

The hero's journey: how social entrepreneurs take indirect and direct actions to address societal challenges

Asma Naimi

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DOCTORAL THESIS

Title	The hero's journey: how social entrepreneurs take indirect and direct actions to address societal challenges
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Abstract

Social entrepreneurship as an innovative approach to tackle societal challenges has become increasingly popular in the past decades. Theoretically, research on this phenomenon has been particularly fruitful as it is situated at the nexus of entrepreneurship and social value creation, which has opened up ample avenues for novel explorations. This thesis builds on the entrepreneurship and social entrepreneurship literatures by providing insight into the role of social entrepreneurs' indirect discursive practices and direct entrepreneurial actions to address societal challenges. Drawing on theoretical concepts from the literature on social movements, crowdfunding, and social identity, the different chapters of this thesis examine the motivational framing tactics of social enterprises, the cognitive and emotional appeals in entrepreneurial narratives in prosocial settings, and the interaction between social identity and entrepreneurial action in the case of marginalized communities. In this thesis, qualitative and quantitative methodologies are employed to empirically investigate these indirect practices and direct actions of social entrepreneurs and their ventures. This thesis further develops our knowledge about the social entrepreneurship field by specifically focusing on the approaches to address societal challenges through motivational framing, cognitive and emotional appeals, and insider social entrepreneurship and, therewith, aims to make both a theoretical and practical contribution.

To my mother, who instilled in me an everlasting passion for education.

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“Be grateful for whoever comes, because each has been sent as a guide from beyond.”

— *Rumi*

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Chapter 1

General Introduction

1.1 Relevance of the Topic

Social entrepreneurs and the social ventures they create “aim for value in the form of large-scale, transformational benefits that accrues either to a significant segment of society or to society at large” (Martin & Osberg, 2007, p. 34). These relatively novel social change actors that operate at the nexus of entrepreneurship and social value creation emerged in response to the most pressing societal challenges of our time, such as social injustice, migration, poverty, and climate change. Tony’s Choclonely aims to make 100% slave-free chocolate the norm by addressing inequalities in the cocoa supply chain and lifting farmers out of poverty (Tony’s Choclonely, 2020). Kiva aims to promote the financial inclusion of underserved communities around the world by connecting lenders and entrepreneurs through their crowdfunding platform (Kiva, 2020). The Tent Partnership for Refugees aims to improve the livelihoods of forcibly displaced people by mobilizing major businesses to integrate them into the workforce (Tent, 2020). As shown in these examples, the solutions that stem from the social entrepreneurship field often rely on market-based approaches combining entrepreneurial action and social value creation (Doherty, Haugh, & Lyon, 2014). This relatively novel way to address societal challenges is gaining popularity around the world and, therefore, it is important to further develop our understanding of the mechanisms involved, which can have far reaching implications for theory and practice.

The extant literature has investigated the social entrepreneurship phenomenon from various theoretical perspectives to inform our understanding of the social value creation process. Taking an institutional perspective, the ability of social entrepreneurs and their ventures to create legitimacy is identified as an important element that enables them to create social change (e.g., Zahra, Gedajlovic, Neubaum, & Shulman,

2009). A large part of this research stream focuses on the innovative ways social and economic logics are combined depending on the institutional context in which social enterprises operate (e.g., Arenas, Strumińska-Kutra, & Landoni, 2020; Pache & Santos, 2013). In addition, to understand the social value creation process, scholars have applied the concepts of opportunity creation, effectuation, and bricolage to the social entrepreneurship field (e.g., Desa, 2012, Domenico, Haugh, & Tracey, 2010). Taking a resource-based view, the creative and innovative ways of social entrepreneurs and their ventures to effectively mobilize resources have shown to be key since they often operate in resource scarce and challenging contexts (e.g., Bacq & Eddleston, 2016). In these contexts, collaboration with institutional actors is an important research theme since social entrepreneurs cannot tackle societal challenges on their own and stakeholders are needed to mobilize resources, create supportive networks, and develop conducive environments for social change (e.g., Montgomery, Dacin, & Dacin, 2012). In this regard, the extant social entrepreneurship literature also highlights the importance of discursive practices to create awareness about the need for social change and to increase the visibility of social enterprises aiding stakeholder recognition of their work (Waldron, Fisher, & Pfarrer, 2016). In sum, these various theoretical perspectives in the extant social entrepreneurship literature has developed our understanding of how social entrepreneurs and their ventures work towards their organizational goals, which inherently are aimed at addressing societal challenges. However, as the social entrepreneurship field evolves and social enterprises become increasingly important actors in tackling societal challenges, more research that goes beyond their organizational goals and focuses specifically on the attainment of their social goals is warranted considering them as social change actors. This thesis addresses the need for a deeper theoretical understanding of the social

entrepreneurship phenomenon and its role in tackling societal challenges by answering the overarching research question: **How do social entrepreneurs take indirect and direct actions to address societal challenges?**

First, social enterprises use discursive practices aimed at mobilizing action for social causes. These practices are studied in this thesis under the lens of motivational framing tactics, which is a concept borrowed from the social movement literature to advance our understanding of the language used by these relatively novel social change actors (Barberá-Tomás, Castello, de Bakker & Zietsma, 2019; Benford & Snow, 2000). Subsequently, the effectiveness of cognitive and emotional appeals in entrepreneurial narratives is measured by looking at their ability to mobilize resources in prosocial settings. To explain how individuals are convinced to take desired actions based on communicated messages, this thesis links insights from motivational framing and the Elaboration Likelihood Model (ELM) of persuasion (Allison, Davis, Webb & Short, 2017; Petty & Cacioppo, 1986). A large part of the social entrepreneurship literature on discursive practices focuses on selling, persuasion, and rhetoric techniques to gain acceptance for social enterprises' ideas and practices (Markman, Russo, Lumpkin, Jennings, & Mair, 2016). This thesis highlights the importance of also considering the strategic potential of discursive practices and its implications for the humanitarian field, both positive and negative, as the social entrepreneurship field evolves and social enterprises' public discourse is increasingly included as a legitimate voice in tackling societal challenges.

Second, the entrepreneurial actions of social entrepreneurs from marginalized communities, who are at the center of the issues they aim to address, are studied in relation to their social identity. Building on prior work on the influence of founders' social identity—also understood as their self-concept relating to a group (Tajfel &

Turner, 1978)—on entrepreneurial actions (Fauchart & Gruber, 2011; Powell & Baker, 2014), the case of social entrepreneurs from migrant communities is examined offering a novel conceptualization of the under-theorized phenomenon of insider social entrepreneurs. This thesis advances our understanding of the unique entrepreneurial actions of these social entrepreneurs, which are important to consider as it can provide insight into new pathways for social change and emancipation (Rindova, Barry, & Ketchen, 2009) that comes from their group membership and their “domain-specific knowledge” (McMullen & Shepherd, 2006, p. 140) about the social challenges they face.

This introductory chapter outlines the theoretical perspectives leveraged and the qualitative and quantitative methodologies used, based on the appropriate research design to study these indirect discursive practices and direct entrepreneurial actions of social entrepreneurs and their ventures to address societal challenges. In addition, an overview is provided of the central chapters of the thesis that consist of the three manuscripts. Finally, the scholarly contributions of this thesis are summarized.

1.2 Theoretical Perspectives Leveraged

Theoretically, research on social entrepreneurship has been particularly insightful as it is situated at the nexus of entrepreneurship and social value creation, which has opened up ample avenues for novel explorations that allow us to “develop new but more importantly recast, refine, and connect existing theories” (Mair, 2020, p.1). The hybrid nature of social entrepreneurship has initiated a research stream that focuses on the combination of economic and social logics within the organization (e.g., Zahra, 2009) and outside of the organization (Arenas et al., 2020), including the role of discursive practices herein (e.g., Waldron et al., 2016), to create an environment

that enables the pursuit of social goals. In addition, to understand the social value creation process of social entrepreneurs, a research stream has developed that focuses on the identification and creation of opportunities in these novel prosocial settings to address social problems (e.g., Desa, 2012, Domenico et al., 2010). This thesis builds on and further develops knowledge about how social entrepreneurs and their ventures address societal challenges with their indirect discursive practices and direct entrepreneurial actions by connecting the social entrepreneurship and entrepreneurship literatures with theoretical concepts from the literature on social movements, crowdfunding, and social identity.

To study the mobilizing power of discursive practices in the social entrepreneurship field, in this thesis the *motivational framing* concept is borrowed from the framing perspective in social movement theory, which focuses on micro-mobilization processes where social movement actors "frame and assign meaning to and interpret relevant events and conditions" (Snow & Benford, 1988, p. 198) in ways that garner support for social causes (Benford, 1993; McAdam, McCarthy, Zald, & Mayer, 1996). Key components in discursive practices that provide rationales and justifications to take actions towards the goals of a social movement are: (1) creating a shared meaning; (2) creating a collective identity; and (3) appealing to a sense of personal and collective efficacy (Benford & Hunt, 1992; Polletta & Jasper, 2001; Snow & Soule, 2010). The use of emotions also plays a key role in shaping attitudes and behaviors toward societal challenges and underlie the above mentioned components (Goodwin, Jasper & Polletta, 2007; Jasper, 1998). There are a few studies that researched the mobilizing power of discursive practices for social causes in the social entrepreneurship literature. Barberá-Tomás, Castelló, de Bakker, and Zietsma (2019) explain how social entrepreneurs in a non-profit organization induce enactment of their

cause via emotion-symbolic work. Akemu, Whiteman, and Kennedy (2016) show how a social enterprise uses their product as a storytelling device that embodies moral values and frames social issues in a way that mobilizes action of dispersed group of actors. This thesis further develops this literature stream by taking a social movement perspective to examine the motivational framing tactics of social enterprises that rely on market-based approaches combining entrepreneurial action and social value creation (Doherty, Haugh, & Lyon, 2014).

In addition, to study the mobilizing power of these discursive practices, in this thesis the social entrepreneurship literature is connected with the entrepreneurship literature on crowdfunding. From previous studies on social entrepreneurs, it is known that both positive and negative emotions can be powerful persuaders, but negative emotions can also lead to feelings of helplessness and inertia (Barberá-Tomás, Castello, de Bakker & Zietsma, 2019; Ruebottom & Auster, 2018). However, it is not known if emotional appeals have a similar effect in settings that provide market-based solutions to societal challenges, and how this compares to cognitive appeals. Research in this area, where economic and social value are combined, is relatively nascent (Moss et al., 2018). Therefore, in this thesis insights from motivational framing are linked with insights from the *Elaboration Likelihood Model of persuasion (ELM)* that is used in studies on crowdfunding to differentiate between two routes of information processing, the cognitive and the emotional, when evaluating the power of entrepreneurial narratives in attracting resources (Allison et al., 2017; Petty & Cacioppo, 1986). Based on the individual characteristics of funders (e.g. ability, motivation), one can place them on the elaboration-likelihood continuum to determine which route is more effective (Bhattacharjee & Sanford, 2006). The elaboration likelihood of individuals and their decision-making processes can be affected by the

settings' characteristics in which the communicated messages are shared (Allison et al., 2017; Crano & Prislin, 2006; Dijkstra, 1999; Petty & Cacioppo, 1984). Therefore, in this thesis, the effectiveness of cognitive and emotional appeals in a prosocial crowdfunding setting, where economic and social value are combined, is tested to further develop the literature on the role of entrepreneurial narratives in mobilizing action for social causes.

Finally, to study the entrepreneurial actions of social entrepreneurs from marginalized communities intended to address societal challenges their communities face, in this thesis, a *social identity* perspective is taken drawing insights from mechanisms related to “that part of an individual’s self-concept which derives from their knowledge of their membership of a social group (or groups) together with the value and emotional significance attached to that membership” (Tajfel, 1978, p. 63). An individual’s most salient social identity at a given time and circumstance will form the basis of their interpretation of situations and influence their behavior and actions (Hogg, Terry, & White, 1995; Stets & Burke, 2000). Prior studies have shown that founders’ social identity can significantly influence their entrepreneurial actions (Fauchart & Gruber, 2011; Powell & Baker, 2014). In addition, work on entrepreneurial actors who serve their own communities highlight the importance of a profound understanding of the target group to develop products and services that meet the needs of marginalized or disadvantaged communities (Shepherd & Williams, 2014; Viswanathan, Echambadi, Venugopal, & Sridharan, 2014; Williams & Shepherd, 2016; Williams & Shepherd, 2018;). In these contexts, entrepreneurship can be viewed as emancipatory: an act through which entrepreneurs seek autonomy (Rindova, Barry, & Ketchen, 2009), which provides fruitful grounds to further develop our understanding of processes by which individuals and communities can overcome

marginalization. Therefore, in this thesis, the approach of insider social entrepreneurs from marginalized or disadvantaged communities is studied to advance our theoretical understanding of interactions between social identity and entrepreneurial action.

1.3 Research Methods

Each of the three manuscripts in this thesis address one aspect of the overarching research question by using qualitative and quantitative research designs to empirically study the indirect discursive practices and direct entrepreneurial actions of social entrepreneurs and their ventures to address societal challenges.

An important and under-investigated approach used by social enterprises to address societal challenges with their indirect actions, is purposively framing their public discourse to create awareness and mobilize support for social causes. Therefore, in the first manuscript, we answer the following research question: “How do social enterprises that use a market-based approach deploy motivational framing in their public discourse?” by adopting an exploratory qualitative research design to study the discursive practices of four social enterprises that aim to alleviate poverty. We collected materials about the societal challenge (i.e., poverty) that the social enterprises themselves constructed and made publicly available via online sources. To capture the relevant elements and discursive tendencies in the social enterprises’ public discourse on the societal challenge, we followed the Gioia methodology (Gioia, Corley, & Hamilton, 2013) and inductively coded our data that we categorized as motivational framing: “specific vocabularies of motive that provide prods to action” (Benford, 1993). The Gioia methodology is widely recognized in qualitative research and offers a systematic approach to inductive studies that allows for new concepts to emerge from

the data, in our case within one specific category that has not been investigated so far for social enterprises.

In addition, to understand the ability of discursive practices to address societal challenges in prosocial settings by mobilizing support for social causes, a distinction can be made between the use of cognitive and emotional appeals, which has not been tested so far. Therefore, in the second manuscript, we develop and quantitatively test hypotheses on the effectiveness of cognitive and emotional appeals in entrepreneurial narratives, distinguishing between positive and negative emotions, to mobilize action in the form of resources in a prosocial setting. Our sample consisted of 2,098 narratives from entrepreneurs based in 55 countries who used the Kiva crowdfunding platform, one of the world's largest prosocial crowdfunding platforms that provides entrepreneurs in underserved communities access to finance, to attract resources for their ventures. We used Linguistics Inquiry and Word Count (LIWC) software to analyze the entrepreneurial narratives and to determine their cognitive and emotional appeal, for which this software is particularly well-equipped having the ability to process large amounts of text in a highly reliable matter (i.e., no human coders) (Pennebaker, Mayne, & Francis, 1997; Pennebaker & Francis, 1996). We performed a multiple regression analysis using SPSS software to test our hypotheses and analyze associations between two or more independent variables (i.e., cognitive and emotional appeals) and a single dependent variable (i.e., funding).

In understanding how social entrepreneurs aim to address societal challenges with their direct actions, their experience with the issues they aim to address are important to consider, especially as a source of explanation of emancipatory processes in the case of underprivileged groups. Therefore, in the third manuscript, we answer the following research question: "How do social entrepreneurs from marginalized or

disadvantaged communities address the social challenges their communities face?” by adopting an exploratory inductive qualitative research design (Strauss and Corbin, 1998; Yin, 2003) to study the case of social entrepreneurs from marginalized or disadvantaged migrant communities based in Europe and the United States whose ventures attempt to address social challenges related to migration. We collected interview data with social entrepreneurs and experts in the migration field, and secondary data on our research topic. We also engaged in participant observations of events, workshops, and meetings. Again, we followed the Gioia methodology (Gioia, Corley, & Hamilton, 2013) to analyze our data, but purposively chose not to use any preexisting codes or theoretical concepts here in order to keep our mind open and free from theoretical constraints (Evered and Louis, 1981). This approach aligns with the exploratory nature of our study and allowed us to gather insights into this relatively new phenomenon, insider social entrepreneurs, for which theory is underdeveloped.

1.4 Structure of the Thesis

This thesis is structured as a monograph based on three manuscripts, each addressing one of the research questions on the role of social entrepreneurs’ indirect discursive practices and direct entrepreneurial actions to address societal challenges. In Chapter 2, the first manuscript is presented providing insight into the motivational framing tactics of social enterprises that use market-based approaches to mobilize action for social causes. In Chapter 3, the second manuscript is presented examining the effectiveness of cognitive and emotional appeals in entrepreneurial narratives to mobilize support in the form of resources in a prosocial setting. In Chapter 4, the third manuscript is presented investigating the entrepreneurial actions of social

entrepreneurs from marginalized or disadvantaged communities to address the social challenges their communities face.

In the following sections, a brief overview is provided of the central chapters in this thesis that consist of the three manuscripts. In the concluding chapter, the theoretical and practical implications of the thesis are discussed highlighting its contribution to the social entrepreneurship field and areas for future research. References and appendices related to each individual manuscript in Chapters 2, 3, and 4 are listed at the end of each chapter. References cited in Chapter 1 (General Introduction) and Chapter 5 (General Conclusions) are jointly listed in section 5.4, at the end of the thesis.

1.4.1 Manuscript 1

Creating and resolving tension: The motivational framing tactics of social enterprises

The first manuscript takes a social movement perspective to investigate social enterprises' discursive practices to mobilize action for social causes: motivational framing. In this study, an inductive analysis is performed of the public discourse categorized as motivational framing of four social enterprises from various industries and sectors that rely on market-based approaches to alleviate poverty. The findings reveal that these social enterprises deploy "specific vocabularies of motive that provides prods to action" (Benford, 1993) to *create emotional tension* between negative and positive feelings about: (1) the current situation that needs action; (2) the beneficiaries of that action; (3) the role of the audience herein; and (4) the timeliness to tackle the societal challenge; as well as to create emotional tension between individual and collective feelings. In turn, rational arguments and appeals, that simplify the situation, push for feasible actions, and promote personal gains, are put

forward to *resolve these tensions* and leverage the mobilizing power of the prods to action. Finally, in their motivational framing, *social enterprises portray themselves as the protagonist*, assuming a leading role in solving the societal challenge, and become the fulcrum of the emotional and rational motivational framing dimensions in their public discourse. This study makes a theoretical contribution to the social entrepreneurship literature by putting forward a model illustrating the relationship between the rational and emotional dimensions of social enterprises' motivational framing that, taken together, strengthen their mobilizing efforts. In addition, this study provides insight into the motivational framing tactics of social enterprises that provide market-based solutions in addition to advocating for a social cause.

1.4.2 Manuscript 2

Too emotional to succeed: Entrepreneurial narratives in a prosocial setting

The second manuscript examines the mobilizing power of cognitive and emotional appeals in entrepreneurial narratives in prosocial settings, where economic and social value are combined. In this study, hypotheses are formulated about how crowdfunding lenders respond to entrepreneurial narratives (i.e. allocating resources) that place greater emphasis on cognitive appeals versus emotional appeals distinguishing between positive and negative emotions. The sample used for quantitatively testing these hypotheses consists of 2,098 entrepreneurs from 55 countries that shared their narratives via the Kiva platform, the world's largest prosocial crowdfunding platform providing entrepreneurs in underserved communities access to finance to build their ventures that they depend on for their livelihoods. The results suggest that cognitive appeals in entrepreneurial narratives can attract more resources than emotional appeals. In fact, the use of affective language in general and negative emotion words specifically, can be detrimental and attract less resources. This

study makes a theoretical contribution to the entrepreneurship and social entrepreneurship literatures by demonstrating that the two routes of information processing in the elaboration likelihood model of persuasion (ELM), the cognitive and the emotional, could lead to different outcomes in contexts where entrepreneurial narratives are all framed as “doing good” and individuals allocating resources are highly motivated. In addition, this study provides insight into prosocial settings where affective language in entrepreneurial narratives can lead to detrimental outcomes. Finally, this study highlights the importance of measuring the effectiveness of cognitive and emotional appeals to mobilize action in different contexts, in this case one that combines the creation of economic and social value.

1.4.3 Manuscript 3

Insider social entrepreneurship: How social identity and entrepreneurial action interact in the case of migrant communities

The third manuscript investigates social entrepreneurs from marginalized or disadvantaged communities who are often front and center in efforts to address important social challenges that these communities experience. In this inductive qualitative study, this phenomenon is explored by examining the case of social entrepreneurs from migrant communities based in Europe and the United States whose ventures aim to address social challenges related to migration. The data analyzed comprises interviews with social entrepreneurs and experts in the migration field; participant observations of events, workshops, and meetings; and secondary data on the research topic. Three main *problems* were identified that social entrepreneurs from migrant communities have insider experience with and aim to address, namely: migrants facing adversities; migrant voices being excluded from the solutions; and the stigma associated with the label “migrant.” The findings reveal that to address each of

these problems the social entrepreneurs developed three mechanisms, through which dimensions of their *social identity* and their *entrepreneurial actions* interacted: *navigating multiple systems* by having the ability to identify with multiple communities and by creating opportunities through adaptive perseverance; *including the beneficiaries* by having an empathic comprehension of communities whose problems they seek to address and by customizing solutions to their needs; and *emancipating their own community* by having a positive self-concept in relation to their group membership and by empowering themselves and their communities through taking ownership of the solutions. This study makes a theoretical contribution to the entrepreneurship and social entrepreneurship literatures by offering a novel conceptualization of the under-theorized phenomenon of *insider social entrepreneurs* from marginalized or disadvantaged communities who are at the center of the issues they aim to address and provides insight into their unique entrepreneurial actions. In addition, this study highlights the role of a salient social identity—identification with a marginalized or disadvantaged group—in the process of creating “opportunities” to address social challenges related to this group membership.

1.5 Presentations and Scholarly Contributions

The three manuscripts that form the core of this thesis are at various stages in the publication process at peer reviewed academic journals. Although these manuscripts are co-authored, I am the lead author who initiated and developed the research for all of them. The manuscripts were presented at major academic conferences in the Management and Organization Science field and specialized academic conferences in the Business and Society and Social Entrepreneurship subfields. All three manuscripts are published in the Academy of Management

Proceedings in the respective years 2019 and 2020. Table 1 summarizes the scholarly contributions of this thesis.

Table 1. Contributions to scientific knowledge

Title	Authors	Journal	Status	Conferences
Creating and resolving tension: The motivational framing tactics of social enterprises	Asma Naimi & Daniel Arenas	Business & Society 2019 Impact Factor: 4.074	2 nd round Revise & Resubmit	2018 LAEMOS Conference, Buenos Aires, Argentina 2018 Business and Society Seminar, Mannheim, Germany 2018 Annual Social Entrepreneurship Conference, Los Angeles, United States 2019 AOM Annual Meeting, Boston, United States
Too emotional to succeed: Entrepreneurial narratives in a prosocial setting	Asma Naimi, Daniel Arenas, & Jill Kickul	International Journal of Entrepreneurial Behavior & Research 2019 Impact Factor: 3.529	Submitted 20 th of October 2020. Under review 6 th of December 2020.	2020 AOM Annual Meeting (virtual)
Insider social entrepreneurship: How social identity and entrepreneurial action interact in the case of migrant communities	Asma Naimi, Lisa Hehenberger, Sophie Bacq, & Jill Kickul	Journal of Business Venturing 2019 Impact Factor: 7.590	Submitted 26 th of October 2020. 1 st round Revise & Resubmit	2019 EGOS Conference, Edinburgh, United Kingdom 2020 AOM Annual Meeting (virtual)

Chapter 2

Creating and resolving tension: The motivational framing tactics of social enterprises

2.1 Abstract

Social enterprises purposively use their public discourse to create awareness and mobilize action towards solving societal challenges, in other words: they deploy motivational framing. However, in the social entrepreneurship literature these relatively novel social change actors that use a market-based approach have mostly been recognized for their direct entrepreneurial actions (e.g. selling products and services) and their discursive practices to advance organizational goals. Taking a social movement perspective, this exploratory inductive study investigates the public discourse of four social enterprises that aim to alleviate poverty. We find that they use motivational framing to *create emotional tension* between negative and positive feelings; and individual and collective feelings. In turn, rational arguments and appeals, that simplify the situation, push for feasible actions, and promote personal gains, are put forward to *resolve these tensions*. In their motivational framing, the *social enterprises portray themselves as the protagonist*, assuming a leading role in solving the societal challenge. Our study contributes to the social entrepreneurship literature by providing insight into the relationship between the rational and emotional dimensions of social enterprises' motivational framing that could together strengthen their mobilizing efforts. In addition, we provide insight into more novel motivational framing tactics of social enterprises that depend on their key characteristic of not only advocating for social causes, but also providing market-based solutions.

2.2 Introduction

“All hands on deck! We can't do it alone. Alone we'll make slave-free chocolate but together we can make all chocolate 100% slave free. The more people who join our mission and share our story, the sooner 100% slave free becomes the norm in chocolate. We all have to roll up our sleeves. So what action do we expect everyone to take?”

– *Tony's Chocolonely*,

A social enterprise that aims to tackle modern slavery, illegal child labor, and extreme poverty (2019)

Social enterprises are innovative organizational forms that use a market-based approach to change regulatory, normative, and cultural structures underlying major problems we face in the world today (Doherty, Haugh, & Lyon, 2014; European Commission, 2013). Similar to social activists, social enterprises aim to tackle societal challenges by creating and sustaining a new equilibrium through social transformation (Mair & Martí, 2006; Martin & Osberg, 2007). A large part of the social entrepreneurship literature focuses on the direct entrepreneurial actions (e.g. selling products and services) of these social enterprises to create the envisioned change. These direct entrepreneurial actions are stated to distinguish them from social activists, who mainly take indirect actions (e.g. discursive practices) to influence others to create change (Martin & Osberg, 2007). However, we find that social enterprises purposively use their public discourse to create awareness and mobilize action towards solving societal challenges, as exemplified by Tony's Chocolonely (2019)—a social enterprise who sells chocolate bars with the aim of abolishing modern slavery in the chocolate supply chain and eradicating poverty. The social movement literature tells us that social activists deploy motivational framing by using “specific vocabularies of motive” to spur action (Benford & Snow, 2000, p. 617). We borrow this concept to understand the language used by social enterprises, as relatively novel social change actors, and ask: *how do social enterprises that use a market-based approach deploy motivational*

framing in their public discourse? Understanding what distinguishes their discursive practices to mobilize support for social causes from that of other social change actors can provide insight into a potentially powerful response to societal challenges.

Motivational framing is a relatively novel concept in the social entrepreneurship literature, which stems from Social Movement Theory (SMT) (Benford & Snow, 2000). Key components in the discursive practices of social activists that provide rationales and justifications to take actions towards the goals of a social movement are: (1) creating a shared meaning; (2) creating a collective identity; and (3) appealing to a sense of personal and collective efficacy (Benford & Hunt, 1992; Polletta & Jasper, 2001; Snow & Soule, 2010). The use of emotions also plays a key role in shaping attitudes and behaviors toward societal challenges (Goodwin, Jasper, & Polletta, 2007; Jasper, 1998). There are a few studies that researched the mobilizing power of discursive practices for social causes in the social entrepreneurship literature. Barberá-Tomás, Castelló, de Bakker, and Zietsma (2019) explain how social entrepreneurs in a non-profit organization induce enactment of their cause via emotion-symbolic work. Akemu, Whiteman, and Kennedy (2016) show how a social enterprise uses their product as a storytelling device that embodies moral values and frames social issues in a way that mobilizes action of dispersed group of actors.

