Looking in the mind of social entrepreneurs

What motivates social entrepreneurs to maintain their social enterprises

Msc Thesis [Sustainable Business and Innovation]

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Abstract

Through qualitative research this research examines the drive of social entrepreneurs to maintain their social enterprises. Social entrepreneurs are individuals that have a social mission, try to solve a societal problem, and put more importance on making social impact than on economic goals. Literature has mostly focussed on social entrepreneurs' reasoning to set up a social enterprise but have neglected to question what motivates them to maintain it for the long term. This research will investigate the prosocial motivations social entrepreneurs have and how these motivations played a role in maintaining their social enterprises. Examples of such motivations are empathy, achievement orientation, and closeness to the problem. Eight interviews have been conducted online incorporating a semi-structured design. This research shows that social entrepreneurship can be a suitable alternative to the traditional way of conducting business in the Dutch fashion industry.

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1. Introduction

national governments are tasked to work on the social and economic development of their countries and to improve the quality of life among their population. This aim is challenged by serious economic, social, and environmental challenges (Blanda & Urbančíková, 2021; Casini et al., 2018; Margaça et al., 2021). Some of those challenges are connected to economic development, for example high levels of social exclusion (Blanda & Urbančíková, 2021; Bonomi et al., 2019), crime (Blanda & Urbančíková, 2021), poverty (Blanda & Urbančíková, 2021; Bonomi et al., 2019), pollution, waste production, overpopulation, traffic (Bonomi et al., 2019), environmental degradation, and other threats due to climate change (Blanda & Urbančíková, 2021). All these challenges have an effect on the quality of citizen's life as inequalities in society and between regions continue to increase (Blanda & Urbančíková, 2021). The European union (EU) and its member states are confronted with these challenges. Southern Italy is confronted with high poverty rates, unemployment, high emigration flows, an ageing population, and a strong presence of organized crime (Fazzi & Elsen, 2020), Greece with high poverty rates and unemployment (Kontogeorgos & Chatzitheodoridis, 2019), and Portugal with high unemployment (Margaça et al., 2021). The European governments are looking for solutions to counter these challenges, like the lack of employment opportunities and prospects (Fazzi & Elsen, 2020). It demands for solutions that both embrace responsibility and sustainability in the long term.

Times of crisis have led to entrepreneurial behaviour (Kontogeorgos & Chatzitheodoridis, 2019; Margaça et al., 2021), which has sparked two reactions from the business world. On the one hand the established businesses engage in corporate social responsibility (CSR), in which organisations increasingly conduct responsible and sustainable behaviour (Myyryläinen & Torkkeli, 2022; Wevers & Voinea, 2021). The organisation would conduct activities which promote positive social change that is beyond the immediate interests of the organisation or is required by law (Myyryläinen & Torkkeli, 2022). On the other hand there is the creation of social enterprises which are organisations that mostly focus on the opportunities around responsibility and sustainability (Myyryläinen & Torkkeli, 2022). Social enterprises are driven by social entrepreneurs (SEs), who incorporate business models that generate employment and income to fulfil social objectives. These objectives are often prioritized over monetary profit (Fazzi & Elsen, 2020; Puđjak & Šimleša, 2020). Social entrepreneurship can result in a multitude of social enterprises from small local businesses to large multinationals. They can create benefits for small local communities or take a worldwide approach (Blanda & Urbančíková, 2021). The rise of social entrepreneurship started during the 21st century, which is a period confronted with social, economic, environmental, and resource problems (Puđjak & Šimleša, 2020).

The rise of social entrepreneurship has resulted in growing attention from policymakers (Blanda & Urbančíková, 2021; Puđjak & Šimleša, 2020). This resulted in a global institutionalization process in which social entrepreneurship becomes defined as a practice and social enterprise as an organisation form. Governments implemented laws that support SEs and social enterprises, which let to policy changes in Greece (Kontogeorgos & Chatzitheodoridis, 2019), Slovenia (Rogelja et al., 2018), Latvia (Līcīte-Ķurbe, 2022), Slovakia (Polockova), and new EU member state Croatia (Puđjak & Šimleša, 2020). The laws resulted in increasing amounts of social enterprises in their respective countries. The amount of registered social enterprises were in Greece more than a 1,000 (Kontogeorgos & Chatzitheodoridis, 2019), in Latvia 195 (Līcīte-Ķurbe, 2022), and in Slovenia 258 (Rogelja et al., 2018). In 2017 the European commission (EC) stated that there are 2 million social enterprises in Europe, which employ more than 11 million people. This means that 6% of the EU workforce is employed at a social enterprise (Kontogeorgos & Chatzitheodoridis, 2019). This data has been reported again by the EC in 2020 (Blanda & Urbančíková, 2021). The Global Entrepreneurship Monitor (GEM) reported a different number of employment and stated it would be more likely between 2,5% and 5% (Margaça et al., 2021). The upward trend of this development started during the economic crisis of 2008, which

made people question the relationship between economic wealth and quality of life (Puđjak & Šimleša, 2020).

In the last two decades the topic of social entrepreneurship has received an increased amount of attention from scholars (Bonomi et al., 2019; Līcīte-Ķurbe, 2022; Mascena Barbosa & Dumont, 2023). One of those research areas is on the motivation of a SE to start a social enterprise. When talking about motivation of SEs, they often refer to prosocial motivation. Prosocial motivation is defined as: "the desire to expend effort to benefit other people" (Mascena Barbosa & Dumont, 2023). Values that have been connected to prosocial motivations in literature are empathy (Alvarez de Mon et al., 2021; Lambrechts et al., 2020), moral obligation (Lambrechts et al., 2020), reciprocity (Kontogeorgos & Chatzitheodoridis, 2019), optimism, spirituality (Margaça et al., 2021), altruism, collectivism, and moral principles (Myyryläinen & Torkkeli, 2022). Furthermore, motivations could be triggered due to the SE's past and personal experiences. A particular life event or the circumstances in which the entrepreneur lived, could influence the entrepreneur to move away from traditional entrepreneurship and focus more on a social cause (Lambrechts et al., 2020). Also role models, family, and tax incentives could play a role in the creation of the social enterprise (Lambrechts et al., 2020). Therefore values can differ between individuals and based on the prioritization of those values, the type of enterprise will be different (Lambrechts et al., 2020). This includes both values connected to someone's upbringing as well as other experiences. While many studies have put their focus on the normative aspects of the social enterprise, they may have overlooked the more self-oriented side of the business venture (Mascena Barbosa & Dumont, 2023). It has been stated that positioning oneself as a SE could provide access to new resources and opportunities. Self-interested reasoning to set up a social enterprise are for example to increase job security and autonomy, financial return, or recognition (Mascena Barbosa & Dumont, 2023).

Social entrepreneurship is becoming increasingly popular worldwide and has gained global attention from scholars and policymakers. Most research considers prosocial motivations to be the main driver of SEs, however as mentioned situations and self-interest could be influential considering prosocial motivations. Also the focus seems to be often on setting up a social enterprise and less on the maintenance and continuation of a social enterprise. Studies have stated that prosocial motivations can drive social entrepreneurship (Mascena Barbosa & Dumont, 2023; Myyryläinen & Torkkeli, 2022) as well as can lead to entrepreneurial success (Lambrechts et al., 2020). Therefore it is important to have a more nuanced and in-depth take on the motivation of a SE to maintain its established social enterprise. Furthermore, it is not clear which prosocial values are in line with SEs in the Netherlands. As with other countries in the EU, social entrepreneurship is a nascent concept in the Netherlands. It is absent on the Dutch political agenda due to a lack of political interest and public understanding of the concept (Korstenbroek & Smets, 2019). This research investigates what motivates SEs in the Netherlands by looking at prosocial motivation. These prosocial motivations could influence each other, could be impacted by events, or impacted by self-interested reasoning, which put the motivation further into perspective. This would support and expand our understanding of social entrepreneurship in general and the motivations of SEs.

The conceptual framework of this research is inspired by the conceptual framework of Alvarez de Mon and colleagues created in 2021. Alvarez de Mon and colleagues (2021) share the same goal as the current research as they also investigate prosocial motivations present with SEs. The framework of Alvarez de Mon and colleagues is comprehensive as it includes all elements that were briefly discussed in the introduction and more. The categorization of Alvarez de Mon and colleagues claim that there are three factors that influence the decision to launch a social enterprise, which are motivations, personal resources, and facilitating factors. This research however focusses on the relationship between prosocial motivation and maintaining a social enterprise. This research does not exclude the possibility of personal resources and facilitating factors playing a role, however most literature assumes that social entrepreneurship is motivated by prosocial motivations (Lambrechts et al., 2020; Margaça et al., 2021; Mascena Barbosa & Dumont, 2023; Myyryläinen & Torkkeli, 2022). Without this attribute it is unlikely that a SE would choose to start and continue his/her venture, considering the challenging and resource-limited conditions (Mascena Barbosa & Dumont, 2023). The debate therefore would be focussed on these prosocial motivations and how these motivations ensure the maintenance of a social enterprise.

The model used for this research looks as followed:

Prosocial Motivation	→	Maintaining a social enterprise
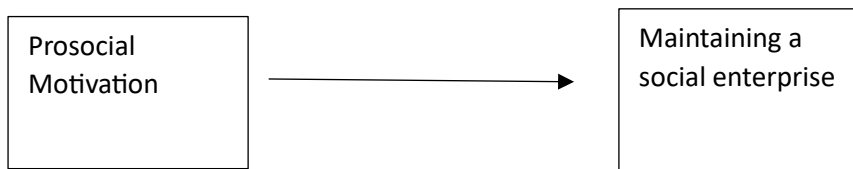
The research question is formulated as:

"How do prosocial motivations of social entrepreneurs play a role in maintaining an established social enterprise in the fashion industry in the Netherlands"?

The rest of the document is structured as followed:
- Part 2 (Conceptual framework) contains definitions, the concept of maintenance, the prosocial motivation concepts used in this research, and propositions.
- Part 3 (Methods) discusses how data is gathered, the sample, and how research is conducted.
- Part 4 (Results) contains the findings of the study.
- Part 5 (Discussion) contains the interpretation of the findings and recommendations for future research.

2. Conceptual framework

2.1. Definitions Social enterprise, SE, and social entrepreneurship

While interest in social entrepreneurship grows (Blanda & Urbančíková, 2021; Fazzi & Elsen, 2020; Līcīte-Ķurbe, 2022; Myyryläinen & Torkkeli, 2022), there is no universally accepted definition or delimitation of concepts like social enterprise, SE, and social entrepreneurship (Myyryläinen & Torkkeli, 2022). Furthermore, such concepts are often used interchangeably (Fazzi & Elsen, 2020) and allow for the co-existence of multiple understandings among those engaged in these endeavours (Mascena Barbosa & Dumont, 2023; Pittz et al., 2017). This research will focus on the terms SE, social entrepreneurship, and social enterprise. The unit of analysis will be the SEs. According to the EC a social enterprise is as followed: "a social enterprise is an operator in the social economy, the main objective of which is to have social impact rather than make a profit for their owners or shareholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and uses its profits primarily to achieve social objectives. It is managed in an open and responsible manner and involves employees, consumers, and stakeholders affected by its commercial activities" (European Commission, 2013, p.31).

The definition of the EC of a social enterprise has a similar tone to how a SE is described in literature. For this research the definition of Lambrechts and colleagues (2020) is used, which is: "Social entrepreneurs are individuals who start, lead, and manage organisations that seek to create social value by addressing societal challenges" (Lambrechts et al., 2020, p.3). These individuals can unite in groups, a network, organisation, or alliance to achieve sustainable, large-scale change (Bonomi et al., 2019). SEs address market failures, use business models, and seek to make a contribution to their communities and societies (Chandra & Shang, 2017). Characteristics of SEs include drive, determination, ambition, charisma, leadership, the ability to communicate vision and inspire others, and their maximum use of scarce resources (Shaw & Carter, 2007). Most of the papers agree that a SE is oriented towards a social mission (Alvarez de Mon et al., 2021; Fazzi & Elsen, 2020; Lambrechts et al., 2020; Myyryläinen & Torkkeli, 2022; Puđjak & Šimleša, 2020), addresses social problems and aims to bring social value (Alvarez de Mon et al., 2021; Blanda & Urbančíková, 2021; Fazzi & Elsen, 2020; Lambrechts et al., 2020; Līcīte-Ķurbe, 2022; Margaça et al., 2021; Myyryläinen & Torkkeli, 2022; Wevers & Voinea, 2021), and has social impact as their main priority over commercial profit (Alvarez de Mon et al., 2021; Blanda & Urbančíková, 2021; Kontogeorgos & Chatzitheodoridis, 2019; Korstenbroek & Smets, 2019; Lambrechts et al., 2020; Margaça et al., 2021).

For social entrepreneurship the definition is chosen from the paper of Margaça and colleagues (2021) which define the concept as followed: "As a practice that aims to create and sustain social change, an innovative, social value creating activity that can occur within or across the non-profit, business, and public sectors" (Margaça et al., 2021, p.3). The person or group that exercises social entrepreneurship recognizes and takes advantage of opportunities to create social value, employs innovation, and is willing to accept an above-average degree of risk to set up his/her venture (Lambrechts et al., 2020).

