

**MAKING SENSE OF THE MIDDLE GROUND:
SHARED VALUE IN NASCENT SOCIAL ENTREPRENEURSHIP**

PATRICIO OSORIO-VEGA

Thesis submitted to the University of Nottingham for the degree of Doctor of
Philosophy

September 2015

Abstract

Whilst social entrepreneurship is widely accepted as an issue of critical and contemporary importance, why and how social and economic aspects of value coexist within the phenomenon remain elusive. Current attempts to address this complexity tend to insist on the presumption that social and economic imperatives are distinct concerns that need to be combined, trying to unveil strategies to manage tension in social enterprises (hybridity approach) or piecemeal factors that could satisfactorily explain social (and environmental) orientation in entrepreneurship (sustainability approach). Recent work has highlighted the need to address the possibility of mutually constitutive configurations, where the nexus between social and economic imperatives is not a trade-off but a symbiosis. However, this increasing attention remains largely theoretical. This thesis addresses this gap by empirically examining the construct of shared value creation (SVC) in social entrepreneurship. Through this lens, the nexus between social orientation and economic self-interest becomes a third aspect of value with its own underpinnings.

This thesis focuses on nascent social ventures and responds to increasing calls in both entrepreneurship and social entrepreneurship to pay more attention to underlying processes and early stage phenomena. Sensemaking theory is embraced for this task as it provides a recognised process-based guide, and also represents a novel approach to study the noise and hustle of nascency. The resultant SVC-Sensemaking conceptual framework presuppose that nascent social entrepreneurs concerned with SVC enact their value propositions through processes of sensemaking, potentially updating their sense of value every time they face confusing yet relevant circumstances, elaborating plausible responses that are anchored to relevant identities.

As the UK is one of the most developed institutional settings for social entrepreneurship, a longitudinal study of four nascent British social ventures was undertaken. Data was collected through documentation, sporadic participant observation and audiotaped semi-structured interviews over a one-year period, aiming to explore the entrepreneurial process as it unfolds to avoid post hoc bias and to share the sensemaking process as an ongoing accomplishment. The research

adopted an embedded multiple-case strategy, studying a series of change events (as sub-cases) in depth. The ongoing analysis generated a number of codes that were later clustered into the three SVC elements of economic self-interest, social orientation, and the mutually constitutive configuration between both. In order to allow for theoretical generalisation, these findings were then examined across cases.

The findings are briefly outlined as follows. *SVC's Frame*: founders secure a mutually constitutive stance from the onset by building upon a personal need that relates to a social issue of some sort. The social imperative becomes a means for competitive differentiation. *SVC's community interlocking*: founders create social ties for resourcing from scratch, usually through arm's-length exchanges (e.g., bartering). In addition, effective socialisation (exchanges) sustains their sense of altruism, enhancing social imperatives (e.g., aiming to trigger entrepreneurial behaviour in their communities). *SVC's centralised control*: both creation of ties and the search for guidance/inspiration from them will always be filtered by the SVC's frame, depicting a highly centralised process. *SVC's endurance*: whilst the social-economic value configuration emerges mutually constitutive, it will only endure as such if the identity fuelling the mutually constitutive nexus is non-negotiable, such as fulfilling a mother's duty. If this is not the case, the identity fuelling the social imperative and the identity fuelling the economic imperative can eventually antagonise each other if new circumstances deem one or the other implausible.

The key theoretical contribution of this thesis focuses upon the emergence and endurance of nascent entrepreneurship phenomena with SVC configurations. By illustrating this from a novel lens which emphasises symbiosis in a largely overlooked setting (nascency), through a much needed process-based approach, this work empirically adds to the debates on the middle ground of social entrepreneurship, nascent entrepreneurship and SVC, as well as to sensemaking.

Acknowledgements

I would like to acknowledge my wholehearted gratitude to the founders of the four nascent social ventures studied in this thesis. They kindly allowed me to be a witness of a significant experience in their lives, providing in turn an amazing experience of my own. For that I am greatly indebted.

I also gratefully acknowledge the encouragement, brilliance, thoughtful guidance and support of my supervisors, Professor Susan Marlow and Dr Hannah Noke. I am deeply thankful as well to the whole administrative team at the Nottingham University Business School, especially the excellence and support of Andrea Tomlinson, Stella Fuller, Adam Goldberg, Sue Walker and Catherine Thompson. The same goes for all my good friends; you know who you are.

I also fully acknowledge the University of Nottingham and Conicyt (Chile) for their financial support. Without it, this research would have not been possible.

Most of all, I want to express my love and gratitude to my family, Mary, Patricio, Gabriela, Natalia, Gabriel, and Mercedes. And thank you to beautiful Dr Angela Kang, whose wonderful support made this process a great journey.

Table of Contents

Abstract	1
Acknowledgements.....	3
List of Figures.....	7
List of Tables	7
List of Abbreviations	8
Chapter I Introduction.....	9
1.1 The Middle Ground: A Focus on Value Configurations in Social Entrepreneurship	9
1.2 Mutually Constitutive Value Configurations: A Focus on SVC and Nascent Settings.....	11
1.3 SVC and Sensemaking: A Theoretical Framework.....	13
1.4 Research Question, Research Design and Intended Contributions	14
1.5 Structure of the Thesis.....	16
Chapter II Shared Value in the Middle Ground of Social Entrepreneurship	19
2.1 Introduction	19
2.2 Middle Ground of Social Entrepreneurship	20
2.2.1 The UK Context.....	22
2.2.2 Middle Ground Contextualised	24
2.2.3 Middle Ground: Key Debates	29
2.2.4 The Overlooked Relevance of Nascent Settings.....	34
2.3 Shared Value Creation (SVC), the Middle Ground and Nascent Settings	36
2.3.1 The SVC Basic Elements	37
2.3.2 The SVC Avenues	39
2.3.3 SVC and the Middle Ground of Social Entrepreneurship.....	42
2.3.4 The SVC Avenues Adapted for Nascent Settings	43
2.4 Summary.....	45
Chapter III A Sensemaking Approach.....	48
3.1 Introduction	48
3.2 Sensemaking	49
3.2.1 The Seven Properties of Sensemaking.....	49
3.2.2 Criticism	53
3.2.3 Animating Sensemaking into a Process	55
3.2.4 The Organising Process of Sensemaking.....	57

3.2.5 Sensemaking, Entrepreneurship and Nascent Settings	64
3.3 SVC in Nascent Settings as a Process of Sensemaking	65
3.3.1 Sensemaking Adequacy	66
3.3.2 SVC-Sensemaking Analytical Framework.....	67
3.4 Summary.....	69
Chapter IV Methodology	72
4.1 Introduction	72
4.2 Ontological and Epistemological Assumptions	72
4.3 Research Design	75
4.3.1 Focus on Events	75
4.3.2 Embedded Multiple-Case Study: Events within Nascent Social Ventures	78
4.3.3 Preliminary Considerations	79
4.3.4 Selection of Nascent Social Ventures	81
4.3.5 Data Collection	85
4.3.6 Data Analysis	89
4.4 Summary.....	93
Chapter V Making Sense of SVC: Within Case Analysis	95
5.1 Introduction	95
5.2 Angel Guardian.....	97
5.2.1 Overview of Angel Guardian	97
5.2.2 Making Sense of SVC in Angel Guardian	99
5.2.3 Summary	108
5.3 Bright Veg	111
5.3.1 Overview of Bright Veg	111
5.3.2 Making Sense of SVC in Bright Veg.....	113
5.3.3 Summary	123
5.4 Classy Fruits.....	125
5.4.1 Overview of Classy Fruits Enterprise	125
5.4.2 Making Sense of SVC in Classy Fruits	127
5.4.3 Summary	136
5.5 Darling Town	139
5.5.1 Overview of Darling Town.....	139
5.5.2 Making Sense of SVC in Darling Town	141
5.5.3 Summary	149

5.6 Summary.....	152
Chapter VI Making Sense of SVC: Cross Case Analysis and Discussion	154
6.1 Introduction	154
6.2 Product or Service Introduction (P/S).....	155
6.2.1 SVC’s Frame.....	155
6.2.2 SVC’s Endurance	162
6.3 Instrumental Social Relations Locally (ISRL): SVC’s Community Interlocking.....	170
6.3.1 Creating Social Ties.....	170
6.3.2 Sustaining Altruism	174
6.4 Early Organising Routines (EOR): SVC’s Centralised Control	178
6.4.1 Filtering Social Factors	179
6.5 Summary.....	184
Chapter VII Conclusion	187
7.1 Introduction	187
7.2 Key Outcomes	187
7.3 Contribution to the Literature	190
7.3.1 Nascent Mutually Constitutive Configurations	190
7.3.2 Nascent Hybridity and Sustainability.....	192
7.3.3 Formalising the Middle Ground	193
7.3.4 Nascent SVC: From Myth to Fact.....	193
7.3.5 Insights on Nascent Entrepreneurship	195
7.3.6 Insights on Sensemaking.....	196
7.4 Contribution to Practice	197
7.5 Limitations of the Research	200
7.6 Suggestions for Further Research	202
7.7 Reflective Statement.....	204
References.....	207
Appendix A – Exemplary Quotes for Angel Guardian	230
Appendix B – Exemplary Quotes for Bright Veg	238
Appendix C – Exemplary Quotes for Classy Fruits Enterprise	253
Appendix D – Exemplary Quotes for Darling Town	266

List of Figures

Figure 2.1 – Value Creation Spectrum in Social Entrepreneurship.....	25
Figure 2.2 – SVC and its Three Basic Elements	37
Figure 2.3 – SVC and the Three Avenues for its Emergence	39
Figure 2.4 – SVC for Nascent Settings	43
Figure 3.1 – Sensemaking as an Organising Process.....	59
Figure 3.2 – SVC from a Sensemaking Perspective	69
Figure 4.1 – Embedded Design for a Multiple-Case Study	79
Figure 5.1 – SVC through an Organising Process of Sensemaking.....	96
Figure 5.2.A – Making Sense of SVC in Angel Guardian (optimistic first stage)	109
Figure 5.2.B – Making Sense of SVC in Angel Guardian (pessimistic second stage).....	110
Figure 5.3 – Making Sense of SVC in Bright Veg	124
Figure 5.4 – Making Sense of SVC in Classy Fruits	138
Figure 5.5 – Making Sense of SVC in Darling Town.....	151

List of Tables

Table 4.1 – Protocol	81
Table 4.2 – The Four Cases Selected	84
Table 4.3 – Template for Semi-structured Interviews	86
Table 4.4 – Example of Clustering (Angel Guardian).....	91
Table 4.5 - Comparison of Events Within Each Case.....	92
Table 5.1 – Events for Angel Guardian.....	99
Table 5.1.A – Economic Self-Interest (Angel Guardian)	101
Table 5.1.B – Social Orientation (Angel Guardian)	104
Table 5.1.C – Mutually Constitutive Social-Economic Nexus (Angel Guardian)	108
Table 5.2 – Events for Bright Veg.....	113
Table 5.2.A – Economic Self-Interest (Bright Veg)	116
Table 5.2.B – Social Orientation (Bright Veg)	119
Table 5.2.C – Mutually Constitutive Social-Economic Nexus (Bright Veg)	122
Table 5.3 – Events for Classy Fruits Enterprise	127
Table 5.3.A Economic Self-Interest (Classy Fruits Enterprise).....	130
Table 5.3.B – Social Orientation (Classy Fruits Enterprise)	133

Table 5.3.C – Mutually Constitutive Combination (Classy Fruits Enterprise)	136
Table 5.4 – Events for Darling Town	141
Table 5.4.A – Economic Self-Interest (Darling Town)	144
Table 5.4.B – Social Orientation (Darling Town).....	145
Table 5.4.C – Mutually Constitutive Combination (Darling Town)	149
Table 6.1 – SVC Identities (Four Cases)	163

List of Abbreviations

Terminology	Abbreviation
Classy Fruits Enterprise	CFE
Community Interest Company	CIC
Early Organising Routines (SVC Avenue)	EOR
Economic Self-Interest (SVC category)	ESI
Instrumental Social Relations Locally (SVC Avenue)	ISRL
Mutually Constitutive (SVC category)	MC
Occasion for Sensemaking	OSM
Product/Service Introduction (SVC Avenue)	P/S
Shared Value Creation	SVC
Social Orientation (SVC category)	SO
United Kingdom	UK
Young Adults with Learning Disabilities	YALD

1.1 The Middle Ground: A Focus on Value Configurations in Social Entrepreneurship

This thesis explores an issue of critical and contemporary importance, that of social entrepreneurship (Nicholls, 2006; Kraus et al., 2014) and its role on value creation (Zahra and Wright, 2015). Entrepreneurship is not always productive (Baumol, 1990), which has been stressed by the economic crises affecting the early 21st century (Seymour, 2012). The urgency to rethink the social value added from entrepreneurship activity becomes apparent (Chell, 2007; Zahra and Wright, 2015; Shepherd, 2015), turning social entrepreneurship into a dominant discourse within entrepreneurship research (Kraus et al., 2014). This is reflected by the emergence of research centres in leading universities (Nicholls, 2006) and a high growth rate in the production of academic articles (Short et al., 2009; Kraus et al., 2014). But, whilst its relevance is widely acknowledged (Nicholls, 2006; Martin and Osberg, 2007; Tracey and Phillips, 2007; Short et al., 2009; Huybrechts and Nicholls, 2012; Kraus et al., 2014; Shepherd, 2015), social entrepreneurship remains highly heterogeneous as a practice (Martin and Osberg, 2007) and loosely defined as a construct (Mair and Martí, 2006; Murphy and Coombes, 2009; Nicholls, 2010a; Santos, 2012; Nicolopoulou, 2014).

This thesis avoids endless definitional debates by assuming the contested nature of social entrepreneurship as something to build upon rather than something to fix (Nicholls, 2010; Choi and Majumdar, 2014). If embedded in a contested domain, a requisite for research is signposting a clear focus (Choi and Majumdar, 2014). Only then will others in a contested domain be able to assess their relationship with the research and judge its merits for influencing their own work (ibid). With that in mind, this thesis clarifies a specific focus on value creation, which is a subject of increasing interest in the social entrepreneurship literature (Zahra et al., 2009; Santos, 2012; Lautermann, 2013; Dorado and Ventresca, 2013; Agafonow, 2014; Zahra and Wright, 2015). The thesis understands value creation as effects from certain activities that are favourable relative to their costs (see Porter and Millar, 1985; Porter and Kramer, 2011). Economically, these favourable effects regard

'profit', understood as "creat[ing] something you can sell for more than the cost of producing it" (Porter, interviewed in Driver, 2012: 426), which some label as 'economic wealth' (Zahra et al., 2009) or 'value capture' (Santos, 2012). Socially (and environmentally), favourable effects should be understood as beneficial social and/or environmental outcomes that exceed the 'social' costs or 'externalities' of performing the activities that created those outcomes (Porter and Kramer, 2012), which some regard as 'social wealth' (Zahra et al., 2009) or (genuine) 'value creation' (Santos, 2012). In addition, this thesis is concerned on an entrepreneurial and, hence, propositional perception of value.

Due to the heterogeneity of social entrepreneurship (Kraus et al., 2014), declaring a focus on value creation demands further clarification. Indeed, value creation in social entrepreneurship can regard different things encompassing a spectrum of perspectives. At one end of this spectrum, social entrepreneurship is seen as a redundant construct, highlighting that all productive entrepreneurship activity has a social function (Chell, 2007; Schramm, 2010; Acs et al., 2013). At the opposite end, social entrepreneurship is largely seen as a matter of good will, depicting a phenomenon with a neat and tidy social mission that precedes and defines any other consideration (Foster and Bradach, 2005; Drayton, 2006; Weerawardena and Sullivan Mort, 2006; Bornstein, 2007; Yunus, 2007; 2010; Santos, 2012). Such perspectives outline simplified value configurations, presuming that one form of value is either a means or a by-product of the other. Social entrepreneurship, however, also regards more complex configurations, as in situations where both forms of value possess a similar relevance (Peredo and McLean, 2006; Driver, 2012), which has prompted increasing debates on value configurations (Zahra et al., 2009; Santos, 2012; Lautermann, 2013; Dorado and Ventresca, 2013; Agafonow, 2014; Zahra and Wright, 2015). This thesis is focused on the middle ground of the perspectives on value creation, where entrepreneurial activity is oriented to both social *and* economic value creation (Driver, 2012).

This thesis assumes the middle ground as a common platform for views on value that remain unproductively secluded (Shepherd, 2015), recognising three approaches as particularly informative. The *hybridity* approach sees value configurations in the middle ground as a combination of two distinct and competing demands, aiming to unveil strategic responses to manage the conflict

(Battilana and Dorado, 2010; Jay, 2013). The *sustainability* approach sees value configurations in the middle ground as the relationship between different concerns that should ‘holistically’ (Tilley and Young, 2006) prevail in time, aiming to unveil factors that could explain such phenomena (Hall et al., 2010; Muñoz and Dimov, 2015). A third view, which could be labelled as the *mutually constitutive* approach, promotes a synergetic appreciation of social and economic underpinnings (Nicholls, 2009; McMullen, 2011; Driver, 2012; Pavlovich and Corner, 2014; Zahra and Wright, 2015). Its accounts, however, have largely remained limited to isolated conceptual insights. This thesis is situated in this third approach. As a representative study of the middle ground, however, the empirical contribution of this thesis should also extend to hybridity and sustainability discussions.

1.2 Mutually Constitutive Value Configurations: A Focus on SVC and Nascent Settings

The hybridity approach suggests that social enterprises are an ideal setting to explore organisational hybridity arguing that such organisations distinctively deal with two competing logics (Battilana et al., 2012; Battilana and Lee, 2014). The sustainability approach is conceptually less prone to such dualism, highlighting that there are commercial benefits from engaging with ecosystems (Dean and McMullen, 2007; York and Venkataraman, 2010) whilst emphasising the presence of a ‘holistic’ “two-way relationship” (Young and Tilley, 2006: 411). Yet, when it comes to empirical examinations, value in sustainability studies becomes at best a given factor (see Muñoz and Dimov, 2015) that, holistically or not, is to inform “competing demands” (ibid: 640). As a corollary, conflict remains as a “central characteristic of social entrepreneurship” (Tracey and Phillips, 2007: 267), predisposing the observation of social *versus* economic configurations.

The problem of such a tendency is its apparent distance from broader expressions of practice. The UK, one of the most developed institutional settings for social entrepreneurship (Nicholls, 2009), reflects this. British public policy has intensively promoted the creation of social value through entrepreneurial ambition (Granier, 2009; Teasdale, 2011), and those answering the call exhibit more business optimism than traditional SMEs (Social Enterprise UK, 2013). This suggests a

practice that the social entrepreneurship literature is yet to reflect. To date, for instance, little empirical attention has been paid to mutually constitutive configurations in the social-economic nexus (Smith et al., 2013: 426), which does not correspond to the increasing conceptual attention to intertwined (blended or shared) configurations of value (Nicholls, 2009; McMullen, 2011; Driver, 2012; Pavlovich and Corner, 2014; Zahra and Wright, 2015).

In empirically examining mutually constitutive value configurations this thesis aims to address this issue. In preparation, this thesis acknowledges that when it comes to unpacking value configurations, a 'portion' of value can be easily left "on the table" (Young, 2006: 62), and that this is most likely to occur due to biased observational frameworks (Chell, 2007). That is, if the attention is on inclusive social-economic nexuses (mutually constitutive configurations) then an equally inclusive framework is required (Berglund and Johannisson, 2012). This thesis uses the construct of shared value creation (SVC) for this end. SVC, which is recognised as a relevant notion for social entrepreneurship (Seymour, 2012; Driver, 2012; Shaw and de Bruin, 2013; Pavlovich and Corner, 2014), sees the relationship between economic value and social value as the mutually constitutive interplay between economic self-interest and social orientation that is able to create a 'higher' form of value than what piecemeal social and economic drivers could achieve (Porter and Kramer, 2011). Since SVC specifies that the associated social-economic nexus is neither about 'trade-offs' between conflicting imperatives nor about 'sharing' the value already created (ibid: 64-65), in order to avoid missing out value (Young, 2006; Chell, 2007) the thesis observes the social-economic nexus as a third form of value in itself, acknowledging that it could potentially comprise its own underpinnings.

In addition to these three basic elements (economic self-interest, social orientation, and the mutually constitutive nexus between both), SVC suggests that, regardless of the nature of an organisation, there are three possible avenues for the enactment of shared value (Porter and Kramer, 2011): reconceiving products/services, redefining value chains, and enabling local cluster development. But these three avenues are hard to detach from the difficulties of large corporations (Crane et al., 2014). In order to visualise these three SVC avenues from an entrepreneurship perspective, the thesis recognises their correspondence

with the three 'substantive' indicators (idea, activities, and arm's-length exchanges) that Dimov (2011) and Muñoz and Dimov (2015) suggest as key avenues for understanding the complexity of venture emergence. With this in mind, the SVC avenues are reinterpreted in this work as the 'nature of the product/service' (P/S; the idea), 'early organising routines' (EOR; organising activities) and 'instrumental social relations established locally' (ISRL; arm's-length exchanges and networking), viewing them as three informing conditions for value configurations that are themselves in the making. In so doing, this thesis positions its focus in nascent stages of ventures, which has been regarded as a much needed emphasis in entrepreneurship (Dimov, 2011; Venkataraman et al., 2012), social entrepreneurship (Wright and Marlow, 2011; Renko, 2013), and the middle ground debates on hybridity (Lee and Battilana, 2013; Dufays and Huybrechts, 2015) and sustainability (Muñoz and Dimov, 2015).

1.3 SVC and Sensemaking: A Theoretical Framework

The thesis uses the construct of shared value creation (SVC) as an inclusive framework to understand mutually constitutive value configurations in nascent social ventures. However, SVC does not explore in detail how to capture the dynamics that underpin the categories that it promotes. In addressing this matter, this thesis acknowledges the necessity to examine entrepreneurship phenomena as an ongoing accomplishment (McMullen and Dimov, 2013; Hjorth et al., 2015), seeing value configurations as something in the making and sensible to the 'journey' of venture emergence (McMullen and Dimov, 2013). In other words, this thesis assumes that SVC "has no explanatory meaning on its own" (ibid: 1487); its meaning is rather revealed in the context of the events that are unfolded. The specific framework used here to observe unfolding events and unveil SVC as an ongoing accomplishment is sensemaking.

Sensemaking is a process perspective (Weick, 1995; Weick et al., 2005; Maitlis, 2005; Hernes and Maitlis, 2010) that studies "the ongoing accomplishment" (Weick, 1993: 635) of making sense of the world, so that conditions for plausible order and action can be enacted (Weick, 1995; Maitlis, 2005). Connecting SVC to sensemaking implies seeing mutually constitutive value configurations as

perceptions on value that emerge and develop through a series of events. That is, a value proposition with SVC characteristics would be a product of an organising process of sensemaking that is informed by events or cycles of enactment-selection-retention (Weick et al., 2005). Enactment is twofold. It represents interruption of action due to an equivocal or confusing situation, as well as the injection of order back to the equivocality to allow further action. For enactment to occur, a sensemaking sequence of selection-retention is required. The selection process is the elaboration of a response upon cues made salient due to mental models and social factors. The retention process judges the plausibility of the response based on the enhancement of a relevant identity (Weick et al., 2005). Since the focus of this thesis is on nascent social entrepreneurs, the events (or enactment-selection-retention cycles) are necessarily framed to situations of venture emergence.

1.4 Research Question, Research Design and Intended Contributions

The overall purpose of this thesis is to explore and analyse value configurations in the middle ground of social entrepreneurship. Its specific focus is on mutually constitutive value configurations using SVC as a lens. The exploration of value configurations does not expect given factors but ongoing accomplishments, aiming to capture the associated dynamics guided by a sensemaking framework. Finally, the empirical attention is on nascent stages of social ventures. The research question that mobilises the research can be formulated as follows:

How do nascent entrepreneurs in the middle ground of social entrepreneurship make sense of mutually constitutive social-economic value configurations?

This work builds on a sensemaking framework that possesses constructionist underpinnings (Weick, 1995), and adopts a process ontology (Langley et al., 2013; Hjorth et al., 2015) by assuming value configurations as a 'journey' rather than a given and substantive condition (McMullen and Dimov, 2013). Hence, this is an inductive study. As for most 'how' research questions (Yin, 2009: 2), the research design follows a case study rationale, specifically adopting an embedded multiple

case study strategy (Yin, 2009). In order to explore sensemaking processes in different contexts and obtain cross-case evidence for theoretical generalisation (Yin, 2009; Eisenhardt, 1989), the analysis involves the in-depth examination of multiple events within multiple nascent social ventures.

In consideration of the significance of the UK for social entrepreneurship practice (Nicholls, 2009; 2010b) and consistent with the suggested number of cases for proper theoretical generalisation (Eisenhardt, 1998: 545), this thesis examines the sensemaking processes of the founders of four British nascent social ventures, which were selected for their particular concern on mutually constitutive value configurations. They are *Alex*, who aims to provide emergency-based services for over 75 year olds living in isolation through *Angel Guardian*; *Betty and Barry*, a couple who want to trade organic produce and agricultural activities for wheelchair users through *Bright Veg*; *Carla*, who wants to offer products and services that promote the active inclusion of young adults with learning disabilities through *Classy Fruits Enterprise*; and *David*, who designed *Darling Town* to enhance the wellbeing of the over 50s population in a town by connecting them with local charities and businesses. Since in nascent entrepreneurship research the examination of 12 months of gestation activities tends to be deemed as significant (Reynolds, 2009), a one-year period for data collection was assumed adequate to capture relevant dynamics of nascency. And, as suggested for case studies (Yin, 2009), multiple sources of data will be utilised: documentation, sporadic participant observation and audiotaped semi-structured interviews.

In addressing the research question, this thesis expects to contribute to knowledge in several ways. It aims to contribute to social entrepreneurship literature through empirically examining the middle ground. By building upon in-depth empirical accounts, this thesis will be one of the first studies to empirically examine *mutually constitutive* value configurations, which remains as an exclusive matter of conceptual inquiry (e.g., Nicholls, 2009; McMullen, 2011; Driver, 2012; Pavlovich and Corner, 2014). By focusing on mutually constitutive configurations during nascency, the thesis also aims to add to the *hybridity* debate and its pervasive focus on conflict and already established social ventures (e.g., Battilana and Dorado, 2010; Jay, 2013), and to the *sustainability* debate and its search for factors explaining the emergence of 'holistic' value configurations (Muñoz and Dimov,

2015). By using SVC as a lens, this thesis aims to provide insights for a construct that remains in its genesis (Porter and Kramer, 2011) and as a matter of conceptual speculation (Shaw and de Bruin, 2013; Pavlovich and Corner, 2014). By using sensemaking as a process framework for the study of nascent entrepreneurial dynamics, the thesis should also enrich a discussion that is currently mostly focused on the study of episodic events (Colville et al., 2014) whilst addressing the call to explore entrepreneurship as unfolding phenomena (McMullen and Dimov, 2013; Hjorth et al., 2015). Finally, this thesis aims to inform aspiring entrepreneurs about avenues for private ambition and social welfare concerns, as well as policy makers and grant providers.

1.5 Structure of the Thesis

The thesis is organised into seven chapters. Following this introductory chapter, chapter two outlines the middle ground of social entrepreneurship, focusing on the construct of shared value creation (SVC) and nascent stages of social ventures. Chapter two displays views on value creation across a spectrum ranging from social to economic, according to the emphasis on value. It then singles out and discusses the middle ground of this spectrum, arguing for its relevance in the UK, whilst identifying and presenting the key debates that currently inform it: hybridity, sustainability, and the theorisation about mutually constitutive value configurations. Making the case for the need to empirically examine mutually constitutive value configurations, chapter two presents SVC as an adequate lens and argues for nascent entrepreneurship as an informing empirical setting. Accordingly, the chapter adapts the SVC construct to nascent settings.

Chapter three outlines a theoretical framework to examine the emergence and development of value configurations (SVC) building upon sensemaking. The chapter presents sensemaking, some of its criticism, the ways offered by the current literature to animate its principles into a process, its use in entrepreneurship studies, and its merits to examine nascent stages of ventures. The adequacy of sensemaking for the exploration of social-economic nexuses and social entrepreneurship is then discussed. At the end of the chapter, sensemaking – assumed as an organising process that depict cycles of enactment-selection-

retention– is outlined to guide the empirical examination of SVC as an ongoing accomplishment during nascent stages of social ventures.

Chapter four presents and justifies the methodology of this research. The chapter sets out the ontological (process) and epistemological (constructionist) assumptions. This is followed by the outlining of the research design, explaining the focus on events of change, the embedded multiple-case study strategy adopted to allow for cross-case evidence and theoretical generalisation, and the selection of the four cases included in the investigation. The chapter then presents the methods used for data collection and analysis, explaining that findings from each case will be clustered into the three SVC elements of economic self-interest, social orientation, and the mutually constitutive combination between both; and that the further cross-case examination will move the attention from the idiosyncrasy of each case to the three SVC avenues which will work as overarching themes for analysis.

Chapter five presents the within-case analysis. The chapter is divided into four main sections, each of which corresponds to the in-depth examination of each case (Angel Guardian, Bright Veg, Classy Fruits Enterprise, and Darling Town). The sections show an overview of the case and the overall development during the data collection period, which is followed by the examination of the sensemaking processes according to three SVC dimensions: economic self-interest, social orientation, and the mutually constitutive nexus between both. Each case concludes with overall remarks about the idiosyncratic sensemaking of SVC.

Chapter six presents the cross-case analysis of the evidence, which includes a discussion in light of the literature discussed in chapters two and three. The chapter is divided into three main sections, which represent the three SVC avenues of product/service introduction (P/S), instrumental social relations locally established (ISRL), and early organising routines (EOR). Each of these avenues is used in this chapter as an analytical pivot or theme for cross-case examination and discussion, producing a set of theoretical propositions under the labels of *frame*, *endurance*, *community interlocking*, and *centralised control*. The chapter concludes by organising the theoretical propositions into a framework that answers the research question.

Chapter seven concludes the research. After presenting a summary of the findings, the chapter outlines the contributions to the literatures of social entrepreneurship and its middle ground debates of hybridity, sustainability and mutually constitutive value configurations. Contributions are also outlined for the SVC construct, and the literatures of nascent entrepreneurship and sensemaking. The implications for practice, limitations, and suggestions for further research are also addressed. The chapter ends with a reflexive statement.

2.1 Introduction

This chapter presents and discusses the middle ground of social entrepreneurship – entrepreneurship engaged with the simultaneous creation of economic value *and* social value (Driver, 2012: 424) – with a specific focus upon the notion of *shared value creation* (Porter and Kramer, 2011; Driver, 2012) at the nascent stages of social ventures.

The construct of social entrepreneurship remains loosely defined¹ (Mair and Martí, 2006; Chell et al., 2010; Santos, 2012; Choi and Majumdar, 2014), becoming an umbrella construct for divergent practices and scholarly approaches (Martin and Osberg, 2007; Short et al., 2009; Nicholls, 2010; Choi and Majmudar, 2014). The different views on value creation can be organised as a continuum ranging from social to economic depending on the main focus (Dees, 1998; Driver, 2012). This thesis uses the notion of the middle ground to represent the discussions occurring at the centre of this spectrum, bringing together perspectives that, whilst mostly isolated from one another, tend to share the assumption that social and economic imperatives share a similar relevance.

The middle ground demands further investigation (Battilana et al., 2012; Smith et al., 2013; Battilana and Lee, 2014; Muñoz and Dimov, 2015; Shepherd, 2015; Zahra and Wright, 2015). Whilst current research has provided relevant insights about issues of hybridity (Battilana and Dorado, 2010; Jay, 2013) and sustainability (Shepherd and Patzelt, 2011; Muñoz and Dimov, 2015), there are two relevant situations that remain underexplored. First, although recognised and promoted (Nicholls, 2009; McMullen, 2011; Pavlovich and Corner, 2014; Zahra and Wright, 2015), there is a lack of empirical examination about intertwined combinations that signpost both forms of value as mutually constitutive (Smith et al., 2013: 426). Second, studies concerned on the nexus have largely overlooked the unfolding process that underpins its emergence (Muñoz and Dimov, 2015; Dufays and

¹ For reviews of different definitions, see Perrini (2006: 9-10), Weerawardena and Sullivan Mort (2006: 23-24), Zahra et al. (2009: 521) and Dacin et al. (2010: 39-41).

Huybretchs, 2015), which mirrors calls made in entrepreneurship (Dimov, 2011; Venkataraman et al., 2012; McMullen and Dimov, 2013) and social entrepreneurship (Wright and Marlow, 2011; Renko, 2013) for more emphasis on what occurs during nascent stages of ventures. Aiming to address both issues, this chapter outlines the examination of the mutually constitutive aspect of the social-economic nexus during the nascent stage of social ventures. From the extant discussion on this issue the chapter extracts the construct of shared value creation (SVC; Porter and Kramer, 2011) as a framework, because it amalgamates the analytical observations of intertwined combinations and offers concrete categories to explore them.

The chapter is structured as follows. First, the middle ground of social entrepreneurship is outlined. The growing importance of the middle ground is exemplified in the UK scenario; its position is contextualised within the broader social entrepreneurship debate to avoid further confusions, and its key debates are identified and discussed. Second, the notion of shared value is introduced as a relevant lens to approach the middle ground. Porter and Kramer's (2011) framework is presented and later adapted for the study of the nascent stage of social ventures. Finally, a summary for this chapter is offered.

2.2 Middle Ground of Social Entrepreneurship

It is usually accepted that social entrepreneurship represents sectorial intersection (Dees and Anderson, 2003a; Nicholls, 2006; McMullen, 2011; Pache and Chowdhury, 2012; Berglund and Johannisson, 2012), and that both social focus and market orientation are building blocks of the phenomenon (Dees, 1998; Nichols and Cho, 2006; Mair and Martí, 2006; Huybrechts and Nicholls, 2012). The social enterprises that this activity produces (Mair and Martí, 2006; Ruvio and Shoham, 2010) are said to comprise dual identities (Moss et al., 2010) and dual missions (Costanzo et al., 2014), demanding the management of a double-bottom line (Dees and Anderson, 2003b; Tracey and Phillips, 2007). As such, social entrepreneurship is generally acknowledged as intrinsically social and economic in nature.

Nevertheless, there is a pervasive preconception in the literature that the social mission comes before, surpasses and defines any other consideration. Santos (2012: 336) observes that the adjective 'social' has typically characterised the phenomenon at the expense of a sharper scrutiny, which occurs to such an extent that, as Martin and Osberg (2007: 30) argue, as far as an activity is recognised as socially beneficial it becomes suited to fit the construct. Underpinning this tendency is a linear rationale centred on the social mission, which presupposes, as Cajibaja-Santana (2010) highlights, that the starting point of the phenomenon is the recognition of an unmet social need. The combination of social and economic underpinnings is then solved ex-ante, simply assuming that what comes first is social, and what comes later is, whether economic or not, a second order concern².

But whilst this linear rationale may be relevant to examine areas of practice where economic value creation is minimised (Drayton, 2006; Bernstein, 2007) or relegated to a role of means for a social end (Weerawardena and Sullivan Mort, 2006; Yunus, 2007; 2010), it is ill-equipped to address expressions of social entrepreneurship where economic value gains a relevant role on its own. This is worth noticing as it is recognised that economic drivers can rank close in relevance, if not equal, to the social mission (Peredo and McLean, 2006). New socially oriented organisations can, indeed, be constituted as for-profit entities, which are not recalcitrant about economic value creation (Dees and Anderson, 2003b), engaging with for-profit financing alternatives (Dees, 1998; Spiess-Knafl and Achtleiner, 2012) and even distributing a certain degree of profit among owners (Dees and Anderson, 2003b; Huybrechts and Nicholls, 2012). Clearly, applying the presumption that the social mission comes before and defines everything else would be arguably inappropriate in such settings. This is why, as Perrini and Vurro (2006) recommend, the examination of social entrepreneurship requires 'extending' the scope beyond not-for-profit presumptions.

Investigating entrepreneurial responses oriented to the creation of both social and economic value, not just social benefit (Driver, 2012), represents the middle ground of social entrepreneurship; which is the focus of this thesis. In the following subsections the middle ground is presented as a growing area of practice in the UK,

² This corresponds to the *social approach* in the value creation spectrum presented in section 2.2.2 (see also A and B in figure 2.1).

contextualised in the broader discussion on social entrepreneurship, and examined in terms of its current key debates.

2.2.1 The UK Context

The UK is one of the most developed institutional settings for social entrepreneurship (Nicholls, 2009: 757), elaborating a social enterprise policy since 1997 that has influenced other administrations worldwide (Nicholls, 2010b: 395). The emergence of activity with a combined approach to value creation, however, is far from recent in the UK. Examples date as far back to the Industrial Revolution, such as the New Lanark community experiment undertaken by Robert Owen (see Heilbroner, 2000[1953]: 108). Differing from charitable and other fully not-for-profit initiatives, early practice was mostly organised in the form of cooperatives, organisations owned and democratically controlled by their members (Pearce, 2003). The Rochdale Society of Equitable Pioneers, founded in 1884, is commonly taken as the forerunner (Pearce, 2003: 60) of a model flourished into the nineteenth century, for example, through the building societies that became linchpins of the twentieth century financial service industry (Mulgan, 2006: 78). This was still the case even during the 1970s, with the boom of cooperatives in the areas of housing and wholefood (Pearce, 2003: 60-61). This tendency had a dramatic change, however, with the advent of individualised neo-liberalism in the 1980s (Grenier, 2009). The cooperative community spirit declined in the UK due to the focus upon free-markets and entrepreneurial self-interest (ibid).

Whilst the emergence of the Third Way discourse in 1997 brought some of the lost sense of community back (Grenier, 2009), the emphasis remained distant from the cooperative model. In some ways, the entrepreneurial aspect promoted during the 1980s was not replaced by, but connected to, the Third Way focus on communities, shifting the emphasis from cooperative-like responses to entrepreneurial ones (Granier, 2009; Teasdale, 2011). This intention is reflected in the statement: *“We need more successful entrepreneurs, not fewer of them. But these life-chances should be for all the people. And I want a society in which ambition and compassion are seen as partners not opposites – where we value public service as well as material wealth”* (Labour Party Manifesto, 1997; quoted in Grenier, 2009: 180); an approach that found relevant avenues for dissemination in the emergence, during

the late 1990s, of providers of support, funding and training for social enterprises, such as the School for Social Entrepreneurs (SEE), Community Action Network (CAN), and UnLtd (Grenier, 2009).

Since the Third Way era, it has been accepted that social enterprises are not prevented from some degree of profit distribution (Teasdale, 2011; see DTI, 2002: 7, about the possibility to assume legal forms limited by shares; and CIC Regulator–Chapter 6, 2013, about community interest companies limited by shares), suggesting that the phenomenon can comprise concrete self-interest drivers (Teasdale, 2011). In 2010, whilst the Third Way discourse was replaced by the Big Society discourse (Forde, 2014), the focus on entrepreneurial responses not only remained but was reinforced. The Big Society added to the entrepreneurial focus of the Third Way era and renewed conditions for the proliferation of social enterprises, particularly due to the gaps that the policies of the Coalition Government (2010-2015) generated with noticeable reduction in public spending and welfare service provision (Teasdale et al., 2012; Bartels et al., 2013; Corbett and Walker, 2013).

Recent findings that highlight an increasing emphasis on market-orientation seem to confirm that the public discourse in the UK, as Garnier (2009) proposes, has the power to trigger direct practical implications. Indeed, the main source of income for British social enterprises is trading (72% generate between 75% and 100% of their income through trading; Social Enterprise UK, 2013: 24), 55% of them become profitable (ibid 2013: 24), and 79% of them aim for growth mostly through attracting new customers, either by developing new products (56%) or by diversifying into new markets (43%) (ibid 2013: 31). In addition, 78% of British social enterprises utilise their focus on social value creation as a marketing aid for business (ibid 2013: 26), and 63% expected their turnover to increase in the next two to three years while only 9% expected it to decrease, which is a higher level of business optimism than that shown among traditional British SMEs (ibid 2013: 32). Although Social Enterprise UK (2013) does not conduct supplementary analysis on economic value creation, the current highly market-oriented, profitable and business-optimistic social enterprise scenario provides space to at least consider the relevance of economic self-interest within the phenomenon.

Both the effects of public policy (Grenier, 2009; Teasdale, 2011) and evidence from current practice (Social Enterprise UK, 2013) suggest a vibrant scenario that is hardly mirrored by the extant understanding of the middle ground of social entrepreneurship. The assertion that theory in social entrepreneurship remains far behind practice (Murphy and Coombes, 2009; Santos, 2012) seems particularly emphasised in the UK.

2.2.2 Middle Ground Contextualised

Social entrepreneurship is a contested domain (Ziegler, 2009; Nicholls, 2010a; Choi and Majumdar, 2014) to the extent that observing its lack of definitional consensus has become axiomatic (Nicholls, 2010a: 611). Whilst this contested nature is seen by some as detrimental for the development of social entrepreneurship as a field of research (Martin and Osberg, 2007; Short et al., 2009), Choi and Majumdar (2014) suggest the possibility to advance knowledge with rigour and coherence if scholars, first: acknowledge this contested nature, and second: declare the particular position adopted.

With that in mind, this section aims to contextualise the middle ground as a particular view on value within the broader discussion currently associated with social entrepreneurship, which should clarify meanings attributed to the middle ground. Using as an inspiration the spectrum of funding options available for social ventures proposed by Dees (1998), key views in social entrepreneurship are identified and organised in this section along a continuum ranging from an emphasis on social value creation to an emphasis on economic value creation (see figure 2.1).


Emphasis on Social Value					Emphasis on Economic Value	
SE as a recent and distinct phenomenon					SE as intrinsic to traditional entrepreneurship	
Social Approach		Middle Ground		Economic Approach		
(A) By any means	(B) By business-like means	(C)	(D)	(E)		
Change makers	NFP viable ventures	Hybrid or Sustainable S-E nexus	Mutually constitutive S-E nexus	All [productive] entrepreneurial activity has a social function.		
Drayton (2006); Bornstein (2007)	Pearce (2003); Alter (2006); Yunus (2010)	Battilana & Dorado (2010); Jay (2013); Muñoz & Dimov (2015)	Nicholls (2009); McMullen (2011); Zahra & Wright (2015)	Chell (2007); Schramm (2010); Acs et al. (2013)		

Figure 2.1 – Value Creation Spectrum in Social Entrepreneurship

SE: Social entrepreneurship / S-E: Social-economic nexus

Economic Approach

The *economic approach* (see E in figure 2.1) resists the idea that social entrepreneurship is a distinct form of entrepreneurship usually suggesting that traditional entrepreneurship has always had a social function (Chell, 2007; Schramm, 2010; Acs et al., 2013). Beyond the macro assumption that the pursuit of self-interest provides the best conditions for the allocation of resources in a society (see for example, Jensen, 2002, for a business perspective), this approach argues that concrete socially beneficial outcomes are in fact traceable back to entrepreneurial activity (Chell, 2007; Schramm, 2010; Henrekson, 2014). “[E]mployment, belongingness, community, friendship, self-respect, social standing and development of one’s capability” have been mentioned as examples (see Chell, 2007: 17). This position is illustrated further by Acs et al. (2013) who show that the social value created by the socially-driven Grameen Bank is not necessarily superior to that created by the profit-driven Microsoft Corporation. What these two cases suggest, Acs et al. (2014) argue, is that the creation of social value relies more on

the innovative quality of entrepreneurship than what it does on the original (social or economic) motives that triggered their emergence.

The reason why social value passes unrecognised in the examination of traditional entrepreneurship, according to Chell (2007), is not because it is absent but because the interpretive tools used for the examination tend to be fully framed on economic value. That is, social value is not seen because it is not looked for. Thus, the challenge would be to find and use approaches suited to capture this “reality” (Chell, 2007: 19). Acs et al. (2013) suggest Baumol’s (1990) notion of *productive* entrepreneurship as one such approach. Baumol (1990) proposes that (for-profit) entrepreneurship is beneficial for societies when the pursuit of self-interest is based on innovation (*productive* entrepreneurship), while becoming *unproductive* or even *destructive* when value is deliberately created at the expense of other economic actors, such as through rent-seeking, and society, such as through drug-dealing. Thus, while the idea that *all* entrepreneurship is social (Schramm, 2010) could be debatable, the economic approach would argue that the idea that *all productive* entrepreneurship is social is out of question (Acs et al., 2013).

It should be noted that other voices that resonate with this approach contend that social entrepreneurship is different from traditional entrepreneurship on a different ground. Rather than presupposing that all (productive) entrepreneurship is social, the core argument is that all entrepreneurship is supported by the same neoliberal discourse (Hjorth, 2009). It is basically a critique of public policies promoting social entrepreneurship, suggesting that underneath the public discourse the intention is none other than the transfer of public responsibilities to private hands (Hjorth 2009; Whittam and Birch, 2011).

Social Approach

Clearly, it is not in the economic approach where the main notions about social entrepreneurship are found. As already mentioned at the beginning of section 2.2, mainstream views in the social entrepreneurship literature tend to assume that the social mission is what defines the phenomenon. This tendency is described in this thesis from here onwards as the *social approach* (see A and B in figure 2.1).

Assuming that the social mission defines everything else does not imply that the only value it creates is social. It rather clarifies that economic value can be created only for the benefit of the social mission (Weerawardena and Sullivan Mort, 2006; Yunus, 2007; 2010). The presence of economic value creation, however, reveals that frameworks based on the opposition between social value and economic value become poorly equipped to justify the distinctiveness of social entrepreneurship (Santos, 2012). According to Santos (2012), the distinctiveness of social entrepreneurship has to rely on a much sharper account; one able to avoid subjective accounts on what is, and what is not, social. Santos (2012) goes on arguing that social entrepreneurship is unique because it regards value creation *without traces of self-interest* (i.e., without value capture). This means that any activity, including business-like ones, can be part of the phenomenon as long as no portion of the value created (after meeting the costs mobilised for its creation) is captured by the entrepreneur. Instead of self-interest, Santos (2012) claims that social entrepreneurship would be distinctively mobilised by ‘other-regarding’ motives, which illustrates an assumption that seems uncontested throughout the social approach.

The presumption that social entrepreneurship relies on ‘other-regarding’ motives takes two main forms, which are labelled here as the social by economic means approach, and the social by any means approach. The *social by economic means* approach (see B in figure 2.1) focuses its attention on the application of business-like activities to address economic sustainability for the not-for-profit (NFP) sector³. Organisations and, more precisely, social enterprises are the preferred unit of analysis (Yunus, 2010; Pearce, 2003), while the main premise is the need to protect and work upon a pre-defined social mission (Foster and Bradach, 2005; Zahra et al., 2009). In line with Santos’ (2012) proposition, although economic value creation is present and even valued as a needed condition, it is largely acknowledged as free from traces of self-interest. Thus, when commercial opportunities emerge, they can only be exploited with the purpose to better achieve the social mission, not for enhancing personal wealth (Weerawardena and Sullivan Mort, 2006; Zahra et al., 2009). Likewise, for-profit organisations may be created but as subsidiaries that should only work to provide funding to its parent

³ This includes organisations that although may have for-profit legal status decide to follow the *non-distribution* constraint (see Yunus, 2007; 2010).

not-for-profit organisation (Alter, 2006). Consistently, the mechanisms suggested for growth tend to be non-competitive and collaborative (Austin et al., 2006; Martin and Osberg, 2007; Santos, 2012).

For the *social by any means* approach (see A in figure 2.1), meanwhile, it is not only that self-interest is absent but also that the relevance of economic value creation as a whole is minimised. It is reduced to one of the possible means that social entrepreneurs can utilise to achieve their social goals. Closely associated to high profile grant and training providers such as Ashoka and the Skoll Foundation, this approach is usually focused on the figure of the social entrepreneur, who is assumed as a change-maker targeting unattended social problems creatively and innovatively (Drayton, 2006; 2012; Bornstein, 2007; Sen, 2007); someone who “aims for value in the form of large-scale, transformational benefit that accrues either to a significant segment of society or society at large” (Martin and Osberg, 2007: 34-35). In sum, the *social by any means* approach presumes a distinctive capacity by social entrepreneurs to mobilise authorities, volunteers, grant providers and other relevant actors, for the solution of macro-problems in society.

Locating the Middle Ground

The middle ground is different from both extremes. It differs from the *economic approach* because, far from being a by-product, in the middle ground social value creation is at the core of the entrepreneurial initiative (Peredo and McLean, 2006; Driver, 2012; Huybrechts and Nicholls, 2012). At the same time, it differs from the *social approach* because the middle ground regards practice where self-interest is not ruled out (Dees and Anderson, 2003b; Peredo and McLean, 2006). Accepting that social entrepreneurship is a cluster concept comprising divergent approaches (Choi and Majumdar, 2014), activity in the middle ground does not need to antagonise the existence of practice suited for either the social approach or the economic approach. They, indeed, can and do coexist. Yet, the middle ground resists being approached through the same lens. The reason is axiomatic. If too much emphasis is put on one form of value creation at the expense of the other, the phenomenon at the middle of the spectrum would be artificially reduced, together with the possibilities to learn from it.

2.2.3 Middle Ground: Key Debates

The nature of value creation when economic and social imperatives are in place is a matter of growing theoretical debate (Santos, 2012; Lautermann, 2013; Dorado and Ventresca, 2013; Agafonow, 2014), reflecting how embryonic the overall discussion about the middle ground remains. To date, there are three key debates that, whilst somewhat isolated from one another, can be considered as relevant contributors to the middle ground. These are conversations that see the entrepreneurial social-economic nexus as *hybrid*, *sustainable* and *mutually constitutive* value configurations.

Social-Economic Nexus as Hybridity

Hybridity is defined as “the state of being composed through the mixture of disparate parts” (Battilana and Lee, 2014: 400). As a construct, it mostly draws on the notion of institutional logics, or taken-for-granted templates that guide the behaviour of organisational actors (Battilana and Dorado, 2010), to study logic multiplicity in organisations (Battilana and Lee, 2014). In order to grasp this complexity in settings of practice, scholars have recognised in social enterprises, which are said to possess duality (Moss et al., 2010; Costanzo et al., 2014) and inexorable competing demands at their core (Tracey and Phillips, 2007; Tracey et al., 2011; Wilson and Post, 2013), a “ready-made laboratory” (Billis, 2010: 13) or ‘ideal’ case (Battilana et al., 2012) of hybridity.

The study of social enterprises under this approach has been commonly oriented to unveil ways to secure an expected balance in the social-economic nexus, such as Battilana and Dorado’s (2010) outlining of strategies for balance-tailored human resource selection in microfinance organisations. Pache and Chowdhury’s (2012) study is an example that takes these matters to the educational arena, outlining frameworks for prospective social entrepreneurs to be prepared to deal with competing demands. Battilana and Lee (2014) add to the debate proposing that the social-economic nexus can be seen through five different dimensions (inter-organisational relations, culture, organisational design, workforce composition, and organisational activities), which implies the potential presence of coexisting yet different balances in the same social enterprise. Battilana and Lee (2014), however,

do not say much about configurations without conflicting underpinnings. Jay (2013), meanwhile, highlights the need to explore conflicting logics beyond episodic responses. Applying a process-based approach built upon paradox theory – which proposes that tensions are inherent within organisations (Smith and Lewis, 2011) – Jay (2013) suggests that competing logics remain latent affecting ongoing processes, triggering performing paradoxes that force organisational members to make sense of new logics and, hence, innovate.

According to Smith et al (2013), work such as the one presented by Jay (2013) provide hints on mutually constitutive social-economic nexuses; basically because the two forms of value participate in the emergence of new ways to create value. However, since the key ingredient of Jay's process is a performing paradox between two logics, it follows that the model is silent when a paradox does not emerge in the first place. Overall, whether it be as an episodic response (Battilana and Dorado, 2010), iterative process (Jay, 2013), or dimensional configuration (Battilana and Lee, 2014), what remains at the core of the hybridity approach is the presumption that the combination between social and economic value requires a conflict-solution algorithm of some sort. This is problematised by recent contributions that postulate conflict as only one of the possible scenarios (Besharov and Smith, 2014), as the action of multiple logics would allow open-ended configurations where conflict can well be minimal or even absent (ibid: 375). In addition, the need to enrich this debate by moving the attention from established social enterprises to the entrepreneurial conditions that precede hybridity has been recognised (Lee and Battilana, 2013; Dufays and Huybrechts, 2015).

Social-Economic Nexus as Sustainability

Another way to see the social-economic nexus has come from the study of sustainable development by means of entrepreneurship (Hall et al., 2010; Shepherd and Patzelt, 2011). Sometimes labelled as 'sustainability entrepreneurship' (Tilley and Young, 2006), 'sustainability-driven entrepreneurship' (Parrish, 2012), or 'sustainable entrepreneurship' (Dean and McMullen, 2007), this approach broadly seeks to "balance the competing demands for environmental protection and economic development ... emphasizing economic, ecological and social goals in equal degrees" (Muñoz and Dimov, 2015: 640). Distinctively rooted

to commercially viable activity, this approach usually avoids social entrepreneurship insights and constructs, assuming that these “tend to address mission-driven, rather than profit-driven entrepreneurial endeavors” (Dean and McMullen, 2007: 51). However, sustainability is recognised in the social entrepreneurship literature as an issue of its domain (Seelos and Mair, 2009; Neck et al., 2009; Zahra et al., 2014). This thesis locates this debate in the middle ground of social entrepreneurship.

Proponents suggest that issues in the ecosystem can become profitable if addressed as entrepreneurial opportunities (Cohen and Winn, 2007; Dean and McMullen, 2007; York and Venkataraman, 2010). Likewise, particular attention is afforded to the advantage for those who have prior understanding and interest about social/environmental issues (Patzelt and Shepherd, 2010; Kuckertz and Wagner, 2010). Overall, sustainability entrepreneurship is seen as a particular commercial setting where the weight of social/environmental concerns becomes equivalent to that of commercial concerns (Sharma and Ruud, 2003), putting forward the presence of ‘holistic’ value configurations (Tilley and Young, 2006: 88). However, the conditions that generate and sustain such value configurations remain elusive (York and Venkataraman, 2010; Hall et al., 2010; Muñoz and Dimov, 2015).

Muñoz and Dimov’s (2015) recent contribution has provided some light by identifying two distinct developmental paths during venture emergence. The authors suggest that founders who operate in supportive contexts follow conformist paths, addressing what is somewhat expected by communities, whilst those operating in adverse contexts follow insurgent paths, pushing their sustainability ideas against odds, mobilised by concrete issues rather than grand sustainability motives (ibid: 648). Yet, the overall attention remains distant from the emergence of value configurations. Muñoz and Dimov (2015) prefer to conceptualise value as a given variable for the study of developmental outcomes, fed with data from a survey and interviews, which are susceptible, as the authors recognise (ibid: 650), to post hoc bias. Overall, value configurations are examined under this approach, at best, as a given factor (see Muñoz and Dimov, 2015), which hinders the possibility to transcend presumptions of “competing demands” (ibid: 640), similar to the hybridity approach.

Social-Economic Nexus as Mutually Constitutive Configurations

Young (2006) points out that trying to disaggregate value into its constitutive components is not only difficult but will most likely “leave value on the table” (ibid: 62). In this case the whole might well be more than the sum of its parts, which is a notion largely missed when the analysis spins around issues of tension and competing demands. This promotes a third approach to the social-economic nexus, labelled here as the mutually constitutive approach, where the focus is put on the synergetic feature of the nexus. Looking for this needed ‘mutually constitutive’ stance (Smith et al., 2013), some have imported from the management literature constructs such as *blended value creation* (Nicholls, 2009; Zahra and Wright, 2015) and *shared value creation* (Driver, 2012; Pavlovich and Corner, 2014). Both blended value creation and shared value creation suggest that social value and economic value are intrinsically intertwined rather than opposed in a zero sum equation (Emerson, 2003; Porter and Kramer, 2011). To date, although not free from criticism about their real practicality (Pirson, 2012), these constructs have been increasingly fruitful for theorisations, inspiring firm-level and macro-level propositions, and even spiritual sort of conceptualisations.

An example of firm-level conceptual accounts is the use of the blended value construct by Nicholls (2009) to outline a spectrum of options for social entrepreneurs to do accounting, in line with the growing interest in social entrepreneurship to make social impact visible and accountable (Mair and Sharma, 2012). Ranging from traditional financial accounts to qualitative social ones, including tools such as the social return on investment (SROI) in between, Nicholls (2009) claims that through a *blended value accounting* approach social entrepreneurs are better equipped to negotiate access to resources and, ultimately, realise their objectives.

The notion of blended value has been also used as a theoretical resource for macro-level conceptualisations. McMullen’s (2011) notion of developmental entrepreneurship is one example. McMullen (2011) suggests that the lack of efficient formal institutions in least developed countries is what delays the diffusion of innovation from the global economy to individuals within these countries, hindering the emergence of new markets (McMullen, 2011). Observing

that social entrepreneurship comprises incentives not attractive enough for profit-maximising entrepreneurs but economic enough to initiate markets, McMullen (2011) suggests that in least developed countries social entrepreneurship regards blended value creation, as it is not only about social value but also about path creation for commercial activity; it would trigger the institutional change that public design fail to address, facilitating, as a result, further action by traditional entrepreneurs.

Another grand conceptualisation comes from Zahra's et al (2014) notion of international social entrepreneurship, although in this case the idea of blended value is mostly seen as an outcome. Zahra et al (2014) outline that the traditional assumptions about international entrepreneurship, usually fully centred on economic value creation, can be expanded adding the local dimension of social entrepreneurship. Such intersection or 'blending' would provide the conditions for international social entrepreneurship and the emergence of 'international social ventures' (Zahra et al., 2014). Through the action of such ventures, Zahra et al. (2014) postulate that financial, social and environmental well-being on a global scale can be positively affected.

Other studies have outlined conditions for the successful enactment of these ideas which, however, tend to be highly conceptual and somewhat difficult to grasp. Pavlovich and Corner (2014), for instance, suggest that in order to expect the emergence of shared value creating initiatives in society, a 'paradigmatic shift' is first necessary. They propose the following mechanism to achieve it: the more people engaging with spiritual practice, such as yoga and meditation, the better the chances for the shift to occur. According to Pavlovich and Corner (2014), the 'expanded consciousness' that should be expected from such spiritual practices, has the potential to convey pro-social entrepreneurial intentions by implication.

Overall, whilst these conceptualisations speak of mutually constitutive configurations, they all bypass its underpinnings. It is seen as a sort of black box that speaks of itself through theorised antecedents or consequences. In the end, whilst these studies shed light on the mutually constitutive aspect of the social-economic nexus, their contribution remains largely conceptual; neglecting what underpins such a combination.

2.2.4 The Overlooked Relevance of Nascent Settings

The lack of empirical accounts about mutually constitutive social-economic configurations might be in part a symptom of a rather exclusive focus on already established social enterprises. Since social enterprises will likely possess and express dual identities (Moss et al., 2010) the presence of competing demands can be expected. Whether this is also true during the emergence of social-economic configurations, however, remains unanswered. In beginning to fill this gap, this chapter moves the attention to nascent stages of social ventures. Next, a brief overview of the relevance of nascent entrepreneurship is presented, followed by an argument about its novelty as a research setting for the study of the middle ground and mutually constitutive configurations.

Overview of Nascent Entrepreneurship

There is a substantial exploration of nascent entrepreneurship in current entrepreneurship research (Johnson et al., 2006). Its value as a research setting has been promoted for a wide-ranging spectrum of topics, including, among others, entry reasons and dynamics (Carter et al., 2003; Arenius and Minitti, 2005; Mueller, 2006; Caliendo et al., 2009; Renko et al., 2012; Rocha et al., 2015), transition from employment to self-employment (Folta et al., 2010; Sorensen and Fassiotto, 2011), resourcing (Katila and Shane, 2005; McKelvie and Davidsson, 2009), financing (Shane and Cable, 2002; Eckhardt et al., 2006), gender (Marlow and McAdams, 2011; Bonte and Piegeler, 2013), immigration (Kloosterman, 2010), prior planning (Delmar and Shane, 2003; Chwolka and Raith, 2012) and prior knowledge (Dencker et al., 2009; Stuetzer et al., 2012).

According to Dimov, “noise and hustle” (2010: 1124) is a feature of this research setting. Indeed, it is recognised that activities undertaken by nascent entrepreneurs can include any type of exchanges (Katz and Gartner, 1988) as much as to regard everyday practices as relevant (Steyaert and Katz, 2003). It is also recognised that nascent entrepreneurs can follow a variety of sequences in what they do (Reynolds and Miller, 1992; Carter et al., 1996; Sarasvathy, 2001), revealing a phenomenon that is essentially dynamic (Gartner, 1985), partially uncontrolled (Johannisson, 2011), and sensible to the heterogeneity of contexts (Hindle, 2010). Given this

‘noise and hustle’, it is recognised that the best way to learn from nascent entrepreneurship is to approach it when it happens, avoiding the pitfalls of survival and hindsight biases (Gartner and Shaver, 2012).

Nascent Settings and the Social-Economic Nexus

The lack of attention on the mutually constitutive aspect of the social-economic nexus appears to be accompanied by a pervasive focus on established social enterprises. Focusing the attention on established organisations overemphasises issues of purpose over issues of processes (Luke and Chu, 2013), predisposing the identification of social and economic categories, such as dual identities (Moss et al., 2010) or dual missions (Costanzo et al., 2014), and the subsequent tendency to expect conflict, paradox and tensions (Tracey and Phillips, 2007; Tracey et al., 2011).

Moving the attention to nascent stages of ventures provides access to a “noise and hustle” (Dimov, 2010: 1124) that could arguably problematise these assumptions. Doing this also tackles numerous calls made in entrepreneurship and social entrepreneurship alike. In entrepreneurship research it is increasingly promoted to address entrepreneurial phenomena as an unfolding process (McMullen and Dimov, 2013), which predisposes moving the attention away from lengthy conceptual debates – notably, whether opportunities are discovered (Kirzner, 1997; Shane and Venkataraman, 2000; Shane, 2000) or created (Alvarez and Barney, 2007; Alvarez et al., 2013) – to the study of what nascent entrepreneurs actually do (Dimov, 2011: 75; Venkataraman et al., 2012: 23), signposting an emphasis on early stage phenomena (Gartner, 1989; Davidsson and Honig, 2003). Similarly, the dynamics that underpin nascent stages of social ventures have been regarded as much needed (Wright and Marlow, 2011; Renko, 2013).

Research on social entrepreneurship has already shown that early circumstances (like those associated with opportunity emergence) are, indeed, particularly volatile; strongly influenced by local environments (Shaw and Carter, 2007), whilst exhibiting dynamics that challenge the linearity of the classic stages of opportunity recognition and exploitation (Corner and Ho, 2010: 649). This chapter argues that studying what entrepreneurs face during the nascent stage of their ventures is a

novel research setting that can reveal insights on early conditions for the middle ground, which is an area in need of attention (Lee and Battilana, 2013; Dufays and Huybrechts, 2015; Muñoz and Dimov, 2015).

2.3 Shared Value Creation (SVC), the Middle Ground and Nascent Settings

Aspects of value are easy to miss (Young, 2006) depending on the lens used to observe it (Chell, 2007). Thus, in order to avoid artificially separating and antagonising aspects of value, an inclusive ‘both/and’ framework is required (Berglund and Johannisson, 2012). This chapter recommends the shared value creation construct (Porter and Kramer, 2011; Driver, 2012) as such a framework. Shared value creation (SVC) is a construct proposed in the management literature defined as “policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates” (Porter and Kramer, 2011: 66), which has been suggested as a way to advance research in the middle ground of social entrepreneurship (Driver, 2012).

Broadly, SVC outlines the social-economic nexus through intertwined value creating configurations (see Porter and Kramer, 2011). It would be naïve to suggest that SVC presupposes that issues of tension are completely absent, in the same way as it would be naïve to assume that mutual constitutive issues are fully ignored in studies built upon, e.g., institutional logics. This discussion is about analytical emphasis, and the primary analytical concern of the SVC framework emphasises inclusive value configurations. Other similar constructs already explored in the middle ground, such as blended value (Nicholls, 2009; McMullen, 2011; Zhara et al., 2014) speak in fairly similar terms. There is, however, a difference on focus that is essential for this thesis. The emphasis of blended value is on making visible the accountability connecting investment and return (Emerson, 2003). In contrast to this, the emphasis of SVC is on the emergence of value configurations.

2.3.1 The SVC Basic Elements

Shared value creation (SVC), forces the conceptualisation of the social-economic nexus as economic self-interest, social orientation, and the mutually constitutive combination between both (see figure 2.2).

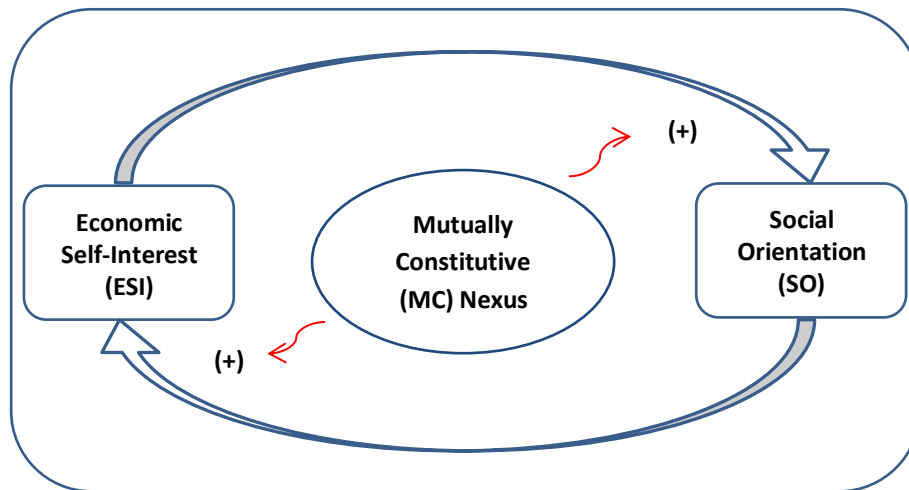


Figure 2.2 – SVC and its Three Basic Elements

Economic Self-Interest

In Porter and Kramer's (2011) outlining of SVC, economic self-interest is pivotal. At a macro level, the authors recognise to be biased towards the social welfare assumption that underpins free markets. This means that SVC assumes that the pursuit of economic self-interest provides the best conditions for the allocation of society's resources (see Sandmo, 2011, for an economic historical account, and Jensen, 2002, for a business perspective; cf., Porter and Kramer, 2011: 64). This suggests, according to Crane et al. (2014), a close relationship between the SVC construct and instrumental stakeholder theory, because both predispose the identification of relationships beyond the shareholder sphere (Freeman, 1984) on self-interest grounds (Post et al., 2002). However, SVC builds upon an extended conceptualisation of self-interest, which tackles the basis of its assumptions on social orientation.