In the social entrepreneurship literature, we see that a distinction can be made between social entrepreneurship in the form of non-profits/non-governmental organizations and for-profits that use a market-based approach to create social change, such as social enterprises that offer a product or service. Social enterprises' public discourse is increasingly included as a legitimate voice in solving societal challenges and therefore the strategic potential of their motivational framing and its implications for the humanitarian field, both positive and negative, are important to consider. We

aim to build on this research topic and further develop our understanding of social enterprises' use of motivational framing to create awareness and mobilize action, as relatively novel social change actors that are not purely non-profits nor purely commercial ventures.

We adopted an exploratory qualitative research design and performed an inductive analysis of the public discourse categorized as *motivational framing* of four social enterprises from various industries and sectors that rely on market-based approaches to alleviate poverty. The findings reveal that social enterprises that use a market-based approach deploy “specific vocabularies of motive that provides prods to action” (Benford, 1993) to *create emotional tension* between negative and positive feelings about: (1) the current situation that needs action; (2) the beneficiaries of that action (3) the role of the audience herein; and (4) the timeliness to tackle the societal challenge; as well as to create emotional tension between individual and collective feelings. In turn, rational arguments and appeals, that simplify the situation, push for feasible actions, and promote personal gains, are put forward to *resolve these tensions* and leverage the mobilizing power of the prods to action. Finally, in their motivational framing, *social enterprises portray themselves as the protagonist*, assuming a leading role in solving the societal challenge, and become the fulcrum of the emotional and rational motivational framing dimensions in their public discourse.

Our study contributes to prior research on discursive practices to mobilize action for social causes in the social entrepreneurship field in two ways. First of all, we put forward a model illustrating the relationship between the rational and emotional dimensions of social enterprises' motivational framing that, taken together, strengthen their mobilizing efforts. Second, we provide insight into the motivational framing tactics of social enterprises that provide market-based solutions in addition to

advocating for a social cause. By distinguishing the public discourse of social enterprises using market-based approaches from that of other social actors in the social entrepreneurship field, we can better understand their approach to and their role in tackling societal challenges.

2.3 Theoretical Background

Motivational framing, stemming from Social Movement Theory (SMT) (Benford & Snow, 2000), is a relatively novel concept in the social entrepreneurship literature. Despite social activists and social enterprises sharing a concern for social transformation (Mair & Martí, 2006), a social movement perspective that can expand our knowledge on framing tactics to mobilize action has scantily been applied in the social entrepreneurship literature (Cukier, Trenholm, Carl, & Gekas, 2011). Most research has focused on framing processes at a field level considering the emergence of social entrepreneurship as a movement in its own right (Hervieux & Voltan, 2018; Nicholls, 2010). We focus on the mobilizing power of social enterprises at the organizational level and are interested in disentangling the motivational framing tactics of social enterprises that use market-based approaches to understand what distinguishes them from other social actors that have been studied in the social entrepreneurship field.

In this section, we revisit the SMT literature on motivational framing to dive deeper into the main concepts that describe the discursive practices of social activists. We then show how these concepts have been used in the social entrepreneurship literature and evaluate the main insights from studies on social entrepreneurs' discursive practices to mobilize support towards tackling societal challenges. Finally, we will focus on how these insights from SMT and the social entrepreneurship literature

specifically relate to social enterprises that use a market-based approach and narrow down our research question.

2.3.1 Social movement theory and motivational framing

Social Movement Theory (SMT) aims to explain the relationship between injustice and mobilization by focusing on political opportunity structures, mobilizing resources, and framing (Johnston & Noakes, 2005; McAdam, McCarthy, Zald, & Mayer, 1996). Whereas the literature on political opportunity structures and mobilizing resources emphasizes the embeddedness of actors in communities, the framing perspective in social movement theory focuses on micro-mobilization processes (Benford, 1993; McAdam et al., 1996; Reinecke & Ansari, 2020), where social movement actors “frame and assign meaning to and interpret relevant events and conditions in ways that are intended to mobilize potential adherents and constituents, to garner bystander support and to demobilize antagonists” (Snow & Benford, 1988, p. 198). One of the most important reasons for the emergence of social movements is the existence of “mobilizing grievances” that motivate collective action toward changing the status quo, thus inducing social transformation (Snow & Soule, 2010, p. 23). As mentioned by Snow and Soule (2010), the process of generating grievances of this type is partly socially constructed. According to the framing perspective in SMT, and in line with Goffman’s Frame Analysis (1974), this social construction is done through interpretive processes, distinguishing among diagnostic framing (characterizing the problems); prognostic framing (recommending how they should be resolved); and motivational framing (using specific vocabularies of motive to spur action; Benford & Snow, 2000). Framing practices can substantially alter audiences’ understandings of societal challenges. For example, Reinecke and Ansari (2016) show how NGOs make companies responsible for large scale societal challenges by using

language to construct a causal link between the issue of rape and the use of conflict minerals in mobile phones. Whereas diagnostic and prognostic framing focus on creating frame alignment—mobilizing consensus about the problem and what needs to be done to address it—motivational framing aims to mobilize action by getting people involved in the social movement (Klandermans, 1984; Snow & Benford, 1988).

The motivational framing of social activists consists of several key components that provide rationales and justifications to take actions towards the goals of a social movement. Firstly, motivational framing creates a shared meaning by constructing accounts of injustices or a “moral shock”, and by highlighting the potential role of supporters in combating these injustices (Benford & Hunt, 1992; Jasper & Poulsen, 1995; Jenness, 1995; White, 1999). A common understanding is formed about the need for change—the severity, urgency, and propriety (Benford, 1993) —and the responsibility herein of the main stakeholders (King, 2008). Secondly, motivational framing creates a collective identity of “us versus them” by focusing on common attributes, experiences, and labels that trigger a sense of belonging and being part of a group (Gamson, 1992; Polletta & Jasper, 2001; Snow & Soule, 2010). Finally, motivational framing can be used to appeal to a sense of personal and collective efficacy towards creating the needed change by focusing on the collective power of movement actors (Benford, 1993; Snow & Soule 2010) or by shaping the perceived political opportunity (Kurzman, 1996).

These motivational framing mechanisms have often been considered rational motivators for action, especially in the earlier work on SMT as mentioned by Goodwin and Jasper (2006). However, several of the key concepts are underpinned by emotions, which are considered part of all social action (Goodwin et al., 2007; Jasper, 1998). For example, using motivational frames to create a shared meaning of injustice or “moral

shock” rest on feelings of anger and outrage. Or using motivational frames to create a collective identity and a sense of belonging rest on feelings of friendship and love (Goodwin, Jasper, & Polletta, 2000). As explained by SMT scholars: “to create large-scale changes there is a need for frame transformation that changes cognitive orientation and emotional sensitivities” (Snow & Soule, 2010, p. 140). As shown by Reinecke and Ansari (2016), emotional connectivity is an important mechanism that can mobilize support by strengthening the personal link between the audience and the societal challenge. However, although the importance of positive and negative emotions in motivational framing is recognized in the SMT literature (e.g., Jasper, 2011), we know especially little about the role of positive emotions. The focus has predominantly been on the rational side of motivational framing and negative emotions, usually related to grievances (Goodwin & Jasper, 2006; Polletta & Jasper, 2001); and, as of yet, their interaction –rational and emotional- has not been fully considered. Studying this interaction can provide a more comprehensive understanding of framing to mobilize action towards tackling societal challenges.

2.3.2 Social entrepreneurship and discursive practices

A large part of the social entrepreneurship literature on discursive practices focuses on selling, persuasion, and rhetoric techniques to gain acceptance for social enterprises’ ideas and practices (Markman, Russo, Lumpkin, Jennings, & Mair, 2016). As the social entrepreneurship field evolves and social enterprises become increasingly important actors in tackling societal challenges, more research that goes beyond their organizational goals and considers them as social change actors taking a social movement perspective is warranted. From previous research, we know that social entrepreneurs’ take deliberate actions to influence their institutional contexts (e.g., Arenas, Strumińska-Kutra, & Landoni, 2020). The few studies that investigated the

mobilizing power of social entrepreneurs' discursive practices in relation to their social goals found concepts similar to the motivational framing of social activists. For example, in their study of a non-profit organization in the anti-plastic movement, Barberá-Tomás et al. (2019) show how social entrepreneurs engage in emotion-symbolic work to transform negative emotions triggered through visuals and verbal interaction (e.g. moral shock) into emotional energy to induce enactment of their cause, in this way overcoming the tension between attracting attention and feeling helpless. In this process, the social entrepreneurs build a collective identity by connecting their target audience with the cause and with the social entrepreneurs themselves. The concept of emotional energy to bond an individual to a group also plays a key role in the study by Ruebottom and Auster (2018) on reflexive dis/embedding of actors to create a community of "change-makers" during interstitial events, such as festivals and benefit concerts.

While the above mentioned studies focus on social entrepreneurship in the form of non-profit activities or organizations, other studies on the mobilizing power of discursive practices focus on social enterprises that use a market-based approach (e.g. selling products/services) to tackle societal challenges. In their study of a for-profit social enterprise in the conflict-mineral free movement, Akemu, Whiteman, and Kennedy (2016) show how members of the movement supported its emergence because of the moral values embodied by the material artefact offered: a "fair phone". The concept of issue framing was key in the process of mobilizing action of a dispersed group of actors. The social enterprise made normative claims about transparency and fairness while using the artefact—that is considered to possess a certain emotional power (Nicolini, Mengis, & Swan, 2012)—as a storytelling device "to call to arms" (Benford & Snow, 2000). In addition, the social enterprise legitimated their campaign

by linking it to Fair Trade consumption while distinguishing themselves from both NGOs and purely commercial smartphone manufactures. So far, Akemu, Whiteman, and Kennedy (2016) are the only ones that investigated the mobilizing power of discursive practices of social enterprises that use a market-based approach. They focused on social enterprise emergence while motivational framing can also be an important ongoing practice to pursue social enterprises' social goals.

In the social entrepreneurship literature, we see that a distinction can be made between social entrepreneurship in the form of non-profits/non-governmental organizations and for-profits that use a market-based approach to tackle societal challenges. In addition, we see that social enterprises clearly declare their intent to create awareness and mobilize support for social issues through their public discourse, which can be particularly interesting to study beyond their emergence. As mentioned by Cornelissen and Werner (2014, p. 4), research on framing at the meso-level focuses on “how—through language and symbolic gestures—strategic actors attempt to frame courses of actions and social identities in order to mobilize others to follow suit”. In the case of those social enterprises that use a market-based approach, it also raises the question about possible negative implications in their attempts to mobilize support for social issues that relate to the marketization of humanitarianism and the ethics of solidarity between supporters and beneficiaries (Chouliaraki, 2013; Richey, 2018; Vestergaard, 2014). Therefore, understanding motivational framing in the social enterprise context can provide insight into a potentially powerful approach towards tackling societal challenges.

Against this theoretical background, the aim of this study is to put their discursive practices to mobilize action for social causes at the center of our analysis

by answering the following research question: *How do social enterprises that use a market-based approach deploy motivational framing in their public discourse?*

2.4 Methods

2.4.1 Research design, context, and sample

We study how social enterprises use motivational framing by adopting an exploratory qualitative research design. We focus on social enterprises as innovative organizational forms that use a market-based approach to change regulatory, normative, and cultural structures underlying major problems we face in the world today (Doherty, Haugh, & Lyon, 2014). We focus our study in the Netherlands, which is recognized as one of the leading countries regarding the development of the social enterprise sector and therefore provides fruitful grounds for research (Broekhuizen, 2017). In addition, the Dutch context can be classified as a social market economy that combines market competition with a welfare state, similar to other countries in Europe and countries on other continents, such as Japan. Hence, the findings can be generalized to these other settings. Finally, although the social enterprises operate worldwide because of their global mission, being based in a specific country context ensures that legal and cultural factors that can affect their public discourse are similar.

We selected the social enterprises in our sample based on four sample criteria. First, the social enterprises needed to use a market-based approach to tackle a societal challenge, in other words offering a product or service. Second, the social enterprises had to explicitly focus on poverty alleviation in their mission statement. “Ending poverty in all its forms everywhere” is the number one Sustainable Development Goal (UNDP, 2018), which can be seen as a global consensus of the common good (Cukier et al., 2011). Our focus on poverty alleviation is particularly relevant, because of the

longstanding efforts of social activists to contribute to this goal. More recently, social enterprises have come up with innovative solutions to address issues related to poverty; and analyzing their discursive practices could reveal new ways to use motivational framing to mobilize support for social causes. Third, we selected social enterprises that existed for more than 3 years to exclude very young start-ups and make sure they were well-established and relatively successful actors in the field. Finally, and in addition to the above-mentioned criteria, our cases are recognized as social enterprises by the national membership body Social Enterprise NL, providing external validation that our cases are innovative organizational forms that use a market-based approach to address societal challenges.

In total, our sample consists of 4 social enterprises that cover various industries and sectors; and equally represents products and services offerings, adding to the generalizability of our findings: (1) Lendahand, operating in the financial service industry; (2) Hotel con Corazón, operating in the hospitality sector; (3) Tony's Choclonely, operating in the chocolate industry; (4) Return to Sender, operating in the artisan sector. We added each case, one by one, in the data analysis process to contribute to clearer pattern recognition until we reached saturation. Once we did not discover new information on the use of motivational framing in the public discourse of social enterprises, we completed our sample selection. This process ensured the robustness of our findings (Eisenhardt & Graebner, 2007). For an overview of the social enterprises in our sample, their mission, and additional organizational data, see Table 2.1.

Table 2.1 Selected social enterprise cases

Social enterprise	Year founded	Mission	Regional focus	Size (# of employees)
Lendahand https://www.lendahand.com	2014	Alleviating poverty by creating new jobs for companies in emerging countries and enabling people there to improve their access to basic needs.	Worldwide	2-10
Hotel con Corazón https://www.hotelconcorazon.com/	2006	To increase the quality of life in the community through education and ultimately to break the cycle of poverty.	Latin America	11-50
Tony's Chokolonly https://us.tonyschocolonly.com	2005	To make 100% slave-free chocolate the norm by paying premium prices and lifting farmers out of poverty.	West Africa	11-50
Return to Sender https://www.returntosender.nl/en/	2006	To create employment opportunities for women in developing countries, enabling them to generate their own income, escape the poverty cycle and become more independent.	Worldwide	2-10

2.4.2 Data collection

To gather data on the social enterprises' public discourse, we collected materials about the societal challenge (i.e., poverty) that the social enterprises themselves constructed and made publicly available via online sources. First, we excluded materials that did not explicitly discuss poverty or matters related to this topic, because of our specific focus on motivational framing to mobilize support for tackling the societal challenge. Therefore, we chose not to examine framing tactics intended solely to develop the commercial side of the organization.

Second, from the social enterprises' public discourse that explicitly discussed the societal challenge, we selected the data that could be categorized as motivational framing using the following definition: "call to arms or rationale for action that goes

beyond the diagnosis and prognosis. Construction of vocabularies of motive that provide prods to action by accenting and highlighting the severity of the problem, the urgency of taking action now rather than later, the probable efficacy of joining others in the cause, the moral priority of doing so, and enhancement or elevation of one's status" (Benford, 1993). As described previously, Social Movement Theory informs us that societal challenges can be framed in various ways. Although identifying social enterprises' diagnostic and prognostic framing tactics is relevant to our overall understanding of their approach, the identification of their motivational framing tactics can provide more insight into how they use "specific vocabularies of motive that provide prods to action" (Benford, 1993, p. 1) and help us understand the role of discursive practices in the process of mobilizing support.

The data was collected during the period January–May 2018 using NVivo software to capture and upload information from the online sources in our database. In total, we collected 442 files that consisted of scripted texts: (1) minimal texts, such as website pages; and (2) fuller texts, such as documents—following the example of previous work on entrepreneurial discourse (Martens, Jennings, & Jennings, 2007). The website pages include descriptions of the social enterprises' actions toward tackling the societal challenge in the form of short paragraphs about their mission, blogs about their experiences and that of beneficiaries, and media publications about their work, among other topics. The documents include more elaborate explanations about their strategy and approach and their social impact in the form of annual reports, impact reports, and strategy documents. For a list of all the data sources per case, see Table 2.2.

Table 2.2 Data sources

Social enterprise	Data source	Number of files
Lendahand	Website pages	129
	Other*	6
Hotel con Corazon	Website pages	49
	Documents**	2
Tony's Chocolonely	Website pages	83
	Documents**	5
	Other*	1
Return to Sender	Website pages	167

* Media publications that are shown on or referred to on the website.

** Documents include annual reports, impact reports, and other document discussing the societal challenge.

2.4.3 Data analysis

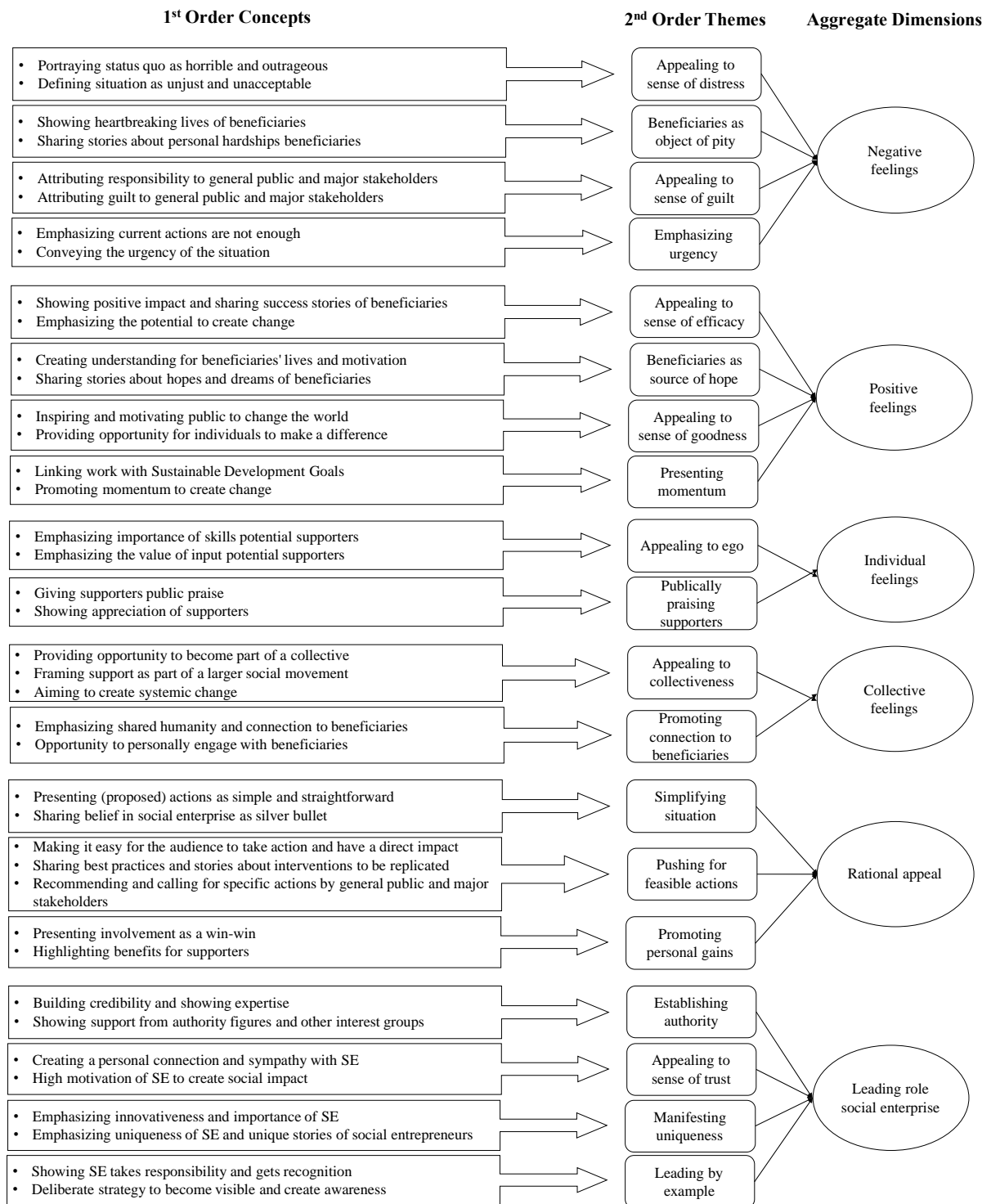
To capture the relevant elements and discursive tendencies in the social enterprises' public discourse on the societal challenge, we followed the Gioia methodology and inductively coded our data that we categorized as motivational framing (Gioia, Corley, & Hamilton, 2013). This method is widely recognized in qualitative research and offers a systematic approach to inductive studies that allows for new concepts to emerge from the data, in our case within one specific category that has not been investigated so far for social enterprises. We purposively chose not to use any preexisting codes or theoretical concepts in our data analysis, but instead keep an open mind free from restraints, in line with the exploratory nature of our study to understand more about motivational framing by social enterprises that use a market-based approach.

Assisted by NVivo software, we first performed an initial coding that maintained the integrity of the data. In this phase, our codes captured meaning while staying closed to the text, in total creating 191 codes. To reduce our codes to a manageable size, we developed a comprehensive compendium of 1st-order informant-

centric terms by aggregating codes that captured the same meaning, going from 191 codes to 61 codes. As there was still some overlap in our codes, we performed one last round of aggregating that resulted in our final list of 41 1st order codes. During the entire aggregating process, we checked the underlying data to make sure we combined the codes correctly. After developing the coding scheme, the authors independently coded a representative selection of the data for all four cases. Afterwards, we discussed, clarified, and in some instances redefined our 1st order codes. We had an interrater agreement of 86% of the total number of codes, which is within the parameters recommended for qualitative research by Miles and Huberman (1994).

Next, we organized the 1st-order codes into 2nd-order theory-centric themes by grouping the codes together that used similar frames to mobilize support towards tackling the societal challenge. In this phase, the tensions between several of the 2nd order themes (e.g. beneficiaries as a source of pity and beneficiaries as a source of hope) became apparent and novel themes emerged that related to the characteristics of the social enterprises (e.g. promoting personal gains). Finally, we distilled the 2nd-order themes into overarching theoretical dimensions and found a clear distinction between the use of motivational framing that was related to emotions and the use that was related to reason. In addition, from our themes, the leading role assumed by the social enterprises in the scripted texts became evident to us. During this process, both authors decided on the grouping of the codes into 2nd order themes and distillation into overarching theoretical dimensions through several rounds of deliberations, until we reached agreement about the best representation of our data. All our codes, themes, and dimensions emerged from and are founded in our data. For the structure of our data, including the assembly of terms, themes and dimensions, see Figure 2.1.

Figure 2.1 Data structure

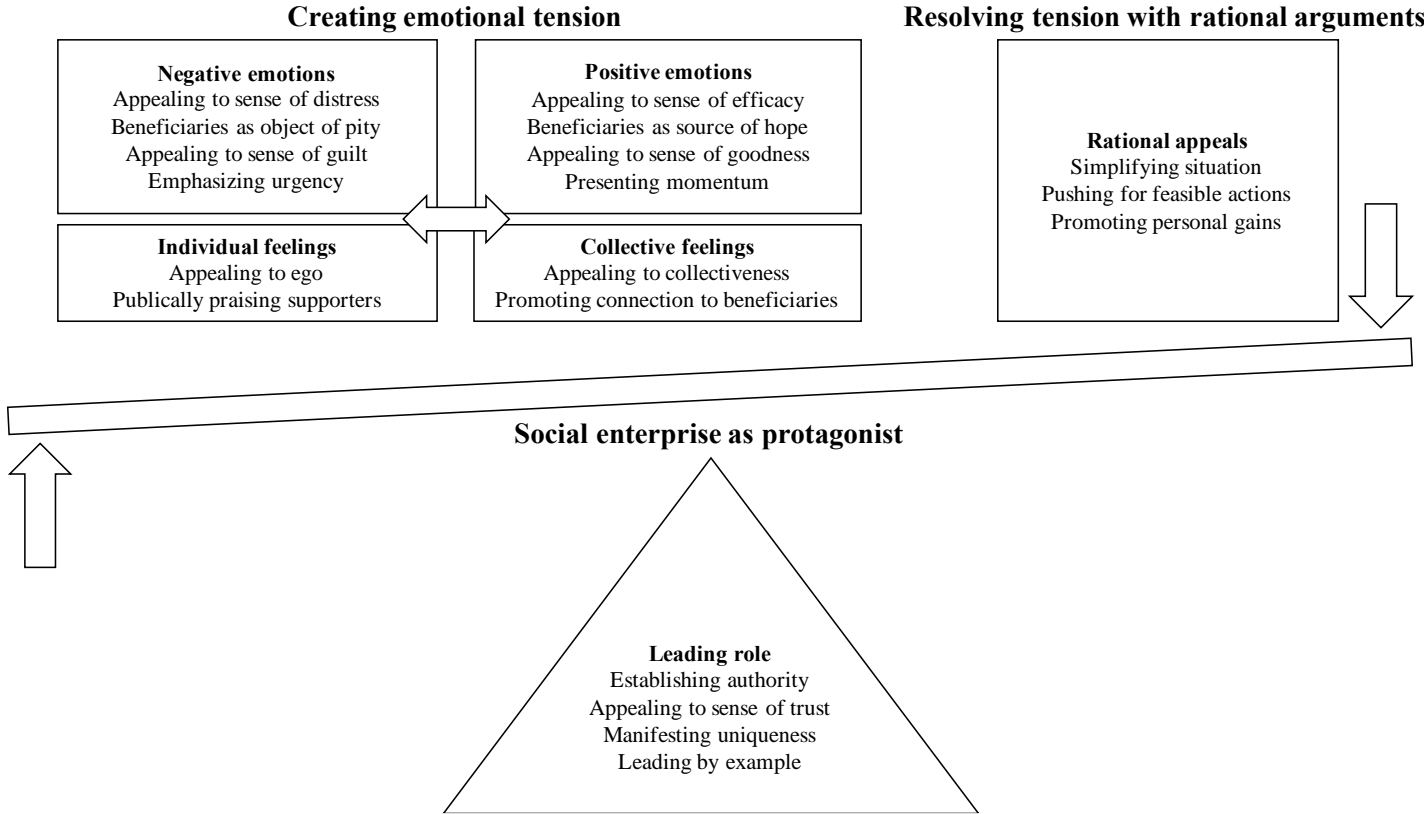


In the final phase of our data analysis, we considered the relationships among our theoretical dimensions and developed our main findings. We referred back to the literature to understand what had precedents and what were the new concepts discovered (Gioia, Corley, & Hamilton, 2013). In the next section, we discuss our main findings and explain each emergent theme and dimension.

2.5 Findings

Based on our data analysis, we find that the social enterprises in our sample use “specific vocabularies of motive that provides prods to action” (Benford, 1993, p. 1) to *create emotional tension* between negative and positive feelings; and between individual and collective feelings. In turn, rational arguments and appeals, that simplify the situation, push for feasible actions, and promote personal gains, are put forward to *resolve these tensions* and leverage the mobilizing power of the prods to action. Finally, in their motivational framing, the *social enterprises portray themselves as the protagonist*, assuming a leading role in solving the societal challenge, and become the fulcrum of the emotional and rational motivational framing dimensions in their public discourse. In Figure 2.2, we put forward a model showing the relationship between these main dimensions of our findings. Next, we discuss the underlying themes that form these dimensions to explain how social enterprises that use a market-based approach deploy motivational framing in their public discourse.

