted. Because The Fair Tailor took on the investment, it

demanded for the enterprise to be profit-driven since the investor wanted a return. Stjern states the investment had both positive and negative aspects, positive in the sense that the investment company added money into the enterprise, which created possibilities, and made them more professional. Stjern identifies the more negative side of the investment as a loss of effectiveness. Beforehand, they used to come up with smart solutions due to financial issues.

In 2011, after being absent of the company for four months, Stjern came back with the intentions to sell and pass on the company to another entrepreneur. Finding a suitable candidate was difficult, which threatened The Fair Tailor closing. In the search for possible solutions, Stjern figured the Nepalese could take over the business and run it from Nepal instead, a solution that became reality.

4.5 Common Themes

Out of the four cases, we have found four common themes that are consider being of importance for social entrepreneurs and marketing. Firstly, regarding the organizational form, all the four companies share a similar idea on profit making. Secondly, regarding marketing decisions, our cases agree adjusting marketing to the customers is of main importance. Commonly used marketing channels are home pages, Facebook, Twitter, and lectures. Thirdly, their marketing decisions reflect the duality's prioritization. In a business context, Dump Tees, Bee Urban, and Hjärna.Hjärta.Cash emphasize the commodity while The Fair Tailor emphasizes the story. However, Dump Tees and Bee Urban discuss the duality's prioritization varying dependent on customers. Lastly, we see networks as a common factor to obtain and cherish contacts in the long run.

To get a better overview the table on the next page illustrates the common themes and the enterprises' views.

Common Themes

Name of Enterprise	*Organizational form*	*Marketing decisions*	*Prioritizing Duality*	*Networks*
Dump Tees	*"In order to run a business, I need to be able to make money."*	*"The reason is that you can get statistics when marketing online … we grow up with social media."*	*"We have noticed we have those who buy clothes because it is a good product, and those who buy because of our social mission."*	*"I am born without networks, and realized quite early that if I am to succeed I need to have good people around me."*
Bee Urban	*"I am an entrepreneur who creates something that is more than only being profit-driven. The core in earning money is to be able to do more good."*	*"One does not only have to believe in the product but … believe in ones customers and see the connection. Because almost all corporations can have a connection … find it and anchor it properly."*	*"It depends on the context … inspirational purpose for the general public … [or] for companies it is more focus on sustainable urban development … Bee Urban can help your company find that role."*	*"We go to every fair, and network not only with other social entrepreneurs … [but] attend more business events, where our customers exist."*
Hjärna.Hjärta. Cash	*"I am very doubtful to the thought of one not being allowed to earn money…".*	*"We do not have the need of advertising, because the main part of our customers are personal relations. And they hire us since they have trust in what we do … it is more about putting time and money on being active in other contexts…".*	*"The social will always come secondly, and it should … The product has to be sustainable; the business has to be sustainable. And that is the standard one has to market."*	*"Yes, in the long run, networks are important … and to build relations. But not to gain any benefit from them right here and now."*
The Fair Tailor	*"We had a company that was profit-driven … in our case that was a requirement. We brought in an investor and they wanted money back."*	*"Since we sold online, we realized the marketing needed to be there."*	*"We sold on the story … and we got a lot of public press because it is a story people want to share."*	*"Yes, you need contacts but not from the beginning."*

Table 3 Common Themes

5 Analysis

This chapter represents an analysis combining findings with theories discussed in the frame of reference. It follows by answering to the research questions.

> *"It is not to see something first, but to establish solid connections between the previously known and hitherto unknown that constitutes the essence of specific discovery."*
>
> – Selye (1956, p. 6)