Social Orientation

The social-economic nexus for businesses has remained for too long centred on whether businesses should or should not embrace social objectives (Margolis and Walsh, 2005; Smith et al., 2013). SVC assumes a clear position in that regard. It assumes that social objectives are not a problem of philanthropy or responsibility but a source of opportunities (Porter and Kramer, 2011). An a priori rejection of social objectives on the grounds of misappropriation and misallocation (Friedman, 1962; 1970) would be a short-sighted and mistaken bias (Porter and Kramer, 2011). SVC suggests that assuming such a stance veils opportunities that connect social issues with profitable innovative solutions (products or services), more efficient productivity arrangements (value chain configuration) and stronger local infrastructures (cluster development), self-imposing narrower chances to develop long-term competitive advantage (Porter and Kramer, 2006; 2011). Thus, it is only when business and society are seen as separate things that social objectives emerge “at the expense” of economic objectives (Porter and Kramer, 2011).

Mutually Constitutive Nexus

Porter and Kramer (2011) argue that it is actually in the self-interest of businesses to directly create social value. This is not out of responsibility towards others, but in recognition of the fact that social and economic aspects in value creation are indivisible (Porter and Kramer, 2011; Emerson, 2003). This means that the social-economic nexus should no longer be thought of as a bridge between two separated things, but as a kernel where business and society are instrumentally woven together for the creation of shared value and, ultimately, long-term competitive advantage (Porter and Kramer, 2011)⁴. In the SVC’s approach to the social-economic nexus, social value and economic value are two sides of the same coin.

⁴ It is suggested that, if extended as a mainstream practice, SVC will provide grounds for a renewed legitimization of the societal role of businesses and, ultimately, the reinvention of capitalism (Porter and Kramer, 2011; Driver, 2012). This aspect of the concept may well picture a plausible scenario (Shaw and de Bruin, 2013; Szmigin and Rutherford, 2013) but is beyond the scope of this thesis.

2.3.2 The SVC Avenues

According to Porter and Kramer (2011), shared value can be created in three interrelated ways (see figure 2.3): reconceiving products and services, redefining value chains, and enabling local cluster development. These are the three avenues for shared value creation.

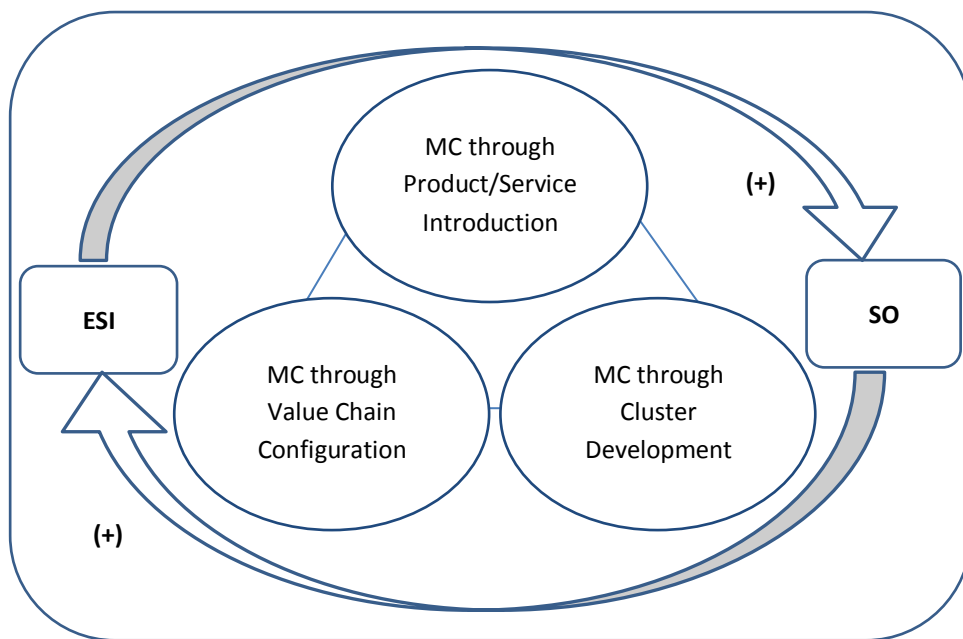


Figure 2.3 – SVC and the Three Avenues for its Emergence
MC: Mutually constitutive nexus; ESI: Economic self-interest; SO: Social orientation

Reconceiving Products and Services

As Porter and Kramer (2011) clarify, shared value is not created through philanthropy but through the introduction of products and services that can provide economic returns whilst directly meeting social needs. New products and services are introduced to revolutionise the status quo (Schumpeter, 2010[1943]). If such an introduction targets a social issue and proves to be a valuable alternative in markets, then the social issue is not only directly addressed but, according to the free market social welfare assumption (Jensen, 2002), this is done allocating resources to their best uses. From a SVC perspective, “businesses acting as

businesses, not as charitable donors, are the most powerful force for addressing the pressing issues we face” (Porter and Kramer, 2011: 64).

Redefining Value Chain Configurations

The value chain concept sees a business in terms of activities that, directly or indirectly, increase the economic value that buyers are willing to pay for what the business provides them (Porter, 1985). If the aggregated value created by these activities exceeds the cost of performing them, then economic value is created, making a business profitable and competitive (Porter, 1985; Porter and Millar, 1985). These activities are not only those physically associated to the related product or service – known as primary activities (i.e., logistics, operations, marketing and sales, and after-sale services) – but also those activities that allow the primary activities to take place – known as support activities, associated to the firm infrastructure, human resources, technology development, and procurement (Porter, 1985; Porter and Millar, 1985). It is suggested that the clearer a business is about its value chain activities the better is the understanding of the behaviour of costs and the existing and potential sources of differentiation and subsequent competitiveness (Porter, 1985).

According to Porter and Kramer (2011: 68-71), social issues not only can but should be directly involved in these activities. This is a second avenue for SVC. Although the idea of value creation in the value chain concept is eminently economic (see Porter, 1985: 38), Porter and Kramer (2011) suggest that such economic value can be enhanced by addressing issues that are assumed in the traditional self-interest approach as externalities (the resultant societal costs from the activity of a business). The idea is that businesses can actually enhance productivity and reduce costs by, for example, being innovative with energy consumption, paying better wages, improving resource utilisation based on recycling and reuse, empowering marginalised distant suppliers and/or moving operations closer to home (Porter and Kramer, 2011).

Enabling Cluster Development

In SVC a cluster is defined as “a geographically proximate group of interconnected companies and associated institutions in a particular field, linked by commonalities and complementarities” (Porter, 2008: 215), connecting, for example, actors from local industries, governmental agencies, and providers of specialised training, education, information, research, and technical support (such as universities and think tanks).

According to Porter (2008), the emergence of clusters has not only the potential to enhance innovation and productivity for established companies but also local entrepreneurship. Given that clusters would increase the information flows among participants, they would learn early and consistently about, for instance, new technologies and new ways of organising, expanding the capacity within the cluster to innovate (Porter, 2008: 237); they would also learn about what resources are needed within the cluster, providing an increase of local supply to meet the local demand, lowering supply costs and delays, while increasing the access to specialised human resources and local infrastructure and expertise (Porter, 2008: 232-234). Related to this, clusters would also stimulate entrepreneurship because the information flows can highlight gaps in the infrastructure of the cluster that can be exploited as business ideas (Porter, 2008). Overall, a cluster gives a sense of community that is highlighted under a SVC perspective. As a third avenue for SVC, by enabling local clusters businesses are not only improving their own competitive advantage but also creating better conditions to enhance local economies (Porter and Kramer, 2011: 72-75).

To summarise, SVC is an invitation for businesses and entrepreneurs to create value by directly attending to social issues through what they offer (product or services), in the activities they undertake (value chain configuration) and in the instrumental formal and informal local relations they establish (cluster development).

2.3.3 SVC and the Middle Ground of Social Entrepreneurship

Crane et al. (2014) have noted that the initiatives undertaken by large corporations, which have been used to develop a narrative for the SVC framework (see Porter and Kramer, 2011; Pfitzer et al., 2013), do not seem to bear a clear resemblance to the ideal of social value creation as it is enacted as a secondary activity. Those examples are, after all, only initiatives and not representations of the business as a whole. Crane et al. (2014) clarify this point by taking the discussion to business areas such as the tobacco industry, arms manufacturers and the petroleum industry while ironically asking “how organizational integrity can be claimed if a new innovation is developed for one or even a range of products (imagine fair trade tobacco, recyclable guns, or responsibly sourced oil), but ‘business as usual’ continued elsewhere in the organization” (2014: 138).

This is, of course, an issue hard to ignore. Porter and Kramer (2011), however, are aware of it; not only recognising that the SVC framework remains in its genesis (2011: 64) but, correspondingly, making the case for a parallel practice platform. This parallel platform bypasses the issues associated with established corporations because it offers the opportunity to start from the beginning; a blank page to explore shared value. This platform is the middle ground of social entrepreneurship (Driver, 2012). As Porter and Kramer (2011: 68) state, “a whole generation of social entrepreneurs is pioneering new product concepts that meet social needs using viable business models. Because they are not locked into narrow traditional business thinking [which reduces self-interest to short-term profitability], social entrepreneurs are often well ahead of established corporations”. Thus, although SVC originated as a framework for businesses, the middle ground of social entrepreneurship has been recognised as its main vehicle for practice (Driver, 2012), promoting SVC as a relevant construct for the field, gaining increasing acknowledgement in recent years (Seymour, 2012; Pirson, 2012; Shaw and de Bruin, 2013; Pavlovich and Corner, 2014).

Furthermore, the utilisation of the SVC construct might help to address discussions that problematise the supposed objectivity of social problems (Cajibaja-Santana, 2010; Santos, 2012; Lautermann, 2013). By assuming social orientation as a feature intrinsically connected with economic self-interest and that such a connection

defines competitive advantage (Porter and Kramer, 2011), SVC is explicitly prone to idiosyncratic appreciations of social value. The emphasis of SVC is on the nexus rather than on a social problem alone, which offers a fresh platform to discuss, for instance, the underpinnings of entrepreneurial engagement with ‘wicked problems’ or social issues difficult to grasp (Dorado and Ventresca, 2013), and the concerns of unintended consequences (ibid) from the entrepreneurial action.

2.3.4 The SVC Avenues Adapted for Nascent Settings

This thesis outlines and makes use of an adapted version of the SVC framework (see figure 2.4). Viewing value configurations as a process of venture emergence, this adaptation suggests that the three avenues for SVC in nascent settings are not given but are themselves in formation. As such, the SVC avenues correspond to the three markers that Dimov (2011) and Muñoz and Dimov (2015) suggest as ‘substantive’ avenues for understanding the process of nascent entrepreneurship: ideas, activities and arm’s-length exchanges. Hence, the thesis conceptualises SVC in nascent settings of the middle ground of social entrepreneurship as emerging through the distinctiveness of the product or service (P/S; the idea), the early organising routines carried out (EOR; activities) and the instrumental social relations established locally (ISRL; arm’s-length exchanges).

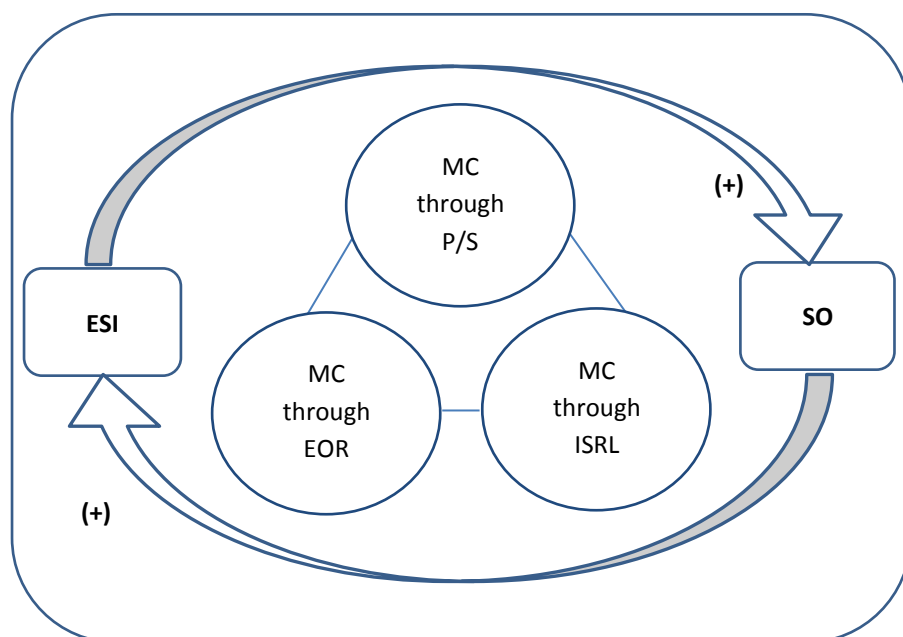


Figure 2.4 – SVC for Nascent Settings

MC: Mutually constitutive nexus; ESI: Economic self-interest; SO: Social orientation

Product/Service Introduction (P/S)

The introduction of a distinctive product or service that creates economic value appears axiomatic in entrepreneurship (Schumpeter, 2010[1943]; Shane and Venkataraman, 2000). Furthermore, it is “very intuitive and hard to disprove” that the nascent entrepreneurial process conveys “possibilities for profitable introduction of products or services” (Dimov, 2011: 79). However, purposeful social value creation through products or services has been also acknowledged, under labels such as social innovation (Phills et al., 2008; Maclean et al, 2012) and non-economic innovation (Swedberg, 2009). Consequently, Porter and Kramer’s (2011) assumption about creating shared value through products and services, does not require further adaptation in nascent settings.

Instrumental Social Relations Locally (ISRL)

The instrumentality of social relations promoted in SVC is a known subject in nascent entrepreneurship debates. Porter (2008) clarifies that the instrumentality of clusters comes first and foremost from “ongoing relationships ... and frequent face-to-face contacts” (Porter, 2008: 237). Similarly, it is widely recognised that nascent entrepreneurship relies on social ties (Hite and Hesterly, 2001; Davidsson and Honig, 2003; Mosey and Wright, 2007; Samuelsson and Davidsson, 2009; Grossman et al., 2012; Newbert and Tornikoski, 2012); and that such ties extend given support networks, typically friends and family, to include market relations (Dimov, 2011; Muñoz and Dimov, 2015). This turns arm’s-length exchange activities into a substantive aspect to understand nascent entrepreneurship (ibid).

However, clusters regard structures that are not necessarily foreseen by nascent entrepreneurs. Although local environments have been found to influence both nascent entrepreneurship (Mueller, 2006) and social entrepreneurship (Shaw and Carter, 2007), there is no clear evidence to suggest that nascent entrepreneurs act for the development of local clusters in mind. In nascent settings, it seems more appropriate to emphasise that instrumental social ties become relevant for particular needs rather for the creation of macro structures such as clusters. Consequently, in order to avoid misleading nomenclature the notion of cluster development is adapted. From here and onwards the cluster development avenue

of the SVC framework is reinterpreted as *instrumental social relations in local environments* (ISRL). This still recognises the importance of social ties in local environments (Porter, 2008 for clusters; Shaw and Carter, 2007 for social entrepreneurship) whilst emphasising that the instrumentality of social ties does not regard a goal associated to given contextual structures but activities that address ongoing needs.

Regarding social entrepreneurship research, the increasing attention on instrumental socialisation –for instance, the notion of ‘social bricolage’ (Di Domenico et al., 2010) – has largely overlooked the relevance (Dimov, 2011; Muñoz and Dimov, 2015) of arm’s-length dynamics. Against this tendency, this thesis examines ISRL with a specific focus upon market-like exchanges.

Early Organising Routines (EOR)

It is recognised that in order to understand nascency it is necessary to observe the actions performed by nascent entrepreneurs to keep the entrepreneurial process in motion (Dimov, 2011; Muñoz and Dimov, 2015). Yet, clearly defined activities associated to value chains are hardly outlined and less likely to be performed during the noise and hustle (Dimov, 2010) of nascent entrepreneurship, making it inappropriate to speak of value chain configurations in nascent settings. If the focus is centred on nascent social entrepreneurs, this avenue needs to be reconceptualised at the same nascent level. Thus, this research adapts the value chain concept, which promotes well defined activities (Porter, 2008), into the notion of *early organising routines*. The sole idea here is to highlight that (proto) organising activities are not expected to be a given avenue for SVC but rather a condition in the making.

2.4 Summary

The aim of this chapter was to critically discuss the middle ground of social entrepreneurship, proposing the focus on nascent stages as an appropriate setting and introducing the SVC framework as an appropriate stance to move the conversation forward.

This chapter outlined the middle ground – entrepreneurship oriented to both economic and social value creation; Driver (2012: 424) – as a particular expression of social entrepreneurship that cannot be approached through views that over emphasise social value creation (Drayton, 2006; Bernstein, 2007; Weerawardena and Sullivan Mort, 2006; Yunus, 2010) or that over emphasise economic value creation (Chell, 2007; Schramm, 2010; Acs et al., 2013). Although the middle ground has gained growing interest (Dees and Anderson, 2003b; Peredo and McLean, 2006; Battilana and Dorado, 2010; Driver, 2012; Battilana and Lee, 2014), further investigation is still required (Smith et al., 2013; Muñoz and Dimov, 2015; Shepherd, 2015; Zahra and Wright, 2015). Taking into consideration that practice associated to the middle ground flourish in settings such as the UK (see section 2.2.1), the idea that social entrepreneurship research remains far behind practice (Murphy and Coombes, 2009) gains particular strength.

From the examination of key debates in the middle ground, the chapter highlighted that extant research has overlooked the study of entrepreneurship activity comprising a mutually constitutive social-economic nexus. Some authors prefer to see the nexus as a hybridity issue, working upon the presumption that social value and economic value are separate and antagonising concerns that somehow combine (Battilana and Dorado, 2010; Jay, 2013). Others choose to speak in terms of sustainability (e.g., Dean and McMullen, 2007; York and Venkataraman, 2010; Shepherd and Petzel, 2011), promoting holistic value configurations (Tilley and Young, 2006). Yet, value is usually examined as a given factor (e.g., Muñoz and Dimov, 2015), hindering the study of value configurations beyond the pervasive assumption of “competing demands” (see *ibid*: 640).

A third way to approach the social-economic nexus recognises that social and economic imperatives are not always separate and distinct, conceptualising mutually constitutive value configurations. To date, however, the main contributions to this approach remain highly conceptual (e.g., Nicholls, 2009; Zahra et al., 2014). The SVC framework is presented as a suitable lens to address this gap. There are two reasons for this (see Porter and Kramer, 2011; Driver, 2012). First, SVC emphasises the mutually constitutive aspect of the social-economic nexus. Second, the construct emphasises activities oriented to value creation rather than

value as an outcome or consequence, which offers the potential to reveal process-based insights that are currently largely overlooked (McMullen and Dimov, 2013), particularly during nascent stages of ventures in entrepreneurship (Dimov, 2011; Venkataraman et al., 2012), social entrepreneurship (Wright and Marlow, 2011), and the middle ground (Muñoz and Dimov, 2015).

In order to clarify the SVC framework, the chapter described its basic elements (economic self-interest, social orientation, and the mutually constitutive combination between both) (Porter and Kramer, 2011). Following this, the three avenues for SVC are adapted for the study of activities of nascent social entrepreneurs, informed by insights from both nascent entrepreneurship and social entrepreneurship. The adapted SVC framework examines the emergence of value configurations with SVC features according to three dimensions: *product or service introduction (P/S)*, *early organising routines (EOR)*, and *instrumental social relations in local environments (ISRL)*.

The next chapter will discuss how SVC can be expanded as an analytical framework by seeing value configurations as ongoing accomplishments due to sensemaking processes. By integrating SVC and sensemaking, the next chapter will outline the analytical framework to be used in the further empirical and analytical stages of this research.

3.1 Introduction

Chapter two clarified that the focus of this thesis is on value configurations in the middle ground of social entrepreneurship, where both economic and social imperatives are at the core of the entrepreneurial endeavour. It specified the purpose of empirically examining mutually constitutive configurations, suggesting the construct of shared value creation (SVC) as a guiding framework and arguing for the “noise and hustle” (Dimov, 2010: 1124) of the nascent stage of social ventures as an empirical setting.

As a tool to guide analysis, the SVC construct puts forward the need to explore three basic elements: economic self-interest, social orientation, and the mutually constitutive combination between both. In addition, the construct predicts that value will be created in three possible ways: through the nature of the product or service (P/S), the instrumental social relations that are established locally (ISRL), and the early organising routines (EOR). Yet, whilst these six elements signpost where to look at, they do not say much about how to capture the dynamics that underpin them. Porter and Kramer (2011) seem to leave that matter to the hands of those wanting to explore SVC, which mobilises the aim of this chapter.

In order to complement the guidelines provided by the SVC construct, this chapter proposes that nascent entrepreneurs in the middle ground address SVC through a process of sensemaking. Building upon Weick’s et al (2005) view of sensemaking as an organising process, the chapter expands on the assumption that the new venture and the associated ideas of value creation emerge through an ongoing enactment (a series of interruptions of action and further injections of order) according to a sequence of selection of meaning (retrospective extraction of cues influenced by social factors to elaborate a response) and retention of meaning (relevant identities validating the plausibility of the response) to guide further action.

The chapter is structured as follows. To begin, sensemaking theory is presented showing its key properties, overall criticism, operationalisation issues and its representation as an organising process, followed by a brief discussion of its use in entrepreneurship and nascent settings. The adequacy of sensemaking for the exploration of the social-economic nexus and nascent settings is also discussed, followed by the integration of SVC and sensemaking into a single framework, which will inform further empirical research. The chapter closes with a summary.

3.2 Sensemaking

Sensemaking theory is a process perspective (Weick, 1995; Weick et al., 2005; Maitlis, 2005; Hernes and Maitlis, 2010) with social constructionist underpinnings (see Weick, 1995: 30). It depicts “an ongoing accomplishment” (Weick, 1993: 635) which “allows people to deal with uncertainty and ambiguity by creating rational accounts of the world that enable action” (Maitlis, 2005: 21).

3.2.1 The Seven Properties of Sensemaking

Sensemaking is informed by a set of seven interrelated properties (Weick, 1995), sometimes referred to by the acronym SIR COPE (Weick, 2001; 2003; 2005). These properties represent the “resources” that people are subjected to for sensemaking and, as such, the essential pivots for a process analysis of the phenomenon (Weick, 2005).

(A) Enactment

The enactment property suggests that “when people act, they bring events and structures into existence” (Weick, 1988: 306) to the extent that the very stimuli that they receive is often “a result of their own activity” (Weick 1995: 32). This is also known as ‘enacted environments’ or the “residuum of changes produced by enactment” which “cannot be ignored or left out” (Weick, 1988: 307). It follows that when something unexpected occurs or something expected fails to occur – say, an equivocal situation as a triggering event (Weick, 1988) or occasion for sensemaking (Weick, 1995) – it is at the reach of what people are experiencing and

have already experienced (say, their 'enacted environment') and not beyond, where their chances and limitations to bring order back stand (Weick, 1995; Weick et al., 2005).

This property clarifies that the assumption of order used in sensemaking is necessarily idiosyncratic rather than objectively determined. Such an order relies on preconceptions originated in previous actions, and further action occurs "under the guidance of [those] preconceptions" (Weick, 1988: 307). As a corollary, "action tends to confirm preconceptions" (ibid: 307), making enactment to resemble "the mechanism associated with self-fulfilling prophecies" (ibid, 2003: 185). Through enactment, as Weick (1995: 35) insists, people "create and find what they expect to find", so that they can warrant their preconceptions.

(B) Salient Cues

Accepting that people try to bring order back to an equivocal situation by means of their own experiences (enactment), the salient cues property suggests that people achieve a grasp of what is occurring by connecting the equivocal situation with categories or frames that are familiar to them due to those past experiences (Weick, 1995; Weick et al., 2005), "thereby turning the 'unusual' into 'business as usual'" (Patriotta and Brown, 2011: 35). Cues that regard the ongoing moment are, then, made salient (Weick, 1995), becoming building blocks for the 'name' for what is occurring (Magala, 1997) and for the elaboration of a response (Weick et al., 2005). It should be noted that, in an organisational setting, salient cues can be themselves equivocal and lead to mistaken action if, for instance, the categories or frames connected with the ongoing equivocal situation comprise outdated data, as in the misdiagnosis incident of the West Nile virus in New York in 1999 (Weick, 2005), or become contradictory or unstable as in the case of the Mann Gulch fire disaster, where firefighters lost grasp of what their colleagues were thinking and doing in an emergency dynamic (Weick, 2001: 468-466).

(C) Social Factors

Enactment does not presuppose social isolation. According to the social factors property, any personal experience is unescapably influenced by others. Social

factors act even when “those others are imagined” (Weick, 1995: 39), as “sensible meanings tend to be those for which there is social support, consensual validation, and shared relevance” (Weick, 2001: 461); that is, people tend to expect a certain degree of alignment between their social contexts and their own preconceptions of order, which influences the process of sensemaking. Certainly, though, the influence of social factors also possesses a far more tangible side, which is the case when it emerges from concrete interactions (Weick and Roberts, 1993; Weick, 2009). Through day-to-day conversations and joint actions (Weick, 2003), people can create common categories that they end up committed to (Cornelissen et al., 2014). Furthermore, some complement this suggesting that social factors can even play a rather prescriptive role in the form of sensegiving (Gioia and Chittipeddi, 1991; Maitlis and Lawrence, 2007), or attempts of a leader “to influence the sensemaking and meaning construction of others toward a preferred redefinition of organizational reality” (Gioia and Chittipeddi, 1991: 442), which would be particularly the case in organisational settings with asymmetrical power relations (Helms Mills, 2003: 153).

The idea that social factors influence the process of sensemaking should not be understood as the emergence of shared meanings. Doing that would ignore the enactment property. As Weick (1995: 188) puts it, “when people look at what they did to infer what it means, those meanings are idiosyncratic because individuals have different prior experience. Shared meaning is [then] difficult to attain”. Thus, the attention of sensemaking is rather directed towards the shared *experience*, where meanings need not be the same but equivalent enough to act collectively (Czarniawaska, 1992; Weick, 1995).

(D) Retrospective

From a sensemaking point of view people do not deal with uncertainty, which is based on ignorance, but with equivocality, which is based on confusion (Weick, 1995: 27). Ignorance regards unknown issues that, since unknown, do not participate in the process of sensemaking. Confusion regards multiple “might occurs” (Weick, 1979/1969: 6) that are available precisely because they are known; that is, because they regard past experiences. As Weick (1995: 111) puts it, “a cue in a frame is what makes sense”; and frames tend to be “past moments”.

Retrospection makes the connection possible with those past moments (Weick et al., 2005) so that a cue becomes a salient reference point for action. Looking back is, then, paramount for sensemaking (Weick et al., 2005).

(E) Plausibility

Sensemaking regards plausibility rather than accuracy. When speaking of extracting cues, it might seem that sensemaking speaks of a realist ontology (Weick, 1995: 55). Yet, sensemaking regards an enacted version of what is *out there*. In such an *out there*, there are both interpretations of what is out there and *authoring* of what is to be interpreted (Weick, 1995: 7), which is the essence of enactment. Therefore, the ways to move forward do not need to suggest responses to an objective truth, but the development of a locally plausible story (Weick et al., 2005). People make sense of their interpretation of the reality which confronts them within the diverse contexts which comprise their daily lives (Weick, 1995). Thus, a response is good enough as long as it “fits the facts, albeit imperfectly at times” (Isenberg, 1986: 243). If responses make sense, then they are retained (Weick et al., 2005), updating the cues or points of reference that will shape further actions (Weick, 1995: 57).

(F) Identity Enhancement

In organisational life the notion of identity tends to regard that which distinguishes an organisation as a whole (Albert and Whetten, 1985). When it comes to sensemaking analysis, however, it is “who we think we are (identity) as organizational actors [which] shapes what we enact and how we interpret” (Weick et al. 2005: 416), moving the concern on identity to the individual. But this is far from a device for simplification. From a sensemaking point of view, an individual does not possess a singular definition of self, but many (Weick, 1995: 18). People’s repertoire of identities resembles “many small stories being embedded in one large life story” (Watson, 2009: 425), turning identity enhancement into a non-trivial pivot for the sensemaking process (Helms Mills, 2003: 55).

An important aspect to this is that dealing with identities for sensemaking does not only regard a process of self-definition, but also what others think or may think about such a definition (Weick, 1995; Weick et al., 2005; Ybema et al., 2009;

Watson, 2009), demanding “an ongoing iteration” between both aspects (Ybema et al., 2009: 301). The sensemaker, as Weick (1995: 20) argues, “is himself or herself an ongoing puzzle undergoing continual redefinition, coincident with presenting some self to others and trying to decide which self is appropriate”. The role of others, as predicted by the social factors property, is crucial for the choosing of which self is to be enhanced by the sensemaker (Weick et al., 2005).

(G) Ongoing Updating

Sensemaking is embedded in a continuous ongoing (Weick, 1995; Tsoukas and Chia, 2002) flow of experiences, which suggests that the experience-based frame from which people extract cues is constantly subject to updating (Weick, 1995; Weick et al., 2005). But this updating does not necessarily imply a path towards accuracy, as the property of plausibility reminds us. Sensemaking can be equally problematic as it can be successful (Weick, 2001: 464-470). The self-fulfilling mechanism associated to enactment is responsible for the creation of ‘blind spots’ (Weick, 2003) that allow people to engage in vicious circles, insisting on cues that will eventually be shown to be mistakes (e.g., disasters; Weick, 1993; 1996; Maitlis and Sonenshein, 2010; Cornelissen et al., 2014). However, the process is equally fit to create new opportunities (Weick, 1995: 90), due to people’s cues that challenge, for instance, a status quo (e.g., Weick, 2001: 466-470).

3.2.2 Criticism

Sensemaking theory has been mostly criticised suggesting a lack of clarity to address process studies (Thurlow and Helms Mills, 2015), an overemphasis on rare events (Winch and Maytorena, 2009; Colville et al., 2014), a lack of attention to institutional settings and power structures (Lounsbury and Glynn, 2001; Helms Mills, 2003), and a lack of attention to situations where predefined order or equilibrium is not present (McKelvey, 2004; Chiles et al., 2010; Holt and Cornelissen, 2014). In the following paragraphs these critiques are briefly discussed in the context of this thesis.

First, as Thurlow and Helms Mills (2015: 247) criticise, to date “it has been relatively difficult to isolate the ways in which individual properties [from the seven

outlined by Weick] work". This is a critique about the practicality of the framework, which signposts that Weick prefers to leave the operationalisation of the properties for empirical examination rather open-ended –see, e .g., Weick's (2001) suggestion of at least two possible options and Weick's et al. (2005) outlining of a third one –, turning the matter into one of the several challenges for future research (Weick et al., 2005). What this critique leaves as a corollary, however, is the need of a clear positioning. This chapter acknowledges this issue by discussing the problems to animate the process (see section 3.2.3) and the particular position adopted (see section 3.2.4). The outcome from the study is expected to enrich this discussion further.

Second, it has been noticed that sensemaking studies tend to be focused on past accounts about rare events (Winch and Maytorena, 2009; Colville et al., 2014). This is, indeed, a tendency particularly followed in Weick's work (see, e.g., Weick 1993; 2010; Weick and Sutcliffe, 2003). Yet, this is less about a problem of the framework and more about the need of richer empirical attention. This issue has been acknowledged, in fact, in the literature with an increasing attention to real-time observations (e.g., Maitlis, 2005; Kaplan and Orlikowski, 2013; Colville et al., 2014) which is deemed still much needed (Colville et al., 2014). This thesis tackles this gap by paying close empirical attention to the ongoing updating property of sensemaking (see section 3.2.5 for a further discussion on this matter).

Third, several authors criticise sensemaking suggesting that it neglects the embeddedness of agency in overarching structures (Weick et al., 2005). Particularly problematic seems to be the assumption that "sensemaking is the feedstock for institutionalization" (Weick 1995: 36) due to its overemphasis on agency. Later work by Weick, however, has recognised such a notion as exaggerated (Weick et al., 2005: 417). Making use of the social factors property, Weick invites us to observe more closely the action of social factors during the process, accepting that they can actually play normative roles (ibid), in line with studies focused on sensegiving by leaders within organisations (Gioia and Chittipeddi, 1991; Maitlis and Lawrence, 2007). Further studies have complemented this renewed emphasis outlining a two-way relationship (Weber and Glynn, 2006) observing that although institutions constraint agency their input is not ready-made per se but in itself emerging (Fuglsang and Jagd, 2015). Whilst this thesis is focused on emerging

dynamics where structures are in the making rather than ready-made, the study will not be blind to the action of social factors (see section 3.2.4) and their potential normative inputs.

Fourth, some, particularly complexity theorists, observe that sensemaking predisposes an exclusive focus on order (McKelvey, 2004; Chiles et al., 2010), suggesting that, as a result, the framework is “ill equipped to explain how novelty and order are created far from equilibrium” (Chiles et al., 2010: 11). Similarly, others suggest that all that matters in sensemaking theory is what is instrumentally required by agents, leaving other matters unnoticed (Holt and Cornelissen, 2014). This is, however, a matter of theoretical interpretation. First, sensemaking does not avoid chaos, but builds on it, as Weick et al. (2005: 411) clearly depict; far-from-equilibrium situations are precisely what trigger the sensemaking process (Weick, 2005). Second, regarding the idea that sensemaking theory misses the possibility of a sense that is “too nebulous to be confined to cognitive patterns and is free of immediate instrumental implications” (Holt and Cornelissen, 2014: 529), it could be argued that it is not really missed but theorised differently. Since such a ‘sense’ does not connect with frames or mental models, it goes unnoticed, for good or for bad, for the sensemaker (Weick, 1995).

Finally, it has been suggested overall that those who build on sensemaking tend to accept the properties defined by Karl Weick avoiding critical examination (Anderson, 2006; Basboll, 2010; Holt and Cornelissen, 2014). Regarding this point, although sensemaking is adopted in this thesis as a guiding analytical tool, the research will not be blind to possible evidence that could challenge the framework. On the contrary, such a possibility will be considered as a part of the contributions of this study.

3.2.3 Animating Sensemaking into a Process

Trying to operationalise sensemaking as a process building upon the seven closely interdependent (Weick, 1995) properties is not a straightforward task (Thurlow and Helms Mills, 2015). The fact is that a clear and single operationalising recipe is absent. Weick, for instance, has suggested the possibility of “*at least two ways*”

(ibid, 2001: 463; italics added). The first one would be to allocate the properties as stages of a sequence.

Sensemaking seems to follow roughly a sequence in which people concerned with *identity* in the *social* context of other actors engage *ongoing* events from which they extract *cues* and make *plausible* sense *retrospectively* while *enacting* more or less order into those ongoing events (Weick, 2001: 463; see also Weick 1995: 18; italics added).

But, as Weick recognises, a depiction as such can only regard a “crude” effort as there are feedback loops and parallel processing that are simply not considered (ibid 1995: 18). Furthermore, it has been shown that different sequences can be advanced depending on the conceptual emphasis required. Take for example Weick’s (1995) attempt to make the case for the relevance of action over planning, where the use of the enactment property was clearly more useful as a starting point rather than as an outcome:

Once people begin to act (enactment), they generate tangible outcomes (cues) in some context (social), and this helps them discover (retrospect) what is occurring (ongoing), what needs to be explained (plausibility), and what should be done next (identity enhancement). Managers keep forgetting that it is what they do, not what they plan, that explains their success (Weick, 1995: 55).

A second way to “animate” the seven properties into a process is to treat each of them as analytical dimensions (Weick, 2001: 463). When the process of sensemaking is examined this way, it is revisited as a whole seven times eliminating the need to formalise connections between properties. This seems to be a fruitful option in Weick’s delivery of sensemaking case studies. Examples of this can be seen in Weick’s analysis of the strategies adopted by a cluster of manufacturers of cashmere sweaters in Hawick, Scotland (Weick, 1995: 77-82), the comparative study between a case of ‘problematic’ sensemaking (the Mann Gulch fire disaster) and a case of ‘successful’ sensemaking (the emergence of the ‘Worker’s Defence Committee’ in Poland) (Weick, 2001: 461-471), and the management of a new infectious disease (West Nile) in New York, USA (Weick, 2005).

Perhaps due to the lack of a fixed outlining of the sensemaking process, many studies concerned with sensemaking prefer to use the construct as a single process unit embedded in a larger model of some sort (e.g., Kavanagh and Kelly, 2002; Jay, 2013; Seidel et al., 2013; Canato et al., 2013; Olcott and Oliver, 2014; Balogun et al., 2014). Others choose instead to focus on some preferred properties (e.g., Colville et al., 2013; Dortland et al., 2014) or to reinterpret, rename, or even advance their own ones (e.g., Sonenshein, 2007; Nigam and Ocasio, 2010; Hahn et al., 2014).

3.2.4 The Organising Process of Sensemaking

There is, however, another possible way to operationalise sensemaking. This alternative option, suggested in Weick (2003) and formalised in Weick et al (2005), builds upon the integration of the seven properties of sensemaking with Weick's (1979/1969) organising theory.

Organising and Sensemaking

Weick's (1979/1969) outlining of organising invites us to move the focus from snapshots of organisational order to ongoing processes informing the emergence of that order; to stop seeing organisations as ordered things with patterns and start looking at, as Chia (1999: 224) puts it, "the repetitive activity of ordering and patterning itself". Defined as the action "to assemble ongoing interdependent actions into sensible sequences that generate sensible outcomes" (Weick, 1979/1969: 3), organising depicts a process that builds upon "informational inputs that are ambiguous" to produce "a workable level of certainty" (ibid: 6); a process that reduces the range of possibilities or "might occurs" (ibid: 6) to produce generic categories (Tsoukas and Chia, 2002: 573) that allow "interlocked behaviors" (Weick, 1979/1969: 3) and "collective action in a somewhat orderly manner" (Czarniawska, 2010: 156).

As a framework, organising outlines a sequence of enactment-selection-retention (Weick, 1979/169; Weick et al., 2005), which basically suggests that organised action is continually emerging from variations in the relation between people and

their enacted environments (Weick, 1979/169; Van de Ven and Poole, 1995), shaped by a *selection* of known possibilities to address the variation and a *retention* of some of them to make further organised action possible (Weick, 1979; Weick et al., 2005; Tsoukas and Chia, 2002). This outlining is considered one of Weick's landmark contributions to organisation science (Tsoukas and Chia, 2002: 573), influencing highly the study of processes and change, including within the field of entrepreneurship (Steyaert, 2007).

Addressing the lack of a formal operationalising recipe for the seven sensemaking properties, it is suggested that all seven can straightforwardly inform the enactment-retention-selection cycle (Weick, 2003), turning sensemaking into “a significant process of organizing” (Weick et al., 2005: 409). The coupling between the seven properties and organising would occur as follows: the variation that emerges from the relation (or ‘ecological change’) between enacted environments and people's action regards the ongoing updating (G) property. Selection regards the retrospective (D) extraction of cues (B). Retention regards the identity enhancement (F) and plausibility (E) that inform subsequent enactments and selections. Finally, social factors (C) would participate in the whole process in both sensemaking and organising (Weick, 2003: 185). The process depicting the cycle enactment-selection-retention and the seven sensemaking properties is graphically exhibited in figure 3.1.

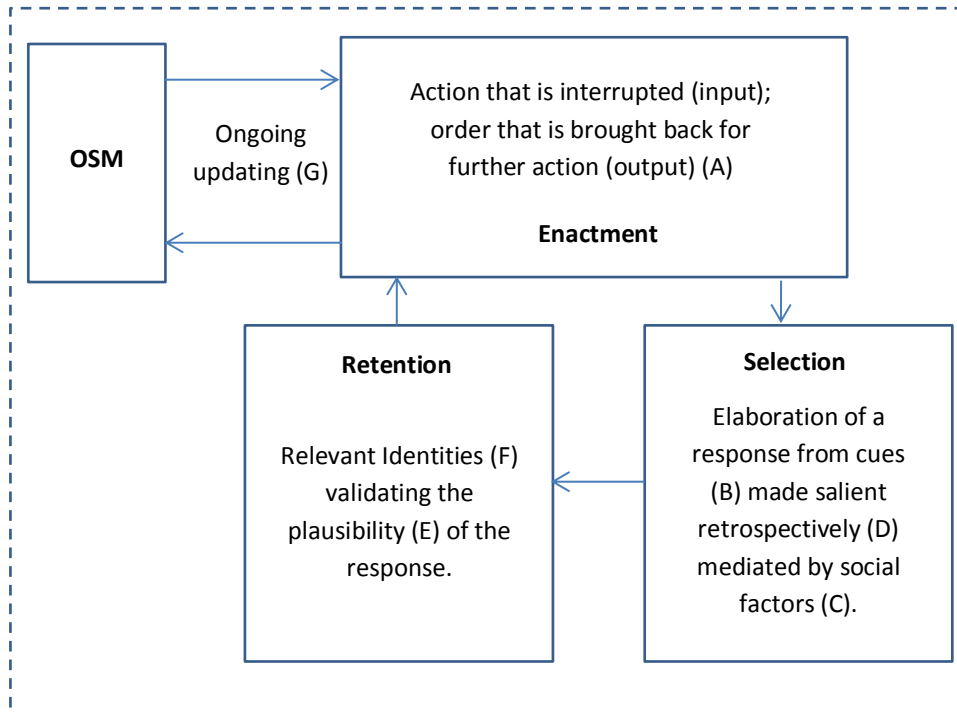


Figure 3.1 – Sensemaking as an Organising Process

OSM: Occasion for Sensemaking

Source: Based on Weick et al (2005: 414)

ENACTMENT (A): Ongoing Updating (G)

It should be perhaps clarified that the nexus between enacted environments and people’s actions, depicted by the notion of ‘ecological change’, is not outlined (Weick et al., 2005) to portray people’s reactions to external influences (Weick, 2001: 99). It is rather a reminder that a ‘change’ for an analysis of sensemaking is only that which effectively interrupts an ongoing activity (ibid: 99) or, put differently, it is a reminder that a change that does not challenge assumptions of order does not activate sensemaking. In the sensemaking nomenclature, relevant changes (those that become equivocal and interrupt action) are also known as triggering events (Weick, 1988) or occasions for sensemaking (Weick, 1995), and are said to signpost a first glimpse for what is going on. Such glimpses –or the activities of ‘noticing and bracketing’ –, however, “are relatively crude acts of categorization and the resulting data can mean several different things” (Weick et al., 2005: 414), which stimulates the need of the subsequent processes of selection and retention.

Viewing enactment from an organising perspective operationalises the two sides of the 'enactment' coin. Enactment is comprehensively revealed as simultaneously the starting point – people interrupted in their activities – and the outcome of a sensemaking process – people injecting order back to allow further action; say, achieving 'enacted environments' – (Weick, 1988; 1995). But once the enacted environment is 'out there', it constraints people and new equivocality can emerge from it (ibid, 1995). Thus, enactment as a process starts and closes and starts again, and the 'ongoing updating' property is the analytical reminder of that. It tells us that sensemaking is inescapably embedded in a continuous flux (Tsoukas and Chia, 2002); it tells us that the whole process is about "continued redrafting of an emerging story" (Weick et al, 2005: 415). The demand is, then, to move the attention from episodic events to an ongoing series of them (Weick et al., 2005).

SELECTION: Cues (B) Made Salient Retrospectively (D) Mediated by Social Factors (C)

Whilst enactment regards action, selection could be associated with the necessary thinking (Colville et al., 2013: 1203) conducive to attributing significance (Colville et al., 2014: 229) to interrupted action. The initial glimpse provided by the triggering event does not regard meaning; it only signposts the need for it, and the selection process is in charge of satisfying that need (Weick et al., 2005). Selection tackles directly the overall sensemaking duty "to assign ongoing [equivocal] events and situations to familiar images that help [people] translate potentially unsettling phenomena into predictable behaviors" (Patriotta and Brown, 2001: 41). The ongoing equivocal event provides a first glimpse but a cue is not made salient and turned into a resource for action until it is connected to frames (Colville et al., 2013), mental models (Weick et al., 2005) or familiar categories (Patriotta and Brown, 2001). Since those categories regard "past moments" (Weick, 1995: 111), the connection is necessarily made retrospectively.

Social factors, according to Weick et al (2005), participate in the sensemaking process as a whole. However, social factors have a critical role influencing the retrospective extraction of cues (Weick, 1995). It could be argued that it is actually there where the most active role of social factors for meaning construction is depicted in the process. First, the extraction of cues is necessarily social as a social

context “binds people to actions that they then must justify, it affects the saliency of information, and it provides norms and expectations that constrain explanations” (ibid: 53; about cues). Second, the retrospection is in itself also social as “whatever is occurring at the moment [e.g., interactions] will influence what is discovered when people glance backwards” (ibid: 26; about retrospection). In sum, the act of making cues salient retrospectively comprises social factors, and these three properties inform the selection process and the elaboration of a response.

RETENTION: Relevant Identities (F) Validating the Plausibility (E) of the Response

Whilst the outcome from a selection process is a response –by means of cues extracted retrospectively influenced by social factors –, the sole presence of a response is not enough to mobilise further action. As Weick et al (2005: 414; italics in the original) explain:

Though plausible, the story that is selected is also tentative and provisional. It gains further solidity in the organizing process of *retention*. When a plausible story is retained, it tends to become more substantial because it is related to past experience, connected to significant identities, and used as a source of guidance for further action and interpretation.

Thus, sensemaking requires an additional device to provide the ‘solidity’ that the response needs in order to become ‘more substantial’. This is the task of the retention process, and the combined properties of plausibility and identity enhancement are its resources. Plausibility reminds us that sensemaking is not about accuracy, and identity enhancement highlights that there are many possible selves that can be enhanced by a response (Weick, 1995). Combined, these two properties turn the process of retention into a plausibility criterion device based not on what is objectively right (if that is even possible) but on what is right for the sensemaker. After all, as Weick (1995: 18) argues, “Sensemaking begins with a sensemaker”. Seeing sensemaking as an organising process recognises, as Thurlows and Helms Mills (2015: 247-248) see it, that some properties such as identity and the subsequent plausibility have more prominence, influencing how the other properties are to be understood.

It should be noted that identity does play a tacit role during the selection process. This is so because the particular frames chosen to construct a response are as much about the response itself as they are about “who we are” (Cunliffe and Coupland, 2012: 69). In other words, the selected salient cues also comprise ‘selected’ identities. But the problem is that after the selection process those identities are still “claims” (Ybema et al., 2009: 306) subject to “negotiation” (ibid: 303) regarding what is occurring during the present moment. That is why the selection process does not ‘close’ the process. The retention process kicks in at this point, revealing the filtering feature of the pair identity-plausibility. Building on Weick et al (2005), this would occur as follows. The self that is comprised by the response is confronted against the plausibility provided by the unfolding of the equivocal situation. If the match occurs, further action upon the response is allowed, confirming the identity comprised in the response and, hence, perpetuating the tendency resembling a self-fulfilling prophecy. If the match does not occur, equivocality remains; but also does the need to enact order. Thus, the sensemaker will have to either change the response or look at other overarching frames (say, identities) potentially triggering different paths.

A Process Approach in Entrepreneurship

According to Moroz and Hindle (2012), although the allusion to process is pervasive in the entrepreneurship literature, the theoretical underpinnings are generally hard to identify and trace inasmuch the possibilities are wide and diverse (Van de Ven and Poole, 1995; Steyaert, 2007; Rasmussen, 2011; Moroz and Hindle, 2012; Langley et al., 2013). This research avoids such pitfalls by explicitly crafting an analytical framework built upon sensemaking theory. Indeed, the organising process of enactment-selection-retention that depicts sensemaking is a recognised process-based approach in entrepreneurship (Steyaert, 2007), and building upon it declares a position.

It is not part of the scope of this study to elaborate a review of the wide and diverse possibilities that underpin process-based studies in entrepreneurship. However, it might be useful as an exercise of contextualisation and clarification to briefly discuss the sensemaking process stance in light of three of the key process taxonomies in entrepreneurship research: effectuation and causation processes

(Sarasvathy, 2001; 2003), life cycle, teleological, dialectical and evolutionary processes (Van de Ven and Poole, 1995; Rasmussen, 2011), and stage model, static framework, dynamic, and quantified sequence processes (Moroz and Hindle, 2012).

It has been suggested that instead of building upon given goals, which is labelled as causation frameworks, entrepreneurs more frequently work upon given means to only then generate and recognise possible goals, which is labelled as effectuation processes (Sarasvathy, 2001; 2003). Goals are, hence, enacted rather than planned, which would turn sensemaking, according to Sarasvathy (2001: 256), into “a model of effectuation”. Yet, as already mentioned, enactment in sensemaking theory is not only generative (say, effectuation; people’s action) but also prescriptive to some extent (say, causation; the ‘enacted environment’ that inform action). Indeed, sensemaking presupposes the presence of frames that prompt expectations of cause-effect relationships (Weick, 1996), particularly those drawn by identities (Weick, 2005; Helms Mills, 2003). Thus, it could be argued that from this taxonomy the process of sensemaking cannot be reduced to either effectuation or causation; it regards rather a nexus between both.

It has been also emphasised that most of the rationale behind studies on processes find roots in four basic ideal theories or motors –life cycle, teleological, dialectical, and evolutionary– in both organisations (Van de Ven and Poole, 1994) and entrepreneurship (Rasmussen, 2011). Life-cycle frameworks depict linear processes that can be explained in a step-by-step fashion; teleological frameworks regard purposeful enactment; dialectical frameworks outline change as a synthesis from the conflict between opposite situations; and evolutionary frameworks refer to accumulative changes through the selection of alternatives. According to Van de Ven and Poole (1995: 531), the enactment-selection-retention process regards a combination of three of these four motors. First, it comprises a certain degree of purpose due to the prescriptive aspect of enactment, consistent in part with teleological frameworks. Second, it signposts the selection among several meanings for the elaboration of a plausible response, consistent in part with an evolutionary framework (Weick, 1979/1969). And third, since enactment, selection and retention could be outlined as a “sequence” (Weick, 1979; Weick et al., 2005: 409), the process also depicts in part a life cycle framework.

Finally, Moroz and Hindle (2012) suggest that the majority of studies on entrepreneurial processes seem to fit into one of the following classes: stage model, static framework, process dynamic, and quantification sequence. A stage model characterises linear frameworks (e.g., Bhawe, 1994). A static framework characterises interrelated elements associated to the process (e.g., Gartner, 1985). A process dynamic regards frameworks that predispose the study of underlying dynamics of change (e.g., Bruyat and Julien, 2000). And a quantification sequence characterises a normative outlining built upon quantitative evidence (e.g., Carter et al., 1996). From this taxonomy, although sensemaking theory comprises the idea of a sequence (enactment-selection-retention) which could presuppose a stage model, and seven properties which could presuppose a static framework, when it is understood as an organising process, as in this thesis, the construct is focused on underlying dynamics, which categorises sensemaking as a process dynamic approach.

3.2.5 Sensemaking, Entrepreneurship and Nascent Settings

Although a relative newcomer to process thinking (Hernes and Maitlis, 2010: 27), sensemaking theory has become a fruitful analytical framework for the study of organisational change (Weick et al., 2005; Langley, 2007) influencing a wide variety of research activity. Some of its applications have tackled change in large firms (e.g., Kavanagh and Kelly, 2002; Canato et al., 2013), small businesses (Bettiol et al., 2012), as well as at inter-organisational levels (Nigam and Ocasio, 2010; Medlin and Tornroos, 2014) and micro-level settings such as team meetings (Kwon et al., 2014). It has also addressed change-related topics such as strategy (Balogun and Johnson, 2004; Kaplan and Orlikowski, 2013), organisational learning (Christianson et al., 2009; Antonacopoulou and Sheaffer, 2014), organisational transition (Maclean et al., 2014), innovation (Jay, 2013), sustainability (Seidel et al., 2013; Hahn et al., 2014), alliances (Adobor, 2005), employee engagement (Sonenshein and Dholakia, 2012), stakeholder engagement (Maitlis and Lawrence, 2007; Bundy et al., 2013; Barraquier, 2013), and issues of corporate social responsibility (Basu and Palazzo, 2008; Hanke and Stark, 2009; Sharma and Good, 2013).

Overall, however, the empirical work on sensemaking is so far “modest” (Weick et al., 2005: 417). To date, research tends to overemphasise the attention to past rare

events under pressure (Colville et al., 2014: 231), such as during disasters and organisational breakdowns (see, e.g., Weick 1993; 2010; Gephart, 1993; Weick and Sutcliffe, 2003; Patriotta, 2003; Christianson et al., 2009; Maitlis and Sonenshein, 2010; Colville et al., 2013; Olcott and Oliver, 2014), which reduces empirics to *forensic* analysis (Winch and Maytorena, 2009). This reveals a gap that calls for more attention to the property of ongoing updating (Winch and Maytorena, 2009; Colville et al., 2014), which this thesis takes into account in order to extend existing attempts (see, e.g., Maitlis, 2005; Kaplan and Orlikowski, 2013; Colville et al., 2014).

Regarding entrepreneurship research, sensemaking frameworks have helped to explore issues such as failure (Cardon et al., 2011), legitimacy (Holt and Macpherson, 2010), marketing (Bettioli et al., 2012; Wallnofer and Hacklin, 2013), and exit (Kearins and Collins, 2012). Only few studies, however, deal with the dynamics of nascent stages of ventures. Among those few, findings have confirmed the pivotal role of the identity of the nascent entrepreneur (Mills and Pawson, 2011). Other findings show that it is also necessary to negotiate identities in order to instrumentalise, for instance, the appreciation (and communication of that appreciation) of other's needs to establish successful collaboration (Holt and Macpherson, 2010). This thesis is focused on nascent settings and is expected to enrich this discussion.

Regarding social entrepreneurship, sensemaking research concerning the early stage of ventures is practically absent. The preferred setting for examination of sensemaking remains focused on already established social enterprises, as in Jay's (2013) examination of ongoing innovation in hybrid organisations and in Grimes' (2010) study of performance measurement activities as sensemaking devices. This thesis is focused on nascent settings in the middle ground of social entrepreneurship, and aims to contribute towards filling this gap for sensemaking theory.

3.3 SVC in Nascent Settings as a Process of Sensemaking

Robert Owen, a historical figure within social entrepreneurship (Nicholls, 2006) of the middle ground (see chapter two), is said to have worked upon "a philosophy of

hope” which assumed that “the world is not inevitably good or bad but to the extent that we make it so” (Heilbroner, 2000[1953]: 116); a philosophy of hope that suits the organising nature of the sensemaking perspective, which would suggest that what is socially good is not necessarily accurate but plausible, defined by the sensemaker’s actions. This thesis assumes that this is the case in current middle ground settings of social entrepreneurship. In the following sections sensemaking is presented as an adequate stance to explore both the social-economic nexus associated to SVC and the dynamics of nascent settings in social entrepreneurship, thereby outlining the SVC-Sensemaking conceptual framework that will be used in this thesis for the empirical research.

3.3.1 Sensemaking Adequacy

It is recognised that a sensemaking framework can deal with the combination of social and economic underpinnings, which is the focus of this thesis. Jay (2013), for example, applies sensemaking as a moderating device for an ongoing conflict-resolution of paradoxes that he observes as inherent within the social-economic nexus, while others have proposed sensemaking as a device to guide corporate social responsibility (CSR) activities (Basu and Palazzo, 2008; Hanke and Stark, 2009). Other examples of findings on the social-economic nexus built upon sensemaking show the crucial role of middle managers (Sharma and Good, 2013) and that the nexus cannot rely on two fixed organisational frames but rather on a diversity of individual-level frames due to the managerial diversity involved (Hahn et al., 2014). In the literature of social entrepreneurship, sensemaking has been also regarded as instrumental. Johannisson (2012), for instance, depicts the combination of social and economic underpinnings as “an organizing endeavour aiming at sense-making and the subsequent hands-on enactment of ventures in ambiguous settings” (ibid, 2012: 65), promoting the adequacy of the framework.

Regarding nascent settings, since “[s]ensemaking activities are particularly critical in dynamic and turbulent contexts” (Maitlis, 2005: 21), sensemaking appears equipped to deal with early stages of venture emergence, which is almost by definition dynamic and turbulent (Dimov, 2010). In line with this, it has been recommended in social entrepreneurship that sensemaking can help to examine opportunity development (Cajibaja-Sanatana, 2010) in order to move away from

the currently pervasive presumption that opportunities in social entrepreneurship only regard objective and external social problems (ibid).

Furthermore, notions associated to organisation emergence are not absent in Weick's work. This is the case in Weick's (2001) examination of the emergence of the Worker's Defence Committee (KOR) in 1979 in Poland by Adam Michnik (ibid: 466-471). One of the main corollaries of this study puts forward that individuals can resist objectified notions, such as that 'resistance to a totalitarian rule' is 'hopeless and doomed to failure'. The secret would be to define areas of permissible manoeuvre at the reach of the individual's actions. This can be relevant for settings where notions of what is socially good tend to be objectified, as in social entrepreneurship (Cajibaja-Santana, 2010). Weick would recommend on this matter: "Large consequences can be produced by small actions when people change the only thing they can change: their own actions" (ibid: 467).

3.3.2 SVC-Sensemaking Analytical Framework

Using Moroz and Hindle's (2012) process taxonomy (see section 3.2.3), SVC is, as presented by Porter and Kramer (2011), a *static framework*. It comprises a synergetic notion of value creation (Porter and Kramer, 2011) suggesting three basic elements: economic self-interest, social orientation, and the mutually constitutive combination between both. The construct also outlines three avenues for the creation of shared value creation; namely for nascent stages (see chapter two), the nature of the product or service (P/S), the instrumental social relations that the nascent entrepreneurs establish locally (ISRL), and the early organising routines enacted (EOR). But although all these elements spin around the notion of activities (Porter and Kramer, 2011), there are no analytical hints about how to access their underlying dynamics. It is proposed here that sensemaking opens up this black box.

The generic sensemaking process shown in figure 3.1 can be redesigned to indicate SVC as an enacted value proposition (for more details on the generic process, refer to section 3.2.4). Figure 3.2 exhibits a SVC-Sensemaking framework that suggests that during an organising process such as that of venture emergence, nascent social entrepreneurs will face, as also reminded by Dimov (2010), unexpected situations

or expected situations that fail to occur –equivocal circumstances or occasions for sensemaking – and that they will aim to make sense of them so that order can be brought back. This is where SVC intersects the sensemaking framework; it becomes an assumption of value that is subject to change due to interrupting equivocality adding new elements or changing them altogether as a consequence.

Paying attention to figure 3.2, it should be noted that the framework highlights the relevance of the ongoing updating property of sensemaking. The framework shows that in order to examine the shaping of the shared value proposition, not one but a series of events are required. Within the ‘enactment’ box, figure 3.2 also shows that the mutually constitutive (MC) relation between economic self-interest (ESI) and social orientation (SO), predicted by SVC and outlined in chapter two, is an embedded feature of enactment. Three implications emerge from this. First, the model assumes that the three elements are subject to interruption and further enhancement, modification, or even abandonment. Second, an event will have to be examined in three ways according to these three dimensions. And third, the model presupposes that the enactment of each element goes through a process of selection –elaborating a response building upon retrospective salient cues influenced by social factors– and a process of retention –a plausibility device based on the enhancement or opposition of a relevant identity – (this is applied in the within-case analysis that will be presented in chapter five).

Since the basic elements of SVC (ESI, SO, MC) are assumed as a matter of enactment, the framework also proposes that the typology that should characterise those elements (P/S, ISRL, EOR) can be applied as a typology of that enactment. It follows that each dimension of the enactment (ESI, SO, MC) will have to be associated to one of the SVC avenues, allowing the avenues (P/S, ISRL, EOR) to become analytical pivots for further comparison of empirical insights (this is applied in the cross-case analysis that will be presented in chapter six). By using this framework, it is expected to contribute to both SVC and sensemaking constructs, and to the theory and practice of social entrepreneurship during nascent stages of ventures in the middle ground.

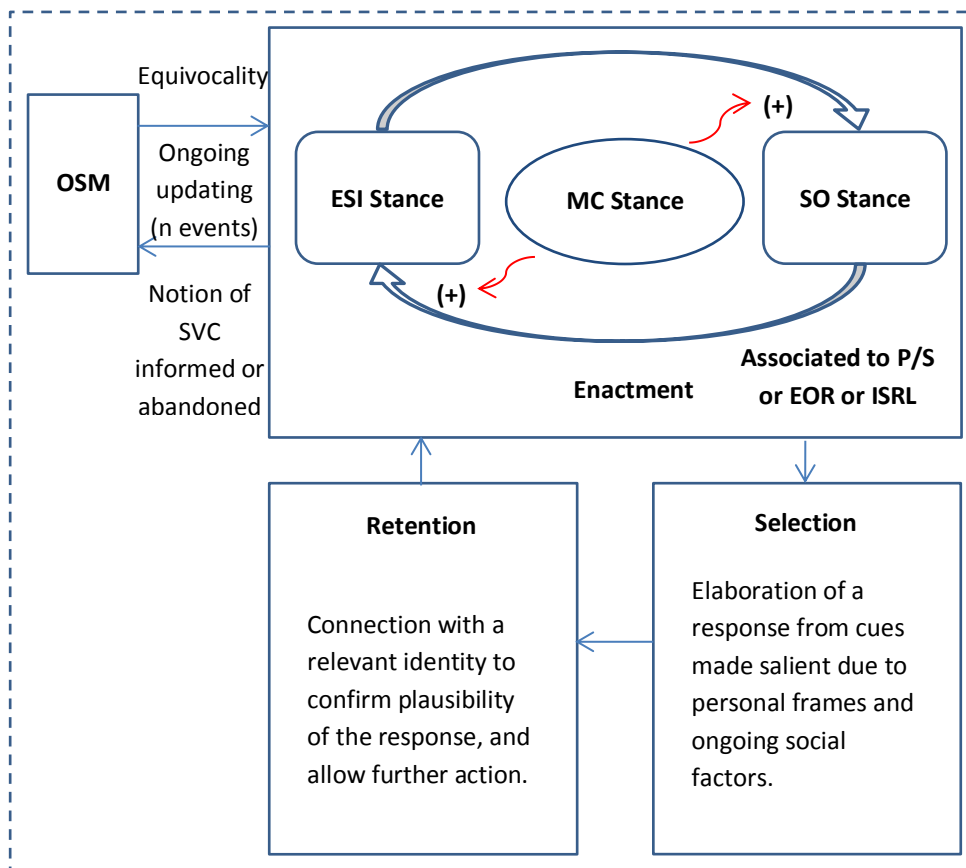


Figure 3.2 – SVC from a Sensemaking Perspective

Source: Adapted from Weick et al. (2005: 414) and Porter and Kramer (2011)

MC: Mutually Constitutive Nexus; SO: Social Orientation; ESI: Economic Self-Interest

P/S: Product/Service introduction; ISRL: Instrumental social relations locally;

EOR: Early organising routines; OSM: Occasion for Sensemaking

3.4 Summary

The purpose of this chapter was to extend the SVC framework to allow the access and analysis of underlying dynamics associated to the construct, proposing the organising process of sensemaking as a resource. Sensemaking is a process framework (Hernes and Maitlis, 2010) that comprises seven interrelated properties (Weick, 1995). Although shown to be difficult to operationalise into a process (Weick, 2001; Thurlows and Helms Mills, 2015), a comprehensive alternative emerges when the seven properties are embedded in a cycle of organising (Weick et al., 2005; Weick 1979/1969).

A cycle of organising regards the processes of enactment, selection and retention (Weick et al., 2005; Weick 1979/1969). The start and the end of the organising cycle correspond to the enactment process. This process sketches an interruption of action due to a triggering event that creates equivocality, and also the injection of order back to that situation resulting in 'enacted environments' (Weick, 1988). Building on the 'ongoing updating' property, this process also suggests that meaning is not the expression of a single episodic event but of a series of them, clarifying that enactment in practice starts, closes and starts again (Weick et al., 2005). Finally, in order for enactment to occur, sensemaking requires a sequence of selection-retention which builds up the resources for meaning (selection) and establishes the plausibility to allow further action (retention).

The selection process is in charge of connecting equivocality retrospectively to familiar categories (Patriotta and Brown, 2011), mental models (Weick et al. 2005) or frames (Colville et al., 2013) which results in salient cues that become the building blocks for an order-oriented response. The process, in addition, is predicted to be influenced by social factors. The retention process, meanwhile, is in charge of defining the plausibility of the response. The core resource for this task is the relevant identity associated to that response. 'Negotiated' against the equivocal circumstance (Ybema et al., 2009), a relevant identity aims to create the conditions for its enhancement, unfolding the self-fulfilling mechanism of enactment (Weick, 2003). Further action is allowed if this is the case. Otherwise, equivocality remains and a new cycle is activated.

Overall, empirical research on sensemaking remains modest (Weick et al., 2005) and has largely ignored its ongoing property, preferring to focus on episodic events (Colville et al., 2014). This thesis contributes to this gap by acknowledging this analytical requisite. Applied to entrepreneurship, sensemaking can be considered as a process-based approach (Steyaert, 2007). But although fruitful, its use has largely ignored early stages of ventures. Turbulence has been deemed to be a feature that distinguishes both sensemaking (Maitlis, 2005) and nascent entrepreneurship (Dimov, 2010); yet, only few studies have explored the connection. In social entrepreneurship, in particular, this is practically absent. This

thesis contributes to this discussion by focusing on nascent stages of venture emergence in the middle ground of social entrepreneurship.

Sensemaking has been recognised as an adequate framework for the study of the social-economic nexus (Jay, 2013; Sharma and Good, 2013; Hahn et al, 2014) particularly for social entrepreneurship research (Johannisson, 2012) and the study of nascent issues such as opportunity development (Cajibaja-Sanatana, 2010). If SVC is seen as subject to enactment, Porter and Kramer's (2011) static framework can be animated adding the organising elements proposed by Weick et al (2005). This allows defining analytical hints for dealing with the SVC elements, which is outlined in section 3.3.2 and represented in figure 3.2. By using this framework, it is expected to contribute to both SVC and sensemaking constructs, and to the theory and practice of social entrepreneurship in the middle ground.