Figure 2.2 Motivational framing model



2.5.1 *Creating emotional tension*

Negative and positive feelings. We find that the social enterprises from our sample use motivational framing in their public discourse to create emotional tension between negative and positive feelings about: (1) the current situation that needs action; (2) the beneficiaries of that action (3) the role of the audience herein; and (4) the timeliness to tackle the societal challenge.

First, in the public discourse of the social enterprises, there is an emotional tension between appeals to a sense of distress (negative) and appeals to a sense of efficacy (positive) about the current situation that needs action. This tension is illustrated by the following fragments from impact documents on the website of Hotel con Corazón, a social impact hotel that invests all its profit in education to increase their communities' quality of life and ultimately break the cycle of poverty (Hotel con Corazón, 2019). On one hand, the social enterprise portrays the status quo as outrageous and unjust.

According to the 2015 United Nations Human Development Index Report, the primary school dropout rate in Nicaragua is 51.6%. In primary school, 3 out of 10 students are already one year behind their age group; and out of 100 that start the first grade, 40 don't make it through the sixth grade. These statistics are attributed to a lack of education funding, inadequate facilities and resources, and insufficient teacher training. Furthermore, many students live in poverty and must leave school to find work to support their family.

On the other hand, the social enterprise focuses on the positive impact of their actions on the lives of beneficiaries, in this case signaling the potential to create change.

Already eight years working in the community of Las Lagunas in Granada, Nicaragua, made us decide to take a closer look at whether our efforts are making a difference. We conducted an impact study to gain a better understanding of how our students and other stakeholders are experiencing our programs and how this may be changing their lives and the community at large. We can proudly report that our work clearly has a positive impact, and together with all the people involved with Corazón, we are heading in the right direction, changing lives and the community.

By simultaneously framing the current situation negatively and positively, a tension is created that could trigger the readers' feelings and motivation to take action towards improving the situation, from both directions.

Second, in their public discourse, there is an emotional tension between framing the beneficiaries as an object of pity (negative) and framing the beneficiaries as a source of hope (positive). This tension is illustrated by the following fragments from blogs on the website of Return to Sender, a social enterprise that sells handmade products of women from developing countries to create employment and generate income that will improve their independence and provide an escape from the poverty cycle (Return to Sender, 2019). On one hand, in their description of beneficiaries, the social enterprise focuses on their heartbreaking lives and shares stories about the personal hardships they encounter.

One in five adolescent girls worldwide do not have access to or are unable to complete their education beyond primary school. This is the case while completing further education is very important for these girls, especially at their age. It is a time when they are extremely vulnerable to becoming victims of child marriage, early pregnancies, or having to work as house slaves.

On the other hand, the social enterprise portrays the beneficiaries as agents of change that pursue their hopes and dreams, in this case showing their key role as collaborators who are motivated to improve the lives of women in their own community. Using the words of one of these beneficiaries/collaborators, which appear on their website:

I have always worked in the family business and it makes me proud to see that small efforts on our part have made a great contribution to the quality of life of many individual families. My dream is to generate even more work for our female employees. We have been working with Return to Sender for seven years now and we are proud that our hard work is so much appreciated. We will continue to work with the same dedication to deliver the same high quality in the future!

By simultaneously framing the beneficiaries in ways that lead to negative feelings of pity and positive feelings of hope, a tension is created that could trigger the readers' feelings and motivation to take action towards helping the beneficiaries, from both directions.

Third, in their public discourse, there is an emotional tension between appeals to a sense of guilt (negative) and appeals to a sense of goodness (positive) of the audience and their role in tackling the societal challenge. This tension is illustrated by

the following fragments from main pages and reports on the website of Tony's Chocolonely, a social enterprise that aims to make 100% slave-free chocolate the norm by paying premium prices and lifting farmers out of poverty (Tony's Chocolonely, 2019). On one hand, the social enterprise attributes responsibility to the general public and all major stakeholders for the existence of the societal challenge, in this case the readers who are also potential consumers of chocolate.

Surround yourself with monumental portraits of the children who harvest the cocoa for the chocolate you love so much. Look them in the eyes while they tell you their story. Discover how we all are seduced by advertising slogans to consume a product with a bitter aftertaste: child labor in West Africa is still on the rise.

On the other hand, the social enterprise frames the audience as “do-gooders”, whom they aim to inspire and give the opportunity to make a difference and change the world.

Makes you smile. We like to look at the bright side and in the good of people, preferring a little naivety over negativity. We love what we do, we keep laughing, and we are full of energy to move chocolate mountains.

Alone we make slave free chocolate, together we make all chocolate 100% slave free. So we ask you to join in. The more people choose slave free and share our story, the sooner 100% slave free becomes the norm in chocolate. The choice is yours. Are you in?

By simultaneously framing the audiences' role as both potentially negative and positive, a tension is created that could trigger the readers' feelings and motivation to take action towards tackling the societal challenge, from both directions.

Finally, in their public discourse, there is an emotional tension between emphasizing the urgency to take action (negative) and presenting the momentum to take action (positive), both frames addressing the timeliness of tackling the societal challenge. This tension is illustrated by the following fragments from blogs on the website of Lendahand, an online impact investing platform where socially conscious investors can support entrepreneurs and sustainable initiatives in emerging countries, creating jobs and improving access to basic needs to alleviate poverty (Lendahand, 2019). On one hand, the social enterprise stresses that current actions are not enough

to deal with the increasing scale and scope of the problem. There is an urgent need to do more.

Worldwide, about 1.2 billion people live without electricity, 600 millions of whom are in sub-Saharan Africa. And this number will only increase in the coming years, because the expansion of infrastructure cannot keep up with population growth.

On the other hand, the social enterprise shows that the time is ripe for change, in this case by situating their work within the Global Goals framework of the United Nations.

Reducing poverty. It is global goal number one, as set by the UN in September last year. The eighth global goal is to stimulate inclusive and sustainable economic growth that is both rich and productive, generating a decent job for everyone. As a citizen, what can I contribute to opportunities for fellow citizens in poor countries?

By simultaneously framing the timeliness negatively and positively, a tension is created that could trigger the readers' feelings and motivation to take action towards tackling the societal challenge, from both directions.

Individual and collective feelings. We also find that the social enterprises from our sample use motivational framing in their public discourse to create emotional tension between individual and collective feelings to tackle the societal challenge. On one hand, social enterprises appeal to the ego of members in their audience, in this case emphasizing their value and importance in achieving the mission of Tony's Chocolonely.

We made this Annual FAIR Report especially for you. Yes! For you, our stakeholder! Put your hands in the air for: team Tony's, the cocoa farmers, consumers, customers and suppliers. No matter who you are and wherever you are in our chocolate value chain: you are important to us. It is important that we join forces to make 100% slave free the norm in chocolate.

In addition, the social enterprises publicly praise supporters, showing their appreciation and officially recognizing the actions of individuals that contribute to their work, as in the case of Hotel con Corazón:

Be our Super Sponsor. Apart from getting 7 free nights in a double room, there will be a room named after you. Moreover, your name will adorn our 'Wall of Eternal Gratitude'. Contribute to our final sprint now by using the yellow buttons below.

On the other hand, the social enterprises appeal to a sense of collectiveness, framing their supporters as part of larger movement, as in this excerpt from Lendahand:

Lendahand continues to build a bright future. But Lendahand is not just the team here in Rotterdam. You are also part of Lendahand! Without our loyal lenders we are just one of the many websites. But with you we are a movement that makes the world a little better in an efficient way. Together we are Lendahand!

In addition, the social enterprises promote the audiences' connection to beneficiaries, emphasizing our shared humanity, in the following case of Return to Sender by sharing their personal story and warm feelings towards one another.

Return to Sender believes in the power of honest products. Handmade by, mostly female, professionals. Unique products with a special story. By telling the story of the maker, Return to Sender brings the world of the producer close and you feel the love with which each product is made.

By simultaneously framing their public discourse to appeal to individual and collective feelings, social enterprises create an emotional tension that could trigger the readers' motivation to take action towards tackling the societal challenge, from both directions.

2.5.2 *Resolving tension with rational arguments*

Simultaneously appealing to negative and positive feelings; and individual and collective feelings could also lead to mixed feelings that impede any course of action, especially without a solid lever. We find that the social enterprises in our sample resolve this tension with rational arguments and appeals, using motivational framing in their public discourse that: (1) simplifies the situation; (2) pushes for feasible actions; and (3) promotes personal gains to tackle the societal challenge.

First, they simplify the situation by sharing their belief in the social enterprise as a silver bullet. The actions needed to solve the societal challenge are framed as straightforward, for example, by presenting the pillars of a road map that, if simply followed, ensure that the mission of Tony's Chocolonely will be accomplished.

Because Tony's Chocolonely has a vision that is a bit bigger than a factory with a roller coaster through it, namely 100% slave-free chocolate. Not just our chocolate. But all chocolate worldwide. How do we get there? We follow the pillars of our roadmap: 1. making people aware of the problem of slavery and exploitation in the world of chocolate, 2. setting a good example of how to make chocolate differently and 3. inspiring others to follow our example. Simple, right?

Second, the social enterprises push for feasible actions by sharing their best-practices to be replicated, by making specific recommendations for the general public and all major stakeholders, and in the following case of Lendahand by making it easy to take action.

Investors will find some reassurance that it is supported by UK aid money from the Department for International Development (DfID). And what is also notable is that, unusually, some of the investments on offer benefit from what is known as “first loss cover” – which means that if the worst were to happen, and the company was unable to pay back what it owed, individual investors would be prioritized ahead of DfID, thereby providing an extra level of protection. With a minimum investment of £50, it is a potentially straightforward and accessible way for people to make sure their money is doing some good.

The rational appeal that is made by emphasizing the low threshold and a secure outcome while making a direct impact is aimed at motivating the reader to take action.

Third, the social enterprises highlight the benefits of taking action for supporters, such as a return on investment or a great experience for personal development. Predominantly, the social enterprises frame the audiences' involvement as a win-win. In the case of Return to Sender, their supporters will have a beautiful product and their beneficiaries will have a better life.

Sender. This charming handmade notebook is made by women from the Nepalese capital Kathmandu and surroundings. The paper they use comes from the lute plant from the Himalayas and is hand-scooped. The entire production process is so extensive that at least 200 hands are involved. Return. By making products from lokta paper, the women from Kathmandu earn their own income, which makes them independent. In collaboration with Plan Nederland, part of the profit is spent on vocational training for mostly young women in Nepal, among others. You have a beautiful product, they have a better life.

These rational arguments and appeals resolve the created emotional tensions in the public discourse of the social enterprises. Together, these motivational framing tactics could leverage the mobilizing power of the prods to action towards tackling the societal challenge.

2.5.3 *Social enterprise as protagonist*

In creating emotional tensions and resolving these tensions with rational arguments, we find that the social enterprises from our sample position themselves as protagonists who play a leading role in tackling the societal challenge. By definition, the social enterprises do not only create awareness about the societal challenge, but also provide a solution through their products and services. Both dimensions of their motivational framing, the emotional and the rational, rest upon and are supported by the social enterprises' central role. To position themselves as protagonists, we find that the social enterprises use motivational framing in their public discourse that: (1) establishes authority; (2) appeals to a sense of trust; (3) manifests uniqueness; and (4) shows they are leading by example.

First, the social enterprises establish their authority and build credibility by showing support from authority figures and other interest groups. In the following case from Return to Sender, they affiliate themselves with Plan Nederland, a well-known NGO that operates in poorer regions around the world.

Return to Sender joins forces to make an even greater impact on poverty reduction. By collaborating with Plan Nederland, we are working on a better future, especially for girls in developing countries. Plan Nederland is active worldwide to ensure that as many girls and young women as possible are given an opportunity to follow a vocational training course and complete it successfully. With one extra year of primary school, their future income will increase by 10 to 20%. One more year of secondary education and they will earn about 25% more later on. In addition, educated girls marry later and are better able to take care of their children. [...] In this way, Plan Nederland and Return to Sender work together on sustainable poverty reduction; entrepreneurship is stimulated and vocational training gives the new generation a better chance of finding a job.

As illustrated in this fragment, the social enterprises also provide knowledge and expertise to support their chosen strategy towards poverty reduction, in this case by sharing numbers and figures.

Second, the social enterprises appeal to a sense of trust from the audience towards their leading role by creating a personal connection and sympathy for themselves, in the following case of Hotel con Corazón by using the word "heart".

Hotel con Corazón Oaxaca is not your average hotel. It is a hotel with a heart, a message and a cause. When you stay with us you help create a brighter future for the children of Oaxaca, because your profits are invested in local education.

As illustrated in this fragment, a great part of the public discourse of the social enterprises is also framed to emphasize their high motivation to create social impact, and profit only being a means to do so.

Third, the social enterprises manifest their uniqueness by highlighting their innovativeness and importance and by sharing special stories about their founding and the journey of the social entrepreneurs, in the following case of Lendahand by sharing the story of “a heroic entrepreneur with a dream that has become reality”.

It's been 4 years since I got the idea to start Lendahand. Partly out of passion (let's be the last generation that knows what global poverty is), partly out of naivety (I think it's cool to set up a social enterprise) and partly out of frustration (the financial system could be a lot better). It all started on my own 3rd floor in the back of an apartment in Amsterdam East. And this is Lendahand's office now, right next to Rotterdam CS in a community of start-ups.

We have gone from 0 euro to more than 2 million euro in a year and a half through crowdfunding. But of course we are far from there yet. We have ambitions to grow even faster and create even more social impact. It won't be due to lack of passion, which has become at least 7 times bigger with the expansion of the team. And the naivest dreams are now a reality.

As illustrated by these fragments, the unique stories of the social entrepreneurs are framed in a way to signal the motivation and success of the people running the social enterprise, which could be appealing to their audience.

Finally, the social enterprises show they lead by example and take responsibility in tackling the societal challenge. In the following case of Tony's Chocolonely, they aim to successfully demonstrate how to create the needed change, so others can follow their course of action.

Good financial results are important for the continuity of our organization, but that's not the only reason why they're important. Commercial successes and solid financial results aim to inspire other chocolate companies and encourage them to follow our example. We show them that you can actually make a decent profit while being a responsible company at the same time: from bean to bar.

As illustrated by this fragment, the social enterprises also have a deliberate strategy to become visible and create awareness.

By portraying themselves as protagonists that are playing a leading role in tackling the societal challenge, the social enterprises become the fulcrum of the other motivational framing dimensions in their public discourse. For additional quotes representing the underlying themes discussed in this section, see the appendix for this chapter.

2.6 Discussion

This study set out to answer the question how social enterprises that use a market-based approach deploy *motivational framing* in their public discourse, by putting their discursive practices to mobilize action for social causes at the center of analysis. In contrast to earlier studies on this topic, our analysis included social enterprises that sell products and services from various industries and sectors. The findings reveal that social enterprises use “specific vocabularies of motive that provides prods to action” (Benford, 1993, p. 1) to *create emotional tension* between negative and positive feelings about: (1) the current situation that needs action; (2) the beneficiaries of that action (3) the role of the audience herein; and (4) the timeliness to tackle the societal challenge; as well as to create emotional tension between individual and collective feelings. In turn, rational arguments and appeals, that simplify the situation, push for feasible actions, and promote personal gains, are put forward to *resolve these tensions* and leverage the mobilizing power of the prods to action. Finally, in their motivational framing, *social enterprises portray themselves as the protagonist*, assuming a leading role in solving the societal challenge, and become the fulcrum of the emotional and rational motivational framing dimensions in their

public discourse. Taken together, the finding in this article illustrate the multifaceted nature of social enterprises' motivational framing to mobilize support for tackling societal challenges that strikes a balance fitting social enterprises' characteristics.

The findings complement and refine prior research on discursive practices to mobilize action for social causes in the social entrepreneurship field in two ways. First of all, we put forward a model illustrating the relationship between the rational and emotional dimensions of social enterprises' motivational framing that could together strengthen their mobilizing efforts. We find that most of the emotional motivational framing tactics resemble that of social activists by focusing on injustice, urgency, momentum, and hope, among others (Goodwin, Jasper, & Polletta, 2000; Jasper, 1998). The emotional tensions created in social enterprises' public discourse can generate emotional energy to bond an individual to a group or promote collective efficacy as shown by Ruebottom and Auster (2018). However, by simultaneously appealing to both positive and negative feelings; and individual and collective feelings, social enterprises create emotional tensions that could trigger the audiences' motivation from multiple directions. Additionally, in a similar way that verbal interactions can overcome tension created by negative emotions between attracting attention and feeling helpless as shown by Barberá-Tomás et al. (2019), our findings suggest that rational appeals and arguments can overcome the created emotional tensions and function as a lever for social enterprises' motivational framing tactics. By including their interaction—emotional and rational, we can provide a more comprehensive understanding of social enterprises' discursive practices to mobilize action.

Second, we provide insight into novel motivational framing tactics of social enterprises that depend on their key distinguishing characteristic of not only

advocating for social causes, but also providing market-based solutions. Our study shows that social enterprises position themselves as protagonists that are leading by example and aim to demonstrate the impact of their solutions, which also shape the rational motivational frames in their public discourse. These motivational framing tactics going beyond appeals to individual and collective efficacy that are used by social activists (Benford, 1993; Snow & Soule, 2010), because social enterprises simplify and morally justify the actions needed to solve societal challenges on the basis of a market-based logic. In addition, our study shows that social enterprises do not only use their products and services as a storytelling device that embody moral values to mobilize support as shown by Akemu, Whiteman, and Kennedy (2016), but also appeal to individual feelings of ego and praise; and rational appeals of personal gain (e.g. win-win). These motivational framing tactics could relate to the acceptability of making egoistic motivations explicit in the market-based context, which is unusual in the social context in which social activists often operate. By distinguishing the public discourse to mobilize action of social enterprises using market-based approaches from that of other social actors in the social entrepreneurship field, we can better understand their approach to and their role in tackling societal challenges.

Taken together, the motivational framing of social enterprises' public discourse differs from that of social activists or commercial entrepreneurs. In a certain way, social enterprises that use a market-based approach can be considered a case of marketization of humanitarianism, which is also influencing the practices of other social actors (Richey, 2018). As mentioned by Chouliaraki (2013, p. 6), one of the implications of these motivational framing tactics, besides their strategic potential, can be a shift in morality from "other-oriented—where doing good to others is about our common humanity and asks nothing back" to "self-oriented— where doing good to

others is about ‘how I feel’ and must, therefore, be rewarded by minor gratifications to the self”. The public discourse of social enterprises could perpetuate this shift and risk altering the conversation from focusing on asymmetrical power relations to viewing relationships between supporters and beneficiaries as more instrumental (Vestergaard, 2014). This dynamic can be exemplified by appeals to a sense of guilt and appeals to a sense of goodness of the audience that social enterprises use, but also appeals to egoistic motivations of audiences to support the social causes.

While this tendency is true, we also find that social enterprises’ motivational framing focuses on appeals to a sense of collectiveness and promotes connection to beneficiaries, creating emotional tension between individual and collective feelings. Audiences are not merely addressed as consumers, but also as supporters of the social cause and possible allies of the social enterprise. It is important to recognize the opportunities and risks that come from social enterprises’ innovative organizational forms that are not purely non-profits nor purely commercial ventures. Therefore, this study also makes an important practical contribution by highlighting the strategic potential of social enterprises’ discursive practices that can be leveraged by deploying the motivational framing tactics illustrated in our model, which is developed based on the analysis of the discursive practices of four relatively mature and successful social enterprises in terms of their reach and support garnered for their mission. Their public discourse is increasingly included as a legitimate voice in solving societal challenges and therefore their motivational framing is important to consider as a potentially powerful approach towards mobilizing action for social causes.

2.6.1 Limitations and future research

Although we focused on relatively well-established and successful social enterprises, a limitation of our study is that we did not focus on measuring the

effectiveness of the motivational framing tactics we disentangled. It is not always evident if social enterprises can solve societal challenges nor what the long-term effects are of their discursive practices, positively and negatively. Future research can conduct lab experiments to measure the effects of emotional and rational appeals in social enterprises' public discourse, perform qualitative research to investigate how the creation and resolution of tensions are experienced by different audiences, and study on a field level the role of social enterprises therein and verify if they are indeed perceived as protagonists in leading social change.

Our research context—the Netherlands—can also be a limitation of our study and limit the generalizability of our findings and insights on social enterprises' motivational framing tactics. As mentioned by Bacq and Janssen (2011), the research context influences the definition of social entrepreneurship, in our case allowing us to answer our research question that was focused on market-based approaches that is generally more accepted in the Netherlands. While we believe the findings are generalizable to countries with similar characteristics to the Netherlands, future research can perform comparable studies in different contexts that operate on other assumptions that could influence the way social enterprises' public discourse is constructed. Understanding the influence of using market-based approaches to tackle societal challenges in other cultures and settings could allow for the emergence of additional factors that could be important to consider in understanding the mobilizing power of social enterprises' discursive practices.

Finally, it is important to note that the discursive practices of social enterprises to mobilize action for their social goals is a relatively under-investigated and under-theorized phenomena. Future research can deepen our understanding of the multifaceted nature of social enterprises' motivational framing by advancing our

understanding of the mechanisms that underlie each dimension of their discursive practices illustrated in our model.

2.7 Conclusion

In their efforts to tackle societal challenges, the motivational framing tactics of social enterprises clearly do not stand alone; rather they are combined with selling their products and services and collaborating with stakeholders in their respective fields. The latter direct actions have received considerably more attention in the social entrepreneurship literature than their indirect actions. Our study highlights the worth of investigating the public discourse of social enterprises as an important tool that is being purposively constructed to create awareness and mobilize support for social causes from a wide range of dispersed actors. Social enterprises' discursive practices can play an important role on multiple levels, for example by influencing perceptions on an individual level, by shaping norms on a socio-cultural level, and by pressing for regulation on a political level; thus, warranting further research on their role as relatively novel social change actors. We hope our study encourages more management scholars to inquire into the motivation framing of social enterprises, as it will not only promote our theoretical understanding on their role in driving social transformation, but also contribute to practice by providing insight into the use of social enterprises' public discourse as a powerful response to the large-scale societal challenges we face in the world today.

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Appendix Representative Data

Aggregate dimensions	Second-order themes	Representative data
Negative feelings	Appealing to sense of distress	<ul style="list-style-type: none"> • These are terrible figures that UNICEF published last week as a forecast of 2030: 69 million children under 5 who die as a result of poverty, another 167 million children living in poverty and 750 million girls who are married off. That is not the future that we have in mind with each other. (Lendahand) • It's been shown that on these cacao plantations, more than 460,000 children and adults work under illegal conditions. This includes children who, day in and day out, carry baskets on their heads that are much too heavy for them. As a result, they suffer from adhesions on their head, neck, and back. But it's also estimated that about 30,000 children are trafficked and traded, and forced to work in foreign communities. (Tony's Chocolonely)
	Beneficiaries as object of pity	<ul style="list-style-type: none"> • It is difficult to imagine that this girl who sits in front of us is one of the victims of the situation we are fighting so hard to change with Tony's. She was only a workhorse. No one looked her in the eyes or gave her any love. Mentally abused, worth nothing, and for the plantation owners simply an object instead of a person or a child...They probably saw her pain, but made it clear that if she were to commit suicide, they would have someone replace her. (Tony's Chocolonely) • The branch manager with whom I am visiting, tells me that Bunkhoeung speaks with a strong Vietnamese accent. I asked why Bunkhoueng came to Cambodia, not realizing what question I had asked. I suddenly remember that Bunkhoeung was born in 1975, the year that Pol Pot and the Red Khmer took over power in Cambodia. Many Cambodians have not survived this period or fled Cambodia. For example, to Vietnam. I decide not to ask any further because there seems to be too big a taboo on this subject. (Lendahand)
	Appealing to sense of guilt	<ul style="list-style-type: none"> • A life without clean drinking water, without electricity, without a soft bed, without money for (clean) clothes. Living in a hut of mud that does not even have a table in it. I can hardly imagine it, but in Uganda it is the most normal thing in the world. It is unfair, considering the tremendous wealth in which we live in large parts of the world. (Lendahand)

		<ul style="list-style-type: none"> • More than 2 million child laborers work on cocoa plantations in Ghana and the Ivory Coast, and tens of thousands of children are victims of trafficking and forced labor in cocoa production. Why? So that we, the consumers thousands of kilometers away, can eat the chocolate we love so much. (Tony Chocolonely)
	<p>Emphasizing urgency</p>	<ul style="list-style-type: none"> • We are very aware of this—as you know about us—and are convinced that we must do something about it. Not only does the report list the hard facts about slavery worldwide, but it also contains recommendations about what can be done about it. No time to waste. (Tony’s Chocolonely) • Teachers are poorly educated, if at all. There is a lack of (good) teaching materials. Schools are often shut down for weeks on end because teachers are required to participate in mass strikes. The financial contribution from the central government, meant for schools, is often misappropriated or spent on other things by the local government. In practice, there are a lot of pupils leaving school temporarily or dropping out permanently. (Hotel con Corazón)
<p>Positive feelings</p>	<p>Appealing to sense of efficacy</p>	<ul style="list-style-type: none"> • You too can join the fight against poverty. Impact investing is not only reserved for people and companies with very large wallets. People with fewer resources can also do good with their money—for example, by giving donations for disaster areas, providing microcredits, or by investing in sustainable poverty reduction through Lendahand. We can buy our groceries more consciously and we can avoid putting our money into banks that invest in weapons factories. The time has come when we can redesign our financial system as a force for good. (Lendahand) • Consumers. We want to make consumers aware of the illegal labor in the cocoa industry. So, dear chocolate fan, be aware of what you eat! Choose chocolate that makes a difference. Support petitions and campaigns that increase the pressure on key players to change. And insist that chocolate makers be transparent. As a consumer you have far more impact than you might think. (Tony’s Chocolonely)
	<p>Beneficiaries as source of hope</p>	<ul style="list-style-type: none"> • With the income from the store (€20 per day) they can send their children to school. Their son is trained as an electrician and their daughter studies mathematics and physics at the university. During the week Odontuya and Gansukh are in the shop and during the weekend their children also help out. “In the future we would like to expand the store, but because of the study costs, we don’t have the money for now.” (Lendahand)

		<ul style="list-style-type: none"> Girls who get a chance do not only work themselves out of poverty, but take their entire environment with them. This creates a snowball effect with an increasing impact. The World Bank calculated that developing countries can achieve joint growth of \$ 92 billion a year if girls have the same educational opportunities as boys. Investing in education for girls is therefore the investment with the highest return in the world and in the context of sustainable poverty reduction the smartest investment. (Return to Sender)
	Appealing to sense of goodness	<ul style="list-style-type: none"> Support Costa Rica. Together we can achieve more! Contribute to the realization of Hotel con Corazón Costa Rica and to the future of disadvantaged children in the area of Rincón de la Vieja. Read here what you can do. (Hotel con Corazón) You can contribute to a brighter future for these children. A portion of the proceeds from this project (5 euros for every book sold and 2.50 euros for every exhibition ticket sold) will be donated to GRADE-FRB's shelter near Ouagadougou, the capital of Burkina Faso, where the children portrayed in this book live. (Tony's Choclonely)
	Presenting momentum	<ul style="list-style-type: none"> It is not normal for child labor to be so common. The standard for all products and services on the Dutch market must be 100% slave free and child labor free. In the UN's Sustainable Development Goals, the Netherlands has agreed that by 2025 all forms of child labor in the world must have ended. There's work to be done. Only with a law does the standard rise and is child labor seriously addressed. (Tony's Choclonely) Crowdfunding is all about momentum we funded the first 50% in 1 week, and it's crucial that we build on all the excitement and buzz around our campaign to get funded. (Lendahand)
Individual feelings	Appealing to ego	<ul style="list-style-type: none"> Money can't buy you love, however, the Hotel con Corazón educated children will love you forever! (Hotel con Corazón) Oh, and we're super curious about what you think of our annual FAIR report. Will you let us know? You can find us on Instagram, Facebook and Twitter, or call us, e-mail us, or even send us a nice old-fashioned letter. We'd be ecstatic to hear from you! (Tony's Choclonely)

	Publically praising supporters	<ul style="list-style-type: none"> Limited Editions friends found a message that called on them to share our recipe for slave-free cocoa with the chocolate industry on social media (#slaafvrijrecept #slavefreerecipe). This resulted in a Twitter discussion with Nestlé, whom we invited for a chat in our choco kitchen. Thanks for the share, <name supporter>! (Tony’s Chocolonely) Catered boat rides in the Utrecht canals, a donation from a family foundation, a fundraiser on Facebook during the World Cup soccer match Netherlands-Mexico, our 1000th Corazón Burger: many people have participated in raising money for the hotel in the past few months. Thank you everybody! It means a lot to us to know you are supporting our goal. We are at nearly € 30.000 now, and going for € 75.000 by the end of the year. (Hotel con Corazón)
Collective feelings	Appealing to collectiveness	<ul style="list-style-type: none"> In the coming years our focus will be on creating a movement of friends who want to join us. We are actively looking for partners to follow our model and we want you to join us too. The more people choose slave free and share our story, the sooner slave free becomes the norm in chocolate. The choice is yours. (Tony’s Chocolonely) Become an Amigo con Corazón (‘Friend with Heart’) and join us on Facebook, Instagram, or sign in for our newsletter at www.hotelconcorazonworldwide.com and find out about all our plans. (Hotel con Corazón)
	Promoting connection to beneficiaries	<ul style="list-style-type: none"> The next time I dig into a Tony’s bar, I’ll think of the farmers I met and their hard work to make that bar a reality. We all have a responsibility to care for the bean and the people along the cocoa value chain. Only together we make chocolate 100% slave free! (Tony’s Chocolonely) And it's not just about buying something you like and matching your outfit, but also realizing that when you buy these bracelets, you're wearing something around your arm that connects you to a woman in a village in Mali taking her first steps on her path to awakening. (Return to Sender)
Rational appeals	Simplifying situation	<ul style="list-style-type: none"> Self-regulation is just not sufficient, and lacks the required urgency and pressure. What this law requires from companies is perfectly possible and absolutely feasible. (Tony’s Chocolonely).