5.1 Duality Coexistence in Marketing Strategies

Personal characteristics are of primary importance in order to become a social entrepreneur; including traits, not everyone possesses (Seelos and Mair, 2005). These characteristics and mindsets make social entrepreneurs unique in their way of managing an enterprise (Seelos and Mair, 2005; Simón-Moya, Revuelto-Taboada and Ribeiro-Soriano, 2012). Spear (2010) stresses values emerge from previous as well as current actions. *Self-direction* and *Stimulation* (Schwartz, 1994) characterize the investigated cases' start-ups, through the wish for freedom of thought and action, along with a new challenge. The investigated cases either discovered a social issue they wished to engage in, or wished to create something combining their personal interests of social change and business logic (Appelquist, 2013; Lisslö, 2013; Sajadi, 2013; Stjern, 2013a). As values are deeply rooted in a person's behavior (Hemingway, 2005), our findings show social entrepreneurs have both emotional- and business values integrated in the organizations' duality. This interprets social entrepreneurs use business logic values to spread and communicate their wish for social change. In the case of Bee Urban, emotional values for the social mission are visible when they market their product, in terms of constantly striving to raise awareness about urban development (Lisslö, 2013). If the product is of average quality and design, it was found marketing needed to be aimed at the social mission (Appelquist, 2013; Stjern, 2013a). Findings indicate social enterprises are nothing without their social missions. A reason for the investigated cases' success is their social missions' inimitability, which they are dependent on for survival. Realizing the uniqueness in a social enterprise's story indicates a social enterprise's business values are strengthened, in terms of the inimitability. In turn, this has the opportunity to generate more economic value when marketing the social mission in a promotional manner.

Within the investigated cases, balancing the duality of social change and business logic are found to be of great importance within marketing. Findings suggest for a social enterprise to succeed, the need of highlighting the duality is important throughout their marketing strategies. To achieve this balance, it is found that marketing messages are adjusted to suit the different target groups. Furthermore, the findings imply the wish for behavioral change when marketing the social mission. Since social marketing aims to change behavior through attractive offerings (Andreasen, 2002), it is interpreted to be a good type of marketing to use for social entrepreneurs. Social marketing as a tool for

behavioral change is found, as Lisslö (2013) emphasizes, on promoting and raising awareness of the social mission. In addition, Dump Tees market their brand in a similar fashion to other clothing brands. As customers purchase responsible and sustainable clothes, Dump Tees tries to create behavioral change (Appelquist, 2013). The possibility of potential customers taking action by purchasing the offered commodity arises when the social mission is promoted. Moreover, this suggests the wish to upkeep good relations with all stakeholders, which propose the investigated cases having emotional values on the organizational level. The values can be identified in Schwartz's (1994) model as *Universalism* and *Benevolence.* In regards to our findings, the values imply social entrepreneurs should keep an open mind and have a loyal view towards stakeholders, by understanding and being tolerant to people's welfare.

Our findings also discuss the importance of selling and developing the commodity. If a social enterprise is generating more money, it has the possibility to grow and reach their social mission (Sajadi, 2013; Stjern, 2013a). Even though emphasizes are made on the need of a satisfying commodity in order to sell, the uniqueness of the investigate cases lies in their social mission. In attempting to sell the offered commodity, parallels are drawn to marketing in terms of promoting to create sales (Kotler and Keller, 2012). When social enterprises promote their commodity, the social mission gets attention, since the duality interconnects the two. Out of the findings, interpretations lead to social entrepreneurs' wish to create behavioral change through an offered commodity. These two factors of behavioral change and offerings furthermore create fundamentals of social marketing (Andreasen, 2002).

Findings give evidence that the fundamentals of social entrepreneurship, in terms of the duality of social change and business logic, coexist in marketing. Social entrepreneurship has several definitions, which are discussed to create confusion (Steinerowski, Jack and Farmer, 2008; Zahra, et al., 2008). Our findings indicate an unawareness of the term social entrepreneurship when founding their enterprises. Even though the investigated cases today identify themselves as social entrepreneurs, the unawareness also applies for the duality's existence. The unawareness derives from the balancing act of the duality being constant and obvious for social entrepreneurs.