2.2. Dependent variable: maintaining a social enterprise

The presence of SE in society is due to their interest and ability to address structural issues, which seem not to be properly tackled by public or market systems (Blanda & Urbančíková, 2021; Fazzi & Elsen, 2020; Mascena Barbosa & Dumont, 2023; Miller et al., 2012). This could be due to development issues and scarcity of public goods (Mascena Barbosa & Dumont, 2023), the costs tackling such issue, by a lack of political commitment (Korstenbroek & Smets, 2019; Fazzi & Elsen, 2020), or administrative capacity (Fazzi & Elsen, 2020). SEs can affect local and regional development at the global level, both through job creation (Alvarez de Mon et al., 2021; Casini et al., 2018; Fazzi & Elsen, 2020; Kontogeorgos & Chatzitheodoridis, 2019; Polačková, 2021; Rogelja et al., 2018) and restoration of solidarity in their communities (Alvarez de Mon et al., 2021; Kontogeorgos & Chatzitheodoridis, 2019; Puđjak & Šimleša, 2020). A good organized social enterprise has the potential to create innovative and creative solutions to complex and persistent social issues, such as poverty (Bonomi et al., 2019; Fazzi & Elsen, 2020; Rogelja et al., 2018), inequality, and inadequate health care or education (Blanda & Urbančíková, 2021). The emergence of SEs have created a new way of conducting entrepreneurship and an alternative way to develop sustainable socio-economic projects (Alvarez de Mon et al., 2021).

Maintaining a social enterprise requires SEs to balance their commercial and social activities. SEs are able to become economically efficient, while being socially responsible and sustainable at the same time (Alvarez de Mon et al., 2021; Lambrechts et al., 2020). While SEs prioritize social objectives over commercial ones, it does not mean the organisation is neglecting their commercial obligations. Commercial activities offer the social enterprise more flexibility and autonomy in its operations and that the organisation can operate for the long run (Alvarez de Mon et al., 2021; Lambrechts et al., 2020). However, it is possible that too much focus on producing economic value can result in losing focus on the social mission (Alvarez de Mon et al., 2021). This is called mission drift, which means that the organisation is losing focus on its basic goal of fulfilling a social mission, by for example prioritizing commercial activities (Lambrechts et al., 2020; Puđjak & Šimleša, 2020). The occurrence of mission drift can be due to a sudden growth of an organisation (Puđjak & Šimleša, 2020) or prevalence of managerial and business principles over human and ethical values (Lambrechts et al., 2020; Puđjak & Šimleša, 2020). Mission drift does not have to occur, because both goals can coexist with each other. Social enterprises are claimed to be a possible solution for societal problems and can bring social wealth and benefits to the whole of society as well as the SE him/herself (Alvarez de Mon et al., 2021; Blanda & Urbančíková, 2021; Kontogeorgos & Chatzitheodoridis, 2019).

2.3. Independent variable: prosocial motivation

Prosocial motivation is defined as a concept that is connected with the entrepreneur's desire and conviction towards his/her social enterprise. It is the desire to become a SE and how feasible they think it is. Concepts associated with prosocial motivation are for example empathy, compassion, and altruism (Alvarez de Mon et al., 2021). In this section the concepts associated to prosocial motivation will be discussed and are grouped in subcategories which are similar to those used by Alvarez de Mon and colleagues (2021). These subcategories are: emotional connection, personal dissatisfaction, purpose achievement – change recognition, and social and community needs. The definitions of the subcategories and examples can be found in Appendix 1.

2.3.1. Emotional connection and personal dissatisfaction or need

An emotional connection is about the sensitive connection the SE has with his/her target group (Lambrechts et al., 2020). Empathy is an example of emotional connection. It is the ability to detect and understand other people's emotional and affective states and to react accordingly towards those states (Margaça et al., 2021). It is a deliberate choice of the individual to adopt another person's perspective and to imagine how one would feel and think if one were in the other person's position (Lambrechts et al., 2020). Personal dissatisfaction or need could be individually focused, but it is also considering society. The person in question is touched by the problem that his/her target group is facing. The SE is concerned about the current situation surrounding his/her target group and has the desire to change their situation. Frustration is an example of personal dissatisfaction and can resonate when a personal need is denied. Frustration is connected to feelings of stress, irritation, and annoyance associated with constraints that prevent achievement of valued goals (Ruskin et al., 2016).

2.3.2. Moral Judgement

Moral judgement is about helping others in achieving a common goal (Margaça et al., 2021). It transcends individual perspective and incorporates the perspective of others in someone's judgement on what is good and bad for society. Compassion is an example of moral judgement. Compassion is a multi-stage social process of alleviating someone else's suffering (Pittz et al., 2017). Compassion is characterized by its other-orientation in which the individual is concerned for the other and his/her pain and needs (Miller et al., 2012). Similar to empathy there is an emotional connection in place as the person tries to understand the feelings and position of the other. Something bad happening to another could be due to injustices and barriers present in society. Social justice and a sense of obligation are two other concepts of this subcategory that seem to go hand in hand. Social justice is about a desire to seek equitable access to opportunities and resources for marginalized segments of a population (Ruskin et al., 2016) and a sense of obligation is about the feeling that one should act, for example on injustice, on behalf of others (Lambrechts et al., 2020; Ruskin et al., 2016). The feeling of urgency to act can on one hand resonate within the person, for example perceiving it as someone's call, destiny, or duty towards society (Ruskin et al., 2016). While on the other hand it can resonate due to social pressure, or certain social standards (Lambrechts et al., 2020). They may feel that they have to reciprocate, for example to groups and communities that supported them in the past or to groups and communities they are still part of (Ruskin et al., 2016). Another example of moral judgement is spiritualism, which is defined as a set of capabilities and abilities that make individuals capable of solving problems, reaching goals in life, and is a search for the sacred (Margaça et al., 2021). It is about how people understand life, existence, personal growth, responsibility, and relationships with others (Margaça et al., 2021). Lastly there is the concept of morality. Morality or moral legitimacy termed by Miller and colleagues (2012) is defined as something that encompasses society's value-based judgements of whether an activity is the right thing to do. It is about social norms and values on how we act with each other and what is perceived as good or bad behaviour.

2.3.3. Purpose achievement – change recognition

Purpose achievement is about the drive to complete challenging tasks, goals or aims to a high standard (Ruskin et al., 2016) and change recognition is about the ability to be receptive and aware of change and to identify and act upon it (Margaça et al., 2021). In a traditional or rational cost-benefit analysis an individual is motivated by self-interest and wants the personal benefits of an action to outweigh its personal costs (Miller et al., 2012). However a prosocial cost-benefit analysis puts the emphasis on the prosocial benefits instead of personal benefits. Prosocial benefits are benefits that are connected to society or a targeted segment of the population and exceed the individual and organisational domain. The outcomes and needs of others are valued more than that of the

individual (Miller et al., 2012; Pittz et al., 2017), which may open a broader scope of possible benefits and actions that would otherwise be avoided due to costs (Miller et al., 2012). Another concept connected to purpose achievement – change recognition is altruism. Altruism is helping unknown others without anticipating external rewards (Ruskin et al., 2016). It is a voluntary and intentional desire to act (Ruskin et al., 2016). Influence, another concept, on the other hand is the drive to alter the behaviour of others (Ruskin et al., 2016). It is about guiding the actions of others towards social change instead of forcing others towards the change (Ruskin et al., 2016). Achievement or achievement orientation termed by Wanyoike and Maseno (2021) is about the desire to challenge oneself, find solutions to social issues (Miller et al., 2012), and the need to create a significant impact (Wanyoike & Maseno, 2021). It could be for example the achievement of setting up a social enterprise and experiencing the ups and downs of the organisation (Miller et al., 2012) or the achievement of reaching a common benefit for a human group, either through business or social community activities (Margaça et al., 2021). Lastly, there is the concept of changing structures and policies in society, which is closely connected to change recognition. A favourable environment supports the development of social entrepreneurship and provides SEs with opportunities and resources to implement their business plans, however that is not always the case (Blanda & Urbančíková, 2021).

2.3.4. Social and community needs

A traditional entrepreneur often prioritizes his/her own needs, while a SE prioritizes the needs of society and community (Myryyläinen & Torkkeli., 2022). The concept closeness to the problem is about the deep rooted connection a SE has with his/her social mission or cause (Wanyoike & Maseno, 2021). Similar to the concept of 'commitment to helping', which is about someone's desire to give or provide support to others in society (Wanyoike & Maseno, 2021). Social value is reached when the social benefits are higher than the comparable costs involved (Miller et al., 2012) and the value often receives higher priority from SEs than capturing economic value (Blanda & Urbančíková, 2021; Lambrechts et al., 2020; Myyryläinen & Torkkeli, 2022; Wanyoike & Maseno, 2021). The creation of a social enterprise does not happen by night and is often the result of an entrepreneurial process, which is about identifying and exploiting an unmet need (Shaw & Carter, 2007). While traditionally the entrepreneurial process is focussed on financial gain, creative freedom, and control over one's own efforts, social entrepreneurship has additional targets and balances self-interest with the interest of the beneficiaries of the social enterprise (Lambrechts et al., 2020). In the case of a social enterprise it involves developing, executing, and sustaining initiatives aimed at overcoming a social difficulty (Margaça et al., 2021). The social enterprise can generate next to social value also create something which is called positive externalities, which is another concept of this subcategory. Positive externalities are defined as the indirect benefits of an organisation's work that was not planned for (Pittz et al., 2017). While economic development has been connected to negative externalities, like pollution (Bonomi et al., 2019), conducting business can also create, be it directly or indirectly, positive impacts. Lastly, there is the concept of nurturance. Nurturance is the need to care for, encourage, and foster the development of familiar others (Ruskin et al., 2016). People may set up an enterprise to secure the future for his/her family members, to address challenges the family confronts, or to find a solution to improve the situation for other community members (Ruskin et al., 2016). The focus of this concept is on caring for known others and providing for future generations (Ruskin et al., 2016).

2.4. Propositions

Studies have been conducted in a variety of countries, for example Greece, Italy, and Spain and in a variety of sectors, for example consulting, health, and agriculture. They showed that SEs have prosocial motivations, but there is no research done on SEs in the Dutch fashion industry. It is however possible that the Dutch SEs also have prosocial motivations. They may share prosocial

motivations indicated by Alvarez de Mon and colleagues (2023) or they may differ from them. They may have none prosocial motivations, a few, or many. Therefore the following proposition is as followed:

- Proposition 1: At least one of the prosocial motivations (emotional connection, moral judgement, personal dissatisfaction or need, purpose achievement and change recognition, and social and community's needs) is present during the social entrepreneurs' decisions to maintain their organisations.

Previous studies investigated by this research showed that there is a variety of prosocial motivations that can be leading for a SE to set up their social enterprise. If they played a leading role from the start, it can be possible that these prosocial motivations are still present in the organisation. It is also possible that after a few years other prosocial motivations become relevant as well as the organisation grows and is confronted with new challenges and opportunities. Mascena Barbosa & Dumont (2023) already stated that without prosocial motivations it is unlikely that a SE would choose to start and continue his/her venture, considering the challenging and resource-limited conditions. This provides the possibility that prosocial motivations play an important role from the start, but also during the continuation of the organisation. Therefore the second proposition is as follows:

- Proposition 2: The prosocial motivations (emotional connection, moral judgement, personal dissatisfaction or need, purpose achievement and change recognition, and social and community's needs) take a higher priority than capturing economic value during the maintenance of the organisation.

3. Methods

3.1. Context

Social enterprises can be present in a multitude of industry, for example in catering, education, care, and construction. This research has decided to focus on SEs who are established in the Dutch fashion industry, which also have been referred as the textile and clothing industry (Román-Collado et al., 2023) and the apparel industry (CBI, 2022). The fashion industry is one of the biggest and most important industries in the world (Desore & Narula, 2018; Peters & Simaens, 2020; Román-Collado et al., 2023) and it plays an essential role in people's everyday life (Desore & Narula, 2018; Peters & Simaens, 2020) as clothing is considered the second most substantial object of human desire (Peters & Simaens, 2020).

However, the industry is infamously known for its fast fashion model, which emerged in the 1980s (Koszewska, 2018). It is characterised by a high number of collections, mass production, short shelf life of products, low quality and prices (Koszewska, 2018). Furthermore European textile consumption is the fourth largest cause of climate change and environmental impacts (Arnhold et al., 2023) and as the industry grows it seems to only intensify social and environmental issues (Peters & Simaens, 2020). Issues incorporated with the industry are high energy and water usage (Desore & Narula, 2018; Hrouga & Michel, 2023; Koszewska, 2018; Papú Carrone, 2020; Román-Collado et al., 2023), high C02 emissions (Arnhold et al., 2023; Koszewska, 2018), the use of hazardous substances (Arnhold et al., 2023; Desore & Narula, 2018; Hrouga & Michel, 2023; Koszewska, 2018), low worker wages (Peters & Simaens, 2020; Zamani et al., 2018), excessive working hours (Peters & Simaens, 2020; Zamani et al., 2018), and child labour (Peters & Simaens, 2020; Zamani et al., 2018).