- We have long wanted to provide fair loans in India. Although no less than a quarter of the population lives below the poverty line (estimate), the country is also one of the fastest growing economies in the world, at around 8 percent a year. We believe that it is precisely in emerging countries that poverty can be combated quickly and effectively. (Lendahand)
- Pushing for feasible actions
- Serious friends consciously choose our chocolate to support our mission, and Serious Friends Forever even go one step further: They actively try to help us achieve our mission. For instance, they share our story, choose only ethically produced chocolate, go to Tony's events or support us when we organize campaigns and social initiatives. (Tony's Chocolonely)
 - Would you like to contribute your skills, expertise, experience, and time? If you are also up for some good fun and keen to learn from individuals from different backgrounds, get in touch. We'd be glad to work with you! (Hotel con Corazón)
- Promoting personal gains
- There are plenty of alternatives to the boring, old-fashioned, unprofitable savings account. We will list a few for you. 1) Repay the mortgage. You can often pay off a portion without penalty and it can certainly benefit you to do so. The monthly charges fall immediately. 2) Buy solar panels. This is a great way to contribute to clean energy and at the same time give your savings a better return. 3) Insulate the house. Certainly, better insulation of your own home can make a huge difference to the heating costs that are paid every month. 4) Support sustainable entrepreneurs in the Netherlands through a loan. A typical return here is around 6% to 8%. And you can contribute to building a strong SME in the Netherlands with a sustainable character. 5) Lendahand is also a great alternative for (part of) your savings. Invest through crowdfunding in entrepreneurs in developing countries and receive, in addition to 3% or 4% interest, a social return too. (Lendahand)
 - Participate. Take a social share. You buy a social share for €500 and become a 'co-owner' of the hotel. Your 'dividend' consists of an annual free night at our hotel, for up to two people in a double room, subject to availability and prior reservation. Give a loan. Part of our capital is being raised by means of loans, starting at €500. We offer an annual interest rate of 2% and a maturity range of 10 years. Donate a gift. You can donate a gift of any amount and receive eternal fame. (Hotel con Corazón)

**Leading
role social
enterprise**

Establishing
authority

- As B Corp, we're on the 'Best for the World' list. And that is not something to be sniffed at. B Corp is an international network of Benefit Corporations that want to use their business force to improve society. Only B corps that meet exceptional standards in a number of impact areas are recognized for their efforts. Needless to say, we're exceptionally happy with that! (Tony's Chocolonely)
- "We are delighted to be working with these great partners to support the development of this platform. Energize Africa addresses one of the key challenges in the off-grid energy space - access to debt. This project will have significant impact in delivering improved energy access, and therefore improved livelihoods, to many families in sub-Saharan Africa." - Rosanne Gray, Managing Director of Virgin Unite. (Lendahand)

Appealing to
sense of trust

- "We also share our considerations with you. Should we have listed this project? Or was refusing the right choice? How do you see this? We would love to hear your opinion! You can do this via the comment form below, but you are also very welcome to come by for a cup of coffee with a piece of chocolate." (Tony Chocolonely)
- Lendahand is a social enterprise. We are competing with commercial parties for customers, employees, investments (money) and media attention. But all of this we do because we want to create impact. Our goal is to contribute to a world with equal chances for everyone regarding to jobs and basic needs. (Lendahand)

Manifesting
uniqueness

- The amount of human hands involved in a product is really special. I would like to show that insight to many people, because we have absolutely no idea of that. Almost everything is manual work. In short, it was more than a special experience and I cannot help but be thankful that Return to Sender has come my way. I hope that I can mean a lot to the special story of Return to Sender. Thanks Return to Sender. (Return to Sender).

- Leading by example
- Remember how it all started? Dutch TV journalist Teun van de Keuken raised the alarm about conditions on West African cocoa plantations after discovering child slaves working there. He tried to contact all major chocolate companies, but no one would talk to him. Teun van de Keuken decided to take responsibility on his own. He ate 12 chocolate bars and turned himself in to the police for fencing. As 'chocolate criminal' he purchased an illegally manufactured product. When the trial didn't result in his conviction, he decided to start a chocolate company, Tony's Chokolonely. A company dedicated to realize a 100% slave free chocolate industry. (Tony's Chokolonely)
 - Return to Sender ensures continuity in the income of our female employees. As a result, the quality of life has improved, and the world has become a bit more beautiful. The company also supported us financially after the catastrophic earthquake in 2015. We received help with the distribution of food, water and medicine to our employees and their community. We will never forget that. (Return to Sender)
 - The impact of Hotel con Corazón in Granada is twofold: 1. All profits are invested in education. 2. We create a "good business" with healthy profits and stable jobs. By applying sound business principles, we set an example for our employees, suppliers, competitors, and partners. We facilitate the professional development of our employees and encourage them to move on to new opportunities. (Hotel con Corazón)
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Chapter 3

Too emotional to succeed:

**Entrepreneurial narratives in a prosocial
setting**

3.1 Abstract

In prosocial crowdfunding settings, entrepreneurial narratives are a key element in mobilizing resources for entrepreneurs from underserved communities to build their ventures that they depend on for their livelihoods. In this study, we quantitatively measure the effectiveness of cognitive and emotional appeals in the entrepreneurial narratives of 2,098 entrepreneurs from 55 countries shared via the Kiva platform. Our findings suggest that using cognitive appeals can attract more resources than using emotional appeals. In fact, using affective language in general and negative emotion words specifically, can be detrimental and attract fewer resources. We contribute to the entrepreneurship and social entrepreneurship literatures by demonstrating that the two routes of information processing in the elaboration likelihood model of persuasion (ELM), the cognitive and the emotional, could lead to different outcomes in contexts where entrepreneurial narratives are all framed as “doing good” and individuals allocating resources are highly motivated. We also provide insight into prosocial settings where affective language in entrepreneurial narratives can lead to detrimental outcomes. Finally, we highlight the importance of measuring the effectiveness of cognitive and emotional appeals to mobilize action in different contexts, in this case one that combines the creation of economic and social value.

3.2 Introduction

A large number of entrepreneurs throughout the world do not have access to finance and live in underserved communities where it is difficult to improve their livelihoods and that of others in their communities. Prosocial crowdfunding platforms have emerged to address this societal challenge and create social value by “connecting people through lending for poverty alleviation” (Aaker, Chang, & Jackely, 2010, p. 1; Meyskens & Bird, 2015). To achieve their mission, entrepreneurial narratives are constructed and shared on platforms conveying information about the entrepreneurs, their businesses, and the contexts in which they operate to attract financing—typically from inexperienced investors that lend small amounts (Aaker et al., 2010; Allison, Davis, Webb, & Short, 2017). In these prosocial crowdfunding settings, there is relatively more information asymmetry between the entrepreneurs and the lenders as compared to traditional investment settings because of the lack of formalization and the difficulties in data gathering (Ahlers, Cumming, Günther, & Schweizer, 2015; Moss, Renko, Block, & Meyskens, 2018). Therefore, entrepreneurial narratives are a key element in the decision-making process of lenders (Mollick, 2014). Understanding how to construct these narratives to effectively appeal to lenders, either cognitively or emotionally, is crucial since many entrepreneurs in underserved communities count on the successful acquisition of resources via prosocial crowdfunding platforms, as there are few viable financing alternatives, to build their ventures and gain a sustainable source of income.

Theoretically, in the entrepreneurship literature, the Elaboration Likelihood Model of persuasion (ELM) is used to differentiate between two routes of information processing, the cognitive and the emotional, when evaluating the power of entrepreneurial narratives in attracting resources (Allison et al., 2017; Petty &

Cacioppo, 1986). Based on the individual characteristics of funders (e.g. ability, motivation), one can place them on the elaboration-likelihood continuum to determine which route is more effective (Bhattacharjee & Sanford, 2006). As the conceptual model developed by Wuyllaume, Jacquemin, and Jansen (2019) suggests, the crowdfunding mechanism and context are also important factors to consider because they determine whether people are driven either by economic/financial dimensions or emotional dimensions. Funders in prosocial crowdfunding settings are likely to be highly motivated to support an entrepreneur, because of the mission of the platform. However, the effectiveness of cognitive and emotional appeals has not been tested in settings where the creation of economic and social value is combined. Also, previous studies in prosocial crowdfunding contexts studying related elements—commercial (Moss, Neubaum, & Meyskens, 2015) and social (Allison, Davis, Short, & Webb, 2015)—in the entrepreneurial narrative provide mixed results.

We inform our study with concepts from the social entrepreneurship literature on motivational framing mechanisms to provide insight into how narratives are constructed to mobilize support for social causes (e.g. creating shared meaning, collective identity, and a sense of personal and collective efficacy) (Benford & Hunt, 1992; Polletta & Jasper, 2001; Snow & Soule, 2010). From previous studies, we know that both positive and negative emotions can be powerful persuaders but, negative emotions can also lead to feelings of helplessness and inertia (Barberá-Tomás, Castelló, de Bakker, & Zietsma, 2019; Ruebottom & Auster, 2018). However, we do not know if emotional appeals have a similar effect in settings where economic and social value are combined, and how this compares to cognitive appeals. Research in this area is relatively nascent (Moss et al., 2018). The prosocial crowdfunding context

provides fruitful grounds to investigate this topic and create a better understanding of the role of entrepreneurial narratives in mobilizing support for social causes.

Therefore, we ask whether people are more likely to be mobilized by cognitive appeals or by emotional appeals—positive and negative—in a prosocial setting? We formulate hypotheses about how crowdfunding lenders respond to entrepreneurial narratives (i.e. allocating resources) that place greater emphasis on cognitive appeals versus emotional appeals distinguishing between positive and negative emotions. Our sample consists of 2,098 entrepreneurs from 55 countries that shared their narratives via the Kiva platform, the world’s largest prosocial crowdfunding platform that provides entrepreneurs in underserved communities access to finance. Our study suggests that cognitive appeals in entrepreneurial narratives can attract more resources than emotional appeals. In fact, the use of affective language in general and negative emotion words specifically, can be detrimental and attract less resources.

We contribute to the entrepreneurship and social entrepreneurship literatures by linking insights from the Elaboration Likelihood Model (ELM) of persuasion and motivational framing to examine the effectiveness of cognitive and emotional appeals in prosocial crowdfunding settings that combine the creation of economic and social value. First, our study contributes to the entrepreneurship literature on the persuasiveness of communicated messages and their ability to mobilize action (Allison et al., 2017; Parhankangas & Renko, 2017) by demonstrating that the two routes of information processing, the cognitive and the emotional, lead to different outcomes in contexts where entrepreneurial narratives are all framed as “doing good” and the individuals allocating resources are highly motivated. Second, we contribute to the social entrepreneurship literature on motivational framing and the role of emotions in mobilizing support for social causes (Barberá-Tomás et al., 2019) by providing insight

into settings where affective language in entrepreneurial narratives leads to detrimental outcomes, especially negative emotions. Finally, our study builds on previous research by indicating that the effectiveness of cognitive and emotional appeals could be related to the nature of the mobilized action to support social causes: simple and transactional (e.g. allocating resources) versus substantial and being part of a “change-maker” community (e.g. dedicating time, networks, voice) (Ruebottom & Auster, 2018). Finally, we make a practical contribution by suggesting that entrepreneurs on a prosocial crowdfunding platform, like Kiva, need to adapt their narratives not only to audiences but also to the context and the pool of entrepreneurs with whom they are compared as an alternative investment opportunity.

3.3 Theoretical Background

To understand the mobilizing power of cognitive and emotional appeals in entrepreneurial narratives in prosocial crowdfunding settings, we combine theoretical insights from the entrepreneurship and social entrepreneurship literatures on the mechanisms that underlie their ability to garner support for social causes. Concepts from both literature streams can inform the development of our hypotheses since the aim in these settings is two-fold: the creation of economic and social value.

3.3.1 The elaboration likelihood model of persuasion

The elaboration likelihood model (ELM) of persuasion is used in the entrepreneurship literature to explain how individuals are convinced to take desired actions based on communicated messages, distinguishing between two routes of information processing: the cognitive (central) route and the emotional (peripheral) route (Petty & Cacioppo, 1986). Through the cognitive (central) route individuals engage in evaluations that require critical thought to process issue-relevant

information: “all credible, key evidence directly relating to the merit of the focal topic being communicated,” such as product quality (Allison et al., 2017, p. 710; Crano & Prislin, 2006; Darley & Smith, 1993). Through the emotional (peripheral) route individuals engage in more effortless evaluations that are based on peripheral cues: “the remaining elements of the message, which often serve to create the message setting”, such as the tone or language used (Allison et al., 2017, p. 710; Petty & Cacioppo, 1986).

An important conceptual tool to understand the effectiveness of both routes of information processing is the elaboration-likelihood continuum, which ranges from low levels of elaboration to high levels of elaboration. Elaboration is a cognitive process that “suggests people add something of their own to the specific information provided in the communication” (Petty & Wegener, 1999, p. 46). An individual’s position on this continuum determines which route of information processing is more effective in creating the desired action². The ELM suggests that individuals who are more able (e.g. having expertise and experience) and motivated (e.g. personal relevance and importance) are more likely to be on the higher end of this continuum with higher levels of elaboration, relying more on the cognitive (central) route, than less able and motivated individuals who are more likely to be on the lower end of this continuum with lower levels of elaboration, relying more on the emotional (peripheral) route (Bhattacharjee & Sanford, 2006; Petty & Cacioppo, 1986).

In the entrepreneurship literature, the ELM has been primarily used to explain resource allocation in commercial crowdfunding settings (e.g., Xiang, Zhang, Tao, Wang, & Ma, 2019) and, so far, has not been applied to prosocial crowdfunding

² It is important to note that one route does not exclude the other route, instead both can coexist and equally affect the outcome of a communicated message (Bhattacharjee & Sanford, 2006).

settings. However, as mentioned in Allison et al. (2017), the elaboration likelihood of individuals is partly determined by the context in which the communicated message is shared and where individuals make decisions (Crano & Prislin, 2006; Dijkstra, 1999; Petty & Cacioppo, 1984). Individuals' decision-making processes can be affected by the settings' characteristics. In this case, the creation of both economic and social value. While similar to commercial crowdfunding settings, individual lenders in prosocial crowdfunding settings are often inexperienced (Davis, Hmieleski, Webb, & Coombs, 2017) and therefore low in ability, which positions them on the lower end of the ELM continuum relying more on peripheral cues and emotional appeals. The motivation of these lenders is expected to be high since they are motivated by financial returns and social returns (Allison et al., 2015), which positions them on the higher end of the ELM continuum relying more on issue relevant information and cognitive appeals. Thus, in this context, both routes of information processing could be effective pathways to mobilize action, but the prosocial motivation of lenders' might be particularly important and alter the outcome of entrepreneurial narratives from commercial crowdfunding settings. Therefore, these relationships need to be tested empirically in a prosocial crowdfunding setting to understand how cognitive and emotional appeals in such settings compare.

To provide further insight into the mobilizing power of cognitive and emotional appeals to garner support for social causes and to distinguish between the mechanisms that underlie the effectiveness of the use of positive and negative emotions, we develop our hypotheses with concepts from the social entrepreneurship literature on motivational framing.

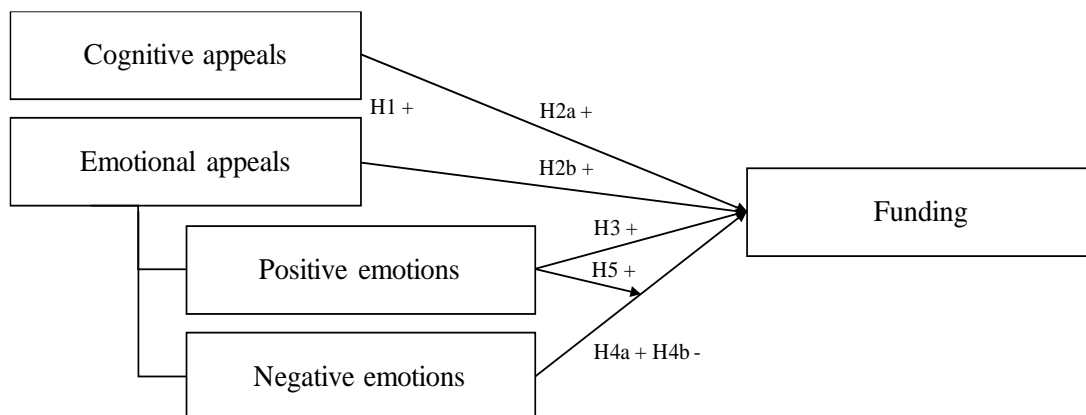
3.3.2 *Motivational framing*

Motivational framing is used in the social entrepreneurship literature to describe the use of specific vocabularies of motive to spur action (Benford & Snow, 2000). This concept stems from the framing perspective in social movement theory that focuses on micro-mobilization processes where social movement actors "frame and assign meaning to and interpret relevant events and conditions" (Snow & Benford, 1988, p. 198) in ways that garner support for social causes (Benford, 1993; McAdam, McCarthy, Zald, & Mayer, 1996). Motivational framing comprises several key mechanisms that explain why certain narratives spur action towards social goals: (1) creating shared meaning about the need for change (Benford, 1993) by constructing accounts of injustices or "moral shock" (Benford & Hunt, 1992; Jasper & Poulsen, 1995; Jenness, 1995; White, 1999); (2) creating a collective identity of "us versus them" by focusing on common attributes, experiences, and labels that trigger a sense of belonging and of being part of a group (Gamson, 1992; Polletta & Jasper, 2001; Snow & Soule, 2010); and (3) appealing to a sense of personal and collective efficacy by highlighting the actors' power in combating the injustices and creating the needed change (Benford, 1993; Snow & Soule, 2010). These mechanisms that spur action have often been considered rational motivators, especially in the earlier work on social movements, (Goodwin & Jasper, 2006). However, in more recent work the emotional underpinnings of these key concepts have been recognized as part of all social action distinguishing between positive and negative emotions (Goodwin, Jasper, & Polletta, 2007; Jasper, 1998; Reinecke & Ansari, 2016).

Extant research provides insight into the mobilizing power of cognitive and emotional appeals in prosocial settings by showing the importance of the vocabularies of motive used in entrepreneurial narratives, as explained by the motivational framing

mechanisms; and the individuals' attributes and context in which these narratives are shared, as explained by the ELM model of persuasion. Although, the role of cognitive and emotional appeals in prosocial settings has been researched empirically, their comparative effectiveness and the distinction between positive and negative emotions has not been tested quantitatively in settings that pursue the creation of economic and social value (Moss et al., 2018; Steigenberger & Wilhelm, 2018). Therefore, this study aims to address this gap in the literature by developing and testing hypotheses regarding these appeals in entrepreneurial narratives in a prosocial crowdfunding setting. Figure 3.1 summarizes our hypotheses, which we develop and test in the following sections.

Figure 3.1 Conceptual model



3.4 Hypothesis Development

3.4.1 *Cognitive and emotional appeals*

In both the entrepreneurship and social entrepreneurship literatures, cognitive and emotional appeals are considered important elements in entrepreneurial narratives that can mobilize action either by attracting resources for ventures to create social value or by motivating participation in social causes.

As shown in Lounsbury and Glynn's (2001, p. 559) foundational work, cognitive appeals focused on entrepreneurial capital—"who they are and how their resources and ideas will lead to future benefits"—can legitimize new venture identity and increase the flow of resources into an organization. Similarly, Martens, Jennings, and Jennings (2007) found that entrepreneurial narratives can leverage resources by communicating a clear entrepreneurial identity, elaborate on the logic of opportunity exploitation, and embed their work within a broader context. More specifically in a prosocial crowdfunding setting, Moss et al. (2015) found that entrepreneurial narratives that signal autonomy, competitive aggressiveness, and risk-taking are more likely to receive funding than entrepreneurial narratives that signal conscientiousness, courage, empathy, and warmth. However, Allison et al. (2015) found that entrepreneurial narratives framed as an opportunity to help others lead to more positive fundraising outcomes than entrepreneurial narratives framed as a business opportunity. Despite the different ways entrepreneurial narratives can be framed in prosocial crowdfunding settings, the use of cognitive appeals appears to be positively associated both with attracting resources for ventures and creating social value.

So far, the effectiveness of emotional appeals in entrepreneurial narratives has not been studied separately but only in comparison with cognitive appeals outside of a prosocial crowdfunding setting. However, the inductive qualitative study by Roundy (2014) on the role of narratives and emotions in social entrepreneurship shows how emotional appeals could play a significant role in capturing attention, form connections, and inspire action. Emotional appeals can be especially important in mobilizing support for social causes as shown by Parhankangas and Renko (2017), who compared the crowdfunding pitches of social entrepreneurs and commercial entrepreneurs. In their study on effectively mobilizing resources, social entrepreneurs

needed to use a linguistic style that made them more comprehensible and created a personal connection by using positive emotion words that helped reduce the psychological distance in social campaigns. Emotional appeals can have a similar effect in prosocial crowdfunding settings as it resembles social entrepreneurship in terms of world view, stakeholder relationships, and thinking style (Chandra, 2014), in contrast to commercial crowdfunding settings and commercial entrepreneurship.

Wuillaume et al. (2019) developed a conceptual model where they distinguish between the crowdfunding mechanisms chosen by funders, where donation and reward-based mechanisms draw funders driven by emotional dimensions, and lending and equity-based mechanisms draw funders driven by economic/financial dimensions. Lenders in prosocial crowdfunding settings pursue the creation of economic and social value and are most likely driven by both dimensions, but there is a need to measure these effects quantitatively. Studies comparing cognitive and emotional appeals are scant and only apply the ELM model of persuasion to the commercial crowdfunding context. Xiang et al. (2019) found that consumers respond better to narratives that emphasize information (e.g., showing a superior product or service) and that investors respond better to narratives that emphasize emotions (e.g. telling an entrepreneurial story). Allison et al. (2017) found that the cognitive central route (using more critical thought) was more effective with experienced funders and bigger funding amounts, whereas the affective peripheral route (using underlying tone, preferably positive) was more effective with inexperienced funders and smaller funding amounts.

Based on the theoretical background and these empirical studies, we believe that due to the contextual elements—combining economic and social value and needing to bridge a communicative gap—and the individual attributes of the lenders—being unexperienced investors and therefore unconsciously relying more on peripheral

cues—the use of emotional appeals will be more positively associated with attracting resources for ventures in prosocial crowdfunding settings than cognitive appeals. In addition, both cognitive and emotional appeals separately are positively associated with attracting resources for ventures in prosocial crowdfunding settings.

Therefore, we hypothesize the following:

H1: Crowdfunding lenders in a prosocial setting will respond more positively to emotional appeals than cognitive appeals in entrepreneurial narratives by allocating resources.

H2a: Crowdfunding lenders in a prosocial setting will respond positively to cognitive appeals in entrepreneurial narratives by allocating resources.

H2b: Crowdfunding lenders in a prosocial setting will respond positively to emotional appeals in entrepreneurial narratives by allocating resources.

3.4.2 *Positive and negative emotions*

To further understand the effectiveness of emotional appeals in entrepreneurial narratives in prosocial crowdfunding settings a distinction needs to be made between positive and negative emotions. To date, this distinction has not been taken into account in the entrepreneurship literature, although some studies do indicate the effectiveness of positive emotion words/tone (Allison et al., 2017; Parhankangas & Renko, 2017). Entrepreneurial narratives are inherently positive as they aim to create likeability for themselves and their products/services to attract resources (Martens et al., 2007). A positive tone might signal optimism in the entrepreneur's abilities (Davis, Piger, & Sedor, 2012; Loughran & McDonald, 2011) and increase funders' confidence (Bono & Ilies, 2006).

In mobilizing support for social causes, both positive and negative emotional appeals are recognized as powerful persuaders in the social entrepreneurship literature.

In line with the motivational framing mechanisms, positive emotions are able to create a collective identity and a sense of belonging, which rest on feelings of harmony, compassion, friendship, and love, among others (Goodwin, Jasper, & Polletta, 2000; Schrock, Holden, & Reid, 2004). Negative emotions, such as anger, shame, and guilt, are able to turn into “mobilized grievances” that are considered a key motivator for social action, as these emotions directly connect to our moral sensibilities (Goodwin et al., 2000; Snow & Soule, 2010, p. 23). However, negative emotions can also have an opposite effect when the creation of “moral shock” (Jasper, 1998) leads to feelings of helplessness and inertia (Barberá-Tomás et al., 2019). Both outcomes are plausible and can explain the effectiveness (or lack thereof) of negative emotional appeals in entrepreneurial narratives and need to be examined empirically.

Based on the theoretical background and these empirical studies, we believe that in a prosocial crowdfunding setting where funders are mainly driven by the desire to create social value, albeit through an economic rationale, positive emotional appeals in entrepreneurial narratives can have similar effects as in other social entrepreneurship settings and mobilize action in the form of attracting resources for ventures. Yet, since the literature so far has given different views about the effectiveness of appealing to negative emotions, we test both possibilities.

Therefore, we hypothesize the following:

H3: Crowdfunding lenders in a prosocial setting will respond positively to positive emotional appeals in entrepreneurial narratives by allocating resources.

H4a: Crowdfunding lenders in a prosocial setting will respond positively to negative emotional appeals in entrepreneurial narratives by allocating resources.