Chapter two located this thesis in the middle ground of social entrepreneurship, declaring a focus upon mutually constitutive social-economic value configurations. Chapter two critically evaluated contemporary analyses on this issue, establishing a theoretical positioning in terms of SVC, and nascency as its empirical setting. In order to enable access to underlying process dynamics, this chapter added an analytical frame through sensemaking, producing a conceptual model. Having clarified these points, an empirical investigation is undertaken to illustrate the enactment of this framework. The next chapter describes the methodological approach adopted to underpin the data gathering and analysis.

Chapter IV Methodology

4.1 Introduction

Chapter two presented the middle ground of social entrepreneurship as an under researched area of practice. It showed the need to complement current research – which is mostly focused on the difficulties to combine social and economic drivers in already established social enterprises– by exploring mutually constitutive social-economic value configurations during nascent stages of social ventures. Upon the need of an inclusive framework to address the gap, chapter two outlined the use of the construct of shared value creation (SVC; Porter and Kramer, 2011).

Chapter three discussed sensemaking (Weick, 1995; Weick et al., 2005) as an analytical bridge between the SVC construct and the dynamics of empirical settings, outlining a conceptual model. This assumes that the value proposition is enacted by founders of nascent social ventures through a sensemaking process of selection, where responses are elaborated, and retention, where the responses are connected to relevant identities in order to justify their plausibility and mobilise further action.

The aim of this chapter is to provide the rationale for the research methodology, explaining the methods used for data collection and analysis according to the SVC-Sensemaking conceptual framework, and the assumptions upon which these were based. The chapter first, presents the ontological and epistemological position of the research. Second, it outlines the research design, discussing the focus on events of change and their nature, the use of an embedded multiple-case strategy, the case selection strategy, and the methods used for data collection and data analysis. Finally, a summary is offered at the end of the chapter.

4.2 Ontological and Epistemological Assumptions

Chapter three set out the assumption that the shared value proposition is enacted by nascent social entrepreneurs through a process of sensemaking. This section

discusses the ontological and epistemological position that this research adopts to correspond to such a framework and to define the research design and methods.

The ontological position of a research defines its assumption about the nature of reality (Creswell, 2007) and by implication about the nature of the phenomena under investigation (Burrell and Morgan, 1979). In social science, these assumptions vary significantly. World views can be organised, for instance, in a continuum from subjectivist to objectivist (Morgan and Smircich, 1980) or from constructivist/interpretivist to positivist (Guba and Lincoln, 1994). Subjectivist and constructivist/interpretivist views broadly assume that reality is dependent on the individual (Guba, 1996; Morgan and Smircich, 1980; Cunliffe, 2011). Thus, if there is such a thing as reality, it can only be approximated. Objectivist and positivist views, meanwhile, presumes reality as external and independent from the observer (ibid). Thus, reality has one possible meaning, which can be captured for conclusive knowledge.

Whilst this thesis presumes that the reality that individuals encounter is enacted (Weick, 1995), which is closer to constructivism, there is an additional ontological presumption that requires attention, as it has direct analytical repercussions. According to the sensemaking-informed conceptual framework presented in chapter three, the reality that people face is an ongoing accomplishment embedded in a flux of experiences (Weick, 2003), predisposing an ontology that is first and foremost about action in the world rather than about conceptual pictures of the world (Weick, 1995: 36). Since “[f]lows are the constants of sensemaking” (ibid: 43), it follows that what is enacted –say, interpreted, constructed (Guba and Lincoln, 1994) or even imagined (Morgan and Smircich, 1980)– are not representations of ‘things’ but ongoing realisations, predisposing towards the centrality of process (Tsoukas and Chia, 2002; Langley et al., 2013).

It could be argued that the conceptualisation of reality as a process is ill equipped to grasp an understanding of the world; that people in general, and researchers in particular, will inevitably require objectification upon stable anchors (Burrell and Morgan, 1979: 266-270). Yet, stable anchors are not absent when reality is assumed as a process. The only distinction is that those anchors are not objective truths but ongoing outputs themselves from the flux (Tsoukas and Chia, 2002) or,

as Weick et al. (2005) argue, a *retained* sense of the world that shapes further action.

Adopting a process ontology is an axiomatic response to the guidelines of sensemaking, particularly in consideration of its properties of enactment and ongoing updating (Weick, 1995; Weick et al., 2005; see chapter three, sections 3.2.1 and 3.3.3). However, this is also concomitant with suggestions in management (Tsoukas and Chia, 2002; Langley et al., 2013) and entrepreneurship (Steyaert, 2007; McMullen and Dimov, 2013; Hjorth et al., 2015), as well as with Porter and Kramer's (2011) emphasis on value creating configurations rather than prefixed notions of value. Mutually constitutive value configurations will be viewed in this thesis, then, as ongoing accomplishments revealed in the context of the events unfolded during the 'journey' of venture emergence (McMullen and Dimov, 2013).

Whilst ontology regards the nature of reality, assuming an epistemological position regards how the assumed reality gets to be known (Burrell and Morgan, 1979). The adoption of an epistemological position depicts the relationship between the researcher and what is being researched (Creswell, 2007), showing the validity criteria for knowledge within the study (Bateson, 1979). Having assumed a process ontology predisposes adopting an epistemological position able to grasp a reality made of flux rather than objects. This implies "the acceptance that there is no ultimate 'god's eye point of view' from which to comprehensively apprehend the world to affirm any presumed certainties" (Chia, 2011: 190). Notions of certainties should be understood rather as "secondary accomplishments" (Tsoukas and Chia, 2002: 570), embedded in an ongoing process from which they emerge and re-emerge (Langley et al., 2013).

In order to grasp a reality made of processes two basics emerge. First, attention should be paid, according to sensemaking theory, to the influence of social factors. That is, knowledge cannot come only from the discourses and narratives of isolated individuals, as Individuals interact and negotiate their points of views and identities with others (Weick, 1995). It follows that what needs to be known (epistemology) about reality is socially constructed (Berger and Luckmann, 1966; Weick, 1995; Tsoukas and Chia, 2002; Fletcher, 2006), which also highlights that knowledge

emerges from the interaction between researcher and subject (Guba, 1996). Second, knowledge is signposted by change in the flux of experiences (Tsoukas and Chia, 2002), turning change into the entrance door to grasp the process ontology. The coexistence of the notion that sensemaking 'never starts' (Weick, 1995) with the idea that "sensemaking starts with chaos" (Weick et al., 2005: 411) regards this point. It shows that whilst flux is the constant of sensemaking, notions of order emerge and re-emerge when situations of change challenging previous notions of order occur.

To summarise, this research observes reality as an ongoing process. This research also assumes that knowledge about such a reality is socially constructed and emerges through events of change. Having clarified these assumptions, it is now possible to set out the research strategy, methods and analysis.

4.3 Research Design

A research design "provides a framework for the collection and analysis of data" (Bryman and Bell, 2011: 40) in the form of "a logical plan" that shows how the research question is to be answered (Yin, 2009: 26). In the spirit of a socially constructed reality, however, "no one would argue that a single method – or a collection of methods – is the royal road to ultimate knowledge" (Lincoln et al., 2011: 120). That is certainly not the claim of this study. The suggestion is that the methods presented in this chapter are appropriate enough to address the ontological and epistemological basics.

4.3.1 Focus on Events

As discussed, this study builds upon the centrality of processes. In entrepreneurship research, according to Van de Ven and Engleman (2004), such a centrality can be operationalised in two distinctive ways: outcome-driven and event-driven approaches. Outcome-driven approaches examine processes backwards, trying to connect antecedents with consequences (2004: 355). Event-driven operationalisations, on the other hand, are built aiming to understand underlying dynamics of entrepreneurial processes (Van de Ven and Engleman,

2004: 355), which corresponds to a process ontology (Langley et al., 2013). The following subsections will discuss the nature of an event and its use as a unit of analysis for this investigation.

The Nature of an Event

The focus of this study is the construction of value propositions comprising a mutually constitutive social-economic nexus during venture emergence. Such a phenomenon is assumed in this research as an ongoing process (ontology) that can get to be known through the study of changes or events embedded in it (epistemology). This, however, does not say much about the nature of the events under investigation. There are two further conditions predisposed by the SVC-Sensemaking conceptual model that need to be considered.

First, sensemaking theory emphasises idiosyncrasy over standards (Weick, 1995: 172-173). An event in this research should not be understood as an average gestation activity of some sort. Likewise, standard activities or stages should not be expected, for example, as categories for cross-case examination. Resembling the notion of ‘tipping points’ (Phelps et al., 2007), an event in this research should be understood rather as an idiosyncratic “critical point in an evolving situation, before which relative stability is the condition” (Pehlps et al., 2007: 8), as it is widely suggested in sensemaking theory regarding occasions for sensemaking (Weick, 1995; Weick et al., 2005).

Second, corresponding to the concept of SVC it should be clearly noted that an event need not be restricted to conflicts between the two forms of value creation. Different to the typical tendency in the middle ground of social entrepreneurship (e.g., Battilana and Dorado, 2010), this research assumes that changes can be of any kind. Bringing back the notion of tipping points, the condition for an event to be included in the research is if “a large change is observed” (Pehlps et al., 2007: 8). This builds on the assumption that if an event is observed by the founders as important enough for the development of their nascent social venture, it will inform, in one way or another, the value proposition, providing insights about founder construction of value configurations. This is the key technique adopted in

this study to bypass the tendency to study the social-economic nexus exclusively upon situations of conflict between social and economic underpinnings.

The assumption of relevance of an event could be spotted by both researcher and participants. The latter were asked to proactively provide such information. However, regardless of who spotted an event, participants will be the ones to ultimately decide if it is worthy of consideration. This is important because it attends to participant idiosyncrasy (Weick, 1995: 173), avoiding over emphasis of the researcher view of the phenomenon under study. Thus, events recognised by participants will be always examined, while events recognised by the researcher will be discussed with participants who have the last say.

Events as Units of Analysis

It is recognised that if attention is paid to social processes, as the ontological and epistemological position of this study assumes, the role of events as a unit of analysis is not only possible but “natural” (Ven da Van and Engleman, 2004: 352). However, some warn that the use of events as units of analysis may hinder clear definitions of start and end points of a study (Yin, 2009: 29). By building on a specific construct such as sensemaking, this research addresses this issue. Indeed, sensemaking predisposes “labelling” what is otherwise an ongoing “streaming of experience” (Weick et al., 2005: 411) depicting conceptual limits: an event is a full cycle of enactment-selection-retention that ‘starts’ with enactment, as an interruption of action, and ‘ends’ with enactment, as an ‘enacted environment’ or injection of idiosyncratic order (Weick et al., 2005; see chapter three).

Since findings can be distorted when an investigation relies purely on past accounts for the study of nascent stages of entrepreneurship (Cassar and Craig, 2009) and sensemaking processes (Winch and Maytorena, 2009), a real-time approach will be adopted. Investigating processes while they are being accomplished is, furthermore, widely advised for accessing the underlying dynamics that event-driven studies demand (Van de Ven and Engleman, 2004; Tsoukas and Chia, 2002). This is addressed in this study by examining an ongoing process through a number of events; addressing the preoccupation in sensemaking discussions about intermittent change (Weick, 2012; Colville et al., 2014), this study explores the

same process (the construction of the shared value creation proposition) across a series of these cycles.

4.3.2 Embedded Multiple-Case Study: Events within Nascent Social Ventures

Event-driven studies are usually associated with case-study research (Van de Ven and Engleman, 2004). Case study research is “an empirical enquiry that investigates a contemporary phenomenon in depth and within its real-life context” (Yin, 2009: 18). Utilising a wide range of evidence sources, incorporating documents, interviews, real-time observation, among many other sources (Eisenhardt, 1989; Yin, 2009), case study strategies are recognised as particularly suited to answer *how* questions (Yin, 2009: 2) such as the one that mobilises this research. Whilst a common criticism for case study strategies is that their findings do not allow generalisation, this is only accurate if the idea of generalisation is reduced to statistical evidence, which is not the goal of case studies (Yin, 2009). As Yin (2009) points out, “case studies ... are generalizable to theoretical propositions and not to populations or universes” (ibid: 15); this reflects the aims of this thesis.

Researching multiple cases provides the opportunity for theory development (Eisenhardt, 1989). Such a strategy allows for cross-case patterns to emerge for theorisation purposes (Eisenhardt and Graebner, 2007: 27), providing means to transcend the idiosyncrasy that researchers are naturally exposed to in case studies. In that spirit, this study aims for the examination of events within a number of social ventures. Yin (2009) describes a particular strategy that fits such a need: embedded multiple case studies. By embracing this method it is possible to address the study of events as units of analysis within different contexts, providing richer evidence to apply analytical generalisation (Yin, 2009; Eisenhardt, 1989). Figure 4.1 exhibits this strategy.

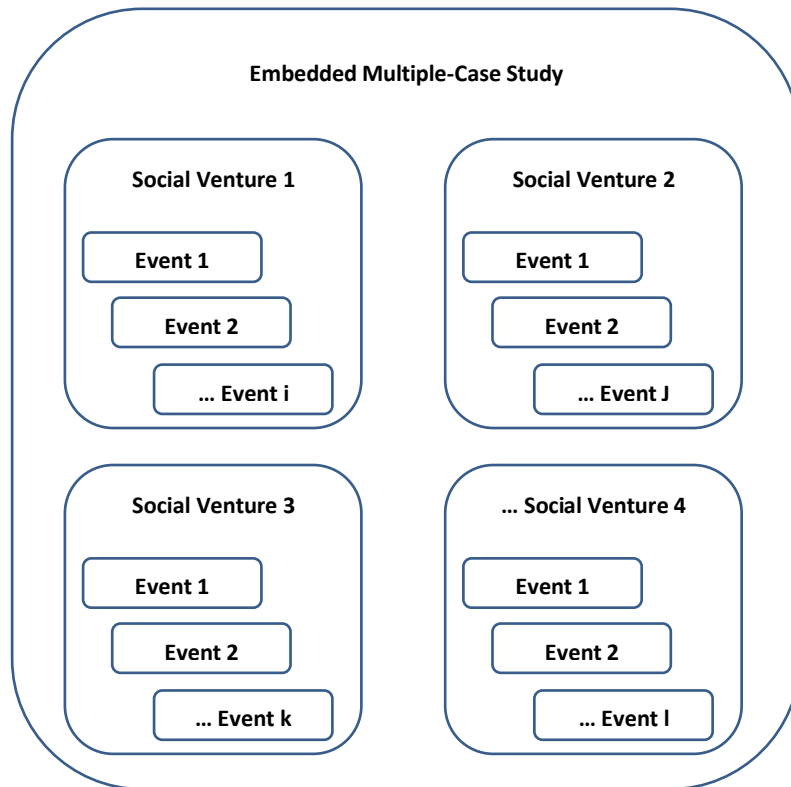


Figure 4.1 – Embedded Design for a Multiple-Case Study

Source: Adapted from Yin (2009: 46)

i, j, k, l: Non-necessarily equal number of events for each case

4.3.3 Preliminary Considerations

The study is undertaken in the UK. As shown in chapter two (see section 2.2.1), this is an important setting to explore the middle ground of social entrepreneurship. However, the definition of a geographical setting is not enough to ensure either relevant cases or satisfactory data collection. In case study research, there are preliminary considerations aimed to improve the development of an investigation; a critical aspect being the development of a clear conceptual framework (Yin, 2009). This framework provides the conditions to be selective during field work, which becomes particularly relevant for qualitative research as common methods frequently expose researchers to large and often overwhelming amounts of data (Yin, 2009; Miles and Huberman, 1994). In the case of this research, this step is represented by the SVC-Sensemaking framework outlined in chapter three. The

selection of cases, the protocol and the template for semi-structured interviews have been designed accordingly.

But a conceptual framework is not the only preliminary consideration addressed in this research. It is also advised that before initiating data collection a pilot case should be carried out for the refinement of data collection plans (Yin, 2009: 92). For this study, an active advisor for social enterprises in the East Midlands was approached to gain a first insight about the UK practice of social entrepreneurship and issues in the social-economic nexus. This pilot case consisted of two unstructured interviews between March and May 2013. E-mail exchanges and informal telephone conversations occurred in between. The insights that emerged from this pilot case were useful in two ways. First, it helped to redefine the case selection criteria. This research was originally framing its scope to community interest companies (CIC) in order to legally ensure that the ventures had an active social mission in place. However, the lessons learned from the pilot case suggested that many social ventures are actually avoiding the CIC legal form or converting from a CIC to traditional commercial legal form due to the limitations it imposes in terms of economic value creation. And second, the experience with the pilot case helped to refine the template of questions for the semi-structured interviews presented in table 4.3.

It is commonly advised in case study research to prepare a protocol for data collection (Yin, 2009), which is aimed to keep the researcher on track, and focused on the relevant information that the particular conceptual framework demands (Yin, 2009). Table 4.1 exhibits the protocol used throughout the field work. It is intended for an appropriate selection of data while avoiding excessive bias. As suggested by Yin (2009), the guidelines and questions exhibited in table 4.1 are meant for the researcher, not for the participants.

Table 4.1 – Protocol
Preparation
Check (if available) any source of ongoing documentation such as webpages or social media. Can you detect any important issue to discuss?
Find out about the people attending; check their previous relevance.
Is the meeting relevant for a known previous or ongoing event?
In Site
Does an occasion for sensemaking emerge?
Is there any response for an already recognised event being undertaken? How?
For both possibilities; which shared value creation aspect or avenue is addressed?
For both possibilities; what social factors are unfolded and how?
How does the relation between social and economic underpinnings unfold?

Finally, case studies should be conducted with special care regarding human subjects. This implies gaining informed consent, protecting participants from any harm, protecting their privacy and confidentiality, and taking precautions if the study involves especially vulnerable groups (Yin, 2009: 73). This research received the approval from the Research Ethics Committee from the Nottingham University Business School, which was particularly necessary as some of the cases involved people with disabilities (Bright Veg and Classy Fruits). As part of the corresponding guidelines, the names of the four ventures and of the participants included in this research have been modified.

4.3.4 Selection of Nascent Social Ventures

The selection of cases represents a crucial stage for a case study strategy. Cases need to be carefully selected according to their relevance for the particular line of inquiry (Eisenhardt, 1989; Yin, 2009). The strategy to identify nascent social ventures involved extensive Internet searches, attempting access to networks of academics of the Nottingham University Business School, the engagement with a local social enterprise movement, and attending two events especially organised for nascent social entrepreneurs. Once potential cases were identified, a process of screening was undertaken (Yin, 2009). Two main criteria were applied for the

screening according to the focus of the study: cases needed to be experiencing nascent stages of development, and be committed towards shared value creation (i.e., towards the creation of both social and economic value).

Focus on Nascent Entrepreneurship

Consistent with suggestions to avoid a sampling bias prone to successful cases when the attention is on value (Dorado and Ventresca, 2013: 80), this thesis is focused on nascent social ventures. It is recommended by the Panel Study of Entrepreneurial Dynamics (PSED) and the Global Entrepreneurship Monitor (GEM) that the study of nascent entrepreneurship should be limited to activities oriented to start a new business but not yet completed during the last 12 months at the moment of observation (Reynolds, 2009; Newbert and Tornikoski, 2012; Hechaverria et al., 2012; Lepoutre et al., 2013). It is also suggested that if market transactions are already occurring, then these should not allow more than three months of positive cash flow to pay full time wages to anybody (Reynolds et al., 2004; Mueller, 2006). These indications were followed for this research.

There is, however, an additional suggestion that was not fully considered in this study. Both PSED and GEM studies on nascent entrepreneurship tend to avoid entrepreneurial activity where there is no ownership involved (Carter et al., 2003; Reynolds, 2009; Lepoutre et al., 2013). From the four cases chosen in this research, however, one regards a social entrepreneur hired to start a new venture and to run it for the first three years of operations (Darling Town). The case involves an individual who prepared the business model and decided every step for the venture emergence, and who was widely recognised by his team and those who hired him (a local Council and a group of voluntary organisations) as the social entrepreneur in charge. In order to enrich further theorisation, this research decided that the lack of conditions of ownership in this case was irrelevant, as economic self-interest was still a paramount driver; therefore, the case was also included.

Focus on Shared Value Creation

Since the concept of social entrepreneurship remains blurry (Mair and Martí, 2006; Martin and Osberg, 2007; see chapter two), it was particularly relevant to avoid cases claiming to address social entrepreneurship involving social and economic value creation but ultimately intended as mere voluntary organisations applying business-like activities. As the SVC construct describes, both forms of value need to be at the core of the intended activities (Porter and Kramer, 2011). Thus, a series of unrecorded interviews were conducted to discuss issues of aims and activities with some of the first potential participants, so that the commitment with shared value creation could be weighted. In concrete terms, the selection aimed to find both a clear social mission and an explicit aim associated to economic self-interest.

Four Cases Selected

The attendance of an event organised by a social enterprise hub held in March 2013 became a particularly useful setting to get involved with a local social entrepreneurship scene. This event was the conclusion of a one-week social enterprise workshop specially designed for nascent social entrepreneurs, who were presenting their ideas for the general public. This provided the opportunity to meet with every single one of the nascent social entrepreneur present that day. Only eight, however, fitted the selection criteria and showed a certain degree of interest in participating in the study. But this number was reduced in the following weeks, first to five, as some of them simply stopped responding to phone calls or emails, and later to one (Angel Guardian; initiating data collection in April 2013) due to early decisions to discontinue their venturing ideas.

Second, from networks built during the same event and from contacts that emerged during a parallel screening through Internet and local media, a second group of potential participants was contacted. From the five possible cases that fitted the criteria, two remained and were included in the research in July 2013 (Bright Veg and Classy Fruits). An additional case from this group was a social enterprise idea that remained frozen and ultimately discarded without any major gestation activities undertaken. The social entrepreneur involved, however,

remained in contact, eventually initiating in August 2013 a new initiative in a different location, which became the case coded as Darling Town.

According to the guidelines suggested by Eisenhardt (1989: 545) for multiple case study research, four cases is an appropriate number for the development of rich theoretical propositions. It was, then, an adequate number to continue with the empirical investigation. Table 4.2 exhibits the four cases included in this research.

Case	Description	Start	End	Events Explored
Angel Guardian	An emergency-based service emulating a fire service ethos, designed to improve the wellbeing of vulnerable older adults (75+) living alone.	April 2013	June 2014	7
Bright Veg	Small scale producer and provider of vegetables organically grown through a mixture of old British agricultural traditions and permaculture techniques. It has a focus on wheelchair users.	July 2013	August 2014	9
Classy Fruits Enterprise	Business centred on food preparation and service, aiming to enhance social, independent living and work readiness skills for your adults with learning disabilities (YALD) through their active inclusion in the activities.	July 2013	August 2014	6
Darling Town	Business built upon a membership scheme for 50+ residents within a borough. It offers members access to leisure events provided by a network of local charities and discount deals provided by local businesses. In addition, members can offer their own paid services for other members.	August 2013	August 2014	5

4.3.5 Data Collection

According to Yin (2009: 114-124), the validity of a case study is increased if multiple data sources are used, mainly due to the ability to make triangulation of data. This has been applied in this research. The sources of evidence used are essentially three: semi-structured interviews, documentation, and sporadic participant-observation.

Duration

This investigation is framed in nascent activities. Although these activities can last between one month and 10 years (Reynolds and Miller, 1992), the literature on nascent entrepreneurship has usually relied – as seen in section 4.3.4 – on the presence of at least 12 months of active efforts to initiate the new business (Reynolds et al., 2004; Mueller, 2006). Consequently, a minimum of a one-year period of data collection for each case has been considered appropriate for a longitudinal research to reflect relevant nascent dynamics.

Semi-structured interviews

Semi-structured interviews, on the one hand, provide the benefit of channelling an interview through topics that the research needs to attend while allowing, on the other hand, enough flexibility to explore emergent issues in more depth (Kumar and Ormiston, 2012: 114; Yin, 2009). Table 4.3 exhibits the conceptual framework informed list of questions that were covered during the empirical research. The wording (not the content) for these questions had modifications over time in order to improve clarity and straightforwardness, according to the feedback from participants. Table 4.3 shows the last version. The duration of these interviews ranged between 30 and 60 minutes and all of them were audio-taped and transcribed to facilitate data analysis (Miles and Huberman, 1994). A total of 59 interviews were conducted throughout the investigation.

Table 4.3 – Template for Semi-structured Interviews
Could you please describe this event?
How did you recognise this event?
How does the response relate back to your background?
Who participated in the emergence of this new circumstance and how?
Who is participating in the response to this new circumstance and how?
How does your response affect value creation?
How does your response affect social value creation?
How does your response affect economic value creation?
How do social and economic value relate to one another in your response to this change? Do you see any antagonism?
Is there any other information that you would like to share about this event?

It is recognised that narratives such as those that emerge from interviews are a crucial input to understand sensemaking processes (Czarniawska, 1998; Balogun and Johnson, 2004), underlying dynamics (Tsoukas and Hatch, 2001), and particularly suited for case study research (Thomas, 2011; Flyvbjerg, 2011). In consideration that the evidence from documentation mostly regarded the nascent venture as a whole, whilst participant observation regarded meetings and situations that were not necessarily focused on the study of a particular event, interviews were, indeed, the main source for evidence in this research when assuming events as units of analysis.

Attention should be paid, however, to the danger of ‘narrative fallacy’, which regards the human inclination to simplify data and information through over interpretation and the preference of compact stories over complex data (Flyvbjerg, 2011). Two devices were put in place to address this issue. First, documentation and real-time observations were used for triangulation purposes (Yin, 2009), meaning that if during a particular interview certain elements of information known by the researcher were omitted or contradictions emerged, it was possible to include the issue during the conversation.

Second, given that the relational aspect of social construction should be addressed (Fletcher, 2006; see section 4.2), for the examination of events interviews were not only conducted with the founders but also with agents that were both identified as

relevant actors during observations and recognised as such by the founders⁵. Accepting that, as Tsoukas (2005: 110) points out, “knowledge ... is not, and cannot be, known in its totality by a single mind”, by including the points of view of people other than the founder it is expected to bypass some of the biases that tend to emerge from isolated perspectives (Eisenhardt and Graebner, 2007). Given the rather unstable nature of nascent stages (Dimov, 2011) and the absence of clearly predefined organisational structures, it should be noted that these agents needed not be the same throughout the process, as some of them could be crucial for one event whilst largely absent for others.

Documentation

Documentation “must be carefully used and should not be accepted as literal recordings of events that have taken place” (Yin, 2009: 103). The main goal of using documentation is primarily to corroborate evidence from other sources (ibid), that is, to provide triangulation. Documentation was particularly relevant during the early stages of empirical research, since it was the main source of information to provide an initial understanding of each nascent social venture. The overall documentation included business plans, grant applications, web site and social media information, and legal documents, among others, which were stored in MS Word and PDF files.

Participant observation

Observation is intended for real-time exploration of nascent social entrepreneurs’ activities. Since ex-post observations “tend to hide the multiplicities, paradoxes and complexities that the ‘real story’ has to offer” (Steyaert and Bachmann, 2012: 58), direct and participant observation allows gaining richer access to ongoing underlying dynamics. One of the reasons to keep the protocol fairly simple (see table 4.1) is precisely to avoid over simplifying the data. The means chosen for

⁵ From these only Classy Fruits Enterprise’s accountant and Darling Town’s member(s) of the board were not interviewed. They refused to participate due to lack of time. However, dynamics between them and the founders were observed during several meetings. In Bright Veg’s case, it was neither possible to identify nor recognised by founders any relevant agents apart from Betty and Barry.

registering observation data is field notes, which will involve both observation and ongoing analysis (Miles and Huberman, 1994).

Although participant observation cannot be completely passive (Yin, 2009), the particular setting for this research did not allow becoming fully part of the venture in any of the four cases. Gold (1958) distinguishes four types of roles that researchers can assume during observation, which represents a conceptual aid to describe the role played in this research. The two extreme typologies describe researchers observing either as *complete participants* or *complete observers* (Gold, 1958). The former regards full participation under the same conditions as the people investigated, who remain unaware of the investigation, whilst the latter regards a fully overt and detached observation. It becomes axiomatic that this research corresponds to neither of these two extremes.

But a researcher can also observe either as a *participant-as-observer* or *observer-as-participant* (Gold, 1958). When the researcher observes as a *participant-as-observer*, the people investigated are aware of the investigation and the access to mundane activities is granted and practiced to the extent that the researcher becomes part of the team (ibid). Differently, when the researcher observes as an *observer-as-participant* the participation in activities is more sporadic without a 'part of the team' status.

Given that the focus of this research is put on nascent settings, which usually do not have clear routines and operations (Dimov, 2010), and that the cases are investigated in parallel, assuming a 'part of the team' status was not possible. Thus, this research assumes the observer-as-participant role. Such an approach comprises concrete benefits: it allows for close insights about how things are done without going native (Gold, 1958), which should be avoided in case study research due to the potential biases that it might cause (Yin, 2009). This role was played in two distinctive ways. First, through the role of volunteering in sporadic activities, which is intended for gaining insights about general activities and social interactions in mundane settings. Second, through the role of a silent participant – which Yin (2009) calls direct observation – during key meetings associated to strategy development, networking, and other similar early activities, which is

intended for gaining insights about dynamics of decision making and strategy development.

As mentioned, participant observation provides conditions to triangulate the narratives accessed through interviews, together with documentation sources. However, the role of participant observation as a source of evidence goes beyond. Following the protocol exhibited in table 4.1, the participation in sporadic activities and in key meetings is also designed to provide insights about both social dynamics that may inform previous events and the conditions to recognise new potential events.

4.3.6 Data Analysis

Given the ontological and epistemological position adopted, data analysis needs to be understood as the researcher's construction of other people's constructions. That is, the path to address the research question is ultimately the meaning construction by the researcher from the experience of empirical research. This implies a reflective interaction between the researcher and the data, echoing the retrospective principle of sensemaking (Weick, 1995). In consideration of these matters, this study includes exemplary quotes to flag the findings for others to explore (appendixes A, B, C, and D) and a reflective statement (conclusion chapter, section 6.7). The constructed analysis followed three main stages: an ongoing analysis during data collection, the analysis conducted within the idiosyncrasy of each case, and the analysis across cases.

First Stage: Ongoing Analysis

Analysis was undertaken whilst the data was being collected. Inspired by guidance for ongoing analysis (e.g., Eisenhardt and Graebner, 2007; Miles and Huberman, 1994), three strategies were adopted. First, coding –i.e., the assignation of units of meaning to the descriptive or inferential information compiled during a study (Miles and Huberman, 1994: 56) – was undertaken while writing down field notes during participant observation and while interviews were conducted. This was particularly helpful as it allowed for expanding on emergent issues during interviews or meetings. Second, further coding was undertaken while

transcriptions of audio-taped interviews were carried out. And third, analysis occurred while field notes were transcribed into a digital format. By the end of each month of research, a digital file (MS Word) for each case was updated with the analysis of the most relevant issues registered in the field notes during that period.

Second Stage: Within-Case Analysis

Following the framework outlined in chapter three, SVC is assumed as a proposition of value embedded in an ongoing process of enactment rather than informed by a predefined plan and, as also explained in section 4.3.1, in order to access such a dynamic the attention is paid to a series of events, attending the usually overlooked ongoing property of sensemaking in empirical research (Colville et al., 2014). By using the categories of SVC of economic self-interest, social orientation and the mutually constitutive combination between both, the within-case analysis was intended to find in-depth insights about how these categories were enacted across a series of events.

The within-case analysis was largely conducted through tabular displays. In data analysis, this technique is particularly useful because it allows intersecting relevant topics for comparison purposes (Miles and Huberman, 1994). In this research, given that the analysis was necessarily threefold in order to examine the enactment of economic self-interest (ESI), social orientation (SO), and the mutually constitutive social-economic nexus (MC), three tabular displays were produced. Descriptive content, such as quotes, were stored in MS Word and PDF files, feeding tabular displays elaborated in MS Excel. The tabular displays were constructed as follows.

First, in order to construct and feed these tabular displays and make sense of data moving to higher levels of abstraction, a process of clustering was adopted by subsuming particulars into generals (Miles and Huberman, 1994:248-255). The 'particulars' were the codes that emerged from analysis during data collection whilst the 'generals' were the categories of economic self-interest, social orientation, and the mutually constitutive social-economic nexus. Take for example Angel Guardian's case; part of the clustering process for that case is represented in

table 4.4, showing the most relevant codes that were subsumed to correspond to each of the three SVC categories.

Table 4.4 – Example of Clustering (Angel Guardian)			
Codes	SVC categories informed		
	Economic Self-Interest	Social Orientation	Mutually Constitutive Combination
Minimum level of income	x		
Limited monetary ambition	x	x	
Provider identity	x		
Protector identity		x	
Badge identity			x
Kudos from social orientation (entitlement)	x	x	x
Fuzzy social orientation		x	
Unfair elitism (entry barrier)	x		
Symbiotic accounts			x
Creating boss figure (as in fire services)			x
Centralised control			x

Second, now within each empirically informed SVC category, the tabular displays were completed to inform the analysis following two steps. The first step was to include these empirics into the relevant features demanded by the SVC-Sensemaking conceptual model (as columns for the matrix): insights regarding the response, and insights regarding the identity used to define the plausibility of that response. The second step was to examine the meaning constructed for economic self-interest (ESI), social orientation (SO), and the mutually constitutive social-

economic nexus (MC) (as in table 4.4) across events. For this, a stacking technique was adopted (Miles and Huberman, 1994: 177), locating events as rows for the matrix. Thus, within each case, each event was displayed against responses and identities to compare patterns. This was done in three dimensions, corresponding to each SVC category (ESI, SO, and MC). An illustration of this tabular display is exhibited in table 4.5. This allowed for the unfolding of the overall sensemaking selection (responses) and retention (identities justifying further action) processes undertaken by founders in terms of their economic ambition (ESI), social orientation (SO), and SVC (MC). The within-case analysis is presented in chapter five.

Table 4.5 – Comparison of Events Within Each Case (explored three ways; i.e., SO; ESI; MC)			
Event Code	SVC Category	Plausible Response	Relevant Identity
Event 1	Same		
Event 2	Same		
:	:		
:	:		
Event i	Same		

*SO: Social orientation; ESI: Economic self-interest;
MC: Mutually constitutive combination*

Third Stage: Cross-Case Analysis

As mentioned earlier, multiple case study research enhances the theoretical generalisation of the findings (Yin, 2009; Eisenhardt, 1989). In analytical terms, this implies that there will be sets of data from several cases that require comparison. This can be done sequentially in what Yin (2009) calls replication of findings from a single case through the exploration of subsequent cases, or, alternatively, through the comparison of all cases at once (Miles and Huberman, 1994: 176), which is the option adopted in this study. Compared to the within-case analysis, the attention here was moved from the idiosyncrasy of each case to the homogeneous categories given by the SVC avenues of product/service introduction (P/S), early

organising routines (EOR) and instrumental social relations locally (ISRL). The SVC construct suggests that regardless of the heterogeneity of a venture, SVC should be enacted through one or a combination of those three avenues (Porter and Kramer, 2011), informing the pivots for the cross-case analysis.

Using the SVC avenues as analytical pivots for the cross-case analysis was possible because part of the exercise during the within-case analysis was to relate each event within each case to one of the SVC avenues (P/S or EOR or ISRL). For comparison purposes across the four nascent social ventures, tabular displays were applied again as follows: all events across cases that regarded a common SVC avenue were listed together applying a stacking technique (Miles and Huberman, 1994), in order to identify and examine emerging patterns. The cross-case analysis is presented and discussed in chapter six.

4.4 Summary

The aim of this chapter was to present the rationale for the research strategy, data collection and analysis, particularly anchored to the SVC-Sensemaking framework outlined in chapter three. Briefly, the research is presented in this chapter as guided by a process ontology (Tsoukas and Chia, 2002; Langley et al., 2013; Hjort et al., 2015) while assuming that knowledge is socially constructed (Berger and Luckmann, 1966; Weick, 1995) and accessed through change events (Tsoukas and Chia, 2002; Weick, 1995). Correspondingly, an inductive event-driven approach (Van de Ven and Engleman, 2004) and an embedded multiple case study strategy (Yin, 2009) were adopted, selecting four cases according to their nascent status and focus on SVC. These cases will be investigated over a one year period, with the dual purpose of approaching the phenomenon through the in-depth access of sensemaking events within cases, while being able to examine findings across cases.

Regarding data collection, three main sources of evidence were utilised: documentation, semi-structured interviews and participant observation. The longitudinal analysis followed an ongoing analysis strategy (Miles and Huberman, 1994) which allowed for the coding during the production of field notes and the

transcription of audiotaped interviews. Overall, the collection of data was guided by the conceptual model developed in chapter three, which is focused on events. The model assumes the construction of the value proposition as an organising process (Weick et al., 2005) that is activated when the nascent social entrepreneur faces an equivocal circumstance, or 'occasion for sensemaking', and continues until plausible order is brought back (Weick, 1995; Weick et al., 2005), depicting the nature of an event for this study.

The within-case analysis is focused on the examination of economic self-interest, social orientation, and the mutually constitutive relationship between both across a series of events within each case. These categories will be the 'generals' under which 'particulars' (the coded findings during data collection) are to be subsumed (Miles and Huberman, 1994). This analysis will be exhibited in chapter five. The cross-case analysis, meanwhile, moves the attention from the idiosyncrasy of each nascent social venture to common categories for the creation of shared value, as predicted by Porter and Kramer (2011). These categories are the three SVC avenues: product or service introduction (P/S), early organising routines (EOR), and instrumental social relations established locally (ISRL), which work as pivots for the examination of SVC across cases. This analysis will be described in chapter six.

Having clarified the ontological and epistemological position of this thesis, and the methods guiding the investigation, it is possible to present and discuss in the next two chapters the empirical findings.

5.1 Introduction

This chapter illustrates how the founders of the four nascent social ventures which form the empirical base for this thesis (Angel Guardian, Bright Veg, Classy Fruits, and Darling Town) made sense of economic self-interest, social orientation, and their mutually constitutive combination, all of which are basic components of the notion of shared value creation (SVC).

Accepting that social entrepreneurship is a contested domain (Nicholls, 2010a; Choi and Majumdar, 2014), chapter two outlined the middle ground of social entrepreneurship as the focus of the thesis, which was defined as the space where both economic self-interest and social orientation emerge at the core of the entrepreneurial endeavour. Chapter two showed that the mutually constitutive nature of the social-economic nexus demands further investigation, and argued that moving the focus from issues of conflict to the study of shared value creation (SVC; Porter and Kramer, 2011) and from issues of social enterprises to the nascent stage of social ventures was appropriate to address the gap.

Due to the case selection strategy (see chapter four), this research expected the presence of a concern with SVC. It follows that attention is not paid to finding SVC but to explore its emergence as a value proposition during the “noise and hustle” (Dimov, 2010: 1124) of the nascent stage of businesses. As seen in chapter four, this was methodologically assumed as an inductive task following the conceptual model outlined in chapter three, which observes the understanding and action upon SVC as a matter of sensemaking.

The conceptual model developed in chapter three – see figure 5.1 below – established a theoretical framing for the collection and analysis of data. The model describes the emergence of a value proposition as an organising process (Weick et al., 2005) that is activated when the nascent social entrepreneur faces an equivocal circumstance, or ‘occasion for sensemaking’ (Weick, 1995). According to the model, the nascent social entrepreneur is able to bring sense back to the circumstance

(*enactment*) through a process of *selection*, where salient cues are extracted from a combination of personal mind-sets and ongoing social factors to elaborate a plausible response, and the following process of *retention*, where the plausible response is connected to relevant identities in order to justify its plausibility and mobilise further action (Weick et al., 2005). Since the model is focused on SVC, it follows that economic self-interest, social orientation, and the mutually constitutive relationship between both are assumed a priori as three overarching categories for this sensemaking process.

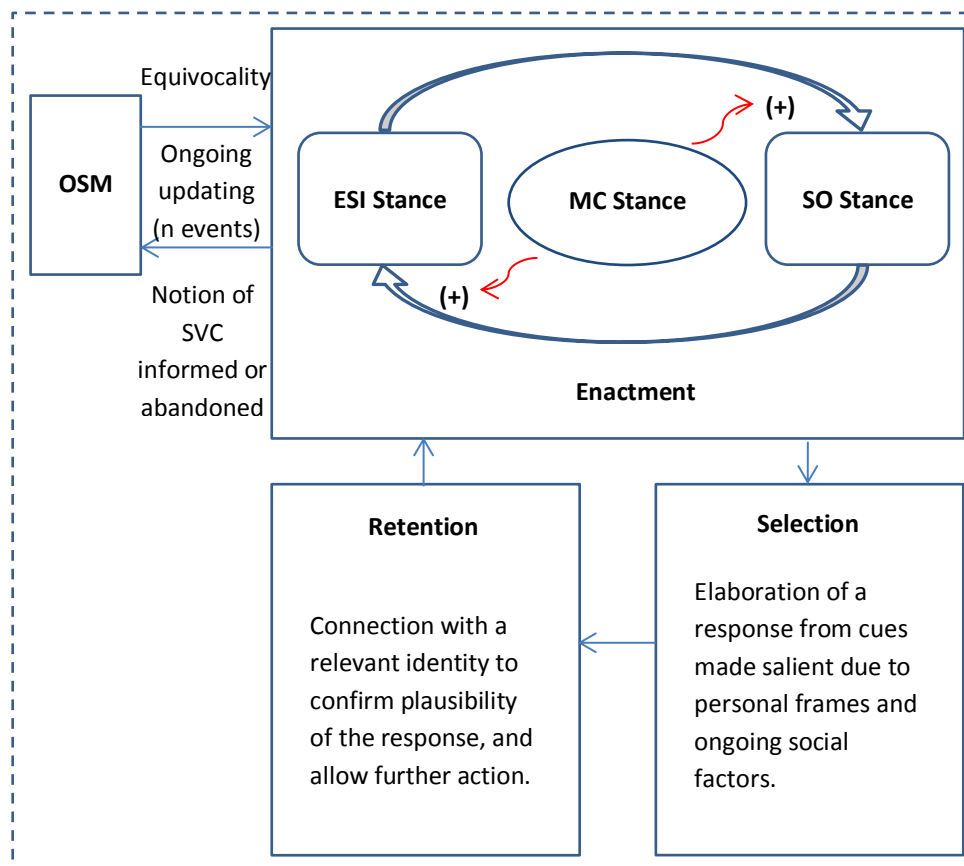


Figure 5.1 – SVC through an Organising Process of Sensemaking
 MC: Mutually Constitutive Nexus; SO: Social Orientation; ESI: Economic Self-Interest
 OSM: Occasion for Sensemaking

Source: Sensemaking Process Based on Weick et al. (2005)

The chapter dedicates a section to each case, where an overall descriptive account is provided in order to contextualise the analysis, followed by the illustration of the sensemaking on economic self-interest, social objectives, and their mutually constitutive combination, in addition to a summary for the whole process. An overall summary is offered at the end of the chapter.

5.2 Angel Guardian

5.2.1 Overview of Angel Guardian

Angel Guardian was developed to offer services to improve the wellbeing of vulnerable older adults (75+) living alone. It built on the assumption that for this age group, isolation means that everyday difficulties may rapidly turn into emergencies. According to Alex, the founder of Angel Guardian, issues such as a digital oven clock that stops working after a power cut, blown fuses, a dead light bulb, a flooding fridge and unwanted knocks at the door can all trigger great discomfort if they are not addressed promptly. This has received little attention from local public providers and insufficient attention by private businesses. Emergency-based support for such difficulties is currently only found, according to Alex, within retirement villages. As a result, the growing population of over-75s that live alone, without easy recourse to family/friend support, are vulnerable.

Building on his past employment as a firefighter and then, as a first responder at a retirement village, Alex envisages Angel Guardian as a platform to provide the emergency-based support offered within retirement villages to the broader community. The idea is to scale-up and develop a network of *guardians* – the person who would provide the service – operating within proximity to older people (allowing both rapid responses and the building of trust due to the fact that the guardian is part of the same community), covering towns first, the city later, and eventually the whole country.

The Team

Alex is in his early 40s, married to a graphic designer who interrupted her career to raise their four children. At the time of the research Alex was the only source of income for the family. His work experience (and passion) are based on the protection of vulnerable others, working for over a decade as a firefighter until 2002, when he resigned due to trauma-related issues associated with being a first responder for road traffic accidents, and as a first responder at a local retirement

village for three years until 2012⁶. Alex crafted the idea of Angel Guardian when unemployed.

At the beginning of the research period, Alex claimed to have volunteer-based support of four people whom he met during his early networking activities in late-2012. However, Andrew –a manager in the home care industry with more than 30 years of experience– was the only one who demonstrated an active presence. Andrew is in his mid-50s with a wife in full-time employment, and a daughter in university education. He saw Angel Guardian as an opportunity to apply ideas that he was finding difficult to pursue in the home care job that he finally left in February 2013.

Overall Development

Angel Guardian was an idea which, although nurtured over some time, did not materialise. Alex invested about one year, around £2000 from family savings and £200 donated by Andrew during the process. In April 2013, Angel Guardian had a business plan with a one-year forecast of revenue, a well-documented picture of relevant statistics and applicable regulations, a list of standard procedures, a fully-equipped (home) office, a recently established legal form, imagery and logo already printed in marketing material (business cards, leaflets, and one banner for events), a prototype of a guardian's uniform that Alex wore to every event he attended and a basic, yet functional, website. From April to July 2013, Alex kept networking establishing potential strategic alliances with small local services. In addition, the imagery was modified and the first guardian in addition to Alex was selected (this person ultimately never became part of the team).

However, close to the agreed launch date (September 2013), Alex decided to postpone it due to an employment tribunal case –related to his last job at the retirement village– that was taking more time to be finalised than originally expected. During that time, Alex began prioritising activities as a freelance auditor and lorry driver over Angel Guardian, a tendency that persisted even after achieving a successful outcome in his legal issue. When Alex learned in February

⁶ Between both practices, Alex worked freelance as a touring musician and tour manager for local rock bands, as an auditor for retail promotions, and as a lorry driver.

2014 about Andrew’s resignation from his full-time job to start a sabbatical year, new meetings and even a plan to redesign the service emerged. Yet, in the end Angel Guardian was “frozen” indefinitely when Alex was offered a full-time job as a lorry driver in May 2014. Meanwhile, Andrew initiated a sabbatical year with the idea of starting his own entrepreneurial endeavour.

5.2.2 Making Sense of SVC in Angel Guardian

During the study Alex recognised seven events that were born out of equivocal circumstances and that in one way or another shaped the value proposition (see table 5.1). These events were analysed to unveil the sensemaking process enacted by Alex in three dimensions: economic self-interest, social orientation, and their mutually constitutive combination (for explanatory quotes refer to Appendix A).

Event Code	Event	Source of Equivocality	Interviewees	Period
A1	Emergence of the venture idea	Alex's forced resignation from his previous job.	Alex	Late 2012*
A2	Conversion into a CIC	Alex being called "social entrepreneur" during networking.	Alex; Andrew	March 2013*
A3	Imagery improvement	Idea of protection was not reflected in the visual presentation in leaflets and website.	Alex; Andrew	May 2013
A4	Implementation of a recruiting scheme	Andrew insisting upon starting operations as soon as possible.	Alex; Andrew	June 2013
A5	Deferment of the venture launch	Personal legal issue taking longer than expected.	Alex; Andrew	Sept. 2013
A6	Modification of the model	Andrew's resignation from his full-time job.	Alex; Andrew	Feb-March 2014
A7	Freezing of the venture idea	Alex being offered a full-time job as a truck driver.	Alex; Andrew	May 2014

(*): Occurred before observation started.

Economic Self-Interest: Providing for the Family

This section addresses Alex's sensemaking of his economic self-interest regarding Angel Guardian (see table 5.1.A). The process of selection in this case was originally shaped by one core social factor: the pressing economic needs of Alex's family. The venture idea was designed as a plausible means to generate a salary for Alex, allowing him to enhance his identity as a reliable provider for his family through the role of social entrepreneur.

I've got, as you can hear [*small children playing, crying and screaming*], freewheeling kids. I've got four children and I need something sustainable. I need a good wage every year, so the most important thing to me is to build this organisation to get my wage up to the right level to support this family (Alex, A1 interview)

Through his responses, Alex was systematically trying to strengthen the possibility of creating the salary that he needed. The associated selection processes were highly influenced by the positive and reinforcing feedback that Alex was receiving from the new ties that he built during networking activities, which includes Andrew.

Well, what I saw as horizon was the potential of this to become a national company. It has that potential if Alex can show that role working (Andrew, A2 interview)

The plausibility of being a social entrepreneur remained highly auspicious for Alex right up until he had to address his employment tribunal against his ex-employer. During this deferment time, Alex was able to reflect on the asymmetry between the positive feedback he originally received and the lack of customer engagement that he was facing, as illustrated in the quote below.

I think that because of such amount of positive response the whole idea, I thought 'well, that's it, as soon as it is publicised, then it's just going to snowball... because everything is a good idea, everything is needed...' which sounded like turning into a salary quite quickly [but] that lead to the

misjudgement or miscalculation if you like of how much it would actually cost to get running to be earning a profit (Alex, A7 interview)

During the deferment time Alex engaged in a freelance lorry driving activity, which increasingly proved to be economically successful. Alex started extracting during that time salient cues that began to move away from the idea of self-employment, eventually signing a contract as a full-time lorry driver. This was celebrated by his wife, who whilst highly supportive of the entrepreneurial attempt at the beginning –even helping with the design of some of the original marketing material– with time became increasingly doubtful about its actual potential.

I don't think she [Alex's wife] was [against Angel Guardian] until she probably started realising she couldn't see the money coming in (Andrew, A7 interview).

Connecting plausible responses for income generation with being self-employed was not possible for Alex anymore; enacting a social venture stopped being retained as a plausible activity.

...If I have to go out and empty bins or sweep the streets to make sure the family is OK, I would do that. [The social issue that Angel Guardian wanted to address still exists] but I am not sacrificing my family for the sake of somebody else (Alex, A7 interview).

Event Code	Plausible Response	Relevant Identity
A1	The service is traded because the venture needs to be sustainable enough to secure Alex at least £38,000 in 2015.	Provider for the family (as a social entrepreneur)
A2	A commercial leverage effect is expected from adding the 'CIC' next to the brand. Being easily recognised as a social enterprise (due to the 'CIC' label) should not mean people expecting a free service. Hiring the service of Angel Guardian should be understood as supporting a member of the same community in exchange of a good quality service.	Provider for the family (as a social entrepreneur)
A3	The imagery on leaflets and website should be able to communicate that the quality of the service is worth	Provider for the family (as a social

	paying for.	entrepreneur)
A4	Since ex firefighters and ex police officers have good pensions, they will value practicing as a follow-on career an activity that they love despite lower returns. As a result, the chances for growth and financial success are increased.	Provider for the family (as a social entrepreneur)
A5	Winning the employment trial against Alex's last employer (retirement village) means to claim back an important amount of money for his family. It is, then, a priority that justifies postponing the introduction of the service.	Provider for the family
A6	The Angel Guardian model is unproven and no real customer engagement has emerged. In order to secure a salary faster, as a social entrepreneur, the business should start instead as a home care, which Andrew knows very well.	Provider for the family (as a social entrepreneur)
A7	Success does not mean getting rich. It means having a decent living and paying the bills. It is a necessity and an entry barrier. When it comes to providing financial stability for Alex's family, a personal passion becomes a secondary concern.	Provider for the family (as an employee)

Social Orientation: Protecting Vulnerable Others

This section addresses Alex's sensemaking of the social orientation of Angel Guardian (see table 5.1.B). Alex' process of selection in this case built mostly on cues aligned with his background as a firefighter. These cues promoted a service based on protection, fulfilling a particular appreciation that Alex has about himself.

I looked at what I was really best at [and] really wanted to do... and that was continuing the job I was doing now and then which was being a guardian to vulnerable people, and helping them cope with normal everyday life like the rest of us can (Alex, A1 interview).

This bias created subtle tensions from the onset with Andrew, who possessing a different background around home care, saw that vulnerable older adults also needed social interaction.

So, in essence, let's call it a community thing, which means 'all right, we've got all these isolated people within communities, then let's make them a community, or link them to each other or to other things, so that they are not isolated, so then one feeds the other'. The social value of Angel

Guardian is to reduce isolation and increase the feeling of security and wellbeing and safety, and the other remit was that we would link people [together] (Andrew, A2 interview)

In order to keep Andrew's interest and secure his support, Alex included Andrew's idea in the original business plan. Yet, Alex never really considered it. For instance, he would never mention it when presenting his model during observed networking events. Andrew's idea on social value creation and its further spin-offs, such as the possibility to turn Angel Guardian into a means to "generate business for other people by bringing [older adults] together" (Andrew, A3 interview) or the possibility to include ex-nurses in the recruiting scheme, were largely ignored by the founder because they did not enhance his intended protector identity. Only when the venture idea became less plausible, Alex tried to accept the inputs from Andrew, expecting him to take the lead so that the venture could still be launched. But the scheme lacked real meaning to Alex, and thus dampened his enthusiasm.

I said 'OK, we could look into that...' but it didn't carry on. It's funny, I don't know why... Again, it's like all the contact stopped; we could have looked into it further [...] Alex was not really enthusiastic about it (Andrew, A6 interview)

The protector identity, which allowed the retention of the guardian role as socially valuable, also influenced the selection process as a salient cue. That is what occurred during the design of the recruitment scheme, where Alex used this identity to visualise what could be valuable for others who share his same background.

You kind of have this, as a firefighter, you have this view that you have a really amazing set of very specialised skills, but that in itself is the real problem, because it's too specialised to fit in anywhere in civic society. So firefighters have always struggled for follow-on careers, for jobs after they are finished... (Alex, A4 interview)

When chances to launch the venture started to fade away from the deferral period (event A5) onwards, Alex's protector identity could no longer be enhanced. In

terms of social impact, the protector identity was replaced by another self that still appealed to Alex: that of a knowledge provider. Alex observed that there is still a social function when an individual at least tries to enact a social venture with a fire service ethos.

At the end of the day, who knows all that work I did on that company... who knows what effect or influence that had on anybody in the Council for a start? [...] who knows what ideas I have given to people that they are going to develop in different ways and that's going to help in some way as well, who knows, and it's certainly not something that is going to live or die with me because it's such a massive society problem, isn't it? (Alex, A7 interview)

Additionally, abandoning the venture idea pushed Alex to bring to the social value sphere the very identity that mobilised his economic self-interest: that of provider for his family. In this case, however, this identity was used to justify abandoning the venture idea.

It's not for me to solve. If I did, brilliant! Wow! And if it worked and went off in a firework style and snowball like some people said it would, great! That would have been great also, but that's just the way it is and, right now, I hold 26 tons around the country every day, and doing it that way [because] the social value creation for my family is extremely important! Absolutely! It can't start anywhere else. If I make good people to add to society, then society gets better as a result (Alex, A7 interview)

Table 5.1.B – Social Orientation (Angel Guardian)		
Event Code	Plausible Response	Relevant Identity
A1	The wellbeing of vulnerable over 75s adults largely relies on the prevention and early intervention when mundane difficulties turn into emergencies.	Protector of vulnerable others
A2	Different ideas, such as Andrew's notion of wellbeing from bringing older adults together (promotion of social interaction), are not relevant.	Protector of vulnerable others
A3	Different ideas, such as Andrew's assumption that by bringing older adults together Angel Guardian can trigger economic opportunities for local shops, are not relevant.	Protector of vulnerable others

A4	[Alex does not fully consider Andrew's idea of including ex-nurses] Social value is also created from the perspective of retired firefighters or police officers, who are left with very limited options for enjoyable follow-on careers.	Protector of vulnerable others
A5	If the emergence fails, the experience will provide those exposed to the process knowledge and inspiration to enact something similar.	Provider of knowledge
A6	Only as a means to save the entrepreneurial endeavour, Alex decides to offer to (the recently unemployed) Andrew the possibility to champion the delivery of a traditional home care scheme.	Protector of vulnerable others
A7	(a) Starting-up a new venture cannot jeopardise the 'social value creation' for the family; (b) and the experience likely provided those exposed to the process knowledge and inspiration to enact something similar.	(a) Provider for the family (b) Provider of knowledge

Mutually Constitutive Combination: Reclaiming a Badge Identity

The previous sections showed that Alex kept coming back to two distinctive reference points to address equivocal situations for the emergence of Angel Guardian: the idea of financial stability for his family and the idea that wellbeing comes from protection. However, to Alex this was not a matter of two separate issues. Alex was able to make sense of his entrepreneurial action as a whole by understanding that both social and economic drivers reinforced one another rather naturally.

People have always said to me 'you've got a strong social conscience'. Those words to me mean nothing because I'm normal in my world [...] the fact that somebody else comes along and all of a sudden calls it 'social entrepreneur' or 'social enterprise' or any of those things, that's great! That's society catching up with the people that already exist within it, that want to do these things anyway (Alex, A1 interview).

...the money making side, the commercial side, and the social side where just there as a natural thing... (Alex, A7 interview)

According to the empirical material, this natural mutually constitutive nexus was possible because Alex relied on deeply rooted reference points that offered him a template for how to make a living and contribute to society. These reference points

are key antecedents in Alex's life. The first one is Alex growing up in a family with a strong tradition in the police force.

Going to the fire brigade was a reaction to my father being a police officer and a royal military police officer... that's him next to an helicopter [*He shows a picture on his desk*] He served in Germany post war and then, when he'd finished at the royal military police, he came back to this country and went in the police ... I always found my father's service very inspiring. That pushed me towards going to the fire brigade (Alex, A1 interview)

This tradition showed Alex a model of how to make a living. Clearly, Alex's father did not work to protect others only for the sake of it.

Don't tell me the police are going to go to work unless they are paid... (Alex, A7 interview)

The second antecedent was a fatal disaster that Alex witnessed whilst a teenager.

In 1989, April 15th 1989, I was at a football match that is now known as Hillsborough, which was a very traumatic thing to witness. And it basically involved all of us being locked in, to the football stand, watching 96 people dying in front of us. And it's a very helpless feeling. That triggered something in me (Alex, A1 interview)

The Hillsborough disaster provided Alex with a vivid demonstration that the provision of protection requires entitlement; that is, someone seeking to provide protection needs to be socially recognised.

I knew that there were hundreds if not thousands of people in that stadium that were watching that disaster unfold that could have, if they were allowed to, could have got in and helped; could have done first aid, resuscitation... so many things. And it has been proved since now, in judicial review, that 43 people could have been saved. So, that was very, very difficult for us to experience. Me and my brother were both there. My

brother was in the police within two years after that. I was in the fire brigade within four years of that (Alex, A1 interview)

Alex built a career as someone making a living from possessing such an entitlement; first in the fire service and later in the retirement village.

When I got retired at the fire brigade a massive void was left. I could no longer help anybody. You know, I had no badge to pull on anymore. I couldn't get any credibility just by turning up to somebody and say 'I can help you' (Alex, A1 interview)

Oh, I absolutely adored it [*the job at the retirement village*]. It was like being a fire fighter again, it appealed to all the right things, you know (Alex, A1 interview)

Now, as a social entrepreneur, all responses were elaborated by Alex to bring such entitlement back (see table 5.1.C). Evidently, nothing stopped Alex from helping others as a regular citizen. During the research period he was, in fact, applying a small, unpaid and informal version of the guardian model for a couple of 'little older ladies' living nearby. But he needed more. Through an entrepreneurial action Alex was ultimately seeking a new badge to regain the entitlement he once had. This badge identity was the basis for Alex's SVC approach because it comprised, as two sides of the same coin, the enhancement of the protector identity, which largely informed his social orientation, and the enhancement of the family provider identity, which informed his economic self-interest.

The deferral period, originally intended for Alex to better face his employment tribunal, ended up also providing enough time for Alex to reflect on the venture idea. He was now able to appreciate the lack of customer engagement, and compare it to his ongoing increasing economic success as a freelance lorry driver. Since the likelihood of fulfilling the badge identity became much less plausible as a result of that, Angel Guardian ended up being discarded together with its SVC potential.

Table 5.1.C – Mutually Constitutive Social-Economic Nexus (Angel Guardian)		
Event Code	Plausible Response	Relevant Identity
A1	Making a living doing what the founder feels he knows best and enjoys the most. The social enterprise is a means to bring a new badge.	The badge
A2	The provision of protection is well perceived by the community. The badge-based ethos needs to be highlighted.	The badge
A3	The badge-based ethos needs to be reflected in the imagery of the brand just like it is done in the Fire service.	The badge
A4	The model can be best understood by ex-services. Retired firefighters and police officers would ensure the appropriate execution of the job.	The badge
A5	Fire service hierarchies can work as a metaphor to understand the ongoing relationship with Andrew. Feeling accountable to a leader (as a firefighter to an officer) becomes instrumental to keep pre-emergence activities going.	The badge
A6	Changing the focus from the guardian idea to a traditional home care model seemed appropriate to save the entrepreneurial endeavour. However, the new scenario does not imply a badge; thus, Andrew should lead the change.	The badge
A7	Positive feedback from the community was promising but not enough. A model such as Angel Guardian cannot rely solely on marketing. It requires the right endorsement by public authorities.	The badge

5.2.3 Summary

The overall sensemaking process undertaken by Alex reveals two distinctive stages for the selection-retention sequence conducive to the enactment of Angel Guardian. The first stage regards a period of optimism (see figure 5.2.A) describing high commitment with creating an emergency-based service for vulnerable older adults living in isolation. The process of selection that originally formed the idea built upon two core antecedents in Alex’s life –his family tradition and witnessing the Hillsborough disaster– and the associated background as a fire fighter and first responder in a retirement village. Equivocal situations were systematically faced to gain the entitlement needed to enact such a service. Additionally, social factors were highly reinforcing. Alex’s wife was initially pleased with the idea of a potentially successful income generating activity, Andrew always found the idea as an exciting new niche that could revolutionise care provision, and the people that

Alex met during networking activities were in general greatly encouraging. This allowed Alex to think that he could gain entitlement through marketing.

During this optimistic stage, the process of retention secured the plausibility of SVC rather naturally by connecting the responses with how Alex preferred to see himself as an economic agent and a valuable person in society. Gaining entitlement for the new badge was ultimately aimed to recreate in Alex's life his missed role of a fire fighter. Since Alex could no longer enhance this identity through traditional means, he was trying to emulate the role through a social enterprise which, although different, kept the social and economic rationale of the fire fighter job intact, protecting vulnerable others whilst making a living out of it.

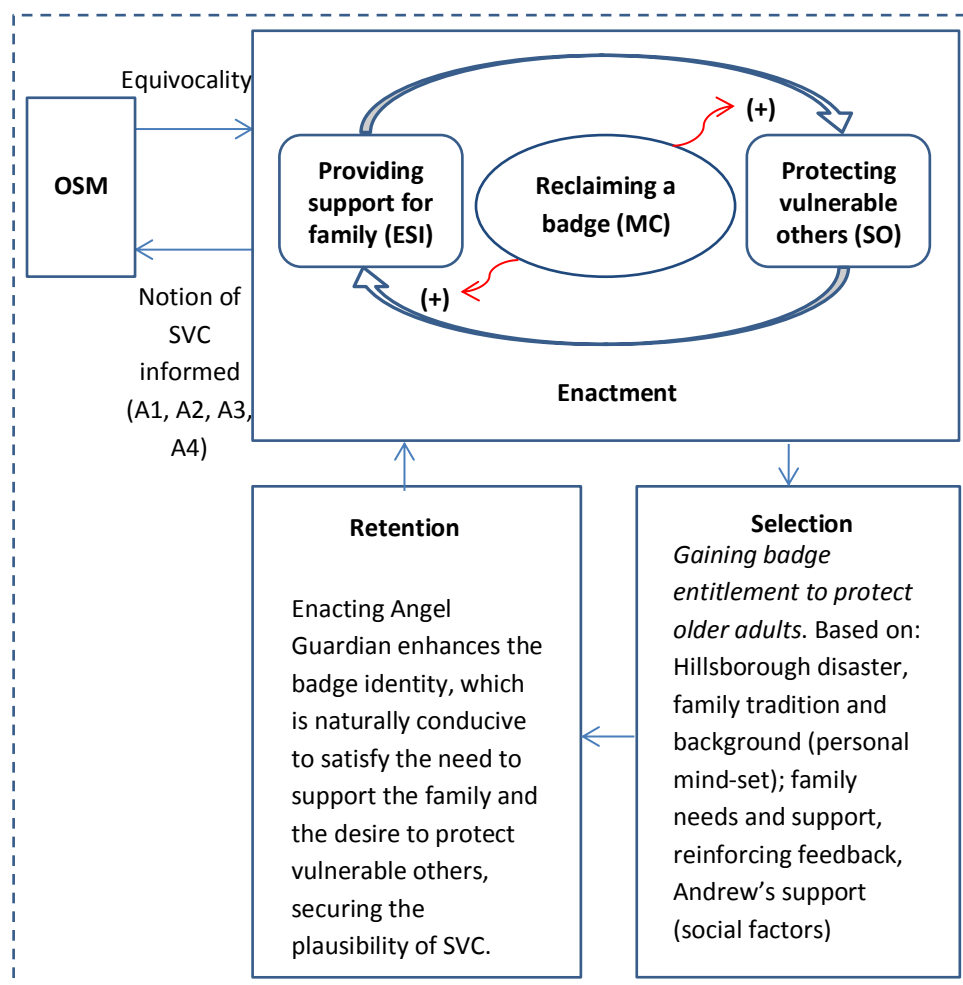


Figure 5.2.A – Making Sense of SVC in Angel Guardian (optimistic first stage)
 MC: Mutually Constitutive Nexus; SO: Social Orientation; ESI: Economic Self-Interest

But the customer engagement needed for Alex to realise his badge identity never arrived. This triggered a pessimistic second stage from event A5 and onwards (see

figure 5.2.B) describing an increasing lack of commitment with the idea. The selection process was updated due to two concrete new social factors: Alex’s family dynamics demanding a safer scheme for income generation and the concrete benefits of freelance work that Alex experienced during the deferral period. The combination of these elements shifted the tendency of the selection process, turning the emergence of the social venture more and more into a risky gamble. The responses elaborated during this second stage of selection were, as a consequence, either unclear moves –such as trying to change the model to a traditional home care service– or plain attempts to justify abandoning the idea.