The Dutch consumers are critical about the current way fashion is being conducted. In 2020 43% of consumers said that they distrusted manufacturers' sustainability. Still, 79% of consumers do consider sustainability in their purchasing decisions and 43% is willing to pay extra for it (CBI, 2022). The Dutch

government with its partners, including manufacturers and retailers, industry associations, trade unions, NGOs, have signed in 2015 the Agreement on Sustainable Garments and Textiles in which the parties committed themselves to tackle social and environmental challenges (CBI, 2022).

3.2. Sample

The sample of SEs has been gathered through the organisation "stichting social enterprise NL" (SSENL). It is an organisation that was established in 2012 and advocates for social enterprises in the Netherlands (Social enterprise NL, n.d.g). It wants to help grow and professionalize the sector of social enterprises (Social enterprise NL, n.d.a), advocates for social enterprises to become their own legal entity (Social enterprise NL, n.d.h), and actively lobbies to put actual and urgent themes surrounding social entrepreneurship on the public agenda (Social enterprise NL, n.d.a). Its goal is to create a better ecosystem for the social enterprises, in which they have easier access to capital and can utilize market opportunities. SSENL wants all levels of government (national, provincial, and municipal) to incorporate more favourable laws and regulations for social enterprises (Social enterprise NL, n.d.g). The network of SSENL has approximately 450 members (Social enterprise NL, n.d.b), which can be categorized by 16 different industries and 7 different impact areas. Organisations can be active in multiple industries and impact areas. (Social enterprise NL, n.d.f). All members have to be conform with the following rules to become a member of the SSENL: (1) have to be registered at the Dutch chamber of commerce for at least one year, (2) at least one person full-time employed, (3) are limited or fully independent from gifts or subsidies, (4) claim to be a social enterprise, and (5) are open to each other and like to share their knowledge and experiences (Social enterprise NL, n.d.d). To claim to be a social enterprise means that they are conform with the definition of the EC, which states the following: (1) Operates primarily from a social mission; impact first, (2) sees financial profit as a tool; not as a purpose, (3) realises impact as independent organisation who provides a service or product, (4) is transparent and fair to everyone, and lastly (5) bases management and policy on balanced control of all those involved (Social enterprise NL, n.d.d). The evaluation of the organisation's fit towards the network depends on both the applicant and the SSENL (Social enterprise NL, n.d.c). When the applicant receives a positive evaluation, he/she should pay a yearly members fee, which is based on the size of the social enterprise, to support the network (Social enterprise NL, n.d.e). SSENL stimulates the transition towards a more social way of doing business through social enterprises. They increase the visibility of their members and provide practical activities and programmes to help SEs in their development (Social enterprise NL, n.d.g).

SSNEL provided 37 social enterprises that were established in the Dutch fashion industry, almost all were able to be reached by phone, email address or social media. When interest was confirmed by phone, email or LinkedIn, further communication and setting up the online meeting was done through email. Only 3 companies were excluded as two were permanently closed and one was more focussed on the catering industry than on fashion. In the end 8 interviews with the target group have been conducted, which is a success rate of approximately 24%. The social enterprises are all established and operating in the Netherlands. Most of them own the company (7 out of 8), while one (Case 4) is head of process and program management. The average age of the interviewees is 49 years old, most of them are women, most of them have done voluntary work, and they are all highly educated. Organisations are established between 2009 and 2023, most of the organisations have the legal form of a limited liability company, and most of them focus on the B2B market. An overview is provided in table 1.

	Case 1	Case 2	Case 3	Case 4	Case 5	Case 6	Case 7	Case 8
Age entrepreneur	55	60	51	61	50	35	28	50
Gender	Female	Female	Female	Female	Male	Female	Male	Female
Education	HBO	WO	WO	WO	WO	WO	WO	HBO
City of venture	Haarlem	Amsterdam	Amsterdam	Utrecht	Utrecht	Arnhem	Rotterdam	Rotterdam
Year of venture	2016	2015	2018	2015	2009	2018	2021	2023
Legal form	NGO	Sole trader	Cooperation	NGO	Limited liability	Limited liability	Limited liability	Limited liability
Business process	B2C	B2B/B2C	B2B	B2B	B2B	B2B/B2C	B2C	B2B
Voluntary experience	Yes	Yes	Yes	No	No	No	Yes	Yes

3.3. Data collection

This qualitative research incorporated an exploratory design using semi-structured interviews. The interviews have been created by incorporating questions from other similar researches. This way of data collection is suited for the research question because the research topic is in its nascent stage and allows open questions, the use of why and how questions, and follow-up questions. Most inspiration for the questions has been collected from the researches of Alvarez De Mon and colleagues (2021), Lambrechts and colleagues (2020), Mascena Barbosa & Dumont (2023), and Korstenbroek & Smets (2019). The semi-structured design has been chosen, due to the possibility to go more in depth about the reasoning of SEs and to establish a conversation about past, present, and future. Furthermore, it allowed for comparison between interviewees, while providing each interview to follow different directions and explorations. Consent was asked before the interview started and allowed the interview to be recorded. Furthermore, the interviewees were informed that the data would only be used for the purpose of the thesis and that their privacy would be protected. This means that both anonymity and confidentiality was in order. Interviewees could also request for the transcript if they would like to fact-check it. The interview was divided into 4 parts and was structured as followed: (1) interviewee characteristics, (2) enterprise questions, (3) personal questions, and (4) closing questions. It allows to understand the enterprise, the environment in which the enterprise operates, and the individual who set up the enterprise. In total there were 18 questions, however after the first interview an additional question was added bringing the amount of questions to 19. The original interview guide (English) and the updated interview guide (Dutch) can be found in appendix 2 and 3. All interviewees were Dutch, therefore a Dutch interview guide was created. Most of the interviews were conducted online through Microsoft teams (one by phone) from 14nd of November of 2023 until the 6th of December of the same year. The average duration of each interview was approximately 46 minutes (shortest 28 minutes, longest 1 hour and 12 minutes) and almost all of them were recorded through Microsoft Teams, one time by computer recording. While Microsoft Teams wrote a transcript based on the audio recording, it was again checked in Microsoft Word to ensure that the audio recording and the transcript were inline.

3.4 Analyses

After the interview period was concluded, the data provided by these interviews was analysed. The method used was manual coding in Microsoft Word. The coding categories were already formulated by using the previously mentioned theoretical concepts. To secure a clear overview each category was placed in a section and had its own colour code. This was organized as followed:

Section 1: Empathy (red), Compassion (blue), Frustration (green), Commitment to alleviating suffering (societal) (dark blue), Commitment to helping (purple)
Section 2: Social judgement (red), Sense of obligation (blue), Closeness to the problem (green)
Section 3: Prosocial cost-benefit analysis (red), Prosocial benefit (blue), Social value (green)
Section 4: Achievement orientation (red), Changing structures and policies (blue), Influence (green) Entrepreneurial process (purple), Positive externalities (dark blue)
Section 5: Spiritualism (red), Morality (blue), Altruism (green), Nurturance (purple)

By using this wide range of definitions as categorizations, it provided an organized direction and defined guideline that have the intention to protect reliability. This however made the design more of a descriptive design than an inductive design, which is unusual for qualitative research. This design focusses on testing theory, investigating if Dutch social entrepreneurs in the fashion industry act similarly as previous research would predict. Therefore this design facilitates as a data comparison strategy in which it provides the opportunity to review, reconsider, and reflect on the Dutch case. Even though it is unusual, it is not uncommon and shares similar themes with the approach called 'line-by line coding'. Line by line coding encourages researchers to stay close to the data and to immerse him/herself in the text to explore nuances and to be open minded (Williams & Moser, 2019). This research still kept in mind that other categories could emerge during the coding process.

The fragments of the interviews (words, quotes, stories, comments) were identified and codified when they fitted a definition of a category. They needed to have a similar meaning or feeling when grouped together and needed to be valuable to the research as a whole. This approach required continuously reading, rereading, and comparing all eight interviews in order to ensure that these fragments fitted particular categories. This made sure that all fragments were correctly placed in their categories and that duplications were prevented and resolved. All eight interviews were transcribed and read line by line. Than every important fragment was selected and placed in its fitting category. Examples of this process can be found in image 1 and 2. Lastly, when all fragments were placed, they were counted, which showed the variety and presence of the prosocial motivations of an interviewee. The relative importance of the prosocial motivation factors can be seen in table 2.

Image 1.

Section 1: Empathy (red), Compassion (blue), Frustration (green), Commitment to alleviating suffering (societal) (dark blue), Commitment to helping (purple)

Case 1:
- Intrinsieke motivatie om mensen te helpen (Case 1)
- om mensen echt een stap te laten maken (Case 1)
- Niks is mooier om iemand te zien groeien en in zijn krachten komen en dat is echt het mooiste wat er is, denk ik (Case 1)

Image 2.
Section 2: Social judgement (red), Sense of obligation (blue), Closeness to the problem (green)

Case 1:
- En dat ik zag wat hun afstand was (Case 1)
- Hoe gaan we dit met zijn allen in goede banen leiden? (Case 1)
- Want ik denk dat het dat het beter is als iedereen zo snel mogelijk deelneemt aan de maatschappij (Case 1)

4. Results

Based on the 8 interviews most of the concepts mentioned in the theoretical framework were mentioned at least ones. However, nurturance, creating positive externalities, altruism, and changing structures and politics haven't been a prominent reasoning of any of the interviewees to maintain their social enterprises and therefore excluded from further examination. However, the entrepreneurial environment considering social entrepreneurship in the Netherlands will be discussed in a separate section called: 'Perception on the Dutch social entrepreneurial climate'. Furthermore the concept prosocial benefit and prosocial cost-benefit analysis have been merged as the analysis addresses a situation in which the prosocial benefit shows its importance. It however is still different from the concept creating social value as prosocial benefit focusses more on the staff and individual itself, while creating social value focusses more on society at large. Lastly compassion and closeness to the problem have been changed. Compassion for example can both mean the personal trait of being compassionate and at the same time the urge to alleviate suffering for a community. Similarly standing close to problem in society often resonates with feelings of frustration and stress when seeing problems up close. Therefore compassion and closeness to the problem both incorporate individual and group components, which was in the research of Alvarez the Mon and colleagues (2021) separated. From the five categories provided in the conceptual framework, four have remained, personal dissatisfaction or need category has been dissolved after frustration merged with the concept closeness to the social problem. The three most mentioned concepts are entrepreneurial process (76) empathy (56), and prosocial benefit (35).

Table 2

	Case 1	Case 2	Case 3	Case 4	Case 5	Case 6	Case 7	Case 8	Total
Empathy	10	3	16	0	2	15	2	8	56
Compassion	2	2	15	0	3	5	0	6	33
Social judgement	1	3	8	8	1	2	0	6	29
Sense of obligation	9	0	2	8	0	1	0	4	24
Spiritualism	4	0	0	3	3	0	7	8	25
Morality	2	0	0	0	7	3	7	4	23
Prosocial benefit	8	0	9	2	1	6	2	7	35
Achievement orientation	5	3	0	6	1	1	5	11	32
Influence	3	5	0	2	0	1	5	4	20
Entrepreneurial process	11	12	15	4	4	8	7	15	76
Closeness to social problem,	6	2	7	2	0	4	2	8	31
Commitment to helping	5	2	9	5	1	0	0	2	24
Creating social value	3	7	2	6	5	7	2	1	33

The first section will discuss the set-up of the social enterprise, the second part will discuss the maintenance of the social enterprise and each category more in depth, the third section discusses the future of the social enterprise, and last section discusses the Dutch social entrepreneurial climate.

4. 1. Set up of the social enterprise

Inspiration to start a social enterprise have occurred in a variety of ways. Some Cases set up their social enterprise because they were strongly influenced by others and eager to help them out (Case 1, Case 2, Case 3, Case 8) and other Cases joined such organisations to tackle societal issues (Case 4, Case 5). What all eight Cases have in common is that they want to help out those who are unfortunate and tackle societal challenges. Case 1 experienced during the refugee crisis in the Netherlands of 2015 that it was challenging for refugees to find work. She saw the distance they had at the labour market and realized that by setting up an enterprise she could tackle unemployment. She didn't know at the beginning in which sector she would set it up, but fashion seemed to be the right fit. She had the people first and fashion became a tool to help them. Similarly to Case 1, Case 3 was also first approached by others. Case 3 was approached by individuals who wanted to set up an enterprise, but didn't know how. Both Case 1 and Case 3 were willing to help out others, not fully aware that eventually it would become their future jobs. Similarly, to Case 1 and Case 3, for Case 2, Case 8, and Case 6 it also happened by chance. Case 2 met artists in India which made products from old promotion posters. They were tackled the waste problem and created awareness. Case 2 decided to sell their products and received positive reactions from buyers. This eventually lead her to join forces with one artist and to sell his products in the Netherlands, which led them to set up their own organisations in their respective countries. Case 8 came in contact with three organisations that were having difficulties in making ends meet and convinced them to join forces and merge into one big organisation. Instead of interns and volunteers, the new organisation would employ people. Case 6 got the opportunity to design clothing for the world tour of a famous music artist, this in a way forced her to register as an organisation when she accepted the assignment. When the tour was over she decided with her business partner to continue the organisation. At first the duo didn't have an exact idea in what area of fashion they wanted to work, as long as it could generate money. Case 6 explains concepts like social and sustainable fashion weren't really a thing when she set up the organisation. Those concepts would emerge later and would eventually play a major role in her organisation. Case 4 and Case 5 joined organisations with social goals and brought their own input to the organisations. The business partner of Case 5, which is the owner of the organisation, stopped her previous business to mainly focus on supporting her target group. Case 5 himself also sold his organisation, which brought in capital to invest and he brought with him his own entrepreneurial experience. He was intrigued by her motivations and saw potential in the business model which would incorporate the use of residual streams and helping people with a distance to the labour market. Case 4 in comparison to Case 5 is not in charge of the company. Case 4 wants to make the supply chain as healthy as possible and that it uses a high rate of re-use and recycling. The organisation wants to ensure the self-reliance of people and giving them the chance to improve that in the form of development collaboration projects in developing countries. The focus have been since 2019 more on the environmental aspect and aims to have an as high as possible re-use of raw materials from the collected textile and that the process of collecting and selling clothing remains profitable. Lastly, Case 7 set up an organisation that cleaned sneakers. They provide the possibility for sneaker lovers to give their sneakers a second life and provide a workspace for young people. While their business model changed due to the knowledge they gained from their first visit at a sorting company, their objectives remained the same to have social and environmental impact.