H4b: Crowdfunding lenders in a prosocial setting will respond negatively to negative emotional appeals in entrepreneurial narratives by allocating resources.

Finally, in understanding the effects of positive and negative emotions in entrepreneurial narratives, we must also consider possible interactions that could strengthen their appeal to funders in prosocial crowdfunding settings. As shown in Barberá-Tomás et al. (2019), social entrepreneurs in the anti-plastic movement induced enactment of their cause via emotion-symbolic work, transforming negative emotions triggered through visuals into emotional energy through verbal interactions, overcoming the tension between attracting attention and feeling helpless. In their study of a change-maker event, Ruebottom and Auster (2018) describe the dynamics between personal narratives of injustice and individual-collective empowering that created positive energy to work towards change. Narratives played an important part in allowing the audience to vicariously experience the negative and positive emotions evoked during the change-maker event and facilitate reflexive dis/embedding. Similarly, based on the theoretical background and these empirical studies, we believe that in prosocial crowdfunding settings positive emotions could transform the relationship between negative emotions and attracting resources for ventures, also to create social value.

Therefore, we hypothesize the following:

H5: Positive emotional appeals moderate the relationship between negative emotional appeals and crowdfunding lenders' responses, such that it transforms into a positive relationship.

3.5 Methodology

3.5.1 Sample

To test our hypotheses on cognitive and emotional appeals in a prosocial setting, we studied entrepreneurial narratives shared through the Kiva crowdfunding platform, one of the world's largest prosocial crowdfunding platforms that provides entrepreneurs in underserved communities access to finance. "A desire to tell the authentic stories of these entrepreneurs inspired Kiva's founding, and this spirit of storytelling pervades the entire organization, whether through the founder's story, lender stories, entrepreneur stories, or fellow stories", which makes it a particularly suitable setting to test our hypotheses (Aaker et al., 2010, p. 2; Allison et al., 2015). The entrepreneurial narratives on this prosocial crowdfunding platform are constructed with the aim to attract resources and contain formal and logical elements as well as personal and emotional elements, allowing us to measure the effects of using language in these different ways. In addition, crowdfunding platforms provide a great source of robust data to investigate the mobilizing power of entrepreneurial narratives since they reach a diverse crowd that has little experience with investing (Manning & Bejarano, 2017). In these settings with relatively more information asymmetry than traditional investment settings (Ahlers et al., 2015; Moss et al., 2018), the entrepreneurial narratives are a key element in the decision-making process of lenders (Mollick, 2014). Finally, entrepreneurial narratives from the Kiva crowdfunding platform have been used before as data in other studies on language validating its usefulness for analyzing the effectiveness of these narratives in mobilizing resources (Allison et al., 2017; Moss et al., 2018).

Our sample consisted of 2,098 narratives from entrepreneurs based in 55 countries who used the Kiva crowdfunding platform to attract resources for their ventures in

2019. The crowdfunding process consists of the following steps: (1) the entrepreneurs' loan request is approved; (2) their entrepreneurial narratives, financial information, and contextual information are posted on the Kiva website under a specific category that describes the social/environmental impact of the investment; (3) for a period of 30 days, individual lenders can make an investment in increments of \$25 or more (Manning & Bejarano, 2017); (4) once the fundraising is completed, the total amount of funding is transferred to the entrepreneur through a micro-finance institution (MFI) operating in the same country or region; and (5) the entrepreneurs repay the loan in a predetermined timeframe to the lenders, who can then use those repayments to make a new investment, donation, or withdraw their money from the crowdfunding platform (Kiva, 2019).

To ensure our dataset is representative of the total amount of entrepreneurial narratives presented on the Kiva crowdfunding platform at the time of data retrieval, we manually selected the first 300 cases that a lender would see on the website from the largest three categories (agriculture, food, and women); and all the cases, 300 or less, from the other smaller categories (refugees/IDPs, single parents, water and sanitation, arts, conflict zones, eco-friendly, education, health, livestock, and mission driven organizations). The data were gathered from the following website: <https://www.kiva.org/lend>—by saving the website page of each entrepreneurial narrative as a pdf file and uploading those files as data in the text analysis tool. Our sample comprised more females (n=1325) than males (n=688)—in cases of multiple individuals both genders were represented (n=85)—and more individuals (n=1789) than groups (n=309). Table 3.1 and 3.2 present descriptive statistics to provide insight into the differences between countries and categories.

Table 3.1 Descriptive statistics by country

Country	% of loans	Mean loan amount (\$USD)	Sex (% male)	Group (% group loans)
Albania	.4	1380.56	44	0
Armenia	1.3	1582.14	11	0
Bolivia	1.0	4267.05	9	45
Brazil	.7	1038.64	0	9
Burkina Faso	.5	1038.64	0	9
Cambodia	2.6	634.7222	9	30
Colombia	10.4	505.71	68	1
Costa Rica	.6	1348.08	46	0
Dominican Republic	.2	1718.75	0	100
DRC	.9	3376.39	11	83
Ecuador	7.7	966.20	9	2
Egypt	.2	837.50	50	0
El Salvador	4.8	741.90	56	1
Fiji	1.3	766.6667	0	0
Georgia	.5	2245.45	64	0
Ghana	1.3	509.82	57	21
Guatemala	1.4	2817.50	0	83
Haiti	.1	812.50	0	50
Honduras	1.0	1046.59	55	23
India	.8	445.31	0	0
Indonesia	.4	1903.13	25	0
Jordan	1.3	1241.07	50	4
Kenya	8.9	566.18	22	3
Kyrgyzstan	5.7	1735.50	10	0
Lebanon	9.6	1260.64	51	11
Lesotho	.1	287.50	0	100
Liberia	1.2	255.77	0	4
Madagascar	.0	825.00	100	0
Malawi	.3	3837.50	0	67
Mali	.5	2682.50	20	100
Mexico	.0	1050.00	0	0
Moldova	.2	1835.00	40	0
Mozambique	.2	1255.00	80	0
Nicaragua	1.5	914.52	26	35
Nigeria	1.5	370.31	100	0
Pakistan	.6	893.75	42	0
Palestine	1.9	2307.50	65	0
Panama	.0	1500.00	0	0
Paraguay	1.6	3064.39	21	64
Peru	2.3	2563.54	29	46
Philippines	3.5	696.58	29	7
Rwanda	1.7	3664.5833	19	64
Samoa	1.3	917.59	4	0
Senegal	1.7	3538.57	0	97
Sierra Leone	.1	441.67	0	0
Solomon Islands	.5	731.82	0	0
Tajikistan	6.7	790.96	48	0
Thailand	.1	4550.00	0	0
Timor-Leste	.3	850.00	50	0

Togo	.3	545.83	17	0
Tonga	.8	2279.41	0	0
Turkey	.2	425.00	0	0
Uganda	2.8	846.98	45	19
Vietnam	3.5	1650.68	12	33
Zimbabwe	.6	2179.17	0	75

Table 3.2 Descriptive statistics by category

Category	% of loans	Mean loan amount (\$USD)	Sex (% male)	Group (% group loans)
Agriculture	14.1	1114.24	28	14
Arts	1.9	2130.77	41	10
Conflict zones	3.6	870.33	79	11
Eco-friendly	7.1	1277.0000	41	7
Education	13.0	1052.93	46	2
Food	14.1	1504.3220	15	26
Health	2.5	1170.2830	43	6
Livestock	5.0	1654.2857	16	15
Mission driven organizations	2.1	1174.4444	38	49
Refugees/IDPs	14.0	750.9386	73	1
Single parents	7.4	1214.2903	13	15
Water and sanitation	1.0	519.3182	36	45
Women	14.2	1678.0303	0	30

3.5.2 *Dependent variable*

To determine the mobilizing power of entrepreneurial narratives in a prosocial setting, we measured the average amount of *funding* sourced per day as a percentage of the total loan amount requested, and calculated it as: $\text{loan amount} * (\text{percentage funded} / (30 - \text{days left}))$. Loans on the Kiva website have a total of 30 days to fundraise. As we know from previous studies, the speed with which the loans are funded is an indication of their attractiveness (Allison, McKenny, & Short, 2013; Galak, Small, & Stephen, 2011; Moss et al., 2018). Our dataset comprised cases that were in the process of acquiring funding, including more effective cases (e.g., that sourced a large part of the loan amount at the beginning of the time period) and less effective cases (e.g., that sourced a small part of the loan amount at the end of the time period). Therefore, our dataset had the variability necessary to perform our multiple

regression analysis. We transformed the dependent variable to fulfill the normal distribution requirement as it was positively skewed.

3.5.3 *Independent variables*

We used Linguistics Inquiry and Word Count (LIWC) software to analyze the entrepreneurial narratives and to determine their cognitive and emotional appeal, for which this software is particularly well-equipped (Pennebaker & Francis, 1996; Pennebaker, Mayne, & Francis, 1997). LIWC is a text analysis tool that counts words based on a built-in dictionary, focusing on basic linguistic elements (e.g. pronouns, articles, prepositions) as well as psychological elements (e.g. positive emotions, negative emotions, cognitive words) (Pennebaker, Mehl, & Niederhoffer, 2003). LIWC output contains standardized word counts that control for the length of entrepreneurial narratives, which is necessary as longer narratives can contain more instances of language that have a cognitive or emotional appeal (Moss et al., 2018).

LIWC software has several benefits: the validity of the measure is high as it is widely recognized in management research (Rogers, Dillard, & Yuthas, 2005; Short & Palmer, 2008); the reliability of the measure is high as it does not use human coders (Duriau, Reger, & Pfarrer, 2007), and the software is able to process large amounts of text (Ober, Zhao, Davis, & Alexander, 1999). The LIWC software has limitations as well: it cannot detect out-of-context use of words (Loughran & McDonald, 2011), context and irony (Tausczik & Pennebaker, 2010), which would require a qualitative approach to data analysis. However, for the purposes of this study, the benefits of using LIWC software outweighed the limitations since the entrepreneurial narratives from the Kiva crowdfunding platform are relatively straightforward in nature (e.g. instead of poetic). In addition, we intend to measure the effects of language use on resource acquisition, which required analyzing large amounts of data.

To determine the cognitive appeal of entrepreneurial narratives in a prosocial setting, we used the LIWC variable *analytical thinking* that measures “the degree to which people use words that suggest formal, logical, and hierarchical thinking patterns. People low in analytical thinking tend to write and think using language in a more narrative way, focusing on the here-and-now, and personal experiences” (LIWC, 2019). To determine the emotional appeal of entrepreneurial narratives in a prosocial setting, we used four different types of LIWC variables that measure affect, emotional tone, positive emotions, and negative emotions. These independent variables are highly correlated (multicollinear) and are used to substitute each other in three different models to ensure the robustness of our analysis. *Affect* is the percentage of all the words in the text that are affect words (LIWC, 2019). *Emotional tone* “puts the two dimensions—positive emotion and negative emotion—into a single summary variable (Cohn, Mehl, & Pennebaker, 2004). The algorithm is built so that the higher the number, the more positive the tone. Numbers below 50 suggest a more negative emotional tone” (LIWC, 2019). *Positive emotion* is the percentage of all the words in the text that are positive emotion words (LIWC, 2019). *Negative emotion* is the percentage of all the words in the text that are negative emotion words (LIWC, 2019).

3.5.4 Control variables

In our data analysis, we first controlled for summary variables that were identified as important in textual analysis based on previous language research (Kacewicz, Pennebaker, Davis, Jeon, & Graesser, 2013; Newman, Pennebaker, Berry, & Richards, 2003; Pennebaker, 2011) and that could influence the response of crowdfunding lenders to entrepreneurial narratives. The LIWC software has developed an algorithm to measure these summary variables: *authenticity* capturing “an honest way of revealing yourself that is more personal, humble, and vulnerable” and *clout*

capturing “relative social status, confidence, or leadership that people display through their writing or talking” (LIWC, 2019). Second, and in line with previous studies that used data from the Kiva crowdfunding platform to measure the effects of language on funding (Moss et al., 2018), we controlled for the total *loan amount* requested, because larger loan amounts could take longer to fund (Moss et al., 2018); and *word count* measured as the raw numbers of words within a file (LIWC, 2019). In addition, we also created dummy variables for: *gender* measured as male (0), female (1), or both (1)—in case of multiple diverse entrepreneurs; *individuals* (0) or *groups* (1); per *country*; and per *category*. Finally, we controlled for specific financial indicators that were reported about the partnering MFI: *risk rating* measured as “a 5-star rating reflecting the risk of institutional default”; *delinquency rate* measured as “the amount of late payments divided by the total outstanding principal balance”; *default rate* measured as “the percentage of ended loans which have failed to repay”; *average cost to borrower* measured as the portfolio yield; and *profitability* measured as the return on assets (Kiva, 2019). These financial indicators were presented along with the entrepreneurial narratives on the same webpage of the Kiva crowdfunding platform and could affect the response of crowdfunding lenders and the amount of funding sourced.

3.6 Results

Our results show that our sample requested an average loan amount of \$1,243.73 and on average sourced 6.6 percent of that loan amount per day via the Kiva crowdfunding platform. Table 3.3 presents the correlations coefficients for our variables. After checking that our data meet all the assumptions (e.g. independence of observations, homoscedasticity, no multicollinearity, normal distribution), we

performed a multiple regression analysis using SPSS software to test our hypotheses via three models. To increase the robustness of our analysis, in each model, we entered a different measure for emotional appeal as one of the independent variables: model 1 included affect, model 2 included emotional tone, and model 3 included positive emotions, negative emotions, and an interaction term for positive and negative emotions. For comparability reasons, we used the z-score for the independent variables analytical thinking, affect, and emotional tone in our multiple regression analysis. Table 3.4 presents the results of our analysis. In all three models *analytical thinking* has a significant positive relationship with *fundinglog* (respectively, $\beta = 0.098$; $\beta = 0.102$; $\beta = 0.101$, $p < 0.001$). Our results show that in model 1 *affect* has a significant negative relationship with *fundinglog* ($\beta = -0.047$, $p < 0.05$), in model 2 *emotional tone* does not have a significant relationship with *fundinglog* ($\beta = 0.015$, $p = 0.525$), and in model 3 *positive emotion* does not have a significant relationship with *fundinglog* ($\beta = -0.017$, $p = 0.463$); *negative emotion* has a significant negative relationship with *fundinglog* ($\beta = -0.073$, $p < 0.01$); and the interaction term for positive and negative emotion is not significant ($\beta = 0.026$, $p = 0.156$).

Hypothesis 1 states crowdfunding lenders in a prosocial setting will respond more positively to emotional appeals than cognitive appeals in entrepreneurial narratives by allocating resources. We did not find support for this hypothesis. On the contrary, as shown in the results concerning the next hypotheses, we find there is a significant positive relationship between the use of analytical language and the average amount of funding sourced per day and a significant negative relationship between the use of affective language and the average amount of funding sourced per day. Hypothesis 2a states crowdfunding lenders in a prosocial setting will respond positively to cognitive appeals in entrepreneurial narratives by allocating resources.

We did find support for this hypothesis as there is a positive and significant relationship between the use of analytical language and the average amount of funding sourced per day. Hypothesis 2b states crowdfunding lenders in a prosocial setting will respond positively to emotional appeals in entrepreneurial narratives by allocating resources. We did not find support for this hypothesis as there is no significant relationship between the use of language that has an emotional tone/positive emotions and the average amount of funding sourced per day; and there is a significant negative relationship between the use of language that has affect/negative emotions and the average amount of funding sourced per day. Hypothesis 3 states crowdfunding lenders in a prosocial setting will respond positively to positive emotional appeals in entrepreneurial narratives by allocating resources. We did not find support for this hypothesis as there is no significant relationship between positive emotions and the average amount of funding sourced per day. Hypothesis 4a states crowdfunding lenders in a prosocial setting will respond positively to negative emotional appeals in entrepreneurial narratives by allocating resources; and hypothesis 4b states crowdfunding lenders will respond negatively to negative emotional appeals in entrepreneurial narratives by allocating resources. We did not find support for hypothesis 4a, but we did find support for hypothesis 4b as there is a negative relationship between negative emotions and the average amount of funding sourced per day. Finally, hypothesis 5 states positive emotional appeals moderate the relationship between negative emotional appeals and crowdfunding lenders' responses, such that it transforms into a positive relationship. We did not find support for this hypothesis as there is no significant interaction term for positive and negative emotions.

In addition, in all three models we find a significant positive relationship between *fundinglog* and *authenticity* (respectively, $\beta = 0.095$; $\beta = 0.096$; $\beta = 0.096$, $p < 0.001$), *clout* (respectively, $\beta = 0.108$; $\beta = 0.090$; $\beta = 0.101$, $p < 0.01$), *loan amount* (respectively, $\beta = 0.146$; $\beta = 0.152$; $\beta = 0.146$, $p < 0.001$), *default rate* (respectively, $\beta = 0.249$; $\beta = 0.277$; $\beta = 0.249$, $p < 0.001$); and a significant negative relationship between *fundinglog* and *average cost to borrower* (respectively, $\beta = -0.072$; $\beta = -0.067$; $\beta = -0.060$, $p < 0.10$), *profitability* (respectively, $\beta = -0.059$; $\beta = -0.067$; $\beta = -0.054$, $p < 0.10$). Finally, in all three models we find that female entrepreneurs source a significantly higher average amount of funding per day compared to male entrepreneurs (respectively, $\beta = 0.084$; $\beta = 0.083$; $\beta = 0.083$, $p < 0.001$) as well as groups compared to individuals (respectively, $\beta = 0.057$; $\beta = 0.060$; $\beta = 0.054$, $p < 0.05$). In the next section, we discuss the implications of these results.

Table 3.3 Correlations coefficients

	1	2	3	4	5	6	7
1 Fundinglog	1	-.131**	-.031	-.092**	.088**	.151**	.029
2 Tone	-.131**	1	.511**	.862**	-.450**	-.202**	.009
3 Affect	-.031	.511**	1	.873**	.534**	-.160**	.034
4 Positive emotion	-.092**	.862**	.873**	1	.062**	-.207**	.026
5 Negative emotion	.088**	-.450**	.534**	.062**	1	.031	.034
6 Analytic	.151**	-.202**	-.160**	-.207**	.031	1	.163**
7 Authentic	.029	.009	.034	.026	.034	.163**	1
8 Clout	-.030	.194**	.253**	.257**	.080**	-.146**	.146**
9 Risk rating	-.038	.042	-.081**	-.026	-.140**	.060**	-.114**
10 Delinquency rate	.020	.057**	.075**	.074**	.017	-.061**	-.036
11 Default rate	-.289**	.178**	-.035	.081**	-.204**	-.135**	.139**
12 Average cost to borrower	-.081**	-.077**	-.035	-.060**	.049*	-.135**	.053*
13 Profitability	.036	.044*	-.010	.019	-.060**	.049*	.084**
14 Word count	-.101**	.164**	-.262**	-.069**	-.441**	.065**	-.073**

		8	9	10	11	12	13	14
1	Fundinglog	-.030	-.038	.020	-.289**	-.081**	.036	-.101**
2	Tone	.194**	.042	.057**	.178**	-.077**	.044*	.164**
3	Affect	.253**	-.081**	.075**	-.035	-.035	-.010	-.262**
4	Positive emotion	.257**	-.026	.074**	.081**	-.060**	.019	-.069**
5	Negative emotion	.080**	-.140**	.017	-.204**	.049*	-.060**	-.441**
6	Analytic	-.146**	.060**	-.061**	-.135**	-.135**	.049*	.065**
7	Authentic	.146**	-.114**	-.036	.139**	.053*	.084**	-.073**
8	Clout	1	-.100**	.117**	.308**	.270**	.091**	-.072**
9	Risk rating	-.100**	1	-.159**	-.016	-.182**	.328**	.336**
10	Delinquency rate	.117**	-.159**	1	.328**	.110**	.013	.004
11	Default rate	.308**	-.016	.328**	1	.022	.159**	.391**
12	Average cost to borrower	.270**	-.182**	.110**	.022	1	-.064**	-.181**
13	Profitability	.091**	.328**	.013	.159**	-.064**	1	.128**
14	Word count	-.072**	.336**	.004	.391**	-.181**	.128**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table 3.4 Results multiple regression analysis

Fundinglog as a function of analytic, affect, tone, positive emotion, and negative emotion (n=2098)

Variable	Model 2		Model 1		Model 3	
	β	SE	β	SE	β	SE
Intercept	0.353	0.303	0.486	0.310	0.503	0.310
<i>Independent Variables</i>						
Analytic (Zscore)	0.098***	0.014	0.102***	0.014	0.101***	0.014
Affect (Zscore)	-0.047*	0.015				
Tone (Zscore)			0.015	0.015		
Positive emotion					-0.017	0.022
Negative emotion					-0.073**	0.042
Neg. emo. x Pos. emo.					0.026	0.043
<i>Controls</i>						
Authentic	0.095***	0.011	0.096***	0.011	0.096***	0.011
Clout	0.108***	0.004	0.090**	0.004	0.101***	0.004
Loan amount	0.146***	0.000	0.152***	0.000	0.146***	0.000
Risk rating	-0.028	0.027	-0.025	0.027	-0.029	0.027
Delinquency rate	0.008	0.516	0.003	0.515	0.007	0.517
Default rate	0.249***	1.812	0.277***	1.798	0.249***	1.814
Average cost to borrower	-0.072*	0.184	-0.067*	0.185	-0.060†	0.185
Profitability	-0.059*	0.282	-0.067*	0.279	-0.054†	0.284
Word count	-0.004	0.000	0.002	0.000	-0.025	0.000
Female/male	0.084***	0.026	0.083***	0.026	0.083***	0.026
Group/individual	0.057*	0.045	0.060*	0.045	0.054*	0.046
df	80		79		83	

† p < 0.10.

* p < 0.05.

** p < 0.01.

*** p < 0.001.

3.7 Discussion

Building on the entrepreneurship and social entrepreneurship literatures that focus on the construction of entrepreneurial narratives to mobilize support for social causes, our study aims to provide insight into the relationship between cognitive and emotional appeals and lenders responses in prosocial crowdfunding settings that combine the creation of economic and social value. The results of our study show that, contrary to expectations, cognitive appeals are able to attract more resources than emotional appeals in these setting. In fact, the use of affective language in general and negative emotion words specifically, can be detrimental and attract less resources. Our findings are somewhat surprising, since we situated our study in a context where individuals are driven by the desire to create social value with their investments and the emotional experience it provides (Wuillaume et al., 2019). However, the uniqueness of the context, the nature of the mobilized action, and the attributes of the individuals allocating resources can explain the divergent findings in prosocial crowdfunding settings where until now the effectiveness of cognitive and emotional appeals was not measured quantitatively, compared to studies performed in purely commercial or social settings.

In the entrepreneurship literature, where the ELM has been applied to entrepreneurial narratives in a commercial setting, the cognitive central route (using more critical thought) was found to be more effective with experienced funders and bigger funding amounts whereas the affective peripheral route (using underlying tone, preferably positive) was found to be more effective with inexperienced funders and smaller funding amounts (Allison et al., 2017). Despite the fact that funders are inexperienced, i.e., low in ability, and funding amounts are smaller, i.e., low in motivation, our study shows that in a prosocial setting the cognitive central route is

effectively persuading funders to allocate resources, while the affective peripheral route is not. Prosocial crowdfunding lenders have shown to place greater value on entrepreneurial narratives that use analytical and logical wording, wording that signals authenticity, and substantive financial information, supporting previous research that highlights the importance of signaling commercial characteristics and investment soundness to attract resources in a prosocial crowdfunding setting (Moss et al., 2015). These findings can be explained by high levels of funders' motivation in these settings, even when funding amounts are small, as they are personally invested and attribute importance to their decisions, which triggers high levels of elaboration during the decision-making process (Allison et al., 2015; Petty & Cacioppo, 1986). In addition, the unique context of a prosocial crowdfunding setting that, on the one hand, resembles a social entrepreneurship environment due to its focus on creating social value in underserved communities and, on the other hand, resembles a typical investment environment due to its focus on providing access to finance, can also explain the outcome of our study. In these settings, entrepreneurial narratives are all presented under the umbrella of "doing good," which to a certain extent already has an emotional appeal, and therefore additionally lenders might be more sensitive to cognitive appeals to make sure they make a sound investment, taking for granted that all the ventures presented on the platform are already socially beneficial.

In the social entrepreneurship literature, positive and negative emotional appeals are recognized as powerful persuaders that can mobilize support for social causes (e.g., Barberá-Tomás et al. 2019; Goodwin et al., 2000). Our study responds to calls to measure the effectiveness of these appeals quantitatively (Wuillaume et al., 2019) and disputes their usefulness in attracting resources in prosocial crowdfunding settings. Positive emotions are related to the creation of a collective identity and a sense of

belonging as well as the creation of a sense of individual-collective empowering and efficacy (Goodwin et al., 2000; Ruebottom & Auster, 2018). Most research on this topic has focused on changing attitudes and behaviors toward social causes highlighting the importance of positive energy in working towards social change (e.g., Ruebottom & Auster, 2018). However, when mobilizing support for social causes by attracting resources in prosocial crowdfunding settings, we find that positive emotion words in entrepreneurial narratives do not have a substantial effect, neither separately nor in strengthening/transforming the effect of negative emotions. A possible explanation could lie in the nature of the mobilized action, where lending directly to entrepreneurs via an online platform is framed as a simple, often one-time and transactional approach for individuals to create social change. Therefore, evoking positive emotions through entrepreneurial narratives might not be essential for mobilizing support in this context.

Perhaps more surprisingly considering the concept of “mobilized grievances” as a key motivator for social action (Snow & Soule, 2010, p. 23), we find that negative emotion words in entrepreneurial narratives in prosocial crowdfunding settings have a detrimental effect and attract less resources. This finding supports the notion that while negative emotions attract attention to social causes, they can also cause feelings of helplessness and inertia, which counter mobilization efforts (Barberá-Tomás et al., 2019). Moreover, negative emotions might also signal investment unsoundness as it does not comply with the blueprint of entrepreneurial narratives in commercial settings (Bono & Ilies, 2006; Davis et al., 2012; Loughran & McDonald, 2011) or might even lower the likeability of the entrepreneur (Martens et al., 2007). As mentioned previously, a reason for this outcome could be found in the unique context of prosocial crowdfunding settings: (1) it is not purely commercial—which is the case for

Kickstarter where social entrepreneurs need to distinguish themselves from commercial entrepreneurs and reduce the psychological distance in social campaigns (Parhankangas & Renko, 2017); (2) and it is not purely social—which is the case for communities of “change-makers” where it is necessary to use emotional appeals to embed people within new social bonds (Ruebottom & Auster, 2018). Thus, a more logical and analytical way of constructing entrepreneurial narratives might be more successful than a more emotional way, showing that vocabularies of motive and the motivational framing mechanisms to mobilize support for social causes work differently in settings where the creation of economic and social value are combined.