The retention process could no longer rely on the attempts to reclaim a badge. The badge identity, although highly treasured, was ultimately optional and, hence, not strong enough to mobilise actions aimed to solve the lack of customer engagement. Being the provider of economic support for his family was the only identity that Alex could not avoid, abandoning the venture emergence and its SVC potential when a full-time job became available.

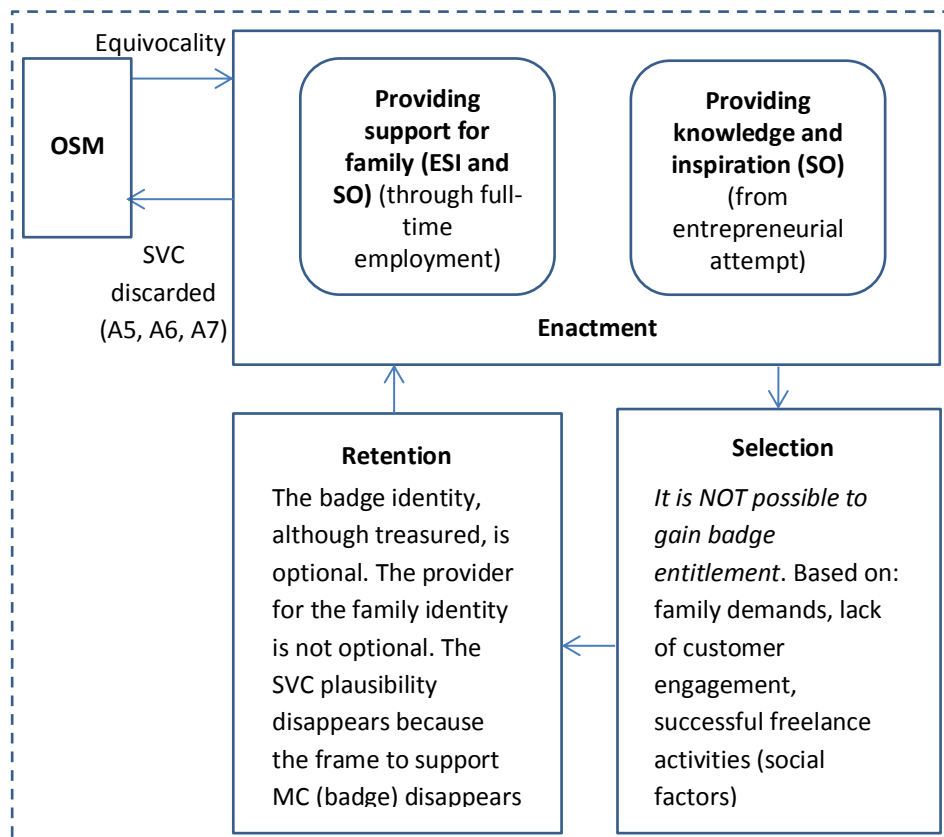


Figure 5.2.B – Making Sense of SVC in Angel Guardian (pessimistic second stage)
 MC: Mutually Constitutive Nexus; SO: Social Orientation; ESI: Economic Self-Interest; OSM: Occasion for Sensemaking

5.3 Bright Veg

5.3.1 Overview of Bright Veg

Bright Veg developed as a small scale producer and provider of vegetables organically grown through a mixture of old British agricultural traditions and permaculture techniques. The goal is to become a significant local alternative to the produce retailed in supermarkets. Simultaneously, it aims to offer disabled people the chance to experience agricultural activities of their choosing, particularly wheelchair users. Products (organic vegetables) are to be sold to local cafes, shops and directly to the local community as veg boxes and salad bags, while the services (agricultural activities) would be offered under a care provider scheme, for which disabled people would pay from their personal budgets.

To Betty and Barry, the consumption of locally grown organic food brings several benefits at personal (healthier food –without detrimental chemicals), social (stronger local economies and social relations) and environmental levels (for example, reduced emissions of CO₂). Yet, it remains as a minority option for food purchased in the UK. Betty and Barry argue that this is due to the somewhat forced exposition to supermarket food systems. People now expect perfectly shaped vegetables found in supermarkets, finding no reason to explore misshapen produce from organic farming that also tend to be more expensive. At the same time, Betty and Barry want to address the extended lack of opportunities for wheelchair users (such as Betty) to experience the countryside and be challenged with agricultural activities. Bright Veg is envisaged as a local response for both issues.

The Team

Bright Veg is a family project composed by Betty and Barry, a couple who have been together for over 10 years. Betty is in her early 40s, has an arts degree and a recently awarded PhD in social sciences. When she was 20 years old she suffered an accident while doing volunteering work in Asia, breaking her neck. She has been a wheelchair user ever since, having full movement control only over her head and shoulders, with only limited control of her arms and wrists. From everyday activities such as driving her specially adapted car to pursuing a PhD, which

involved almost a year of data collection in rural areas of Africa, Betty's overall response to her disability has been largely one of strength and determination.

Barry is in his early 40s. During his 20s he undertook a series of administrative jobs, particularly in law firms; a period that he does not recall with much enthusiasm. His preferred activities are those that involve physicality and open spaces, which he has been practicing as his main income source for the last 15 years, mostly in gardening. This included supporting Betty (in the role of carer) during her PhD research in Africa. As a couple, Betty and Barry have been always keen on the idea of the consumption of locally grown organic food, although this remit is largely championed by Barry. Similarly, the preoccupation on disability, although shared by both, is mainly mobilised by Betty.

Overall Development

Largely influenced by their experience in Africa, Betty and Barry returned to the UK with the idea of becoming fully self-sufficient as a family. Due to an unusually attractive opportunity, they ended up buying 12.5 acres of land in 2012. Without envisioning a business idea, they invested in an inner road and other infrastructure aspects thinking of Betty's disability (for example, 'hot beds' for the growth of vegetables are raised at a height available for Betty to harvest), and dedicated many hours of work per week to grow food. The result was far more produce than they could consume and even give away to family and friends. And since they did not want to turn the entire surplus into compost, the idea of selling it emerged, together with sharing Betty's chance to experience the farming activities with other disabled people.

They did not possess a business plan, legal form or cash flow forecasts. The business process was rather gradual, with several initiatives emerging from experimenting on the land, such as the practice of organic beekeeping and the production of dehydrated vegetables to avoid waste. Eventually they ended up with two formal long-term deals with a local organic shop and a local café, facing the need to formalise the business in May 2014. The disability-based remit of the venture, meanwhile, had a different destiny. The infrastructure was not yet available due to the large amount of investment required. Betty herself could not

reach a major area of the land. During this ‘waiting period’ she eventually realised that taking care of other disabled people was somehow against her own idea of self-empowerment. She wanted to do other things such as helping Barry more actively with the land and retaking academic research. The disability-based value proposition was abandoned in July 2014, while the organic remit was, by the end of the research, in the process of constitution into a company limited by guarantee.

5.3.2 Making Sense of SVC in Bright Veg

During the study, Betty and Barry recognised nine events that were born out of equivocal circumstances and that in one way or another affected the value proposition (see table 5.2). These events were analysed to unveil the sensemaking process enacted by the founders in three dimensions: economic self-interest, social orientation, and their mutually constitutive combination (for explanatory quotes refer to Appendix B).

Event Code	Event	Source of Equivocality	Interviewees	Period
B1	Emergence of the venture idea	Unexpected production surplus in the context of a project initially intended for self-sufficiency.	Betty	Late 2012*
B2	Website Development	Betty's carer offered his help to develop a website.	Betty; Barry	July 2013
B3	Community Resourcing	Unexpected barter exchange with local businesses.	Betty; Barry	July 2013
B4	Formalising Bee Keeping	Successful first honey production.	Betty; Barry	August 2013
B5	Rejecting a Third Director	Receiving the advice of adding a third director to be able to apply for Lottery funding.	Betty; Barry	Sept. 2013
B6	Managing Waste	Excessive production surplus is still an issue.	Betty; Barry	Oct. 2013
B7	Reengaging with Research	Betty's problems to access a permaculture conference.	Betty; Barry	Jan. 2014
B8	Managing First Trading Deals	Two local businesses accepting to become regular customers.	Betty; Barry	March 2014
B9	Cancelling the Disability-based Idea	Facing a growing success of the organic trading and the lack of appropriate infrastructure at the land.	Betty (x2)	May-July 2014

(*): Occurred before observation started.

Economic Self-Interest: Learning from the Land and the Community

This section addresses the sensemaking of the economic potential of Bright Veg (see table 5.2.A). From the beginning Betty and Barry had personal dreams that required the creation of economic value. One day they expect, for example, to be able to build a house on the land. In addition, the possibility to generate profit was not something the founders were recalcitrant about. However, their understanding of economic self-interest was not constructed upon concrete financial goals such as achieving a certain level of wage or profit. The selection process followed by Betty and Barry was built upon more esoteric reference points. One such mind-set was the conviction that they wanted and needed to be aligned with the cycles of nature. Upon this mind-set, the selection process elaborated responses assuming that economic opportunities are a matter of an ongoing relationship with the land, enhancing the founders' perception of themselves as friends of nature.

...when a business is based on nature, it's very complex and a bit organic and all sorts of things can pop up [...] you've got to keep a very open mind and be able to adapt and be able to kind of like think 'oh, you know what? Yes, that could be good, we could deliver that sort of thing', and be able to be flexible (Betty, B1 interview)

One example of those 'sorts of things popping up' is the enactment of the opportunity to offer organic honey jars.

We are following nature ... This year we have got another hive ... Barry successfully managed to split the colonies so we have got two colonies now and the idea is that we might get three, four and kind of grow in a natural way (Betty, B4 interview)

...we didn't expect to create so much honey, and we never imagined that potentially we could think about selling it or using honey in some way or another as a product in our social enterprise (Betty, B4 interview)

[The process] was controlled by the bees! If they need more room to exist you have to provide it for them, otherwise they would fly off somewhere else and find another home (Barry, B4 interview)

The second main frame used by the founders to make sense of economic self-interest was based on the convenience from building social ties within the local community, which enhanced the founders' perception of themselves as promoters of localism. The bartering practice enacted with a local tree-surgeon reflects this sensemaking process. In early 2012 on his way to the newly acquired field, Barry saw a local tree-surgeon carrying a load of woodchip; he approached one of the workers and showed his interest to purchase a load, in what ended up being a onetime transaction. However, unexpectedly during august 2013, the tree-surgeon worker...

...put a note through the gate, under a stone, and I just happen to see it by chance ... saying 'this is my own company now, this is my business card; would you like some more woodchip? For free! (Barry, B3 interview)

Whilst not planned, which explains the initial equivocality, this new social tie influenced the enactment of a convenient barter exchange routine, where they were offering a disposal area to the tree-surgeon in exchange of the material, satisfying their aim for localism.

If he gets more work in the locality it might result in us receiving more woodchip. He started a new business in the area and hopefully that would grow ... His benefit is the convenience and a quicker turnaround for his job [...whilst] it allows us to concentrate on other things... It's immeasurable value (Barry, B3 interview)

...we are helping him out, he is helping us out, in economic and social terms, because it's near to where he lives, so he can possibly go out and work wherever he works and then drop the woodchip off at our field on his way home (Betty, B3 interview)

Table 5.2.A – Economic Self-Interest (Bright Veg)		
Event Code	Plausible Response	Relevant Identity
B1	The land provides promising chances for trading that are not easy to anticipate, which includes veg and derivatives. The production also includes the possibility to offer paid activities at the land for other disabled people.	Friends of nature
B2	Allowing Betty's former carer to learn how to develop a website with them is instrumental. It has provided, for a low price (only costs of hosting and domain), an important promotional tool. Social objectives will be valued by the public.	Promoters of localism
B3	It is economically beneficial to establish barter-based ties with local businesses. It provides crucial resources such as woodchip (local tree-surgeon) and further benefits associated to security and local promotion.	Promoters of localism
B4	Enriching the spectrum of products with organic honey jars enhances the chances of income generation through selling both the product and the countryside experiences associated to production activities.	Friends of nature
B5	Having a third director at such a nascent stage is economically detrimental in terms of the time required to negotiate decisions.	Friends of nature (others would not fully understand this).
B6	Dehydrating surplus food (waste) enriches the spectrum of products, enhancing the chances of income generation.	Friends of nature
B7	(a) Research activities and attending conferences can provide knowledge and advice, which can be both directly beneficial for the project and a source of further income (selling the knowledge through consultancy); (b) Research activities can be afforded because the chances for income generation are necessarily long-term (cycles of nature).	(a) Promoters of localism; (b) Friends of nature
B8	It is possible to compete against national suppliers by engaging with local shops and cafés, showing them the quality of Bright Veg's produce.	Promoters of localism
B9	The particularities of organic production (the only focus of the business at this stage) are better understood by the customer through direct exposure.	Friends of nature

Social Orientation: Extending the Organic Message and the Sense of Pride

This section addresses the sensemaking of the social orientation of Bright Veg (see table 5.2.B). The venture was assumed by the founders as socially valuable mostly because of their conviction that low consumption of organic produce is not necessarily a matter of freewill; it would be rather a case of a forced majority conditioned to buy at supermarkets due to exposure and lower prices. From combining this longstanding mind-set with the positive responses that they were increasingly receiving about the quality of their food (social factors), in the

selection process Betty and Barry were able to elaborate responses aimed to expose more people to their produce. These responses were further retained because they shaped and reinforced a mission that enhanced two core identities. The first identity regarded being the bearers of the organic message. The enhancement of this evangelist identity is well illustrated by their preferences (from their first two formal deals) for the one established with a local non-organic café over that established with a local organic co-op.

...because you are sort of preaching to the converted... there is no point ... because the people in the [organic] co-op and the people who shop and buy produce from [the co-op] by large are already aware of these issues and they choose to go to [the co-op's shop] rather than go to the supermarket. So, I think that in order to raise greater public awareness we have got to educate and inform people who otherwise wouldn't consider these issues, and the best way probably of convincing those people is through the food which they are actually eating (Barry, B8 interview).

...you know, it could be quite easy for us to ring up all the organic cafes and say 'can we supply you?' that might be an easier thing to do, but that's not what we are about, is it? We want to change the world, don't we? That's the easy option! (Betty, B8 interview)

This is illustrated further by the eagerness of the founders to defend their particular organic message. An example of this was evident in Betty's interaction with another local social venture which successfully sells quality food at low prices using resources which supermarkets otherwise would throw away. This led to Betty instigating an email debate with the woman in charge of the other social venture because her approach relied on supermarkets, threatening Bright Veg's message.

It's not creating new networks between suppliers and growers and kind of retail outlets and cafés, and potential customers. And also, it's not encouraging sustainable growing technology and techniques, and knowledge. You are still eating food that has not been grown in a sustainable way because it's come from a supermarket that is squeezing farmers to the limit, and it's not organic... (Betty, B8 interview).

The other core identity that was boosted by efforts to extend their organic message and that, hence, helped securing its plausibility was Betty's sense of pride. However, this identity also informed the selection process as a salient cue for value proposition. The founders were constantly thinking of how a certain activity, apparently not suited for a physically disabled person, could be successfully undertaken by Betty, using Betty's resultant enhanced identity as a proud individual as a template for what other disabled people would regard as valuable, nurturing the idea of offering countryside experiences for disabled people.

...to get those people into prove to themselves as much as everybody else that you can be productive and that there are these amazing things that you can help produce and it is worthwhile [...] and people see you better because you see yourself better as well (Betty, B1 interview)

That is why, for example, the founders saw as value creation for disabled people the sole participation in the production of honey jars...

Me and Barry really enjoyed spinning the honey and doing the actual process of getting the honey out of the frames, you know, just doing it we really enjoyed it. It was really a fulfilling activity to do ... so, I think there is an aspect [of social value creation] there (Betty, B4 interview).

But the effect of not being in the position to provide a high standard of service for other disabled people due to the lack of an appropriate infrastructure in the land, combined with the growing success of the organic remit, allowed Betty to realise that her identity as a proud individual, the one sustaining the disability-based remit of the business, was not necessarily enhanced by sharing her pride. This was becoming, in fact, an actual burden due to all the regulations involved. Since focusing on the organic remit had the power to fulfil by itself both the evangelist identity and, if successful with that, Betty's identity as a proud individual, the disability-based remit was cancelled without a relevant sense of defeat.

[The disability remit] will always be there because we've got to create it a bit for me, haven't we? ... It's just part of what we naturally have to do for me to be involved [... But] what I realised when I looked into it, the

nightmare, the regulation, the safeguarding, the skills involved, and, do I want to do that? Actually, no! [...] I can see how great it is for me ... All those things, you want to share with other people that don't... you know, it's like anything, when you discover anything you want to share it with people, don't you? [But] I can't do it. Someone else will do that better than me (Betty, B9 interview; B)

Table 5.2.B – Social Orientation (Bright Veg)		
Event Code	Plausible Response	Relevant Identity
B1	(a) The more trading the more people exposed to organic produce; (b) The richer the production activities the richer the challenging but enjoyable countryside experiences for disabled people.	(a) Evangelist; (b) Proud individual
B2	(a) The website helps to communicate the organic message of Bright Veg; (b) The act of developing the website by non-IT people is a huge valuable achievement.	(a) Evangelist; (b) Proud individual
B3	The barter exchange secures the organic production by enhancing the quality of the soil while reducing CO2 emissions due to both parties being based nearby. In addition, the economic conditions of someone else are improved.	Evangelist
B4	(a) Organic honey is a new means to educate people in their relationship with food; (b) There is social value in the pride that a disabled person feels from producing honey jars.	(a) Evangelist; (b) Proud individual
B5	Bright Veg's approach to social value creation is better addressed if the control is kept between Betty and Barry.	Evangelist; and Proud individual
B6	(a) Exposing the local community to good quality organic produce made out of surplus is valuable; (b) The routines to dehydrate vegetables can be undertaken by people with a disability similar to that of Betty.	(a) Evangelist; (b) Proud individual
B7	(a) Organic farming requires creating new ties with the community; (b) There is a research gap on the nexus between agriculture and disability, particularly in the UK. Through conducting research, Bright Veg can enrich the project.	(a) Evangelist; (b) Proud individual
B8	(a) Supplying the non-organic café will expose those not necessarily searching for organic produce to its benefits. Bright Veg competes against other local social ventures that make use of the waste of supermarkets, because they end up perpetuating a detrimental food system. (b) The income from the deals will potentially allow hiring disabled people.	(a) Evangelist; (b) Proud individual
B9	Disabled people deserve a good quality and challenging service, which Bright Veg cannot provide in the short or middle term. It is necessary to fully focus on turning the organic entrepreneurial endeavour into a success.	Evangelist (this identity absorbs the proud individual one).

Mutually Constitutive Combination: Overcoming Organic Constraints and Physical Barriers

To Betty and Barry, what they could earn and what they could offer as socially valuable to others were two aspects of the same thing. The more they could learn and extract as economically valuable, the more they could extend their organic message.

...in that café they don't know that is organic, well, they know it's organic but the café is not an organic café [which is relevant] in the sense that we have proven that you can get affordable, good quality reliable organic salad leaves and that everybody should be producing it in this way. It shouldn't just be us... We are not making a big deal out of it... [Organic food is usually] not affordable for people that are poor... So, basically we are saying that it can be done and that we can all be into organic stuff and you don't need to be spraying lettuce with loads of chemicals... (Betty, B8 interview)

Similarly, the more their organic message was spread, the more the founders could learn about their own activity due to new feedback, unveiling more economic opportunities.

...and also they are the busiest café in the local area... they've got the best reputation of quality, so we are happy supplying them because what it has done for us is help us realise what quality we need to be at... (Betty, B8 interview)

This mutually constitutive cycle is granted for Bright Veg because the social-economic nexus is ultimately a response to conditions that the founders simply have to live with (see table 5.2.C). The first condition is a longstanding organic lifestyle that regards an approach to food production/consumption deeply treasured by Betty and Barry. Interacting with farmers in Africa reinforced this ethos, convincing them to attempt to achieve full self-sufficiency through organic farming.

...we fancied getting a little bit of land and doing more self-sufficient sort of things... growing our own vegetables, and doing this sort of outdoor countryside management of activities. We had an interest in it, and partly it was because, as I said, we were inspired by the farmers we met in [Africa] (Betty, B1 interview)

I think the way modern agriculture has gone it's had such an environmental loss that I think one of the best ways of achieving greater diversity, biodiversity, is to revert back to some old traditional ways of doing things (Barry, B2 interview)

The second unavoidable condition was Betty's disability, which represented a particular challenge that shaped the whole project.

Anything we do have to be [suited for a] wheelchair user right at the beginning rather than it being an afterthought... It's something that is integral to the design process ... So, essentially we are doing something quite unusual. We are thinking about it right at the beginning of something being made, which doesn't happen that often, especially with a land (Betty, B9 interview; A).

The economic and social sides were by-products of efforts to conquer a deeply embraced organic ethos and Betty's disability. This enhances the perception that Betty and Barry have about themselves as resilient economic actors who face unavoidable conditions that only a few understand. This is well illustrated by the distinction that the founders drew between themselves and others when they decided not to include a third director.

...anyone we get coming as another director is never going to be quite good enough. I know that! I know that! And somewhere down the line there might be a little bit of a niggle, because they are not putting the effort in that we are because we love it! (Betty, B5 interview)

The intricate set of identities that the founders enhanced with their responses, such as their role as friends of nature and promoters of localism, on the economic

side, and their role of organic evangelists while enhancing Betty’s sense of pride, on the social side, were expressions of their core need to successfully cope with a chosen but deeply treasured lifestyle and Betty’s disability. Since the venture was built upon this core need, a mutually constitutive social-economic nexus was secured from the onset.

Table 5.2.C – Mutually Constitutive Social-Economic Nexus (Bright Veg)		
Event Code	Plausible Response	Relevant Identity
B1	It is possible to extend an organic ethos in the local community, mobilising a market. And it is possible to provide a sense of pride for disabled people (especially wheelchair users) through their participation in challenging agricultural activities.	Resilient people who can conquer unusual conditions
B2	Both the organic ethos and the focus on disability are distinctive. As aims they can trigger a leverage effect.	Resilient people who can conquer unusual conditions
B3	Barter experiences with local businesses create and reinforce mutually beneficial ties that allow overcoming some of the limitations of organic farming (e.g., avoiding machinery and chemicals)	Resilient people who can conquer unusual conditions
B4	Providing conditions for bees to choose to live at the field, improves the quality of the overall veg production, whilst supplying a key product: honey.	Resilient people who can conquer unusual conditions
B5	A third party cannot possibly understand founders personal take on the business, which has been built upon a longstanding life style and an unavoidable disability.	Resilient people who can conquer unusual conditions
B6	Dehydrated food enriches the spectrum of organic products to be offered locally. In addition, if Betty can do it and enjoy it, so can others with similar disabilities.	Resilient people who can conquer unusual conditions
B7	Interacting with other people who are enthusiastic about organic lifestyle and seeing that they value the founders’ ways is reassuring. But, the fact that physically disabled people remain as a hidden minority in permaculture circles should be addressed as a research topic. This can only be beneficial for the venture as it will show the ways of other disabled farmers.	Resilient people who can conquer unusual conditions
B8	Having two formal deals with a local organic shop but particularly with a local non-organic café is a good challenge, socially and economically.	Resilient people who can conquer unusual conditions
B9	Through success in the organic industry, it is possible to think of better ways to address the nexus between organic agriculture and physical disabilities. The service based on disability is for now cancelled.	Resilient people who can conquer unusual conditions

5.3.3 Summary

The overall sensemaking process undertaken by Betty and Barry reveals a detailed and stable selection-retention sequence for SVC (see figure 5.3). The selection process regards the emergence and further reinforcement of a venture idea based on growing, processing and selling organic produce to local organic and, most importantly, non-organic shops. The nature of this idea was a response to a combination of personal mind-sets. There were concrete ambitions, such as eventually making enough money to build a house on the land. There were also principles, such as approaching the growth of the venture necessarily building on the cycles of nature and the ongoing relations with the local community. And there were convictions, such as the belief that the organic message needs to be extended. These mind-sets shaped a venture-like response that was further reinforced due to the social factors that the founders experienced from people esteeming their food; first family and friends, and later proper customers.

The retention process secured the plausibility of SVC because the venture emergence satisfied the unavoidable needs to have an organic lifestyle and conquer Betty's physical disability, unfolding a set core identities that intertwined the social and economic aspects, by implication. The responses that Betty and Barry elaborated remained economically plausible because they were expressions of the challenges that organic farming is supposed to comprise. Likewise, enacting economic potential was plausible because of their perception of themselves as friends of nature and promoters of localism, which was enhanced. Furthermore, their responses were also understood as socially valuable assuming that the more organic produce successfully grown and distributed, the more health and nature benefited. Since exposing others to organic food was, for the founders, inherently socially valuable, their social orientation demonstrated its plausibility every time someone new enjoyed their food. Their own produce became the best expression of their message and the device for their evangelist identity.

But the plausibility of the whole process also relied on the opportunity for Betty to show that her physical barriers did not inhibit her from being a relevant contributor to society. This identity enhancement also had an active role, as a salient cue, for the emergence of parallel responses around offering paid countryside experiences

for other physically disabled people. Yet, this parallel form of SVC –getting paid for enhancing the sense of pride of disabled people – was supported by an identity that was already enhanced through the organic remit of the venture. Betty was, indeed, already able to boost her pride through the role of a social entrepreneur succeeding in the organic industry. As a result, the aim of sharing Betty’s pride with others remained dormant throughout the research period and, when the lack of infrastructure became evident, cancelling this remit was straightforward.

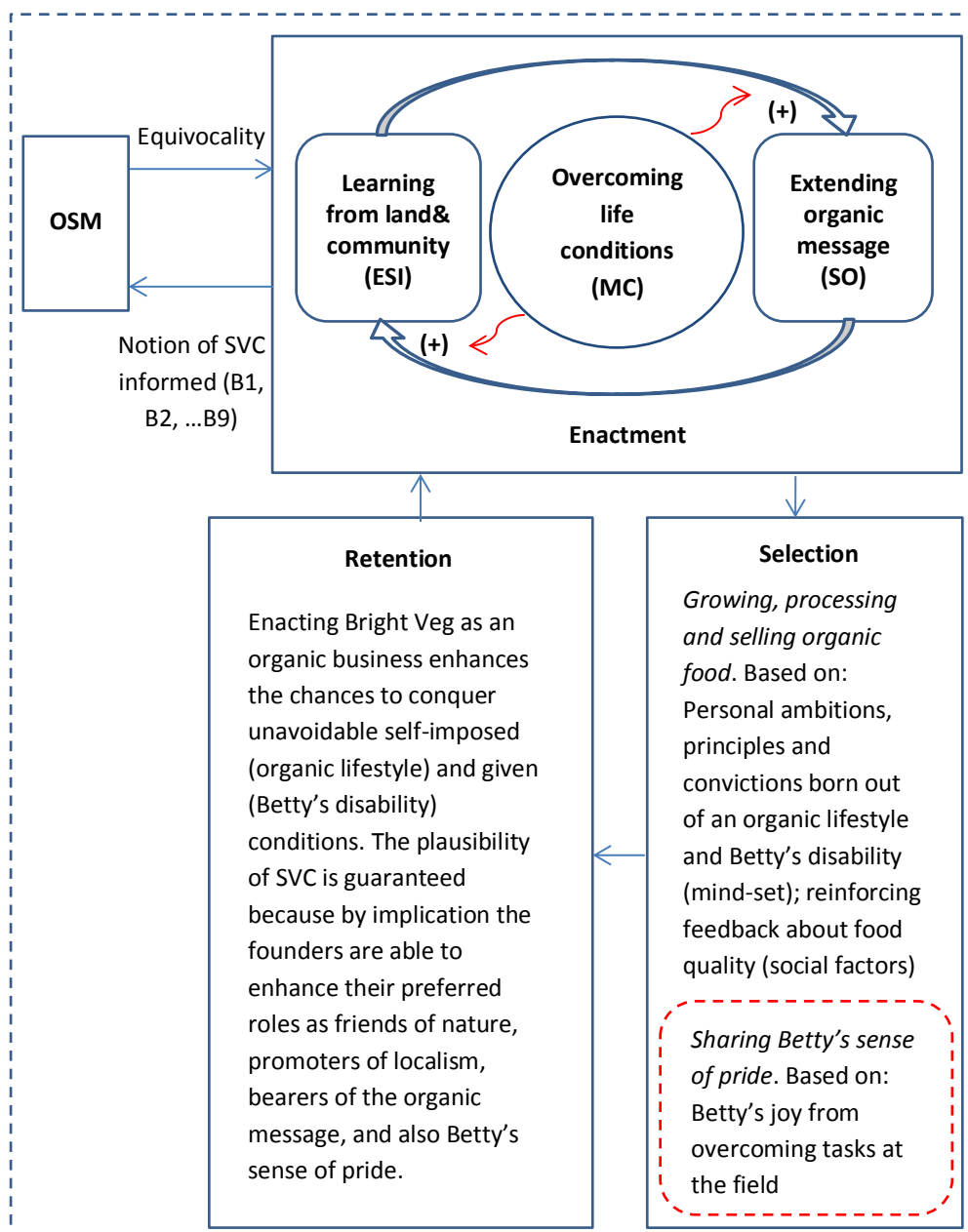


Figure 5.3 – Making Sense of SVC in Bright Veg

MC: Mutually Constitutive Nexus; SO: Social Orientation; ESI: Economic Self-Interest; OSM: Occasion for Sensemaking; ----: dormant and ultimately discarded response.

5.4 Classy Fruits

5.4.1 Overview of Classy Fruits Enterprise

Classy Fruits Enterprise (from here onwards: CFE) is a social venture aiming to enhance social, independent living and work readiness skills for young adults with learning disabilities (YALD) through their active inclusion in a business currently centred on food preparation and service. Carla, the founder, initially thought of CFE as a more robust and economically convenient version of an existing two year old community interest company, Classy Fruits Smoothie Project (from here onwards: 'the CIC'). The CIC started as a way to provide Cathy, Carla's daughter, with a job associated to the food service industry that she greatly desired but would hardly obtain in a restaurant, due to her learning disability. Inspired by smoothies that she saw being prepared at a Christmas festival, Carla purchased a pedal-powered blender and the CIC began to grow from there. Eventually, the CIC was offering to prepare and serve pedal-powered smoothies at festivals and other local events. The new organisation, temporarily called Classy Fruits Travelling Kitchen, was going to follow a similar model to that of the CIC, but this time based on camper vans converted into kitchens. According to Carla, the founder, this move allowed them to diversify the activities for YALD, from preparing simple smoothies to creating more elaborate food items, as well as commercial flexibility and the opportunity to secure ownership over the assets, by avoiding the CIC legal form.

But the twofold aim of enhancing social inclusion for YALD and creating convenient financial conditions for her family had also mobilised Carla, before and throughout the research period, to enact or think of various other parallel initiatives, such as a choir, leisure activities at an allotment, ideas for a street-food academy, a market space, the possibility to franchise and even an innovation hub for YALD and their families. Eventually, Carla realised that she also needed a more comprehensive structure which could integrate all her initiatives whilst still enhancing both her mission regarding YALD and her economic self-interest. In the end, Carla upgraded her intention of enacting a new venture upon a particular service, changing the focus to creating CFE as a new overarching structure.

The team

Carla, the founder of CFE, is in her early 50s. She worked in a local council as a youth worker until she took voluntary redundancy in 2011 to launch the CIC. She has received a number of awards for her work in the CIC, locally and nationally. Carla is married to Charles, who has worked for the last three decades as a careers advisor in an educational institution. Charles describes his support to Carla as volunteering, helping during weekends with some of the logistics associated with attending events, such as driving the family vehicle to transport the smoothie bikes. However, since early 2014, Charles has considered the possibility of joining CFE as a career change. The couple's two children are Cathy and Colin. Cathy, who has a learning disability, is in her early 20s; she has an interest in food and music, and participates regularly in all the venture's activities. Colin, Cathy's younger brother, started university in 2013 in a different city, engaging in part-time jobs to cover part of his tuition fees. He offered support and suggestions from a distance, and participated in the venture's activities during the summer.

Since late 2012, Carla has a team of paid part-time YALD, from which Carmen and Conrad, both in their early 20s, have been chosen to participate in the new activities that transcend the smoothie bikes. Chris, a local chef in his mid-40s, runs a mobile food van and joined the project in September 2013 –temporarily as a volunteer but with ownership interests– to form a street-food academy through the idea of the travelling kitchen. He kept a distance when the travelling kitchen's idea was halted, and re-emerged when the possibility to run a catering service under the umbrella of CFE arose in July 2014.

Overall Development

By early 2013, Carla knew that a new organisation could take advantage of the locally well-established 'Classy Fruits' brand due to the two years of operation of the CIC. Carla had been involved in several local media interviews, received a number of awards, constructed a website, and disseminated relevant content on social media such as Facebook and Tweeter. But given that Carla was unsure about which legal form to use for the new venture, she ended up putting the recently acquired second-hand van under her original CIC. In addition to this, the van

presented several mechanical problems and did not have a fully self-contained kitchen, and was used for very few events between July and September 2013. Creating a new venture centred on the camper van was put on hold, while Carla continued trying to find ways to achieve her idea of growth and personal financial security.

Carla eventually realised that since she was trying to enact many fragmented and simultaneous initiatives, investing too much time and effort to incorporate a new business based upon only a specific remit of service (Classy Fruits Travelling Kitchen) was challenging. As a result, in February 2014 Carla resolved to create an overarching company instead. The company –CFE– allowed her to own any new assets, invoice the CIC for her work, run future initiatives with more commercial flexibility, while controlling all the currently fragmented initiatives. The directors of this new organisation would be Carla and her whole family. During the following months, while Carla and her team were trying to cope with an increasing rate of hired events for the smoothie bikes, the opportunity to actually manage premises emerged in July-August 2014. This was in effect the first opportunity to operationalise the new overarching company, and inspired even more ambitious ideas of growth for both CFE and its support network.

5.4.2 Making Sense of SVC in Classy Fruits

During the study, Carla recognised six events that were born out of equivocal circumstances and that in one way or another shaped the value proposition (see table 5.3). These events were analysed to unveil the sensemaking process enacted by Carla in three dimensions: economic self-interest, social orientation, and their mutually constitutive combination (for explanatory quotes refer to Appendix C).

Event Code	Event	Source of Equivocality	Interviewees	Period
C1	Emergence of the Classy Fruits Travelling Kitchen (CFTK) idea	The promising ideas of growth for the current social venture do not secure the founder's financial stability under the CIC form / Sudden increase in the cost of the founder's family life.	Carla; Crew**	Early 2013*

C2	Two-way street business practice	Advice to practice barter exchange.	Carla	March 2013*
C3	Adding a street food academy remit to the Travelling Kitchen	A local chef who can provide qualifications (Chris) offering his support.	Carla; Crew**; Chris	Sept. 2013
C4	Replacing CFTK by an overarching company: Classy Fruits Enterprise	Increasing confusion due to the several fragmented initiatives that Carla wanted to enact.	Carla (x2); Charles; Colin	Feb. 2014
C5	Rejecting selling bottled smoothies	Proposal by a group of trusted advisors of a new income stream.	Carla; Crew**; Charles; Colin	April- May 2014
C6	Strengthening the venture and forming a support network.	The possibility to make use of attractive local premises, which emerged from a chance meeting between Charles (Carla's husband) and a Director of a local business park.	Carla; Charles	July- Aug 2014

(*): Occurred before observation started.

(**): Crew refers to Cathy, Carmen and Conrad, who were interviewed in group.

Economic Self-Interest: Claiming the Value of Individual Work

This section addresses Carla's sensemaking of her economic self-interest regarding CFE (see table 5.3.A). In early 2013, Carla's excitement about the success of the CIC was somewhat counterbalanced by her confusion over how to fulfil her own financial success. The main reason for this was the limited options for ownership offered by the CIC.

CICs were quite sexy at the time, and fairly new, and everybody was raving about them and so I think I was kind of swept along on a wave that I had to set up a CIC. And it's only since we've been trading that I've realised that there are [financial] limitations to the CIC ... at the time it sounded great but now, you know, I am getting older. My son is just about to go to the university; my daughter is... you know, I am beginning to think that that perhaps wasn't the best business model for us, you know, for us (Carla, C1 interview)

Enacting Classy Fruits Travelling Kitchen was retained by Carla as a plausible response to this equivocality because it represented a concrete means to enhance an identity that started fading away, ironically, alongside the growing success of

the CIC; that is, being someone who deserves to be compensated appropriately for her work as a business woman. Before 2011, as an employee in a public institution, Carla's work was valued in the form of a salary and that made sense to her. During the initial operation of the CIC, it also made sense to Carla to receive a small economic return from a small new social enterprise. But in early 2013 two social factors shifted the situation. First, the growing possibility to win a national competition awarding £10,000, which Carla eventually won, raised the notion of not owning the camper van, bought with the money, as unfair. Second, Carla was also facing a sudden increase in household costs as Colin, her son, was moving to another city for university study in the summer of 2013. Thus, Carla decided to reclaim the value of her work back and enacting a new business based on the camper van seemed appropriate to achieve that ambition.

Further down the line, however, Carla resolved not to enact a business upon a specific remit of service because the selection process was updated. Combining the fact that the second-hand camper van was experiencing recurrent mechanical problems with the knowledgeable advice that Carla received from her accountant about legal forms, Carla realised that she could achieve the commercial flexibility that she originally wanted through the creation of an overarching limited company. This would allow all members of her family to be Directors in addition to owning any new assets and control all initiatives. Apart from the accountant's input, another social factor for this change was Carla's husband who strongly backed the move.

...all I am doing is just putting myself in the frame (Carla, C4 interview; A)

So, what's happened with the camper van that we sold, we sold it and the money has gone straight back into the business to do other things, whereas if I could own it and I sold it, it would be our money within that business to do something probably with a bit more flexibility (Carla, C4 interview; B)

So, in a sense, the CIC itself has been a very productive business, you know ... But, apart from, say, paying wages for the users or the employees or for Carla, that's it. So, you know, if you were a limited company, you can sell it, you can take the profits... So, I don't have a problem, I just think it just

makes it more... let's say, hopefully what will happen is that Carla will get something which is commensurate with the effort put in (Charles, C4 interview)

Carla's sensemaking regarding her economic self-interest is also illustrated in the particular business philosophy that she embraced to understand her relationship with the community. From mentoring sessions that Carla received, alongside the £10,000 award, that enabled the purchase of the camper van, she learned that it was possible to apply a bartering approach –which she already practiced in informal settings– in her business practices. She elaborated a particular response from this, which is that any of her actions/efforts in social life should imply, as a potential recompense, the access to formal resources for her business. This approach was retained because it was an added way to claim, even in supposed informal settings, the value of her efforts.

For me, it's that sort of thing ... whenever I offer something to somebody I am always thinking, not in a selfish way but, you know, it's like that phrase 'there is no such thing as a free lunch', if somebody invites you for lunch and its free is because they want something, and I just think that if you are open about that... (Carla, C2 interview)

Table 5.3.A Economic Self-Interest (Classy Fruits Enterprise)		
Event Code	Plausible Response	Relevant Identity
C1	The new venture will not be constituted as a community interest company (CIC) in order to avoid economic limitations such as being prevented from owning the company's assets.	<i>Business woman</i>
C2	Barter exchanges create instrumental ties and provide an alternative way to access resources. The social orientation of Classy Fruits is in itself a valuable asset that participates as part of the social exchange with the community and businesses.	<i>Business woman</i>
C3	Enacting a street food academy provides more visibility, which by itself should create more business.	<i>Business woman</i>
C4	Classy Fruits Enterprise is created to protect the assets of the family and control all initiatives. The value of the venture would not exist without the effort invested by the founder.	<i>Business woman</i>

C5	As an idea, selling bottled smoothies makes sense as a direct income stream. Yet, Carla's capacity (say, the value of her work) plays a minimal role, and they do not necessarily have the right infrastructure in place, turning the idea unattractive.	<i>Business woman</i>
C6	The management of the premises should occur under Classy Fruits Enterprise (rather than the CIC). Alongside, it makes no sense to accept a paid business consultancy offered by Carla's accountant to address the change if the (social) value of the brand can mobilise the offering of a similar input 'for free'.	<i>Business woman</i>

Social Orientation: Boosting YALD's Active Inclusion

This section addresses Carla's sensemaking of the social orientation of CFE (see table 5.3.B). Although there are some influences from Carla's background as a youth worker supporting the personal development of teenagers and young adults, the main factor that keeps YALD's employment as a salient cue to realise CFE's social orientation has been her daughter's learning disability. From early on, Carla decided to avoid presumptions of dead ends. If Cathy was to express a purpose, she would encourage it. This was the reason for Carla to enact the CIC in 2011; Cathy wanted a job in a restaurant and the CIC was a way to satisfy that dream to certain extent. This active approach and the observation of its positive effects on Cathy's self-esteem turned the employability for other YALD into a mission, enhancing Carla's own role as a promoter of their active inclusion in society.

...so in a sense, our next thing around the van, which at the moment I am calling the Classy Fruits Travelling Kitchen, [expects] to sort of push our project members a bit further and create proper jobs for them rather than part-time seasonal jobs [...] It's about rise self-esteem; about feeling you are making a contribution to your local community or society (Carla, C1 interview)

Furthermore, the positive feedback provided by YALD was a core social factor to keep this social orientation strong.

It's built my confidence up since I have been in Classy Fruits. I didn't have much confidence when I first started but now I talk to all the customers (Carmen [Crew], C1 interview)

The underlying reason for Carla to reject an idea recommended by a group of advisors is illustrative of this sensemaking process. In early 2014, Carla organised an event to thank local people that in some way or another had supported the development of the CIC. The event, however, had a deeper agenda. One of the outcomes that Carla expected from the event was to recruit a group of 'champions' to help her as volunteers to shape the new CFE. Therefore, the inputs from these advisors were somewhat legitimised ex-ante by Carla, and the one they were more enthusiastic about was the idea of producing and selling bottled smoothies, which Carla considered for a while.

So, all I need is just to say is happening and it won't cost me anything... well, it won't cost me any staffing (Carla, C5 interview)

However, regardless of the large amount of effort invested to create this group of advisors, Carla rejected their main input. And the reason reflects Carla's sensemaking: a bottling plant setting would hardly allow YALD to be at the core of the operations, missing the connection with Carla's identity as a promoter of their active inclusion and eliminating, accordingly, the plausibility of the idea.

[It] is something that I have never ever considered, that I wasn't even interested in, but ... my business advisors I guess, were very excited by the idea (Carla, C5 interview)

I don't think necessarily a young person or adult would be necessarily involved in the production process, because it is a food product, and as a food product, it would have to be a bottling plant, you know (Charles, C5 interview)

Table 5.3.B – Social Orientation (Classy Fruits Enterprise)		
Event Code	Plausible Response	Relevant Identity
C1	The new business idea built around a camper van converted into a kitchen is an improved means to show YALD, their families and society as a whole, that YALD have a relevant role to play.	YALD Activist
C2	Work by YALD is something to respect, appreciate, and value. Non-monetary exchanges can be also understood as the exchange of appreciation and respect between the staff and customers, which is valuable in itself.	YALD Activist
C3	An academy associated to the travelling kitchen is an improved means for YALD to find a job.	YALD Activist
C4	Classy Fruits Enterprise will centralise all initiatives, becoming more visible for YALD. As a result, the venture will gain better understanding of their diverse needs.	YALD Activist
C5	Bottling smoothies to sell in outlets and events can potentially enhance social value through brand awareness. Yet, this social value is marginal as the idea does not involve the direct participation of YALD.	YALD Activist
C6	Managing premises allows the emergence of headquarters for Classy Fruits Enterprise, where the several initiatives that remain fragmented can be effectively centralised, improving the engagement and, therefore, the impact.	YALD Activist

Mutually Constitutive Combination: Securing Daughter’s Future

Claiming the value of her efforts and encouraging the active inclusion of YALD in society were from the onset mutually reinforcing drivers for Carla.

You can’t have one without the other, I would say... (Carla, C1 interview)

I want to earn some money but I don’t want to rip people off ... I don’t think it means greed. If I am being paid I don’t have to worry about other things (Carla, C6 interview; A)

The empirical evidence reveals that this mutually constitutive social-economic nexus was built upon a very personal condition associated to an unavoidable identity enhancement (see table 5.3.C). The essential salient cue for Carla to enact CFE is not an ex-post combination of wanting to make money and wanting to promote YALD’s inclusion. The essential salient cue, from which economic and social elements are natural derivatives, is Carla’s desire to create the conditions for

her daughter to have an economically secure life doing what she enjoys, enhancing her deeply cherished identity as a mother.

...so first it was about solving our problem, my daughter wanting some work experience and nobody giving it to her, that's what started it, and then as more people joined us and more people saw us then I saw that we could make a difference, so that's when the income generation and the business came into being (Carla, C1 interview)

The responses unfolding in mid-2014 to address a chance to manage premises provide a rich illustration of this issue. Although Carla always had the idea of managing/owning premises, she was not expecting to address the specificity of a daily catering service for about 1,000 people in a local business park, which is what Charles, Carla's husband, found out that was needed during a chance meeting. Carla's somewhat bold response was to offer CFE as a provider, expecting to learn about the details of the potential deal and construct her opportunities from there.

And then, as we were leaving, he showed me an old fire station building across the way and what he said was they were also looking to develop that, and to make that more of a public café type of facility [... But] I am thinking, you know, there are rooms around it that can be hired for meetings, for activities, for training, outside the catering training (Carla, C6 interview; A)

...my suggestion to [Chris – *the person that Carla wants to address the catering need*] is that we set up a partnership which is called 'Chris' Kitchen with CFE' or 'Chris at CFE' ... [So that] once the [catering] thing is set up I want to pull out and move into the fire station (Carla, C6 interview; B)

Carla turned something that she did not really want to do herself – the catering remit of the deal –into an opportunity to allocate the roles she wanted Chris and other people beyond her family circle to have, which is setting-up and/or managing independent businesses that can reinforce/complement the role of CFE.

[Chris] would like to be part of CFE, but I just want him to run [the catering] so that we can refer people to him. And then, once I have done it with him, I'll do it with other people (Carla, C6 interview; B)

Moreover, Carla enthusiastically envisioned that CFE's operations in the old fire station could also include an incubation hub for other YALD and their families.

...we will have this little business innovation hub there for the families and then I would see there will be loads of satellite... So, once you've got it up and running we've got a model that works, then we may go to the north of the county and set up another local hub there. I would also see it as working in partnership with other organisations (Carla, C6 interview; B)

This shows that Carla's selection process does not observe CFE only as an end but also as a means to enact a distributed system of businesses able to produce and reproduce opportunities for YALDs. This is, undoubtedly, highly socially oriented. However, this cannot be fully understood until recognising that underlying these efforts there is Carla's awareness that the interests and needs of YALD, and Cathy's, are dynamic and in time can easily surpass what a single organisation can provide.

I think the needs have developed [*adding more initiatives*], for example, as Cathy's has developed; her needs have changed from being say an 18 years old young woman to a 23 years old young woman. Her needs have changed in terms of what she wants to do, what her aspirations are, what her expectations are of her future (Charles, C4 interview)

Ultimately, Carla is a social entrepreneur rather than an employee somewhere or a mere volunteer or activist for YALD, because she wants to make sure that her crucial goal, which accomplishes her core duty as a mother, can be achieved: enacting the conditions for Cathy to live an economically secure and happy life. This is the seed that mobilises, as two sides of the same coin, Carla's economic imperative and her desire to enrich the opportunities for YALD through a social enterprise.

So when I am dead I know that everybody is going to be safe. I don't want to die until I know that Cathy is going to be safe. That's the drive... (Carla, C4 interview; B)

Table 5.3.C – Mutually Constitutive Combination (Classy Fruits Enterprise)		
Event Code	Plausible Response	Relevant Identity
C1	Creating a new business based on a van converted into a kitchen improves the access to proper jobs in a food-related industry for YALD (Cathy's desired job).	Mother
C2	Bartering facilitates the whole process. It provides ways to access resources without the need to apply for grants, facilitating operations.	Mother
C3	The inclusion of a likeminded local chef who can provide training and qualifications enriches the offer. That is, the travelling kitchen can also imply an academy.	Mother
C4	Keeping fragmented initiatives weakens the impact of the brand. Instead of turning the travelling kitchen into a new separate business, all initiatives will be absorbed under a single new organisation. This will improve the chances to address the diverse and evolving interests of YALD. Conditions need to be in place for Cathy to live a fulfilling life beyond Carla's death.	Mother
C5	It is better to focus work and time on commercially viable initiatives that directly enrich the active participation of YALD.	Mother
C6	Offering a service that far surpasses current operations is justifiable because it allows allocating the roles of Chris and others as agents for the creation of a support network for Classy Fruits. This move is also a means (premises) to provide a platform for YALD and their families to mobilise their own entrepreneurship.	Mother

5.4.3 Summary

The overall sensemaking process undertaken by Carla reveals a rather stable selection-retention sequence (see figure 5.4). The process of selection built mostly on the learning disability of Carla's daughter and the associated aspiration of securing her future. The fact that CFE emerged mostly centred on food preparation and service illustrates this, as it is a concrete step towards Cathy accomplishing her current dream job of working in a restaurant. Additionally, Carla was very clear from the onset about avoiding a CIC legal form, trying to turn her entrepreneurial efforts into a stronger financial platform for her family.

The social factors influencing this selection process were diverse but overall aligned with the enactment of the idea. First, there was the constant perception of a lack of job opportunities for YALD from society as a whole, pushing Carla to enact and strengthen her own response. Second, there were the economic imperatives within Carla's family which influenced her to interpret the lack of ownership over assets – the condition offered by the CIC– as unfair. She wanted to help her son who was trying to pay part of his university tuition fees by himself, whilst Charles tended to be a reminding factor for her to claim a fair value for her efforts. Third, there was the support and reassurance from Charles and Colin, Cathy's active and inspiring involvement, the constant appreciation by other YALD and their families, and the increasing interest that CFE was triggering among some members of the community, such as Chris and also local media. Nevertheless, the open-ended nature of YALD's needs and interests was a crucial social factor for Carla to conceptualise CFE not only as an end but also as a means to enact a support network of businesses run by other people. Looking at the future, Cathy's interests might evolve and Carla wanted to create conditions able to effectively respond to any new needs beyond what CFE could possibly achieve by itself.

The retention process secured the plausibility of the idea because the responses satisfied key relevant identities of the founder. Economically, Carla's responses shaped a much needed appreciation about herself, which is that, apart from being someone concerned about the wellbeing of others, she wanted to be recognised as a business woman who deserves to be compensated appropriately for her efforts. On the social value side, meanwhile, Carla's responses strengthened her role of promoter of YALD's inclusion. Due to her work as a social entrepreneur, for instance, Carla constructed a platform to talk about YALD's contribution to society in social networks and even local and national media. Underlying these two identities, however, there is a deeper common driver which explains the venture's SVC approach. Whilst CFE is a platform to generate income for Carla's family and also a means to mobilise society to embrace YALD as active contributors, the ultimate reason for Carla to enact a new social enterprise, instead of being just an employee for someone else and a volunteer or activist for YALD somewhere else, is the need to accomplish her role of a mother securing a fulfilling future for Cathy. That is the real seed for CFE's SVC.

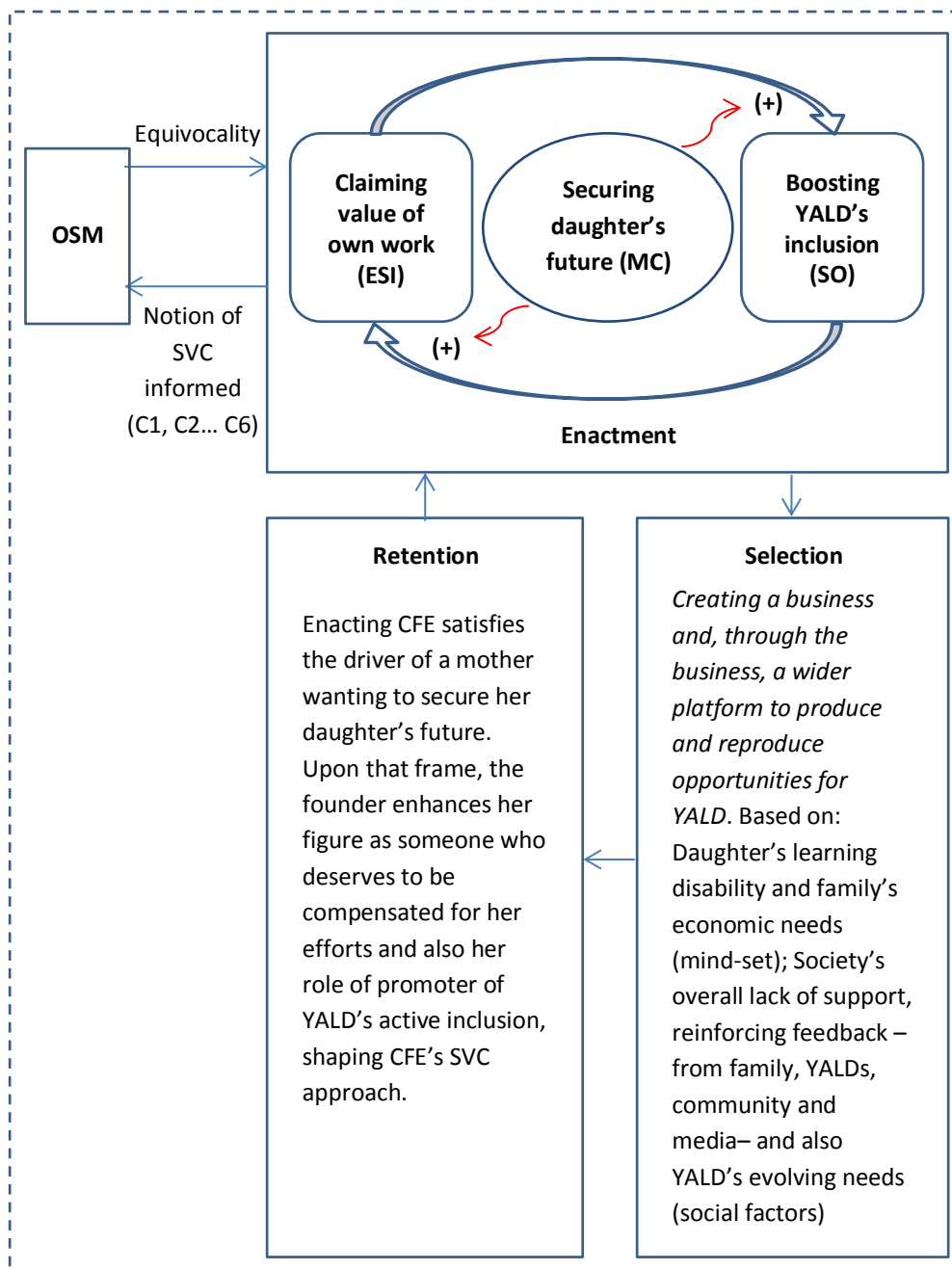


Figure 5.4 – Making Sense of SVC in Classy Fruits

MC: Mutually Constitutive Nexus; SO: Social Orientation; ESI: Economic Self-Interest; OSM: Occasion for Sensemaking

5.5 Darling Town

5.5.1 Overview of Darling Town

Darling Town is a new social venture consisting of a membership scheme for residents aged over 50 within a borough. Members can gain access to leisure events provided by a network of local charities and discount deals provided by local businesses. In addition, members can offer their own paid services to other members. The goal is twofold; the social entrepreneur in charge needs to ensure that the venture will be sustainable at the end of the third year of operations, while effectively enhancing the wellbeing of local residents over 50 years of age.

The seed of the idea originated within the local Council due to increasing budget cuts from the central government. Traditionally, the Council used to fund a number of local charities every year, so that they could provide preventative services for such residents. These leisure and personal development services, if effectively provided, should enhance the wellbeing of older residents and delay their demand for more intensive social care. In order to address the gap, changing the focus from charities to a social enterprise was a suggestion within the Council. As a result, a tender process describing the problem and asking for the submission of business plans, offering £300,000 to fund the first three years of operation for the winning bid, was initiated.

In early 2013, David was providing consultancy services to a voluntary organisation in the area; he was informally asked by the head director of this charity to comment about the tender. David sketched some ideas on how to address the issue, which were praised. Aiming to relate their charity to this new Council's initiative, the head director invited four other charities to form a partnership, and hired David in April 2013 to formalise his ideas and prepare the business plan. David outlined a business model that was highly appreciated in the local Council, winning the bid. The main reason was that David's model went beyond what they were asking for, reaching not only local charities but also local businesses and entrepreneurship among residents. Darling Town was formed as a community interest company, with David in charge of its emergence, whilst representatives of the five charities that hired David were chosen as directors of the board.

The Team

The start-up process has been undertaken almost in its entirety by David, closely assisted by Doris. With a background as a worker for homeless people, since late 1990 David has created two social enterprises and helped many others emerging as a consultant, having more than 15 years of experience in social venture start-up. During 2013 and early 2014 he was living more than two hours' drive away from the borough where Darling Town is located. Although there is no ownership involved, he is recognised by everybody involved, including himself, as the 'social entrepreneur' in charge of the venture. He is not employed full-time as he wanted to keep some available time for his consultancy activities. However, from three days a week David increased his involvement to four days a week in March 2014 when formal operations started and the first relevant equivocal issues commenced. In addition, he moved to the city where Darling Town is located.

Doris is in her late 20s, and has lived in the town all her life. Before working for Darling Town she was employed for more than five years by the charity for which David was providing consultancy services. After winning the bid, David offered Doris a position as a full-time employee to provide administrative support.

Overall Development

Once the deal with the council was settled (November 2013), Darling Town was formed as a community interest company (CIC) limited by guarantees, with a board of directors composed by representatives of each of the five charities that acted in partnership in the bid. The Council's role, whilst providing the funding and practicing an outcome-based commissioning, gives full autonomy to the venture. From November 2013 until February 2014, the process involved registering the venture as a CIC, designing a logo and general imagery for the creation of a website and marketing material, and the organisation of events to present the venture to local voluntary organisations. It also involved engaging with local residents, and numerous meetings with local businesses, among many other activities. Yet, these activities were neither truly equivocal nor relevant to David as –he argues– any social entrepreneur should expect and be prepared for such ongoing flux. This changed, however, when operations started in March 2014, as two events born out

of equivocal situations occurred simultaneously: the need to eliminate the '50+' from the brand and imagery, and the resignation of one member of staff.

Some issues also started to emerge between David and the board of directors particularly from June 2014 onwards. These tensions had nothing to do with the social-economic nexus in the value proposition. The problem was, according to David, that board members had a lack of efficiency and practicality in their approach to address Darling Town. They would focus on details, which, to David, was something not only unnecessary but utterly detrimental for the operations. However, these issues were overcome. By the end of the research (August 2014), Darling Town had a very active content production on their website and social media, and a promising rate of residents, charities and businesses getting involved.

5.5.2 Making Sense of SVC in Darling Town

During the study, David recognised five events that were born from equivocal circumstances and that in one way or another shaped the value proposition (see table 5.4). These events were analysed to unveil the sensemaking process enacted by David in three dimensions: economic self-interest, social orientation, and their mutually constitutive combination (for explanatory quotes refer to Appendix D).

Table 5.4 – Events for Darling Town				
Event Code	Event	Source of Equivocality	Interviewees	Period
D1	Emergence of the venture idea	A voluntary organisation asking David to prepare a business plan for a tender.	David (x3); Daniel*	Mid 2013
D2	Eliminating the 50+ label	Feedback from first members during the first month of operations.	David; Doris	March 2014
D3	Staff Restructuration	The unexpected resignation of one employee.	David; Doris	March 2014
D4	Pitching the venture as a movement	Problems when trying to explain what Darling Town does, to charities, businesses and residents.	David; Doris	April 2014
D5	Improving the board	Increasing attempts by the board to micromanage the team.	David (x2); Doris	Jun-Aug 2014

(*): *Daniel works at the Council and was in charge of commissioning the tender process and Darling Town.*

Economic Self-Interest: Offering and Demanding Fairness

This section addresses David's sensemaking of economic self-interest regarding Darling Town (see table 5.4.A). David unfolded a set of salient cues to discuss his economic drivers, which shared the idea of fairness at their core. First, there is David's idea of fairness as being appropriately compensated for his efforts, as he is convinced that it is a myth that socially oriented activities are not driven in part by money. In this case, this driver regards being paid a fair rate for designing and turning Darling Town into a reality, which was reinforced as a social factor by Doris ("I can't be in debt at the end of each month"; Doris; D3 interview).

[In a previously set up social venture in 2002] we didn't really think it was about us running off to Bahamas [... but] I was still driven by money, because I needed to pay my bills, and I deserved to be paid well for what I did [...] So I had absolutely mixed motives, and if there is anybody who says that they don't have mixed motives I would put them in a lying detector test and say 'check that out' (David, D1 interview; before Darling Town)

But this driver does not only comprise monetary returns. Apart from being able to make a living, David also demands that in any of his professional endeavours, keeping his freedom intact is important. That means avoiding any type of employment contract, as David prefers the adrenaline of being self-employed rather than having a secure salary.

[People talking about social enterprises without having created one] don't know what it's like! ... They don't know what it's like when you get up on the first of every month and you haven't got a salary. I wake up the first of every month and I have got 29 days to earn enough money to pay my bills. Now, there is an energy with that, I love it! (David, D1 interview; B)

Second, there is David's idea of fairness regarding the quality of the offer. David is convinced that the success of any venture strongly relies on being capable to effectively offer more value than what the client pays in exchange for the offer, as this would have the power to increase further transactions. This salient cue shaped responses aimed to promote the notion that the value from becoming a member

far surpasses the monthly membership fee. Alongside some of the feedback received from early members, this partly explains why David decided to remove the '50+' label in March 2014 and to promote the venture as a 'movement' in April 2014.

[Some of the pioneer members said] would you please not talk about 'the over 50s' ...and we kind of knew it [...] and it just means that our marketing now is more about the benefits, the value that we are adding to people's lives, and we don't have to say 'yeah, but that only applies to over 50s' (David, D2 interview)

...we keep saying it's more than a membership card. And it really is, it is about we want people to sort of get engaged and celebrate [this town] and celebrate everything that's in [this town] and get to know their neighbours [...which] makes us more able to sell memberships (David, D4 interview)

Finally, there is David's idea of fairness in competition. This was particularly expressed when the team found out that one of the charities on the board was trying to implement a similar membership scheme. Although this shocked Doris, for David competition between collaborators is not only possible, but potentially instrumental.

...it's a case of 'may the best man win' ... and not taking anything personally (David, D5 interview; B)

...it's like me sitting on ... a board for a holistic women's centre as a trustee ... it would be conflicting if I was sitting on the board and wanting to start my own holistic women's centre or running my own holistic women's centre at the same time! (Doris, D5 interview)

And I know Doris got very upset about all this stuff [...But] at the moment it is better to have [them] on the inside of the organisation ... Because [their] connections within the community sector and within the Council are quite strong (David, D5 interview; B)

All these responses were retained because they all helped David to fulfil his perception of himself as a competent entrepreneur who can succeed as long as all actions are enacted upon fair commercial behaviour.

Table 5.4.A – Economic Self-Interest (Darling Town)		
Event Code	Plausible Response	Relevant Identity
D1	Both writing the business plan and setting up the venture requires a fair recompense without sacrificing the freedom of being 'self-employed'. In addition, in order to make the membership scheme appealing, the economic value for members needs to become self-evident.	Competent entrepreneur
D2	Without the '50+' label, the focus can be put on the benefits rather than on the age group, enhancing the value that potential members will be willing to pay.	Competent entrepreneur
D3	The new staffing plan requires the board to approve the right payment conditions.	Competent entrepreneur
D4	Feeling as part of a movement will be more appealing for members than the idea of buying a product or service, increasing revenues.	Competent entrepreneur
D5	The charities on the board need to be prepared to compete fairly with Darling Town. They should not see Darling Town's success as an attack. In collaboration, competition is still a healthy part of the game.	Competent entrepreneur

Social Orientation: Connecting Individuals, Charities and Businesses

This section addresses David's sensemaking of the social orientation of Darling Town (see table 5.4.B). In order to address social value David followed a rather stable selection process building upon his longstanding conviction that every individual is a source of something that somebody else needs, and that if such a potential is fulfilled, the overall wellbeing of a community is enhanced. That is why David felt an encouraging alignment with the 'asset-based approach' that was demanded, as a social factor, in the tendering process by the Council.

...so we are probably talking about 1996, and I was listening to this guy [in a conference], who was in his 60s then, and I just went 'my God, I have been doing that all my life!' You know, when sometimes you hear people and they can say things much more eloquently than you can...? that's how I felt, and he was talking about a theory, about a process, and I was 'I do that stuff all the time' and it is my core belief that we've all got something to

offer [...] the fact that they [the council] started talking about it, I thought it was encouraging; the fact that authorities are going ‘we want this to be an asset-based model’, for me it was great (David, D1 interview; B)

Designing and implementing a new social venture upon this conviction was straightforwardly plausible in the retention process because it was a sponsored opportunity for David to demonstrate that it is possible to create mutually beneficial ties among local voluntary organisations, authorities, businesses and residents to transform a community into a socially and economically harmonious system. And David wanted to lead this transformation as a pioneer.

...it’s more than a membership card. And it really is, it is about we want people to sort of get engaged and celebrate [this town] ... But then you kind of think ‘Well, movements need leaders’, so that then has implications because one of the things that I’ve not done as much as I ought to do is lead ... and I’ve been a leader, so why am I not leading? And that’s because we’ve been so focused on it as a product and we’re not kind of saying ‘no, this is actually about bringing people together’ (David, D4 interview)

Table 5.4.B – Social Orientation (Darling Town)		
Event Code	Plausible Response	Relevant Identity
D1	Wellbeing is not something that can only be enacted by charities. Social value will be enhanced by including businesses in the membership scheme. The idea is to create a community system where everybody contributes and everybody benefits.	<i>Community Development Pioneer</i>
D2	Eliminating the ‘50+’ label enhances the provision of preventative services, because the focus is extended from a mere matter of age to a matter of interests.	<i>Community Development Pioneer</i>
D3	Connecting efficiently different parties in a community is a big challenge. Social value is better addressed if the new staffs are aligned with the complexity of the task.	<i>Community Development Pioneer</i>
D4	By using a ‘movement’ approach, the desire to participate and relate with other actors in the community will be enhanced.	<i>Community Development Pioneer</i>
D5	If there are internal obstacles, from the onset, then the chances to create social value are drastically reduced. Board members do need to challenge the team, but they also need to allow the founder to unfold his expertise.	<i>Community Development Pioneer</i>

Mutually Constitutive Combination: Extending Expert Credential

David's last experience starting-up a social venture occurred several years before Darling Town. Retaking this active role –asked to do so by five charities and commissioned by a local Council– rather than being an advisor, which has been his main professional activity during the last years, was to some extent a risk. His credential as an expert in social entrepreneurship was, after all, far more exposed to scrutiny, and embracing such a challenge was not an action that David would take for any project.