4.2. Impact of prosocial motivations during maintenance of the organisation

4.2.1. Section 1: Empathy, Compassion, and Commitment to helping

All Cases have shown signs of empathy as they are able to look from the perspectives of others. From the perspective of business partners, employees, and those struggling in society. Empathy seems to play a key role in the maintenance of the organisation as Cases are motivated to help others grow and

help them in taking the next step in life. They have mentioned multiple ways on how they want to achieve that with their organisations. By providing people attention and the opportunity to grow (Case 1, Case 3, Case 6, Case 8), stability and income (Case 2, Case 3, Case 4, Case 6, Case 8), and collegiality and a safe environment (Case 2, Case 3, Case 5, Case 6, Case 7). The SEs seems to put the emphasis on the human identity of the organisation and are driven to empower those they help.

Cases	Dutch (original)	English (translation)
Case 1	Niks is mooier om iemand te zien groeien en in zijn krachten komen en dat is echt het mooiste wat er is, denk ik.	Nothing is more beautiful to see someone grow and channels his strength and that is really the most beautiful thing there is, I think.
Case 2	Absoluut niet dus, maar ja, mij geeft het meer voldoening als ik zie dat de mensen in de werkplaats gewoon happy zijn. Dat geeft mij meer voldoening dan, dat ik heb heel veel geld aan verdien.	Absolutely not, but yes, it gives me more satisfaction when I see that the people in the workplace are simply happy. That gives me more satisfaction than earning a lot of money.
Case 3	Deels is het gewoon een beetje per toeval op me, op mijn weg gekomen. Maar de drive om dat toch aan te gaan was wel juist die menselijke maat.	Partly it just came my way, a bit by chance. But the drive to do so was precisely that human dimension.
Case 6	Maar ik denk … ja, dat ik nooit had gedacht dat je dus echt een soort van ja, tweede familie opbouwt zeg maar. Echt dat het wel en dat je dat ook uitbreidt en dat het super mooi is.	But I think... yes, I never thought that you really build up a kind of, yes, second family, so to speak. Really that and that you also expand it and that it is super beautiful.
Case 8	Nou en dat om dan even terug te gaan naar jouw expliciete vraag van wat is je drijfveer. Om ook hierin weer een stukje te kunnen veranderen eigenlijk. Door het gewoon te gaan doen en je weet nog niet helemaal precies waar dat uit gaat komen, maar ja. Dat is wel gewoon tof en heb je veel meer voldoening als je mensen in hun kracht zet en een stuk zelfstandigheid geeft doordat ze salaris zelf gingen genereren.	Well, let's go back to your explicit question of what is your motivation. To be able to change this a bit, actually. By just doing it and you don't know exactly where it will end up, but yes. That's just cool and you get much more satisfaction if you empower people and give them some independence because they start generating their own salary.

Cases showed throughout their interviews signs of compassion. During maintenance this concept still plays a role as the SEs are focussed on people in society who are experiencing difficulties to adjust or have other kind of difficulties. Examples addressed by the Cases are trauma (Case 3, Case 8), difficulties adjusting to the Dutch language (Case 1, Case 3), depression (Case 1, Case 3, Case 8), and loss of self-esteem (Case 3). They see their enterprises as tools to support them and to create a safe space for them. A place where it is allowed to make mistakes (Case 2, Case 5, Case 8), where problems are worked out together (Case 2, Case 3, Case 8), and people feel appreciated again (Case 3, Case 5). Cases seem to realize that some in society are more unfortunate than others and are willing to help those people through difficult times and support them to generate positive change.

Cases	Dutch (original)	English (translation)
Case 1	En die begon met een halve dag en elke week huilend. Tot nu 3 dagen per week en doet onze hele sociale media en heeft nu een baan, dus dat. Dat is denk ik de payoff	And he/she started with half a day and crying every week. To now 3 days a week and he/she does all our social media and now has a job, so that. I think that's the

	en daar word ik heel blij van. Maar dat is natuurlijk wel een karaktereigenschap dat je daar gelukkig van wordt.	payoff and that makes me very happy. But that is of course a character trait that makes you happy.
Case 3	En je ziet dan gewoon wat dat doet met mensen, weet je. Mensen … Ik bedoel, een van die collega's, die was ook gewoon die had een eigen bedrijf. Die had gewoon ja 15 man in dienst die had het eigenlijk voor zijn gevoel best heel goed voor elkaar. Maar hier had hij opeens niks en zat hij in een AZC, was hij aan het wachten tot zijn vrouw en zoon nog over konden komen, zat hij opeens in de bijstand en had hij het gevoel dat hij eigenlijk niks kon in verhouding tot wat er in Nederland verwacht werd. En ja, dat heeft me toch wel … Ja ik vond het toch ja toch shocking, hoe dat, wat dat doet met mensen.	And you just see what that does to people, you know. People… I mean, one of those colleagues, he was also just, he had his own company. He simply employed 15 people, he felt that he was actually doing quite well. But here he suddenly had nothing and he was in an AZC, he was waiting for his wife and son to come over, he suddenly became part of the subsidy system and he had the feeling that he couldn't actually do anything in relation to what was expected in Netherlands. And yes, that did affect me... Yes, I found it shocking, how that, what that does to people.
Case 5	En dat hebben we allemaal, die kansen hebben wij allemaal gehad maar mensen die altijd te horen hebben gekregen dat ze nooit wat zijn en nooit wat waren en nooit wat zullen worden. Dan is het zelfvertrouwen weg en dat moet weer opgebouwd worden en daar hebben wij wat trucjes voor.	And we all have that, we all had those opportunities, but people who have always been told that they are never anything and never were anything and never will be anything. Then self-confidence is gone and it has to be built up again and we have some tricks for that.
Case 6	Weet je en dat je denkt van: Wauw, weet je. Dat je dat zelf niet het voortouw hoeft te nemen dat iedereen gewoon uit zichzelf een ja iets bijdraagt. Of dat je echt denkt van nou je hier, hier doe je het voor en dan trek je ook gewoon, denk ik ja dezelfde mensen. Ja, sorry dat ik daarvan moet janken.	You know and then you think like, Wow, you know. That you don't have to take the lead yourself, that everyone just contributes something on their own accord. Or that you really think that you here, this is what you do it for and then you just attract, I think, yes, the same people. Yeah, sorry that it made me cry.
Case 8	Gewoon wel heel dankbaar en zo fijn om te zien dat deze mensen ja echt nu wel een andere stap hebben gemaakt en het leven in Nederland ook echt wel zo zien zitten als ze op deze manier ja een stukje eigen inkomsten hebben. Het gezin ook weer naar een hoger plan getrokken kan worden.	Just very grateful and so nice to see that these people have now really taken a different step and really like life in the Netherlands if they have some of their own income in this way. The family can also be taken to a higher level.

Cases put emphasis on not only their own desires, but also on those of others in their organisations. The Cases provide a hospital environment and have stated that they open their doors for others (Case 1, Case 3, Case 6, Case 7, Case 8). Cases changed their own career paths and committed themselves to help others in society and are driven to sell the products of their employees and partners. This movement seems to originate from the idea that it is for them more fulfilling to see people grow, become stronger, and being happy (Case 1, Case 2, Case 6).

Cases	Dutch (original)	English (translation)
Case 1	Dat is echt iedereen is hier welkom om stuk voor een steuntje in de rug, op weg naar een stap In de maatschappij, dus mensen die stukje af, tot de arbeidsmarkt hebben. Iedereen is welkom om hier een tijdje aangesloten te zijn.	That's really, everyone is welcome here to receive support on their way into society, i.e. people who have a distance to the labour market. Everyone is welcome to join for a while.
Case 2	Dus die producten ben ik gaan verkopen, echt met die drive om zeg maar die jongen, Indiërs, Indiase mensen die iets wilden doen aan dat afvalprobleem om die te ondersteunen, om te zeggen ik ga jullie producten verkopen. Dus dat was echt mijn drive	So I started selling those products, really with that drive to support that boy, Indians, Indian people who wanted to do something about the waste problem, and to say I'm going to sell your products. So that was really my drive
Case 3	En op zich was dat niet wezenlijk anders, van hoe dat in het begin ging bij (...) Nou ja, dat de collega's een plekje moesten vinden in de Nederlandse samenleving en dat ik ze dat werk gunde en dat ik nou ja wilde dat ze zouden zien van nou weet je, je kan ook in Nederland kleermaker zijn en daar kan je waardering voor krijgen en je maakt, naait mooie producten.	And in itself that was not essentially different from how it went in the beginning at (...) Well, that the colleagues had to find a place in Dutch society and that I provided them that work and that I wanted them to see, well, you know, you can also be a tailor in the Netherlands and you can get appreciation for that and you make, sew beautiful products.
Case 5	Ze had eigenlijk een goed grafisch lopend bureau, maar wilde toch wat voor deze doelgroep doen.	She actually had a good graphics agency, but still wanted to do something for this target group.
Case 8	Hoe mooi als we dat ambacht weer in Nederland grootschalig kunnen neerzetten? Met dan deze doelgroep die de kennis heeft die nu in een uitkering zit, zich dood zit te vervelen, die staan te trappelen om te werken, maar geen passend werk kunnen vinden omdat hun talenten niet worden aangeboord. Dus nou toen zijn we gaan praten.	How great if we could bring that craft back to life on a large scale in the Netherlands? With this target group that has the knowledge which is now part of the subsidy system, is bored to death, is eager to work, but cannot find suitable work because their talents are not being tapped. So then we started talking.

4.2.2. Section 2: Social judgement, sense of obligation, and closeness to the problem

Social judgement has been discussed in a variety of ways. Cases discussed the problem of unemployment and their motivation to help those that have a distance to the labour market. but also indicated that society should uphold concepts like fairness and equality. Fairness in a sense that everyone in society should have fair opportunities (Case 1, Case 3), are paid fairly (Case 2, Case 4), and are not exploited (Case 2, Case 3). Equality that everyone is treated as equals (Case 3, Case 5), are fully valued for their work (Case 1, Case 3), and are allowed to make mistakes (Case 2, Case 5, Case 8). The maintenance of the organisation ensures that employees can operate in a safe environment and that they do not experience a strong hierarchy or a high amount of stress.

Cases	Dutch (original)	English (translation)
Case 1	Want ik denk dat het dat het beter is als iedereen zo snel mogelijk deelneemt aan de maatschappij.	Because I think it is better if everyone participates in society as quickly as possible.

Case	Dutch (original)	English (translation)
Case 2	Ik wil het gewoon eerlijk, dus dat dat je niet mensen uitbuit en dat het gewoon op een eerlijke manier gebeurt, zodat mensen die het maken daar ook eerlijk voor betaald worden.	I just want it to be fair, so that you don't exploit people and that it is done in an honest way, so that the people who make it are also paid fairly for it.
Case 4	Dus dat vind ik belangrijk, dus inkomensongelijkheid, delen, en kansen geven, Dat is wel wat mij motiveert.	So I think that is important, so income inequality, sharing and giving opportunities, that is what motivates me.
Case 5	Maar wat me denk ik gerealiseerd heb en wat heel belangrijk is dat je als sociale onderneming een veilige werkomgeving creëert waarbij mensen zich veilig voelen. Niet veilig in de zin dat er iets op hun voet kan vallen, maar dat ze gezien worden als gelijken.	But what I think I have realized and what is very important is that as a social enterprise you create a safe working environment where people feel safe. Not safe in the sense that something could fall on their foot, but they are seen as equals.
Case 6	Natuurlijk in haar beperkingen kan ze doen wat ze kan doen, maar ja toen begon ze echt bij ons te werken. En dachten we van, jeetje: dat is toch eigenlijk best wel mooi dat je elkaar zo kan helpen en dat zij zeg maar ontzettend naar haar zin heeft en een plek heeft om elke dag naartoe te gaan, zeg maar.	Of course in her limitations she can do what she can do, but then she really started working with us. And we thought, gosh: that's actually quite nice that you can help each other like that and that she is having a great time and has a place to go every day, so to speak.