While our findings confirm that entrepreneurial narratives are an important tool to attract resources (Martens et al., 2007), our study highlights the importance of measuring the effectiveness of the use of language in a different context to better understand its mobilizing power, especially regarding social causes. We contribute to the entrepreneurship and social entrepreneurship literatures on the role of entrepreneurial narratives in mobilizing resources by linking insights from the Elaboration Likelihood Model (ELM) of persuasion and motivational framing to understand the effectiveness of cognitive and emotional appeals in prosocial crowdfunding settings that combine the creation of economic and social value. First, our study builds on previous research in the entrepreneurship literature on the persuasiveness of communicated messages and their ability to mobilize action (Allison et al., 2017; Parhankangas & Renko, 2017) by demonstrating that the two routes of information processing, the cognitive and the emotional, could lead to different outcomes in contexts where entrepreneurial narratives are all framed as “doing good” and the individuals allocating resources are highly motivated. Second, we contribute to the social entrepreneurship literature on motivational framing and the role of

emotions in mobilizing support for social causes (Barberá-Tomás et al., 2019) by providing insight into settings where affective language in entrepreneurial narratives can lead to detrimental outcomes, especially negative emotions. Finally, our study builds on previous research by showing that cognitive and emotional appeals can lead to different outcomes in settings that mobilize people to allocate resources and engage in a transactional manner compared to mobilizing people to be part of a community of “change-makers” engaging in a more substantial manner (e.g. dedicating their time, networks, and voice) (Ruebottom & Auster, 2018). Thus, the effectiveness of cognitive and emotional appeals in entrepreneurial narratives might be influenced by both the way the context is framed and the attributes of individuals participating, and the nature of the mobilized action to support social causes.

Besides the theoretical implications, this study has important practical implications suggesting that entrepreneurs in prosocial settings need to adapt their narratives, not only to audiences, but also to contexts. In the case of prosocial investment environments, crowdfunding and perhaps even impact investing, the audience is already emotionally engaged and motivated to “doing good,” therefore entrepreneurial narratives need to put more emphasis on cognitive appeals rather than emotional appeals, especially avoiding appeals to negative emotions. This implies that social entrepreneurs and social enterprises such as Kiva, need to take into account the setting as well as the pool of entrepreneurs to whom they are compared with as alternative investment opportunities.

3.7.1 Limitations and future research

Our study has several limitations that can be addressed in future research to further develop the entrepreneurship and social entrepreneurship literatures on the role of entrepreneurial narratives in mobilizing action in settings that combine the creation

of economic and social value. First, our sample consists of entrepreneurial narratives from only one setting, namely prosocial crowdfunding. Therefore, we were not able to directly compare our findings to other contexts that are more distinctly social or more distinctly commercial. Future research can investigate the effectiveness of cognitive and emotional appeals in traditional crowdfunding as well as donor settings to provide insight into possible commonalities and differences between both contexts. Second, although our study makes a distinction between positive and negative emotions, we did not differentiate between the intensity of emotions—high or low—as a variable that might influence the mobilizing power of entrepreneurial narratives, as mentioned by Wuillaume et al. (2019). For example, negative emotions could have both positive and negative effects on lenders' responses because of different boundary conditions and varying intensities. Future research can include these kinds of variables that account for the diversity within emotions and possible non-linear relationships to better understand their role in mobilizing resources. Further, our findings show that in prosocial crowdfunding settings, female entrepreneurs are able to mobilize more resources than male entrepreneurs, which is surprising because common belief dictates that they have trouble accessing finance. Future research can investigate mechanisms that influence the ability of female and other marginalized entrepreneurs to mobilize resources by comparing prosocial contexts with traditional investment contexts. Finally, as mentioned earlier, a limitation related to our quantitative approach towards studying entrepreneurial narratives is that word counts inherently cannot detect the meaning of words, out-of-context use of words (Loughran & McDonald, 2011), context and irony (Tausczik & Pennebaker, 2010). New research opportunities include the adoption of a qualitative approach towards understanding the construction of

cognitive appeals and emotional appeals and thus provide further insight into the underlying meaning and feelings that are able to mobilize support for social causes.

3.8 Conclusion

In social science and management research, humans are often depicted as rational beings (Benford, 1997), but emotions are important motivators as well that can be beneficial or detrimental to mobilizing efforts, especially if these include social causes. Entrepreneurial narratives that are too emotional might not succeed in attracting resources through prosocial crowdfunding platforms, like Kiva, and need to be balanced out with rational motivators to make sure entrepreneurs in underserved communities are able to build ventures and gain a sustainable source of income that they and the communities they serve depend on for their livelihoods. We should recall that we do not always know whether the solutions provided by social entrepreneurs and social enterprises, such as prosocial crowdfunding platforms actually create social value (Dey & Steyaert, 2006). Nevertheless, in this digital age, they are increasingly used in the social sphere warranting further research on the entrepreneurial narratives that are presented on these platforms and on the intended and unintended consequences of cognitive and emotional appeals to mobilize action for social causes.

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Chapter 4

**Insider social entrepreneurship:
How social identity and entrepreneurial action
interact in the case of migrant communities**

4.1 Abstract

Social entrepreneurs from marginalized or disadvantaged communities are often front and center in efforts to address important social challenges that these communities experience. In this inductive qualitative study of social entrepreneurs from migrant communities, we find that their membership in these communities and insider experience with these problems play a vital role in shaping their social identities and entrepreneurial actions. We identify three mechanisms through which they interact: *navigating multiple systems* by having the ability to identify with multiple communities and by creating opportunities through adaptive perseverance; *including the beneficiaries* by having an empathic comprehension of communities whose problems they seek to address and by customizing solutions to their needs; and *emancipating their own community* by having a positive self-concept in relation to their group membership and by empowering themselves and their communities through taking ownership of the solutions. We contribute to the entrepreneurship and social entrepreneurship literatures by offering a novel conceptualization of the under-theorized phenomenon of *insider social entrepreneurs* from marginalized or disadvantaged communities who are at the center of the issues they aim to address and provide insight into their unique entrepreneurial actions. In addition, we contribute to the literature by highlighting the role of a salient social identity—identification with a marginalized or disadvantaged group—in the process of creating “opportunities” to address social challenges related to this group membership.

4.2 Introduction

“To be voices for the voiceless, to restore dignity and hope to those who have lost everything: this is the moral challenge of our time. Nearly 26 million people forced from their homes, their lands and their lives – through no fault of their own. They need us to act.”

– *Hamdi Ulukaya*,
Social entrepreneur and founder of The Tent Partnerships for Refugees (2019)

Mass migration is one of the most significant social challenges of our time. The issue has attracted increasing attention since the mid-2010s as thousands of people escaping war, persecution, hunger, and poverty in Afghanistan, the Middle East, and Africa, began arriving on the shores of Italy and Greece in the hope of finding a better and safer future in Europe. The United States has also faced unprecedented levels of migration, as mostly people from Latin and Central American countries have been moving north seeking safety and secure livelihoods (UNHCR, 2015). These migrants are often left in marginalized or disadvantaged situations upon arrival due to the wider cultural and economic gaps from a migrant’s home to host country, as well as legal barriers, including but not limited to problematic asylum procedures and barriers to the formal labor market.

Social entrepreneurs from migrant communities are often front and center in efforts to address important social challenges related to migration. For example, Hamdi Ulukaya, a Kurdish immigrant from Turkey based in the United States, started The Tent Partnership for Refugees, an organization that has successfully mobilized the private sector to improve the livelihoods of refugees worldwide by integrating them into local workforces (Tent, 2019). The beneficial outcomes achieved by initiatives like Ulukaya’s, founded or led by social entrepreneurs from migrant communities and created to address social challenges related to migration, demonstrate important promises for our understanding of entrepreneurship as a source for social change.

Indeed, social entrepreneurs' identification with the communities they serve, and their insider experience of the problems at hand, gives them a specific and novel connection to the social challenges, one that has not been examined before. Specifically, our study of social entrepreneurs from migrant communities provides important implications for the broader, under-investigated phenomenon of social entrepreneurs from marginalized or disadvantaged communities who are at the center of the issues they aim to address. This phenomenon includes, but is not limited to, female entrepreneurs whose ventures attempt to address gender discrimination, or entrepreneurs with mental/physical disabilities or chronic illnesses who create solutions to alleviate difficulties faced because of their own condition or that of their close relatives. These social entrepreneurs thus start and lead mission-driven ventures to serve a beneficiary group of which they are also an integral member. From a theoretical standpoint, this offers a new way to look at social problems, one that is directly experienced by self and by others, creating a direct feeling of belonging and kinship that may have an effect/impact on the entrepreneurial process.

Prior work on entrepreneurial actors who serve their own communities, including works on compassionate venturing (Shepherd & Williams, 2014; Williams & Shepherd, 2018) and subsistence entrepreneurship (Viswanathan, Echambadi, Venugopal, & Sridharan, 2014), highlight the importance of a profound understanding of the target group to develop products and services that meet the needs of marginalized or disadvantaged communities—from providing for communities' basic needs to fundamental transformation of living conditions (Williams & Shepherd, 2016a). In these contexts of marginalized and disadvantaged communities, entrepreneurship can be viewed as emancipatory: an act through which entrepreneurs seek autonomy (Rindova, Barry, & Ketchen, 2009), providing fruitful grounds to

further develop our understanding of processes by which individuals and communities can overcome marginalization. It follows that understanding “who the entrepreneur is” is paramount to comprehend entrepreneurial endeavors to address social problems that are both directly experienced by self and by others. Yet, social identity entrepreneurship research to date has overlooked such social identity–social problem nexus.

Building on prior studies that have shown that founders’ social identity—also understood as their self-concept relating to a group (Tajfel & Turner, 1978)—can significantly influence their entrepreneurial actions (Fauchart & Gruber, 2011; Powell & Baker, 2014), we explore this nexus for social entrepreneurs from marginalized or disadvantaged communities that seek to serve these communities. Since these communities suffer from unequal status in the wider societies they inhabit and, as such, are often underrepresented at a policy and decision-making level (Hello Europe, 2018), empirically examining social entrepreneurs from these communities can provide insight into new pathways for social change that might come from their group membership and their “domain-specific knowledge” (McMullen & Shepherd, 2006, p. 140) about the social challenges they face. Therefore, specifically, we aim to answer the research question: *How do social entrepreneurs from marginalized or disadvantaged communities address the social challenges their communities face?*

To answer this research question, we studied the case of social entrepreneurs from marginalized or disadvantaged migrant communities based in Europe and the United States whose ventures attempt to address social challenges related to migration. We adopted an exploratory inductive qualitative research design (Strauss & Corbin, 1998; Yin, 2003) and collected interview data with social entrepreneurs and experts in the migration field, and secondary data on our research topic. We also engaged in

participant observations of events, workshops, and meetings, and took copious field notes about it. We identified three main *problems* which social entrepreneurs from migrant communities have insider experience with and aim to address, namely, migrants facing adversities; migrant voices being excluded from the solutions; and the stigma associated with the label “migrant.” We find that, to address each of these problems, our sample social entrepreneurs developed three mechanisms, through which dimensions of their *social identity* and their *entrepreneurial actions* interacted: *navigating multiple systems, including the beneficiaries, and emancipating own community.*

This study makes three notable contributions to the entrepreneurship and social entrepreneurship literatures: Firstly, we offer a novel conceptualization of the under-theorized phenomenon of *insider social entrepreneurs* from marginalized or disadvantaged communities who are at the center of the issues they aim to address and provide insight into their unique entrepreneurial actions. These social entrepreneurs are able to (1) *navigate multiple systems* by having the ability to identify with multiple communities and by creating opportunities through adaptive perseverance; (2) *include the beneficiaries* by having an empathic comprehension of communities whose problems they seek to address and by customizing solutions to their needs; and (3) *emancipate their own community* by having a positive self-concept in relation to their group membership, and by empowering themselves and their communities through taking ownership of the solutions. Thus, this study extends our scholarly understanding of entrepreneurship as emancipating the entrepreneurs themselves to elevating and liberating entire communities. Secondly, we contribute to the literature at the intersection of entrepreneurship and identity by highlighting the role of a salient social identity—identification with a marginalized or disadvantaged group—in the process

of creating “opportunities” to address social challenges related to this group membership. We provide insight into how this identification uniquely affects social entrepreneurs’ behaviors and actions, adding to scholars’ understanding of the heterogeneity of social entrepreneurs’ social identities and approaches (Fauchart & Gruber, 2011; Wry & York, 2017). Thirdly, in addition to these theoretical implications, our study also has important practical implications for actors who seek to serve marginalized or disadvantaged communities by warranting the participation of social entrepreneurs from those communities in the development of policies and solutions, drawing on their insider understanding and experiences to best effect social changes.

4.3 Theoretical Background

We define *insider social entrepreneurs* as individuals from marginalized or disadvantaged communities who start or lead new entrepreneurial ventures to solve problems they have insider experience with. This insider experience implies that either the entrepreneurs themselves or constituents of their personal networks have suffered from the problems they are trying to address. Building on McMullen and Shepherd (2006, p. 140) who recognize the importance of “domain-specific knowledge” in the opportunity recognition process, we contend that *insider social entrepreneurs* who are at the center of the issues they aim to address have, by definition, domain-specific knowledge that allows them to identify opportunities that other actors may have failed to notice, or pursue beneficial outcomes that others may not be able to value. Further, their insider experience with, and hence knowledge of, the problems they seek to

address and communities they seek to serve may allow them to more quickly and efficiently develop, test, and pivot between solutions to these problems.³

4.3.1 *Entrepreneurial actions developed within, and to serve, communities*

Prior work on venture creation by so-called *compassionate entrepreneurs* in the aftermath of natural disasters has shown the importance of local roots and community connections in effectively mobilizing resources and customizing solutions to meet the needs of affected individuals (Shepherd & Williams, 2014). Thanks to strong local ties, these entrepreneurs have greater knowledge of the resources available, and are able to bundle or repurpose these resources to align responses, allowing them to act more rapidly. As these ventures are created in response to natural disasters, they are also not limited by pre-existing systems, procedures, and capabilities (Williams & Shepherd, 2018).

In addition to pools of social capital, existing research suggests venture founders' individual characteristics can play integral parts in their efforts to help their communities (Williams & Shepherd, 2016a). As such, founders' motivation (e.g., whether to attempt to serve a community's basic needs or fundamentally transform its conditions) works in tandem with their social relationships shaping the venture's ability to address different needs (Williams & Shepherd, 2016a). Researchers also suggest that *subsistence entrepreneurs*, who live and operate in bottom of the pyramid marketplaces, are more effective in creating value for their customers due to their cognitive social capital—"a common understanding of collective goals" (Viswanathan et al., 2014, p. 219) in their communities, based upon shared life experiences, proximity, frequent interactions, and strong social ties—that serves as a

³ It is important to note that the problems marginalized or disadvantaged communities face also depend on the geographic and social contexts they are part of, and, in turn, the entrepreneurial actions taken to address these problems do not only affect the communities they seek to help, but also these wider contexts.

differentiator for their products and services (Viswanathan, Sridharan, Ritchie, Venugopal, & Jung, 2012). Furthermore, community vigor and pool of knowledge are found to affect communities' approaches to interact with external actors working in these communities (e.g. firms) and to different degrees influence those actors (Arenas, Murphy, & Jáuregui, 2020).

The creation of a venture can also benefit individuals who were victims of a disaster event, so-called *victim entrepreneurs*,⁴ as they use their human capital to alleviate others' suffering and show resilience despite their experienced trauma (Williams & Shepherd, 2016b). Moreover, individuals who experience negative personal circumstances can develop adaptive capabilities—e.g., work discipline, risk tolerance, social and networking skills, and creativity—that are particularly well suited for entrepreneurship in general. These *underdog entrepreneurs* often emerge from within marginalized or disadvantaged groups (Miller & Le Breton-Miller, 2017). This past research suggesting entrepreneurship can be a way to overcome certain constraints aligns with Rindova and colleagues' conceptualization of entrepreneurship as emancipatory—"efforts to bring about new economic, social, institutional, and cultural environments through the actions of an individual or a group of individuals" (2009, p. 477).

In the present case of *entrepreneurs from migrant communities*, research has explored the development of local initiatives that aim to improve integration into host countries (Drori, Honig, & Wright, 2009; Kloosterman, Van der Leun, & Rath, 1998). This work has shown that these entrepreneurs often engage in circular paths that bridge

⁴ We acknowledge the problematic nature of using victimizing language about people who have experienced marginalization or other personal adversities. As described by Williams and Shepherd this term refers to: "individuals creating new ventures in the aftermath of a disaster event, where widespread adversity threatens entire communities" (2016b, p. 365). These individuals were victims of a disaster event and then became entrepreneurs.

two institutional environments—host and home countries—for example through immigrant remittances (Vaaler, 2011). The literature on transnational entrepreneurship suggests that the experience of migration becomes an advantage for the transnational entrepreneur who must adapt to two or more institutional environments, but is also able to shape them and recognize opportunities that a person embedded in a single country may miss (Drori et al., 2009; Light, 2007).

This research ultimately suggests that entrepreneurs who are members of marginalized or disadvantaged communities often possess, or can develop, unique human and social capital that help them effectively mobilize resources and customize solutions in their efforts to address the challenges facing these communities. Such effectiveness could be related to their deeper understanding of the problem and the target group, customers or users. To further explore the relevance of entrepreneurs' membership in a community, we turn to the literature on social identity.

4.3.2 *Social identity of the entrepreneur*

Social identity is “that part of an individual’s self-concept which derives from their knowledge of their membership of a social group (or groups) together with the value and emotional significance attached to that membership” (Tajfel, 1978, p. 63). It is based on one’s own evaluations of what constitutes an in-group which one belongs to or wants to be associated with (Tajfel & Turner, 1979). With varying levels of inclusiveness, this self-categorization also delineates an out-group that serves as a comparison, and is formed on the basis of interactions with others (Turner, Hogg, Oakes, Reicher, & Wetherell, 1987). In addition, one’s social identity is based on the emotional and value significance of the social groups one identifies with, which can be positive or negative, and have implications for one’s self-esteem and self-concept as the social identity becomes internalized (Gioia, 1998; Tajfel & Turner, 1979). Since

individuals strive to maintain or enhance their self-esteem and have a positive *self-concept* (i.e., beliefs about who they are), they may choose to disassociate from a denigrated social group when their social identity is unsatisfactory or threatened. In cases where they cannot dissociate from an in-group, individuals work on making it more positively distinct (Tajfel & Turner, 1979). For example, they may compare to the out-group on a new dimension or work to positively alter the value assigned to a specific group characteristic (e.g., skin color) within the prevailing system. An individual's most salient social identity at a given time and circumstance will form the basis of their interpretation of situations and influence their behavior and actions (Hogg, Terry, & White, 1995; Stets & Burke, 2000).

Pertaining to the role of social identities in entrepreneurship, Fauchart and Gruber (2011) describe how *founders' social identities* can shape their entrepreneurial behaviors, actions, and outcomes. The three distinct founder social identities—darwinian, communitarian, and missionary—were developed based on founders' motivations (e.g., self-interest versus concern for others), self-evaluations (i.e., terms on which they evaluate themselves, like professional, authentic, or socially responsible), and frames of reference (i.e., how they interpret situations, behaviors, and actions, for example from a competition, community or society perspective). A founder's social identity is internalized into their self-concept that is stated to shape their decision-making process (Brewer & Gardner, 1996) and imprint key areas of their venture, such as early-stage opportunity identification and firm outcomes. For example, communitarians create products for their customers, who are fellow community members, based on their own unmet needs and firsthand insights, which can become a catalyst for entirely new practice in certain domains (Franke & von Hippel, 2003). In addition, missionaries use their ventures to advance a societal cause

and demonstrate that change is possible, for example by showing how to consume resources in a more sustainable manner.

In contexts of prolonged adversity, most extant entrepreneurship studies discuss a combination of social and role identities. Powell and Baker (2014) found that founders' identities that are enduringly salient in their day-to-day work can influence their strategic responses, in their case focusing on the traditional textile and apparel industry in the Southeastern United States that has been dramatically affected by globalization. Similarly, Shepherd, Saade, and Wincent (2019) found evidence for a bidirectional and dynamic relationship between founders' multiple identities and their entrepreneurial actions, in their case focusing on Palestinian entrepreneurs who were born and raised in refugee camps. In this specific context, these entrepreneurs dealt with stigma associated with them in the Lebanese society and, as a response, they adapted their behavior and actions to fit in, which in their view was inauthentic. Entrepreneurial actions and resilience outcomes helped change the nature of their multiple identities to become more authentic by being true to themselves and their respective backgrounds. Thus, this research suggests that founders' identity can not only influence, but also be influenced by, entrepreneurial actions, representing a process that is dynamic and subject to change.

Although research on the role of social identity in entrepreneurship has generated valuable insights, the literature in this area focusing on social entrepreneurship is limited. This is an important omission: as Wry and York (2017) highlight, the *heterogeneity* of social entrepreneurs' role identities—related to their roles as actors in society and the accompanying behavioral standards that are internalized (Stryker & Burke, 2000)—corresponds to various abilities and approaches to recognizing and developing opportunities. We believe that the study of identity in

social entrepreneurship needs to go beyond identities associated with their roles to encompass their social identities, as in-group and out-group categorizations. As Pan, Gruber, and Binder (2019) argue, a social identity lens is crucial in this context as it can capture the other-oriented dimensions that are particularly important for social entrepreneurs' aims to improve the welfare of others and solve social problems.

In particular, we believe that social identity may be more salient in the case of social entrepreneurs from marginalized or disadvantaged communities. The social problems their communities are facing are core to their daily lives, thereby significantly defining “who they are.” Put differently, these social entrepreneurs both have experienced the social problems and identify with the groups facing them—their self-concept is mainly derived from the fact that they belong to these marginalized or disadvantaged communities. For social entrepreneurs, this insider experience implies *domain-specific knowledge* into the social problems at hand and unique levels of empathic motivation—a key driver for social entrepreneurs (Bacq & Alt, 2018), potentially enabling them to more clearly understand the “problem-turned-opportunity” and successfully develop solutions. Nevertheless, we know little about the entrepreneurial process of such *insider social entrepreneurs* and how it differs from what extant research has shown. Therefore, we set out to answer the following research question: *How do social entrepreneurs from marginalized or disadvantaged communities address the social challenges their communities face?*

4.4 Methods

4.4.1 Research context

To answer our research question, we investigate social entrepreneurs from marginalized or disadvantaged migrant communities that have an unequal status in

society (Hello Europe, 2018). For the purpose of our study, and in line with recent research on migration (e.g., Massey, Arango, Hugo, Kouaouci, Pellegrino, & Taylor, 1993), we focus on social entrepreneurs from migrant communities who moved from less to more stable and economically developed countries, with a focus on Europe and the United States as host countries. While in public debates the terms “refugee” and “migrant” are often used interchangeably, there is an important legal distinction between individuals who are forced to migrate (i.e., refugees) and those who migrate more voluntarily. Refugees are forcibly displaced persons who cannot return home safely and therefore are protected by international laws, such as the 1951 Refugee Convention. Conversely; migrants are not officially viewed as under immediate threat in their home countries and move to improve their lives elsewhere (UNHCR, 2016). However, in reality, it is difficult to make a clear distinction between refugees and migrants, given differing views on what constitutes imminent danger, especially in contexts of famines or natural disasters (Gibney, 2004). Therefore, in our study we do not distinguish between these categories, and instead consistently use “migrant” as a generalized term, while focusing on marginalized or disadvantaged communities.

Although we recognize that most migration has long taken place within regions and countries (King, Black, Collyer, Fieldling, & Skeldon, 2010), migration from relatively less stable and economically developed regions to Europe and the United States involves navigating wider cultural and economic gaps from a migrant’s home to host country, as well as legal barriers, which can leave migrants in marginalized or disadvantaged situations. Therefore, the context of these insider social entrepreneurs (from migrant communities) who are at the center of the issues they aim to address (migration) is particularly suitable for our study as it involves an extreme case of marginalization.

4.4.2 Data sampling and collection

To collect our data, we collaborated with Ashoka, a leading social innovator platform, that granted us privileged access to its network by connecting us to social entrepreneurs who fit our theoretical sampling criteria: 1) having a migrant background, that is migrants themselves or their descendants;⁵ 2) having migrated from a less to more stable and economically developed country, with countries' relative standings evaluated based upon the International Monetary Fund's "advanced economy" categorization (IMF, 2019); 3) being actively engaged in initiatives that aim to address social challenges related to migration; and 4) having a founder or leadership status within said initiative.

Using a snowball sampling technique, we asked participating social entrepreneurs to refer us to other social entrepreneurs from migrant communities (Denzin & Lincoln, 2000). This method is particularly useful in our research context, as more established contact pools and organizations are not always familiar with social entrepreneurs from marginalized or disadvantaged migrant communities. The difficulty in finding participants through more established channels was evident during our data collection process, where the sample group did not always grow via referrals from those channels and we needed to perform additional searches to gain access to migrant communities using our own network, by attending events and meetings on the topic of migration and entrepreneurship, and via internet searches. In total, we attended 10 events, workshops, and meetings on our research topic, during which we engaged in participant observation and recorded field notes.

⁵ We believe that insights that apply to social entrepreneurs who are first generation migrants also apply to social entrepreneurs who are second and third generation migrant descendants. These later-generation individuals are assumed to have similar experiences as they are often still embedded within migrant communities and/or deeply familiar with the challenges facing these communities, as the literature on ethnic/transnational entrepreneurship has demonstrated (Drori et al., 2009; Kloosterman et al., 1998).

We identified subjects and conducted interviews with them until we reached a theoretical saturation point at which our interviews were no longer yielding additional insights on how the social entrepreneurs were addressing social challenges related to migration (Strauss & Corbin, 1998). As summarized in Table 4.1, we ultimately interviewed 36 individuals with interviews ranging from 16 to 98 minutes, with an average length of 45 minutes.

Table 4.1 Interviewees

Individual(s)	M/F	Generation	Country	Migrant background
Founder	M	1 st	Europe, The Netherlands	Syria
Founder	M	1 st	Europe, The Netherlands	Syria
Founders*	M / F	1 st	Europe, The Netherlands	Syria
Founder	M	1 st	Europe, The Netherlands	Afghanistan
Founder	M	1 st	Europe, The Netherlands	Indonesia
Founder	M	1 st	Europe, France	Somalia
Leadership position	M	1 st	Europe, France	Iran
Founder	F	2 nd	Europe, France	Tunisia
Founder / leadership position	M	1 st	Europe, Spain	Senegal
Leadership position	F	1 st	Europe, Portugal	Syria
Leadership position	M	1 st	Europe, United Kingdom	Zimbabwe
Founder	F	2 nd	Europe, United Kingdom	Lebanon
Founder	F	1 st	United States, California	India
Founder	F	1 st	United States, California	India
Founder	F	1 st	United States, California	Azerbaijan
Founders*	F	1 st / 2 nd	United States, California,	Salvador / Nicaragua
Founder	F	1 st	United States, California	China
Founder	M	2 nd	United States, California	Afghanistan
Leadership position	F	1 st	United States, California	Mexico / Cuba
Leadership position	F	1 st	United States, California	Mexico
Leadership position	M	2 nd	United States, California	Mexico
Founder	F	2 nd	United States, California	Mexico
Leadership position	F	2 nd	United States, California	Mexico
Founder	M	3 rd	United States, California	Mexico
Founder	F	1 st	United States, Florida	Syria
Expert	M	-	Europe, Portugal	-
Expert	F	-	Europe, Germany	-
Expert	F	-	Europe, The Netherlands	-
Expert	F	-	Europe, United Kingdom	-
Expert	M	-	Europe, Spain	-
Expert	F	1 st	Europe, Spain	Peru
Expert	F	-	United States, California	-
Expert	F	1 st	United States, California	Ireland / Russian
Expert	F	1 st	United States, New York	Taiwan

* In these instances, we did an interview with the two co-founders of an initiative.

Of these interviewees, 27 had founded or led new initiatives—for-profit social ventures as well as non-profit organizations—that address social challenges related to migration from a number of angles, but with recurrent foci on: advocacy, art, capacity building, community work, consultancy services, economic opportunity building, education, financial access, housing, human rights, legal support. Our interviewees were predominately first-generation migrants, followed by second- and then third-generation descendants of migrants. Our sample consisted of slightly more females than males (56% vs. 44%). Our interviewees were almost equally based in Europe and the United States (48% vs. 52%), having migrant backgrounds from different countries in Asia (30%), Africa (40%), and South America (30%).