[The social entrepreneur] at the moment it's me [...] It is my baby! I wrote the plan, so, you know, it's not like ...I just finished a business plan, today actually, for somebody, and I like what they do, and I get it, and I think I've been able to convey that, and I think I've been able to convey with passion; would I ever want to run it? No, it's a farm! Why would I ever want to run a farm for? [...] The difference with Darling Town is that this feels like a combination of a lot of ideas I have been working on for a long time, and it's actually bringing together a big number of ideas (David, D1 interview; A)

By enacting Darling Town David was also enhancing his expert identity as a social entrepreneur (see table 5.4.C). Consistently, David's overall attitude towards the process tended to highlight self-confidence, even when emphasising its complexity. This explains why during the first months of research David did not recognise any truly relevant change event born out of equivocal inputs. For him, a social entrepreneur should expect the unexpected.

...you try some new things, you think '...that's not working' or 'that's hindering us' so you try something else, which... if you look at the Lean Start-up Model ... it's a book that was out a couple of years ago and [it's being said] that this is just going to change how businesses are formed [but] it's what people have been doing for years! And, basically it's you've got an idea, you model the idea, you evaluate the model, you change it, you evaluate it, you change it, you evaluate it, you change it... it's really not rocket science, is it? But it's based on some work that was done at Toyota and has become a real big thing and you can go on courses and do masters

in Lean, and clearly I am not ... But for me, it's just obvious stuff (David, D2 interview)

The mutually constitutive nature of the social-economic nexus was one example of such 'obvious stuff'.

Why would it clash? The more members we have, the more social impact we can have. The more members we have, the more money we've got (David, D3 interview)

To David, practical experience, and not books, is what allows seeing that social value and economic value are axiomatically intertwined.

...and they ring me and say 'would you like to be involved [in a workshop]?' and I went 'so what is it about?' and they went 'well, we've got this academic from [a well-known university] coming to talk about how having a career in social enterprises' and I went 'has he ever worked in social enterprises?' [They said] 'No'... so how does he know what is like to work in one? That just seems academic [waste of time] to me (David, D1 interview; B)

I give you the same answer every ... time [...] But it seems bloody obvious to me; why is it? It's just ... why does it need to be opposite? Why? [...] There is a tension. But then you have a tension when you look at your bonus statement and go I'd love to do that but I can't, I can't afford that. That's a tension, we all have it and it's life. Why make it something it isn't? It's just academic [waste of time] again, isn't it? [Hybrid organisation?] Oh for ... sake; it's a social enterprise! (David, D4 interview)

This pattern is well illustrated by the tensions that emerged between David and some of the members of the board in mid-2014. Part of David's perception of himself as an expert in social venture start-up, in general, and community development, in particular, was built on the recognition and respect showed by those who look for his advice. This tendency changed rather dramatically during board meetings soon after operations started. David was suddenly facing

antagonistic feedback that questioned the very quality of his entrepreneurial decisions. To David, this was a detrimental attempt to micromanage him. But, at a deeper level, this was undermining his expert credential. David interpreted the criticism as an expression of ignorance about what is really relevant when enacting a new organisation.

So why would I write a policy, spend, you know, days/weeks of my life writing policies, policy after policy, when actually we're not in that place yet? Things are not set, things are still fluid. And this is the nature of doing what we do. So some of the challenges for me have been about saying to the board 'you've got to remember we're not an established organisation' (David, D5 interview; B)

As a response, David threatened to abandon the venturing process, forcing board members to evaluate if they could afford losing his expertise.

So you've got someone who is behaving badly, being obstructive, you've got somebody else in the board who sits there and go 'I don't understand what this is about' and I am like 'have you read the business plan?' [...] I genuinely don't know what they are saying anymore, because they are trying to micromanage me; they said 'what did you spend those 200 pounds on?' and I am like 'come on, really?' I'll tell you this, Doris and I are ready to walk; we are ready to just go 'enough' (David, D5 interview; A)

David's move was an effective one. The 'obstructive' board member voluntarily left, and David's idea of including businesses on the board was accepted –at the moment only representatives of the five charities that asked David to write the business acted as directors–, which was backed up by the commissioner from the Council. David was now able to even mobilise board members as a resource for the start-up process.

...we've got a board now who are kind of saying 'right, we really want this to work, let's go for it; what do we need to do to make this work?' And I think it does now mean that instead of feeling that we're on our own with stuff, I'd be much happier emailing them going 'I'm a bit stuck with this, can

anybody help me with this?’ or ‘I’ve no idea what this means, can somebody help me?’ (David, D5 interview; B)

If this social factor was not unfolded, David would have effectively left the endeavour. The reason why he stayed and his SVC approach remained is only because his expert identity prevailed.

Table 5.4.C – Mutually Constitutive Combination (Darling Town)		
Event Code	Plausible Response	Relevant Identity
D1	Years of experience show that members will not be satisfied with offers from the voluntary sector alone. What can truly enhance wellbeing is a community-based system where everybody contributes and benefits.	<i>Expert social entrepreneur</i>
D2	Trying out ideas and possibly changing them is typical during start-up. In this event, for the aim of connecting people, it is unnecessary (and even detrimental) to categorise people by their age. It is better to promote Darling Town as a platform to fulfil diverse interests.	<i>Expert social entrepreneur</i>
D3	The skills to start-up a social venture are not suited for everybody. The team needs to be up to the challenges of venture emergence. The decision, unfortunately, needs to be approved by the board.	<i>Expert social entrepreneur</i>
D4	This is more than a product or service; it's a movement. If the value proposition is promoted this way, local residents will be more prone to join.	<i>Expert social entrepreneur</i>
D5	The people in the board show a lack of skills to understand the emergence of a venture. A good solution is to include businesses in the board, as it was supposed to happen according to a tacit plan. Once harmony is back, both forms of value are enhanced from the freedom to get things done.	<i>Expert social entrepreneur</i>

5.5.3 Summary

The overall sensemaking process undertaken by David reveals a steady selection-retention sequence for SVC (see figure 5.5). The selection process was triggered by social factors. David had access to the tender issued by the Council through a charity asking him to study the problem and write a business plan that could address the gap. The reason why David accepted going beyond his usual role of consultant, not only designing the model and writing the business plan but also taking the responsibility to turn Darling Town into a reality, is because he saw a convergence between this effort and his longstanding desire to explore convictions

about community development, where everybody contributes and everybody benefits. The result was a membership card scheme which was highly appreciated by the Council, where residents over 50 years of age benefit from leisure and development activities offered by local charities, from discount deals offered by local businesses, and also from offering their own products/services through the platform, in exchange of a membership fee. Early members helped to shape some of the promotional remits –such as eliminating the ‘50+’ label– and their enthusiasm encouraged the team to feel confident about the whole model. Doris’ support and administrative efficiency was also essential throughout the process.

The process of retention secured the plausibility of SVC because the responses allowed enhancing key identities of David as both an economic agent and a socially oriented individual. On the one hand, David’s responses remained economically plausible because they ticked the box of fairness that, to David, supports the chances of economic success of a new venture. This involved fairness in terms of an appropriate compensation for his efforts, in the value of what he offers to the public, and the competing ground with collaborators. On the other hand, enhancing wellbeing through connecting people, charities and businesses together was something that David wanted to lead and demonstrate that works. Both aspects were, ultimately, expressions of the same core identity enhancement. The success of Darling Town correlated with the possibility to extend David’s expert credential in what he observes as an innovative community development approach, which is not based on books or academic research but on his experience.

But enhancing this core identity through Darling Town was still optional. David could have perpetuated his expert credential through his traditional consultancy services. And David demonstrated this when his expertise was put into question by the board. David threatened to abandon the venturing process, expecting a reaction from the board and the commissioner from the Council that could satisfactorily bring validation back to his expert identity. That is exactly what occurred, and that is the only reason why David continued in the starting-up process, and the SVC proposition remained.

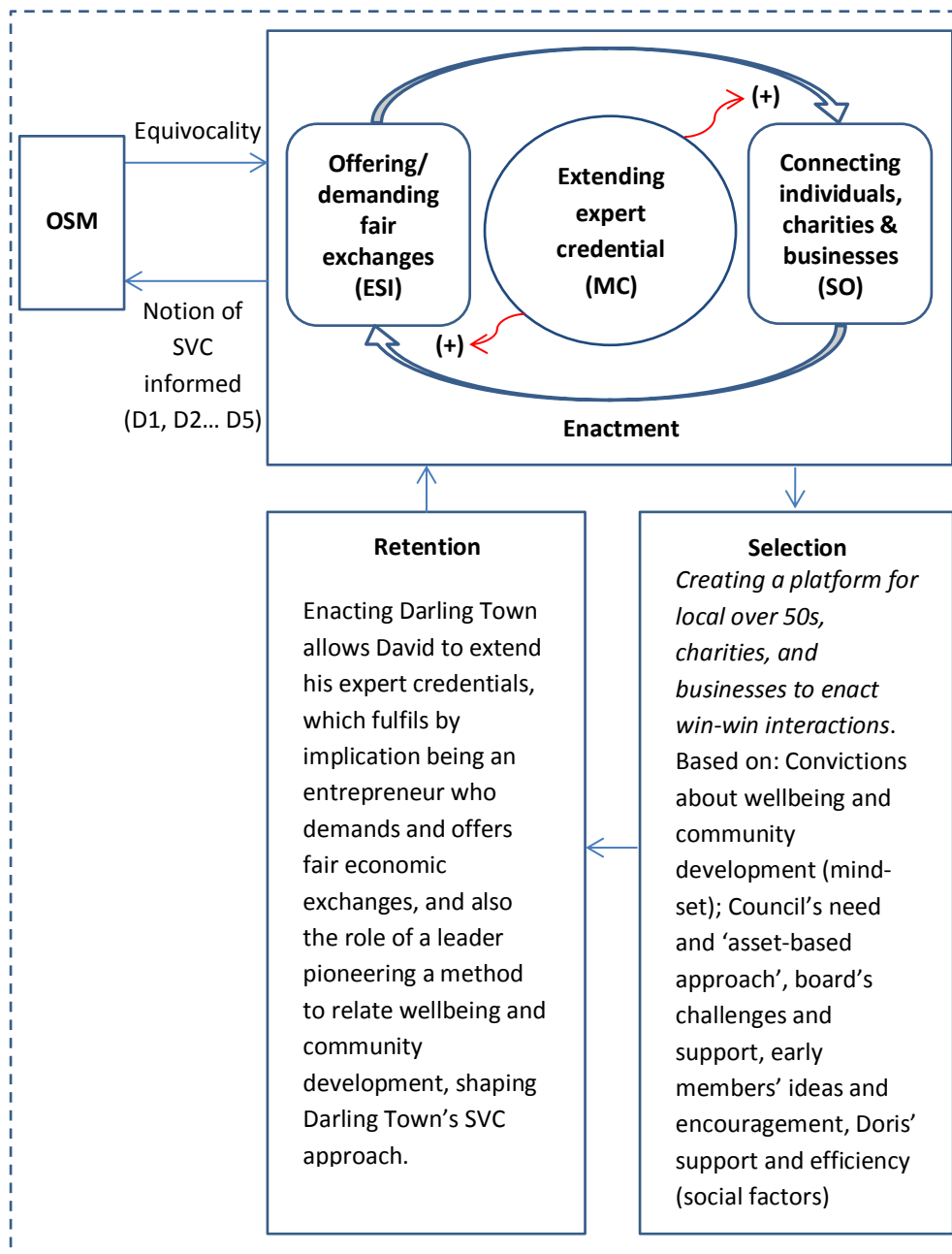


Figure 5.5 – Making Sense of SVC in Darling Town

MC: Mutually Constitutive Nexus; SO: Social Orientation; ESI: Economic Self-Interest; OSM: Occasion for Sensemaking

5.6 Summary

The aim of this chapter was to illustrate how the founders of the four nascent social ventures (Angel Guardian, Bright Veg, Classy Fruits, and Darling Town) made sense of SVC. The task was undertaken using a conceptual model (figure 5.1) that assumes that SVC is shaped through a process of sensemaking during the ongoing enactment of the new venture. Focusing the analysis on a number of events born out of equivocal circumstances, the analysis was conducted to unveil the sensemaking selection process, where nascent social entrepreneurs combine their mind-sets and ongoing social factors to extract cues and elaborate plausible responses; and the sensemaking retention process, where nascent social entrepreneurs validate their responses and define an action-taking stance upon the enhancement of relevant identities. Additionally, as SVC is the focus of attention, economic self-interest, social orientation, and the mutually constitutive combination between both were taken as three overarching categories of this sensemaking process.

The findings suggest a highly idiosyncratic process and demonstrate that the mutually constitutive social-economic nexus is largely conditioned ex-ante rather than being an outcome from ongoing forced combinations. Although there were relevant social factors in place, the elaboration of responses, and their retention as plausible resources to guide further action, largely depended on the enhancement of very personal identities. In all cases, the potential of SVC, and the chances to continue the venturing process, relied on being able to satisfy the conditions upon which those identities were constructed.

But the SVC construct is more than just the presence of a mutually constitutive social-economic nexus. As chapter two outlined, SVC can be expressed as an outcome in three categories: product and service introduction (P/S), early organising routines (EOR), and instrumental social relations locally (ISRL). Based on the discussion presented in this chapter, the next chapter will draw upon a cross-case analysis to explore these three SVC categories. It will examine the idiosyncrasy of a SVC proposition and its chances to prevail depending on the nature of the identity that supports its mutually constitutive social-economic nexus (P/S). The next chapter will also explore the instrumental social relations (ISRL) and early

organisational dynamics (EOR) that the nascent social entrepreneurs constructed and how they affected the venturing process and the SVC proposition.

6.1 Introduction

Guided by a sensemaking-informed framework, chapter five inductively examined how social-economic configurations emerged and developed in four British nascent social ventures. The findings illustrated that an emphasis on SVC was a natural predisposition of the founders, anchored to the enhancement of a specific relevant identity. But Porter and Kramer (2011) not only recognise a mutually constitutive relationship between economic self-interest and social objectives; they also argue that, regardless of the heterogeneity of a venture, SVC can be enacted through one or a combination of three interrelated avenues. These were adapted in chapter two to nascent settings as follows: the nature of the product or service (P/S), the instrumental social relations that are established locally (ISRL), and the early organising routines that are unfolded (EOR). Part of the analytical task conducted during the in depth examination of events presented in chapter five was, then, to identify the SVC avenue (P/S or ISRL or EOR) that was emphasised by the corresponding response.

This chapter expands on the empirical material illustrated in chapter five moving the focus from the idiosyncrasy of each case to that of common themes. In order to allow for theoretical generalisation, the analysis compared the sensemaking informed findings presented in chapter five across cases (Yin, 2009; Eisenhardt, 1989), using the three SVC avenues as uniform categories. This chapter aims to present the cross-case analysis to reveal patterns connecting the cases and discuss how these relate back to some of the key debates in the relevant literature, in order to outline theoretical propositions describing how nascent entrepreneurs enact mutually constitutive social-economic configurations during venture emergence. In so doing, the chapter presents and discusses the underpinnings informing a new product or service, advancing the notions of ‘SVC’s frame’ and ‘SVC’s endurance’. Following this, the chapter explores and discusses how instrumental social relations (ISRL) were established, through the notion of ‘SVC’s community interlocking’, and how early organisational dynamics (EOR) were

enacted, through the notion of 'SVC's centralised control'. Concluding remarks are offered at the end of the chapter.

6.2 Product or Service Introduction (P/S)

Across the four cases, 27 events were examined in three dimensions; economic self-interest, social orientation, and the mutually constitutive combination between both. Overall, this involved a total of 81 responses which have been analysed. As suggested in the SVC framework (Porter and Kramer, 2011), one core avenue for the creation of shared value is unfolded through the very nature of a new product or service. Perhaps not surprisingly, given the nascent condition of the four cases, the majority of these responses (48) emphasised this avenue. Across these 48 responses, two major patterns emerged; first, according to the overall sensemaking selection processes, social entrepreneurship in the middle ground is defined by economic and social imperatives woven together to address idiosyncratic situations affecting the wellbeing of the founders. Second, according to the overall sensemaking retention processes, the drive to endure a SVC initiative can be guaranteed only if the identity enhancement that validates it is non-negotiable.

6.2.1 SVC's Frame

From the overall sensemaking selection processes that informed the nature of the products or services, two major patterns emerged across the four cases: that SVC is anchored to a core personal situation, and that the idea of conflict in the value configuration appears most markedly *within* the sphere of social value. Both patterns provided a frame for action, which is subsumed here under the notion of 'SVC's frame'.

Looking At a Personal Situation

According to the evidence, it was not difficult for founders to identify distinctive social and economic imperatives (see chapter five), recalling the pervasive assumption that social entrepreneurship rests upon duality (Moss et al., 2010;

Costanzo et al., 2014), and that mechanisms of some sort are required to manage/balance ensuing tensions (Battilana and Dorado, 2010; Jay, 2013). As argued, this study did not follow this route. Some aspects of value become visible only when they are sought out (Chell, 2007). As this thesis focuses on SVC, a mutually constitutive nexus was not assumed to be the outcome of a balance between economic and social imperatives, but an aspect of value in its own right. Viewing value this way revealed that the distinctiveness of the new product or service was not composed by piecemeal imperatives. It was rather informed by a core personal situation.

Taking Angel Guardian's case as an example, Alex was trying to introduce an emergency-based service through a distinctive design that was hard to induce from the mere combination of unemployment and a desire to help vulnerable older people. The focus on the mutually constitutive nexus allowed for a deeper analysis, finding that the service was simultaneously economic and social as it was a means to bring back an activity central to Alex but now lost given retirement from the fire service and exit from his support role in the retirement village.

[The fire service] fulfilled that real side of me that desperately needs to help people in trouble [...] If you wear a badge, that says to everybody: 'Not only I can help you but I have a [lot] of training to do this, and I've got loads of gear, and I've got loads of other people coming with me as well, and a big truck, you know... all sorts of stuff turning up with this badge. You take that badge away from somebody... it's a real kick in the... you know (Alex, A1 interview)

Re-enacting a badge was the basis for the formation of Angel Guardian, depicting the protection of vulnerable older adults and being paid appropriately for the job as two axiomatic consequences from the activity. The SVC stance emerged naturally, securing from the onset a mutually constitutive loop: the more provision of protection, the more economic value created and the better the chances for a secure personal income; the more the economic value created, the more extensive the service and the better the chances to reach out to more isolated older adults. Analogous patterns were exhibited in the other three cases. Bright Veg was enacted as a means for Betty and Barry to sustain a cherished organic lifestyle and

boost Betty's pride as a relevant economic actor, turning both developing economic opportunities and spreading the benefits of organic produce in their community into intertwined aspirations.

...basically we planned to get a smaller piece of land, that we could do self-sufficient sort of things on it [...Also] in part it was born out of my frustration at the state not having stuff for disabled people to access the countryside, so that's what made me get to want a little bit for myself, and we ended up having this field that was bigger than we ever imagined that we could get [...] It would've really started as just ... something we never intended to do in that way; we never thought 'right, we'll set up a social enterprise, we are going to get a bit of land and that's how we'll do it' (Betty, B1 interview)

Carla enacted Classy Fruits Enterprise to be absolutely certain that there will be a local structure in place, even after her death, for her daughter to live a secured and fulfilling life. To Carla, such a structure necessarily regards both the production and reproduction of work opportunities for YALD (in order to adapt to their varied and evolving interests) and a sustainable financial platform for her family.

My long-term aim is to buy a pub or a hotel or something, or a bed & breakfast place and run it as a business, which is staffed almost entirely by people who have a learning disability... oh, that's what I want to do in the long-term but I am just taking small steps to look at my dream so; and what motivated me to set the CIC up initially was my daughter, who has a learning disability. When she was 17, she wanted a job ... in a restaurant ...and the reality was she wouldn't get the level of support in that environment, so ... I said 'we'll look for something that as a family we could help her to do, where she would learn those sorts of skills, and maybe one day to be able to work in a restaurant' (Carla, C1 interview)

Finally, although David had a noticeable passion for both building the economic potential of Darling Town and making the conditions of everybody involved – residents, charities and businesses– better, the experience had a deeper

foundation, which was David's desire to improve his expert credentials through the success of Darling Town.

I think if the board wanted to replicate it in other areas; that would be up to them... I wouldn't necessarily be leading that. What I think ... is that, for me, if I can get this right in [this town], that gives me a platform to be able to say 'I can come up with innovative ideas that work' and that, for me, I think, opens doors for my work, my personal stuff [*David is an advisor for social enterprises*] (David, D1 interview; C)

Overall, mutually constitutive configurations were intrinsic to the new products/services attempted in Angel Guardian, Bright Veg, Classy Fruits, and Darling Town. At nascent stages there was no need for balance between social and economic imperatives because the value propositions were informed by needs that in diverse ways generated a balance from the onset. This explains why, for instance, trying to identify trade-offs between social and economic drivers –which was stressed during the investigation – was usually a difficult, rather artificial, and sometimes even annoying exercise for the participants. By illustrating that the value proposition emerges as a unity, whilst social and economic imperatives make sense, more accurately, as functions of that unity, these findings challenge the established idea (particularly in the hybridity approach) that value configurations are the ex-post combination of two divergent logics (Tracey and Phillips, 2007; Battilana and Dorado, 2010; Tracey et al., 2011; Wilson and Post, 2013).

Proposition 1.A – A SVC stance is predominantly informed by a personal situation: Nascent entrepreneurs concerned with SVC will shape a new product or service informed by a cherished or pressing situation that involves a social issue of some sort, allowing for a mutually constitutive assumption between social and economic imperatives from the onset. Founders will be able to distinguish these distinctive social and economic features but are unlikely to see trade-offs between both imperatives.

Constructing an Idiosyncratic Vision on Social Issues

A simple rationale follows to the previous discussion. Since the root of the value proposition as a whole is a personal situation, the social aspect of the value proposition can only be idiosyncratic. As Betty clarifies:

Because there are no set rules about what a social enterprise is, there is no 'well, this is it... you are a social enterprise when you have this set of values' and it doesn't seem to be like that and I think... so this is a whole gambit, isn't it? So, it's up to you, I think (Betty, B1 interview)

Notably, such an idiosyncrasy recognises the notion of conflict. Not in the manner predicted, however, by common assumptions about the middle ground (Tracey and Phillips, 2007; Battilana and Dorado, 2010; Tracey et al., 2011; Wilson and Post, 2013). Indeed, such conflict did not occur in the social-economic nexus but emerged within the sphere of social value. During interviews, participants were rather humble about their social orientation, which is summarised by Betty's statement: *"You can only do your little bit"* (Betty, B8 interview). However, when facing divergent 'little bits' from others, in the form of antagonising feedback or competing approaches to a similar social issue, founder behaviours suggested a much more recalcitrant stance. According to the evidence, 'social vs. social' conflicts can occur during the shaping of the value proposition. For instance, Alex was not enthusiastic about Andrew's ideas regarding older adults enhancing their own wellbeing by interacting with each other. This conflicted with his personal assumption about wellbeing based on his protection, which he was eager to formalise as the seed of his business plan.

I'm writing all this up into what I call 'the mentality of a guardian' ... It states that you'll always do the right thing; you act as if she was your own mother, you know (Alex, A1 interview)

Similarly, Carla was not keen to enact a bottling process to retail bottled smoothies, even though a group of advisors suggested that this could enhance the self-esteem of YALD, because she believes that real social value comes from direct participation rather than peripheral association.

I think it's about freeing people and giving people more choices, and not being restricted to... Once people are out of that whole... once we get out of that whole sort of benefit system and feeling that you are dependant and you are receiving something, for me it's about... you know, once you are out there earning then you are making a contribution, you are giving something back and people can see that and other people will value that... (Carla, C3 interview)

'Social vs. social' conflicts can also occur when nascent social entrepreneurs compare their responses with responses enacted by other social ventures. For instance, Betty and Barry were not happy about the activities of another local social enterprise because they are focused on food made of 'waste' from supermarkets, which threatened their own message.

[They are] using that waste food, but it doesn't help people like us who are trying to create new sustainable food networks (Betty, B8 interview)

Likewise, David's approach to social value was, from the onset, a device for competition –the venture commenced by winning a tender– comprising a particular approach built upon his expertise.

...what we are trying to do is not a little club for over 50s; what we are trying to do is bringing together a community that says to businesses 'you are an asset of our borough' and says to the voluntary sector 'you are an asset for our borough', that says to residents 'you are an asset' ... That's the *difference* (David, D1 interview; C)

The relevance of idiosyncratic underpinnings for economic value creation is hard to disprove in entrepreneurship (Shane and Venkataraman, 2000). To suggest the same regarding social value, however, is not straightforward. In the social entrepreneurship literature, the tendency among scholars is to presume that social value regards meeting detached phenomena (Cajibaja-Sanatana, 2010). Usually viewed as "the fulfilment of basic and long-standing needs such as providing food, water, shelter, education, and medical services" (Certo and Miller, 2008: 267),

social value is presumed broadly generic (e.g., Austin et al., 2006). This is, however, ambiguous (Lautermann, 2013); it is like associating economic value merely to the idea of ‘making money in a certain market’, without going any further into the details of the value proposition. More recent findings have addressed this vagueness reminding us that, although social needs can be deemed as broadly generic, entrepreneurial responses remain inherently idiosyncratic (Dorado and Ventresca, 2013). Using an institutional perspective, Dorado and Ventresca (2013) suggest that an individual can hardly visualise the complexity of a social – or ‘wicked’ – problem so using idiosyncratic solutions potentially makes things worse in the light of unintended consequences.

By illustrating space for divergent views and speculation within the sphere of social value, this thesis reflects that of Dorado and Ventresca (2013) regarding idiosyncratic limitations. However, building on an agency-based platform (sensemaking) this study allows for a complementary examination. Consistent with the assumptions that social issues do not regard responsibilities but opportunities (Porter and Kramer, 2006; 2011; Cohen and Winn, 2007; Dean and McMullen, 2007; York and Venkataraman, 2010) and that prior knowledge is crucial for new sustainable ventures (Patzelt and Shepherd, 2010), the empirical evidence showed that idiosyncrasy was also a source of competitive advantage. Founder social orientations were not only about social benefit but also, indeed, about economic potential, which supported the mutually constitutive loop in emerging social-economic configurations. This is illustrated by Carla when reflecting on a new potential service:

I hate saying this but, you know that thing when people talk about; what’s your ‘unique selling point’ in business? Just because of the nature of what we do makes us different and I think that organisations would [*as customers hiring the travelling kitchen for events*], nine times out of ten, opt for us just because of what we do and who we work with (Carla, C3 interview).

Although this thesis does not refute (nor intends to) the unfolding of socially frustrating or possibly hazardous effects from entrepreneurial responses (Dorado and Ventresca, 2013), it clarifies that, at least in the middle ground, such issues are

not relevant to explain the emergence of value configurations. From the empirics, nascent entrepreneurs concerned about SVC do not propose a complete solution to a macro social problem. Promising something like that would arguably be “*incredible egotistical*” (Alex, A7 interview). In the same way that they are not blindly seeking to make as much money as possible, nascent entrepreneurs concerned about SVC see social issues on very personal grounds. In so doing, they intend to make things at least better, hoping to demonstrate this in the market with the introduction and further success of a product or service, letting economic and social potential to grow from there. Aligned with a view of entrepreneurship as a process (see chapter four), rather than conflict between two institutional forces, these patterns suggest an emphasis on individual emancipation (Rindova et al., 2009).

Proposition 1.B – A SVC stance benefits from an idiosyncratic position on a social issue: Nascent entrepreneurs concerned with SVC will shape a new product or service building upon a personal perception about a social issue, using this idiosyncrasy as a means for differentiation and competitive advantage.

6.2.2 SVC’s Endurance

It has been already argued that nascent entrepreneurs concerned with SVC build their value configurations on highly personal grounds (proposition 1.A), using their idiosyncratic perception of a social issue as a resource for competitive advantage (proposition 1.B). There is however, a second aspect pertaining to the idiosyncratic nature of the value proposition which, so far, has not been explored in depth. From examining the underpinnings for the sensemaking retention processes of the founders, this study confirmed that making sense is not only about a response itself but also about “who we are” (Cunliffe and Coupland, 2012: 69). The relevance of addressing a cherished or pressing personal situation (propositions 1.A and 1.B) describes the underpinnings of the value proposition and its details as a product or service. The drive to persist with the idea, nevertheless, is more accurately explained by the role that the founders wanted or ought to play along the entrepreneurial response.

Table 6.1 – SVC Identities (Four Cases)			
Founder	Social Orientation Identity	Mutually Constitutive 'Nexus Identity'	Economic Self-Interest Identity
Alex (Angel Guardian)	Community Protector / Knowledge Provider	Badge (firefighter)	Family Provider
Betty and Barry (Bright Veg)	Evangelist (organic message) / Pride Conveyors	Resilient People (conquering unusual constraints)	Friends of Nature / Promoters of Localism
Carla (Classy Fruits Enterprise)	YALD Activist	Mother	Business Woman
David (Darling Town)	Community Development Pioneer	Expert Social Entrepreneur	Competent Entrepreneur

Founders exhibited the enhancement of three preferred identities intrinsic to the entrepreneurial response (see table 6.1). From using SVC as a lens, the social-economic nexus was seen as a third expression of value. This technique allowed for the identification of a third underpinning identity apart from those fuelling economic self-interest and social orientation. These were: the badge identity for Alex, resilience against organic/physical barriers identity for Betty and Barry, mother identity for Carla, and expert identity for David. The nature of these 'nexus identities' provided the conditions to keep the other two in harmony and, hence, for the mutually constitutive configuration to endure. This pattern is labelled here as the 'SVC's endurance'.

Perpetuating Value Configuration

Consistent with the *ongoing* property of sensemaking (Weick 1995; Weick et al., 2005) and the observation of entrepreneurship as an unfolding process (McMullen and Dimov, 2013; Hjort et al., 2015), this thesis assumed that sense about a value proposition can be affected over time (Winch and Maytorena, 2009; Colville et al., 2014). However, whilst certain modifications did occur, such as the emergence of

new related products or an added nuance to the social orientation, the idiosyncratic situation that informed the distinctiveness of the product or service (proposition 1.A) remained largely pivotal.

Such resilience is hard to explain on the basis of the idiosyncratic situation playing the mere role of a cue. If this was the case, then drastic changes could arguably be expected if new alternative ideas were offered to the founders with the potential to satisfy the same intended outcomes offered to markets and society. But this is far from a pattern according to the evidence. Take for example Angel Guardian. Andrews' suggestions were based on a professional expertise that Alex valued greatly, depicting at least reasonable alternatives for economic (income streams) and social value creation (alternative way to reduce isolation among older adults). Yet, Alex chose to subtly but systematically reject them. The reason for this illustrates that the informing idiosyncratic situation is far more than a cue; it is a means for enhancing a relevant identity. Indeed, Alex's badge became unnecessary under Andrews' proposed scheme, which threatened his chosen role in the entrepreneurial endeavour (chapter five; section 5.2.2). Overall, to the founders, defending the value proposition was ultimately about 'negotiating' a relevant identity (Ybema et al., 2009), unfolding a self-fulfilling mechanism (Weick, 1995) through which they were trying to avoid being pushed away from their preferred ways to occupy their lives.

Extending propositions 1.A and 1.B, the analysis of value configurations as an ongoing achievement through sensemaking showed that, for the founders, a core personal situation is not only an idiosyncratic device for product/service design (proposition 1.A) and commercial leverage (proposition 1.B), but also an outcome in its own right; a far more personal aspect of value creation that was proposed to themselves rather than to markets and society. This explains why the original value configuration is worth protecting, addressing the current call, in the sustainability approach, to unveil conditions explaining the presence and preservation of a social/environmental orientation in economically driven new ventures (York and Venkataraman, 2010; Hall et al., 2010; Muñoz and Dimov, 2015).

Proposition 2.A – A SVC stance tends towards self-perpetuation: Nascent entrepreneurs concerned with SVC will tend to protect the underpinnings

of a new product or service because it is through its introduction that they can enhance a desired or needed way to lead their lives.

Persistent Drive

Porter and Kramer (2011) propose that SVC initiatives can be best championed by social entrepreneurs. The underpinnings of this statement, however, are not properly outlined, prompting criticism about the real practicality of the construct (Pirson, 2012) among its detractors, and conceptualisations difficult to grasp, such as spiritual requisites (Pavlovich and Corner, 2014), among its advocates. In this thesis, SVC was a guiding tool to attain mutually constitutive configurations, not a dogma, recognising that the construct remains in its genesis (Porter and Kramer, 2011) and that a certain lack of sophistication remains (Pirson, 2012; Crane et al., 2014). The analysis of the sensemaking retention processes contributes to this issue providing insights on the chances for a SVC proposition to endure.

Certainly, mutually constitutive value configurations are no guarantee for venture emergence. Angel Guardian's case illustrates this. Some might argue that Alex's overprotective stance (proposition 2.A) could be the culprit. After all, an overprotective stance may also hinder the early recognition of potential pitfalls. There is not enough evidence, however, to suggest that desertion would have been avoided through a different value configuration. What the evidence does show is that the drive provided by a prospect of a role determines the endurance of the value proposition.

In the social approach to social entrepreneurship (chapter two, section 2.2.2), there is a tendency to see social entrepreneurs as change-makers who pursue social missions regardless (Drayton, 2006; Bornstein, 2007). In the middle ground, rather surprisingly, there are voices applying a similar rationale, outlining 'insurgent' individuals who will actively challenge non-sustainable assumptions in their social contexts (Muñoz and Dimov, 2015). The findings of this study deem such proposals simplistic, going deeper and contributing by recognising conditions underpinning the pursuit of social/sustainable missions through an entrepreneurial response. From the empirical material two different possibilities emerged: *persistent* and *limited* mutually constitutive drive.

Sensemaking theory suggests that identities undergo “continual redefinition” (Weick, 1995: 20) susceptible to the influence from others. The evidence problematises this assumption illustrating that there are identities that defy redefinition. The examination of the sensemaking retention processes showed that a stance to protect mutually constitutive social-economic value configurations can endure when the identity that is enhanced by the nexus regards roles that founders cannot afford to avoid. This was, distinctively, the situation for Bright Veg and Classy Fruits. Both cases were challenged considerably throughout the research period. Betty and Barry, for instance, faced the lack of a vital piece of infrastructure that they deemed necessary from the very beginning to boost their chances to enact the new venture: a barn. Instead, they were using an old container to store tools and other expensive resources whilst processing produce (veg and honey) in their own house rather than onsite. This did not change after one year of research, as the amount of investment required to build the wheelchair-user-friendly barn was simply exorbitant to them. This, however, did not stop them. Their particular SVC’s frame made it natural for Betty and Barry to see their efforts to overcome difficulties for venture emergence and their efforts to be resilient actors against organic/physical barriers as one and the same, locking-in their drive to endure.

It feels like it’s a lot of hard work for not a lot economic gain but obviously you have got to think long term, haven’t you? We are in this for the long haul. This isn’t a quick fix... This isn’t like ‘oh, we need to knock out a product to get a profit quickly’ ... because that’s sustainable, isn’t it? Because quick fast things are just boom and bust (Betty, B7 interview)

...what [the lack of a barn] is making me to rethink is... ‘You know what? We are just going to save, and me and Barry are going to put the barn up and will pay for it ourselves... so we will be able to design it and work it out exactly as we want. And I won't have to add anybody, to be under pressure to any sort of funding... It just means we are going to be slower at it and we are going to save (Betty, B9 interview; B)

Likewise, in the case of Classy Fruits Enterprise the efforts to enact the venture correlated with Carla’s mandatory efforts as a mother to secure her daughter’s

future, locking-in Carla's commitment. This was formalised by the act of including both her children as directors of the new venture.

I think with a CIC you can't have more than two members of a family on board. I think that's one of the criteria, isn't it? That people shouldn't be related. So [using a traditional legal form] means that the new business we can run it as a family business. [This is important] to protect us, and make sure she [*her daughter*] has an income in the future; I guess as well [my son], although less as he will generate his own, but it is that sort of thing ... to make sure that they can get something out of everything that I have put into the business (Carla, C4 interview; B)

All I have wanted has been always the same, but what I am beginning to see now is that it can happen on a much bigger scale... Originally I just wanted Cathy to have work experience and to get some qualifications and to get some paid work, that's how it started (Carla, C5 interview)

Proposition 2.B – A SVC stance likely endures when the identity enhancement fuelling the process is non-negotiable: Nascent entrepreneurs concerned with SVC will tend to endure with their value propositions, if the introduction of the product/service allows them to fill a role/self that they cannot afford to avoid.

Limited Drive

Relevant identities, nevertheless, can be many (Weick, 1995). Even deeply cherished identities central to a product/service idea can be put on hold, allowing for identity negotiations to take place (Weick, 1995; Ybema, 2009). Three possible ways for this to occur emerged from the analysis. First, it is possible that the identity fuelling the social-economic nexus can be put on hold; i.e., founders can actually do other things and maintain a satisfactory sense of self. In such a case, the mutually constitutive configuration will be challenged by difficult circumstances (the counterpart in the identity 'negotiation') potentially allowing for the identity fuelling social orientation and the identity fuelling economic self-interest to break the harmony of the nexus, and the whole value proposition to crumble as a result.

That is the case of Angel Guardian. Whilst Alex's need to reclaim a badge identity was central to the value proposition, it was something that could wait. Different to the cases of Bright Veg and Classy Fruits, Alex's badge identity was cherished yet negotiable. What was truly non-negotiable to Alex was to be a reliable provider for his family. As a result, trying to create a viable venture addressing isolation among older adults became incommensurable with providing for his family even though abandoning the business idea was tantamount to losing his service badge. The tension in the social-economic nexus that was absent in the emergence of the value configuration, eventually emerged in Alex's case.

[It] is the most secure thing possible ... to get a contract that was going to deliver money into this house to every single one or I've failed [...] I think [the idea] is still sound as a pound, it's just the situation being right because I am always going to be motivated by what is the best for the family (Alex, A7 interview)

I don't think [addressing economic imperatives] actually affects the social value creation in any way other than the economic pressure stopped the social value creation... so, yes, there is antagonism there in a way because the economic has stopped the social [...] Whoever it is that comes up with an idea like this, whether good or bad, they are always going to be under the same conditions: that it has to be right for them personally, because they'll have to go and make a big commitment in time and money to it... and they've got to be in a position to be able to sustain that level of sacrifice (Alex, A7 interview)

Second, it is possible that the setting to enhance the identity fuelling the social-economic nexus is optional. This represents the case of Darling Town. Whilst David was not willing to sacrifice his expert credentials, he was confident that he could enhance this identity through enacting the same model somewhere else. This was particularly stressed during problematic circumstances between David and Darling Town's board of directors. The venture emergence and its SVC potential only remained because the conditions demanded by David to continue with the venture emergence were granted.

I would have been doing it [somewhere else] that way anyway, because that's me... the fact that they [the council] started talking about it, I thought it was encouraging (David, D1 interview; C)

And third, it is possible that a SVC proposition regarding a non-negotiable identity enhancement becomes optional if this very identity is already enhanced by a parallel SVC response. That is the case with Bright Veg. Betty and Barry were able to satisfy their imperative of living according to an organic ethos and conquering Betty's disability through building a promising business in the organic industry. Although offering countryside experiences for other disabled people helped to enhance the same identity, this was already being satisfied and the idea became optional. Ultimately, they could afford leaving that second remit behind without sentiments of failure.

I've put the disable thing on the back ... because I realised that it's going to need more thought than I imagined ... I suppose you are thinking it out and I suppose you don't talk about it too much because I might tell you something and then I think 'oh no, you know what, that's not going to work, I am going to try something else' You are in that stage, aren't you? (Betty, B9 interview; A)

Proposition 2.C – A SVC stance can be more easily abandoned when the identity enhancement fuelling the process is negotiable: Nascent entrepreneurs concerned with SVC can lose the drive to introduce a new product or service if the identity enhancement fuelling the process can be put on hold, if the entrepreneurial attempt is optional for enhancing the guiding identity, or if there is a parallel response already enhancing the guiding identity.

6.3 Instrumental Social Relations Locally (ISRL): SVC's Community Interlocking

The nature of a product or service does not display the full picture of SVC. According to Porter and Kramer (2011), shared value can also emerge from improving local 'clusters', or geographical structures beneficially connecting local economic actors. Given the nascent nature of the ventures investigated, in attending this possibility the focus of this thesis was not on cluster-like macro structures but on their key building block: mutually beneficial social relations (Porter, 2008: 237), which is recognised as a substantive marker for dynamics of nascency (Dimov, 2011; Muñoz and Dimov, 2015). From the 81 responses, 16 informed the enactment of instrumental social relations with the local community.

The evidence showed that, in all four cases, the founders quickly recognised resource and knowledge gaps, which they were prone to fill through social relationships, as widely recognised in the social entrepreneurship conversation (Shaw and Carter, 2007; Di Domenico et al., 2010; Corner and Ho, 2010; Dacin et al., 2011; Montgomery et al., 2012). The evidence showed, however, two additional patterns. First, the overall sensemaking selection processes showed that founders were more concerned on social tie creation than on social tie mobilisation; something not fully explored in the social entrepreneurship literature. Second, the overall sensemaking retention processes revealed that, to founders, effective socialisation (e.g., exchanges) was a device for validation, enhancing their idiosyncratically informed social aims.

6.3.1 Creating Social Ties

The overall sensemaking selection processes for ISRL in the four cases demonstrate the dynamics of creating ties. Founders combined cues that highlighted resource and knowledge gaps with cues of not being limited to known social ties (family and friends, for example). The preferred mechanism to engage with others was, hence, usually proactive. As Betty points out: *"if you don't take the step first then you never know, do you? [This is what] initiated the interaction"* (Betty, B2 interview). This 'first step' was characterised by being open to chance meetings during gestation activities, such as when Alex met Andrew.

It was completely natural ... because when I met Andrew in that vulnerable adult's conference, I didn't go in there with any other intension than actually just build my knowledge base ... At that point I was thinking 'If I think I'll be able to run a business in this specialised field I'd better start getting a lot more knowledge in my head' So, actually, I had no intentions on networking there at all. I wasn't in my frame of mind; I was just going to build knowledge, but as soon as I met him and he went 'that's a brilliant idea and I want to help you with it' that was within 20 minutes of meeting!
(Alex, A5 interview)

Carla's connection with Chris is also an example of a chance meeting during gestation activities.

We were doing an event at a festival and he was our neighbour. He was doing barbecues. We were taking our smoothie bikes and he was running a barbecue at the stall next to us, and he was doing it to raise money for a charity for parents of young children who have disabilities. And we just got talking and he liked what we were doing and offered to help in anything he could. I told him about the van and then he was even more interested!
(Carla, C3 interview)

But underpinning the possibility of chance meetings, the creation of social ties was, across the four cases, heavily rooted to the cue that socialisation implies a mutually beneficial exchange of some sort. As Carla puts it: "*There is a phrase that we have which is 'if you scratch my back, I'll scratch yours'... I guess that's what it is!*" (Carla, C2 interview). For instance, for Alex, Andrew's involvement was intrinsically a mutually beneficial relationship.

...as a result of this, [Andrew] has turned himself into a business consultant, he just doesn't fully know it yet, and he is going to be very, very useful in the future to other people, and he'll be able to earn a good money out of it as well, going out and advising start-up businesses [...He has gained] experience, and he'll say that himself ... that gives me a good feeling that somebody else is benefiting in a big way out of this whole situation (Alex, A5 interview)

For Betty and Barry, enacting mutually advantageous exchanges with people from the community not previously known was considered from the onset as an actual basis for economic opportunities, aligned with their organic ethos.

Because you are doing the journey from home to the field so often, you are seeing people working and doing things along your route, and for a couple of times Barry obviously has seen these tree surgeons working on the road and upon his own initiative he just thinks ‘...I am going to go and ask what they do with [the woodchip]’ [...] He knew nothing about us [...but] for him [*the local tree surgeon*] it’s a value because, basically, he has to pay for [the woodchip] to go and be dumped somewhere else (Betty, B3 interview)

For Carla, there is the need to be “open” about new instrumental social relations, which she used to apply in her new venture as a business philosophy.

...the next time I was shopping in Lidl’s I saw the manager and I thought... it just came to me ... so I walked up to him and just said ... ‘I run a social enterprise, if we were to do a fundraising event, do you think you could do anything, give us a cheaper rate... or donate some ice cream to raise some money for our project? And he said ‘yes, just put something in writing...’ because, at the moment, they are doing a lot of comparisons with other companies ... So I am going to write to him, and he said they should be able to donate some ice cream, so the next event I do, my ice cream will be free and the money would be ours. Now, that is a big one, isn’t it? [...] That helps them with their corporate social responsibility thing. They can use that in their publicity (Carla, C2 interview)

And for David, creating new ties with the community (citizens, businesses, and charities) was, actually, the essence of his value proposition. The expected instrumental inflow for Darling Town was basically a better knowledge to create, in exchange, better offers for members.

I think it’s how we communicate it but I think it’s [also] about how we then understand how things are going. So [for example] it is about being at the

members' meet-ups ... I remember [after one event] we went for a coffee and there were about six of us going for a coffee [...and] they were saying 'there are times I'd want to do stuff where I'm not known', and it felt like ... where my thinking was changing was that we were trying too hard. We were trying to put on the events ... And it's almost like what people are telling us is 'why don't we just meet you at a pub?' And we were like 'oh, okay then [laughs]' (David, D4 interview)

The relevance of connecting with others is explored in detail in nascent entrepreneurship (Davidsson and Honig, 2003; Greve and Salaff, 2003; Mosey and Wright, 2007; Samuelsson and Davidsson, 2009; Grossman et al., 2012) and social entrepreneurship (Shaw and Carter, 2007; Di Domenico et al., 2010; Dacin et al., 2011; Johannisson, 2012; Sakarya et al., 2012). However, whilst in nascent entrepreneurship there is a growing tendency to address developmental aspects of networks (Hite and Hesterly, 2001; Newbert and Tornikoski, 2012; Newbert et al., 2013), even transcending existing social ties, typically friends and family, to include arm's-length market relations (Hite and Hesterly, 2001; Dimov, 2011), in social entrepreneurship this tendency has been rather elusive.

The debate centred on 'social' bricolage illustrates this argument. From an institutional perspective, some in the social entrepreneurship literature suggest that social entrepreneurs can address contextual limitations, such as resource scarcity, through bricolage (Mair and Marti, 2009; Di Domenico et al., 2010; Desa, 2011). But bricolage –or making do with whatever is at hand (Levi-Strauss, 1966)– presumes a given 'repertoire' (ibid: 17), which applied to socialisation means social ties that cannot go further than existing weak ties (Granovetter, 1973). The empirical material showed a far richer scenario, corresponding to suggestions that bricolage is not only a reaction to institutional voids but also an organising stance by social entrepreneurs to bring people into the venture idea (Johannisson, 2012: 80-81).

Consistent with findings that highlight the relevance of expectations in nascent entrepreneurship (Renko et al., 2012), Weick (2001) suggests that 'self-fulfilling prophecies' can be understood as expectations that feed bricolage behaviour (ibid: 66-67). Applied to socialisation, this means that the 'self-fulfilling mechanism'

underlying the sensemaking process –in the case of this study, the highly personal connection to the value proposition (see propositions 1.A, 1.B and 2.A) – can arguably open the closed repertoire of bricolage. Social ties can be, then, created from scratch. The empirical evidence demonstrates, indeed, that the ‘refusal to be constrained by limitations’ that describes social bricolage (Di Domenico et al., 2010) also includes the refusal to be constrained by given network repertoires.

When it comes to social relations and networks, it is usually assumed that we are in the presence of conditions such as trust, sympathy, bonds and goodwill (Adler and Kwon, 2002; Kwon et al., 2013), which are largely seen as distinctive from arm’s-length exchanges (Adler and Kwon, 2002). Only few in the entrepreneurship conversation have suggested differently, showing the relevance of arm’s-length transactions (Uzzi, 1997; Hite and Hesterley, 2001), for instance, in the form of barter exchanges (e.g., Rehn and Taalas, 2004; Shaw, 2006). The empirical evidence extends these contributions to the realm of social entrepreneurship. It shows that, at least in the middle ground, founders tend to create social ties through arm’s-length exchanges (such as bartering) that are not limited to previously built trust or sympathy.

Proposition 3.A – A SVC stance emphasises the creation of social ties: Nascent entrepreneurs concerned with SVC will not be limited to given networks. They will likely create social ties from scratch, particularly through arm’s-length instrumental exchanges during gestation activities.

6.3.2 Sustaining Altruism

The fact that socialisation was predisposed towards the creation of social ties (proposition 3.A) comprises a second pattern. The overall sensemaking retention processes for ISRL, across the four cases, explain founders’ resilient belief that by addressing idiosyncratic personal imperatives they were also distinctively benefiting communities and society (propositions 1.A and 1.B). Indeed, during the creation of new social ties founders were not only accessing knowledge or resources. On a deeper level, founders used effective socialisation as a cue for the validation of their social aims. By implication, effective socialisation enhanced the identity supporting the social orientation. Alex, for instance, was thrilled about the

positive feedback that he used to receive when sharing his idea with the people he met, enhancing his belief that the wellbeing of isolated older adults relies strongly on protectors.

At no point did anybody go ‘Wow! What an amazing money making adventure!’ or ‘Wow! You are going to be a millionaire on a year’ or anything silly like that. It was all like ‘Wow, I can see the need for a service like that, and I would pay for it if my parents needed it’ ... even a couple of girls from Czech Republic that I was talking to in a business master class... (Alex, A4 interview)

I have no real doubts at all that when I start going to [the local] fire station and other local fire stations talking to people, I have no doubt at all that I will get support and that eventually I will find a new employee out of all those people [*i.e., firefighters about to retire would appreciate the value of his model*] (Alex, A4 interview)

For Betty and Barry, their new bartering routine with a local tree surgeon was more than just a mutually beneficial exchange. The effective socialisation was also assumed as intensifying their aim to expand an organic culture in the community.

And then [the tree-surgeon] spreads the good word around the local community because he’ll go back to his wife and go ‘Oh, you know, they are doing a really good thing there, they have been doing this and that, I have seen the polytunnel today’; because Barry would show him around! (Betty, B3 interview)

Similarly, Carla used the increasing interest of YALDs, and their parents, to engage with Classy Fruits, as a sensemaking device to enhance her social orientation.

I probably wasn’t proactive before. What happened was we’d go to places, people would see us, they’d like us, they would ask if they could join. Now, I contact people ... I am becoming more proactive, let’s put it that way [...] I have always thought it would work but I didn’t know it would work, and as

more and more people have seen and have told me that it's worked I guess my own confidence has grown (Carla, C4 interview; A)

If we use Charly as an example, I think Charly ... by sticking with us he will get a full-time job; he will get a full-time job from us. So, it's becoming more real so I think in terms of that, people are beginning to understand the value of what we do, and that helps me to understand what I have always wanted to do is just becoming a reality really... I don't think it's changed anything, probably it's just developing it further, you know (Carla, C5 interview)

It is usually assumed that there is a “unidirectional flow of information ... from the community to the individual such that only the individual's mind changes from feedback about the potential opportunity” (Shepherd, 2015: 492). In sensemaking terms, the evidence shows a far less trivial pattern. From effective socialisation founders do not only assume a better understanding of their social environments. They extract cues that present social environments as sensible to their gestation activities, sustaining their sense of altruism even during nascent stages of their ventures.

Proposition 3.B – A SVC stance emphasises sustained altruism due to effective socialisation: Nascent entrepreneurs concerned with SVC will likely assume effective socialisation (social tie creation) as a device for social aim validation and sustained altruism.

This mechanism, however, was not limited to encouragement. Within the boundaries drawn by their SVC's frames (propositions 1.A and 1.B), enhancing the identity supporting the social orientation through effective socialisation also worked as a salient cue for further sensemaking selection processes. Most notably, founders started seeing that their efforts could also be valued as entrepreneurial inspiration. Alex had a grasp on this issue when reflecting on his decision to abandon his venture idea whilst still believing in the value of his model.

Those ideas could already be actually being germinated anyway in some other format for somebody else in some other way which ends up with the

right result for society at the end of the day (Alex, A7 interview; *after abandoning his venture idea*)

The pattern is, however, better illustrated by Carla when deciding to enact an innovation hub for YALD and their families, so that they could start their own (social or commercial) ventures.

One of the original thoughts that I had about Classy Fruits Enterprise was that we would support people to set up their own businesses [...] So, I was talking to [one of the mothers] last night and we are going to pay for a stall at that market. It's only once a month, and I am going to suggest Carmen to sell some of her art work there [...] I know one young woman who has autism, who is really good at figures and for a while she helped me with some of my very simple bookkeeping so it could be that she does the bookkeeping for the group. We could just have a group of people who share the stall and she does it for them... (Carla, C6 interview; B)

David, meanwhile, extracted this salient cue from the onset due to his expertise in social enterprises and community development. He included triggering (social or commercial) entrepreneurship behaviour among those engaging with Darling Town as an explicit part of the value proposition.

[Darling Town] had some approach to try to do everything, because of the quality of the partnerships they formed... So, another economic benefit might be that some people start their own jobs. There is a practical support element within this where people can become self-employed. We put practical support in there; they put the mechanism for making that work (Daniel, D1 interview; *Council's Commissioner discussing why they chose David's model*)

That an enhanced altruism can mobilise, as a salient cue, the intention to trigger entrepreneurial behaviour in the community (as in David's and Carla's examples) informs the construct of SVC. The findings confirm that, at a propositional level, founders will visualise the possibility to create shared value through ISRL. They will not, however, foresee a network of local organisations and institutions

instrumentally connecting their value chains, as suggested by Porter and Kramer (2011). The focus on ISRL by nascent entrepreneurs is rather afforded to enabling entrepreneurship in the community, expecting others to benefit from an experience similar to their own.

The above is consistent with suggestions that predict the emergence of entrepreneurial activity due to the presence in the same geographical location of social entrepreneurship activity (McMullen, 2011). However, these findings regard nascent entrepreneurship and, hence, emphasise intentions rather than factual outcomes. There are, for instance, recent studies suggesting that social entrepreneurship can in fact hinder local commercial activity due to inevitable competitions for resources (Mendoza-Abarca et al., 2015). But this macro-level debate is beyond the scope of this research.

Proposition 3.C – A SVC stance tends towards the promotion of local entrepreneurship: Effective socialisation will likely mobilise nascent entrepreneurs concerned with SVC to configure value propositions oriented to trigger entrepreneurial inspiration in others.

6.4 Early Organising Routines (EOR): SVC's Centralised Control

According to Porter and Kramer (2011), there is a third way to create shared value, which is through the manner in which activities are performed. This was labelled in chapter two as 'early organising routines' (EOR) to correspond to nascent settings which do not possess clear value chains. From the 81 responses, 17 focused upon the enactment of early organising routines. As argued in the analysis of ISRL, new social factors were actively sought after (proposition 3.A), having a profound effect on founders' confidence about their social aims (proposition 3.B) and their chances to effectively change communities by triggering entrepreneurial behaviour on others (proposition 3.C). The overall sensemaking selection processes for EOR, in all four cases, is consistent with this. It was, indeed, not rare for founders to feel confused about how to proceed in certain situations and to welcome external advice in order to face the equivocality. The four founders had, as Alex puts it, "big ears" (Alex, A3 interview). However, the overall sensemaking retention processes

for EOR revealed that once social factors had provided advice, founders did not hesitate to reject such inputs if the value configuration was threatened (propositions 1.A, 1.B and 2.A).

6.4.1 Filtering Social Factors

Regarding gestation activities of socialisation, the SVC's frame was operationalised as a filtering device for the inbound flow of cues from social ties. Whilst founders had 'big ears', they tended to avoid more confusion than what they already had. The evidence shows that founders extracted from social factors only those cues that, in one way or another, sustained their idiosyncratically informed value configurations. In the case of Alex, this is illustrated in his relationship with Andrew. The fact that Alex ended up only with Andrew as a key human resource –from a group of four original advisors– was not a chance situation. Alex maintained his relationship with Andrew because he filled, distinctively, a role helping Alex to connect with his missed badge identity.

[Andrew] is more of an officer, like... in a fire brigade situation, he'd be more... stood outside looking at the building and going 'Yes, you go and do that, and you go and do that' whereas I would be one of the leaders in the building (Alex, A5 interview)

Alex saw in Andrew a sort of authoritative figure that reminded him of the hierarchical structure and need for accountability learnt in the fire service. This was used by Alex as a device to keep on track during Angel Guardian's deferral period.

Andrew has been always a reason to come back and get back at this desk here in my office and start working [...] Actually, it was self-imposed, I kept saying to Andrew 'I am sorry, mate, I haven't finished that bit of the cash flow forecast yet, or, sorry, I haven't finished that bit of the business plan yet'; I'd be apologising to him because I was putting myself into pressure ... He was kind of like a boss to me (Alex, A5 interview)

I am guessing ... that he felt he didn't want to let me down; I just wonder if that was an element to it (Andrew, A5 interview)

Yet, it did not really matter how much Alex wanted to retain Andrew and how much Andrew filled the figure of authority that Alex sometimes needed. Andrew's ideas were systematically rejected when they were not aligned with bringing back the badge identity into Alex's life.

[However,] the whole concept is mine, obviously. I mean, I've used Andrew's expertise to kind of guide certain aspects (Alex, A5 interview)

He is the man with the passion! He's got the idea, he's got the vision in his head and I don't want to disturb that completely. [Besides,] he is not very good at being challenged (Andrew, A3 interview)

In the case of Betty and Barry, this pattern is illustrated in their decision to avoid a third Director. One of the most problematic issues that Bright Veg faced during the investigation was the lack of financial capital to build a barn on site. For them, a barn was a crucial means to set up their organic business, but they were not clear how to resolve this problem. From social factors they extracted the possibility to apply for big grants through Lottery funding, which requires the participation of a third party as a director for countersigning.

She just said 'get someone who just doesn't really want to be that involved but is just happy to sign' because it's when you are doing banking things with the bank, you know; with money you have got to have someone to countersign things [...But] I have no idea! I am not an experienced business woman, I have no idea, I am not studying business... But I have read the stuff and I think I am all right (Betty, B5 interview)

However, Betty and Barry saw themselves as the ones experiencing and conquering unusual constraints, and since these very constraints defined the nature of the social enterprise, they could not think of anyone else able to make the right decisions for the enactment of the venture. Although they considered having a third director on board, they ultimately rejected the idea.

I see it in the sense that to be completely... to have integrity to the business is, really, me and Barry, we love it, we own it, we own the field where the social enterprise is taking part on, so we love it in a way that no one else can (Betty, B5 interview; *addendum to interview –next day- due to new decision*)

We could have been pushed into having something which didn't fulfil our needs for a short term gain (Barry, B5 interview)

In the case of Carla, her interest in accessing other's opinions went as far as to organise an event to try and recruit volunteer advisors. She knew that enacting her new venture (Classy Fruits Enterprise) implied far more than just going to events offering pedal-powered smoothies, and recognised the need of help to address her ambitions for growth.

...[in] March [2014] we had an open evening ... and then, following that, then we had a follow-up meeting, to which I invited few people who have expressed an interest in finding out more... Possibly interested in becoming champions... You attended that meeting, and at that meeting, it was suggested that Classy Fruits Enterprise could start to have a product, and the product would be a smoothie in a bottle, which is something that I have never ever considered, that I wasn't even interested in... but because they said it I thought 'I'll explore it, I need to be open' so, that was that (Carla, C5 interview)

Yet, Carla rejected their main idea (bottled smoothies) because a bottling plant would hardly imply active involvement of young adults with learning disabilities, which is an essential aspect of her SVC's frame. For David, enacting Darling Town became problematic when he started receiving critical inputs from the board. This went beyond his usual experience having full control over an entrepreneurial process.

Now most charities are having to be a little bit more entrepreneurial to survive. But I'm probably more entrepreneurial than anyone in the room, so I see an opportunity and I want to go for it, I want to just go for it. I don't

want to piss about, I don't want to have to fill in lots of bits of reports and papers, I just want to say 'if we go for this particular opportunity, can we afford to lose that amount of money if it doesn't work?' And while the answer to that is 'yes' I will go for the opportunity ... They [the current board] don't have that approach, they would do feasibility studies and then reports. And that's okay when you're ... it's kind of okay if you're an established organisation and I get the due process and all the rest of it but we are not that (David, D5 interview; B)

Distinctively, compared to the other three cases, David had to deal with normative internal social factors. Yet, he still applied his SVC's frame. He wanted respect for his expertise, so he looked for support from key people to regain control; the chair on the board, and the commissioner from the Council. The message was clear: if the situation continued, they would lose his expertise.

...we actually kind of said 'we can't tolerate this anymore; we cannot' ... because they are trying to set us expectations, they are trying to micromanage [...] we said 'you've got to sort this out', and had a meeting with Daniel [the Council's commissioner] and [the chair on the board] and said 'if this doesn't change, I am out' (David, D5 interview; A)

David demanded full control on the process and was able to gain it.

...we've got a board now who are kind of saying 'right, we really want this to work, let's go for it; what do we need to do to make this work?' (David, D5 interview; B)

Ultimately, whilst the entrepreneurial journey was full of confusing situations in all four cases, the influence of social factors was only substantive inasmuch that the SVC's frame was not threatened. As Weick (1995: 27) points out, sensemaking unfolds because "there are too many meanings, not too few. The problem faced by the sensemaker is one of equivocality, not one of uncertainty. The problem is confusion, not ignorance". This pattern as a whole is encapsulated by Carla's statement:

I know where I want to be but I don't know how I am going to get there... Just let it grow... As long as it's heading to the right direction I am happy to follow that... My brother, years ago, I was... in Manchester and he came to stay with me and we were going somewhere and I... anyway, what he said was 'I know where it is, but I don't know how to get there' and that's a phrase that always stayed with me. So, I know where I want to be, but I don't know how I am going to get there (Carla, C4 interview; A).

These findings show consistence with the recognised influence that social ties have during gestation activities (Davidsson and Honig, 2003; Mosey et al., 2006; Newbert and Tornikoski, 2012; Semrau and Werner, 2014). The influence of Andrew on Alex, in particular, might provide some support to the idea that gestation activities, such as socialisation, can convey instrumental emotions in entrepreneurs (Shepherd, 2015). Andrew, indeed, triggered the reminiscence of a firefighter hierarchy structure in Alex, which the latter purposefully used to keep his gestation activities on track. Whilst the bridge between emotions and gestation activities is not among the subjects analysed in this thesis, socialisation dynamics that operationalise mental models from the past, such as that triggered by Andrew on Alex, might signpost avenues for investigating this matter further, as it is urged in entrepreneurship research (Shepherd, 2015)

The most substantial finding from the analysis of EOR, however, is the tendency towards centralised control, which problematises established assumptions in social entrepreneurship. Local environments have been found to be crucial for steering the development of a social enterprise (Shaw and Carter, 2007: 430) to the extent that we may well stop speaking of founders and start talking about 'collective' social entrepreneurship (Montgomery et al., 2012; Corner and Ho, 2010). The empirical material generated by this study does not support such assumptions. Although nascent entrepreneurs in the middle ground are, indeed, "quite social in the manner in which they carry out their activities" (Dacin et al., 2011: 1207), the influence from social ties is subject to discretionary filtering by the founder. The overall stance and behaviour is highly centralised. As such, assuming that social environments play a similar role to that of the founder (Corner and Ho, 2010: 655) is revealed by these findings as an excess. Additionally, the evidence problematises Porter and Kramer's (2011) presumption that SVC can emerge from how activities

are performed. Whilst this can be true in already established corporations, when it comes to gestation activities founders are more concerned on protecting and growing what they already have: a SVC idea.

Proposition 4.A – A SVC stance regards centralised control: Inasmuch the value proposition endures (propositions 2.A, 2.B and 2.C), nascent entrepreneurs concerned with SVC will systematically operationalise their SVC’s frame as a social factor filter.

6.5 Summary

This thesis seeks to understand how nascent entrepreneurs in the middle ground configure mutually constitutive value propositions. Through a longitudinal study of four British nascent entrepreneurs focused upon SVC, using the SVC avenues (P/S, ISRL, and EOR) as pivots for cross-case examination, and the guidelines of sensemaking theory for unveiling underlying dynamics, this study has developed nine generalizable theoretical propositions under four notions to address this question.

The notion of *SVC’s frame* regards the conditions for the emergence and distinctiveness of the product or service idea. It says that founders enact from the onset a mutually constitutive value configuration upon an idiosyncratic situation, which frames overall gestation activities (proposition 1.A). This indicates that forceful combinations between social and economic imperatives are not among the concerns of nascent entrepreneurs in the middle ground (cf., Tracey and Phillips, 2007; Battilana and Dorado, 2010; Tracey et al., 2011; Wilson and Post, 2013). Due to increasing debates on the nature of social value creation (Santos, 2012; Lautermann, 2013; Dorado and Ventresca, 2013; Agafonow, 2014), particular attention was afforded to the underpinnings of sociality, adding, through the empirically informed proposition 1.B, that a social orientation is knowingly idiosyncratic. Founders are not attempting to offer comprehensive solutions to macro-problems, but locally plausible ones. They make use of this meaningful aim to boost their competitive advantage, assuming that through a commercially viable venture they can better expand their potential social impact.