Social obligation is connected to the concept of responsibility. A number of Cases feel that they are responsible to help those unfortunate and have to initiate something to create a positive change in society. A responsibility to create something for the long term (Case 3), a responsibility to consider the impact of using and disposing materials (Case 6, Case 8), and a responsibility to the supply chain to make the chain as durable and proper as possible (Case 4, Case 8). The motivation to maintain the organisation is not only a desire of the individual, but also the organisation functions as a tool to help the SEs to be conform with their responsibilities to society.

Cases	Dutch (original)	English (translation)
Case 1	Ik vind dat ik hun op een voetstuk moet zetten en wat ze maken op een voetstuk moet zetten.	I feel like I should put them on a pedestal and put what they make on a pedestal.
Case 3	ik voel me wel verantwoordelijk. Voel me heel verantwoord voor mijn collega's waarmee ik het mee gestart ben en nu ook de nieuwe collega's en die verantwoordelijkheid om dus te zorgen voor iets wat langdurig is en dat voel ik echt.	I do feel responsible. I feel very responsible for my colleagues with whom I started it and now also the new colleagues and that responsibility to ensure something that is long-term and I really feel that.
Case 4	Iedereen moet eraan winnen en ook die keten naar India. Ik kan niet zeggen: ja, die laatste moet alles betalen, want die want die betalen minimum wage, maar weet ja dat kan niet. Weet je dat zijn de ketensverantwoordelijkheid, oké.	Everyone must gain, including the chain to India. I cannot say: yes, the latter has to pay everything, because they pay the minimum wage, but I know that is not possible. You know, those are the chains' responsibility, okay.
Case 6	ik zie het ook als een verantwoordelijkheid als ontwerper wat je zeg maar wat je	I also see it as a responsibility as a designer, what you say, what you use and which raw

	Dutch	English
	gebruikt en welke grondstoffen je aanboort of hebt bestelt of dat je toch wel ja naar de toekomst ook een klein beetje moet kijken. En dat het niet alleen om produceren, produceren, produceren, nieuwe collectie, nieuwe collectie gaat.	materials you tap or have ordered, or whether you have to look at the future a little bit. And that it is not just about producing, producing, producing, new collection, new collection.
Case 8	Dus dat dat bij voorbaat als je iets inkoopt. Ja, dan en dan heb je geen nieuwe grondstoffen meer nodig, want we gebruiken gewoon jouw materiaal en het gaat niet de verbrandingsoven in. Ja, ja daar zou het naartoe moeten. Nou, dat is, dat is nu nog, hè … Dat is dit jaar nog niet gebeurd. Maar dat is wel wat we de leveranciers mee gaan geven van ja, daar willen we naartoe. Dan maak je het echt circulair en de verantwoordelijkheid.	So that is in advance when you purchase something. Yes, then you no longer need new raw materials, because we simply use your material and it does not go into the incinerator. Yes, yes that's where it should go. Well, that is, that is still the case … That hasn't happened yet this year. But that is what we are going to tell the suppliers, yes, that is where we want to go. Then you make it truly circular and responsible.

Cases addressed that there are a variety of problems in society. For example the gap between poor and rich (Case 1), pollution and waste (Case 2, Case 4, Case 6, Case 7), greenwashing (Case 1, Case 2, Case 6, Case 8) and difficulty for people to find work (Case 1, Case 3, Case 5, Case 7, Case 8). Those problems are still present in the Netherlands, for example 55% of the clothing is not collected properly and becomes waste. Raw materials lost forever, which is a shame as many of the raw materials in the discarded products could still be used. Next to that the sector is confronted with greenwashing in which people claim they conduct sustainable practices, but at the same time they mostly conduct unsustainable practices. Lastly, an issue that is often discussed by the Cases is unemployment and they tackle this issue by hiring people who have a distance to the labour market. The Cases have experienced those problems from up close and they maintain the organisation because those problems have not been fully solved.

Cases	Dutch (original)	English (translation)
Case 2	Maar je ziet dus ook die dieren die dus allemaal door dat afval rondlopen en dat allemaal opeten. En ja, dat trok ik me echt heel erg aan. Ik vond het echt zo verschrikkelijk.	But you also see those animals that walk around in all that waste and eat it all. And yes, I was really, really impacted by that. I really hated it.
Case 3	Omdat ik ook echt niet zo goed zie waar zij anders naartoe zouden gaan en niet omdat ik niet … Ik bedoel, ik ben vervangbaar, daar gaat het niet om, maar meer dat ik echt denk van, ja, dit zijn geen mensen die makkelijk doorstromen dan naar iets anders of zo.	Because I really don't see where they would go otherwise and not because I'm not... I mean, I'm replaceable, that's not the point, but more that I really think, yes, they are not people who easily move on towards something else or something.
Case 4	Dus op jouw vraag, hoe gaat het nu met ... Nou ja, we zijn er allemaal over eens dat er veel meer kleding moet worden ingezameld, want er wordt nog met zijn allen tweedehandswinkels, alle inzamelaars verzamelen 45% in van … van wat mensen weggooien en dus 55% wordt gewoon in de grijze bak gegooid, dus die grondstof is voor altijd weg.	So to your question, how are things going now... Well, we all agree that much more clothing needs to be collected, because together we collect, second-hand shops, all collectors, 45% of... of what people throw away and so 55% is simply thrown in the gray bin, so that raw material is gone forever.

Case 6	Nee, nee, klopt helemaal niks en ook niet helemaal duurzaam ofzo. Ik bedoel dus je kan gewoon van alles gebruiken of gewoon in de markt gooien of ja. Dus Ik denk dat we dat totaal niet gemeen hebben.	No, no, that's not right at all and not entirely sustainable or anything. I mean, you can just use anything or just throw it on the market or yes. So I don't think we have that in common at all.
Case 7	En toen kwamen we daar in een heel groot sorteercentrum, gigantische loods waar ja ja, honderdduizenden kilo 's kleding worden gesorteerd en verwerkt en ook schoenen en ook sneakers en daar werden we geconfronteerd met de hoeveelheden schoenen. Ja, die nog amper gedragen leek het te zijn en al afgedankt werden. Of misschien een beetje vies zijn, maar nog prima, een tweede of zelfs derde leven kunnen hebben.	And then we arrived at a very large sorting centre, gigantic warehouse where, yes, hundreds of thousands of kilos of clothing are sorted and processed, as well as shoes and sneakers, and there we were confronted with the quantities of shoes. Yes, they seemed to have barely been worn and had already been discarded. Or maybe a bit dirty, but still fine, could have a second or even third life.

4.2.3. Section 3: Prosocial benefit and creating social value

Social enterprises are supposed to create prosocial benefit and create social value, in a sense it is what set them apart from traditional enterprises. The Cases often discus this from two different angles. On one hand tackling societal issues (unemployment) and on the other hand tackling environmental issues (pollution). While it is stated that social enterprises balance their commercial and social obligations, there is also the possibility that one of the two is gaining priority. Cases seem to maintain the social enterprise, because the organisation generates more prosocial benefit than a traditional company would. For example hiring people with a distance to the labour market, for instance people with a refugee background, people part of the subsidy system for a long time, ex-criminals, the elderly, or people with autism. While economic concepts like turnover and profit are important, all the Cases seem to agree that social and sustainable objectives are equally as important.

Cases	Dutch (original)	English (translation)
Case 3	Maar dat je wel zorgt dat iedereen, ja … die waardering van de maker in combinatie met eigenlijk ook de waardering voor het product.	But that you ensure that everyone, yes... that appreciation of the maker in combination with actually also the appreciation for the product.
Case 5	Dat wil niet zeggen dat er niet geproduceerd wordt of dat er geen werkdruk is, maar we hebben heel veel mensen die bij ons op bezoek komen die zeggen van wat is hier aan de hand, het is zo fijn, het is zo prettig hier. Het zit hem in die veilige werkomgeving en in heel veel aspecten, maar het is dus niet de CEO die het moet preken, maar iedereen in het bedrijf. Dat wil ik wel echt meegeven dat dat echt heel belangrijk is.	That does not mean that there is no production or that there is no work pressure, but we have a lot of people who visit us and say what is going on here, it is so nice, it is so pleasant here. It is a safe working environment and in many aspects, but it is not the CEO who has to preach it, but everyone in the company. I really want to say that that is very important.
Case 6	Zeker ja, dus we zijn dus een social enterprise. Dus we zijn aangesloten bij de sociale ondernemingen, we zijn ook B-corp, ja wat houdt het allemaal in. Ja, We hebben gewoon sociale doelen, dus winst is natuurlijk en	Certainly yes, so we are a social enterprise. So we are affiliated with the social enterprises, we are also B-corp. Yeah, what does it all mean. Yes, we just have social goals, so profit is of course and turnover is

	omzet is ook belangrijk, maar onze sociale en duurzame doelen net zo.	also important, but so are our social and sustainable goals.
Case 7	Maar het lastige bij ons is dat wij en een nieuwe business case aan het creëren zijn in de circulaire economie en daarmee proberen een kwetsbare groep te helpen. Terwijl het soms slimmer is om te kijken van bijvoorbeeld een bestaande business case als het verkopen van koffie, ik noem maar iets, is soms een betere, een betere beter pad om te bewandelen. Dus soms moet je ook kritisch zijn en naar welke impact doel wil ik bewerkstelligen.	But the difficult thing for us is that we are creating a new business case in the circular economy and are trying to help a vulnerable group. While it is sometimes smarter to look at an existing business case such as selling coffee, to name just something, is sometimes a better, better path to take. So sometimes you also have to be critical and ask what impact goal I want to achieve.
Case 8	Maar we werken ook veel met statushouders die in een uitkering zitten, maar nu wel op weg moeten naar betaald werk. Ja, hoe tof is het als je gewoon je eigen vak kan uitoefenen in het land waar je nu woont?	But we also work a lot with status holders who are receiving subsidies, but now have to find paid work. Yes, how cool is it if you can practice your own profession in the country where you live now?

All Cases produce sustainable products, which are done through sustainable production, upcycling, or being part of a circular economy. Being part of a circular economy means that the organisation is not creating more waste than the chain needs. Cases use discarded materials and clothing as their resources (Case 1, Case 2, Case 4, Case 5, Case 6, Case 7, Case 8) and/or adjust and repair clothing of customers (Case 1, Case 3). This type of business prevents the amount of waste and lowers the amount of CO_2 created in the production of products. A positive social impact of the social enterprises is that they generate work for those that have a distance to the labour market. Maintenance of the organisation seems to be due to its ability to generate social value.

Cases	Dutch (original)	English (translation)
Case 2	Dus aan de ene kant, voorkomen dat die autobanden worden verbrand, dus die milieuaspect en tweede missie is die vrouwen uit de lokale omgeving van onze werkplaats die een ja een goede werkplek te geven en te zorgen dat zij voldoende verdienen om ook uit die armoede spiraal te komen.	So on the one hand, preventing those car tires from being burned, so that environmental aspect and second mission is to give those women from the local area of our workplace who, yes, a good workplace and to ensure that they earn enough to also get out of that poverty spiral.
Case 4	Ja, maar dat zijn allemaal ontwikkelingssamenwerkingsprojecten zoals in Angola zijn 4 lerarenopleiding gebouwd volgens mij … Ja, ik weet natuurlijk ook niet allemaal zo precies … Zambia 12 denk ik ja, maar echt wel de ontwikkelingssamenwerking kun je zeggen, was gericht op training.	Yes, but these are all development collaboration projects, such as 4 teacher training built in Angola, I think... Yes, of course I don't know everything exactly... Zambia 12 I think yes, but you could really say that development collaboration was aimed at training.
Case 5	Hoe ik het altijd omschrijf is dat wij een sociale onderneming zijn die mensen vanuit een langdurige bijstandspositie weer naar werk weten te krijgen en dat doen we door dat we textielafval of textielrestromen van bedrijven en ook consumenten eigenlijk omzetten naar gerecycled vilt en daar weer	How I always describe it is that we are a social enterprise that manages to get people back to work from a long-term subsidy system position and we do this by actually converting textile waste or textile residual flows from companies and also consumers into recycled felt and turning it

Cases		
	eindproducten van maken met deze mensen in de vorm van tassen en accessoires en interieur.	into end products with these people in the form of bags and accessories and interior.
Case 6	De vraag wordt groter en ik denk dat het wel echt super mooi is, want dan daardoor kunnen we eigenlijk meer mensen aannemen en dan ja, verklein je ook weer de afvalberg, dus het ja.	The demand is increasing and I think it is really great, because then we can actually hire more people and then yes, you also reduce the waste mountain, so yes.
Case 7	Ja het probleem dat we willen oplossen is in essentie de, uh, we willen de fashion afvalberg verkleinen. Dus, en, de CO-2 uitstoot die gepaard gaat met productie van nieuwe producten, ook terugdringen en tegelijkertijd maatschappelijke impact maken door werkgelegenheid te bieden voor mensen met een kwetsbare achtergrond.	Yes, the problem we want to solve is essentially the, uh, we want to reduce fashion waste. So, also reduce the CO2 emissions associated with the production of new products and at the same time make a social impact by providing employment for people with a vulnerable background.