5.2 Prioritizing Duality in Marketing Strategies

As discussed above, our findings show the investigated cases are to some extent adopting social marketing. Although it is not identified by any of the cases, social marketing is integrated in their way of conducting marketing. It is common social entrepreneurs adopt social marketing, but fails to recognize the traits of it in their marketing strategies (Madill and Ziegler, 2012). As discussed by Weerawardena and Sullivan Mort (2006) as well as noticed in findings, the investigated cases prioritize the social mission to highlight their unique setting and to strengthen their competitiveness. The social mission is essential for survival and connects with sustainability of a social enterprise (Weerawardena and Sullivan Mort, 2006). Furthermore, our findings suggest the investigated cases prioritize the commodity in order to earn money to drive the

enterprise forward, and be sustainable. The interpretations are that regardless of prioritizing the social mission or commodity in the investigated cases' marketing strategies, they are aware the commodity would not be attractive without the social mission. Lisslö (2013) mentions the offered commodity is used as a tool for achieving social change, which accentuate social marketing fundamentals. Interpreting the findings suggest by using the commodity as a tool, financial profit can be gained in order to create social good.

Due to absence of awareness (Andreasen, 2002) in terms of what social marketing entails, a strategy can be difficult to execute (Madill and Ziegler, 2012). Our findings imply the investigated cases do not have written marketing strategies; instead, their marketing strategies are relatively unplanned. Although the strategies are not in written form, the investigated cases express prioritization of both the social mission and commodity. The findings indicate resources are scarce, since they are young social enterprises and uses low-cost marketing channels (Appelquist, 2013; Lisslö, 2013; Sajadi, 2013; Stjern, 2013a). From Schwartz (1994) model we find, *Universalism* as one potential factor affecting social enterprises' marketing strategies, in the sense that marketing messages concern global welfare i.e. the social mission. Another potential factor is *Power*, which regards the investigated cases' control of resources when making marketing decisions. In general, enterprises' norms and values become important in the decision-making process (Jacob, Flink and Schuchman, 1962). Findings imply decisions concerning marketing strategies are reflected in social enterprises' norms and values. Their personal values affect how they prioritize the duality in the sense that marketing decisions are taken dependent on what will generate the most sales, which is determined with business values. Social entrepreneurs' marketing decisions are taken based on the possibility to generate financial sustainability and scale in order to do more good. Hence, social entrepreneurs prioritize the duality through decisions concerning marketing strategies in order to achieve the best possible outcome. Furthermore, Weber (1922, cited in Spear, 2010) states actions are built on values, and it is discussed that values give reason to actions (Hemingway, 2005). Therefore, a clear connection can be drawn between actions, e.g. decision-making, and values as driving social enterprises forward.

As mentioned, the investigated cases are young, and financial resources are scarce. Knowing where to allocate time and money is crucial when financial resources are scarce (Andreasen, 2002). Scarce resources drive the investigated cases to use low-cost marketing alternative e.g. online- and face-to-face marketing channels. These are channels considered to be of good use in social marketing (Andreasen, 2002). The findings suggest online marketing has the ability to measure the spread of marketing messages. In addition, findings imply attaining statistics on marketing communication can result in the investigated cases' resources being used in the best possible way. Furthermore, online channels are used for marketing the duality. Channels like Twitter, entails communicating short and fast messages, which enables a social enterprise to effortlessly marketing both the social mission and commodity. As for marketing the

commodity, Appelquist (2013) discusses online marketing is easier in terms of fewer steps from recognition to purchase than if advertised offline.

Findings also show trust building to gain potential customers, and passion for a social enterprise cannot be reached only through online marketing. The investigated cases use face-to-face marketing channels for networking, in order to establish the brand and enterprise (Sajadi, 2013). Networking and close collaborations are used for gaining media attention and stakeholder trust (Lisslö, 2013; Sajadi, 2013). Another type of face-to-face channel is word-of-mouth, observed at Dump Tees' marketing event when people passed by talking about Dump Tees' business and story. Moreover, findings indicate the importance of word-of-mouth to spread awareness concerning a social enterprise (Sajadi, 2013). These face-to-face activities show the critical aim is to build networks with other business actors, which can help to increase coverage of marketing messages. Through collaborations, networking, and trust building activities, a social entrepreneur has the opportunity to share and communicate their social mission. Interpreting the findings, we identify the value *Achievement* in Schwartz's (1994) model as appropriate in the sense that a social enterprise gains trust by demonstrating competence in the area it operates. Additionally, if trust is gained, a social entrepreneur can achieve the social mission. Therefore, as suggested by Kotler and Zaltman (1971) and found in the investigated cases, marketing strategies are planned and implemented in order to create social change.