We created a semi-structured interview guide that focused on (1) social entrepreneurs' backgrounds and how they (2) developed ideas, (3) took action, (4) and made their voices heard within their host countries' institutional environments. To triangulate the information provided by the social entrepreneurs (Glaser & Strauss, 1967), we also interviewed 9 experts on migration and related topics, who were familiar with social entrepreneurs' work in migrant communities and/or knowledgeable about differences between host countries' institutional environments. We recorded and transcribed all of our interviews, yielding 303 single-spaced pages of text. To this we added an equivalent of over 100 pages of field notes, programs, presentations, and recorded material gathered during events, workshops, and meetings on the research topic. We also collected secondary data in the form of 23 documents (e.g., practical reports) on our sample social entrepreneurs, their initiatives, and the migration field, generated based on reviews of websites, press articles, and other publicly available materials.

The role of the researchers. Our study emphasizes the importance of understanding the role of social entrepreneurs from migrant communities who are at the center of the issues they aim to address, because of their *insider perspective*, among other factors, that distinguishes them from other social entrepreneurs working in the migration field. We found that this insider perspective in migrant communities was important within our research team as well, especially during the data gathering and analysis process. The first author, having a migrant background herself (second generation migrant descendent from Afghanistan), was able to connect to migrant communities more easily and create a trust-based environment for the social entrepreneurs to discuss their personal journeys. For example, by speaking the same language (i.e., Dari) or sharing her familiarity with the migration journey (e.g., visiting asylum centers) there was a sense of comradery that enabled the interviewees to go beyond surface-level topics, and instead dig deeper into their own experiences and actions.

In addition, during the data analysis and deliberation of the themes that emerged from the data, the insider and outsider (i.e., other authors on the team) perspectives complemented each other, further strengthening our methodological approach without compromising the objectivity of the research. For example, in deliberating about the social identity themes that emerged from our data, the combination of the insider and outsider perspectives allowed us to walk the tight rope of drawing conclusions about the social entrepreneurs' migrant background without overgeneralizing and risking stigmatization. This process follows/extends the Inside-Out research method (Hehenberger, Mair, & Metz, 2019), where the collaboration between insider and outsider researchers is recognized as a critical feature that could benefit theory development (Van de Ven, 2007).

4.4.3 Data analysis

We adopted an exploratory inductive qualitative research design that allowed us to gather insights into this relatively new phenomenon, for which theory is underdeveloped (Strauss & Corbin, 1998; Yin, 2003). We analyzed and coded our interviews following the Gioia method (Gioia, Corley, & Hamilton, 2013), widely recognized in qualitative research as a systematic approach to inductive research that allows for new concept development to explain observed phenomena. We purposively chose not to use any preexisting codes or theoretical concepts in our data analysis in order to keep our mind open and free from theoretical constraints (Evered & Louis, 1981). This approach aligns with the exploratory nature of our study.

Step 1. Assisted by NVivo software, we first performed an initial coding of the interview data, while maintaining the integrity of our data by staying close to the text, which yielded 1,092 codes. To reduce our codes to a manageable size, we developed a comprehensive compendium of first-order informant-centric terms by aggregating codes that captured the same meaning, reducing our initial code list to 159 items. During this aggregating process, we continually checked our underlying data to make sure we were combining our codes correctly.

Step 2. Subsequently, we organized our first-order codes into second-order theory-centric themes. We conducted sessions involving all co-authors to deliberate on the main themes we saw emerging from our data, and validate the analysis performed by the primary coder (first author)— in three workshops, one each, we analyzed the themes from 4, then 12, then all 36 interviews. Notably, themes about the identity of the social entrepreneurs emerged from the start of our data analysis without specifically asking questions related to, or intended to, draw out insights on this topic during the interviews. To verify that this was a central dimension for our entire sample,

we decided to keep the same format for all the semi-structured interviews that followed, rather than focusing on these or other emerging themes. Through this format consistency, we realized that, while specific details of social entrepreneurs' narratives varied based on their institutional context, the fact that their identity in relation to their communities were entangled with their approach towards solving social challenges related to migration was valid for the entire sample, which prompted us to engage with the literature on social identity.

Step 3. In the final phase of our data analysis, we considered the relationships among our theoretical dimensions and developed our main findings. We referred back to the literature to understand which of our findings were grounded in precedents and which appeared to be novel insights (Gioia et al., 2013). This exercise helped us make interconnections between the constructs to gain a preliminary understanding of the mechanisms at play. We tested our ideas at an event for social entrepreneurs from the Ashoka network during Ashoka's European Changemaker Summit in November 2019. We presented our findings and organized workshops around the main themes that emerged from our data on social identity and entrepreneurial actions involving a multifaceted problem—namely, adversities, exclusion, stigma—and gathered feedback from various actors in the field, including social entrepreneurs with or without migrant backgrounds, entrepreneurship and migration researchers, and leaders and change actors in the non-profit, business, and government sectors. Specifically, during a workshop organized for social entrepreneurs with a migrant background, we put forward the three facets of the problems we identified. In 9 break-out groups (3 on each problem), we discussed the problems and how the social entrepreneurs related to them. These discussions helped us not only to validate the problems themselves, but also allowed us to make connections between the constructs we had identified by

coding the interview data. For example, the interconnection between the problems, the social entrepreneurs, and their entrepreneurial actions, was put forward as one of the key takeaways after the break-out groups. The workshop participants emphasized the importance of social entrepreneurs as role models for a different approach to migration and their contribution to a more positive narrative about migrants in creating change on a more systemic level to address the adversities, exclusion, and stigma that migrant communities face in host countries.

In addition, we triangulated our findings by consulting our secondary data—100 pages of field notes, programs, presentations, and recorded material; 23 documents (e.g. practical reports), website information, and press articles on our sample social entrepreneurs, their initiatives, and the migration field—and found further examples of the three mechanisms that we identified during the coding process. For example, our analysis of the data collected during an online webinar on “leading resilience,” organized in May 2020 by a network of social entrepreneurs and other professionals with a migrant background, showed how they started and/or led initiatives on a country, regional, and international level navigating multiple systems. These social entrepreneurs discussed their advocacy activities to include the voice of beneficiaries at the policy and decision-making level. In addition, they created visibility for their work in the media to emancipate migrant communities from the stigma and lower status that they suffer from in host countries. By triangulating our findings, we could validate and further refine our insights into how social entrepreneurs from migrant communities address social challenges related to migration.

We present the structure of our data, including our assembly of terms, themes, and dimensions, in Figures 4.1, 4.2, and 4.3. In the next section, we present our main findings.

Figure 4.1 Data structure: multifaceted problem

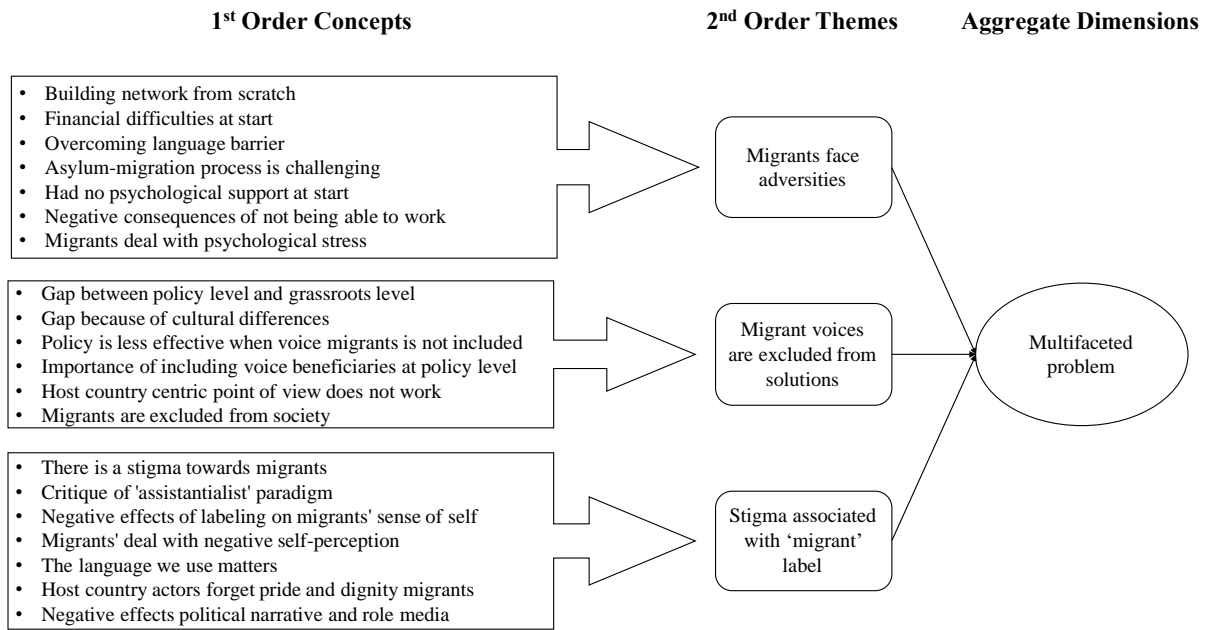


Figure 4.2 Data structure: social identity

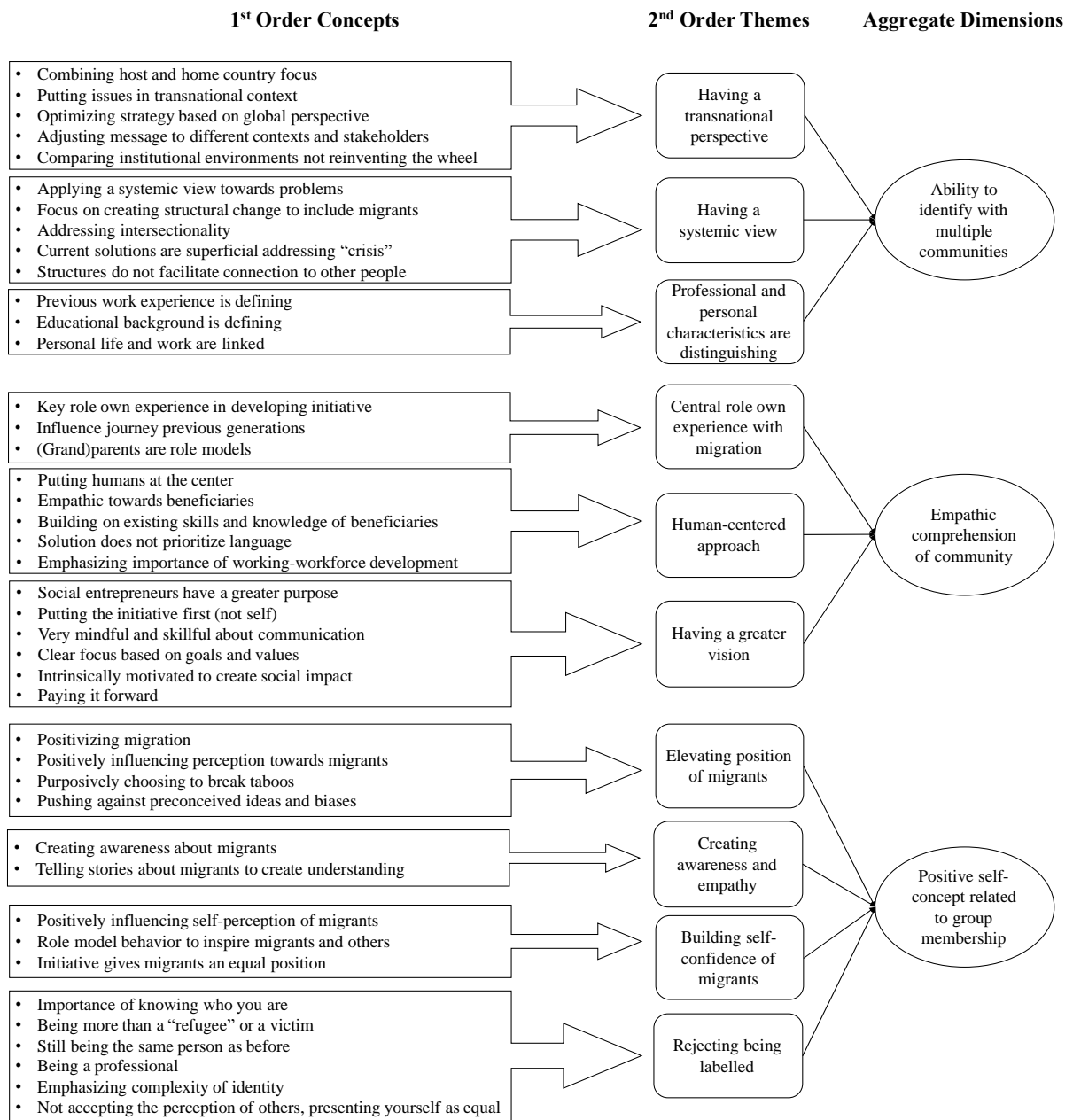
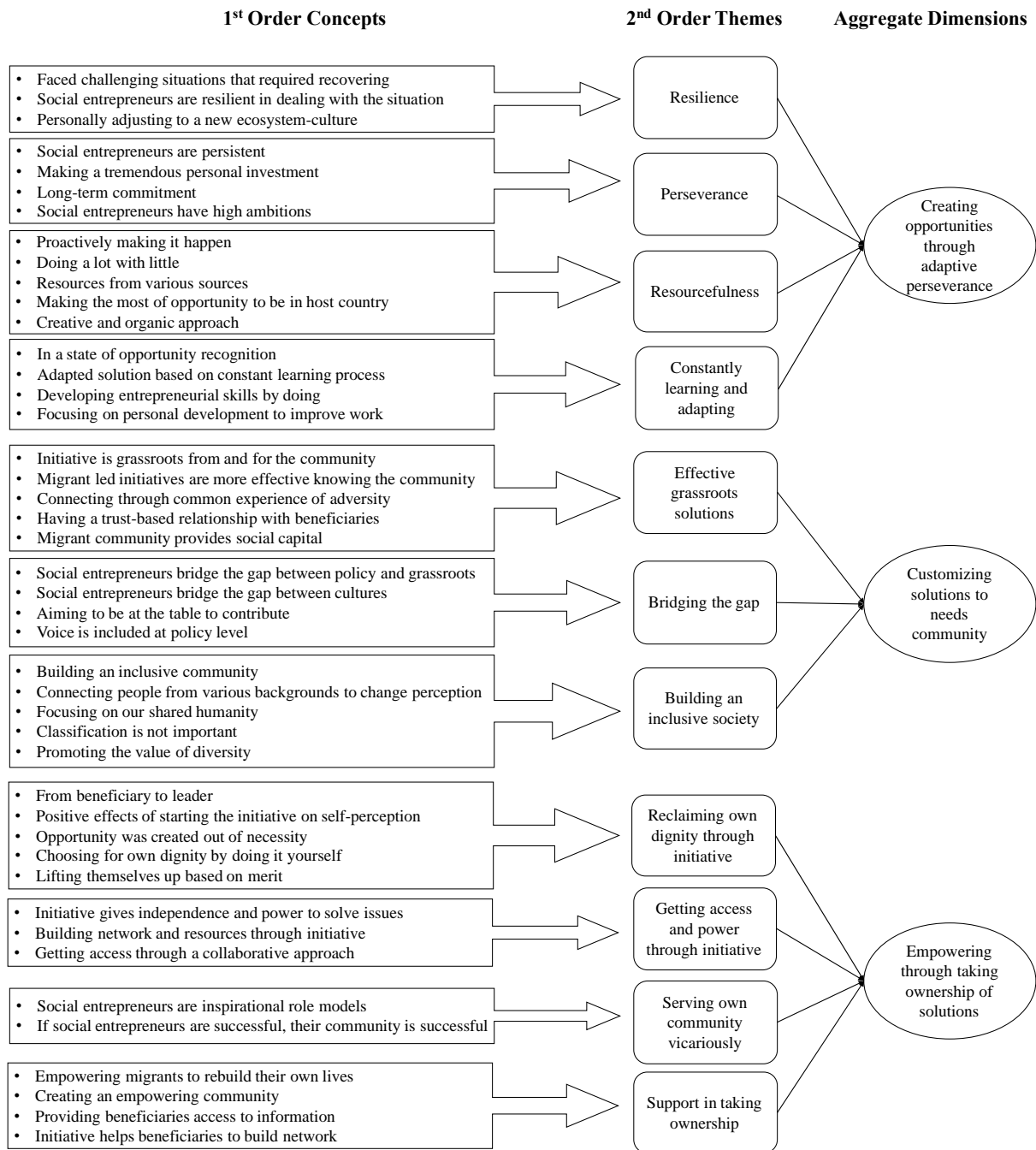


Figure 4.3 Data structure: entrepreneurial action



4.5 Findings

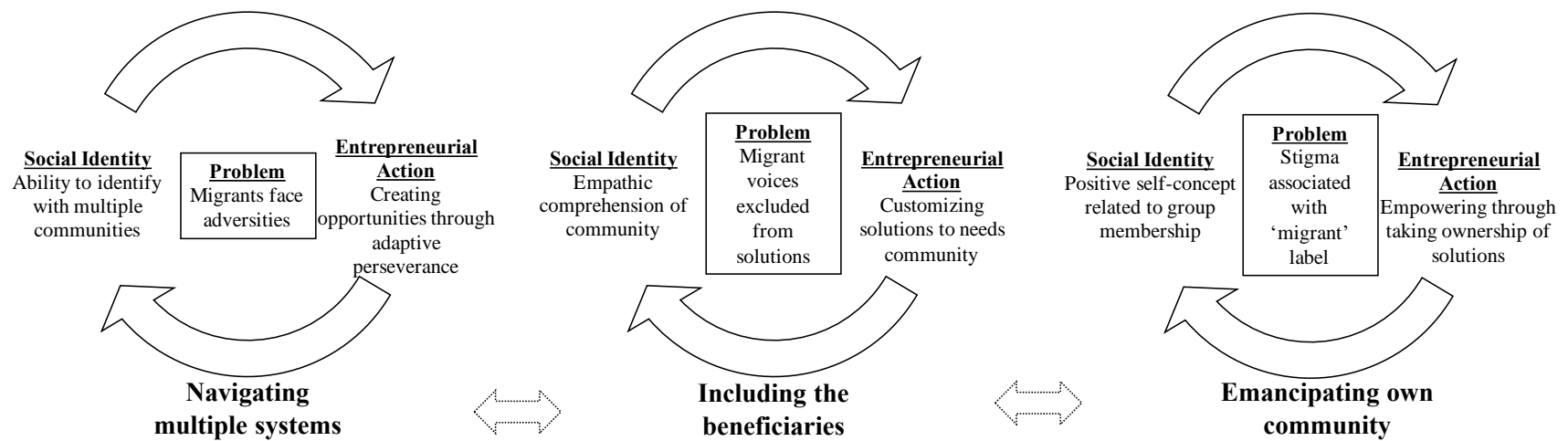
Our findings suggest that the entrepreneurial actions of social entrepreneurs from migrant communities interact with dimensions of their social identity as they address three main *problems*: migrants facing adversities; migrant voices being excluded from the solutions; and the stigma associated with the “migrant” label.

First, to overcome the adversities migrants face, our sample social entrepreneurs were able to *navigate multiple systems* by having the ability to identify with multiple communities and by creating opportunities through adaptive perseverance. Second, to address the exclusion of migrant voices from solutions developed at a policy or decision-making level, our sample social entrepreneurs *include the beneficiaries* by having an empathic comprehension of migrant communities and by customizing solutions to their needs. Finally, to fight the stigma associated with the “migrant” label, our sample social entrepreneurs *emancipate their own community* by having a positive self-concept in relation to their group membership and by empowering themselves and their communities through taking ownership of the solutions.

Figure 4.4 summarizes these mechanisms and interactions. In the next section, we expound on these mechanisms and their main components.

Figure 4.4 Conceptual model

Three mutually reinforcing mechanisms for social entrepreneurs from migrant communities



4.5.1 *Navigating multiple systems*

Problem: Migrants face adversities. The social entrepreneurs in our sample described numerous adversities migrants face from the moment they arrive in their host countries and beyond. Migrants need to rebuild their lives from scratch in unfamiliar environments, often with limited financial assets and social capital, all while dealing with language and cultural barriers. One social entrepreneur, who started a capacity-building initiative to help young people in migrant communities reach their full potential, described some of these challenges:

Nothing came easy. Nothing comes easy for most immigrants because you are new. You do not have connections. You do not have community. You do not have people who are... you do not have an ecosystem. (A017)

The precarious situation of the social entrepreneurs in our sample who worked in the United States was especially pronounced and they were often working on several side jobs to ensure their livelihoods were protected, as one social entrepreneur noted:

There was a time when me and my husband had only \$300 in our pocket, but we had to pay \$800 for our studio in [host country city], and we didn't know what to do and where to go [...] So we had to go door-to-door to restaurants asking people to hire us. (A003)

In addition, our interviewees also described asylum seeking processes as challenging, creating barriers for migrants to participate in host countries (e.g., due to status restrictions), which can become a source of psychological distress. They also described other subtle and less subtle experiences of exclusion that create difficulties in, for example, efforts to integrate into local labor markets. One social entrepreneur who started an initiative to support people during the asylum seeking process and provide them with work noted:

So, they told me, first I have to sort out my papers and my asylum and after that time I will be able to continue my studies. Obviously when you are an asylum seeker it was also forbidden to work or to get a job. We were not allowed to work. It was difficult. It was very frustrating, very confusing. It was something I was not used to. (A005)

Our findings also show that the social entrepreneurs in our sample considered their institutional environments challenging in several ways. Despite positive responses to their ideas, they reported not actually receiving meaningful support (e.g., resources, participation in decision-making processes). As one social entrepreneur put it:

On this, my answer is very clear: It is supportive on paper. People, the institutions, say, 'This is absolutely amazing,' etc. They love the concept. 'This is so great.' But we have extreme difficulties to raise money for this program. So, I think it is a clear indicative that the institutional environment likes to speak about refugee participation, but when it comes to actually making it happen, it is a different story. (A003)

The political climate is difficult and there is reason to believe that there might be trust issues between higher-level institutional actors and the social entrepreneurs; in some cases (e.g., other social sector actors such as NGOs), even competition for resources and power. For example, several social entrepreneurs explain how difficult it is to get access to larger institutions on their own. Therefore, they often partner with a local individual, as described by one of the social entrepreneurs:

Because I as a person and social enterprises like mine are run by outsiders or foreigners, there is one more reason for them [host country institutions] not to put their confidence in such programs. They [host country institutions] have fears about failing in delivery, maybe mismanagement of the financial requirements, or not having the right network. So, whenever I go with a [local] person, it's much different. And there is a higher level of trust when someone that is [local] goes with me to my meetings. (A008)

In addition, regulatory barriers and bureaucracy make it difficult for the social entrepreneurs to start their initiatives, especially because of the relative unfamiliarity with the institutional rules and processes.

Social identity dimension: Ability to identify with multiple communities. Our findings reveal that our sample social entrepreneurs' ability to identify with multiple communities helped them address the adversities migrants are facing. This background put them in unique positions to view and interpret the inherently transnational aspects of migrant existence, and to identify connections between institutions and stakeholders across national contexts. For example, one social entrepreneur started an incubator for

refugees and conflict-affected entrepreneurs by combining knowledge of their host and home countries:

We decided to launch in the Kurdistan region of Iraq, because refugees have the right to work. So, unlike in Jordan and Lebanon. I mean, the situation was worse than it is now in some of those countries, like Turkey, Lebanon, and Jordan, several years ago, as you know, probably. So, Kurdistan was really the only viable legal option in the Middle East. And we also saw a kind of market opportunity. (A006)

In addition, their ability to understand multiple points of view (e.g., different institutions, cultures, intersections) allowed these social entrepreneurs to assess social challenges in more systemic manners, going beyond one-sided and superficial solutions focusing on more comprehensive and structural changes. For example, one social entrepreneur founded an initiative to improve the situation in their home country, as well as leads an initiative to support migrants in the host county:

And I think it is important to try to design a kind of global program where everything is connected and we will try to, as we do here with [initiative name], where a solution from Germany can be exported here in [host country name]. If there is a good solution in Kenya, that solution could be shared with people from [home country name]. Also, this perspective proposes a kind of, let's say, more comprehensive solution. (A001)

Finally, the social entrepreneurs also identify with multiple groups based on their previous work and educational background. Who they were back in their home country before migrating plays an important role in shaping their initiatives and defining their approach towards the problems they address, as described by the same social entrepreneur in the following example:

I think it is something more personal, because in all my life I've been in this kind of thing. I've been a boy scout from 7 to 29 years old. And during my life in [home country name], when I went to the university, every summer I went to small villages to help people in development issues. So, it is kind of in my DNA. I think it is important for me—say, a balance, to be engaged in this kind of thing. (A001)

Entrepreneurial action: Creating opportunities through adaptive perseverance.

Our findings reveal that the social entrepreneurs in our sample created opportunities to tackle the adversities that migrants face through adaptive perseverance, persistently working to achieve their objectives while being malleable in the means they used to reach them. The social entrepreneurs showed resilience by overcoming adversities

themselves and recovering swiftly in these situations. They also showed perseverance by making a tremendous personal investment and having a long-term commitment towards their objectives, as described by one of the social entrepreneurs who spent four years working on the initiative before being able to do it full-time:

In terms of finances, if you are asking, we put in our personal savings. So, we put all our savings into this. I remember a point in time when our bank balance was minus 200 [name of currency] and I was like, 'Okay, how are we paying rent next week and getting groceries?' So yeah, we have had days like that. (A013)

The social entrepreneurs in our sample also showed resourcefulness by doing a lot with little (e.g., implementing successful solutions that were cost-effective) while being proactive. They also showed malleability by constantly learning and adapting their solutions to evolving conditions and needs, and developing their entrepreneurial skills by doing, as shown in the following example:

We are very attached to the problem. So, we are not attached to the solution of it. We are very, very attached to the problem. What that means is, we would create an already dirty prototype and test it out and if it's not working, we change it. And sometimes the pivots are small, sometimes the pivots are really big. In the course of the last three years, we have pivoted solidly about four or five times. And in the course of the last four or five years, about six, seven times. (A013)

Their entrepreneurial action of creating opportunities through adaptive perseverance is strengthened by their ability to identify with multiple communities and, in turn, their ability to identify with multiple communities is strengthened by creating opportunities through adaptive perseverance as they develop their initiatives. Therefore, because of this interaction, the social entrepreneurs are able to navigate multiple systems that allows them to tackle the adversities that migrants encounter, which requires a more comprehensive approach.