Addressing issues of practicality associated to entrepreneurial mutually constitutive value configurations (Pirson, 2012; Pavlovich and Corner, 2014), propositions 2.A, 2.B, and 2.C offer the notion of *SVC's endurance*. Proposition 2.A explains that, once a value configuration intrinsically connected to a personal condition is in place, a self-fulfilling mechanism (Weick, 1995; 2001) emerges. This mechanism regards founders 'negotiating' a relevant identity (Ybema et al., 2009), trying to secure a desired or needed role. This brings to the fore two categories of commitment that enrich what to date remains as a one-dimensional notion of 'insurgency' (e.g., Muñoz and Dimov, 2015). Proposition 2.B suggests that a persistent drive is only possible when the identity fuelling the value proposition is non-negotiable, such as when it involves a duty as a mother or overcoming a disability. Proposition 2.C clarifies that not all SVC ideas are fuelled by non-negotiable identities. The drive to persist with the SVC idea can be limited if the self that fuels the process can be put on hold. As such, difficult circumstances (as pressing economic imperatives) can eventually disturb and destroy the mutually constitutive balance of the social-economic nexus.

The notion of *SVC's community interlocking* is suggested by propositions 3.A, 3.B and 3.C. Proposition 3.A emphasise that nascent entrepreneurs concerned with SVC are not limited to given networks (cf., Mair and Marti, 2009; Di Domenico et al., 2010; Desa, 2011) but actively engage with activities of social tie creation through mutually beneficial exchanges. Proposition 3.B adds that effective exchanges are perceived by founders as mechanisms for social aim validation, enhancing their sense of altruism. Consistent with assumptions about the effects of SVC (Porter and Kramer, 2011) and social entrepreneurship (McMullen, 2011) activity in local economies, proposition 3.C indicates that founders can see their entrepreneurial endeavour as a catalyst for entrepreneurial behaviour in their communities.

Finally, the notion of *SVC's centralised control* regards the protection of value configurations by founders, filtering the contributions from social environments to correspond to their SVC's frame (proposition 4.A). This challenges, at least in the middle ground, the feasibility of notions such as that of 'collective entrepreneurs' (Corner and Ho, 2010). Adding to the construct of SVC, these findings clarify that

gestation activities, different from activities in established corporations (cf., Porter and Kramer, 2011; 'value chains'), cannot be an avenue for SVC; they are rather guided to protect the SVC idea.

The theoretical propositions embedded in the notions of SVC's frame, endurance, community interlocking, and centralised control show that underneath a surface of altruistic and money narratives, which distress scholars (Santos, 2012; Dorado and Ventresca, 2013; Agafonow, 2014; Zahra and Wright, 2015), nascent entrepreneurs in the middle ground possess and build upon a third, far deeper, narrative that is mostly articulated to their own ears. That is, through the entrepreneurial journey, which proposes value to markets and society, founders propose to themselves the fulfilment of a role that they need in their lives. This is the platform for sociality *and* economic viability to become two sides of the same coin. These findings add to current debates in the middle ground, outlining nascent conditions for the emergence of social-economic value configurations, as it has been called for in both hybridity (Lee and Battilana, 2013; Dufays and Huybrechts, 2015) and sustainability debates (Hall et al., 2010; Muñoz and Dimov, 2015). These theoretical propositions also represent one of the first empirically informed accounts on mutually constitutive value configurations, enriching a debate that remains largely conceptual (e.g., Nicholls, 2009; McMullen, 2011; Driver, 2012; Pavlovich and Corner, 2014; Zahra and Wright, 2015).

The next chapter will present an overall summary of the issues presented in this thesis, discussing the limitations of the research, the contributions to theory, practice, and policy, and suggestions for further research.

Chapter VII Conclusion

7.1 Introduction

The main purpose of this thesis was to empirically evaluate the emergence and development of mutually constitutive social-economic configurations. In consideration of the complex nature of value creation (Young, 2006; Chell, 2007), this thesis acknowledges the need for an inclusive guiding framework (Berglund and Johannisson, 2012). The construct of shared value creation (SVC), which predisposes the observation of economic self-interest, social orientation and the mutually constitutive combination between both (Porter and Kramer, 2011), was used to this end. In order to explore key constructs a qualitative approach was adopted, designing the research strategy around a sensemaking perspective (Weick, 1995; Weick et al., 2005). Value configurations were interpreted as ongoing accomplishments through a series of change events, unfolding resources for meaning (selection) and identity enhancements to support the plausibility of the responses (retention). Finally, responding to the call for a more rigorous focus on nascency in entrepreneurship (Dimov, 2011; Venkataraman et al., 2012), social entrepreneurship (Wright and Marlow, 2011; Renko, 2013), and specifically, the middle ground (Muñoz and Dimov, 2015; Dufays and Huybretchs, 2015), this thesis studies value configurations as an unfolding process (McMullen and Dimov, 2013) of venture emergence, examining the journeys of four British nascent social ventures.

This concluding chapter presents a summary of the findings, outlines the contributions of this work to literature and practice, highlights limitations, proposes further research agendas, and finishes with a reflective statement.

7.2 Key Outcomes

In addressing the research question that guided this study, *How do nascent entrepreneurs in the middle ground enact mutually constitutive social-economic value configurations?*, the analysis produced four empirically relevant notions for

shared value creating configurations during venture emergence: frame, endurance, community interlocking, and centralised control.

SVC's Frame: Nascent entrepreneurs concerned with SVC conceive new products/services informed by idiosyncratic personal imperatives which, on the one hand, connect directly with a social issue and, on the other, require financial sustainability. Thus, social and economic aspects of the value proposition make sense as intertwined functions for a third aspect of value that is ultimately proposed by founders to themselves (*proposition 1.A*). Examples are enacting a missed firefighter-like (community oriented yet properly paid) service (Alex), enacting a sustainable means to prove economic resilience despite the constraints of an organic ethos and a disability (Betty and Barry), enacting a local structure for a daughter with a learning disability which could transcend the limitations of the family (Carla), and creating conditions for community development to expand expert credentials (David). Notably, the highly personal underpinnings of the social orientation promote personal attachments, which can trigger tensions with those who have different views on the issue, regardless of their own social or sustainable status (*proposition 1.B*).

SVC's Endurance: Nascent entrepreneurs concerned with SVC tend to protect and perpetuate the plausibility of their mutually constitutive social-economic value configurations because in so doing, they are also protecting and perpetuating a core sense of self (*proposition 2.A*). But this self will be called into question during venture emergence. Founders who fuel their perception on social-economic configurations with a core non-negotiable identity, will likely exhibit a persistent drive. For instance, both being a mother (Carla) and having a permanent disability and a life belief (Betty and Barry) regard core non-negotiable identities not only for the venture idea but for their ordinary lives. Since the new venture emerged anchored to these non-negotiable identities, defending the venture emergence automatically means defending such unavoidable roles; commitment is, then, locked-in (*proposition 2.B*). Yet, if founders are fuelling their perception on social-economic configurations with core identities that, in the great scheme of things, can be put on hold, then the social-economic nexus becomes sensitive to challenges. The drive emerges as limited, potentially allowing for the destruction of what makes the social-economic nexus mutually constitutive. This is the case, for

instance, with the aim to fulfil a desired role as a firefighter (Alex) or as a social enterprise expert (David). Whilst such roles can be central for the distinctiveness of value configurations, they are certainly negotiable. This is why pressing economic necessities can eventually force to look at alternative activities (as in Alex's case), and worries from third parties about a community development strategy can mobilise the entrepreneur to consider abandoning the venture idea (as in David's case) (*proposition 2.C*).

SVC's Community Interlocking: In the absence of formal conditions for market exchanges, nascent entrepreneurs concerned with SVC rely on both chance meetings from gestation activities and market-like activities (bartering), which become activities to *create social ties* from scratch (*proposition 3.A*). Through these activities, founders not only offer items/knowledge but also the chance for others to engage with their value proposition. In so doing, they turn effective exchanges into a device for *sustained altruism*, feeding not only economic expectations but also their confidence about their idiosyncratically informed social aims (*proposition 3.B*). Eventually, a sustained altruism can derive into expectations to inspire entrepreneurial behaviour in their local communities (*proposition 3.C*).

SVC's Centralised Control: Nascent entrepreneurs concerned with SVC will exhibit a tendency towards centralised control. This means that regardless of the amount of network and exchange activities, inasmuch the value proposition endures founders will operationalise their SVC's frame as a filter, accepting reinforcing feedback whilst avoiding antagonistic views (*proposition 4.A*).

These outcomes are one of the few empirical accounts for mutually constitutive value configurations in entrepreneurship, which, until now, remained as a matter of conceptual speculation (e.g., Nicholls, 2009; McMullen, 2011; Driver, 2012; Pavlovich and Corner, 2014; Zahra and Wright, 2015). Additionally, this thesis is novel in the way the social-economic nexus is addressed. Indeed, these outcomes emerged from addressing the nexus as a form of value in itself. This allowed for the examination of underpinnings that studies built upon *hybridity* and *sustainability* tend to overlook, since they are usually focused on the combination of piecemeal social and economic drivers. As such, these outcomes contribute to the increasing concern on value configurations in social entrepreneurship (Santos, 2012; Dorado

and Ventresca, 2013; Agafonow, 2014; Zahra and Wright, 2015), unveiling relevant issues of the middle ground. Likewise, issues of SVC, sensemaking and nascency are also addressed. These points are elaborated upon in section 7.3.

7.3 Contribution to the Literature

There are a number of contributions which emerge from this research. Its main contribution regards empirical insights for mutually constitutive value configurations, which also add to current debates on hybridity and sustainability in entrepreneurship. In so doing, however, this thesis also proposes a pathway to bring together similar, yet currently distant conversations, in social entrepreneurship (the middle ground). Furthermore, the research sheds light on debates associated with the setting of study (nascent entrepreneurship) and the constructs used as guiding frameworks (SVC and sensemaking).

7.3.1 Nascent Mutually Constitutive Configurations

This thesis was particularly focused on mutually constitutive social-economic value configurations in entrepreneurship. As such, the notions of *SVC's frame, endurance, community interlocking* and *centralised control* refresh a debate that has largely remained limited to conceptual conjectures (e.g., Nicholls, 2009; McMullen, 2011; Driver, 2012; Pavlovich and Corner, 2014; Zahra and Wright, 2015), which is arguably the main contribution of this investigation.

By integrating SVC and sensemaking as a lens to access process underpinnings, this thesis shows that the distinctiveness of the entrepreneurial social-economic nexus (in the form of a particular product/service design) responds less to separate economic and social opportunities and more to a quest for enhancing a core sense of self. Whilst founders had distinctive narratives for justifying their economic ambitions and social aims, they revealed deeper underpinnings when looking at the social-economic nexus as a form of value in itself. These were narratives of a fire fighter (Alex), a resilient disabled person who can prove society wrong (Betty), a mother creating a structure for her disabled child (Carla), and an expert in both business and community development (David). Similarly to recent findings that

highlight the relevance of a 'self-oriented' identity construction to explain philanthropic behaviour by wealthy entrepreneurs (Maclean et al., 2015), this thesis adds to knowledge in the middle ground by showing that mutually constitutive nexuses between social and economic imperatives are possible due to the enhancement of a particular 'nexus identity'.

If we understand value as effects from certain activities that are favourable relative to their costs (cf., Porter and Millar, 1985; Porter and Kramer, 2011), the enhancement of the 'nexus identity' reflects value creation because it appears as a favourable effect that transcends personal sacrifices. However, this thesis highlights further that this form of value is not proposed by founders to society or markets. It is applied to their own lives. Nascent social entrepreneurs concerned with SVC draw upon notions of a 'legacy' (Maclean et al., 2015) that goes inwards as well as outwards. This reflects a venture idea that, whilst socially oriented, emerges as a means to fulfil a 'nexus identity' (propositions 1.A and 2.A). Economic and social outputs are natural derivatives from this effort, depicting a mutually constitutive loop that translates the idiosyncratic imperative (inwards value proposition) into economic and social narratives (outwards value proposition). The mechanism for this to occur is highlighted by this thesis. Anchored to the 'nexus identity', the associated social orientation is not only about value for society; it becomes distinctive from other divergent socially oriented views, turning into an actual device for competitive advantage and economic gain (proposition 1.B). Simultaneously, however, rooted to the same 'nexus identity' the pursuit of gestation activities of socialisation (proposition 3.A) will be interpreted by founders as encouragement, enhancing their sense of altruism (proposition 3.B and 3.C). Furthermore, whilst this particular mutually constitutive loop will be protected from social environments through a centralised behaviour (proposition 4.A), its chances to endure against more complex challenges (such as economic constraints), will ultimately rely on the nature of the 'nexus identity' (propositions 2.B and 2.C).

These research outcomes shed renewed light for the exploration of entrepreneurship comprising social and economic imperatives. In the spirit of integrating debates that remain unproductively distant from each other (Shepherd,

2015), these outcomes provide insights that can arguably add to current debates on hybridity and sustainable entrepreneurship.

7.3.2 Nascent Hybridity and Sustainability

The thesis contributes to the hybridity discussion in entrepreneurship; it problematises its core assumption – that the combination of social and economic underpinnings implies a solution to an inevitable conflict (Battilana and Dorado, 2010; Tracey et al., 2011; Jay, 2013) – and sheds light on the recent interest in how ‘hybrid organisations’ emerge (Lee and Battilana, 2013; Dufays and Huybrechts, 2015). By building on SVC, the thesis examined the social-economic nexus as an aspect of value in its own right, suggesting rationales that included but transcended monetary returns and sociality. This demonstrates that founders do not necessarily work upon each of them as a given factor to figure out comprehensive value propositions. Quite the opposite in the case of mutually constitutive configurations, nascent entrepreneurs respond to a deeper and highly personal imperative from which both ‘logics’ emerge as naturally intertwined functions; something rarely considered in the hybridity debate. Through these findings, scholars can find avenues to expand the scope of hybridity to encompass practices that are currently overlooked, led by founders who care little about issues of duality whilst pursuing a deeply cherished idiosyncratic imperative.

The thesis also contributes to the sustainability debate in entrepreneurship by presenting empirically informed arguments for the enactment of social-economic value configurations. The study of entrepreneurial sustainability addresses entrepreneurship phenomena advancing not only wealth generation but also human/ecological welfare (Young and Tilley, 2006; Tilley and Young, 2006; Parrish, 2010), prompting ‘holistic’ assumptions on value creation (Tilley and Young, 2006). The conditions for such phenomena to take place, however, are to date, little understood (York and Venkataraman, 2010; Hall et al., 2010; Muñoz and Dimov, 2015). The thesis complements this by focusing on and inductively studying value configurations as ongoing accomplishments. In so doing, the notions of *SVC’s frame, endurance, community interlocking* and *centralised control*, distinctively address the unfolding complexity of ‘holistic’ value configurations. Such notions,

we argue, provide empirically relevant conditions to guide further research on the emerging issue (Hall et al., 2010) of sustainable entrepreneurship.

7.3.3 Formalising the Middle Ground

Acknowledging the highly contested nature of social entrepreneurship (Nicholls, 2010a; Choi and Majumdar, 2014), this thesis recognises the necessity to declare a clear position (Choi and Majumdar, 2014) to address relatively weak analyses of social-economic value configurations (Santos, 2012; Dorado and Ventresca, 2013; Agafonow, 2014; Zahra and Wright, 2015). Using Dees' (1998) spectrum of funding options for social ventures as an inspiration, the thesis contributes to the literature by organising current debates on value and bringing to the fore the under developed *middle ground* (see chapter two). Formalised as the practice where both economic self-interest and social orientation are at the core of the entrepreneurial endeavour, the thesis singles out key informative debates whilst showing the mismatch between the middle ground and explanations emphasising social by-products from for-profit activity or, most markedly, not-for-profit initiatives engaging with business-like activities.

This debate provides a pathway to bring together scholarly conversations that remain somewhat distanced (Shepherd, 2015), hopefully enabling scholars discussing hybridity, sustainability and mutually constitutive social-economic configurations of value in entrepreneurship to recognise connections between these constructs. In consideration that even the broader entrepreneurship field is commencing to outline the critical relevance of social/environmental ingredients at the core of entrepreneurship research and practice (Zahra and Wright, 2015; Shepherd, 2015), there is arguably much to gain from this opportunity.

7.3.4 Nascent SVC: From Myth to Fact

By using the SVC framework as a guiding tool (Porter and Kramer, 2011) this research adds to the construct itself. Whilst the relevance of SVC has been acknowledged in the social entrepreneurship domain (Driver, 2012; Seymour, 2012; Shaw and De Bruin, 2013; Pavlovich and Corner, 2014), its actual practicality has been called into question (Pirson, 2012). Arguably, the grand promise of a

“higher form of capitalism” at a system level (Porter and Kramer, 2011: 75; Driver, 2012; Shaw and de Bruin, 2013) appears difficult to grasp (Seymour, 2012; Pirson, 2012).

This thesis contributes to SVC in two ways. First, the research is novel in the sense that it extracted from the rather abstract insights about SVC (Porter and Kramer, 2006; 2011; Driver, 2012) six concrete elements that could guide empirical examination (chapter two). The first three correspond to the aspects of value required to understand SVC. Accepting the theorised absence of trade-offs (Porter and Kramer, 2011), the thesis adds to the commonly recognised economic and social forms of value creation –the tendency in hybridity and sustainability debates– the recognition of their nexus as a third form of value rather than an ex-post combination. In addition, the thesis modified the three theorised avenues for the enactment of SVC (reconceiving products/services, redefining value chains, and enabling local cluster development; Porter and Kramer, 2011), which are largely anchored to the difficulties of large corporations (Crane et al., 2014), to reflect the three ‘substantive’ markers (idea, actions, and arm’s-length exchanges) that allow approaching the complexity of venture emergence (Dimov, 2011; Muñoz and Dimov, 2015). Bridging SVC with nascent entrepreneurship, the three SVC avenues were reinterpreted in this work as the ‘nature of the product/service’ (P/S), ‘early organising routines’ (EOR) and ‘instrumental social relations established locally’ (ISRL). Singling out these six key elements, the thesis contributes with a ‘ready to use’ framework for further empirical examination, adding to the current infant phase of the construct and its increased focus on social entrepreneurs (Porter and Kramer, 2011; Driver, 2012).

Second, the research adds to the notion of SVC in terms of practicality. Certainly, discussions about the transformation of society and economies by creating shared value (Porter and Kramer, 2011; Driver, 2012; Shaw and de Bruin, 2013) are far beyond the scope of this thesis. The investigation of nascent entrepreneurs concerned with SVC, however, does provide insights that help demystifying the construct. The notion of *SVC’s endurance* provides insights on commitment; it says that SVC can be destroyed, unveiling both enablers and challenges for the likelihood of a mutually constitutive value configuration to endure and allow, ultimately, the emergence of a new social/sustainable venture. In addition, the

notion of *SVC's community interlocking* shows that nascent entrepreneurs concerned with SVC can conceive ways to create value through social relations, as suggested by Porter and Kramer (2011), revealing that they will do this by attempting to trigger entrepreneurial behaviour (i.e., mirror their own experiences) on others in the local community. However, against Porter and Kramer's (2011) assumptions, the notion of *SVC's centralised control* reveals the possibility to create shared value through organising activities as highly unlikely at nascent stages of ventures. Early organising routines (EOR) will be, indeed, more focused on protecting what is already in place: the idea (P/S). These findings might mobilise a renewed appreciation of the SVC construct, hopefully promoting increased empirical examination free from a 'panacea' prejudice (Pirson, 2012). In a still largely conceptual conversation, such empirical accounts remain critical.

7.3.5 Insights on Nascent Entrepreneurship

The thesis provides insights on socialisation processes during nascency. Muñoz and Dimov (2015) recently examined in nascent settings of the middle ground the 'substantive' pattern of arm's-length exchanges that was until then only predicted for commercial nascent entrepreneurship (Dimov, 2011). Refreshing a literature that remains mostly focused on given networks or 'repertoires' of social ties – exemplified by discussions on *social bricolage* (Di Domenico et al., 2010)– Muñoz and Dimov (2015) illustrate the relevance of market-based social engagement for developmental paths of sustainability-driven entrepreneurship.

Through the notion of *SVC's community interlocking*, this thesis expands on this by unpacking underlying conditions for the coexistence of instrumentality and altruism: nascent entrepreneurs in the middle ground prefer to instrumentally create social ties rather than mobilise existing ones, use arm's-length exchanges (such as bartering) putting their social orientation as part of the value in the transaction, and enhance their altruism when those transactions are effective. In consideration of the overall lack of process-based examinations of the entrepreneurial journey (McMullen and Dimov, 2014) and the lack of attention so far paid to social interactions and the effects that these can have on founders during that process (Shepherd, 2015), these findings can inform further examination in broader settings of nascent entrepreneurship.

7.3.6 Insights on Sensemaking

Whilst widely regarded as a process-based perspective (Weick, 1995; Weick et al., 2005; Maitlis, 2005; Hernes and Maitlis, 2010), sensemaking has been criticised for a lack of clarity when it comes to animating its core properties into a process (Thurlow and Helms Mills, 2015). Different process approaches populate the construct, including “crude” linear sequences connecting the properties (Weick, 1995: 18), the appreciation of properties as separate analytical dimensions of the process (Weick, 2001: 463), or simply seeing the whole sensemaking construct as a single process unit (e.g., Kavanagh and Kelly, 2002; Jay, 2013; Balogun et al., 2014). In addition, calls have been made to stop relying so much on past rare events and focus more on ongoing accomplishments (Winch and Maytorena, 2009; Colville et al., 2014).

The thesis adds to these issues by addressing Weick’s et al (2005) call to integrate the seven properties of sensemaking with his organising (enactment-selection-retention) theory (Weick, 1979/1969), extracting a comprehensive process framework (chapter three) that was then effectively utilised for empirical examination, which to date remains elusive. The framework invites us to visualise the issue of interest (such as ‘mutually constitutive value propositions’) as an ongoing enactment, that goes through cycles (a number of events) of selection (retrospective extraction of cues and action from social factors) and retention (plausibility assumption upon identity enhancement). Whilst the use of this framework is one of the first attempts to connect sensemaking with the increasingly relevant study (Zahra and Wright, 2015; Shepherd, 2015) of social and economic underpinnings in entrepreneurship, others could benefit from this tool to answer the broader call for more examinations on the unfolding of events during the entrepreneurial ‘journey’ (McMullen and Dimov, 2013); they could, for instance, replace the focus on value by other relevant issues of entrepreneurship, such as the much needed (Shepherd, 2015) study of ‘emotions’.

This thesis also extends the understanding of the interplay between social factors and agent-based drivers during nascent entrepreneurship. On the one hand, the normative role of social factors has been recognised for organisations (Gioia and Chittipeddi, 1991; Maitlis and Lawrence, 2007) and to some extent in nascent

entrepreneurship, where it is suggested that the awareness of others' needs, wishes and ambitions can 'shape' nascent entrepreneurs drive (Holt and McPherson, 2010; Mills and Pawson, 2011). On the other hand, in the sensemaking literature the presence of self-fulfilling mechanisms, or the agent's tendency to perpetuate their enactments, is predicted (Weick, 1995; 2003), but the extent to which this occurs is not yet fully explained. This thesis contributes to these matters by unpacking how the 'shaping' from social actors occurs in the presence of an idiosyncratic notion of value and an associated sense of self. The evidence shows that social factors reassure rather than trigger/shape meaning (*SVC's community interlocking*; enhanced altruism), being systematically filtered (*SVC's centralised control*) by an already defined and cherished value proposition (*SVC's frame*). Furthermore, sensemaking theory broadly suggests that people will continuously negotiate and redefine their many identities (Weick, 1995). Yet, this thesis shows that in certain contexts, such as during processes of venture emergence, some identities will behave as non-negotiable (*SVC's endurance*), proposing that social factors will possess a 'shaping' role only when the sense of self that mobilised the value proposition is negotiable. Hopefully, this evidence can guide further research adding to a conversation where empirical inquiry is still "modest" (Weick et al., 2005: 417).

7.4 Contribution to Practice

This thesis offers lessons and insights for practitioners. Whilst many highlight that an urgently needed prosocial attitude should not override economic ambition and drive (Porter and Kramer, 2011; Labour Party Manifesto, 1997; quoted in Grenier, 2009), the literature still promotes dualistic debates in both traditional businesses (Margolis and Walsh, 2003) and social enterprises (Smith et al., 2013). From this evidence, those considering initiating their own employment could learn that value does not rely solely on 'out there' sources, such as markets or social/environmental issues. They will see that they can find in their own idiosyncratic circumstances a source for value that both precedes and sustains social and economic opportunities (*SVC's frame* and *endurance*); where a personal disadvantage can become a source for both competitive advantage and social aims.

Those already focused on SVC might find particularly useful the evidence reflected by the notions of SVC's *community interlocking* and *centralised control*. According to the empirical material, the venture idea is not only an end, but a powerful means. The notion of SVC's community interlocking highlights that given networks are not the main source to fill knowledge and resource gaps; the nature of the SVC idea is. If aspiring entrepreneurs are proactive in using the SVC idea as a 'business card', they *will* find likeminded people, as demonstrated by the four founders in this investigation. This thesis shows further that socialisation should be practiced with the notion of mutually beneficial exchanges in mind, as Carla found out during her entrepreneurial experience. People engaging with a SVC idea, even volunteers, do so for a reason. Socialisation is not, then, an act of pure giving or pure receiving. Expecting a return of some sort from socialisation activity is not something to be shy about but something to be "open" about (Carla, C2 interview). Effective socialisation helps to address resource scarcity, which does not hinder but enhances the chances to enact the value proposition.

Yet, this thesis also shows that the deeply personal underpinning of a SVC idea will naturally mobilise founders to reject divergent views (SVC's centralised control). Although this mechanism is important to sustain the drive for enacting the new venture, this finding can be also interpreted as a warning. Alex's case, for instance, shows that positive feedback from socialisation may enhance in excess the identity that anchors the entrepreneurial journey. Alex, indeed, saw his model validated and thought that success was just a matter of better leaflets; a matter of reaching to more people with his 'business card'. Only after abandonment Alex observes that customer engagement can hardly be reflected by encouraging words. Due to the particularity of his model, other options should have been explored, such as achieving sponsorship from local authorities. Aspiring entrepreneurs with a SVC idea can see in Alex's case a lesson that says that positive feedback during socialisation, whilst greatly appealing, can be misleading.

Those concerned with SVC can also learn from this work in order to make informed decisions about legal forms. As emphasised by the notion of SVC's frame, social orientation is not only about 'other-regarding' (cf., Santos, 2012). The idiosyncrasy (e.g., a personal struggle) that informs the value configuration becomes a device of differentiation and, hence, a position for competitive advantage. It is relevant,

then, to use this as leverage. In the UK, the *community interest company* (CIC) legal form was introduced in 2005 (Nicholls, 2010b) to allow for commercial flexibility, and even a certain degree of economic ambition, whilst securing an interest on communities. Some might see this route as an easy way to legally demonstrate social orientation, such as in the cases of Alex and in Carla's first entrepreneurial experience.

However, a CIC legal form presumes that the only way to ensure an interest on communities is through legally limiting economic self-interest. Whilst it is possible to pay salaries for Directors (CIC Regulator –Chapter 9, 2013) and distribute a limited amount of profit among shareholders (only in its 'limited by shares' sub-form) (CIC Regulator –Chapter 7, 2013), the CIC legal form does not grant any tax benefit (CIC Regulator –Chapter 2, 2012) on top of limiting ownership over assets through an 'asset-lock' (CIC Regulator –Chapter 6, 2013: 4). Thus, at least when the attention is on SVC, a CIC legal form might be detrimental. Carla's case shows that at the beginning these restrictions do not appear as major issues. This can change, however, with time. In Carla's case, she realised that her desire to secure the future of her daughter could not be separated from her great efforts to invest in assets for a new venture. Because, once bought, such assets cannot be freely sold or transferred to members of the founder's family. This is why Carla enacted her new venture with a traditional legal form. This is also strongly advised by David (he chose a CIC legal form for Darling Town only due to the characteristics of the tender he competed in). Ultimately, SVC is not philanthropy; it is about making money to sustain both personal and social wellbeing. And for such ends, a CIC legal form is more restrictive than productive. This might explain the rather low percentage of CICs represented in recent surveys of the overall British social enterprise scenario (Social Enterprise UK, 2013).

But avoiding a CIC legal form does not solve the need of entrepreneurs concerned with SVC to show to the public that they are, indeed, socially oriented. Although worldwide at the forefront of social enterprise policy (Nicholls, 2009; 2010b), the only legal recognition offered in the UK specifically for social enterprises is the CIC legal form, which, as argued, does not properly convey shared value propositions. This lack of support does not bear any resemblance with the relevance that they can have for local economies. As the notion of SVC's community interlocking

demonstrates, these entrepreneurs are not only after the introduction of a product or service that directly addresses a social need (P/S). With time they tend to add and act upon the aim to trigger entrepreneurship behaviour in the community (ISRL).

But public support does not need to be limited to legal forms. Policy makers could provide, for instance, a public alternative to costly social enterprise 'marks' (similar to a 'fair trade' mark) that are currently transacted by private entities⁷. From the evidence of this research, authorities can judge sincere concern on society and/or environments directly upon the nature of the product or service offered by those applying for the public mark. As shown, the nature of a product or service connects with deeply cherished circumstances and becomes a frame for action (*SVC's frame*) and commitment (*SVC's endurance*). It follows that the distinctiveness of the product or service could be a self-evident predictor of the entrepreneurial intention.

Finally, whether they are NGOs, public entities or private CSR initiatives, grant providers can benefit from the notion of *SVC's endurance* to improve their selection mechanisms. They will be able to weight the likelihood of commitment with the value proposition of those applying for grants by exploring the underpinnings of the specific product or service and identifying if those are either avoidable or unavoidable for the founder. According to the evidence of this work, those aiming to fulfil unavoidable roles through the new venture should be taken closely into consideration.

7.5 Limitations of the Research

This research was a qualitative investigation built upon a constructionist stance. As such, its contributions need to be understood as informed by the researcher's own sensemaking processes, and the theoretical contributions need to be acknowledged as generalisable to theory, not populations (Yin, 2009). Apart from these axiomatic methodological limitations, there are at least five additional ones that should be taken into consideration. First, the research does not escape from

⁷ <http://www.socialenterprisemark.org.uk>

the recognised difficulty to capture the spark of an entrepreneurial idea (Dimov, 2011). The cases selected experienced gestation activities as indicated by known guidelines from the Panel of Studies of Entrepreneurial Dynamics (PSED), which are not designed to capture the conception of an idea in real time. Since this investigation was not based on controlled lab-based experiments, in all cases this primordial moment (studied as the first change event in each case) was necessarily explored ex-post.

Second, the study examined sensemaking processes within each case through a series of relevant change events. Whilst sporadic participant observation allowed for identifying the emergence of these events and to triangulate and better comprehend data from those already spotted, mundane activity was not addressed thoroughly. Yet, everyday phenomena are recognised as relevant sources for the understanding of entrepreneurial behaviour (Rehn and Taalas, 2004). Furthermore, there is a varied range of alternative methods to catch such phenomena 'as it happens' (Brundin, 2007). One of those techniques is, for instance, 'shadowing', which involves observations of entrepreneurial activity "in the daily 'rounds', at lunches, at coffee breaks... and so on" to even include audiotaping "when the entrepreneur got in a discussion with someone" (ibid: 289). Due to the nascent nature of the venturing activities undertaken by the four founders, and the fact that all four processes were observed in parallel, this research purposefully avoided this route. This methodological limitation, however, hinders any chance to claim that certain empirical insights were not overlooked in this research.

Third, institutional theory is a contributor to social entrepreneurship knowledge that was not addressed in this investigation due to the chosen sensemaking (agent-based) theoretical underpinning. Thus, some issues such as the presence of institutional voids feeding social problems (Mair and Martí, 2009) or unintended negative consequences from socially oriented entrepreneurship (Dorado and Ventresca, 2013) were not fully considered. This thesis recognises institutional theory as a relevant theoretical approach with the power to reveal alternative analyses.

Fourth, due to the nascent nature of the cases studied and the one-year data collection period adopted, the analysis cannot provide insights about the degree of

effectiveness of founders to create the proposed value. This is worth considering, as the need to comprehensively show and measure impact is acknowledged in the social entrepreneurship literature (Young, 2006; Nicholls, 2009; Mair and Sharma, 2012).

And fifth, the research is limited to formal venture emergence in the UK, which might limit the generalisability of the findings. Recognised as a distinctively developed setting for social entrepreneurship activity (Nicholls, 2009), British conditions can hardly represent the approaches emphasised and practiced in other countries (Zahra and Wright, 2015). This is relevant as the need to empirically explore sustainable/social orientation in developing economies is still a scholarly debt (Hall et al., 2010). Furthermore, this research was focused on activity oriented to the emergence of formal new ventures. But neither entrepreneurship activity (Rehn and Taalas, 2004; Webb et al., 2009) nor the creation of social and economic value (Bruton et al., 2012) are limited to formal settings. Findings should be weighted accordingly.

7.6 Suggestions for Further Research

There are a number of issues that are not included in this research but that we see as relevant and directly informed by its findings. First, as for any qualitative investigation, the evidence from this work can inform further deductive investigations (Bryman and Bell, 2011). The theoretical propositions offered under the notions of *SVC's frame*, *endurance*, *community interlocking* and *centralised control* could inform hypotheses for statistically significant evidence. Furthermore, such examinations can be extended to developing countries, as Hall et al. (2010) call for.

Second, this research can inform simulations. By turning agents into “computational objects that interact in space and time according to explicit rules encoded in a computer program” (Harper and Lewis, 2012: 331), agent-based modelling (ABM) does not test hypotheses but simulates complex behaviours from basic rules that can be then inductively analysed (Axelrod, 2005: 5). Corresponding closely to agent-level empirical reality, ABM helps to face the complexity of

entrepreneurship (McKelvey, 2004) and social entrepreneurship (Corner and Ho, 2010), particularly when considering the “challenges associated with obtaining data on the early stages of the entrepreneurial journey and its unfolding over long periods of time” (McMullen and Dimov, 2013: 1506). This study can offer empirically relevant rules for ABM in order to simulate systemic behaviours involving nascent entrepreneurs concerned with SVC in interaction with other actors, which could be explored in formal as well as informal scenarios (Rehn and Taalas, 2004; Bruton et al., 2012). In so doing, the chances for SVC to really become a vehicle for a ‘higher form of capitalism’ (Porter and Kramer, 2011) could be examined.

Third, through the notion of *SVC’s community interlocking*, this thesis shows a close relation between nascent entrepreneurs and communities. Businesses, voluntary organisations and citizens need each other, as David strongly believed, prompting ‘two-way-street’ or mutually beneficial types of exchanges, as Carla used to point out and practice. There is much to provide, as Betty and Barry’s ‘evangelist’ attitude towards communities signpost, but also much to receive, even in intangible ways, as illustrated by Alex when visualising his new contact, Andrew, as an artificial ‘boss figure’ to force himself to keep on track. Such dynamics could be further explored to improve our understanding on ‘communities of inquiry’ (how communities affect opportunities and the entrepreneur’s minds and vice versa) and ‘emotions’ (how does the interplay between emotions and cognitive processing unfold and affect opportunities), which are both regarded as crucial and contemporary subjects for improving our understanding of entrepreneurship (Shepherd, 2015).

And finally, this thesis provides some hints about the relationship between sensemaking and institutional theory that, as urged by Weick et al. (2005), could be worth exploring in further research. If we accept that institutional logics are behavioural templates ‘imprinted’ on individuals during past socialisation experiences (Lee and Battilana, 2013; Dufays and Huybrechts, 2015), we could interpret the notions of *SVC’s frame* and *SVC’s endurance* as a call to address an overlooked form of imprinting. Whether they are distributed among individuals in an entrepreneurial team (Dufays and Huybrechts, 2015) or in the mind of a single founder (Lee and Battilana, 2013), only two streams of imprinting (social and

economic) are generally acknowledged for the study of nascency. This thesis highlights the possibility of a third option; a 'ready-made' behavioural pattern imprinted during concrete past idiosyncratic circumstances – such as having a disabled child who requires avenues for personal development that social environments do not offer – instead of during the separate (and vaguely specified) exposure to social and economic contexts. Such a detailed and specific imprinting could be viewed and examined, for instance, as a sensemaking mediator during venture emergence for evaluating the further effect of 'macro' social and economic imprinting from environments.

7.7 Reflective Statement

Since a “story told presupposes a storyteller” (Tsoukas and Hatch, 2001: 999), sharing a reflective statement is recommended for qualitative research (Altheide and Johnson, 2011). For this end, a brief sensemaking exercise will be utilised. In this case, the subject of interest is a PhD thesis developed by a Chilean industrial engineer with a background in logistics; the delivery is descriptive, leaving any analysis for readers who might use it as a resource to judge the findings of this research.

The initial sensemaking *selection* process built on a need to dedicate my professional time for things other than making someone else richer. The exploration of entrepreneurship and social forms of exchange (bartering) –a popular phenomenon in neighbouring Argentina in the early 2000s – represented a very attractive avenue for this. Previous studies (a Master's degree) triggered interest in learning more about complexity theory. There was also an underlying curiosity and interest in studying abroad. The PhD programme made sense, then, as a means to address all these issues. Social factors were overall encouraging of the decision to become, once again, a student, particularly in the form of family support and institutional sponsorship. The sensemaking *retention* process was fuelled mostly by the need to expand professional boundaries, because in so doing a sense of individuality among peers was enhanced.

Changes occurred once in the UK. It became evident that finding a statistically significant N for examining bartering was rather difficult. In early 2012, my focus was moved to entrepreneurial 'non-monetary mechanisms' for resourcing, adopting a qualitative research strategy. This was plausible because learning to conduct qualitative research fulfilled my search for expanded professional boundaries. During this process, the subject of social entrepreneurship emerged. At first glance, the subject appeared to be a fad. But it kept appearing as an uninvited social factor by those including it in the 'non-monetary exchanges' literature that I was exploring during my first year of study. Eventually, examining social entrepreneurship became an opportunity. At the beginning, my lack of interest in social entrepreneurship was based on the perception that the literature was largely biased towards assumptions of selflessness. Further reading, however, showed that more 'balanced' debates started to become more prominent. My desire to be part of this incipient discussion arose. Among these 'balanced' debates, the concept of 'shared value creation' (SVC) by Porter and Kramer (2011) was particularly attractive. After working for several years trying to optimise the inbound value chain of an apparel retailer, this construct made perfect sense.

Complexity theory, meanwhile, was an interesting but increasingly ineffective resource. After the first annual review this approach was celebrated. The second annual review was, however, a different story. Supervisors and examiners were concerned about its practical usefulness. As a response, I undertook an extensive review to justify the approach, and the decision to insist with the framework was somehow respected. But even after this successful outcome social factors kept providing, in informal and formal settings, questions more directed to the analytical framework than to the subject of research (SVC and social entrepreneurship). Eventually, complexity theory became more of a problem rather than an aid. At that time, the participation in a doctorate forum centred on organisational complexity suggested 'sensemaking' as a lens to approach complex phenomena; a construct also mentioned in previous supervision meetings. Sensemaking appeared as a sort of legitimised approach to complexity, at least far more than any analytical metaphor that I could have developed (this is required if the path with complexity is not the maths-intensive one).

Midway through the PhD, a second stage emerged, mostly fuelled by the need to demonstrate results. Social factors were crucial to this. Apart from the insightful feedback from supervisors, there were four cases sharing much more than just valuable data. One social factor, however, arose during data collection, which might be worth mentioning. Betty actually mentioned my investigation as one of the social factors (this is the only time this happened) that affected hers and Barry's decision to avoid having a third director; the reason: *"the fact that sitting down with you and you asking loads of questions, it's making me think really, really [...] I think you are making me kind of stop and look a bit more carefully at what I am choosing to do..."* (Betty, B5 interview). Overall, whilst results were taking some time, ongoing analysis allowed for preparing two conference papers. The data was starting to make sense, showing that a value proposition to markets and society is not only inseparable but depends on a highly personal expectation on value.

During the last year of research, reputed authors in the entrepreneurship field have started to produce pieces speaking in ways that reflect to some extent the concerns about the middle ground that motivated this investigation (e.g., Muñoz and Dimov, 2015; Zahra and Wright, 2015; Shepherd, 2015). This triggered a sense of both confidence and anxiety. The research journey and outcomes allowed me to appreciate value creation in ways that I could not fully foresee before this process, and I believe others can benefit from reading this thesis in a similar way. This thesis, however, has had implications on more personal grounds; the desire to become a middle ground entrepreneur in addition to my original academic ambitions.

References

Acs, Z.J., Boardman, M.C., and McNeely, C.L. (2013), The Social Value of Productive Entrepreneurship, *Small Business Economics*, 40: 785-796.

Adler, P.S., and Kwon, S-W. (2002), Social Capital: Prospect for a New Concept, *Academy of Management Review*, 27(1): 17-40.

Adobor, H. (2005), Trust as Sensemaking: The Microdynamics of Trust in Interfirm Alliances, *Journal of Business Research*, 58: 330-337.

Agafonow, A. (2014), Toward a Positive Theory of Social Entrepreneurship. On Maximizing Versus Satisficing Value Capture, *Journal of Business Ethics*, 125: 709-713.

Albert, S. and Whetten, D. (1985), Organizational Identity, *Research in Organizational Behavior*, 7: 263-295.

Alter, S.K. (2006), Social Enterprise Models and Their Mission and Money Relationships, in Nicholls, A. (Ed.), *Social Entrepreneurship: New Models of Sustainable Social Change*, Oxford: Oxford University Press, pp. 205-232.

Altheide, D.L., and Johnson, J.M. (2011), Reflections on Interpretive Adequacy in Qualitative Research, in Denzin, N.K, and Lincoln, Y.S (Eds.), *The SAGE Handbook of Qualitative Research*, Fourth Edition, Thousand Oaks, CA: SAGE, pp. 581-594.

Alvarez, S.A., and Barney, J.B. (2007), Discovery and Creation: Alternative Theories of Entrepreneurial Action, *Strategic Entrepreneurship Journal*, 1: 11-26.

Alvarez, S.A., Barney, J.B., and Anderson, P. (2013), Forming and Exploiting Opportunities: The Implications of Discovery and Creation Processes for Entrepreneurial and Organizational Research, *Organization Science*, 24(1): 301-317.

Anderson, M. (2006), How Can We Know What We Think Until We See What We Said? A Citation and Citation Context Analysis of Karl Weick's 'The Social Psychology of Organizing', *Organization Studies*, 27: 1675-1692.

Antonacopoulou, E.P., and Sheaffer, Z. (2014), Learning in Crisis: Rethinking the Relationship Between Organizational Learning and Crisis Management, *Journal of Management Inquiry*, 23(1): 5-21.

Arenius, P., and Minniti, M. (2005), Perceptual Variables and Nascent Entrepreneurship, *Small Business Economics*, 24(3):233-247.

Austin, J., Stevenson, H., and Wei-Skillern (2006), Social and Commercial Entrepreneurship: Same, Different, Both?, *Entrepreneurship Theory and Practice*, 30(1):1-22.

- Axelrod, R. (2005), Advancing the Art of Simulation in the Social Sciences, in Rennard, J. (Ed.), *Handbook of Research on Nature Inspired Computing for Economy and Management*, Hersey, PA: Idea Group, pp. 90-100.
- Balogun, J., and Johnson, G. (2004), Organizational Restructuring: The Impact of Middle Manager Sensemaking, *Academy of Management Review*, 47: 523–49.
- Balogun, J., Jacobs, C., Jarzabkowski, P., Mantere, S., and Vaara, E. (2014), Placing Strategy Discourse in Context: Sociomateriality, Sensemaking, and Power, *Journal of Management Studies*, 51(2): 175-201.
- Barraquier, A. (2013), A Group Identity Analysis of Organizations and Their Stakeholders: Porosity of Identity and Mobility of Attributes, *Journal of Business Ethics*, 115: 45-62.
- Bartels, K.P.R., and Cozzi, G. (2012), “The Big Society,” Public Expenditure, and Volunteering, *Public Administration Review*, 73(2): 340-351.
- Basboll, T. (2010), Softly Constrained Imagination: Plagiarism and Misprision in the Theory of Organizational Sensemaking, *Culture and Organization*, 16(2): 163-178.
- Basu, K., and Palazzo, G. (2008), Corporate Social Responsibility: A Process Model of Sensemaking, *Academy of Management Review*, 33(1): 122-136.
- Bateson, G. (1979), *Mind and Nature*, Toronto: Bantam.
- Battilana, J., and Dorado, S. (2010), Building Sustainable Hybrid Organizations: The Case of Commercial Microfinance Organizations, *Academy of Management Journal*, 53(6): 1419-1440.
- Battilana, J., and Lee, M. (2014), Advancing Research on Hybrid Organizing – Insights from the Study of Social Enterprises, *Academy of Management Annals*, 8(1): 397-441.
- Battilana, J., Lee, M., Walker, J., and Dorsey, C. (2012), In Search of the Hybrid Ideal, *Stanford Social Innovation Review*, Summer: 51-55.
- Baumol, W. J. (1990), Entrepreneurship: Productive, Unproductive, and Destructive, *Journal of Political Economy*, 98(5):893-921.
- Beckmann, M. (2012), The Impact of Social Entrepreneurship on Societies, in Volkmann, C.K., Tokarski, K.O., and Ernst, K. (Eds.), *Social Entrepreneurship and Social Business: An Introduction and Discussion with Case Studies*, Springer, pp. 235-254.
- Berger, P.L., and Luckman, T. (1966), *The Social Construction of Reality*, USA: Penguin Group.
- Berglund, K., and Johannisson, B. (2012), Dark and Bright Effects of a Polarized Entrepreneurship Discourse ... and the Prospects of Transformation, in Berglund, K.,

Johannisson, B., and Schwartz, B. (Eds), *Societal Entrepreneurship: Positioning, Penetrating, Promoting*, UK: Edward Elgar Publishing, pp. 163-186.

Besharov, M.L., and Smith, W.K. (2014), Multiple Institutional Logics in Organizations: Explaining their Varied Nature and Implications, *Academy of Management Review*, 39(3): 364-381.

Bettiol, M., Di Maria, E., and Finotto, V. (2012), Marketing in SMEs: The Role of Entrepreneurial Sensemaking, *International Entrepreneurship Management Journal*, 8: 223-248.

Bhave, M.P. (1994), A Process Model of Entrepreneurial Venture Creation, *Journal of Business Venturing*, 9(3): 223-242.

Billis, D. (2010), *Hybrid Organizations and the Third Sector: Challenges for Practice, Theory and Policy*, Basingstoke: Palgrave Macmillan.

Bonte, W., and Piegeler, M. (2013), Gender Gap in Latent and Nascent Entrepreneurship: Driven by Competitiveness, *Small Business Economics*, 41: 961-987.

Bornstein, D. (2007), *How to Change the World: Social Entrepreneurs and the Power of New Ideas*, Updated Edition, New York: Oxford University Press.

Brundin, E. (2007), Catching it as it Happens, in Nergaard H., and J.P. Ulhoj (Eds.), *Handbook for Qualitative Methods in Entrepreneurship Research*, Camberley: Edward Elgar, pp. 279–307.

Bruton, G., Ireland, R.D., and Ketchen, D.J., Jr (2012), Toward a Research Agenda on the Informal Economy, *Academy of Management Perspectives*, 26: 1-10.

Bruyat, C., and Julien, P-A. (2000), Defining the Field of Research in Entrepreneurship, *Journal of Business Venturing*, 16: 165-180.

Bryman, A., and Bell, E. (2011), *Business Research Methods*, Third Edition, Oxford: Oxford University Press.

Bundy, J., Shropshire, C., and Buchholtz, A.K. (2013), Strategic Cognition and Issue Salience: Toward an Explanation of Firm Responsiveness to Stakeholder Concerns, *Academy of Management Review*, 38(3): 352-376.

Burrell, G., and Morgan, G. (1979), *Sociological Paradigms and Organisational Analysis*, Great Britain: Ashgate Publishing Limited.

Cajaiba-Santana, G. (2010), Socially Constructed Opportunities in Social Entrepreneurship: A Structuration Model, in Fayolle, A., and Matlay, H. (Eds.), *Handbook of Research on Social Entrepreneurship*, UK: Edward Elgar Publishing, pp. 88-106.

- Caliendo, M., Fossen, F.M., and Kritikos, A.S. (2009), Risk Attitudes of Nascent Entrepreneurs - New Evidence from an Experimentally Validated Survey, *Small Business Economics*, 32(2):153-167.
- Canato, A., Ravasi, D., and Phillips, N. (2013), Coerced Practice Implementation in Cases of Low Cultural Fit: Cultural Change and Practice Adaptation During the Implementation of Six Sigma at 3M, *Academy of Management Journal*, 56(6): 1724-1753.
- Cardon, M.S., Stevens, C.E., and Potter, D.R. (2011), Misfortunes or Mistakes? Cultural Sensemaking of Entrepreneurial Failure, *Journal of Business Venturing*, 26: 79-92.
- Carter, N.M., Gartner, W.B., and Reynolds P.D. (1996), Exploring Start-Up Event Sequences, *Journal of Business Venturing*, 11(3):151-166.
- Carter, N.M., Gartner, W.B., Shaver, K.G., and Gatewood, E.J. (2003), The Career Reasons of Nascent Entrepreneurs, *Journal of Business Venturing*, 18: 13-39.
- Cassar, G., and Craig, J. (2009), An Investigation of Hindsight Bias in Nascent Venture Activity, *Journal of Business Venturing*, 24: 149-164.
- Certo, S.T., and Miller, T. (2008), Social Entrepreneurship: Key Issues and Concepts, *Business Horizons*, 51: 267-271.
- Chell, E. (2007), Social Enterprise and Entrepreneurship, Towards a Convergent Theory of the Entrepreneurial Process, *International Small Business Journal*, 25(1): 5-26.
- Chia, R. (1999), A 'Rhizomic' Model of Organizational Change and Transformation: Perspective from a Metaphysics of Change, *British Journal of Management*, 10: 209-227.
- Chia, R. (2011), Complex Thinking: Towards an Oblique Strategy for Dealing with the Complex, in Allen, P., Maguire, S., and McKelvey, B. (Eds.), *The SAGE Handbook of Complexity and Management*, Great Britain: SAGE Publications, pp. 182-198.
- Chiles, T.H., Tuggle, C.S., McMullen J.S., Bierman, L., and Greening, D.W. (2010), Dynamic Creation: Extending the Radical Austrian Approach to Entrepreneurship, *Organization Studies*, 31(01): 7-46.
- Choi, N., and Majumdar, S. (2014), Social Entrepreneurship as an Essentially Contested Concept: Opening a New Avenue for Systematic Future Research, *Journal of Business Venturing*, 29(3): 363-376
- Christianson M.K., Farkas, M.T., Sutcliffe, K.M, Weick, K.E. (2009), Learning Through Rare Events: Significant Interruptions at the Baltimore & Ohio Railroad Museum, *Organization Science*, 20(5): 846–860.

- Chwolka, A., and Raith, M.G. (2012), The Value of Business Planning Before Start-Up - A Decision-Theoretical Perspective, *Journal of Business Venturing*, 27(3):385-399.
- CIC Regulator (2012), *Chapter 2 – Preliminary Considerations*, London: Department for Business Innovation & Skills, www.bis.gov.uk/cicregulator.
- CIC Regulator (2013), *Chapter 6 – The Asset Lock*, London: Department for Business Innovation & Skills, www.bis.gov.uk/cicregulator.
- CIC Regulator (2013), *Chapter 7 – Financing Community Interest Companies*, London: Department for Business Innovation & Skills, www.bis.gov.uk/cicregulator.
- CIC Regulator (2013), *Chapter 9 – Corporate Governance*, London: Department for Business Innovation & Skills, www.bis.gov.uk/cicregulator.
- Cohen, B., and Winn, M. (2007), Market Imperfections, Opportunity and Sustainable Entrepreneurship, *Journal of Business Venturing*, 22(1): 29–49.
- Colville, I., Pye, A., and Carter, M. (2013), Organizing to Counter Terrorism: Sensemaking amidst Dynamic Complexity, *Human Relations* 66(9): 1201-1223.
- Colville, I., Hennestad, B., and Thoner, K. (2014), Organizing, Changing and Learning: A Sensemaking Perspective on an Ongoing ‘Soap Story’, *Management Learning*, 45(2): 216-234.
- Corbett, S., and Walker, A. (2013), The big society: Rediscovery of ‘the Social’ or Rhetorical Fig-leaf for Neo-liberalism?, *Critical Social Policy*, 33(3): 451-472.
- Cornelissen, J.P., Mantere, S., and Vaara, E. (2014), The Contraction of Meaning: The Combined Effect of Communication, Emotions, and Materiality on Sensemaking in the Stockwell Shooting, *Journal of Management Studies*, 51(5): 699-736.
- Corner, P. and Ho, M. (2010), How Opportunities Develop in Social Entrepreneurship, *Entrepreneurship Theory and Practice*, 34(4): 635–659.
- Costanzo, L.A., Vurro, C., Foster, D., Servato, F., and Perrini, F. (2014), Dual-Mission Management in Social Entrepreneurship: Qualitative Evidence from Social Firms in the United Kingdom, *Journal of Small Business Management*, 52(4): 655-677.
- Crane, A., Palazzo, G., Spence, L.J., and Matten, D. (2014), Contesting the Value of “Creating Shared Value”, *California Management Review*, 56(2): 130-153.
- Creswell, J.W. (2007), *Qualitative Inquiry and Research Design: Choosing Among Five Approaches*, Thousand Oaks, CA: SAGE.
- Cunliffe, A.L. (2011), Crafting Qualitative Research: Morgan and Smircich 30 Years On, *Organizational Research Methods*, 14(4): 647-673.

Cunliffe, A., and Coupland, C. (2012), From Hero to Villain to Hero: Making Experience Sensible through Embodied Narrative Sensemaking, *Human Relations*, 65(1): 63-88.

Czarniawska, B. (1992), *Exploring Complex Organizations: A Cultural Perspective*, Newbury Park, CA: SAGE.

Czarniawska, B. (1998), Metaphor and Organizations, *Management Learning*, 23: 389-391.

Czarniawska, B. (2010), Going Back to Go Forward: On Studying Organizing in Action Nets, in Hernes, T., and Maitlis, S. (Eds.) *Process, Sensemaking, and Organizing*, New York: Oxford University Press, pp. 140-160.

Dacin, P. A., Dacin, M., and Matear, M. (2010), Social Entrepreneurship: Why We Don't Need a New Theory and How We Move Forward from Here, *Academy of Management Perspective*, 24(3): 37–57.

Dacin, P. A., Dacin, M., and Tracey, P. (2011), Social Entrepreneurship: A Critique and Future Directions, *Organization Science*, 22(5): 1202-1213.

Davidsson, P., and Honig, B. (2003), The Role of Social and Human Capital Among Nascent Entrepreneurs, *Journal of Business Venturing*, 18(3): 301-331.

Dean, T., and McMullen, J. (2007), Toward a Theory of Sustainable Entrepreneurship: Reducing Environmental Degradation through Entrepreneurial Action, *Journal of Business Venturing*, 22(1): 50–76.

Dees, G.J. (1998), Enterprising Nonprofits, *Harvard Business Review*, January-February: 55-67.

Dees, J.G., and Anderson, B.B. (2003a), Sector-Bending: Blurring the Lines between Non-profit and For-profit, *Society*, 40(4):16–27.

Dees, J.G., and Anderson, B.B. (2003b), For-profit Social Ventures, *International Journal of Entrepreneurship Education*, 2:1–26.

Defourny, J. (2010), Concepts and Realities of Social Enterprise: A European Perspective, in Fayolle, A., and Matlay, H. (Eds.), *Handbook of Research on Social Entrepreneurship*, UK: Edward Elgar Publishing, pp. 57-87.

Delmar, F., and Shane, S. (2003), Does Business Planning Facilitate the Development of New Ventures?, *Strategic Management Journal*, 24(12):1165-1185.

Dencker, J.C., Gruber, M. and Shah, S.K. (2009), Pre-Entry Knowledge, Learning, and the Survival of New Firms, *Organization Science*, 20(3):516-537.

Desa, G. (2012), Resource Mobilization in International Social Entrepreneurship: Bricolage as a Mechanism of Institutional Transformation, *Entrepreneurship Theory and Practice*, 727-751.

- Di Domenico, M., Haugh, H., and Tracey, P. (2010), Social Bricolage: Theorizing Social Value Creation in Social Enterprises, *Entrepreneurship Theory and Practice*, 34(4):681-703.
- Dimov, D. (2010), Nascent Entrepreneurs and Venture Emergence: Opportunity Confidence, Human Capital, and Early Planning, *Journal of Management Studies*, 47(6): 1123-1153.
- Dimov, D. (2011), Grappling With the Unbearable Elusiveness of Entrepreneurial Opportunities, *Entrepreneurship Theory and Practice*, 35(1):57-81.
- Dorado, S., and Ventresca, M.J. (2013), Crescive Entrepreneurship in Complex Social Problems: Institutional Conditions for Entrepreneurial Engagement, *Journal of Business Venturing*, 28: 69-82.
- Dortland, M.V.R., Voordijk, H., and Dewulf, G. (2014), Making Sense of Future Uncertainties Using Real Options and Scenario Planning, *Futures*, 55: 15-31.
- Drayton, (2006), The Citizen Sector Transformed, in Nicholls, A. (Ed.), *Social Entrepreneurship: New Models of Sustainable Social Change*, Oxford: Oxford University Press, pp. 45-55.
- Drayton, B. (2012), Foreword, in Kaufman, Z.D. (Ed.), *Social Entrepreneurship in the Age of Atrocities: Changing our World*, UK: Edward Elgar Publishing, pp. xxxiii-xxxvi.
- Driver, M. (2012), An Interview with Michael Porter: Social Entrepreneurship and the Transformation of Capitalism, *Academy of Management Learning and Education*, 11(3): 421-431.
- DTI (2002), *Social Enterprise: A Strategy for Success*, London: Department for Trade and Industry.
- Dufays, F., and Huybrechts, B. (2015), Where Do Hybrids Come From? Entrepreneurial Team Heterogeneity as an Avenue for the emergence of Hybrid Organizations, *International Small Business Journal*, 1-20.
- Eckhardt, J.T., Shane, S., and Delmar, F. (2006), Multistage Selection and the Financing of New Ventures, *Management Science*, 52(2): 220-232.
- Eisenhardt, K.M. (1989), Building Theories from Case Study Research, *Academy of Management Review*, 14(4): 532-550.
- Eisenhardt, K.M, and Graebner, M.E. (2007), Theory Building from Cases: Opportunities and Challenges, *Academy of Management Journal*, 50(1): 25-32.
- Emerson, J. (2003), The Blended Value Proposition: Integrating Social and Financial Returns, *California Management Review*, 45(4): 35-51.
- Fletcher, D.E. (2006), Entrepreneurial Processes and the Social Construction of Opportunity, *Entrepreneurship and Regional Development*, 18: 421-440.

- Flyvbjerg, B. (2011), Case Study, in Denzin, N.K, and Lincoln, Y.S (Eds.), *The SAGE Handbook of Qualitative Research*, Fourth Edition, Thousand Oaks, CA: SAGE, pp. 301-316.
- Folta, T.B., Delmar, F., and Wennberg, K. (2010), Hybrid Entrepreneurship, *Management Science*, 56(2): 253-269.
- Forde, C. (2014), Armine Ishkanian and Simon Szreter (Eds): The Big Society Debate: A New Agenda for Social Welfare?, Book Review, *Voluntas*, 25: 553-555.
- Foster, W., and Bradach, J. (2005), Should Nonprofits Seek Profits?, *Harvard Business Review*, February: 1-9.
- Freeman, R.E. (1984), *Strategic Management: A Stakeholder Approach*, Boston: Pitman/Ballinger.
- Friedman, M. (1962), *Capitalism and Freedom*, Chicago: University of Chicago Press.
- Friedman, M. (1970), The Responsibility of Business is to Increase its Profits, *The New York Times Magazine*, September 13.
- Fuglsang, L. and Jagd, S. (2015), Making Sense of Institutional Trust in Organizations: Bridging Institutional Context and Trust, *Organization*, 22(1): 23-39.
- Gartner, W.B. (1985), A Conceptual Framework for Describing the Phenomenon of New Venture Creation, *Academy of Management Review*, 10(4):696-706.
- Gartner, W.B. (1989), "Who is an Entrepreneur?" Is the Wrong Question, *Entrepreneurship Theory and Practice*, 13(4):47-67.
- Gartner, W.B., and Shaver, K.G. (2012), Nascent Entrepreneurship Panel Studies: Progress and Challenges, *Small Business Economics*, 39: 659-665.
- Gephart Jr, R.P. (1993), The Textual Approach: Risk and Blame in Disaster Sensemaking, *Academy of Management Journal*, 36(6): 1465-1514.
- Gioia, D.A., and Chittipeddi, K. (1991), Sensemaking and Sensegiving in Strategic Change Initiation, *Strategic Management Journal*, 12: 433-448.
- Gold, R.L. (1985), Roles in Sociological Field Observations, *Social Forces*, 36: 217-223.
- Granovetter, M.S. (1973), The Strength of Weak Ties, *American Journal of Sociology*, 78(6):1360-1380.
- Grenier, P. (2009), Social Entrepreneurship in the UK: From Rhetoric to Reality?, in Ziegler (Ed.), *An Introduction to Social Entrepreneurship: Voices, Preconditions, Contexts*, UK: Edward Elgar Publishing, pp. 174-206.
- Greve, A., and Salaff, J.W. (2003), Social Networks and Entrepreneurship, *Entrepreneurship Theory and Practice*, 1-22.

Grimes, M. (2010), Strategic Sensemaking Within Funding Relationships: The Effects of Performance Measurement on Organizational Identity in the Social Sector, *Entrepreneurship Theory and Practice*, 34(4): 763-783.

Grossman, E.B., Yli-Renko, H., and Janajiraman, R. (2012), Resource Search, Interpersonal Similarity, and Network Tie Valuation in Nascent Entrepreneurs' Emerging Networks, *Journal of Management*, 38(6): 1760-1787.

Guba, E.G. (1996), What Happened to Me on the Road to Damascus, in Heshusius, L., and Ballard, K. (Eds.), *From Positivism to Interpretivism and Beyond: Tales of Transformation in Educational and Social Research*, pp. 43-49, New York: Teachers College Press.

Guba, E.G., and Lincoln, Y.S. (1994), Competing Paradigms in Qualitative Research, in Denzin, N.K, and Lincoln, Y.S (Eds.), *Handbook of Qualitative Research*, Thousand Oaks, CA: SAGE, pp. 105-117.

Hahn, T., Preuss, L., Pinkse, J., and Figge, F. (2014), Cognitive Frames in Corporate Sustainability: Managerial Sensemaking with Paradoxical and Business Case Frames, *Academy of Management Review*, 39(4) 463-487.

Hall, J., Daneke, G., and Lenox, M. (2010), Sustainable Development and Entrepreneurship: Past Contributions and Future Directions, *Journal of Business Venturing*, 25(5): 439-448.

Hanke, T., and Stark, W. (2009), Strategy Development: Conceptual Framework on Corporate Social Responsibility, *Journal of Business Ethics*, 85: 507-516.

Harper, D.A., and Lewis, P. (2012), New Perspectives on Emergence in Economics, *Journal of Economic Behavior and Organization*, 82: 329-337.

Haugh, H. (2007), Community-Led Social Venture Creation, *Entrepreneurship Theory and Practice*, 31(2): 161-182.

Hechaverria, D.M., Renko, M., and Matthews, C.H. (2012), The Nascent Entrepreneurship Hub: Goals, Entrepreneurial Self-Efficacy and Start-Up Outcomes, *Small Business Economics*, 39: 685-701.

Heilbroner, R.L. (2000[1953]), *The Worldly Philosophers*, Revised Seventh Edition, Penguin Books.

Heinecke, A., and Mayer, J. (2012), Strategies for Scaling in Social Entrepreneurship, in Volkmann, C.K., Tokarski, K.O., and Ernst, K. (Eds.), *Social Entrepreneurship and Social Business: An Introduction and Discussion with Case Studies*, Springer, pp. 191-209.

Helms Mills, J. (2003), *Making Sense of Organizational Change*, London: Routledge.

Henrekson, M. (2014), Entrepreneurship, Innovation, and Human Flourishing, *Small Business Economics*, 43: 511-528.

- Hernes, T., and Maitlis, S. (2010), Process, Sensemaking and Organizing: An Introduction, in Hernes, T., and Maitlis, S. (Eds.), *Process, Sensemaking and Organizing*, UK: Oxford University Press, pp. 27-37.
- Hindle, K. (2010), How Community Context Affects Entrepreneurial Process: A Diagnostic Framework, *Entrepreneurship and Regional Development*, 22(7-8):599-647.
- Hite, J.M., and Hesterly, W.S. (2001), The Evolution of Firm Networks: From Emergence to Early Growth of the Firm, *Strategic Management Journal*, 22: 275-286.
- Hjorth, D. (2009), Entrepreneurship, Sociality and Art: Re-imagining the Public, in Ziegler (Ed.), *An Introduction to Social Entrepreneurship: Voices, Preconditions, Contexts*, UK: Edward Elgar Publishing, pp. 207-227.
- Hjorth, D., Holt, R., and Steyaert, C. (2015), Entrepreneurship and Process Studies, *International Small Business Journal*, Forthcoming
- Holt, R., and Cornelissen, J. (2014), Sensemaking Revisited, *Management Learning*, 45(5): 525-539
- Holt, R., and Macpherson, A. (2010), Sensemaking, Rhetoric and the Socially Competent Entrepreneur, *International Small Business Journal*, 28(1): 20-42.
- Huybrechts, B., and Nicholls, A. (2012), Social Entrepreneurship: Definitions, Drivers and Challenges, in Volkmann, C.K., Tokarski, K.O., and Ernst, K. (Eds.), *Social Entrepreneurship and Social Business: An Introduction and Discussion with Case Studies*, Springer, pp. 31-48.
- Isenberg, D.J. (1986), The Structure and Process of Understanding: Implications for Managerial Action, in Sims, H.P., and Giogia, D.A. (Eds.), *The Thinking Organization*, San Francisco: Jossey-Bass, pp. 238-262.
- Jay, J. (2013), Navigating Paradox as a Mechanism of Change and Innovation in Hybrid Organizations, *Academy of Management Journal*, 56(1): 137-159.
- Jensen, M. (2002), Value Maximization, Stakeholder Theory, and the Corporate Objective Function, *Business Ethics Quarterly*, 12:235-256.
- Johannisson, B. (2011), Towards a Practice Theory of Entrepreneurship, *Small Business Economics*, 36(2):135-150.
- Johannisson, B. (2012), Tracking the Everyday Practices of Societal Entrepreneurship, in Berglund, K., Johannisson, B., and Schwartz, B. (Eds), *Societal Entrepreneurship: Positioning, Penetrating, Promoting*, UK: Edward Elgar Publishing, pp. 60-88.
- Johnson, P.S., Parker, S.C., and Wijbenga, F. (2006), Nascent Entrepreneurship Research: Achievements and Opportunities, *Small Business Economics*, 27: 1-4.