5.3 Consequences of Duality in Marketing Strategies

So far, it has been discussed the investigated cases engage in social marketing. Social enterprises' engagement considers their wish to change people's behavior, and their main use of online and face-to-face marketing channels. As noticed in findings, due to social enterprises' duality, an opportunity to market the social mission and the commodity arise. A consequence of having the duality in regards to marketing is the multiple target groups (Newbert, 2012). Multiple target groups for social enterprises include, one group purchasing the offered commodity, and another group directly affected by the first groups' purchase (Newbert, 2012). From our findings, Appelquist (2013) recognizes two purchasing target groups. One group purchases the commodity to contribute to social good, and one purchase because the like of the commodity's design. Therefore, the interpretation is social enterprises have the possibility to reach customers that are interested in their offered commodity, and those who supports their social mission. Through the purchasing and beneficiary target groups, social entrepreneurs can act as a middleman, indicating an interconnection between these two clienteles. Connecting the different target groups can be done through social marketing. Social marketing aims to change behavior (Bloom and Novelli, 1981), hence the purchasing group needs to take action in order to create a direct change or impact for the beneficiary group.

Another consequence to consider in terms of a social enterprise's duality is transparency in marketing. In our findings, Appelquist (2013) emphasizes Dump Tees focusing

mostly on their product, for which the story sometimes comes second hand. Further discussed is that this has led to miscommunication between Dump Tees and their customers, on the premises that Dump Tees does charity, which is not the case (Appelquist, 2013). Pomering and Johnson (2009) stress the importance of transparency to avoid miscommunications between businesses and customers. Even if the findings indicate transparency from Dump Tees' side, the notion is that more transparency and clarification of the social enterprise is needed to avoid further miscommunication. Although there is a miscommunication, Dump Tees has not been harmed; instead, findings show it has led to attention and awareness of their product and brand. Based on these findings, social enterprises need to be clear in their communication when marketing the duality, in order to avoid creating skepticism among customers.

In addition to the issue of transparency and skepticism, our findings indicate another consequence in terms of unawareness of the term social entrepreneurship. The unawareness refers to different opinions on what the term social entrepreneurship entails (Weerawardena and Sullivan Mort, 2006). As emphasized by Sajadi (2013) in our findings, the term social entrepreneur creates distance to customers and people not involved in the area of social entrepreneurship. When discussing social entrepreneurship with Stjern (2013b) at CSES, he suggests one way to overcome the difficulty with understanding social enterprises is to simply call them enterprises. Our findings further supports the difficulty, by discussing the term social entrepreneurship is made up by the business world, and has different meanings depending on person (Lisslö, 2013; Stjern, 2013a). Therefore, the consequence of unawareness and understanding of social entrepreneurship in marketing makes the investigated cases not fully comfortable with using the term social entrepreneur (Appelquist, 2013; Lisslö, 2013, Sajadi, 2013, Stjern, 2013a).

The investigated cases' engagement in marketing leads to a consequence in the fundamentals of the duality. It is discussed in our findings that earning profit whilst committing to social change is to some extent not accepted in Sweden (Appelquist, 2013; Lisslö 2013; Sajadi, 2013). Organizational values a social enterprise possesses are interpreted in Schwartz's (1994) model as *Self-direction* and *Achievement*; the organizational vision is clear and characterized by the passion for the social mission. Findings also indicate when a social entrepreneur succeeds in showing and sharing their passion for their business; the trustworthiness increases (Lisslö, 2013; Sajadi, 2013). Additionally, social entrepreneurs need to build financially sustainable organizations in order to expand their business, and scale (Mair and Martí, 2006; Newbert, 2012). In order to be sustainable, our findings stress social enterprises are better off earning own money, than being supported by enterprises that do not follow their lead. Furthermore, financial stability is essential to a social enterprise in order to reach the social change. As discussed before, the investigated cases use marketing in educational purposes. These findings interpret marketing is used for informational reasons in order to change behavior, which are one of the fundamentals of social marketing (Novelli and Bloom, 1981).