4.2.4. Section 4: Achievement orientation, influence, and entrepreneurial process

Cases have witnessed social enterprises with good intentions fail in the end due to a variety of reasons. They start idealistic, but throughout the years figure out that a lot of things aren't going as easy as expected. What can occur is that the social and sustainable aspect of that enterprise are discarded in favour to make profit, just to make ends meet (Case 2, Case 3). It is challenging for an organisation to be 100% sustainable, 100% social, or has everything perfect at the beginning. It is a process in which someone with the best intentions sometimes has to make concessions in sustainable or social areas to maintain the organisation, for example working over hours, transporting products by plain, or protecting products by wrapping them in plastic (Case 2). Even though the organisation is not perfect, the Cases are motivated to achieve the goals they have set for their organisation. They maintain their organisation, because they have not yet achieved their social or sustainable goals.

Cases	Dutch (original)	English (translation)
Case 1	Ik denk dat ik doordat ik een doener ben en niet teveel nadenk en niet teveel zorgen maken over dingen en dingen en duizend keer weeg voordat ik een beslissing maak, dat ik daar hier dat die karaktereigenschap mee hebben gebracht tot hier in ieder geval. Ja.	I think that because I am a doer and don't think too much and don't worry too much about things and weigh things a thousand times before I make a decision, that that character trait brought me till here at least. Yes.
Case 2	zoals ik zei 2015 heb ik dus besloten om een van die ontwerpers dus … waar ik een hele goede klik mee had, om te zeggen van nou: ik ga me echt helemaal richten om jou te ondersteunen. Ja om jouw producten te verkopen.	As I said, in 2015 I decided to join one of those designers... with whom I had a very good click, to say: well, I'm really going to focus entirely on supporting you. Yes to sell your products.
Case 4	Dus … dus zo'n keten opzetten dat vind ik wel een … Dat is wel iets waar ik altijd naar op zoek was, dus niet in een dingetje, maar wel … het moet ergens vandaan komen en het moet door kunnen gaan. Dus dat is wel iets wat waar ik wel op let.	So… so I think setting up a chain like that is a… That's something I was always looking for, so not in one thing, but… it has to come from somewhere and it has to be able to continue. So that is something I do pay attention to.

Case 7	En dat is natuurlijk ja, het is gewoon een conjunctuur, dus het komt altijd wel terug, die economische tegenspoed of voorspoed. Dus voor ons is het nu zaak om gewoon te kunnen blijven bestaan, te kunnen blijven doen wat we doen. En ook daarin de samenwerking op te zoeken met andere circulaire of impact ondernemers om het netwerk. Ja, hoe heet het, te vergroten maar ook dat de lijntjes kort zijn, want ik geloof heel erg in de kracht van samenwerking en dat weten wij ook goed te vinden	And that is of course yes, it is just a business cycle, so it always comes back, that economic adversity or prosperity. So for us it is now important to be able to continue to exist, to continue to do what we do. And also to seek cooperation with other circular or impact entrepreneurs around the network. Yes, what is it called, to increase, but also that the lines of communication are short, because I very much believe in the power of cooperation and we are able to find that.
Case 8	Ja, ik dacht, dat kan anders, dus ja, toen begon het bij mij weer te borrelen van: Hé, jullie zijn nu niet winstgevend, wat te doen als we gewoon niet 3 ateliers bij elkaar gooien onder één dak en er gewoon een mooi groot naaiatelier, confectieatelier van maken in Feijenoord?	Yes, I thought, this could be done differently, so yes, then I started to think again: Hey, you are not profitable now, what to do if we just throw the 3 studios together under one roof and just create a nice sewing atelier, confection atelier in Feijenoord?

Cases are not only motivated to maintain their own positive behaviour or desire to further improve it, they also want society to follow their good example. By maintaining their organisations they actively try to influence the perceptions of others and try to stimulate positive behaviour changes. For example, by challenging what is currently mainstream (Case 1, Case 7, Case 8), by creating awareness about re-use (Case 7, Case 8), inspire other organisations and people to become sustainable (Case 2, Case 8), and by playing a facilitating role in generating more sustainable behaviour (Case 7).

Cases	Dutch (original)	English (translation)
Case 1	Bij ons passen we dat aan naar het figuur van die persoon. Waardoor, dus eigenlijk een kleine aanpassing. En dat is eigenlijk de toekomst, dus daar willen we naartoe dat dat meer mainstream wordt en, ja op die manier.	In our case we adapt this to the figure of that person. So actually a small adjustment. And that's actually the future, so that's where we want to get to, that it becomes more mainstream and, yeah, that way.
Case 2	En ten derde hebben we ook nog de missie om meer bewustwording in India te creëren omtrent hergebruik. Dus dat je dus ook ja banden niet moet verbranden, maar dat je oude materialen nog heel goed kan gebruiken om nieuwe producten van te maken. Ja, afval een tweede leven te geven.	And thirdly, we also have the mission to create more awareness in India about reuse. So yes, you shouldn't burn tires, but you can still use old materials to make new products. Yes, giving waste a second life.
Case 4	Dat is wel een beetje, wat ik wel graag doe. Ja begrijp wat er speelt en wanneer je die context snapt, dan kun je er ook invloed op hebben. Of anderen vragen daar invloed op kan hebben.	That's kind of what I like to do. Yes, understand what is going on and when you understand that context, you can influence it. Or ask others to influence that.
Case 7	Dus wij proberen op alle mogelijke manieren eigenlijk die transitie naar meer tweedehands koop aan te jagen en doen we met onze eigen met onze eigen aanbod. Maar willen we ook	So we try in every possible way to encourage that transition to more second-hand purchasing and we do this with our own offering. But we also want to play more of a facilitating role in this.

	straks doen om meer een soort van faciliterende rol te spelen daarin.	
Case 8	Sommige mensen komen niet op de ideeën, dat geeft ook niet, maar als wij ja een aanstichter kunnen zijn dat anderen dit ook kunnen gaan doen. Ja dan en het een domino, een positief domino effect geeft, ja dan dat is dan toch gaaf.	Some people don't come up with ideas, that's okay, but if we can be an instigator, others can do this too. Yes, and it gives a domino, a positive domino effect, yes, that's cool.

Cases have provided a description of the SE and what kind of personality he/she should have. A SE should be social (Case 1, Case 2, Case 7), persistent (Case 7, Case 8), a doer (Case 1, Case 2, Case 5), thinks in opportunities or chances (Case 4, Case 7), efficient (Case 6), realistic (Case 4, Case 6), optimistic (Case 1, Case 4, Case 7), empathetic (Case 3, Case 6, Case 7), patient (Case 3, Case 7), being able to enthuse (Case 8), knowledgeable (Case 8), and being venturous (Case 1, Case 6). As shown it does not only include social concepts, but for the majority includes traditional business concepts. Furthermore, this is also shown when Cases were asked about the qualities and skills an SE needs to maintain their organisation. According to the Cases a SE would need to be able to create a good and market conform product (Case 1, Case 6), able to reach a particular turnover (Case 1, Case 3), have a good story (Case 2), being able to increase scale when needed (Case 3), make profit (Case 2, Case 4, Case 7), set a good price (Case 6), commercial insight (Case 5, Case 7), and being self-dependent (Case 8). A social mission alone is not enough to maintain an organisation and such qualities, and skills are needed to ensure the survival of the organisation.

Cases	Dutch (original)	English (translation)
Case 3	Ik geloof wel, een beetje een soort van kleine betekenisvol en eigenlijk en daarin dus ook wel … Nou ja zorgen dat je je zaakjes op orde hebt, dus inderdaad dat je toch die omzet hebt en dan zet je weer een volgende stap.	I think so, a bit of a small meaning and actually and in that sense... Well, make sure that you have your affairs in order, so that you do indeed have that turnover and then you take the next step.
Case 4	Weet je en het bedrijf moet echt winst maken. Het is niet als bij ons kunnen aankomen dan ja, jullie hoeven toch geen winst te maken, maar zo werkt het niet.	You know and the company really needs to make a profit. It's not like they can come to us, then yes, you don't have to make a profit, but that's not how it works.
Case 5	Ik denk dat ik dat wel heb toegevoegd aan het bedrijf. En dat is leuk, want vaak heb je mensen die iets heel creatiefs verzinnen, zoals … dat heeft gedaan, maar die zakelijke kant moet natuurlijk wel staan. Als die niet staat, dan is het natuurlijk ook niet echt levensvatbaar.	I think I added that to the company. And that's nice, because you often have people who come up with something very creative, like (…) has done, but of course the business side has to be there. If it is not there, then it is of course not really viable.
Case 6	We hebben ook een consumentencollectie, want we hebben twee winkels. Ja gewoon klant uit de winkel dus. Ik denk dat het allemaal even belangrijk moet zijn, dus en een goed product, goede prijs en gewoon goed geproduceerd met mooie mensen. En ja, geen nieuwe grondstoffen aanboren.	We also have a consumer collection, because we have two stores. Yes, just a customer from the store. I think it should all be equally important, so a good product, good price and simply well produced with nice people. And yes, no tapping into new raw materials.
Case 7	Waar ik, ik vind dat de doorsnee sociaal ondernemer nog wel eens een commercieel inzicht mist en wegblijft van het woordje winst maken. Worden winst maken nog wel	Where I think that the average social entrepreneur sometimes lacks commercial insight and stays away from the word 'making a profit'. Making a profit is

| | eens als spannend wordt ervaren, maar ik ben een, ik en mijn compagnon allebei zijn zeer commerciële jongens en wij geloven er heilig in dat we met onze creatieve skills impact willen maken, maar zonder een gezond bedrijfsresultaat dat kan gewoon niet. | sometimes experienced as tensive, but I am one, me and my partner are both very commercial guys and we firmly believe that we want to make an impact with our creative skills, but without a healthy operating result that is simply not possible. |

4.2.5. Section 5: Spiritualism and morality

In previous sections both social and commercial qualities and point of views have been discussed. However, five Cases, Case 1, 4, 5, 7, and 8 discussed factors that aren't inherently connected to the business, but to how the individual perceives themselves and life as a whole. The maintenance of social enterprise seems to be connected to their personal values and the role they want to take in life. This would indicate why the organisation advocates a social identity instead of a traditional form. Concepts that are addressed by the Cases are sincerity (Case 1), reality (Case 4), personal happiness (Case 5), purpose (Case 7), and sharing (Case 8)

Cases	Dutch (original)	English (translation)
Case 1	Mensen meekrijgen, dat kan ik denk ik ook wel vanuit een soort mijn hart. Niet zozeer vanuit een bepaalde bedrijfsvoering, maar ik ben niet super zakelijk. Ik doe heel veel op gevoel. Maar daardoor als ik op gevoel speel bij mensen, krijg ik wel heel veel mensen mee.	I think I can also get people involved from my heart. Not so much from a specific business perspective, but I'm not very businesslike. I do a lot by feeling. But when I tap into people's feelings, I get a lot of people involved.
Case 4	En ja toch echt wel de werkelijkheid in ooghouden, de realiteit. Iedereen mag dromen, maar wanneer iemand losgaat in de fantasiewereld dan ben je mij kwijt.	And yes, really keep an eye on reality, reality. Everyone can dream, but when someone goes wild in the fantasy world then you lose me.
Case 5	Ik denk persoonlijk gelukkig zijn, zo'n begrip. Iets betekenisvol vind ik heel belangrijk. Dat ik iets doe wat bijdraagt aan iets verbeteren in de wereld.	I think that personal happiness is such a concept. I think something meaningful is very important. That I do something that contributes to improving the world.
Case 7	Ik heb het denkvermogen en de creativiteit om niet alleen naar mezelf te denken, maar ook om de mensen om mij heen en ook om de wereld en dat soort dingen. En ik geloof dat ik dat ook dat je dat voorreden hebt en dat je daar iets meer moet doen, dat geloof ik heel erg.	I have the thinking capacity and the creativity to think not only about myself, but also about the people around me and also about the world and things like that. And I also believe that you have that reason and that you should do something more there, I believe that very much.
Case 8	Nee, weet je deel gewoon. En als er om de hoek nog een naaiatelier geopend moet worden ja, ga het openen, ga het doen. En we willen dit ook echt uitrollen. Niet alleen voor Rotterdam Feijenoord, maar ja, ik ken nog een aantal wijken.	No, you know just share. And if a sewing studio needs to be opened around the corner, yes, go open it, go do it. And we really want to roll this out. Not only for Rotterdam Feijenoord, but yes, I know a number of neighbourhoods.

Similarly to spiritualism, morality also indicates factors that aren't inherently connected to the business. Instead morality seems to indicate how the SEs take their decisions and how the SEs conduct their business. Case 1, 5, 6, 7, and 8 discussed morality and addressed concepts like giving to

others (Case 1, Case 5), having a moral compass (Case 6), integrity (Case 7), and honesty (Case 8). In a way maintaining the organisation is for the Cases a way to do the right thing.