- Kaplan, S., and Orlikowski, W.J. (2013), Temporal Work in Strategy Making, *Organization Science*, 24(4): 965-995.
- Katila, R., and Shane, S. (2005), When Does Lack of Resources Make New Firms Innovative?, *Academy of Management Journal*, 48(5):814-829.
- Katz, J., and Gartner, W.B. (1988), Properties of Emerging Organizations, *Academy of Management Review*, 13(3):429-441.
- Kavanagh, D., and Kelly, S. (2002), Sensemaking, Safety, and Situated Communities in (Con)Temporary Networks, *Journal of Business Research*, 55:583-594.
- Kearins, K., and Colins, E. (2012), Making Sense of Ecopreneurs' Decisions to Sell Up, *Business Strategy and the Environment*, 21: 71-85.
- Kirzner, I. (1997), Entrepreneurial Discovery and The Competitive Market Process: An Austrian Approach, *Journal of Economic Literature*, 35(1): 60-85.
- Kloosterman, R.C. (2010), Matching Opportunities with Resources: A Framework for Analysing (Migrant) Entrepreneurship from a Mixed Embeddedness Perspective, *Entrepreneurship and Regional Development*, 22(1):25-45.
- Kraus, S., Filser, M., O'Dwyer, M., and Shaw, E. (2014). Social Entrepreneurship: An Exploratory Citation Analysis, *Rev Manag Sci*, 8: 275-292.
- Kuckertz, A., and Wagner, M. (2010), The Influence of Sustainability Orientation on Entrepreneurial Intentions — Investigating the Role of Business Experience, *Journal of Business Venturing*, 25(5): 524-539.
- Kumar, K., and Ormiston, J. (2012), Bounding Research Settings, in Seymour, R.G. (Ed.), *Handbook of Research Methods on Social Entrepreneurship*, UK: Edward Elgar Publishing, pp. 106-123.
- Kwon, S-W., Heflin, C., and Ruef, M. (2013), Community Social Capital and Entrepreneurship, *American Sociological Review*, 78(6): 980-1008.
- Langley, A. (2007), Process Thinking in Strategic Organization, *Strategic Organization*, 5(3): 271-282.
- Langley, A., Smallman, C., Tsoukas, H., and Van de Ven, A.H. (2013), Process Studies of Change in Organization and Management: Unveiling Temporality, Activity, and Flow, *Academy of Management Journal*, 56(1): 1-13.
- Lautermann, C. (2013), The Ambiguities of (Social) Value Creation: Towards an Extended Understanding of Entrepreneurial Value Creation for Society, *Social Enterprise Journal*, 9(2): 184-202.
- Lee, M., and Battilana, J. (2013), *How the Zebra Got its Stripes: Imprinting of Individuals and Hybrid Social Ventures*, Harvard Business School Organizational Behavior, Unit Working Paper (14-005).

Lepoutre, J., Justo, R., Terjesen, S., and Bosma, N. (2013), Designing a Global Standardized Methodology for Measuring Social Entrepreneurship Activity: the Global Entrepreneurship Monitor Social Entrepreneurship Study, *Small Business Economics*, 40:693-714.

Levi-Strauss, C. (1966), *The Savage Mind*, Chicago: University of Chicago Press.

Lincoln, Y.S., Lynham, S.A., and Guba, E.G. (2011), Paradigmatic Controversies, Contradictions, and emerging Confluences, Revisited, in Denzin, N.K, and Lincoln, Y.S (Eds.), *The SAGE Handbook of Qualitative Research*, Fourth Edition, Thousand Oaks, CA: SAGE , pp. 97-128.

Lounsbury, M., and Glynn, M.A. (2001), Cultural entrepreneurship: Stories, Legitimacy, and the Acquisition of Resources, *Strategic Management Journal*, 22(6): 545-564.

Luke, B., and Chu, V. (2013), Social Enterprise versus Social Entrepreneurship: An Examination of the 'Why' and 'How' in Pursuing Social Change, *International Small Business Journal*, 31(7): 764-784.

Maclean, M., Harvey, C., and Gordon, J. (2012), Social Innovation, Social Entrepreneurship and the Practice of Contemporary Entrepreneurial Philanthropy, *International Small Business Journal*, 31(7): 747-763.

Maclean, M., Harvey, C., Gordon, J., and Shaw, E. (2015), Identity, Storytelling and the Philanthropic Journey, *Human Relations*, 1-30.

Magala, S.J. (1997), The Making and Unmaking of Sense, *Organization Studies*, 18(2): 317-338.

Mair, J., and Marti, I. (2006), Social Entrepreneurship Research: A Source of Explanation, Prediction, and Delight, *Journal of World Business*, 41(1):36-44.

Mair, J., and Martí, I. (2009), Entrepreneurship in and Around Institutional Voids: A Case Study from Bangladesh, *Journal of Business Venturing*, 24: 419-435.

Mair, J., Martí, I., and Ventresca, M.J. (2012), Building Inclusive Markets in Rural Bangladesh: How Intermediaries Work Institutional Voids, *Academy of Management Journal*, 55(4): 819-850.

Mair, J., and Sharma, S. (2012), Performance Measurement and Social Entrepreneurship, in Volkmann, C.K., Tokarski, K.O., and Ernst, K. (Eds.), *Social Entrepreneurship and Social Business: An Introduction and Discussion with Case Studies*, Springer, pp. 175-189.

Maitlis, S. (2005), The Social Processes of Organizational Sensemaking, *Academy of Management Review*, 48(1): 21-49

Maitlis, S., and Lawrence, T. B. (2007), Triggers and Enablers of Sensegiving in Organizations, *Academy of Management Journal*, 50: 57–84.

- Maitlis, S., and Sonenshein, S. (2010), Sensemaking in Crisis and Change: Inspiration and Insights From Weick (1988), *Journal of Management Studies*, 47(3): 551-580.
- Margolis, J.D., and Walsh, J.P. (2003), Misery Loves Companies: Rethinking Social Initiatives by Business, *Administrative Science Quarterly*, 48(2): 268–305.
- Marlow, S., and McAdam, M. (2012), Analyzing the Influence of Gender Upon High-Technology Venturing Within the Context of Business Incubation, *Entrepreneurship Theory and Practice*, 655-676.
- Marshall, R. S. (2010), Conceptualizing the International For-Profit Social Entrepreneur, *Journal of Business Ethics*, 98: 183–198.
- Martin, R.L., and Osberg, S. (2007), Social Entrepreneurship: The Case for Definition, *Stanford Social Innovation Review*, Spring: 29-39.
- McKelvey, B. (2004), Toward a Complexity Science of Entrepreneurship, *Journal of Business Venturing*, 19(3): 313-341.
- McKelvie, A., and Davidsson, P. (2009), From Resource Base to Dynamic Capabilities: An Investigation of New Firms, *British Journal of Management*, 20: S63-S80.
- McMullen, J.S. (2011), Delineating the Domain of Development Entrepreneurship: A Market-Based Approach to Facilitating Inclusive Economic Growth, *Entrepreneurship Theory and Practice*, 185-215.
- McMullen, J.S., and Dimov, D. (2013), Time and the Entrepreneurial Journey: The Problems and Promise of Studying Entrepreneurship as a Process, *Journal of Management Studies*, 50(8): 1481-1512.
- Medlin, C.J., and Tornroos, J-A., (2014), Interest, Sensemaking and Adaptive Processes in Emerging Business Networks – An Australian Biofuel Case, *Industrial Marketing Management*, 43: 1096-1107.
- Mendoza-Abarca, K.I., Anokhin, S., and Zamudio, C. (2015), Uncovering the Influence of Social Venture Creation on Commercial Venture Creation: A Population Ecology Perspective, *Journal of Business Venturing*, Forthcoming.
- Miles, M.B., and Huberman, A.M. (1994), *Qualitative Data analysis*, Second Edition, USA: SAGE.
- Mills, C., and Pawson, K. (2011), Integrating Motivation, Risk-taking and Self-identity: A Typology of ICT Enterprise Development Narratives, *International Small Business Journal*, 30(5): 584-606.
- Montgomery, A.W., Dacin, P.A., and Dacin, M.T. (2012), Collective Social Entrepreneurship: Collaboratively Shaping Social Good, *Journal of Business Ethics*, 111: 375-388.

- Morgan, G., and Smircich, L. (1980), The Case for Qualitative Research, *Academy of Management Review*, 5(4): 491-500.
- Moroz, P.W., and Hindle, K. (2012), Entrepreneurship as a Process: Toward Harmonizing Multiple Perspectives, *Entrepreneurship Theory and Practice*, 36(4): 1-38.
- Mosey, S., and Wright, M. (2007), From Human Capital to Social Capital: A Study of Technology-Based Academic Entrepreneurs, *Entrepreneurship Theory and Practice*, 31(6):909-935.
- Mosey, S., Lockett, A., and Westhead, P. (2006), Creating Network Bridges for University Technology Transfer: The Medici Fellowship Programme, *Technology Analysis and Strategic Management*, 18(1): 71-91.
- Moss, T.W., Short, J.C., Payne, G.T., and Lumpkin, G.T. (2010), Dual Identities in Social Ventures: An Exploratory Study, *Entrepreneurship Theory and Practice*, 35(4): 805-830.
- Mueller, P. (2006), Entrepreneurship in the Region: Breeding Ground for Nascent Entrepreneurs?, *Small Business Economics*, 27(1):41-58.
- Mulgan, G. (2006), Cultivating the Other Invisible Hand of Social Entrepreneurship: Comparative Advantage, Public Policy, and Future Research Priorities, in Nicholls, A. (Ed.), *Social Entrepreneurship: New Models of Sustainable Social Change*, Oxford: Oxford University Press, pp. 74-95.
- Muñoz, P., and Dimov, D. (2015), The Call of the Whole in Understanding the Development of Sustainable Ventures, *Journal of Business Venturing*, 30: 632-654.
- Murphy, P.J., and Coombes, S.M. (2009), A Model of Social Entrepreneurial Discovery, *Journal of Business Ethics*, 87: 325-336.
- Neck, H., Brush, C., and Allen, E. (2009), The Landscape of Social Entrepreneurship, *Business Horizons*, 52: 13-19.
- Newbert, S.L., and Tornikoski, E.T. (2012), Supporter Networks and Network Growth: A Contingency Model of Organizational Emergence, *Small Business Economics*, 39: 141-159.
- Nicholls, A. (2006), Introduction, in Nicholls, A. (Ed.), *Social Entrepreneurship: New Models of Sustainable Social Change*, Oxford: Oxford University Press, pp. 1-35.
- Nicholls, A. (2009), 'We Do Good Things, Don't We?': 'Blended Value Accounting' in Social Entrepreneurship, *Accounting, Organizations and Society*, 34: 755-769.
- Nicholls, A. (2010a), The Legitimacy of Social Entrepreneurship: Reflexive Isomorphism in a Pre-Paradigmatic Field, *Entrepreneurship Theory and Practice*, 34(4): 611-633.

Nicholls, A. (2010b), Institutionalizing Social Entrepreneurship in Regulatory Space: Reporting and Disclosure by Community Interest Companies, *Accounting, Organizations and Society*, 35: 394-415.

Nicholls, A., and Cho, A.H. (2006), Social Entrepreneurship: The Structuration of a Field, in Nicholls, A. (Ed.), *Social Entrepreneurship: New Models of Sustainable Social Change*, Oxford: Oxford University Press, pp. 99-118.

Nicolopoulou, K. (2014), Social Entrepreneurship between Cross-Currents: Toward a Framework for Theoretical Restructuring of the Field, *Journal of Small Business Management*, 52(4):678-702.

Nigam, A., and Ocasio, W. (2010), Event Attention, Environmental Sensemaking, and Change in Institutional Logics: An Inductive Analysis of the Effects of Public Attention to Clinton's Health Care Reform Initiative, *Organization Science*, 21(4): 823-841.

Olcott, G., and Oliver, N. (2014), Social Capital, Sensemaking, and Recovery: Japanese Companies and the 2011 Earthquake, *California Management Review*, 56(2):5-22.

Ozcan, P., and Eisenhardt, K.M. (2009), Origin of Alliance Portfolios: Entrepreneurs, Network Strategies, and Firm Performance, *Academy of Management Journal*, 52(2): 246-279.

Pache, A-C., and Santos, F. (2010), When Worlds Collide: The Internal Dynamics of Organizational Responses to Conflicting Institutional Demands, *Academy of Management Review*, 35(3): 455-476.

Pache, A-C., and Chowdhury, I. (2012), Social Entrepreneurs as Institutionally Embedded Entrepreneurs: Toward a New Model of Social Entrepreneurship Education, *Academy of Management Learning & Education*, 11(3):494-510.

Parrish, B. (2010), Sustainability-Driven Entrepreneurship: Principles of Organization Design, *Journal of Business Venturing*, 25(5): 510-523.

Patriotta, G. (2003). Sensemaking on the Shopfloor: Narratives of Knowledge in Organizations, *Journal of Management Studies*, 40: 349-375.

Patriotta, G., and Brown, A.D., (2011), Sensemaking, Metaphors and Performance Evaluation, *Scandinavian Journal of Management*, 27: 34-43.

Patzelt, H., and Shepherd, D. (2010), Recognizing Opportunities for Sustainable Development, *Entrepreneurship Theory and Practice*, 35(4): 631-652.

Pavlovich, K., and Corner, P.D. (2014), Conscious Enterprise Emergence: Shared Value Creation Through Expanded Conscious Awareness, *Journal of Business Ethics*, 121: 341-351.

Pearce, J. (2003), *Social Enterprise in Anytown*, UK: Calouste Gulbenkian Foundation.

Peredo, A.M., and McLean, M. (2006), Social Entrepreneurship: A Critical Review of the Concept, *Journal of World Business*, 41: 56-65.

Perrini, F. (2006), Social Entrepreneurship Domain: Setting Boundaries, in Perrini (Ed.), *The New Social Entrepreneurship*, Great Britain: Edward Elgar Publishing, pp. 1-25.

Pirson, M. (2012), Social Entrepreneurs as the Paragons of Shared Value Creation? A Critical Perspective, *Social Enterprise Journal*, 8(1): 31-48.

Pfitzer, M., Bockstette, V., and Stamp, M. (2013), Innovating for Shared Value, *Harvard Business Review*, September: 101-107.

Phelps, R., Adams, R., and Bessant, J. (2007), Life Cycles of Growing Organizations: A Review with Implications for Knowledge and Learning, *International Journal of Management Reviews*, 9(1): 1-30.

Phills, J.A., Deiglmeier, K., and Miller, D.T. (2008), Rediscovering Social Innovation, *Stanford Social Innovation Review*, 6: 34-43.

Porter, M.E. (1985), *Competitive Advantage – Creating and sustaining Superior Performance*, USA: Free Press.

Porter, M.E. (2008), Clusters and Competition – New Agendas for Companies, Governments, and Institutions, in Porter, M.E., *On Competition, Updated and Expanded Edition*, USA: Harvard Business Press, pp. 213-303.

Porter, M.E., and Kramer, M.R. (2006), Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility, *Harvard Business Review*, December: 77-92.

Porter, M.E., and Kramer, M.R. (2011), Creating Shared Value: How to Reinvent Capitalism and Unleash a Wave of Innovation and Growth, *Harvard Business Review*, January-February: 62-77.

Porter, M.E., and Millar, V.E. (1985), How Information Gives You Competitive Advantage, *Harvard Business Review*, July-August: 149-162.

Post, J.E., Preston, L.E., and Sachs, S. (2002), *Redefining the Corporation: Stakeholder Management and Organizational Wealth*, Stanford, CA: Stanford University Press.

Rasmussen, E. (2011), Understanding Academic Entrepreneurship: Exploring the Emergence of University Spin-off Ventures Using Process Theories, *International Small Business Journal*, 29(5): 448–471.

- Rehn, A., and Taalas, S. (2004), Znakomstva I Svyazi' (Acquaintances and Connections) - Blat, the Soviet Union, and Mundane Entrepreneurship, *Entrepreneurship and Regional Development*, 16(3): 235-250.
- Renko, M. (2013), Early Challenges of Nascent Social Entrepreneurs, *Entrepreneurship Theory and Practice*, 1045-1069.
- Renko, M., Kroeck, K.G., and Bullough, A. (2012), Expectancy Theory and Nascent Entrepreneurship, *Small Business Economics*, 39: 667-684.
- Reynolds, P.D. (2009), Screening Item Effects in Estimating the Prevalence of Nascent Entrepreneurs, *Small Business Economics*, 33: 151-163.
- Reynolds, P.D., and Miller, B.A. (1992.), New Firm Gestation: Conception, Birth, and Implications for Research, *Journal of Business Venturing*, 7: 1-14.
- Reynolds, P. D., Carter, N.M., Gartner, W.B., and Greene, P.G. (2004), The Prevalence of Nascent Entrepreneurs in the United States: Evidence from the Panel Study of Entrepreneurial Dynamics, *Small Business Economics*, 23(4): 263-284.
- Rindova, V., Barry, D., and Ketchen Jr, D.J. (2009), Entrepreneurship as Emancipation, *Academy of Management Review*, 34(3): 477-491.
- Rocha, V., Carneiro, A., and Varum, C.A. (2015), Entry and Exit Dynamics of Nascent Business Owners, *Small Business Economics*, 45: 63-84.
- Ruvio, A.A., and Shoham, A. (2011), A Multilevel Study of Nascent Social Ventures, *International Small Business Journal*, 29(5): 562-579.
- Sakarya, S., Bodur, M., Yildirim-Oktem, O., and Selekler-Goksen, N. (2012), Social Alliances: Business and Social Enterprise Collaboration for Social Transformation, *Journal of Business Research*, 65: 1710-1720.
- Samuelsson, M., and Davidsson, P. (2009), Does Venture Opportunity Variation Matter? Investigating Systematic Process Differences Between Innovative and Imitative New Ventures, *Small Business Economics*, 33(2):229-255.
- Sandmo, A. (2011), *Economics Evolving – A History of Economic Thought*, UK: Princeton University Press.
- Santos, F.M. (2012), A Positive Theory of Social Entrepreneurship, *Journal of Business Ethics*, 111(3): 335-351.
- Sarasvathy, S.D. (2001), Causation and Effectuation: Toward a Theoretical Shift From Economic Inevitability to Entrepreneurial Contingency, *Academy of Management Review*, 26(2): 243-263.
- Sarasvathy, S.D. (2003), Entrepreneurship as a Science of the Artificial, *Journal of Economic Psychology*, 24(2):203-220.

- Schirmer, H., and Cameron, H. (2012), Collaborations and Partnerships, in Volkmann, C.K., Tokarski, K.O., and Ernst, K. (Eds.), *Social Entrepreneurship and Social Business: An Introduction and Discussion with Case Studies*, Springer, pp. 83-101.
- Schramm, C. (2010), All Entrepreneurship is Social, *Stanford Social Innovation Review*, Spring: 20-22.
- Schumpeter, J.A. (2010[1943]), *Capitalism, Socialism, and Democracy*, UK: Routledge.
- Seelos, C., and Mair, J. (2009), Hope for Sustainable Development: How Social Entrepreneurs Make it Happen, in Ziegler (Ed.), *An Introduction to Social Entrepreneurship: Voices, Preconditions, Contexts*, UK: Edward Elgar Publishing, pp. 228-246.
- Seidel, S., Recker, J., and vom Brocke, J., (2013), Sensemaking and Sustainable Practicing: Functional Affordances of Information Systems in Green Transformations, *MIS Quarterly*, 37(4): 1275-1299.
- Semrau, T., and Werner, A. (2014), How Exactly Do Network Relationships Pay Off? The Effects of Network Size and Relationship Quality on Access to Start-Up Resources, *Entrepreneurship Theory and Practice*, 501-525.
- Sen, P. (2007), Ashoka's Big Idea: Transforming the World through Social Entrepreneurship, *Futures*, 39: 534-553.
- Seymour, R.G. (2012), Introduction, in Seymour, R.G. (Ed.), *Handbook of Research Methods on Social Entrepreneurship*, UK: Edward Elgar Publishing, pp. x-xvi.
- Shane, S. (2000), Prior Knowledge and the Discovery of Entrepreneurial Opportunities, *Organization Science*, 11(4): 448-469.
- Shane, S. and Venkataraman, S. (2000), The Promise of Entrepreneurship as a Field of Research, *Academy of Management Review*, 25(1): 217-226.
- Shane, S., and Cable, D. (2002), Network Ties, Reputation, and the Financing of New Ventures, *Management Science*, 48(3): 364-381.
- Sharma, G., and Good, D. (2013), The Work of Middle Managers: Sensemaking and Sensegiving for Creating Positive Social Change, *Journal of Applied Behavioral Science*, 49(1): 95-122.
- Sharma, S., and Ruud, A. (2003), On the Path to Sustainability: Integrating Social Dimensions into the Research and Practice of Environmental Management, *Business Strategy and the Environment*, 12(4): 205-214.
- Shaw, E. (2006), Small Firm Networking, An Insight into Contents and Motivating Factors, *International Small Business Journal*, 24(1): 5-29.

- Shaw, E., and Carter, S. (2007), Social Entrepreneurship: Theoretical Antecedents and Empirical Analysis of Entrepreneurial Processes and outcomes, *Journal of Small Business and Enterprise Development*, 14(3): 418-434.
- Shaw, E., and de Bruin, A. (2013), Introduction: Reconsidering Capitalism – The Promise of Social Innovation & Social Entrepreneurship?, *International Small Business Journal*, 31(7): 737-746.
- Shepherd, D.A., (2015), Party On! A Call for Entrepreneurship Research that is More Interactive, Activity Based, Cognitively Hot, Compassionate, and Prosocial, *Journal of Business Venturing*, 30: 489-507.
- Shepherd, D., and Patzelt, H. (2011), The New Field of Sustainable Entrepreneurship: Studying Entrepreneurial Action Linking “What is to be Sustained” with “What is to be Developed”, *Entrepreneurship Theory and Practice*, 35(1): 137–163.
- Short, J.C., Moss, T.W., and Lumpkin, G.T. (2009), Research in Social Entrepreneurship: Past Contributions and Future Opportunities, *Strategic Entrepreneurship Journal*, 3: 161-194.
- Smith, W.K., Gonin, M., and Besharov, M.L. (2013), Managing Social-Business Tensions: A Review and Research Agenda, *Business Ethics Quarterly*, July: 407-442.
- Social Enterprise UK (2013), *The People’s Business – State of Social Enterprise Survey 2013*, www.socialenterprise.org.uk
- Sonenshein, S. (2007), The Role of Construction, Intuition, and Justification in Responding to Ethical Issues at Work: The Sensemaking-Intuition Model, *Academy of Management Review*, 32(4): 1022-1040.
- Sonenshein, S., and Dholakia, U. (2012), Explaining Employee Engagement with Strategic Change Implementation: A Meaning-Making Approach, *Organization Science*, 23(1): 1-23.
- Sorensen, J.B., and Fassiotto, M.A. (2011), Organizations as Fonts of Entrepreneurship, *Organization Science*, 22(5): 1322-1331.
- Spiess-Knafl, W., and Achleitner, A-K. (2012), Financing of Social Entrepreneurship, in Volkmann, C.K., Tokarski, K.O., and Ernst, K. (Eds.), *Social Entrepreneurship and Social Business: An Introduction and Discussion with Case Studies*, Springer, pp. 157-173.
- Steyaert, C. (2007), ‘Entrepreneuring’ as a Conceptual Attractor? A Review of Process Theories in 20 Years of Entrepreneurship Studies, *Entrepreneurship and Regional Development*, 19(6):453-477.

- Steyaert, C., and Bachmann, M. (2012), Listening to Narratives, in Seymour, R.G. (Ed.), *Handbook of Research Methods on Social Entrepreneurship*, UK: Edward Elgar Publishing, pp. 51-78.
- Steyaert, C., and Katz, J. (2004), Reclaiming the Space of Entrepreneurship in Society: Geographical, Discursive and Social Dimensions, *Entrepreneurship and Regional Development*, 16(3):179-196.
- Stuetzer, M., Goethner, M., and Cantner, U. (2012), Do Balanced Skills Help Nascent Entrepreneurs to Make Progress in the Venture Creation Process?, *Economic Letters*, 117: 186-188.
- Swedberg, R. (2009), Schumpeter's Full Model of Entrepreneurship: Economic, Non-Economic and Social Entrepreneurship, in Ziegler (Ed.), *An Introduction to Social Entrepreneurship: Voices, Preconditions, Contexts*, UK: Edward Elgar Publishing, pp. 77-106.
- Szmigin, I., and Rutherford, R. (2013), Shared Value and the Impartial Spectator Test, *Journal of Business Ethics*, 114: 171-182.
- Teasdale, S. (2011), What's in a Name? Making Sense of Social Enterprise Discourses, *Public Policy and Administration*, 27(2): 99-119.
- Teasdale, S., Alcock, P., and Smith, G. (2012), Legislating for the Big Society? The Case of the Public Services (Social Value) Bill, *Public Money and Management*, 32(3): 201-208.
- Thomas, G. (2011), *How to Do Your Case Study*, SAGE.
- Thurlow, A., and Helms Mills, J. (2015), Telling Tales Out of School: Sensemaking and Narratives of Legitimacy in an Organizational Change Process, *Scandinavian Journal of Management*, 31: 246-254.
- Tilley, F., and Young, W. (2009), Sustainability Entrepreneurs: Could They Be the True Wealth Generators of the Future?, *Greener Management International*, 55: 79-92.
- Tracey, P., and Phillips, N. (2007), The Distinctive Challenge of Educating Social Entrepreneurs: A Postscript and Rejoinder to Special Issue on Entrepreneurship Education, *Academy of Management Learning and Education*, 6(2): 264-271.
- Tracey, P., Phillips, N., and Jarvis, O. (2011), Bridging Institutional Entrepreneurship and the Creation of New Organizational Forms: A Multilevel Model, *Organization Science*, 22(1): 60-80.
- Tsoukas, H. (2005), The Firm as a Distributed Knowledge System: A Constructionist Approach, in Tsoukas H. (Ed.), *Complex Knowledge, Studies in Organizational Epistemology*, Great Britain: Oxford University Press, pp. 94-116.

- Tsoukas, H., and Chia, R. (2002), On Organizational Becoming: Rethinking Organizational Change, *Organization Science*, 13(5): 567-582.
- Tsoukas, H., and Hatch, M.J. (2001), Complex Thinking, Complex Practice: The Case for a Narrative Approach to Organizational Complexity, *Human Relations*, 54(8): 979-1013.
- Uzzi, B. (1997), Social Structure and Competition in Interfirm Networks: The Paradox of Embeddedness, *Administrative Science Quarterly*, 42: 35-67.
- Van de Ven, A.H. and Engleman, R.M. (2004), Event- and Outcome-driven Explanations of Entrepreneurship, *Journal of Business Venturing*, 19(3): 343–358.
- Van de Ven, A.H., and Poole, M.S. (1995), Explaining Development and Change in Organizations. *Academy of Management Review*, 20(3): 510-540.
- Venkataraman, S., Sarasvathy, S.D., Dew, N., and Forster, W.R. (2012), Reflections on the 2010 AMR Decade Award: Whither the Promise? Moving Forward with Entrepreneurship as a Science of the Artificial, *Academy of Management Review*, 37(1): 21-33.
- Wallnofer, M., and Hacklin, F. (2013), The Business Model in Entrepreneurial Marketing: A Communication Perspective on Business Angels' Opportunity Interpretation, *Industrial Marketing Management*, 42: 755-764.
- Watson, T.J. (2009), Narrative, Life Story and Manager Identity: A Case Study in Autobiographical Identity Work, *Human Relations*, 62(3): 425-452.
- Webb, J.W., Tihanyi, L., Ireland, R.D., and Sirmon, D. (2009), You Say Illegal, I Say Legitimate: Entrepreneurship in the Informal Economy, *Academy of Management Review*, 34: 492-510.
- Weber, K., and Glynn, M.A., (2006), Making Sense with Institutions: Context, Thought and Action in Karl Weick's Theory, *Organization Studies*, 27(11): 1639-1660.
- Weerawardena, J. and Sullivan Mort, G. (2006), Investigating Social Entrepreneurship: A Multidimensional Model, *Journal of World Business*, 41(1): 21-35.
- Weick, K.E. (1979/1969), *The Social Psychology of Organizing*, 2nd ed. Reading, MA: Addison-Wesley.
- Weick, K.E. (1988), Enacted Sensemaking in Crisis Situations, *Journal of Management Studies*, 25(4): 305-317.
- Weick, K.E. (1993), The Collapse of Sensemaking in Organizations: The Mann Gulch Disaster, *Administrative Science Quarterly*, 38: 628-652.
- Weick, K.E. (1995), *Sensemaking in Organizations*, USA: SAGE Publications.

- Weick, K.E. (2001), *Making Sense of the Organization*, Blackwell.
- Weick, K.E. (2003), Enacting an Environment: The Infrastructure of Organizing, in Westwood, R., and Clegg, S. (Eds.), *Point/Counterpoint: Central Debates in Organisation Theory*, London: Blackwell, pp. 184-194.
- Weick, K.E. (2005), Managing the Unexpected: Complexity as Distributed Sensemaking, in McDaniel Jr, R.R., and Driebe, D.J. (Eds.), *Uncertainty and Surprise in Complex Systems: Questions on Working with the Unexpected*, Springer-Verlag, pp. 51-78.
- Weick, K.E., and Roberts, K.H. (1993), Collective Mind in Organizations: Heedful Interrelating on Flight Decks, *Administrative Science Quarterly*, 38: 357-381.
- Weick, K. E., and Sutcliffe, K.M. (2003), Hospitals as Cultures of Entrapment: A Re-Analysis of the Bristol Royal Infirmary, *California Management Review*, 45(2): 73-84.
- Weick, K.E., Sutcliffe, K.M., and Obstfeld, D. (2005), Organizing and the Process of Sensemaking, *Organization Science*, 16(4): 409-421.
- Wilson, F., and Post, J.E. (2013), Business Models for People, Planet (& Profits): Exploring the Phenomena of Social Business, a Market-Based Approach to Social Value Creation, *Small Business Economics*, 40: 715-737.
- Winch, G.M., and Maytorena, E. (2009), Making Good Sense: Assessing the Quality of Risky Decision-making, *Organization Studies*, 30(2&3):181-203.
- Wright, M., and Marlow, S. (2011), Entrepreneurial Activity in the Venture Creation and Development Process, *International Small Business Journal*, 30(2): 107-114.
- Ybema, S., Keenoy, T., Oswick, C., Beverungen, A., Ellis, N., and Sabelis, I. (2009), Articulating Identities, *Human Relations*, 62(3): 299-322.
- Yin, R.K. (2009), *Case Study Research*, Fourth Edition, USA: SAGE Publications.
- York, J., and Venkataraman, S. (2010), The Entrepreneur–Environment Nexus: Uncertainty, Innovation, and Allocation, *Journal of Business Venturing*, 25(5): 449–463.
- Young, R. (2006), For What is Worth: Social Value and the Future of Social Entrepreneurship, in Nicholls, A. (Ed.), *Social Entrepreneurship: New Models of Sustainable Social Change*, Oxford: Oxford University Press, pp. 56-73.
- Young, W., and Tilley, F. (2006), Can Businesses Move beyond Efficiency? The Shift toward Effectiveness and Equity in the Corporate Sustainability Debate, *Business Strategy and the Environment*, 15(6): 402-415.
- Yunus, M. (2007), *Creating a World Without Poverty: Social Business and the Future of Capitalism*, USA: PublicAffairs.

Yunus, M. (2010), *Building Social Business*, USA: PublicAffairs.

Zahra, S.A., and Wright, M. (2015), *Understanding the Social Role of Entrepreneurship*, Forthcoming.

Zahra, S.A., Gedajlovic, E., Neubaum, D.O., and Shulman, J.M. (2009), A Typology of Social Entrepreneurs: Motives, Search Processes and Ethical Challenges, *Journal of Business Venturing*, 24(5): 519-532.

Zahra, S.A., Newey, L.R., and Li, Y. (2014), On the Frontiers: The Implications of Social Entrepreneurship for International Entrepreneurship, *Entrepreneurship Theory and Practice*, 38: 137-158.

Appendix A – Exemplary Quotes for Angel Guardian

Economic Self-Interest – Providing Financial Stability to the Family

Event Code	SVC Avenue	Exemplary Quotes
A1	P/S	<p>We nearly lost this house as a result of me losing my job. It was so incredibly stressful, you wouldn't believe, you know. My boys... my family would never have ended up on the streets; they would never have ended up homeless. There is no way I would have ever let that happens. But it was damn close, you know. We went from being in a nice position to be, you know, really having the rug pulled out from underneath us [...] I've got four children and I need something sustainable. [What] I need is a good wage every year, so the most important thing to me, is to build this organisation to get my wage up to the right level to support this family (Alex, A1 interview)</p>
A2	ISRL	<p>You have to educate your customers so they know that they are supporting a family man in the community, and that the money that they are paying [...] for that good standard service that they are getting, is actually going to the community, and that's a good thing. People want localism these days, people would rather have a tree surgeon around the corner to come and do their garden or a plumber from across the road, because they know they are there, and actually they know their kids! (Alex, A2 interview)</p> <p>So, I wanted more ... kudos, yeah! More, kind of, hmmm, leverage maybe? By having the word 'community interest company' immediately means that our company is not interested in making a lot of money for the director or shareholders (Alex, A2 interview) [<i>leverage of social value</i>]</p> <p>Well, what I saw as horizon was the potential of this to become a national company. It has that potential if Alex can show that role working ... If that started to work for 3 months... I would know this is going to work, in my head I'd go 'right, he is attracting more people, this role is working' [... In personal terms] what I thought is 'Well, if that's going to be a big company, I could be at the beginning of this'... If I start... I would leave my [current job] in some point. It's a 3 months' notice, help out more and then... So, I wanted to wait to see that he [Alex] was building custom (Andrew, A2 interview) [<i>supportive social factor</i>]</p>
A3	P/S	<p>[My economic self-interest] will be always a fair market wage, whether I am Manager Director or whatever the title may be. It's the same with all Directors. It's a constitutional thing. It's a fair market value wage [However, the wage could increase.] If it became a national company that turnover 10 billion or something silly, then you would expect the head of that and the creation of that company too be earning a lot of money, because it wouldn't have happened without them in the first place anyway (Alex, A3 interview)</p> <p>It's actually saying 'we keep you safe at home and stop you</p>

		needing the medical or police service'. So, we are offering something you have to pay for, that someone has to pay for. And then, on top of that, that's social value, because we are alleviating people's worries and improving their health in the sense of well-being (Andrew, A3 interview) [<i>supportive social factor</i>]
A4	EOR	<p>And also something very important in that process as well [about economic value], is the fact that they wouldn't need the same level of income as you would if you didn't have a really good pension (Alex, A4 interview) [<i>economic convenience from hiring retired firefighters or police officers</i>]</p> <p>I knew a fireman, I am related to a fireman, and they all finished at 50, they are all fit and well, and they want something to do. [The guardian would be] a full time job, and they get another new pension developing on that. They start at 50, work to their 65, and they get another pension for that job ... plus the income while they are working. (Andrew, A4 interview) [<i>supportive social factor</i>]</p>
A5	P/S	<p>Every certain times the whole project really was at risk for the employment tribunal process, because there was a feasible scenario where I could be sat here now, you know, seriously searching for a good job... Or probably not even sat here, I would be probably driving trucks and hoping I might be able to find a job while I am driving trucks, because ultimately I have to feed my family [...] But the important thing was to defend my family against this company, so, that was the major motivating factor, really... Not just because there was a chance to get some money back; it was the whole thing... I am not going to let somebody take my family's income away, just because they have made a bad decision... No, they are not allowed, I am not going to allow that to happen to my sons, you know, and my wife (Alex, A5 interview) [<i>economic need for a deferral period</i>]</p> <p>His economic situation was such that he couldn't see that the business with its own economic potential was not enough to solve his problem here. Whatever he could have developed here wasn't going to happen [fast] enough to solve his immediate economic problems (Andrew, A5 interview) [<i>supportive social factor</i>]</p>
A6	EOR	If the carers are not paid enough they don't care so it's a no-brainer to me, that's why we would have had a minimum very healthy wage to be paying for a guardian role when we thought about the [previous model] We want people to have pride and have reward out of the role they are doing, you know. So, [the home care] would be based on that same set of ethics... We wanted to stand out from the crowd and wanted to appear like the most trustworthy one, the most reliable (Alex, A6 interview) [<i>economic potential of a traditional home care service</i>]
A7	P/S	...as long as there is enough money for us all to be here, living here happily and be fed and everything else, and go to right schools and all of that business, then really it doesn't matter how we actually make that happen, as long as it is legal. That's the

only thing for me. If I have to go out and empty bins or sweep the streets to make sure the family is OK, I would do that. That's the first and primary thing. [However,] if there is a way of doing that that I can actually enjoy all that time I am spending outside this house, earning that money, then that makes a lot of sense because it's going to keep me happy personally as well (Alex, A7 interview) [*decision to freeze venture emergence: becoming an employee as a lorry driver*]

A little bit he might not want to let me down; a little bit he might also... perhaps not want to acknowledge that actually ... I am guessing here, but the power of relationship with his wife was like... No, she really does hold the... she is in charge. You really have to take into account that [...] She is lovely and she is very supportive. She was really nice. I liked her a lot. I think she probably had... He is a creator, isn't he? A creative person and I tend to be... I am in the same area [as Alex's wife, saying] 'Yes, where is the money, how are you going to do it...' bringing it down like that [Andrew hits the table with his open hand] (Andrew, A7 interview) [*supportive social factor: decision to freeze venture emergence*]

Social Orientation – Wellbeing from Protection

Event Code	SVC Avenue	Exemplary Quotes
A1	P/S	[A guardian needs to have] that willingness to actually do the right thing; obviously the 'right thing' is subjective but, you know... I'm writing all this up into what I call 'the mentality of a ranger', you know, the training package and everything that people will sign up to as a formal contract, eventually. It states that you'll always do the right thing; you act as if she was your own mother, you know, that's the core of the job. [To fill the role of a guardian] we have to find other people like me, willing to go that extra bit for everybody to make... an old lady's life happier or more manageable or just to make a difference, you know (Alex, A1 interview) [<i>social value from protection</i>]
A2	P/S	[People would say:] 'They are interested in a social aim'. And that's vital for me because it is a social aim looking after vulnerable people. It is a social aim! [And] It could actually bring economic value creation in terms of PR (Alex, A2 interview) So, in essence, let's call it a community thing, which means 'All right, we've got all these isolated people within communities, then let's make them a community, or link them to each other or to other things, so that they are not isolated, so then one feeds the other'. The social value of Angel Guardian is to reduce isolation and increase the feeling of security and wellbeing and safety, and the other remit was that we would link people into other ... whatever interests [involving Angel Guardian] being aware of events and taking them to them (Andrew, A2 interview) [<i>challenging view: complementing protection with</i>

		<i>social interaction]</i>
A3	P/S	<p>The economic benefit of engagement with service users... it's obviously inextricably linked to our social value because otherwise we won't be able to do good... unless people are engaging in this. They are inextricably linked, you know, you can't have one without the other. It's the sort of 'becoming business' thing. We've got to spend money to make money anyway, so that's why we are going to spend money on the marketing name ... but I know as soon as we start engaging with those vulnerable and elderly people, then the social value is there straight away (Alex, A3 interview)</p> <hr/> <p>We realised that we hadn't really clarified what the job of the guardian is ... Because we'd got different ideas, we had different images or colours in our minds because we were thinking of different products [...] Could be other people getting involved and do other things and other things occur that you are not in control of, so in that sense ... that could create economic growth, because you get people together, and maybe someone out there at this shop thinks 'Well, we have people here one morning a week' so, you know, you generate business for other people by bringing people together (Andrew, A3 interview) <i>[challenging view: complementing protection with social interaction]</i></p>
A4	EOR	<p>I also thought ex-nurses as well [...] But the element of it which nurses wouldn't be so good at was the safety element. The looking around the environment of a house saying 'is this safe? Is it fire safe? Is it secure?' So a policeman or a fireman is more liable to look at your hose [...] But ... In the police and the fire service there are mainly men and nurses are mainly women. And in my head I also thought 'We need a balance'. It doesn't necessarily need to be male [...] And the idea of Angel Guardian is the idea of being in a locality where you know everything that is going on around you, so that you can link people in and go 'Well, there is a group over here, I'll take you along and you can meet them', that kind of a thing. Now, that was more my side of it, and Alex's side was more the emergency side (Andrew, A4 interview) <i>[challenging view: complementing protection with social interaction]</i></p> <hr/> <p>You kind of have this, as a firefighter, you have this view that you have a really amazing set of very specialised skills, but that in itself is the real problem, because it's too specialised to fit in anywhere in civic society. So firefighters have always struggled for follow-on careers, for jobs after they are finished (Alex, A4 interview) <i>[new aspect to social value: oriented to retired firefighters]</i></p>
A5	ISRL	<p>As a result of this [entrepreneurial process], he [Andrew] has turned himself into a business consultant. He just doesn't fully know it yet, and he is going to be very, very useful in the future to other people, and he'll be able to earn a good money out of it as well, going out and advising start-up businesses... (Alex, A5 interview) <i>[new aspect to social value: oriented to provide</i></p>

		<i>others in the community experience and knowledge]</i>
		As a role, it might be something I'll revisit when developing other things. I might go, 'Oh, that Angel Guardian role ... something like that would be good now' (Andrew, A5 interview)
A6	P/S	So, really, Andrew becoming available, in my mind, what I meant to Angel Guardian... because he said he wanted to get a lot more... was that Angel Guardian suddenly had a big injection of expertise and time of somebody else. Well, that expertise was largely home care, because that's what he was an expert and that's what he has been doing successfully for a long time. So, to me, it was kind of a case of... expertise for the best of the company, and that then gone on to thinking about the home care thing (Alex, A6 interview) [<i>new aspect to social value: as a care provider</i>]
A7	ISRL	It's certainly not something that is going to live or die with me because it's such a massive society problem, isn't it? [...] It's not for me to solve. If I did, brilliant! Wow! And if it worked and went off in a firework style and snowball like some people said it would, great! That would have been great also, but that's just the way it is and, right now, I hold 26 tons around the country every day, and doing it that way [because] the social value creation for my family is extremely important! Absolutely! It can't start anywhere else. If I make good people to add to society, then society gets better as a result (Alex, A7 interview) [<i>new aspect to social value: developing a safe environment for the family</i>]
		At the end of the day, who knows all that work I did on that company... who knows what effect or influence that had on anybody in the Council for a start? Those ideas could already be actually being germinated anyway in some other format for somebody else in some other way which ends up with the right result for society at the end of the day (Alex, A7 interview) [<i>oriented to provide others experience and knowledge</i>]
		It may be interesting just to go 'oh, what happened there? Where are we at now?' but he might not want that, you see. He might be wanting to move in his own direction, and move away. And I am moving on too, so, in that sense, as I said before, and I always said it to Alex, 'if it doesn't work, it doesn't matter to me; it would be good if it worked, but if it doesn't I have learnt such a lot'... (Andrew, A7 interview) [<i>supportive social factor decision to freeze venture emergence</i>]

Mutually Constitutive Combination – Reclaiming a Badge

Event Code	SVC Avenue	Exemplary Quotes
A1	P/S	I looked at what I was really best at and that was continuing the job I was doing [at the retirement village] which was being a guardian to vulnerable people, and helping them cope with normal everyday life like the rest of us can (Alex, A1 interview)
A2	P/S	<p>[Being a CIC limited by shares] I am just trying to safeguard it the best I can, really. Obviously I am going to business to make money for my family, primarily, but it's using a driver I have of looking after people. I love looking after people, whether it be as a fireman rescuing people or whether it be the job I did at that retirement villages; it's brilliant! I love it! [...] I am not running a charity, I am running a company that's got to create money in order to have social value (Alex, A2 interview)</p> <p>[Adopting a CIC form occurred] because of a need to show the company was genuinely in the interest of the community ... [But] he was the one looking into the details of it, checking the contracts, going out talking to people [... In general terms] it can work that the social value can make you money. In other words, by people giving us money to have guardians, we take the money. [As a result,] the individual goes 'my life is a lot better; socially, my social value has increased from buying the guardians in' and the police and the ambulance and the Council go 'oh, we bought you for your social value and it's great, because now these isolated people that were draining our resources are not draining our resources, so that's a lot of social value that we are buying' and at the same time they are buying it with money, given to us (Andrew, A2 interview) [<i>supportive social factor</i>]</p>
A3	P/S	<p>I think there are definitely influences and factors for me being a retired fire fighter; that imagery with that badge, the feeling that it actually gives you with loyalty and commitment and things like that. Then, that's key, yeah... absolutely, massively key. And also my family heritage in services and stuff as well, that's a lot of influence (Alex, A3 interview)</p> <p>Alex had a very traditional sense of the image which was very close to sort of the ambulance or fire brigade service ... logo, badge ... and me... and his wife, had a few discussions and said 'it's going to look a lot softer to appeal to people and it's going to look more modern to appeal to people' [...] I was happy with the imagery on the website. What I wasn't sure about was what the banner or leaflet will look like. I could see there was some use [for the change] but what we weren't clear on is what it would look like, you know, what the actual leaflet would be ... [His wife] has been very helpful with that ... and we tend to think along the same way, me and his wife [laughs] we've got an alliance! ...and we have got Alex [laughs] ... But he is not always wrong ... He is the man with the passion! He's got the idea, he's got the vision in his head and I don't want to disturb</p>

		that completely (Andrew, A3 interview) [<i>challenging view: exploring a 'softer image'</i>]
A4	ISRL	<p>It was much to do with the sort of self-analysis that I did of why I was a good guardian, because the thing is that in that job I did, as a first responder in that retirement village, I was really good at that because of my skill set, my very specialised skill set that I got out from the fire brigade...[...] It was basically to try to find the right kind of person for the job, and they would have to have the kind of ethics that really only come to the public service like firefighters, paramedics, police, and army maybe even, because they are getting the right kind of ethics (Alex, A4 interview) [<i>needing 'badge' likeminded people from the community for future staffing</i>]</p> <p>Yes, what he was saying is that one of the reasons you go into the police and you go into the fire service, which is true, is because you like working with people, and you have some care about people and what happens to people ... So, people in fire service and police do go in there because of that reason, they want to help or save or protect people, that's their thinking ... So, quite a lot of them would like at the end of it do something that helps people (Andrew, A4 interview) [<i>supportive social factor</i>]</p>
A5	EOR	<p>[During the tribunal issue] Andrew has been a major point because I have always had the anchor of knowing that I wasn't on my own with the business [...] Andrew has been always a reason to come back and get back at this desk here in my office and start working [...] He is more of an officer, like... in a fire brigade situation, he'd be more... stood outside looking at the building and going 'Yes, you go and do that, and you go and do that' whereas I would be one of the leaders in the building... (Alex, A5 interview) [<i>instrumental reminiscence of past 'badge' hierarchies</i>]</p> <p>I am guessing he felt a bit trapped by the idea, and that he felt he didn't want to let me down, I just wonder if that was an element to it... (Andrew, A5 interview)</p>
A6	P/S	<p>So, it seemed almost obvious to us that it would be like a natural evolution, really, to try it again... The thing is that when we were both looking at it, it was a more guaranteed kind of source of income. It became apparently that it wasn't going to be easy to get all these customers together, as 'guardian' customers, and actually build a living, a salary for me out of the business. That was looking more and more difficult the more it went on, really, because, like I said before, there is a lot of positivity about the service, that it's unique, and it's good and it's needed, etcetera, but I got no engagement at all, there is no customer engagement anywhere. So, it seemed like a good way of actually not only delivering care and earning money out of that process but also then, you've got another service to offer once you are there, to actually build guardian customers as well, and obviously, the word would spread among their friends, etcetera, etcetera, so it seemed like a good way to</p>

restart the business (Alex, A6 interview) [*Yet, Alex did not mobilise this non-badge idea any further*]

Alex was not really enthusiastic about it, he didn't keep pushing it (Andrew, A6 interview)

A7 ISRL

I think that because of such amount of positive response the whole idea, I thought 'well, that's it, as soon as it is publicised, then it's just going to snowball, things are going to go quite easy because [according to people's responses] everything is a good idea, everything is needed, and then it will just snowball' which sounded like turning into a salary quite quickly. But the only way that is going to happen is that the Council learn how to engage with people like me [...] The Council have all those people there already; they know all the people that need that kind of service. All they needed to do was make us available to those people, so when social workers going around assessing people doing a social care assessment for vulnerable people, they can say 'well these are your options, you've got care, you've got home, you've got this, you've got a nurse, you've got this, and you've got Angel Guardian' (Alex, A7 interview)

Appendix B – Exemplary Quotes for Bright Veg

Economic Self-Interest – Learning from the Land and the Community

Event Code	SVC Avenue	Exemplary Quotes
B1	P/S	<p>...when a business is based on nature, it's very complex and a bit organic and all that sorts of things can pop up [...] who knows?! You know what I mean? So, potentially I think you've got to keep... so, it could be that we might have someone come and do the basket making workshops, because we've got loads of reeds that are growing up, or loads of hazel or loads of willow which are used for weaving. So I think what I am trying to say is that you've got to keep a very open mind and be able to adapt and be able to kind of like think 'oh, you know what? Yes, that could be good, we could deliver that sort of thing', and be able to be flexible (Betty, B1 interview) <i>[economic potential from cycles of nature]</i></p> <p>maybe they would use their personal budget in quite a formal way, and that would ... delivery services where we could be, eventually, maybe be a care provider, and so that they could come up, and they would pay for the service in that way (Betty, B1 interview).</p>
B2	P/S	<p>And then also [the website] will be invaluable when we... really, next year, up and running, producing vegetables and retailing them, and, perhaps, in a more increased scale or whatever. Then it will be really important, it will be used as a shop and people can sort of perhaps buy the vegetables over the internet, and we can pull together an order and deliver veg-boxes... So, it's invaluable for the veg-box scheme that we potentially want to run. And then people can pick the veg and make their orders as well on the internet, so it's got immense value, although it hasn't got so much economic value at the moment because we haven't got the shop up and running quite yet. But it also is somewhere where people can go and find out about us if we were applying for funding or, you know, people ask about us (Betty, B2 interview) <i>[economic potential from localism]</i></p> <p>I believe that some people value social value when they are spending their money, like I was explaining why I don't spend money with Nestle, because I don't agree with the company... (Betty, B2 interview) <i>[leverage of social value]</i></p> <p>It's going to have an immense value in terms of public relations and marketing what it is we want to achieve. It would enable people answer some basic questions they might have with the click of a fingertip (Barry, B2 interview) <i>[economic potential from localism]</i></p>

B3	ISRL	<p>In general terms, [the woodchip, from the tree surgeon,] is valuable because it's something that is a valuable resource to grow horticultural things and plants and food. Also, we have had to go and collect and even paid for compost on occasions, so, actually, it means that it saves us a journey to go and pick compost up, and the man-hours it takes for us someone... the labour for someone to go with a trailer, and go and get compost from somewhere else and bring it to the site. So, basically, we've got someone who is willing to drop compost off for free, so it's really, really valuable [...] and I see it has been very good that he has a key because potentially we've got someone in the local area perhaps coming on and off the site. He's got orchard tree surgeons, he's got vans, he is really obvious. He is a person in the community, you know... and so, if we give him a key to come down, you know, I think it's good that these other people are coming around to the site, there is activity up there and you are less likely to be broken into and have things stolen. If you've got your local community and you are networking with your local community [...] And then he spreads the good word around the local community... (Betty, B3 interview) [<i>economic potential from localism</i>]</p>
		<p>It allows us to concentrate on other things... It's immeasurable value. I suppose already, in the orchard, the apple trees have got... although they are relatively young they've got a decent crop of apples which we have used as a moisture retaining mulch on other crops such as potatoes so we have managed to obtain a yield from growing other crops and not having to irrigate those so often, so it has that kind of effect. It's not got one particular use either. It's multiuse (Barry, B3 interview) [<i>economic potential from localism</i>]</p>
B4	P/S	<p>It would be an easy product to sell, because honey keeps really well. It preserves itself. There is not a lot of kind of health and safety issues around producing honey to sell. We just need to have a 'used by date' which they recommend two years in advance, and labelling the exact weight that is in there and that is a product to the UK, and our name has to be on the label. And that is it. Our contact, name and address sort of things... So, we could quite easily produce honey to sell without having to register our kitchen for example, like if we were making chutney to sell [...] There could be another way we could incorporate it into our business. I am not quite sure how. So, for example, if I thought I might wanted to develop a 'veg club', it could be that you are paying a membership and then, as part of that membership, you may get one jar of honey, two jars of honey [...] we didn't expect to create so much honey, and we never imagined that potentially we could think about selling it or using honey in some way or another as a product in our social enterprise... we didn't imagine that... I don't know why, we just never imagined that they would produce that much honey (Betty, B4 interview) [<i>economic potential from cycles of nature</i>]</p>

		<p>It has an immense value because growing vegetables wouldn't happen if it wasn't for the bees [...] for example, commercial fruit producers would buy in bees to pollinate crops ... They would pay a bee farmer to temporarily move his hives to their land and then they move the hives back [which] is not common place for small scale producers of vegetables [...However, the process] was controlled by the bees! If they need more room to exist you have to provide it for them, otherwise they would fly off somewhere else and find another home ... So the growth came early this year when the bees were reproducing at a rate which exceeded the space which was available for them, so we had to do something quickly... [The process] is not generating any income yet because we have not sold any honey. Potentially we might sell it, produce a large amount of it in the future...(Barry, B4 interview) <i>[economic potential from cycles of nature]</i></p>
B5	EOR	<p>And it takes some time for you to be able to negotiate things with a third person. Me and Barry, bang! bang!, let's do it, in one night! You know, we are doing a bit of research with a glass of wine at night having dinner 'Oh, look at that, that's good, come on, let's do that then!' bang! 'Right, next stage, let's go out and do it!' You run it! You can move faster. You can adapt to move so quickly when it's just you and you don't have to negotiate with someone who is actually quite outside of me and Barry. Because of the way we work... (Betty, B5 interview) <i>[economic potential from cycles of nature; others would not fully understand this]</i></p> <p>[Having a third director would have allowed us to apply to more grants] But then we might have been rushed into a situation where we have to make decisions quickly. You know, our long term aim now is perhaps to have something more than a barn; we need an area where we could have a barn area for storage. Ideally, we would like to have a demonstration kitchen area, and we also need another area for the processing and preparation of food. I think that is going to cost in excess 10 thousand pounds. It's more of a long term thing. We could have been pushed into having something which didn't fulfil our needs for a short term gain (Barry, B5 interview) <i>[economic potential from cycles of nature; others would not fully understand this]</i></p>
B6	P/S	<p>[From dehydrating food] It's just an idea and I don't know whether it would work but I was considering the idea of maybe having a club web where people would have like a direct debit membership once a month and then, as part of that, you would have a vegbox every two weeks maybe or every week or... I don't know what it will be, but as part of that you might also... perhaps you could have a platinum membership where you would have chutneys and honeys and kind of other things... (Betty, B6 interview) <i>[economic potential from cycles of nature]</i></p>

[Dehydrating food is] an opportunity, I suppose, to use an excess of produce in times when it would be difficult to do something with it. It's minimising waste. Looking at efficient ways to use produce [...] There is the potential for greater economic value, over an extended period... I mean, part of the problem is... often foods can be very perishable or very easily damaged, so you can have all sorts of effects and implications. In something which is in a dehydrated state it's a lot easier to store, to package and perhaps to transport... [...] It could be that there is less pressure to sell all of your produce ... It's going to give you some sort of security and perhaps a smaller income over a longer period of time rather than the potential of, you know, selling the harvest all at once... (Barry, B6 interview) [*economic potential from cycles of nature*]

B7 P/S

Well, [doing research] would be helpful because I would be earning a wage and I would be able to stick it back into my own project [*she laughs*] I suppose we could think about consultancy... with Bright Veg... because we have been asked quite a few times to come and have a look at how can we make our project better for disabled people, so it's something that I could consider ... we had a few projects that said 'oh, would you come and have a look' ... two in fact... and I go and do it for free because that's me, isn't it? (Betty, B7 interview) [*economic potential from localism*]

We were facing the fright of having an enforcement notice to remove the container from the field and subsequently acting on the advice which we got from this planner, we submitted a planning application and now we have got permission to keep it there for another year which was essential, I mean, say, for example, that things had gone wrong and we hadn't got to the conference and then we had an enforcement notice and then we had to remove the container and the van from the field, it would have been a complete disaster! We wouldn't have been able to achieve anything this year... It would have been extremely difficult to have conducted the business from the field... (Barry, B7 interview) [*economic potential from social interaction*]

It feels like it's a lot of hard work for not a lot economic gain but obviously you have got to think long term, haven't you? We are in this for the long haul. This isn't a quick fix... This isn't like 'oh, we need to knock out a product to get a profit quickly' ... because that's sustainable, isn't it? Because quick fast things are just boom and bust... We are planting trees! We are in it for the long haul... you are not expecting gains back in less than years and years... (Betty, B7 interview) [*economic potential from cycles of nature*]

I think [Betty conducting research] is going to enable us to move from... To improve... on the way that we do things... in terms of production and I suppose the quality of the land... (Barry, B7 interview) [*economic potential from cycles of nature*]

B8	P/S	<p>Because this all involve creating new food networks so we are trying to persuade cafés around the local area to stop being supplied potentially by cheaper suppliers that come from all over the country, maybe a national supplier, to be us doing it, up the road, one little tiny local organisation you see... (Betty, B8 interview) [<i>economic potential from localism: first two deals</i>]</p> <p>[Betty] went around several places, pubs, cafes and shops in the locality to provide samples [and] they expressed an interest straightaway. They were impressed with the quality of the salad. They told us that they had reservations about the produce which they were getting from the previous supplier which I think was based [far away]. They weren't happy with the quality of it... (Barry, B8 interview) [<i>economic potential from localism</i>]</p>
B9	P/S	<p>[Selling organic produce directly] it's vital otherwise you lose it. You are having to sell to a wholesaler which does take a lot of your hassle out but it takes ... they are adding more profit onto your produce. You are the producer of the produce and you are getting the smallest slice of the produce and it seems wrong to me... So the more you can control it the better it is. And also you can control the quality of it because if it goes to a middle man you are not sure how it ends up to the customer, are you? You are losing that link with your customer which is what we like... (Betty, B9 interview) [<i>economic potential from cycles of nature</i>]</p>

Social Orientation – Extending the Organic (and Disability) Message

Event Code	SVC Avenue	Exemplary Quotes
B1	P/S	<p>You are almost re-educating people. It's really difficult to do because people have been kind of conditioned now into what they want, and they are that way, you know, and I think that what I've realised is that supplying to cafes and outlets and restaurants, your product has to be the quality they want, not what you want to do; which is why the veg-box scheme is really good, because it's almost like... if you are signing up to a veg-box, you are accepting you are going to be having the local veg (Betty, B1 interview) [<i>social value from spreading organic message</i>]</p> <p>... but what I really would like... I prefer to specialise into those that really don't get access to the countryside; those that the most don't get out into the countryside [...] I think it's good to get those people that are often seen as economically unproductive in society, because I think by proxy that means that people think that you are a bit worthless and you are not that productive in society, and to get those people into prove</p>

		to themselves as much as everybody else that you can be productive and that there are these amazing things that you can help produce and it is worthwhile [...] and people see you better because you see yourself better as well, if that makes sense (Betty, A1 interview) [<i>social value from triggering pride</i>]
B2	P/S	<p>It will have economic value in the future, but at the moment it hasn't. It's just got the social value because basically it's telling you all about us, and we have not put any of the shop stuff on yet at all. So, basically, what we have done is like an information service. So, if someone said 'Oh, what are you doing?' I would say 'Oh, I set up a social enterprise... look it up...' It's really simple, isn't it? You google it and it comes straightaway, it's the first thing that comes up on Google... So, in some ways, it's got more of a social value at the moment than it has an economic value, at the moment [...] I hope that maybe [people will] look it up and go 'oh, look, there is a horticultural enterprise in our area, look at that!, maybe we can get our veg from there' (Betty, B2 interview) [<i>social value from spreading organic message</i>]</p> <p>Maybe what would be desirable would be to have an influence on others to do the same thing, to take the steps we are doing. To think about food, food miles, what is sustainable, what is seasonable... eating as well. [Whereas now] they expect to receive ... to go to a supermarket and buy anything at any time a year [...] Last year [an acquaintance] is now producing his own vegetables for his consumption [which means] he is not buying any vegetables from us but, for me, that is a fantastic achievement! ... It doesn't bother me because it's an achievement because that person now is producing organic food for himself and get a lot of benefits from that, physically and mentally (Barry, B2 interview) [<i>social value from spreading organic message</i>]</p> <p>Because, the actual act of making the webpage was really enjoyable for us, and we learned so much. I feel like I learned a bit of a skill... and I think [Betty's ex carer] enjoyed doing it ... we have credited me and [Betty's ex carer] for designing the webpage and Barry for the photographs on the website. We felt really proud doing it, so it had loads of social value, a lot of value that was quite hard to quantify, the pride we felt, [Betty's ex carer] really enjoyed doing it as well, and I said 'Oh, it would be nice... If I ever wrote a reference for you, you know, going for a job, I am going to be able to put that you designed a webpage that is so great, isn't it?' and we both felt we had an opportunity to do something that you might not be able to get if you were working within an institution. It might be something that you never get the chance to do because you are not in the webpage making department, you are not in the PR department; you are in another department. So, it was a chance for us to learn and we really enjoyed doing it (Betty, B2 interview) [<i>social value from triggering pride</i>]</p>
B3	ISRL	...it's being dropped off for us, so we are not having to use the

		<p>petrol or do miles, petrochemical miles, which we don't want to do, you know, with the car and the trailer (Betty, B3 interview) [<i>social value from spreading organic message</i>]</p> <p>...but it is environmental value as well. I think the way modern agriculture has gone it's had such an environmental loss that I think one of the best ways of achieving greater diversity, biodiversity, is to revert back to some old traditional ways of doing things ... Well, it used to be an inherent part of vegetable production which now is not considered as important for commercial agriculture because people apply fertilizers, commercially manufactured fertilizers, to produce the crops rather than rely on composting materials and manure (Barry, B3 interview) [<i>social value from spreading organic message</i>]</p> <p>And also, for him, it's a value because, basically, he has to pay for it to go and be dumped somewhere else. If the owners of where he is chopping his trees down and chipping them don't want the woodchip, it becomes something problematic for him to deal with and so it's actually a win-win situation. It's a win economically and a win socially because we are helping him out, he is helping us out, in economic and social terms, because it's near to where he lives, so he can possibly go out and work wherever he works and then drop the woodchip off at our field on his way home, which is like less than a mile from where our field is (Betty, B3 interview) [<i>social value from spreading organic message: emphasis on the value for others due to local exchanges</i>]</p> <p>His benefit is the convenience and a quicker turnaround for his job (Barry, B3 interview) [<i>social value from spreading organic message: emphasis on the value for others due to local exchanges</i>]</p>
B4	P/S	<p>...you are educating people into the value that food can really be tasty, and sweet, and delicious, and naughty, but still be healthy for you... You are saying something about healthy eating and the quality of food, so I think you are educating people with it (Betty, B4 interview) [<i>social value from spreading organic message</i>]</p> <p>I think it's important for people to appreciate the value of bees because it is going to be immensely important in that respect. Without the bees we wouldn't have many of the food we eat today. Our diets would be extremely limited, so, you know, I think it's an essential part of what we are doing (Barry, B4 interview) [<i>social value from spreading organic message</i>]</p> <p>It's been me and Barry really enjoyed spinning the honey and doing the actual process of getting the honey out of the frames, you know, just doing it we really enjoyed it. It was really a fulfilling activity to do on a Saturday night... so, I think there is an aspect `to social value creation] there and also we have given honey away and it's just really satisfying to give a jar of honey to people... to our friends and family, and</p>

		<p>everybody was delighted with it and it's just such a nice feeling to be able to give it away. People said 'Oh that honey Barry made was really nice!' Well, I would say the bees made it an we just stole it from them but, you know, it's really nice, that is a nice feeling (Betty, B4 interview) [<i>social value from triggering pride</i>]</p> <p>Potentially bees can be very scary to someone who has not got the opportunity to... someone with mobility problems that perhaps couldn't get away if they felt they had to do so. To get someone the adequate protection, to be in that environment and experience what is like [...] Through observing them and doing things as a beekeeper which you have to do anyway... you get immense satisfaction from it because in a way you are not controlling them; they are wild animals... (Barry, B4 interview) [<i>social value from triggering pride</i>]</p>
B5	EOR	<p>[It is social value] to me, because it's integrity about what you are doing. There is integrity to it because we love it and we are doing something for a good purpose, you know, we love it. And in some ways, you are kind of compromising that integrity a little bit [by adding a third director] ... I find integrity is an important value... (Betty, B5 interview) [<i>social value from spreading organic message and triggering pride; aims that only few could fully understand</i>]</p> <p>It obviously makes it more difficult for us to exist as a business [...] But income to us is not necessarily money. We get food, good food which is priceless, because it leads to a better quality of life. You can't put a financial value on a better quality of life ... I get immense satisfaction from it... To me it's a greater value to me to produce healthy food and share that with people than to make money ... It's a social value if you like but also a personal one (Barry, B5 interview) [<i>social value from spreading organic message and triggering pride; aims that only few could fully understand</i>]</p>
B6	P/S	<p>I think [dehydrating surplus food (waste)] is all social value in a way. We are preserving waste and then perhaps, hopefully, we are giving the message that you can make things out of what you think is waste, but it's not, and you can make delicious food out of it and it is good... So, there is a bit of a message in a way as well... (Betty, B6 interview) [<i>social value from spreading organic message</i>]</p> <p>I think [dehydrating surplus food (waste)] is going to become more common place in the near future... I am very surprised actually that more people aren't already doing it [...] I suppose it increases people's awareness... and perhaps maybe people can look at other ways of cooking and enjoying food... (Barry, B6 interview) [<i>social value from spreading organic message</i>]</p> <p>Well, it might be quite good in the sense that we may make some money from it, you never know, and we may be able to develop it into something that we could produce in some sort of kitchen area that we might develop in a barn. So, we are</p>