As the findings indicate, social enterprises wish to achieve a change and work with something they believe in. A social entrepreneur's prioritization of doing this is dependent on the fact that values are replicated from learned ways of acting (Olver and Mooradian, 2003). The consequence is, as suggested by the findings, that prioritization of the duality becomes a natural and integrated part of a social enterprise, since a social entrepreneur does not reflect on the duality. Instead, a social entrepreneur's drive and passion to change and influence on a special cause interprets emotional values at the individual level. We identify these values according to Schwartz' (1994) model as *Self-direction* and *Stimulation* (Schwartz, 1994). Moreover, social entrepreneurs have business values in terms of *Achievement* and *Universalism*. Factors characterizing these values include ambitious, displaying success, open-minded and understanding the welfare of all people. By interpreting the values on individual level, parallels can be drawn to organizational level, where values of a social entrepreneur represent similar to those of a social enterprise.

6 Discussion

This chapter starts with presenting a model developed from the analysis. Furthermore, this chapter covers a discussion where limitations to this thesis are given in terms of strengths and weaknesses. In addition, suggestions for further research are made.

> *"Great spirits have always encountered violent opposition from mediocre minds"*
>
> – Albert Einstein (1879-1955)

6.1 Social Enterprise Marketing Strategy Model

The analysis has led to the development of a model, representing a cycle of four stages a social enterprise should consider when designing their marketing strategy. The stages emphasize an interconnection between values and the duality of social change and business logic. Based on the investigated cases in this thesis, the model provides an extended view on social entrepreneurship and marketing. The model strives to be inspirational and a guidance when social enterprises decide on their marketing strategy. In terms of marketing channels, the model applies to the channels represented in this thesis: online and face-to-face.