Cases	Dutch (original)	English (translation)
Case 1	En je wordt echt blijer van geven dan volgens mij nog meer geld op je rekening. Uiteindelijk denk ik.	And I think giving will make you happier than having more money in your account. Eventually I think.
Case 5	Ik vind zaken als duurzaamheid en alles voor het klimaat maar ook sociaal heb ik gezien dat het zoveel doet voor mensen als je dat faciliteert en dat me dat ook motiveert.	I think things like sustainability and everything for the climate, but socially I have also seen that it does so much for people if you facilitate that and that it also motivates me.
Case 6	Ja, dus je moet eigenlijk goed kunnen ondernemen, maar ook wel een hart hebben denk ik. Want ik krijg ook heel veel mailtjes uit China zo van hé wil je daar produceren dan denk ik: oh ja, dan zou ik straks veel grotere omzetten kunnen draaien met hele lagen, maar dat is de keuze die je maakt van wat: ja gaat het je nou om heel veel geld of nou ja of ja … ja dat denk ik.	Yes, so you actually have to be good at doing business, but I also think you have to have a heart. Because I also get a lot of emails from China like, hey, do you want to produce there, then I think: oh yes, then I would soon be able to generate much larger turnovers with entire layers, but that is the choice you make as to what: yes, is it for you about making a lot of money or yes or .. yes I think so.
Case 7	Ja, Ik denk dat dat dat er niet super veel verschillenden zouden zijn. Maar met de kennis die ik heb opgedaan en situaties die Ik heb gezien en de realiteit die er is, kan ik mezelf niet recht in de spiegel aankijken als ik niet … als ik weet dat ik daar niet … dat ik daar niks mee doe. En daarmee bedoel ik dat Ik weet dat er spullen ongedragen worden, vernietigd, dat er mensen ten koste van andere mensen, ja, de maximale winsten willen behalen. Als ik dat zou doen, dan zou aan me gaan vreten.	Yes, I don't think there would be a lot of differences. But with the knowledge I have gained and situations I have seen and the reality that is there, I cannot look at myself straight in the mirror if I don't… if I know that I don't… that I don't do anything with that. And by that I mean that I know that things are left unworn, destroyed, that there are people who want to achieve maximum profits at the expense of other people. If I did that, it would eat at me.
Case 8	Eerlijkheid. Als je een bedrijfsvoering hebt, hoe kan het een naast het ander, ja uitgevoerd worden. Als je mindset is dat het duurzaam moet dan ja, kan je kan het er bij mij gewoon niet in, dat je ook nog steeds gewoon die fast fashion productie laat doorgaan met uitputting van grondstoffen en mensen en, nou, dus ja, is de eerlijkheid, daar ga ik ontzettend op in. Dan mogen ze dat, ja vind ik heel benieuwd, ben ik heel benieuwd hoe ze dat gaan vertellen.	Honesty. If you have a business operation, how can one be carried out next to the other? If your mindset is that it has to be sustainable, then yes, I just can't accept it, that you still allow fast fashion production to continue with the depletion of raw materials and people and, well, so yes, honesty, I'm really going into that. Then they are allowed to do that, yes I am very curious, I am very curious how they will tell that.

4.3. Future of the social enterprises

The Cases have set up a variety of goals they want to achieve in the future. Goals that can only be reached with the continuation of their organisations. Compared to the goals they set from the start, they have now become more nuanced and more specified towards the long term. Cases indicated

they want to upscale (Case 1, Case 2, Case 3, Case 5, Case 6, Case 7, Case 8), reform (Case 1, Case 2, Case 3, Case 7), invest (Case 4), and facilitate (Case 7, Case 8). The goal of Case 8 is to show that people can set up an organisation like hers in the Netherlands without being dependable on subsidies. According to Case 8 society is confronted with a huge environmental issue and to tackle that problem is by doing, even little things help. Case 8 wants to be the organisation to inspire others to do the same thing which may create a positive domino effect. She wants to employ around 100 people and at the next study year (September 2024) wants to have set up an intern traineeship of 20 weeks to educate a maximum of 12 students in collaboration with a fashion institute. Case 1 has the slogan 'be the change you want to see'. She is motivated to provide an alternative option for people who are done with just produced products and standard measures. Her organisation makes clothing based on the figure of the person, which Case 1 considers the future and she wants to help it become mainstream. She wants to be cost-effective and aims to expand to 3 stores in five years. Case 7 is looking for ways to encourage the transition towards more second-hand purchasing. Case 7 wants to do it with his own offer, but also by playing a facilitating role for other organisations. Cases 2 looks for someone who can bring the organisation to the next level. The new phase would possibly mean hiring people to make the transition possible and to meet demand. Case 3 wants to have 25 makers employed at the end of 2026, which allows the organisation to take bigger assignments on a more consistent basis, for example repairs for B2B. It could provide a permanent stream of work when the organisation receive assignments from a certain amount of brands. She also considers the possibility of entering the B2C market in the future. Case 4 would focus on automatization and investing to be conform with the new legislation. Furthermore, the automatization would allow machines to do the work that people prefer not to do, something Case 4 calls ugly work. Case 5 considers the possibility of expanding outside of the Netherlands to be conform with the demand from outside the Netherlands. Lastly, Case 6 has moved to a bigger location due to the increase in demand. This would require the organisation to hire more people which would influence the organisation's structure internally.

4.4. Perception of the social entrepreneurial climate in the Netherlands

Even though the Netherlands does not have a significant local apparel manufacturing industry, it does play a big role in the EU's apparel market. This is because the country functions as a trade hub which facilitates both imports and exports through its major seaports (CBI, 2023). This resulted in the Netherlands being the fourth-largest importer of apparel products (value of 19,2 billion) and the fourth-largest exporter of apparel products (value of 15,2 billion) of the EU, next to countries like Germany, Italy, Spain, France, and Poland. (CBI, 2023). The Dutch apparel market is expected to grow by 2,10% annually in the next four years (CBI, 2023). There have been estimates about the amount of Social enterprises in the Netherlands, but there is no estimate about specifically the Dutch fashion industry. It has been stated by management consultancy firm McKinsey and Company that in 2016 the Netherlands had around 6,000 social enterprises which employed 75,000 people. The ABN AMRO Social Impact Fund also investigated this topic in 2017 and estimated that it would be probably be closer to 4.000 to 5.000 social enterprises, which employs 50.000 to 70.000 people (ABN-AMRO Social Impact Fund, 2017).

In 2020 the State Secretary of Economic Affairs and Climate wrote a letter to parliament about the commitment of the Cabinet towards social entrepreneurship. On behalf of her, the Minister of Foreign Trade and Development Cooperation, the Minister of Legal Protection, and the State Secretary of Social Affairs and Employment, she described how the government will support social enterprises in becoming more recognizable. They advocated for a new legal design, which is called: Maatschappelijk Besloten Ventootschap (BvM). This is not a legal entity and would be a variant on the current legal entity of a BV (Keijzer, M.C.G, 2020). It is however not known if this

proposal will be carried out. With or without this law, approximately 34,777 new businesses were registered in the Netherlands in 2020 (Worldbank, 2020).

All Cases seem to agree that there is not much set up for SEs in the Netherlands. Stating the government is doing absolutely nothing at the moment (Case 1), that nothing has been set up for a social enterprise (Case 2) and that the environment is considered mediocre (Case 5). Furthermore the social entrepreneurs are not very appreciated in the Netherlands (Case 4), are kind of on their own (Case 6), and social entrepreneurship is not very high on the political agenda (Case 7). There are for example subsidies in place for NGOs and regular companies, but SEs fall in neither category. Therefore it sometimes receives the benefits of one category, but misses the benefits of the other. Being part of one category also includes accepting the drawbacks of that specific legal form. Case 4 thinks it is a shame that there is no legal form for social enterprises. Currently the organisation of Case 4 is registered as an NGO which has its benefits, but excludes it from subsidies regular enterprises can apply for.

On the local level, municipality level, there also seems not to be much in place for social enterprises. According to Case 3 there is no local policy that would favour a social enterprise in some sort of way in comparison to a regular enterprise. Furthermore according to Case 4 municipalities do like the concept of social return and similar concepts, but in the end a lot of them go with the textile collecting company that offers the most money. Case 5 believes that municipalities have their own way to handle its own entrepreneurial climate and the environment is very dependable on municipality elections. Case 5 thinks that everybody kind of stands still and that not a lot has changed in his municipality. Lastly, Case 6 stated that social enterprises could support municipalities by helping people to get out of the subsidy system, which would save costs and help municipalities to reach social targets. According to Case 3 social enterprises could provide people nice and meaningful work, which keeps them active and prevents them from being depressed and from facing other problems.

The Cases 1, 2, 4, and 7 noticed that there is a growing interest of people who believe things should be handled differently, considering both companies and consumers. Case 1 stated that there are more people who start a business with a passion and a will to make the world better. Case 2 stated while in India sustainable products are part of a niche market and slowly gaining popularity, it is quite popular in the Netherlands. It has become more hip and sexy to become a SE and that this development is mostly present by young people who start a business. Case 2 highlighted that her organisation has a good story and more companies are approaching her organisation. They are willing to pay for her products as it may bring them a good image. While Case 2 believes she is currently in a good market, she also addressed that the majority of the companies is still focussed on price. Similarly to Case 2, Case 6 and Case 8 also stated they are starting to become more known, stating that companies are calling them instead of the other way around. At the moment the organisation of Case 8 is experiencing more brand awareness and receiving requests from different organisations. Case 8 and Case 7 mentioned that big organisations are catching on to the trend of sustainability and corporate social responsibility. Case 7 stated that conservative companies are becoming more involved in circular economy and are more open to work together with startups. Case 3 on the other hand addresses she is operating in a niche market, the made-to-order. She made the decision to prevent competing with companies abroad and looks for clients that attach value to the fact it is produced in the Netherlands. Case 4 highlights that intrinsic motivation is what drives people to set up and work for such organisations. The way the organisation operates is what motivates the people to stay and be employed, and not the environment which is still very economical.

According to Case 1 the support for social enterprises comes more from the private sector than the public sector. A way of social enterprises to receive extra capital is by applying for funds. Foundations mentioned are Stichting Doen, Rabobank foundation, and Anton Jurgens Fonds. With the hope that those foundations can help their organisations with extra money to pay for the guidance of their staff,

for machines, or other expenses that are difficult to get from profit as turnover is not very high (Case 3). The foundations however expect something in return for the capital injection, for example that the organisation makes enough turnover that they can pay the guidance costs and extra labour costs themselves. Most of the Cases believe that the government could do more for SEs and provide ways how the government could support social enterprises. For example, BTW benefits or less taxes (Case 2, Case 6, Case 7), more premiums for polluting companies (Case 2), and more publicity and attention towards social entrepreneurship (Case 6, Case 3).

Case 3 is however unsure what the best approach would be to address social entrepreneurship. She is afraid that the government would set up a lot of special rules and wonders who would check those rules being met and what the minimal standard would be. Case 1, Case 3, and Case 8 stated that some organisations see social entrepreneurship as an opportunity, a gab in the market. That is a very commercial mindset towards future prospects, which show that not all SEs in a sense have a social heart. Case 8 called it greenwashing and stated it is very present in her sector. She also addressed that certification options in the sector have been sort of payment subscriptions, which focus more on how the company is set up and less about how the actual product is produced. Case 3 highlighted that when the 'Participatiewet' (participation law) is proper than it would exclude the need of special clauses and exceptions. Special clauses and exceptions would only motivate creative entrepreneurs to find their way to these subsidies, which lead to greenwashing and socialwashing and people taking advantage of the system. Case 8 also addressed that a lot of subsidies could lead to organisations depending too much on those capital injections and that they lose the drive and the urgency to earn money. Both Case 3 and Case 8 use the labour costs subsidy provided by the participation law, the law does have its flaws. Case 3 addressed that It only considers minimum wage to cover the lack of productivity and does not cover costs like pension costs, social funds, and guidance costs. This is especially challenging for organisations like Case 3 which almost fully consists of people with a distance to the labour market. Next to the focus on the Netherlands, Case 8 advocated also for a European approach to tackle fast fashion. To change the industry, it should no longer be possible that big organisations can promote sustainable clothing, while the majority of the products they sell are still unsustainable. Unsustainable clothing should be prevented from entering the countries and there should be more monitoring. Fair monitoring and tackling companies, otherwise big companies continue what they are doing and nothing will change.

Than what is there to expect from the future. Case 7 stated that the government plays an very important role and that will show in the coming years. Case 8 adds that the government is putting producer responsibility higher on the political agenda and that the government is setting up regulations in which textile producers have to be conform. An example of such a regulation is provided by Case 4 which is the IPV law, which will be enacted in 2025. The law states that producers need to collect 50% of their product on market. At least 20% should be of re-use quality and around 20% or 30% should be recycling quality. 10% of product on market, which is around 30 or 31 million kilo of textile per year, should hang in the stores. At the moment it is around 2%, which should be 5 times more in just 1,5 years. This seems to be the same law addressed by the CBI in which the Dutch government has set the target that by 2030 all textile products should contain 50% sustainable materials of which 30% is recycled content (CBI, 2023). Case 4 believes that the IPV law which is set up by the INW will change the work field in the Netherlands. If it is up to Case 7 and his partner they would like to see the BTW on second hand and third hand clothing changed which is now 21%. If it would be changed it could motivate consumers more to buy second or third hand clothing and motivate entrepreneurs to use different pricing.