		<p>kind of thinking, forward thinking about what we could provide employment as well maybe for disabled people that might be involved in the production of these products. So, we are also thinking about how easily might be to break down into tasks for people with certain disabilities, to be able to do (Betty, B6 interview) [<i>social value from triggering pride</i>]</p> <p>We are leaving it relatively open, because we wouldn't want to exclude any social groups, although it would have an emphasis on people with mobility issues, it's not exclusively... I mean, a lot of old people enjoy gardening and people... I suppose with dementia and Alzheimer... It would perhaps benefit people like that who... It's quite a precise process, say, for examples with tomatoes [...] I think it would be an easier process, and a more rewarding process than other ways, for example in chutney and jam making, which can be a bit messy and maybe a little bit annoying for someone who is autistic or someone who is perhaps suffering from dementia and who likes to be perhaps shown how to do things and then if as long as you've got the process in place ... it could be very useful... (Barry, B6 interview) [<i>social value from triggering pride</i>]</p>
B7	P/S	<p>...he has been an activist for 20 years, helping people with access to land and land issues, so it was a very specialist advice which we wouldn't necessary be able to get [...] it was totally random... We sat next to him [at the conference] in one of the lectures and we just engaged in conversation and it came about from there really... [In this case, social value] is beneficial cooperation (Barry, B7 interview) [<i>social value from spreading organic message</i>]</p> <p>[Through research] we might see sort of activities that people do that are incredible good for gaining more social value, you know, or more environmentally friendly. Someone might do something or get something going that we think 'oh, that's really brilliant, that's really good for the environment, why don't we try that?', or, you know, how people may involve people with disabilities in a way that I have not thought of, you know, that kind of thing... (Betty, B7 interview) [<i>social value from triggering pride</i>]</p>
B8	P/S	<p>[In terms of social value creation] what we are doing is we are growing the salads sustainably... and in that café they don't know that is organic, well, they know it's organic but the café is not an organic café [...] But it is [relevant] in the sense that we have proven that you can get affordable, good quality reliable organic salad leaves and that everybody should be producing it in this way. It shouldn't just be us... We are not making a big deal out of it... [Organic food is usually] not affordable for people that are poor... So, basically we are saying that it can be done and that we can all be into organic stuff and you don't need to be spraying lettuce with loads of chemicals... (Betty, B8 interview) [<i>social value from spreading organic message</i>]</p>

...they don't [promote the produce as organic] but I think they were obviously quite impressed with the taste and quality of our organic food and hopefully that might have [convinced] them that organic food is better all around... you know, we are educating people! [*he laughs*] I suppose it's a social value and environmental value, and it gets people to think about issues which they wouldn't ordinarily consider... They were impressed with the quality and with the fact that it was so close... We are neighbours and we could deliver [fast] (Barry, B8 interview) [*social value from spreading organic message*]

I think that that food system [a local social venture offering cheap meals using 'waste' food from supermarkets] is still perpetuating the old industrialised food system. It's not creating new networks between suppliers and growers and kind of retail outlets and cafés, and potential customers. And also, it's not encouraging sustainable growing technology and techniques, and knowledge. You are still eating food that has not been grown in a sustainable way because it's come from a supermarket that is squeezing farmers to the limit (Betty, B8 interview) [*challenging view: local social enterprise threatening organic message*]

Well, I think [having these deals] really does [create social value] because potentially, we can employ someone... to take it over specific elements, so the salad bag production we might be able to employ someone that can pick and someone that can wash it, you know what I mean? [It is social value because] we hope that we can employ someone that maybe struggle to get employment. I would hope to be someone with a disability... someone that might have struggled to get employment... I see it as a really good thing in that way (Betty, B8 interview) [*social value from triggering pride*]

<p>B9</p>	<p>P/S</p>	<p>We need to make sure that it is a really good experience, because, at the end of the day, if you have got disabled people coming up, and particularly if they are paying to be there through their personal budget, then it should be a quality experience! Just because you are disabled it shouldn't be that it shouldn't be a 100% good quality [service]... [Thus, cancelling the disability remit] will make it better! I think it will improve the social value completely, entirely as it goes... It's a vital part of the project [the countryside experience service] but it's going to take a little bit of more thoughts and money and infrastructure [...And] I want to raise the game for people! I wanted it to be a level of expectation for disabled people; I want them to go and expect to do a really good job because I think that's missed with disabled people (Betty, B9 interview) [<i>social value from focusing entirely on spreading organic message, which still enhances Betty's pride</i>]</p>
------------------	------------	---

Mutually Constitutive Combination – Conquering Organic Lifestyle and Physical Barriers

Event Code	SVC Avenue	Exemplary Quotes
B1	P/S	<p>And then, eventually, what we would like is to have a demonstration kitchen in the barn, so we do that; so it would be nice to be able to pick and then cook and then you take home, so then you've got a nice little look... because this is really important in this country at the moment; there is a big drive of people to understand where the vegetables come from because people just go to supermarkets and open a package, and they've lost that link between kind of like where is produced and how is produced, which is when where people start to have unrealistic expectations on what the vegetables should be, you know... it should be... 'that tomato should be that shape, that colour, and that's what... all the same in that package' (Betty, B1 interview).</p> <p>...and also I think ... from my experience of going out into the country side as a disabled person and not getting very far because you've got stairs and gates, that stop access to the countryside. As a disabled person it just used to piss me off so much. I used to hate it and I thought 'well in some ways it's my way that I can get a bit of countryside that I can make accessible for me to get around and do things with' <i>[note: this, actually, has not happened yet as the land is not fully accessible to Betty herself]</i> So in part it was born out of my frustration at the state not having stuff for disabled people to access the countryside, so that's what made me get to want a little bit for myself, and we ended up having this field that was bigger than we ever imagined that we could get, and it kind of made me think 'well, I'd rather ... if we can make it accessible for me, it would be nice if for other people that struggle to access the countryside to enjoy it as well' and that is partly how the social enterprise idea grew (Betty, B1 interview).</p>
B2	P/S	<p>I think the social value [from having a website] is mutually beneficial for the economic value, because it's good for us [people in general] to know where our food comes from, and who is producing it and how is produced. I think that is going to become more important [...] I think they enhance each other, because, on the website, it's going to be very obvious that we have got loads of social value and this will enhance the economic value (Betty, B2 interview)</p> <p>The social value may be a driver for the economic value at a later date, in terms of the advertising of the fact that this is seasonal food... Maybe it will help to influence people, influence the trading... (Barry, B2 interview)</p> <p>...and for some people it's important that vulnerable people and people that are normally excluded from the job market, are going to be working up there producing these vegetables and it just has an impact on the people that buy it from you.</p>

		So, I think other customers are going to value social value in the future more than they do at the moment... (Betty, B2 interview)
B3	ISRL	<p>[The exchange with the tree surgeon] is a win economically and a win socially because we are helping him out, he is helping us out, in economic and social terms, because it's near to where he lives, so he can possibly go out and work wherever he works and then drop the woodchip off at our field on his way home, which is like less than a mile from where our field is. And it's also about the social value of networking with local businesses (Betty, B3 interview)</p> <hr/> <p>...if you wanted to plant trees and you wanted trees to thrive, the best introduction you can give those trees is to try and emulate what's happened in a forest environment, where you've got huge amount of leaf mulch and you've got loads and loads of organic matter in the soil which promote fungi microorganisms, which live in symbiotic relationship with the tree and help the tree to grow whereas on grassland you've got a different relationship between grass species and the soil which depends mainly on bacteria which... if you want trees to thrive you've got to shift the balance more towards fungal growth of microorganisms, so I was looking for a large quantity of this woodchip [...] It all started when I saw someone working locally on the way to the field and I stopped and asked him what they were doing with the woodchip which they were generating... (Barry, B3 interview)</p>
B4	P/S	<p>I think we've got bees mainly for a social value and environmental value, and personal interest for Barry. You know, he developed an interest and he was keen to do it. You can't do anything if you haven't got a personal interest as well. I think that there was always a social value there, but I think an economic value was born of the social value (Betty, B4 interview).</p> <hr/> <p>All of them [bees] are suffering because of a number of factors: loss of habitat, increasing use of pesticides and chemicals... So, we have done things on the field to encourage both bees [bumblebees and honeybees] to live there naturally ... and not take anything from there and also to keep bees to try to increase the numbers to pollinate food crops and also to take a product from them, the honey [...But future production] has got to exist in relation to the land. I won't... You know... if you wanted to get into commercial honey production, just concentrate on that. I am doing out of... just of the basic interest. It's a hobby if you like (Barry, B4 interview)</p> <hr/> <p>I think they are really important and I really love the idea of having bees there, and I really love the honey! But I think that with my disability it would never be an activity that I would be fully able to participate in, so I have an interest to a point [...] I think we have to be very considered about who we may get involved with the beekeeping and how much disabled people may have input into that because there is some sort of health</p>

		and safety aspects and risk assessments associated with keeping bees, but it definitely would be part of an educational value and stuff like that I think ... because if we have people coming it would be really nice to be able to take people over to the beehives and explain the importance and educate people on the importance of having bees and to have a little look and talk a little bit about it (Betty, B4 interview)
B5	EOR	<p>I see it in the sense that to be completely... to have integrity to the business is, really, me and Barry. We love it, we own it, we own the field where the social enterprise is taking part on, so we love it in a way that no one else can. We would put more hours in, we would put more in. So, anyone we get coming as another director is never going to be quite good enough. I know that! I know that! And somewhere down the line there might be a little bit of a niggle, because they are not putting the effort in that we are because we love it! [...] Well, we sort of decided that we would have a third director and I wasn't quite sure about that. We kind of deliberated it for over... for so long, and then we decided not to have... I decided, yesterday, not to. I didn't feel comfortable with it. We were doing it because to get funding, but I actually didn't feel in my heart comfortable with it. I didn't feel that the decision had got integrity for me (Betty, B5 interview)</p> <p>There is a potential conflict in making important decisions perhaps. And those decisions, I mean, you know, we have got personal interest in it, so having to make a decision involving someone who hasn't got a personal interest in it; they are coming from a different place! (Barry, B5 interview)</p>
B6	P/S	<p>A lot of effort and love has gone into growing these vegetables and it seems such a shame to throw them out or let them rot just because you have got too much, and there is so much that you can sell at certain times within a veg-box scheme, and to kind of like deliver to, supply certain outlets, but you still end up with a lot of waste as well ... We are still trying to aim for that close integrated system, where everything apart from what we consume would go back into the field [...] I think that the social value, to start with being self-sufficient was the value, and it's a social value, that's how I see it as anyway, and I think that potentially something economic could come out of it, so I think perhaps they might help each other and they are not antagonistic in this case...(Betty, B6 interview)</p> <p>I think that it's something that would fit quite nicely with our original vision of having, you know, this dream farm, the dream of being sustainable, a close system with minimum inputs and maximum efficiency. It's an important aspect... [the social and the economic] It's mutually beneficial; I can't see the antagonistic... No, I don't see any antagonisms. Maybe the antagonism is perhaps, for example, if more people want dehydrated produce, well then maybe, you know, there is only so much that you can produce and it may leave less fresh produce for people to enjoy [laughs] (Barry, B6 interview)</p>

		So, while I am looking at the drying, for example, the dehydrator, I am considering like... would someone sat in a wheelchair be able to chop some veg up and lay it out into the dehydrator, fill the dehydrator up and empty it and bag them, and vacuum pack them... (Betty, B6 interview)
B7	P/S	<p>I think [to the conference on organic farming] gave us a renewed enthusiasm to do what we are doing [...] reassurance that we do possess a lot of knowledge and experience which at times you forget that you have, through few feelings of self-doubt and worthlessness (Barry, B7 interview)</p> <p>I wanted to go and ask her whether she had heard of any disabled projects as well... of course, there were no disabled projects in her book but, you know, obviously she alluded to it at some point otherwise I wouldn't have thought she would be useful, and she did say she had... But it ended up... we went all the way to the conference to go and see her presentation and it was in part of the university that I couldn't access. So I was well pissed off, really pissed off. So, it just made me angry and still pisses me off, and that galvanises you into doing something, doesn't it? [And it is socially and economically beneficial] Because I am doing something that I love doing and I think that it's very relevant and there needs to be some research done on agriculture and disabled people. I think it's going to bring knowledge that will help us develop our project maybe in a better way or in a different way that we might have otherwise... I don't see it being antagonistic at all [social and economic value]. I see it as being beneficial in all ways... [...] you have got to be passionate about what you do... even if you see it as being something that has a social value, it still has got to be something that you passionately believe in... Look at the hours we do... It's little money, really ... I mean, we are saying 'economic gain' but at the moment it's very small economic gain... (Betty, B7 interview).</p>
B8	P/S	<p>Because this all involve creating new food networks so we are trying to persuade cafés around the local area to stop being supplied potentially by cheaper suppliers that come from all over the country, maybe a national supplier, to be us doing it, up the road, one little tiny local organisation you see... And I realised that's going to take a little bit of effort to do that and it's not going to happen straightaway and it's not going to be easy (Betty, B8 interview)</p> <p>I suppose it's a realisation that we are capable of... that this is a realistic and worthwhile experience... because people I suppose appreciate the value of what we are doing and what we aim to do... and hopefully it is bringing into the forefront of people's mind and to get them to think about the food which they eat, the quality and the way it is produced ... Previously, most of the people who we had supplied [family and friends] are already aware of these issues, and I quite like the fact that now we are hopefully influencing people who otherwise wouldn't have been aware of the value of organic food and the</p>

concepts of food sovereignty and food miles and what is and what isn't seasonal produce... (Barry, B8 interview)

It's got to be top quality because essentially people are going to be able to pick and choose and if you are not offering something that is good you are not going to get people that will want to come back... a social worker can say to a client 'come on, what about this?' And they'll come once and they'll hate it... When I go and do things I want a good experience, I want to learn something and I want to have a good time and I want to feel like I have challenged myself a little bit! [...] and what would be nice is to have someone that is permanent, because then what I would like to do is that you can allocate responsibility then rather than it just being a task... you can say 'you know what, that hotbed there between those two trees is yours and you've got to sort that out every week...' (Betty, B8 interview)

B9 P/S [The lack of capital to build a barn] kind of stops me getting up there and being able to direct and control what goes on as well [*she laughs*] because I can't go up there in bad weather, I have got to sit in my car or to sit in the polytunnel and, you know, I need it. I could do with an office space ... a little space in the barn for me to be able just to have a little office – [and direct] 'get on working!' [*she laughs*] – I'll just see what goes on and just, you know, to be there, to be part of what's going on... otherwise I am stuck at home [Thus,] what we will have to do [is to cancel the service for disabled people for a while] because I don't think I was practical enough in how much we will have to do to get disabled people up in that way ... [...] I suppose you are thinking it out and I suppose you don't talk about it too much because I might tell you something and then I think 'oh no, you know what, that's not going to work, I am going to try something else' You are in that stage, aren't you? You are not quite at the stage of talking about it yet because I have not really quite figured out how to do it... (Betty, B9 interview)

Appendix C – Exemplary Quotes for Classy Fruits Enterprise

Economic Self-Interest – Claiming the Value of the Founder’s Work

Event Code	SVC Avenue	Exemplary Quotes
C1	P/S	<p>I think I’ve been quite naïve, I think I set up as a CIC [<i>the original venture</i>] because everybody were talking about CICs [...] So, for example, if for some reason Classy Fruits closed, we have to make sure that our equipment goes to another similar organisation ... You can’t sell it [...] So, I just think it is a little bit limiting, so what I want to be able to do is to set up another... maybe it’s something that is limited by guarantee or I don’t know... [Regarding economic self-interest] everybody wants a piece of the sun, don’t they? Everybody wants a little slot in the sun, and if it is a wage at the end of the day... I mean, I don’t want to be a millionaire... maybe I do... No! That’s not my motivation [<i>She laughs</i>] (Carla, C1 interview).</p> <p><i>Carmen, Cathy and Conrad say:</i> No! [The service should not be for free]. <i>Conrad adds:</i> We need their cash coming in to maintain a profitable working functioning business. If we give it away for free, where is the profit, man?! Where is the profit?! It’s not a charity shop! (Crew, C1 interview) [<i>supportive social factor: enhanced drive of YALD</i>]</p>
C2	ISRL	<p>So, now, I think about [bartering] all the time. I am always thinking... instead of asking for money, I will say ‘you know, we will do this for you, could you do this for us?’ [...] I talk about it all the time. I just tell people because I just think if all of us scrambling around for money... for me it was a big thing when that woman said to me... when she gave me the example ‘you don’t need 15 thousand pounds, what you need is a kitchen...’ and she was right ... I don’t know if you know this phrase; there is a phrase that we have which is ‘if you scratch my back, I’ll scratch yours’. I guess that’s what it is! [...] you might not know what it is that you want like, for example, me, when I said ‘you can borrow the bike but could you do me some artwork at some point’ and then, when I realised what I wanted then I can go back [and ask for it] (Carla, C2 interview)</p> <p>...customers like to think that they are... when a customer is employing us or hiring us I think they like to think that they are doing some good so they like that they are working with learning disability (Carla, C2 interview) [<i>leverage of social value</i>]</p> <p>[A big supermarket providing resources] will enjoy the fact that they are supporting people with a learning disability. That helps them with their corporate social responsibility thing. They can use that in their publicity. They can support and encourage their members of staff to ...volunteer with us (Carla, C2 interview) [<i>leverage of social value</i>]</p>

<p>C3</p>	<p>P/S</p>	<p>[Profit distribution is] one of the things that Chris is most clear about. He said that if we do this thing properly, there is money to be made. That's what he says and, you know, from the point of view of Classy Fruits that is brilliant because it means that we can do more things but also, in terms of my own financial stability, that is good as well [...] I hate saying this but, you know that thing when people talk about what's your unique selling point in business? Just because of the nature of what we do makes us different and I think that organisations would, nine times out of ten, opt for us just because of what we do and who we work with (Carla, C3 interview)</p> <hr/> <p>I mean, the consequence of my involvement is to give Carla the confidence, and also give to the rest of the team the confidence that we can drive it forward... So then, by driving that forward, you would then create a greater economic value of the business, because you would have a greater team of people to work with. You would also be noticed more by other people that would invite you to their venues, so you are getting work purely by ...creating a great team ethos, by creating a really good environment for young adults with learning difficulties to become involved (Chris, C3 interview) [<i>supportive social factor</i>]</p> <hr/> <p><i>Cathy says:</i> I am hoping to work hard [because] I want to travel around the world. <i>Conrad says:</i> with you learning new skills and the customers see that you are actually doing something different and new... 'Oh, that's new! He didn't do that the last time for us, that's good, we would like to try some of that, that looks new and we would like to try some of what you have made, which looks new to us, we are not saying that you haven't done that before...' and then you can get tips, more tips... <i>Carmen adds:</i> and more customers [which means] more money! [<i>She laughs</i>]... <i>Conrad continues:</i> expansion of your business and learn more tricks of the trade and more craft skills from a professional chef cook... (Crew, C3 interview) [<i>supportive social factor: enhanced drive of YALD</i>]</p>
<p>C4</p>	<p>EOR</p>	<p>[It is economically convenient to formalise the new company] So, for example, if I am a support worker... which I am in a lot of events but, you know, I don't get paid for it, but if I support people at events, well then it may be that the separate company invoices Classy Fruits to pay for [it]. At the moment if we get another support worker in, then they invoice [the CIC] and they are paid for their time. I am currently not but I would like to be [which is not a clash with the social aim] because all I am doing is just putting myself in the frame (Carla, C4 interview; A).</p> <hr/> <p>I don't think it affects [the social mission] at all; what it does is protect me I think ... it protects me financially [...] I think what it does is takes me out of the picture and the CIC is the CIC, I am not the CIC. In my head, I am separate... I am on a separate business. It also means legally... I think with a CIC you can't have more than two members of a family on board. I think</p>

		<p>that's one of the criteria, isn't it? That people shouldn't be related, so it means that the new business we can run it as a family business (Carla, C4 interview; B).</p>
		<p>I think that he [Charles] can see that there is a role for him in the business, which is more than driving the car... you now, his background is in careers and because of the response that we had to the radio program [she was interviewed in early 2014 for a national radio show] he can see that there is a massive gap in terms of career development, or job seeking and employment skills for people with a learning disability ... so I think he can see an opportunity for himself, really, to come and work and make a difference [...] Certainly my son [Colin] who's always helped out, when I have not been around he has run it for me. But I think now he sees it as an opportunity ... you know, from his point of view, it's an opportunity for him to be earning some money and making a difference at the same time (Carla, C4 interview; A)</p>
		<p>So, in a sense, the CIC itself has been a very productive business, you know, it's got a good turnover relative to its size, it's got assets in terms of equipment, etcetera... It's got a lot of opportunities to generate income for the CIC, etcetera... But, apart from, say, paying wages for the users or the employees or for Carla, that's it. So, you know, if you were a limited company, you can sell it, you can take the profits... So, I don't have a problem, I just think it just makes it more... let's say, hopefully what will happen is that Carla will get something which is commensurate with the effort put in (Charles, C4 interview) [<i>supportive social factor</i>]</p>
		<p>I think the economic aim I reckon is more easily identifiable because we now take ourselves more seriously, and we can now get involved in more serious events where we can provide more and we can provide to a higher standard (Colin, C4 interview) [<i>supportive social factor</i>]</p>
C5	P/S	<p>Well, it will be just more money, won't it? More money! Well, we will have to take on somebody else to help me to run it, so... (Carla, C5 interview) [<i>recognising economic potential in the bottling idea; yet, lack of drive</i>]</p>
		<p>It's a question of, you know, making sure that the hygiene and everything bottled is correct. So, yes, she probably could produce maybe a miniature juice bottling plant. You probably could do that but all that needs to be thought about and the investment of that may far outweigh the return ... In terms of economic [value] it might produce more employment, it might create more revenue, etcetera, etcetera... So, it's all those kinds of things, but you've got to [have] the conditions right for it... (Charles, C5 interview) [<i>supportive social factor to avoid the bottling plant idea</i>]</p>
		<p>I would say one step at the time. I think if we were to focus on the premises, focus on solely that, and then bottling can come something afterwards ... Whilst it's quite easy to run this [<i>smoothie bikes</i>] from home, like going to events or whatever...</p>

		I am not too sure about the running of a bottling factory from home ... personally I am not sure just how big a brand and how big we are to have our own bottles of smoothies, like competing against perhaps Innocent and stuff... I think we are not quite big enough (Colin, C5 interview) [<i>supportive social factor to avoid the bottling plant idea</i>]
C6	EOR	[Regarding economic value creation] I think, you know, if, according to the figures there are 7,000 people on site, and we estimate that we would probably hit 10% of that, so, in theory that's 700 people a day coming through our [canteen] [...] I think that this new initiative would come under the umbrella of Classy Fruits Enterprise [...] When we eventually do own a building, it will be that the Enterprise [Classy Fruits Enterprise] owns the building and then the CIC will rent them, lease them, hire them from us. That's how I see it working [...] The [old] fire station [<i>part of the premises offered</i>] will probably be the Classy Fruits Enterprise... the CIC will operate from the fire station that will be probably managed by Classy Fruits Enterprises (Carla, C6 interview; A).
		We are about people and profit... It's got to be about both, isn't it? It has to be, because if we haven't got the profit then we can't work with people... (Carla, C6 interview; B)
		Carla has to come first at the end of the day. That's what matters. Otherwise, she might just pack it all in, and go and be an employee somewhere and have no hassle and just get on and do the job or whatever, but she is not like that, she is very dynamic, very motivated, very committed, etcetera. But she recognises she's got to make it work for her first, because if it doesn't work for her then it is not going to work for them. That's the key [...] you know, I have never seen 'money' as a dirty word. I have never seen 'profit' as a dirty word. I have seen it as a necessary imperative for the business to develop [...] Just because it is 'Classy Fruits Enterprises' [controlling the premises instead of the CIC] it doesn't mean, say, you don't have social value or whatever... What you are doing is protecting yourself in terms of the assets (Charles, C6 interview) [<i>supportive social factor</i>]
		If Classy Fruits could earn enough money... next year... say, between April and end of September [2015], OK, which provided the proof that you could work doing those kind of, say, six months, so then scale down, then I would be quite prepared then [to join Classy Fruits full time] But it's got to have sufficient turnover and profit to fund, to cover wages, lifestyle, etcetera... (Charles, C6 interview) [<i>supportive social factor</i>]
		Oh yes, I forgot about them [<i>that is, about Charlotte -her accountant- and Charlotte's assistant, who offered their service for 3,500 pounds to develop a strategic plan</i>] I have been contacted by 'the helpers' [<i>a not-for-profit organisation that supports social innovation</i>]; I had a meeting with them, and they have identified what they think I need, which is a

marketing strategy and somebody to write my business plan. Well, if I can get them to do that for nothing, then I don't want Charlotte doing it for me ... so I am thinking kind of distancing them a little bit, just keeping them as 'the accountant' (Carla, C6 interview; A) [*leverage of social value*]

Social Orientation – Boosting YALD's Active Inclusion in Society

Event Code	SVC Avenue	Exemplary Quotes
C1	P/S	<p>I think our members are ready to take on something bigger. I am ready to take on something bigger! The smoothie project thing was something for me to learn how to run a business, and I am still learning, but I just need to go on to something bigger and now I've got the experience... [Regarding social value] what would happen for example is, if I use Conrad, who is the young man I am using there [in the van], at the moment I think he is on a job seeking allowance and a couple of other benefits. Once he is employed full time he won't be on those benefits. His self-esteem would have risen hugely. It's those sorts of things. His family will feel happier, his mother will be able to go to work so at the moments she stays home different times to look after him, imagine... you know, the ripple effect will be [huge] [...] And also if you look at the press these days, disabled people are now labelled as benefit... scroungers, you know. There is a whole backlash really against people who are disabled now because all of us are feeling the pinch because of the cuts and ... one of the things we want to be doing is kind of turning that around (Carla, C1 interview)</p>
		<p><i>Conrad says:</i> I am working with the public, the community, boys, girls, men and women, all ages, race, colour, creed, etcetera. I am meeting different people and stuff, interacting with them, talking, meeting new people, trying to get more new friends into my social circles, and I thank Classy Fruits for doing that to me. If it wasn't for Classy Fruits I wouldn't have got to meet Cathy and Carmen and everybody else here. They are like my one big new happy family [...] We all need help with things but if people aren't there we've got to try and learn to maintain and do things for ourselves. And I'd like to be able to work more in the cooking kitchen environment because I can't get the job I wanted with kids, but by doing work in the kitchen is helping me learn my hand and eye coordination with cutting stuff, like onions... <i>Carmen says:</i> It's built my confidence up since I have been in Classy Fruits. I didn't have much confidence when I first started but now I talk to all the customers (Crew, C1 interview) [<i>supportive social factor: enhanced drive of YALD</i>]</p>
C2	ISRL	<p>I guess it's just a kind of way of life, really. I just think all of us should be kinder to each other and all of us should speak to</p>

		<p>each other more often! So I guess it's that sort of reciprocal thing. One of the things that I am very clear with our staff, and this is relevant, is about good manners and just treating each other with respect. Appreciation is a really important thing for me, within our organisation, and I also want our customers to kind of show appreciation on a lot of levels [...] you know, like the [bartering], you know, what I am trying to make people understand is that, you know, monetary value isn't always the most important thing (Carla, C2 interview)</p>
C3	P/S	<p>So, again, it would be more employment for more people with a learning disability. It would be, again, raising the profile of learning disability within different community settings [...] I think it's about freeing people and giving people more choices, and not being restricted to... Once people are out of that whole... once we get out of that whole sort of benefit system and feeling that you are dependant and you are receiving something, for me it's about... you know, once you are out there earning then you are making a contribution, you are giving something back and people can see that and other people will value that... (Carla, C3 interview)</p> <p>I have done one function with Classy Fruits where we have used the van. We had gone to a very small outside function, and I only worked with a couple of the guys that are involved in Classy Fruits, and it was a case of trying to break down the barriers and especially the people with Classy Fruits who have learning difficulties and it's that building up of trust so the social value of that is once you have built that trust value up, and you work as a team, then other people would look at you and look at how you work and maybe those other with learning difficulties around would go 'oh, that's a great venture, maybe we could get involved' so you would create a bigger group of people that would become involved purely by ... creating a great ethos within that team (Chris, C3 interview) [<i>supportive social factor</i>]</p> <p><i>Carmen says:</i> you pick up new skills from Chris that you probably didn't know before. <i>Cathy says:</i> [With CHRIS' involvement] we will manage to take new things, not do the same things every time. <i>Conrad says:</i> What Chris has actually taught us we could actually teach it to a new batch of workers and train those up, and then we could actually get more people working with us, then we get more customers coming in (Crew, C3 interview) [<i>supportive social factor: enhanced drive of YALD</i>]</p>
C4	EOR	<p>...and, again, in terms of the social impact, I think, again, [through a new overarching company] people will see that we offer far more than just going out and cooking chilli or just going out and make smoothies ... I think it is about raising our profile and improving... I don't know... giving us a stronger place in the market, to be honest [... And] it will keep changing... We will always change, I think, because people will always change, and people's needs will change, and as we meet some of those people, and we begin to meet people's needs, then some</p>

		<p>others will come up (Carla, C4 interview; A). I think that given the right environment and the right support everybody has got a contribution to make... everybody (Carla, C4 interview; B) [<i>enacting a new overarching company to be commercially and socially stronger</i>]</p> <p>I think a lot of people would feel that they are just been thrown out, not thrown out literally, but once they get to certain... they finish college then you are kind of on your own... what do I do now? So, all that kind of support system that was in place up until to leaving the college, let's say... so what you have are possibly people who have denied that end is going to happen and then suddenly find themselves with nothing there, there are those who are trying to plan beyond college ... but don't necessarily see that much in term of opportunities, and there are those that possibly even... just don't even know it's available in a sense, because maybe they didn't ask the right questions [And this change] makes it more visible and so on, so it becomes a much more kind of viable provider for a whole range of people. That's really where it is heading ... whilst there are probably support systems and mechanisms and organisations out there, it's not necessarily visible. It's not necessarily that accessible... It's not necessarily what a young person necessarily wants (Charles, C4 interview) [<i>supportive social factor</i>]</p> <p>...with the social side, I think it makes it possibly more rewarding for the individuals themselves, as rather than being seen as a hobby, like something that people might be doing in their spare time, like a lot of the disabled volunteers we have, it used to be something... it used to be something they did in their spare time, now it's much more about employment, and I think with the greater standards that Classy Fruits now has, it has been more empowering for the volunteers as well (Colin, C4 interview) [<i>supportive social factor</i>]</p>
C5	EOR	<p>[It has been suggested to get support from the Council] ...they would be able to do... if we do have this bottling plant, as they are calling it, where we would be bottling things; that they would probably provide the people that are looking for the work and they would provide the support... So, all I need is just to say is happening and it won't cost me anything... well, it won't cost me any staffing (Carla, C5 interview) [<i>challenging view: external socially oriented suggestion that clashes with idea of active participation of YALD in operations</i>]</p> <p>[<i>Benefits from active involvement; example of Carmen</i>] When her dad died two years ago she never crossed the road on her own. She never bought her own clothes, so she dressed and looked like her mother. She never crossed the road on her own. He wouldn't let her go anywhere on her own... and sadly, after he died, when she had to, we have supported her to walk... what we used to do is to get her to walk from her house, which is not very far, to the allotment. She would then ring me or somebody who was at the allotment, we would come to the</p>

		<p>gate, we would cross over, we would help her to cross over, and then, eventually, we would come to the gate, watch her to cross over... and now, she comes on her own. She buys her own clothes, she goes into town (Carla, C5 interview)</p>
		<p>The value would be more in the retail outlet of it, in the brand awareness of it, and raising the profile of Classy Fruits. I don't think necessarily a young person or adult would be necessarily involved in the production process, because it is a food product, and as a food product, it would have to be a bottling plant, you know (Charles, C5 interview) [<i>supportive social factor to avoid the bottling plant idea</i>]</p>
		<p>Whatever it will happen in practicality I don't know because I think that all depends on where the bottling takes place. If it's something we are able to do quite easily then their involvement will definitely be prominent, whereas if it's something that we need to get different companies to do for us, that might affect slightly... (Colin, C5 interview) [<i>supportive social factor to avoid the bottling plant idea</i>]</p>
C6	EOR	<p>[Social value creation is enhanced through] raised profile, more opportunities for people to come and work with us, more formalised opportunities, particularly if we are going to run apprenticeships/training... did I say employment? Yes... more, yes. So, more opportunities to engage with us, and improve personal skills, and then, either get employment with us or with other people (Carla, C6 interview; A)</p>
		<p>I think she's got to a point where she could go a lot bigger. But she's got to have the infrastructure in place, the support in place, the resources in place, to do that. And if she has that, then [social value] would come along naturally... You know, I mean, she is turning down work because she hasn't got the capacity to do the work. We had to turn down, next Saturday, three jobs [involving work for staff with learning disabilities] because we can't do it, and so on (Charles, C6 interview) [<i>supportive social factor</i>]</p>

Mutually Constitutive Combination – Securing Daughter’s Future

Event Code	SVC Avenue	Exemplary Quotes
C1	P/S	<p>...so first it was about solving our problem, my daughter wanting some work experience and nobody giving it to her, that’s what started it, and then as more people joined us and more people saw us then I saw that we could make a difference, so that’s when the income generation and the business came into being ... We did it in a very small scale and now I know we can do it on a bigger scale (Carla, C1 interview).</p> <hr/> <p><i>Conrad says:</i> We need more people to come and help us with things. We need more people to come and help out. If not, it will crumble. We need more people to come in and wanting, willingly want to work in our travelling kitchen. If not, we won’t have any income coming in what so ever. We need more people... We need income for supplies and stuff. If people stop buying our products we would have nothing to give back to the public, the community (Crew, C1 interview) [<i>supportive social factor: enhanced drive of YALD</i>]</p>
C2	ISRL	<p>...her business is about supporting social enterprises and community groups to develop and mainly to access funding; she also specialises in supporting women in business, so helping women to build up their confidence... so, I had a mentoring session with her, and she just gave me an example... I was telling her that in order to take my business forward, I needed to access funders, and I wanted her to help me to find some funding, and then she asked me what I wanted it for, and then she said... I said I wanted a van and some equipment, so she said ‘right, you don’t need money, what you need is a van and some equipment’ [...] That’s where I first came across it, and within a business setting [<i>Carla has practiced barter-like activity in the past in her personal life</i>]. And I thought... you know, that’s just a new mind set [...] I found it to be really powerful because you are not just focused on ‘we’ve got to get money, we’ve got to get money, we’ve got to apply for funding, we’ve got to do this’ so it’s almost quite liberating really, and a bit challenging and I quite like that sort of challenge (Carla, C2 interview) [<i>instrumentality of bartering for the whole value proposition</i>]</p> <hr/> <p>For a small social enterprise... we don’t always generate an awful lot of money when we trade. If people hire us then we make money, we can cover the costs and then we can pay everybody and I can pay everything but, sometimes, we go to events where people want us just to sell things, and we never make enough money that way... so the bartering is really important for me to keep us going... to keep that social thing going... (Carla, C2 interview).</p>

C3	ISRL	<p>What I want to do is using the van and any other opportunities that come up to recruit more people, train them up and then run street food initiatives in a number of places, and that's what Chris is really interested in working with us. He would be really keen in heading up the street food academy, training our volunteers and introducing them to the business. So, that's his... I think that's how he sees his involvement with us [...] I would like to set up the academy, and I would see him as running the street food, the training site, and then going out. That's how I would see him running. So, maybe when we are nearer then the academy becomes... maybe the academy becomes the new business but we are not there yet (Carla, C3 interview) [<i>enhanced economic and social potential from new contact</i>]</p>
		<p>I used to teach in a college. I used to teach young people with learning difficulties, which is a bit of a passion of mine because I like to get the results from working with these people; it's very, very challenging, and when I found out that she was working with them, and that her social enterprise is based around that, that's when I became very interested, and ...you know, it just happened that we were next to each other [at the event] as well. So, you know, it wasn't planned like that or anything [...] She was enthusiastic about what I do, what knowledge I have and what experience I have in catering, and to be able to catering at these large events. And I was very keen to learn more about who she was and who the social enterprise was that she was involved with [...] My inclusion would be to get qualifications for the individuals; not just creating somewhere to go and learn. It would be actually to create qualifications (Chris, C3 interview) [<i>supportive social factor</i>]</p> <p><i>Conrad says:</i> Chris wants to make more friends as well. I think I have developed a friendship with Chris. I really did like working with him because he understood me, he listened to what I had to say, and didn't interrupt me... He was actually helping me and goes 'oh, so you remember that when you made this stuff or the other' and I was 'yes I do remember it...' (Crew, C3 interview) [<i>supportive social factor: enhanced drive of YALD</i>]</p>
C4	ISRL	<p>I think people have only thought that we do the van and the smoothie bikes. I don't think people have really understood the full impact of everything that we do. So I think that having a bigger organisation or just having one organisation will make life a bit easier for us... (Carla, C4 interview; A).</p> <p>We will always change, I think, because people will always change, and people's needs will change, and as we meet some of those people, and we begin to meet people's needs, then some others will come up (Carla, C4 interview; A) [<i>enacting a stronger platform to address diverse and evolving interests of YALD</i>]</p>

	<p>I think the needs have developed, for example, as Cathy's has developed... her needs have changed from being say an 18 years old young woman to a 23 years old young woman. Her needs have changed in terms of what she wants to do, what her aspirations are, what her expectations are of her future [...] so I think the shift in strategy kind of reflects our own personal experience but also other's expressions in terms of what they would like to see for their sons and daughters, you know, as they are going to adulthood and beyond... And I think that to address that, Classy Fruits needs to become more a business based on social care with a product of social care and support and whatever, with the variety of opportunity streams where people can be referred into, they can be trained ... whatever it might be (Charles, C4 interview) [<i>supportive social factor</i>]</p> <p>I think now it's a big difference, probably more ... the customers as well, not just the people that work for us but the customers as well, like when they are forced to speak, normally if I go out with Cathy, Cathy goes to buy something at a shop, the shop people speak to me and then expect me to translate or whatever to Cathy, whereas in this sort of situation they are professional, they know what they are doing, so they can obviously speak for themselves as they can do in any other situation, only that now is the public that realise this... (Colin, C4 interview) [<i>supportive social factor</i>]</p>
<p>C5 P/S</p>	<p>So, we had the open evening and then we had the follow-up [in April 2014], where I think 15 people came to the follow-up meeting, who brought loads of different ideas and it was at this meeting that Charlotte came up with the idea that we would have a product in a bottle, which never occurred to me, and it wasn't something I was interested in, but because they said it I thought 'I'll explore it, I need to be open' so, that was that (Carla, C5 interview) ... I can see what they are saying [regarding the bottling idea]... they want me to get it into shops all over the place... I am not interested in that (Carla, C4 interview; B) [<i>conviction on social value is missing in the bottling idea, so the idea does not fully make sense as a whole</i>]</p> <p>I don't think it's an idea that Carla is... Carla can see the potential of it but I don't think she is ready for it at this moment in time, and I think it's a distraction at the moment [...] I think that it is somebody else's idea, OK, who wants to take a little bit of control over perhaps the direction of Classy Fruits, and who is trying to import ideas on what they think it might be possible. But, at the moment, I don't think the organisation or the mechanics on which Classy Fruits works at the moment is ready for it. That's my view (Charles, C5 interview) [<i>supportive social factor to avoid the bottling plant idea</i>]</p> <p>I don't know where she got the idea from; I haven't had much involvement [...] First of all... I felt a little bit snubbed... I was like... 'Oh, but the whole point of the thing is to like on the bike and doing it that way' (Colin, C5 interview) [<i>supportive social factor to avoid the bottling plant idea</i>]</p>

C6	ISRL	<p>I probably met Cain [,the person offering the premises,] for 10 minutes, 12 minutes, and he said... he had obviously done some research into us... he said that he was looking for a social enterprise to run the café/canteen [to attend on a daily basis employees within a business park] and if we were interested [we should] put a proposal together [...] And then, as we were leaving, he showed me an old fire station building across the way and what he said was they were also looking to develop that... (Carla, C6 interview; A).</p> <hr/> <p>[Doing the catering] will have an impact [in the sense that going to events, preparing and serving smoothies and food, will be reduced]. Or, it just means that, you know, Chris manages all that and I still do what I like doing (Carla, C6 interview; A) [<i>enacting an associated business environment</i>]</p> <hr/> <p>[Chris'] preferred option is for us to set up a separate company [to run the canteen] which is, I don't know, a partnership between the two. So that is what he is suggesting, [that] we set up a separate catering company, he and I. My preferred option is to have a formal partnership agreement, so that he continues as 'Chris Kitchen' ... so my suggestion to him is that we set up a partnership which is called 'Chris' Kitchen with Classy Fruits' or 'Chris at Classy Fruits' (Carla, C6 interview; B) [<i>enacting an associated business environment</i>]</p> <hr/> <p>[Chris] is worried about, you know, how we will get paid, so I think, you know, one of the things he would like [is] to be part of Classy Fruits, but I just want him to run it so that we can refer people to him... And then, once I have done it with him, I'll do it with other people. I am doing it with other people on a much smaller scale as well already ... you know [the lady] from the gluten free [local business] who did the food at the [celebration organised by Classy Fruits in March 2014], well, she now has two people that are on our payroll, who go and work with her on a Monday outside the chip shop [...] So, going back to Chris, that's why, you know, I am happy to have a partnership but I don't really... Once it's up and running, obviously for the first year or so, I'll be with him but I want to pull out, he runs it, and we then train people up and he's got a workforce that we can refer to him; he can offer work placements...(Carla, C6 interview; B) [<i>enacting an associated business environment</i>]</p> <hr/> <p>[The mother of one of our choir members] rang me last night. Well, she does a lot of craftwork and she makes jewellery and things, so she checked this market out for me yesterday [and found out that] it costs 15 pounds for a table and she has offered to do a couple of workshops with some of our members, including Carmen, to make crafted materials to sell outlets market stalls to raise money, initially, for the choir. My plan is that once they've got used to it and know how to do it I should say to Carmen 'why don't you buy your own stall... sell your pictures, and the money is yours and you set your own business up [...] and we could sell it in the canteen because one</p>
----	------	---

of the ideas I want to [do with the canteen's premises] is once a month we would have a little market stall so we would invite people in ... so you know, that's why I want a kitchen because I think there are people who might come once to make jam or want to make, I don't know, whatever, and then we would have a little stall... (Carla, C6 interview; B) [*enacting an associated business environment (entrepreneurial behaviour)*]

And when we have our own premises, that is what we should do. I should work with individuals, I should work with their families, and I will show them how easy it is to... well, not how easy but, you know, that it is possible! If you are looking to the future ... If nobody is going to employ you then employ yourself. That's what, you know, we did with Cathy. Cathy wanted a job, nobody was going to give it to her so we made a job for her. And, you know, that can happen for other people [...] We will have this little business innovation hub there for the families (Carla, C6 interview; B) [*enacting an associated business environment (entrepreneurial behaviour)*]

If it was just Carla doing it for herself, you know, there would be no need for worrying too much about developing further. But she wants to develop it further because she wants to do more than just be a business that just pays her ... Because I think she is committed to making sure that people like Cathy or Conrad or Carmen... have opportunities to get out of the house, work, earn money (Charles, C6 interview) [*supportive social factor*]

Appendix D – Exemplary Quotes for Darling Town

Economic Self-Interest – Offering and Demanding Fairness

Event Code	SVC Avenue	Exemplary Quotes
D1	P/S	So, if I think about the social enterprise that I started, I started a social enterprise in 2002 with my ex-wife [...] it wasn't about us making loads of money. We wanted to be paid well for what we did! Market value... But we didn't really think it was about us running off to Bahamas [...] But I was still driven by money, because I needed to pay my bills, and I deserved to be paid well for what I did, and as it grew and grew I would be sitting in front of the... me and the rest of the board and I'd be going 'well, I deserve to be paid more, my responsibilities have increased' (David, <i>interview conducted before he engaged with Darling Town; in May 2013</i>) [<i>fair compensation</i>]
		...basically I've been doing some work [with a voluntary organisation in that town] and the Chief Executive said to me one day 'look at this tender, if you were doing it, what would you do?' And I just said 'this is what I would do... pa pa pa pa...', and he went 'great, do you fancy leading on it for us?'... and... but I said... but it was needed to be in collaboration... so there is five local voluntary sector organisations, who form the kind of... steering group, for lack of a better word, and funds me to write and develop a business plan (David, D1 interview; A) [<i>fair compensation</i>]
		I don't want to be using Council money in 3 years' time. I want this to stand on its own, so it can last for as long as it needs to last, and it can make money and do some great stuff. What's wrong with that? And if it's still going in 5 years' time, still profitable, then fantastic! Still there in 10 years' time would be amazing, wonderful [Yet,] I guess part of the discussion I need to have nearer that time [in six months] is ... if I am pulling out, and I am obviously, I am driving out to [this city] once or twice a week (David, D1 interview; A)
		We've got to be profitable ... say I have 3,000 people like me [<i>that is, 50 years old or more</i>] who just paid the membership; that's 15 grand a month that I've got which then, I don't have to worry about funding some of the other stuff! it means we can do all sorts of exciting things [...] So, I make more money, I can then pay another service that we like to do something for our members that adds more value [...] We are not going to be short of ideas on how to spend the profit; we just have to make the profit first. That's the challenge. If we start making a profit, I mean, if we start making a significant profit, then we will just keep adding staff and members to engage with (David, D1 interview) [<i>need to add value to product/service</i>]

		<p>You know, there is evidence to say that when you pay for something you value it more, and you are more likely to turn up [...] So, I'll give you an example. A council I used to work for had a situation where if you had poor health we paid you to have personal training sessions, like 10 sessions; attendance was terrible. Then we changed it to say 'you could have sessions worth 100 pounds if you pay 1 pound a session, so 10 pounds' and attendance was better, people continued it afterwards more, so there is an interrelation between social and economic that is difficult to understand sometimes [In addition,] It gives you the right to have expectations, because if I give you something for free and it's rubbish, you just don't do anything about it, but if you pay for something, then it does empower to have more of a voice and to have a higher aspiration (Daniel, D1 interview) [<i>supportive social factor - local Council backing commercial approach</i>]</p>
D2	P/S	<p>So, straightaway, [removing the '50+' label] means that we don't have to say a bunch of human beings 'no, you can't be a member' ... so suddenly it just opens up the whole how we talk about Darling Town, and it suddenly becomes something that is more universal; it means that we can start doing things like talk to employers and organisations because this can be a staff benefit, so if you are [in this town] an employer ... so we can go to employers and say 'why don't you buy this for your staff as a staff benefit?' and do them a really cheap price, for them to become members, because, actually, it doesn't really matter, even if we charge 15 quid a year, it's better getting a 5,000 employees at 15 quid, it's going to be much better than getting 10 people at 30 quid ... and it just means that our marketing now is more about the benefits, the value that we are adding to people's lives, and we don't have to say 'yeah, but that only applies to over 50s' (David, D2 interview) [<i>need to add value to product/service</i>]</p> <p>[It improves the economic value] because when you explain the '50+' to a business owner, they are not bothered, they just want more customers, they don't care what age they are (Doris, D2 interview) [<i>supportive social factor</i>]</p>
D3	EOR	<p>I'm self-employed. So I submit an invoice every month ... What's happening it seems and we've put a temporary, an interim solution to the board today, because we've got... to increase ... hours, increase mine from three days to four days (David, D3 interview) [<i>fair compensation</i>]</p> <p>Because starting something like this based on the fact that you have no infrastructure to fall back on, it's all down on whoever's in. You do need a team to be able to delegate those tasks and to make it plausible [...] I have to survive ... I'm not commuting in, so it has to make sense in the long-run. I can't be in debt at the end of each month because I'm choosing to come to work and it's not covering the cost of my living [...] I'm bankrupt because I wanted this community centre? No. I need to be okay to be able to do whatever I need to do (Doris, D3</p>

		interview) [<i>supportive social factor</i>]
D4	P/S	<p>But it is that kind of understanding that this is more than just ... we keep saying it's more than a membership card. And it really is, it is about we want people to sort of get engaged and celebrate [this town] and celebrate everything that's in [this town] and get to know their neighbours [...which] actually makes us more able to sell more memberships. We are probably changing ... we're probably saying £30 is the top price ... it's about we think £30 is the right level and partially it's about we need numbers, we need bodies and partially it's about actually for us to work we need to kind of show people that this is really worth joining (David, D4 interview) [<i>need to add value to product/service</i>] [<i>leverage of social value</i>]</p> <p>if we make money we can put on more ... we can create more platforms of opportunity. So we could put on a summer festival or a summer fête, if we had more money we could create a central place for people to come together, based on revenue achieved by sales (Doris, D4 interview) [<i>supportive social factor</i>]</p>
D5	ISRL	<p>...we are going to be competitors at some point. Well, in fact, with some of them we already are. And it's how do we manage that tension because contracts will come up and we as our candidate, I and Doris will make a strategic decision that yes, that we want to go for that particular contract. But we could actually be competing against organisations that are representative on our board and that's not an unusual thing that happens all the time actually in the business world and it's a case of 'may the best man win', do you know what I mean? and not taking anything personally (David, D5 interview; B) [<i>fair competition</i>]</p> <p>I'm really comfortable with that, I've often had relationships with people I compete with. So, in [my home town] for example I used to work for an organisation and when I set up [a social enterprise] in [that town] we were competitors for some contracts. One contract we shared 50/50, we had another contract which I won from them, I was their subcontractor, I was their ... they commissioned me to do a bit of work. And another one I was a subcontractor. So we had a really complex relationship and I remember ringing the Chief Exec and saying ... when they beat us to one particular contract and I rang him and said 'Congratulations, well done'. And he said 'Well, aren't you angry?' and I went 'Why would I be angry? It's like it's not your fault and it's not my fault; I thought I did a good bid, I obviously didn't do a good enough bid. You've won it, so that's fair but there'll be other times I hope that you're ringing me to congratulate me' (David, D5 interview; B) [<i>fair competition</i>]</p> <p>it's like me sitting on ... I sit on a board for a holistic women's centre as a trustee which is a slightly different dynamic but it's as if I ... me sitting of the board of trustees, as a trustee, for my holistic women's centre, it would be conflicting if I was sitting</p>

on the board and wanting to start my own holistic women's centre or running my own holistic women's centre at the same time as sitting on the board. Because at the end they're competitors and it's just about (Doris, D5 interview)
[challenging view: Doris does not conceive that board members should compete against Darling Town]

And I know Doris got very upset about all this stuff, I mean it is very difficult because [the person who left] who did work with us is now running that scheme and when you see their leaflets and you realise that actually there's a couple of sentences in there that I wrote, that is very difficult to then hear that chief executive say 'No, we're completely different, we're not doing the same thing'. But at the same time you know it's going to happen, it is going to happen [...] So I could be an arse about it but actually what do I gain by that? And at the moment it is better to have [them] on the inside of the organisation and I work closely with her on some things, than it is to have her [the head of the charity tha copied leaflets] outside being problematic. Because her connections within the community sector and within the Council are quite strong. So there's no ... strategically it's of no value to me to make this into something it doesn't need to be (David, D5 interview; B) *[competitors can also be instrumental]* *[response to Doris based on expertise]*

Social Orientation –Connecting Individuals, Charities and Businesses

Event Code	SVC Avenue	Exemplary Quotes
D1	P/S	<p>We had a group of voluntary sector representatives that we meet with to look at strategic issues, as a council, and one of the bits of feedback that we got from them is that we could be bolder about redesigning things, and looking at sort of an asset-based work, thinking of everybody as having something to offer... (Daniel, D1 interview; <i>commissioner from the Council</i>)</p> <p>The market position statement [<i>of the tender</i>] was kind of outlining their understanding of what the problems were, their understanding of what people were asking for [...] One of the values that underpins the whole thing is called asset-based community development, which is a kind of a way of working, a way of community working, and that essentially... an asset-based community development is essentially the understanding of everything and everybody you see as an asset. So you don't look for deficiencies in people, you actually look for what they are good at, what skills they've got, what times they've got, what they can contribute. So when we were building the business model, it was with that in mind, and that runs all the way through the business model... (David, D1 interview; A)</p> <p>...it is my core belief that we've all got something to offer [...] I</p>

		would have been doing it that way anyway, because that's me... (David, D1 interview; B)
D2	P/S	<p>We don't want the drivers to change, but the drivers are, like I said earlier, about the transitions in life, how things are changing [by aging] and how you cope with that; and we were saying [to the board] 'we don't want that to change'. Our goal is still to impact socially on people, reduce social isolation, improve health and wellbeing, increase local spends... It's quite simple what we are trying to do in one level... What is fascinating about that is that most of the board got that (David, D2 interview)</p> <hr/> <p>...because [using a '50+' label] will alienate a huge majority of our potential members, so, by putting that to the back... you know, we know that that's our value, that that's our objective, but for that to truly work and to engage with enough residents and active citizens, it just needs to be left as a value, and we accentuate on the point that we are reducing isolation and that goes across all ages (Doris, D2 interview) [<i>supportive social factor</i>]</p>
D3	EOR	<p>I think some of our board are underestimating it, I think the council are underestimating it ... And people are just thinking of it as like a project. So in charitable terms you might say we're going to reduce social isolation by making sure that people are digitally included. So we will want to run a project where we go into people's care homes and we're going to train them up to use iPads and tablets and they can become digitally included. That's one project and that's what people go and get funding for and go and do it ... That would be [just] a knowhow event for us. And I don't think people get the magnitude of what we're trying to do. When it starts working, and it will, but when it starts working and we start connecting individuals together people will suddenly start getting it and realise what we've been trying to do. So we have two members who met on the very first day we were selling memberships, both of them didn't want to become members ... And through the night I was saying 'Sue, are you going to buy a membership?', 'No, no, I'm not going to buy a membership', 'Alright then'. About two hours later and I don't know if it was the wine or if it was whatever it was, but one of them was actually telling the other one why they should become a member (David, D3 interview) [<i>need of a team aligned with the complexity of venture emergence; for better social outcomes</i>]</p> <hr/> <p>The [social value] expectations on us as an organisation, based on the investment, are huge but if you have the right people behind it you have a better chance of succeeding, as with most things in life, isn't it? (Doris, D3 interview) [<i>supportive social factor</i>]</p>

D4	ISRL	<p>It's how we understand it, it's how we promote it and it's also ... in a sense we're coming back to how we started right at the very beginning because that was always my view that it was about bringing people together [...] When you heard me talk about social value it was always about the impact it has on people's lives [...] And it comes back to kind of saying well we're providing the opportunities, you tell us you want to connect. And while you're doing that connecting, you might say 'Do you fancy a bash at something?' And they kind of go 'Yeah, I fancy hand-gliding or whatever'. And it's like I've always said, and this hasn't changed, I don't give a shit what people do as long as it's legal, I don't give a shit what people do. Because the point is ... well who judges that? [...] I don't know, it's not my bag but who would be ... why would it be for me to kind of go no, we're not doing that? Because it's about people connecting and they connect with local business (David, D4 interview) [<i>configuring a movement</i>]</p>
		<p>I suppose in a fragmented community with extremes of rich and poor, it could create a place where essentially people felt they belonged regardless of socioeconomic diversity (Doris, D4 interview) [<i>supportive social factor</i>]</p>
D5	EOR	<p>...once somebody said 'Oh David you don't like having your challenges' and I said 'No, I don't mind challenges but they need to be in a context of support'. If they're a context of people who don't believe what we're doing and you're on my board, that makes that very, very difficult. So I'm bound to be defensive when that happens ... But if people kind of buy into the idea then I like the challenges because for me the challenge makes it better. And it helps us get the offer to members out better (David, D5 interview; B) [<i>need of supportive rather than obstructive challenges from the board, for better social outcomes</i>]</p>
		<p>I think what they're beginning to realise is they cannot carry on thinking the same way and I think there has been certainly from two or three of the board, I'd say three of them on board, a significant change of mind-set. So that yes, they want reports in a particular way, which is fine ... but what I've been saying is those kind of reports are not my strength. So who's going to help me with those because you want them in a particular way and I need somebody to help me with that. And actually I've now got somebody on the board who's going to help me with the reports that they want. So I'm kind of passing it back to them to say look, if you want that that's great but that's not my strength, so who's going to help me? And that way for me I've got buy-in from them. So I've got three different people helping me with different things. I've got somebody helping me with the finance reports, I've got somebody helping me with just general reporting and I've got [somebody] helping me with recruiting new members [from businesses] to the board (David, D5 interview; B) [<i>supportive social factor: addressing David's conditions</i>]</p>

Mutually Constitutive Combination – Extending Expert Credentials

Event Code	SVC Avenue	Exemplary Quotes
D1	P/S	<p>...they were looking for a response that was entrepreneurial, a response that needed to be asset-based, and it needed to be viable (David, D1 interview; A)</p> <hr/> <p>What was really interesting was that they asked to add additional outcomes, so they wanted some related to businesses, so, looking at more local spends in [the town], and ones that were related to kind of partnerships in a stronger voluntary sector... so, they showed us how they would deliver on what we were asking for and they added additional ones that we think are really important as well... [...] we were looking at connecting businesses as well but they took that further than anyone else had managed. So, their partnership was more complete in that sense... (Daniel, D1 interview; <i>commissioner from the Council</i>)</p> <hr/> <p>So there are different aspects to it. So the first aspect is that... because I was 50 in June and I wanted... it would be a membership card, I wanted my card to be able to give me deals and discounts of stuff that I still do. So I still go to clubs, I still go to the cinemas, and eat out and I drink, and all of those things... I use hair dressers... and all of that. So, the first part of this is all about the deals that you can get (David, D1 interview; A) [<i>using own experience as an entrepreneurial resource</i>]</p>
D2	P/S	<p>So, it came about that it has been always something we have been uncomfortable with, having to use that [50+] label, because we recognise the way the world is working at the moment. We are not really looking at demographics in terms of age anymore, we are looking more at demographics in terms of attitudes, I think, and behaviours, so, you look at things like music, for example, so I am 50 and I still like music which is very current ... and I think I am no different from loads of 50 years old... we can't be put in a... there isn't a pattern and it's more about what we are interesting in, and our look at life and our attitude to life, and our beliefs and our behaviours, so, we are exploring this with the Darling Town stuff [...] My personal experience of being 50 and getting the advice of joining Saga, which is a 50+ thing... actually, what happens on your 50 birthday is that you get a birthday card from Saga ... it's that idea that ... you are 50 now, you are on your way out ... so, my personal experience is saying to me 'I don't want that label' (David, D2 interview) [<i>using own experience as an entrepreneurial resource</i>]</p> <hr/> <p>I've got friends who are 50, and you are talking to them about the business plan, and that just alienates people... people are like 'why be pitching by one's age and assuming that every 50 year old wants to do the same thing' (Doris, D2 interview) [<i>supportive social factor</i>]</p>

		<p>So you have got your own experiences, you try some new things, you think ‘...that’s not working’ or ‘that’s hindering us’ so you try something else [...] we try something and if it’s not working, we, you know... So we came across this issue which was people being pissed off with the idea of being labelled as 50 plusers, and we went to the board and said ‘this is a problem’ and, fortunately, in this instance, the board just went ‘alright, fair enough’ (David, D2 interview) [<i>evaluating the value proposition as an entrepreneurial resource</i>]</p>
D3	EOR	<p>I think we took her on too early because her role was to look after the members and we didn’t have any. And I think her attitude, she was very institutionalised, she’d been working at her host organisation for 12 years [...] So we did have some interesting stuff with [the person who left] in that her attitude for start-up wasn’t ... [...] So she would come and say ‘You really ought to go and get volunteers from the university’ and I’d say ‘Why don’t you go and get them?’, ‘Oh well, no’. I’m like well there’s three of us, do you know what I mean, I cleaned the toilets earlier ... you know what I mean? Doris hoovered [...] You just need to get things done. And I think that’s a very different attitude. So I think ... so I’m not criticising her as an individual, I just think it was uncomfortable for her and that’s not very nice, if you don’t ... we all need to not be in our comfort zone some of the time but if you see somebody who’s living in their uncomforted zone 90% of the time it’s really hard to watch, it’s not fun (David, D3 interview) [<i>conviction that gestation activities are not for everybody</i>]</p> <hr/> <p>...we’re telling the board this is what we want to do for the next two month. If we’re employing staff it would have to be a board decision I think. It depends. Lots of boards I’m on would just let you get on with it; this board don’t, they want to make the decisions [...] I asked if I could go on the board as a director and they wouldn’t do it. And they went ‘well that never happens in social enterprises’ and I said ‘it absolutely happens all the time in social enterprises; you’re thinking like a charity; you’re thinking like a bunch of chief execs from charities’. So there is that tension. But I’m ... for me, I couldn’t be more committed to this than I am. I mean I get paid to do three days a week, I probably do four or five (David, D3 interview)</p> <hr/> <p>...we’ve just been such a small team but we’re starting recruitment for two new roles. And in hindsight I suppose there’s an element that the membership coordinator role [the role of the person who left] may have been three or four months earlier than necessary [...] Which yeah, like I said, has caused some challenges but it’s just meant that our [staff] have had to do more of the membership care aspects and we’ve had someone in doing the sales. But with then the new roles, there’ll be two three-day roles, a three-day person leading on sales and someone three days a week leading on membership care (Doris, D3 interview) [<i>supportive social factor</i>]</p>

D4	P/S	<p>So it's about me and Doris sticking our heads above the parapet and actually becoming the experts about bringing people together. And she's very passionate about bringing community organisations together and I'm really passionate about bringing individuals together [...] we need to kind of show people that this is really worth joining ... because suddenly you could say I want to be part of Darling Town because I am part of [the town], I am part of what goes on there. I am an asset of [the town], I am ... not to get too religious but, you know, the old 'I am' thing (David, D4 interview) [<i>understanding better than others the underpinnings of the value proposition: being a movement</i>]</p> <hr/> <p>Yeah, I mean she's a real hippie yeah, yeah. I mean she's a hippie at heart, isn't she? and I guess that's why we work so well together because we both fundamentally believe that people should be together (David, D4 interview)</p> <hr/> <p>I think we were on a similar sort of place in trying to define what it is. Maybe me slightly differently and he was looking into stuff about tribes and I was on the bus and just had that as a revelation in terms of what it is and what it could do. So we were in a similar place at the same time but hadn't said it to each other until that point (Doris, D4 interview) [<i>supportive social factor</i>]</p>
D5	EOR	<p>It's the first time that I have a board that is being built because of political reasons, because, usually, when I have a board is because there is somebody who is a finance expert, and there is a marketing expert, and, you know, and you build the skills together [...] I mean little political reasons... not party political reasons. I mean, being seen as part of it, because it's an innovative new approach, and some organisations want to be seen as innovative (David, D5 interview; A) [<i>perceiving the board as not entrepreneurial</i>]</p> <hr/> <p>...to be recruited to achieve the outcomes related to the business plan by a board who fundamentally don't understand what it is they're asking me to achieve. I don't think I need to say any more than that (Doris, D5 interview) [<i>supportive social factor</i>]</p> <hr/> <p>Some of it's just teething problems and some of it's about how they want reports done, how they want information to be shared with them. And some of them have got an expectation that you know like we'll have a policy booklet ready for them and all that and I'm kind of like we can't write policies at the moment because we're still working out what we're doing. So why would I write a policy, spend you know days/weeks of my life writing policies, policy after policy, when actually we're not in that place yet? Things are not set, things are still fluid. And this is the nature of doing what we do. So some of the challenges for me have been about saying to the board you've got to remember we're not an established organisation. And if you harp back to when your organisations first started you'll be damned sure that they didn't have all the policies written up,</p>

they didn't have anything like that. With one exception, the other organisations have all been around for over 20 years (David, D5 interview; B) [*perceiving the board as not entrepreneurial*]

So [*the 'obstructive' board member*] is resigning. I just got confirmation [*by email; and he reads:*] 'He decided to resign as a Darling Town director due to workloads' ... It doesn't matter. It's not the reason [...] they don't like the idea, they don't agree with it [and] it's an amazing thing; it's a very good thing [that this charity left] (David, D5 interview; A) [*perceiving the board as not entrepreneurial*]

[Daniel from the council] has been fine. I mean, there are some difficulties but ... He has been challenging! But that's alright; it's part of the deal (David, D5 interview; A). The Council have made it quite clear that they are very supportive of what we are trying to do. It's too early to tell whether it's working or not because we've only been going a couple of months, so why judge us on that? [...] But you'll see from that paper I've now [*two weeks after the resignation of one of the charities*] actually been given permission to recruit a couple of business people [for the board] (David, D5 interview; B) [*supportive social factor*]

I think what it does do [*having warned that both David and Doris could leave if things do not change*] is make sure that Doris and I have got the freedom to just get on and do that. We've been trying to do that but that's very difficult to do when you're fighting a board and you've got a context which is not supportive. And it's been interesting, so even simple things like noticing some of the board are now retweeting us which is nothing, you know, it doesn't cost them anything, it doesn't involve them making much effort but like we actually got retweeted by [one of the charities] the other day which she's never done (David, D5 interview; B) [*need to freely unfold entrepreneurial expertise*]

The bottom line is if you talked to any real social entrepreneur, and I think there are a lot of people who say they're social entrepreneurs but they're not really, they're going to say 'yes, of course you can [have a mutually constitutive social-economic nexus]' If you asked Richard Branson he would say 'yes you can' [...For example] talking to this bunch of advice agencies and they're all involved in debt management and stuff like that and I said to them 'Could you be a social enterprise bailiff?' And they went 'Oh no, you couldn't' [...] and I'm saying 'Why not?' ... so I found this organisation in America, they're called CFS2 ... if you put CFS2 in YouTube there is a great video about this debt collection agency. Now he is doing it by not sending in hard-nosed debt collectors ... he gets people to do things about helping people find jobs, helping people find work ... to pay back their debt. And his resolve, he goes about debt collecting by paying this. And he is proving that his income levels are two and a half times the normal debt collecting agencies (David, D5 interview; B)