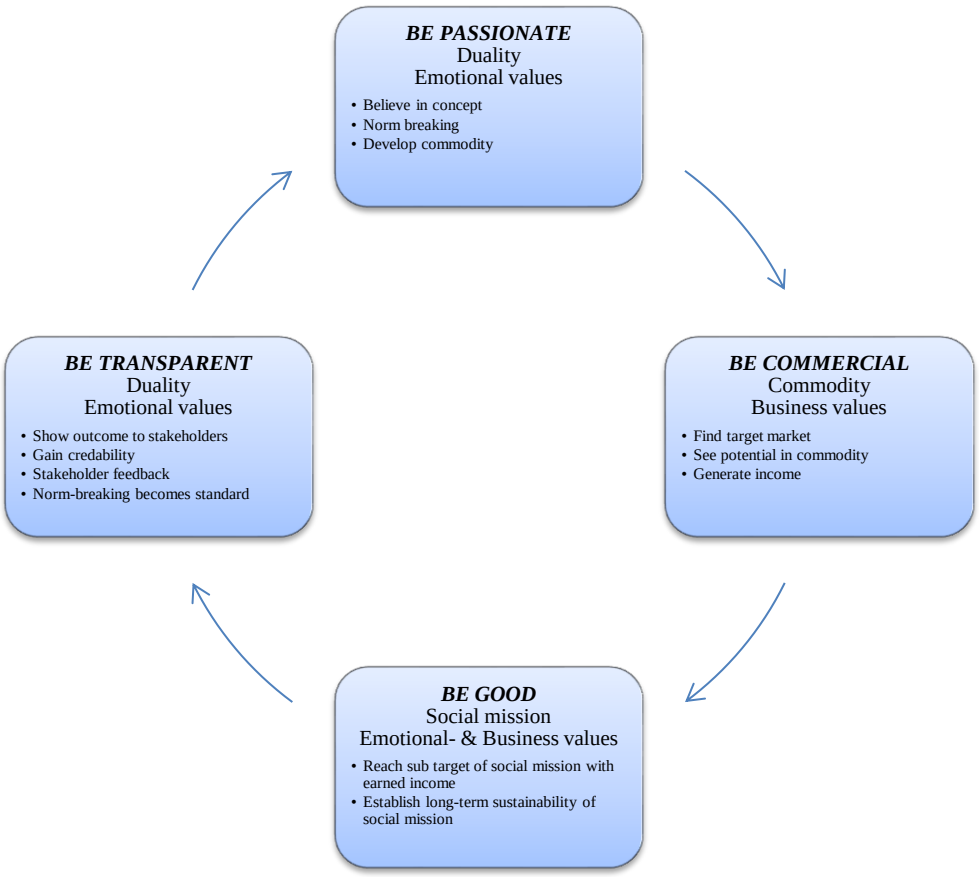

Figure 3 Social Enterprise Marketing Strategy Model

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Social entrepreneurs have a drive and passion for the overall concept of offering the commodity in order to do social good. This is shown to be of importance, both in academic research as well as noticed in the investigated cases. Therefore, we suggest for social enterprises to start in the box *BE PASSIONATE*. A social entrepreneur needs to believe in the offered commodity and the social mission aimed to change. Marketing the duality is unusual, since earning money and serving society is not fully accepted by some people. Therefore, a social entrepreneur has to be prepared to meet resistance from people not acquainted with social enterprises' business logic. The business ideas of social entrepreneurs are in most case norm breaking, and an outcome of their emotional values and characteristics. Hence, the need of emotional values makes social entrepreneurs' mindset not attainable for everyone. Hemingway (2005) states there are different areas of personal value. Findings indicate both individual and organizational values to be of great importance for a social enterprise to develop further and scale. Furthermore, the emotional passion and drive of believing in the concept of the duality, characterize the organizational values of a social enterprise.

The *BE PASSIONATE* box is also characterized by innovation, using new or existing marketing channels and communication messages to grow awareness and likability. Being innovative when marketing the duality may result in increased awareness and collaborations with other enterprises and organizations. In terms of marketing strategies, a social entrepreneur needs to express passion for the duality. Findings showed, in order to be fruitful, a social entrepreneur needs to have a strong believe in the duality, to communicate emotional values to stakeholders. Innovation also characterizes developing the social enterprise's commodity, in order to be competitive.

The next box *BE COMMERCIAL*, concerns generating profit by offering the commodity. The offered commodity is based on a social entrepreneur's business values. The commodity needs to deliver high quality and fast distribution, whilst mirroring business values in a social enterprise. Business values derive from that a social entrepreneur needs to manage a social enterprise, in order to achieve their social mission.

In terms of marketing a social enterprise, a social entrepreneur needs to consider target markets for which the marketing aims. Understanding where to find the target market and what marketing channels to use, lead to reaching potential customers in the best possible way. If social entrepreneurs understand and locate their target markets early, focus can instead be aimed at marketing the commodity in order to sell. *BE COMMERCIAL* also concerns the important function of generating financial stability to a social enterprise, to be able to make more good. Customers purchasing on the term of doing well are not recurring purchasers, and will therefore not support a social enterprise's development. Contrary, customers purchasing due to likeability of the commodity will encourage a social enterprise's developing process. The selling process needs to gain financial profit, and findings show earning money whilst trying to save the world is a credibly business model. Hence, marketing messages should aim at preparing

the potential customer for purchase, as suggested by Kotler and Keller (2012). Further conclusion is earning own money drives a social entrepreneur and a social enterprise forward, instead of being supported with money from large corporations.

In the box *BE GOOD*, a social entrepreneur focuses on the social mission with help of emotional and business values. Business values make sure to generate income from the sold commodity, while emotional values control achievement of the social mission. The interconnection between the values is that the income from the sold commodity is used to reach a sub target of the social mission. To ensure sustainability of the social mission's sub target, a long-term establishment needs to be made. Hence, it is not enough to only cover the social mission in a short period. Instead, the social mission should strive to be self-sufficient in the long run.

The income gained from selling the commodity is used to cover costs associated to reach the social mission. Furthermore, any possible profit after the sub target of the social mission is reached, has the possibility, but not the requirement, to be reinvested into the enterprise. If profit is reinvested, scaling can become possible, and with more profit, social enterprises can do more social good. Here, a marketing strategy should focus on educating and give people an understanding of what and how much social good can be made with own financial resources. A requirement for social entrepreneurs is to be allowed to earn profit, and to be self-sufficient; hence, they need to be treated like any enterprise (Stjern, 2013b).