5. Discussion

5.1. Summary

Based on the eight interviews, this research aimed to understand what drives a SE to maintain its social enterprise. Almost all prosocial motivations have been present in the interviews, some concepts more than others, and some were excluded. After the SEs set up their social enterprises they each lead and manage their organisation to seek social value by addressing societal challenges. They have witnessed a variety of issues in society, which for all Cases have played a role in the identity of the social enterprise. Each social enterprise has a social mission which often address societal and environmental challenges. All Cases addressed labour emancipation and want to tackle unemployment of those with a distance to the labour market. Furthermore from their environmental stance they want to tackle environmental challenges by creating sustainable products, by using waste streams, or by being part of a circular economy. For some the social enterprise was created by chance as they were approached and inspired by others to set it up. They wanted to help those around them and setting up the social enterprise was a way to do that. Others established an enterprise and later transitioned into a social enterprise as they were interested in the added value it could do to the organisation and for themselves. Helping those unfortunate in society and the use of waste streams became part of the Cases current business models and through those efforts they try to make society a little bit better. While they are all SEs in their own right, they do show differences in the presence of prosocial motivations. As table 2 shows there are a wide variety of prosocial motivations present within a SE and many prosocial motivations can be present at the same time. The wide variety of prosocial motivations show that a SE is complex and that multiple reasonings play a role in maintaining a social enterprise. Cases are motivated to help others in society, show empathy and compassion, want to achieve, influence, and create social value, aspire a better world with fair opportunities for those unfortunate, and perceive themselves as responsible to act on societal and environmental problems. Some Cases also indicate inherent personal values, like personal happiness, respect for those around them, being honest, and doing the right thing. Being in the business for a few years has provided the SEs the opportunity to grow their business, to hire more people, and to strengthen their position in the market. Their future goals aspire more economic stability, influencing the market, providing more people with a distance to the labour market stability through income, and to increase their positive impact on the environment. It is clear that the SEs put an importance on economic goals and the entrepreneur's skills and qualities to maintain the social enterprise. A SE still has a business to run in which, product, price, profit, and promotion play key roles. Maintaining a business is a process and nothing is perfect from the start and continues to further improve during maintenance. The Cases matured with their organisation and learned from their experiences. Some had to maintain their style of working and some had to structure their organisation differently. Nevertheless, the economic goals do not exceed the desire to make impact as Cases addressed that maintaining a social enterprise is not easy in the current market. There are no special treatments provided by the Dutch government and still many people do not understand the concept of a social enterprise. The prosocial motivations of the Cases are the key drivers for maintaining the business and preventing SEs from experiencing mission drift and quitting their organisations. All Cases have held on to their identity and those motivations that inspired them from the start are maintained, further elaborated on, and extended on. In the end the balance between commercial and social activities seem to lean towards the creation of impact as according to the Cases it is more fulfilling than earning more money. They prefer the payoff of witnessing people grow, become stronger and become happy.

5.2. Implications

This research recommends further governmental implications. As of today there is no legal entity or legal design for the SEs. There was a parliamentary letter in 2020, but it is uncertain if this letter will lead to a change in Dutch legislation. The interviewees and literature have indicated the usefulness of social enterprises and their ability to support society. This could benefit the government as social enterprises could help governments to achieve their social and environmental targets. This research provided insight into SEs and what drove them to become the people that they are today. About the hurdles they have experienced and overcome, but also about the fulfilment of being a SE and the opportunities these organisations provide. It is not only these eight SEs who managed to maintain social enterprises in the traditional price-oriented market, there are thousands more. Support for these organisations, for example in the form of subsidies, could not only help these organisations to create more social impact, but also to motivate other organisations to join a similar path.

5.3. Future research

This research however is not without its limitations and therefore this research has some recommendations for future research. This research has conducted eight interviews with interviewees from the fashion industry in the Netherlands. While the research questions used in this research can be applicable to other sectors, the results in this research are probably not suited to be compared with other sectors in the Netherlands, for example the agricultural industry, or similar sectors in other countries. Social entrepreneurship is still a nascent concept and has been interpreted differently in different countries. Multiple countries should have clear data about how many SEs are active in their respective fashion industries to make proper comparisons. Future research could select two countries, identify their definitions of SE, social enterprise, and social entrepreneurship, and map the presence of social entrepreneurship in their respective fashion industries. This would allow for the researcher to compare similar samples, and investigate their prosocial motivations. Next to that most of the interviewees are 50 years and older (average age 49), which means that there is a bias towards Gen X entrepreneurs. Also all Cases are high educated which also biases the results to highly educated and has ignored those with lower education or no education. Furthermore this research decided to focus on social enterprises that are registered at the SSENL. This was decided to ensure all interviewees claim the title of being active in a social enterprise and that there is an institute that confirms they act according to the title. This however excluded those enterprises that are not part of the SSENL, which may create similar or more social impact as those registered. The coding process was inspired by the concepts provided by Alvarez de Mon and colleagues (2021), this however imposed a pre-existing framework onto the data, instead of letting new themes emerge from it. Codes were chosen prematurely which could hinder associations with other themes and categorizing differently. It was more about finding these concepts in the interviews than letting them emerge by starting from scratch.. In future research a researcher could let him/herself be inspired by previous literature, but would start with open coding, than axial coding, and end with specific coding. This would be a more systematic approach. When that process ends, the emerging codes and codes from previous literature could be compared and similarities and differences could be discussed. Another possibility for the method section would be the addition of a personality test created by an independent institute. This test could show that the SE's identity is in line with what he/she stated during the interview. The test could maybe indicate that all interviewees share similar values or that they are inherently different.

6. Appendix

6.1. Appendix 1

Concept	Definition	Author
Emotional connection	A special sensitivity with a target group	Lambrechts et al., 2020
Empathy	A complex, imaginative process through which an observer simulates another person's situated psychological states while maintaining clear self–other differentiation	Lambrechts et al., 2020
Moral judgement	The motivation to help other people achieve a common goal	Margaça et al., 2021
Compassion	A multi-stage social process of alleviating someone else's suffering	Pittz et al., 2017
Social judgement	To seek equitable access to opportunities and resources for marginalized segments of the population	Ruskin et al., 2016
Sense of obligation	The feeling that one is obliged to do something about someone else's needs	Lambrechts et al., 2020
Spiritualism	A set of capabilities and abilities that make individuals capable of solving problems and reaching goals in life and it is a search for the sacred.	Margaça et al., 2021
Morality	Society's value-based judgements of whether an activity is the right thing to do	Interpretation based on Miller et al., 2012
Personal dissatisfaction or need	Personally touched by a social problem, disproves the current situation and desires change.	Interpretation based on Polačková, 2021.
Frustration	Feelings of stress, irritation, and annoyance associated with constraints that prevent achievement of valued goals	Ruskin et al., 2016
Purpose achievement	The drive to complete challenging tasks and goals to a high standard;	Interpretation based on Ruskin et al., 2016
Change recognition	Receptive and aware of change	Interpretation based on Margaca et al., 2021
Prosocial cost-benefit analysis	Calculating costs and benefits with a focus on the "other",	Pittz et al., 2017

	thus attenuating the rational self-focused calculation	
Achievement orientation	The drive to complete challenging tasks to a high standard	Ruskin et al., 2016
Changing structures and policies	Receptive and aware of change specifically on governmental and public influences	Interpetation based on Margaca et al., 2021
Altruism	Help unknown others without anticipating external rewards	Ruskin et al., 2016
Influence	The drive to alter the behavior of others	Ruskin et al., 2016
Prosocial benefit	A solution to a social problem that accrues to society or a targeted segment of the population, as opposed to an individual or specific organisation	Miller et al., 2012
Social and community needs	A desire for a particular thing that is preferred by a group of people in a certain geographic area related to a certain topic	Interpretation based on : Myryyläinen & Torkkeli., 2022
The entrepreneurial process	Identifying and exploiting an unmet need	Shaw & Carter., 2007
Commitment to alleviating suffering	Synonym of compassion	Pittz et al., 2017
Nurturance	The need to care for, encourage, and foster the development of familiar others	Ruskin et al., 2016
Positive externalities	Represent the indirect benefits of work by social entrepreneurs that was not planned for	Pittz et al., 2017
Closeness to social problem	Deep rooted compassion or closeness to the missions or causes supported by their organisations; increased resonance of the motivational factor	Wanyoike & Maseno, 2021
Commitment to helping	A desire to give or provide support to others in society	Interpretation based on Wanyoike & Maseno, 2021
Creating social value	Achieves an equivalent social benefit with fewer dollars or creates greater social benefit for comparable cost	Miller et al., 2012

Good afternoon,

Thank you for making time for this interview. First of all, my name is Luc Koning, I am a master student from Wageningen University and Research. This interview will be about social entrepreneurs in the Netherlands and the duration will be a maximum of 1 hour. The information you provide will be confidential and the data will only be used for the creation of my master thesis.

Could you specify for this interview (5):
- Who you are (age, gender, hobbies, interests; voluntary work) (Mascene)
- What is your expertise (education) (Mascene)
- What is the name of your company (self)
- What is your role in the company (Mascene)
- What is the product or service offered by the company? (Mascene)

Company questions (5):
- When did you start the company (Lambrecht) (probe: with whom and with who are you working with; marginalized group)
- What was the reason for founding the company (Lambrecht) (probe: what problem is your company trying to solve? (De Mon); why did you focus on this specific problem; social mission)
- How is your company now? (De Mon) (current and main activities)
- How do you see the future of the enterprise? (Mascene)
- How do you describe the current entrepreneurial environment in the Netherlands considering social entrepreneurship (Korstenbroek) (probe: is it on the political agenda; support government; obstacles you have to overcome)

Personal questions (5)
- What characteristics do you possess that help you to be a social entrepreneur (Lambrecht)
- What qualities do you possess that help you to be a social entrepreneur (Lambrecht)
- What are important values in your life (self) (probe: personally; professionally)
- What is the most important value in your life (de Mon) (probe: personally; professionally;
- How has this value been present throughout your life (de Mon) (probe: example or specific situation showing the importance of this value; how is this value reflected in your social enterprise?)

Ending questions (3):
- Are there important aspects of your trajectory as a founder or the trajectory of your enterprise that we have not covered? (Mascene)
- Do you have any questions or comments for me? (self)
- Would it be okay if I reach out to you again, for example to ask additional questions?

If you want to have the transcript of this interview to fact-check it, feel free to contact me. Thank you for your time, I wish you a pleasant day.

Goede middag,

Bedankt dat u tijd wilde vrij maken voor dit interview. Ten eerste, mijn naam is Luc Koning, ik ben een master student aan de Wageningen universiteit. Dit interview gaat over sociale entrepreneurs in Nederland en duurt een maximum van een uur. De informatie die u met me deelt is confidentieel en de data wordt alleen gebruikt voor mijn thesis.

Zou u kunnen specificeren voor dit interview (5):
- Wie bent u (leeftijd, gender, hobby's, interesses, en of u vrijwilligers werk heeft gedaan)? (Mascene)
- Wat is uw expertise (educatie)? (Mascene)
- Wat is de naam van uw bedrijf? (self)
- Wat is uw rol in het bedrijf? (Mascene)
- Wat is het product of dienst dat uw bedrijf levert? (Mascene)

Bedrijfsvragen (5):
- Wanneer bent u het bedrijf gestart (Lambrecht) (probe: met wie, en met u werkt u samen, welke groepering)?
- Wat is de reden voor het opzetten van uw bedrijf (Lambrecht) (probe: wat probleem wilt uw bedrijf oplossen? (De Mon); waarom dit specifieke probleem, wat is uw sociale missie)
- Hoe gaat het nu met uw bedrijf? (De Mon) (probe: huidige activiteiten))
- Hoe ziet u de toekomst van uw bedrijf voor zich? (Mascene)
- Hoe zou u de huidige entrepreneurial milieu van Nederland beschrijven betrekking social entrepreneurship (Korstenbroek)? (probe: staat het op de politieke agenda, is er support van de overheid, zijn er obstakels?

Persoonlijke vragen (5)
- Wat karakter eigenschappen bezit u die u helpen bij het zijn van een social entrepreneur? (Lambrecht)
- Wat kwaliteiten bezit u die u helpen by het zijn van een social entrepreneur? (Lambrecht)
- Wat zijn de meest belangrijke waardes in uw leven (self) (probe: persoonlijk, professioneel)
- Wat is de meest belangrijke waarde in uw leven (de Mon) (probe: persoonlijk, professioneel)
- Hoe is de waarde gedurende uw leven aanwezig geweest (de Mon) (probe: voorbeeld van een specifieke situatie waaruit het belang van deze waarde blijkt; hoe komt deze waarde tot uiting in uw sociale onderneming)

Extra vraag:
- Indien u zichzelf zou vergelijken met een traditionele entrepreneur, op welke eigenschappen en kwaliteiten zouden jullie verschillen?

Afsluitende vragen (3):
- Zijn er belangrijke aspecten van uw traject als oprichter of het traject van uw onderneming die we niet hebben behandeld?
- Heeft u nog vragen of opmerkingen voor mij?
- Is het oké als ik u eventueel nog een keer benader, bijvoorbeeld als ik nog extra vragen?

Indien u de transcript van het interview wilt om te fact-checken, voel u dan niet bezwaard om me te benaderen. Bedankt voor uw tijd en ik wens u nog een fijne dag.

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