When social entrepreneurs reach sub targets of their social mission, they need to declare what has been achieved. This brings us to the last box, *BE TRANSPARENT*, indicating the importance for a social enterprise to be transparent with actions. Transparency involves a social entrepreneur's emotional values, which reflect actions taken concerning the duality. By being transparent consumer skepticism is prevented in a social enterprises' marketing strategy. Communicating marketing messages in a clear and direct fashion, prevents miscommunication and skepticism between a social enterprise and customers. This increases the opportunity to establish a long-term relation between a social enterprise and stakeholders. Social enterprises need to have transparent communication throughout the cycle, and as soon as sub-targets are achieved, transparency becomes of even greater importance. To increase credibility and trustworthiness, marketing communication needs to express emotional values, when using the commodity as a tool to reach sub targets of the social mission. For future continuation of customer purchasing the commodity, a social enterprise needs to be credible. Creditability is gained by showing how a social enterprise allocates resources, in order to achieve the social mission. Marketing channels e.g. lectures, updated websites and social media becomes of great use to show visibility of accomplishments, and to gain stakeholder recognition. Gaining recognition results in a changed way of looking at standards. What was considered norm breaking when a social entrepreneur entered the market is now proven to work and hence, has the possibility to become standard.

Getting feedback from stakeholders becomes an important part since it results in further motivation for a social entrepreneur. After earned recognition and feedback from stakeholders, the cycle continues to *BE PASSIONATE*, where a social entrepreneur can continue to develop the commodity. Scaling of the organization might also become possible since the belief of a social enterprise's concept is shared among stakeholders.

6.2 Limitations

To be credible and trustworthy in our study, we have demonstrated transparency in our choices of method to conduct this thesis. Although, with a qualitative multiple case study, some limitations need to be considered. This thesis aimed at explaining the duality in a social enterprise's marketing strategy; hence, multiple sources have been used in order to achieve this purpose. If we would have collected a larger number of sources in terms of cases and litterateur, a broader view of the studied area could have been obtained. Our research is based on four different case studies, however a larger number of cases could have added richness to this thesis in form of more collected data. The number of cases was selected based on time constraints and geographical area. Despite this, the selection of cases and collection of data has brought diverse and sufficient information. The collection of number of sources also applies to this thesis' geographical area. Since we have studied one country, our findings cannot be generalized, nor was it had the primary intention.

A limitation was the subjectivity from the interviews conducted with the social entrepreneurs. The collected data was thus subjective according to their thoughts and values. The interviews generated more data than was found of relevance to achieve the purpose of this thesis, and answer to the research questions. Therefore, data only considered being accurate and relevant to our purpose and research questions were used.

This thesis was considered to have another limitation in the sense that we were only using primary sources in our findings. If secondary sources had been used in our findings, e.g. marketing materials, and articles written by journalists concerning the investigated cases, our conclusion might have been strengthened. However, since our aim was to investigate social enterprises' marketing strategies, decisions and reasons for those strategies can only be found with help from the social entrepreneurs. Additionally, we have interviewed the ones responsible for the marketing strategies in these social enterprises. For these reasons, we did not believe these types of secondary sources would have helped us in answering our research questions.

Not only was there risk of subjectivity arising from the investigated cases. In addition, we needed to consider that the investigated cases were young; therefore, marketing was not fully developed. Still sufficient information to answer our research questions of how the duality coexists, is prioritized, and what consequences it carries in marketing strategies were gained.

What might be seen as a limitation was that no investigation or follow-ups on the investigated cases were made regarding their marketing strategies. Since our aim was not to give recommendations to the investigated cases, only to understand and explain the interrelations between the duality and marketing, further research was not conducted.

6.3 Further Research

The area of social entrepreneurship is relatively unknown and the phenomenon has only been around for the past couple of decades. Because of the unawareness of the term social entrepreneurship, in Sweden, Swedes are still hesitant regarding earning money on social good. Profit-driven social entrepreneurs in Sweden, have the duality emphasizing on creating a social change by offering the commodity to drive this, and earn money. The duality is shown to enable earning money on social good, but also the opportunity to scale with own organizational financial power. For future research, we wish to see a generalized understanding of the term social entrepreneurship in both academia and business society. In addition, a realization of the potential in these kinds of enterprises should be met.

Whilst conducting our research, several other areas of interest have arisen. To back up our findings of how the duality coexists in social enterprises' marketing strategies, a quantitative study can be made. This is suggested to address consumers' prioritization and wants, which can help to further investigate and design a best marketing practice for social enterprises from a consumer perspective.

Existing academic research and the business society show an increased interest in social entrepreneurship. Research can thus be made concerning if social entrepreneurship can serve as a blueprint for enterprises in the next century.

Finally, we believe it would be of great interest if a similar study were conducted in another geographical area, in order to draw parallels between researches. This can provide insight on the subject, and strengthening academia as well as the business society's understanding.

7 Conclusion

This chapter represents the conclusions, where the purpose responds to the findings, analysis, and discussion.

> *"Life's most persistent and urgent question is, 'What are you doing for others?'"*
>
> –Martin Luther King, Jr (1929-1968)

This thesis shows the duality of social change and business logic coexists in a social enterprise, and is obvious for a social entrepreneur, since the duality builds the foundation of a social enterprise. Social entrepreneurs have a unique mindset due to the wish to create a social change. They use business logic in terms of the commodity, to achieve the social mission that will create that social change.

Furthermore, personal values of a social entrepreneur control the prioritization of the duality in marketing. Since the main vision for social entrepreneurs is to create social change, they adopt elements of social marketing. The marketing strategy of a social enterprise balances the duality, since the two sides need each other to create sustainability. The duality is marketed with different purposes; the social mission creates awareness and competitiveness, whilst the commodity stimulates purchase. If the duality is marketed in a balanced manner by creating awareness and promoting the commodity, there is an increased possibility to scale, and hence do more good.

Because of the wish for social change, marketing needs to focus on behavioral change. Behavioral change can be of importance since a social enterprise has two target groups. Therefore, a social enterprise needs one target group to take action and purchase the commodity in order to affect a beneficiary group positively. In addition, as social entrepreneurship is a new phenomenon, social enterprises need to market their mission in a clear way in order to avoid stakeholder skepticism.

In section 6.1, an illustration based on the analysis' outcome demonstrates a model, striving to inspire and guide social entrepreneurs in their marketing strategies. The model considers the duality of social change and business logic, along with values. It involves the four stages *BE PASSIONATE, BE COMMERCIAL, BE GOOD,* and *BE TRANSPARENT*. In turn, the stages cover the fundamental values of social enterprises when designing marketing strategies.

In conclusion, prioritizing and balancing the duality of social change and business logic in marketing strategies, give social enterprises a way of presenting their social standpoint and offerings. The duality along with social entrepreneurs' unique mindset and personal drive creates the possibility for social enterprises to influence and change behavior of others.

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Appendix I Interview Guide Cases

Interview Guide for Dump Tees, Hjärna.Hjärta.Cash, Bee Urban, and The Fair Tailor

Give the interviewee overall information concerning the purpose of the study, who are involved, and the interviewee's contribution to the study.

Theme 1: Tell us about your social enterprise

- How and why did you start?
- Vision and purpose?

Theme 2: How do you think regarding marketing?

- Value and prioritize marketing?
- Highlights in marketing?
- Strategy or factors driving you marketing decisions?
- Marketing channels?

Theme 3: Financial resources, networks, knowledge

- Are you and do you see yourself as a social entrepreneur?
- Decisions in marketing due to financial resources?
- Contacts and networks valuable? In what sense and when?
- Development within the organization? Resource limitations?

Appendix II Interview Guide CSES

Interview Guide for Center for Social Entrepreneurship Stockholm, Sebastian Stjern

Give the interviewee overall information concerning the purpose of the study, who are involved, and the interviewee's contribution to the study.

Theme 1: Tell us about social entrepreneurship in Sweden

- What is the role of CSES?
- Social entrepreneurship support in Sweden?

Theme 2: Marketing for social entrepreneur

- Guidelines for how marketing should be conducted?
- Importance during start-up?
- Strategy?

Theme 3: Development of marketing for social entrepreneurs

- Future development?
- Knowledge regarding social entrepreneurship? University-level?
- Prognosis for social entrepreneurs?