4.5.2 Including the beneficiaries

Problem: Migrant voices are excluded from solutions. The social entrepreneurs in our sample described gaps between the institutional level where policies and solutions are developed, and the grassroots level where social challenges related to

migration are most prevalent. These gaps reflect, at least in part, the fact that large institutional actors are often disconnected from what is happening within and around migrant communities, leading to a host country-centric point of view in their approach. As one social entrepreneur, who started several initiatives focusing on education and capacity building in their home country, explained this:

There is a disconnect of communication. It is like when you are building a business, you talk to the customer. If you do not talk to your customer, please do not build a business. You are solving a problem. Talk to the person who has the problem before solving it... They are disconnected from the real issue and there needs to be a channel of communication where the person who is facing the problem also has a say and is not powerless. (A013)

The social entrepreneurs stated that policies and solutions that do not include the voice of beneficiaries are less effective (e.g., due to cultural differences, lack of understanding of the circumstances), and can even have negative consequences, because they do not fully acknowledge or account for the complex realities of life in migrant communities. One of the experts we interviewed explained how and why ill-informed policies can fail, despite host country institutions' best intentions, as follows:

I would say that there is a cultural misunderstanding about perceptions of success. I mean, we [host country locals] are long-term planners, and not every refugee that comes here is a long-term planner... And because they [host country organizations] don't make a distinction between Eritreans and Syrians and all these groups, they just help refugees regardless of their backgrounds in a way that they think would work for them. That is where things get lost. (E002)

It is important to mention that social challenges related to migration can vary considering different societal levels and locations. Our findings show that the biggest opportunity to bring about positive social change lies at the local level, versus national or international levels, where local governments and other local institutions are in closer contact with migrant communities and, therefore, more likely to collaborate with the social entrepreneurs to create and implement solutions. One expert we interviewed noted the importance of direct human connections in shaping perceptions of migrants, and thus garnering support for them:

In a sense, maybe civil society can't influence the popular media, because of media ownership. But actually, at the local level those newspapers, local opportunities to meet, all of those kinds of things—the importance of schools, the importance of universities, the importance of faith groups— by providing opportunities for people to physically meet, I think is absolutely fundamentally important. (E001)

Social identity dimension: Empathic comprehension of community. Our findings reveal that the social entrepreneurs in our sample all had a strong empathic comprehension of the beneficiaries' realities given their connection to and identification with migrant communities. Their experiences, and thus their abilities to relate to community members' experiences, gave them a more comprehensive understanding of the problems facing these communities, and unique perspectives on the solutions that might best address them, which included the voices of the beneficiaries or end users. For example, one of the social entrepreneurs described how having experienced the situation of female migrants herself led her to start the initiative:

At that time, I decided to build a company where I can help immigrant women who faced similar issues that I had several years ago... So, I wanted [initiative name] to be a source where immigrant women can get anything they need, including information collection, developing their skills, or job finding—anything that they need. So, that is how it came about, based on my own challenges and issues. (A015)

Other social entrepreneurs also described how their (grand)parents' journeys served as key motivators for the work they were doing:

And so, I have always grown up with having a role model that came to this country and worked really hard to provide for their family, to provide for themselves. And so, the work that I do—I see my mother in the people that I work with, because they immigrated here probably for the same reasons and they are just trying to make ends meet. (A014)

The social entrepreneurs are more empathic towards the position of migrants, because of their experience and identification with the community, and therefore make sure to put the human being at the center of their solutions (e.g., prioritizing well-being before language requirements). It also gave the social entrepreneurs a strong sense of the importance to build on migrants' existing skills and knowledge, because of their own

experience in this regard, as one of our interviewees who works on providing migrants with access to local labor markets, described:

My background is in education and training. I came to [host country name]. I tried to find a job after I learned some [of the local language]. However, it was difficult, since I speak very limited [local language name] and my experience, as I knew, does not fit here in [host country name]. So, I was left with very limited options. And I found myself—because it is part of my identity, part of my background, to coach people and train people. So, I thought, ‘Why not?’ And I sensed the need for someone who comes from the same culture to help, especially the young people, the less educated people, the craftsmen, the artisans. (A008)

Having experience with the problems the migrant communities are currently facing and being empathic towards members of these communities also seemed to result in our sample social entrepreneurs’ greater vision to pay it forward and help migrants achieve a similar sense of wellbeing as they have found. As one social entrepreneur who led an initiative that sought to create inclusive local communities through language and cultural exchanges noted:

Now I want to do my part. I want to help others overcome what I have been through. I know there are so many immigrants and they need to feel at home in the new city. And now I feel at home and I want to help others to also feel at home. (A002)

Entrepreneurial action: Customizing solutions to needs community. Our findings reveal that the social entrepreneurs in our sample address the gap between the grassroots and institutional level by customizing solutions to the communities’ needs. Due to their common experiences, the social entrepreneurs from migrant communities can develop more effective solutions for these communities that provide the necessary social capital and trust-based relationships needed to succeed. As one of our social entrepreneurs described it:

Those people who have in our region less education, but they are professional workers. They are very skilled with their hands, but they do not speak very good [local language name]. So, they are ignored by the society, by the municipalities, by the community, by the initiatives. I decided to start [initiative name] as a training and certification social enterprise, which will give a better opportunity for those people to get the certification needed to start a job and then link them with the possible jobs—with jobs that are suitable for them and match their previous experience. (A008)

In addition, the social entrepreneurs are in a unique position to work on including the voice of migrants in policies and solutions developed at a decision-making level,

because they are a member of the migrant community and know how to navigate the institutional environment. Therefore, they are able to purposively build bridges between different societal levels, different institutional environments, and different actors. For example, one of the social entrepreneurs described how they work with institutional actors to put refugees at the center of the solutions:

Whenever we come to countries, we do two things: We reinforce the capacity of refugee-led organizations and raise the awareness at the NGO level on how. Who are these organizations, who runs them, how to engage with them, how to decrease the expectations, what can you expect from a refugee-led organization, what kind of support they would need. So, we do trainings with NGOs and with other officials around that. (A003)

The social entrepreneurs in our sample further emphasized that their work is geared towards building inclusive societies, and that to that end they also purposively connect people from various backgrounds to promote the value of diversity focusing on our common humanity. As one social entrepreneur described it:

We see the magic of actual human contact. Though right now it is not their way of thinking... As soon as they see each other, the person at the human level, everything changes and it is really magic. For example, we have a program at [initiative name] named [program name] and refugees will live with a [host country] family for three months to one year to match people. For us, it is another way of connecting people, and not only for housing. We managed to match people based on their future projects. For example, a [home country demonym] physician going to live with a [host country demonym] physician—this personal contact hugely changes everything. (A007)

Their entrepreneurial action of customizing solutions to the migrant communities is strengthened by their empathic comprehension of those communities and, in turn, their empathic comprehension is strengthened by customizing the solutions as they develop their initiatives. Therefore, because of this interaction, the social entrepreneurs are able to include beneficiaries and their voices into the solutions, which requires this insider understanding.

4.5.3 *Emancipating their own community*

Problem: The stigma associated with the “migrant” label. The social entrepreneurs in our sample described the stigmatization of people from their communities, noting especially that language surrounding migrants and migration in

their host countries often does not treat them with respect or dignity. They highlighted language that maligns and/or victimizes migrants, framing them as liabilities or dependents instead of as full citizens or equals. As one social entrepreneur, who led an initiative focused on financially empowering migrants, described it:

If I say to you, 'Do not worry you are poor. I will help you because it is my responsibility as a state to help you.' But this help, this assistance, has no limit. I am telling you have to make no effort. And I think this is not good for the benefit of the person. (A001)

Our findings show that the social entrepreneurs in our sample who worked in Europe were more critical of seemingly more prevalent victimizing paradigms surrounding the discussion of and solutions provided to migrant communities, which one social entrepreneur described as a potential negative side effect of their welfare state systems:

Every time I tried to go to an association in [host country name], they treat you as beneficiary and they set up social assistance. I felt that this killed my dignity, and even killed my ambition to do other things. Because the main thing they say is, 'We are here to help you to survive and try to do something to survive'. You are going to survival mode. You are not given opportunity to be a little bit more. (A007)

Political and media narratives reinforce these stigmas with myopic or inaccurate negative portrayals of migrants and their impacts on host countries. As one social entrepreneur explained, constant experiences of this stigma can damage migrants' senses of self, and even become debilitating:

I have seen close friends, when they are meeting local people or when they are presenting themselves, 'Okay, my name is so-and-so and I am a refugee.' It gets to the point that people really lose their identity. They say, 'Okay, I am a refugee,' and then accept everything that is going on. They become that recipient. (A005)

Social identity dimension: Positive self-concept in relation to group membership. Our findings reveal that the social entrepreneurs in our sample all embraced a positive self-concept in relation to their membership in the migrant community that they asserted in several ways, allowing them to counter the existing stigma. First, they attempted to push back against preconceived ideas and biases, positively influencing perceptions towards migrants. As one social entrepreneur described:

People who have done their studies, who have been to universities in their home countries—Syria, Afghanistan, Somalia, everywhere—when they come to a new country, they are still the same people. They are motivated. They have the skill. They are proficient. They have created a career for themselves in their countries. (A005)

Second, the social entrepreneurs aim to create awareness about migrants by sharing information about their background and generate empathy for their situation by telling personal stories, as one social entrepreneur who started an initiative to fight xenophobia and now also includes other groups that encounter prejudice, noted:

We have [project name], which is a storytelling event to share narratives of people with a negative label within the [host country demonym] society—to connect beyond each other's labels and to see each other as a human being again. (A004)

Third, the social entrepreneurs do not only focus on influencing perceptions towards migrants, but also on influencing migrants' self-perception by boosting their confidence (e.g., ensuring an equal position within the initiative) and inspiring them to go beyond host country societies' expectations. For example, one of the social entrepreneurs who started a catering company to provide jobs for female refugees from their home country explains this impact on migrants' sense of self:

So, having a purpose in life and waking up every day, having something to do is obviously huge... People text them now and send them pictures of the product at [well-known supermarket name] and on the shelves. Then there is a picture of us in the [well-known supermarket name] for marketing... That sense of pride is huge, because this is all your doing. So, that gives them a great sense of independence. (A018)

Finally, our findings show that the social entrepreneurs in our sample asserted a more positive and complete self-concept by explicitly stating that they are more than refugees or victims, and that they want to be perceived as multi-faceted professionals, emphasizing the importance of rejecting stigmatizing labels:

I think it is part of who I am. So, it does not really define me as a person, but it is more about part of me and it is a fact. So, for me it is not insulting. Because when you say, 'You are a man, you are an Arab, you are a Muslim,' you know it is a fact. So, I am a refugee, but it is not only that, like much more than that. So, this is how I see it. (A004)

Entrepreneurial action: Empowering through taking ownership of solutions.

Our findings reveal that, in the process of founding and/or leading initiatives that address stigmas against migrants, our sample social entrepreneurs empower

themselves and their communities through taking ownership of the solutions to their problems. The social entrepreneurs frequently described that they acted out of necessity—not necessarily economic necessity, but psychological necessity—feeling compelled to take control of their own lives, narratives, and identities, as in the following example:

And basically, that was not who I was, or that was not who I think I was. I am not broken. I studied medicine. I have been doing my studies and work. I have traveled to a lot of countries. I had the experience. I am not that. And that is really why I was furious. I took this project as a personal challenge. I was desperate to do that actually. And I think it is the desperation that helped a lot. (A005)

These social entrepreneurs reclaimed their dignity by starting or leading initiatives to address the problems they and/or their communities faced. They also emphasized the importance of lifting themselves up based on merit for their self-worth. To illustrate this choice, one social entrepreneur, who started a restaurant to prepare young and vulnerable refugees to enter local labor markets, explained why they favored self-elevation to so-called “charity”:

If someone gives me that [amount of money] as a gift ... I have said it from day one, I do not do that. I do not want that. While there are many [host country name] institutions that accept that and just do it—and it is also good; they must choose for themselves—but I could not sleep if I felt like a beggar. So, I consciously choose, [an amount of money], not to accept that. But to choose for my pride and to say, ‘I did it myself.’ And I think that is a piece of knowledge and expertise that you have to take into account in the [host country demonym] or Western way of thinking and implementing policy. It is setting it up yourself, doing it yourself, feeling worthy of yourself. And I think that is often forgotten with charity. (A011)

The social entrepreneurs express an ambition to create their own opportunities and that their activities in that regard are valued, especially since in both Europe and the United States there is a popular trend towards more entrepreneurial solutions to tackle problems related to migration. For instance, various entrepreneurial programs exist to support the start-up process of their initiatives, as described by one of the social entrepreneurs:

If we are not able to find a job, we create a job. We create the chance or the place to work and earn money. And that's very rewarded and appreciated here in the [host country demonym] system. Because there are now many government services, or even initiatives from the local [host country demonym] people, to help us set up our business and entrepreneurship work. (A004)

As such, setting up their own initiatives or leading existing initiatives is emancipating, because the social entrepreneurs get access to resources and gain independence and power to solve the social challenges related to migration in their own way free of notions of dependence or subservience.

In addition, the social entrepreneurs served their own communities vicariously by being successful, and vice versa, as described by one of the social entrepreneurs on how role modeling the possible pathways in life for people with a migrant background is important:

People think that all immigrants are the same, but they are not. People think that all women are the same, but they are not. It is kind of role modeling to showcase what is possible—role modeling to showcase that everybody is different and that we should not be stereotyped or categorized into a specific category. (A017)

Finally, similar to their own emancipation, the social entrepreneurs' initiatives in our sample allowed migrants to reclaim ownership and control of their lives by providing them with access to information, various forms of capital (e.g., social, financial), and other tools necessary for navigating their host countries and creating opportunities for themselves. One social entrepreneur, who developed a successful model for economic and community development, explained this as follows:

We talk about giving people tools that they can use to build a life for themselves. So, a job is a tool. An affordable home is a tool. A loan is a tool. A scholarship is a tool. You have to take that tool and put it in the box and then bring it out and use it to build something for yourself. (A016)

The social entrepreneurs in our sample often mention that their aim is to create an empowering community with host and home country actors that support migrants in their own efforts towards building a dignified life. Their entrepreneurial action of empowering themselves and their communities through taking ownership of the

solutions to their problems is strengthened by their positive self-concept in relation to their group membership and, in turn, their positive self-concept is strengthened by empowering themselves and their communities through taking ownership as they develop their initiatives. Therefore, and because of this interaction, the social entrepreneurs are able to emancipate their own community, which is necessary to address their marginalized or disadvantaged status in host countries.⁶

4.6 Discussion

With our study on social entrepreneurs from migrant communities who aim to address social challenges related to migration, we contribute to the entrepreneurship and social entrepreneurship literatures in the following ways. First, we put forward and develop the conceptualization of *insider social entrepreneurs* as individuals from marginalized or disadvantaged communities who start or lead new entrepreneurial ventures to solve problems they have insider experience with. In our case of analysis, these problems include: migrants facing adversities; migrant voices being excluded from the solutions; and the stigma associated with the label “migrant.” These social entrepreneurs are at the center of the problems they aim to address and identify with the groups they are serving. This insider experience and understanding shape various dimensions of the social entrepreneurs’ social identities and entrepreneurial actions that define their unique approach to address social challenges, aiding both their communities and the social entrepreneurs themselves.

We identify and describe three distinct mechanisms through which social entrepreneurs’ social identities as members of the marginalized or disadvantaged

⁶ For additional quotes exemplifying the underlying themes discussed in this section, see the appendix for this chapter.

communities they seek to serve (in our case, as members of migrant communities) interact with their entrepreneurial actions. In (1) *navigating multiple systems*, these social entrepreneurs move between and identify with multiple groups and communities, enabling them to recognize and create opportunities to address problems that their communities face. This mechanism resembles a similar process identified in the literature on transnational entrepreneurs (Drori et al., 2009; Light, 2007), and may be particularly valuable in informing and addressing social challenges that span borders, like migration and poverty, that require an understanding of different contexts. Building on the literature on “underdog entrepreneurship” (Miller & Le Breton-Miller, 2017), we also find that social entrepreneurs from migrant communities navigate multiple contexts and create opportunities despite their marginalized or disadvantaged status by practicing *adaptive perseverance*— which we define as the act of persistently working towards their objectives while remaining flexible in their approaches to reach them. This finding could be extended beyond the migrant community context to inform research on entrepreneurs from and/or within other marginalized or disadvantaged communities. For example, female entrepreneurs may be forced to navigate multiple systems to gain access to resources, requiring adaptive perseverance and an ability to identify with multiple communities, perhaps at higher costs than their male counterparts.

In (2) *including the beneficiaries*, these social entrepreneurs make sure that the voices of the individuals they seek to serve are included in the development of their social ventures. We find that the social entrepreneurs’ empathic comprehension of the communities whose problems they aim to address through entrepreneurial actions allows them to customize their solutions to fit the communities’ needs. This mechanism resembles the entrepreneurial actions of communitarian founders,

identified by Fauchart and Gruber (2011), who develop products and services for customers based on their own unmet needs. However, in our case, the entrepreneur is also trying to solve social problems that the community is facing. Therefore, the entrepreneur may shift from being a communitarian to what Fauchart and Gruber (2011) called a missionary founder, with wider goals of serving society. We find that, as in cases in the literature on subsistence entrepreneurs (Nahapiet & Ghoshal, 1998; Viswanathan et al., 2014), social entrepreneurs from migrant communities create effective and valuable solutions for these communities by drawing on shared life experiences and reference points. In addition, we find that, as in cases of compassionate entrepreneurs (Shepherd & Williams, 2014; Williams & Shepherd, 2018), these social entrepreneurs can often access unique resources through their strong ties, because they are part of the communities they seek to serve. Finally, we find that in including the beneficiaries, solutions are developed that tend to put humans at the center of entrepreneurial models. For example, entrepreneurs with a chronic disease or disability similarly have an empathic comprehension of the needs of others from their community and may be best placed to develop solutions for their own community, clearly including beneficiaries in their business models.

In (3) *emancipating their own communities*, social entrepreneurs from migrant—and other marginalized or disadvantaged—communities work to overcome the victimizing and denigrating stigmas associated with their community labels. We find that their positive self-concept in relation to their group membership in the migrant community plays an essential part in challenging the negative emotions and values associated with their social identity. The social entrepreneurs add new dimensions to the in-group for comparison to the out-group (e.g., personal and professional) and positively change the value assigned to group characteristics (e.g.,

resourceful, resilient), which resemble the possible reactions towards threatened social identities discussed by Tajfel and Turner (1979). Through this self-(re)conceptualization and the attainment of success in their ventures, they do not only emancipate themselves, but become positive and empowering role models for other members of their communities, ultimately benefitting them as well. We also find that their entrepreneurial actions in this (and other) respect(s) is empowering themselves and their communities through taking ownership and developing their own community-owned and -operated solutions to the unique challenges they face. These actions provide the members of marginalized or disadvantaged communities access to resources and the opportunity to reclaim their own narratives. These findings resemble those of prior research on victim entrepreneurs, whose emancipatory processes transform individuals previously labeled as dependent or helpless “victims” from these categorizations and grant them degrees of autonomy (Rindova et al., 2009; Williams & Shepherd, 2016b).

Through our exploration of this third mechanism, we contribute to analyses of entrepreneurship as emancipatory—as “the act of setting free from the power of another” (Webster’s Revised Unabridged Dictionary, 1996)—by seeking autonomy, authoring new or adjusted rules of the game, and making declarations to mobilize support for the intended change (Rindova et al., 2009). Similar to the understanding of entrepreneurs’ intent from an emancipatory perspective, social entrepreneurs seek to disrupt the status quo and change their position in the social order. Social entrepreneurs from marginalized or disadvantaged communities seem to be especially able to elevate the status of their own communities given they have a representative function and provide empowering solutions. Our findings suggest that these social entrepreneurs are able not just to emancipate themselves through their entrepreneurial actions, but

their entire communities. Our study sheds light on the transformative power of social entrepreneurship that goes beyond addressing specific social problems to help raise the status and value of the communities that the entrepreneur identifies with and represents. For example, former convicts who have served their time and are starting a company to work on reclaiming their own dignity and removing the stigma that stains their community. If successful, these entrepreneurs may pave the way for others to follow suit.

Our study makes a second theoretical contribution at the intersection of entrepreneurship and identity by highlighting the specific role of a salient social identity—identification with a marginalized or disadvantaged group—in the process of creating “opportunities” to address social challenges related to this group membership. There is a heterogeneity in social identities that shape behaviors and actions in entrepreneurial settings as described by Fauchart and Gruber (2011) and Wry and York (2017), the latter who focused more specifically on social entrepreneurs. Founding a venture is an act “infused with meaning,” as it is “an expression of an individual’s identity, or self-concept” (Fauchart & Gruber, 2011, p. 935). As such, a venture can become an extension of a founder’s identity. For example, we describe how identifying as a migrant with a positive self-concept, as opposed to a stigmatized categorization, can lead to the creation of ventures that empower their own community. Furthermore, similar to Shepherd and colleagues’ (2019) notion of a bidirectional and dynamic relationship, we find that, in turn, empowering one’s own community also leads to a positive self-concept in relation to their group membership. Our study shows how dimensions of social identity and entrepreneurial action interact in a setting where there is a clear in-group that suffers from a lower status compared to an out-group, which has not been explored so far. For members of marginalized or disadvantaged

communities, it is extremely difficult to disassociate from the in-group or change the out-group, making the social entrepreneurs' group membership and categorization especially salient (Hogg et al., 1995; Stets & Burke, 2000). For example, during the so-called "migration crisis" in Europe and the United States, social entrepreneurs from migrant communities identified more strongly as migrants. Therefore, the role of self-interest in entrepreneurial motivation and decisions-making is exacerbated and combined with concern for others. In addition, self-evaluations are based on the attainment of a sense of dignity and wider social inclusiveness for one's self and one's community. These unique motivations and self-evaluations will uniquely affect social entrepreneurs' actions and behaviors.

Third, in addition to these theoretical implications, our study also has important practical implications for actors who seek to serve marginalized or disadvantaged communities by warranting the participation of social entrepreneurs from those communities in the development of policies and solutions, drawing on their insider understanding and experiences to best effect social changes. We find that this insider perspective, combined with their ability to navigate host country institutional environments, puts these social entrepreneurs in a unique position to assess, communicate, and address the problems facing these communities. The solutions they advocate for or develop address these problems in effective, inclusive, and destigmatizing ways. Acknowledging the important part social entrepreneurs from marginalized or disadvantaged communities play in addressing social challenges through the specific mechanisms highlighted in this study, promotes a more inclusive view of social change actors and can altogether generate positive social change by adding to the diversity in entrepreneurship research.

4.6.1 *Limitations and future research*

Our study has several limitations that future research could help to address. First, our research did not include data over time, but mostly relied on the sample social entrepreneurs' self-reflections on their approaches and their entrepreneurial journeys. Future research could thus perform longitudinal studies to further tease out the mechanisms that underlie the process of these *insider social entrepreneur* from marginalized or disadvantaged communities who are at the center of the issues they aim to address, potentially yielding additional insights into the relationship between dimensions of their social identities and entrepreneurial actions, both of which may vary with their evolving understandings of the problems affecting the communities they seek to serve, and the way they recognize or create new opportunities or approaches to solve them.

Second, while our focus on more stable and economically developed countries hosting migrants from less stable and economically developed countries could be seen as a limitation, this situation also makes it an extreme case of marginalization that enables us to highlight the unique aspects of entrepreneurship involving excluded or disadvantaged communities. Our findings reaffirm that one of the biggest differences between the institutional environments is that European countries have a welfare state, albeit in different forms, and the United States provides a more entrepreneurial setting (Bacq & Janssen, 2011; Kloosterman, 2000). Despite noteworthy differences between Europe and the United States, the three mechanisms we found that consist of interactions between the dimensions of social entrepreneurs' social identity and entrepreneurial actions are similar across these institutional environments, indicating that social entrepreneurs from migrant communities have a unique way to address social challenges related to migration due to being at the center of the issues they aim

to address. Future research could examine the generalizability of our findings on how social entrepreneurs who have experience with the problems their communities face, emerge and operate in different institutional environments and focus on other issues of underprivileged groups, such as age, gender, disabilities, race, religion or economic status.

Third, our conceptual model is the first framework that provides insight into social entrepreneurs from marginalized or disadvantaged communities who are at the center of the issues they aim to address. New investigations into different elements of the interactions between dimensions of social entrepreneurs' social identities and entrepreneurial actions, and the interactions between the three mechanisms we identify, could further this framework's depth and development. Although the three mechanisms identified contribute in their own right to the entrepreneurship and social entrepreneurship literatures, we also believe that the three mechanisms studied together may provide an additional contribution. We note that these three mechanisms through which the social entrepreneurs' social identity and entrepreneurial action dimensions interact may be mutually reinforcing, bolstering their efforts to address the problems facing migrant communities they associate with. That is, an increased ability to navigate multiple systems could improve the inclusion of beneficiaries in solutions, which, in turn, could elevate the status of the community, and vice versa. However, the conditions for the mechanisms to be positively reinforcing need to be further investigated. These mechanisms and interactions develop our initial understanding of a broader under-investigated phenomenon of *insider social entrepreneurs* from marginalized or disadvantaged communities who are at the center of the issues they aim to address, and provide insights into the novel ways that entrepreneurship can contribute to tackle social challenges that take place at the margins of societies. Future

studies could also validate our model through quantitative tests on the relationship between the underlying concepts we put forward in our framework.

4.7 Conclusion

We hope this study encourages scholars to pursue “an important direction for entrepreneurship research that considers the entrepreneuring that occurs in contexts not traditionally considered within the domain of entrepreneurship, through which individuals and groups seek to change their worlds” (Rindova et al., 2009, p. 489). Too often, people from marginalized or disadvantaged communities are perceived solely as beneficiaries of aid, entrepreneurship, and other services and solutions while research on *insider social entrepreneurship* can develop our understanding of possible new pathways towards more diverse and inclusive societies. Especially, because the social entrepreneurs’ efforts to address the multi-faceted problems that marginalized or disadvantaged communities face often do not only affect these communities, but also the host countries in which they reside. The scholarly community can do their part by shedding a light on these underinvested phenomena that could provide insight into more effective and humane solutions for the large-scale social challenges we face in the world today.

4.8 References

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Appendix Representative Data

Aggregate dimensions	Second-order themes	Representative data
Multifaceted problem	Migrants face adversities	<ul style="list-style-type: none"> • It was not easy, because when I came to [host country name] I did not know anyone here and did not know anything about here. So, it was not very easy. It took some time and energy to really start to build a network that I can rely on. (A004) • You have to imagine that they are young people under 18 when they enter [host country name]. Most of them are 15, 16, sometimes younger. They already had passed through a very bad period. They made a journey that you do not wish upon your worst enemy, and that completely on their own. (A011)
	Migrant voices are excluded from solutions	<ul style="list-style-type: none"> • I mean, the people who are facing the problem are powerless. They don't have the network and they don't have the power. They don't even have the tools to communicate. So, what happens is that the people at the level where they have to make policy change, they most of the times come from privileged backgrounds that they can afford to be in those positions and they've never seen what happens at the grassroots level. (A013) • The second thing that puzzled me is that many people talk about the fact that refugees should have a voice and participate as decision makers, but I rarely see that operationalized, like actually happening—except for consulting a few people in the community to design a program for example. And the program is already designed, right? You design a program and then you seek input from the community. Which is great, but it really leaves out refugees' own leadership structures and refugees' own initiatives. (A003)
	Stigma associated with 'migrant' label	<ul style="list-style-type: none"> • In [month name], we did a workshop with one bank during this conference. It was very frustrating for me, because they told me, 'You know, obviously, the refugees or the people who came from [home continent name], they have a lot of problems and I don't feel comfortable to work with them, because maybe they can steal from the bank or something like that.' For me, it was terrible to hear this kind of prejudice or labels. (E006) • If the media's portrayal of refugees is always in this needy, hungry, traumatized, never empowered perspective, then that is going to have an effect on how we look at funding, how we look at policy, how welcoming any nation is towards that population in terms of immigration policy or asylum seeking. (E007)

Ability to identify with multiple communities

Having a transnational perspective

- With [project name], because where I came from, like in [home country name] as well as in the [home country region name] in general, the elderly people are part of the family—the close family. And here in [host country name], because of the lifestyle, it becomes more in elderly homes. So, that was in a way heartbreaking for me. So I thought, ‘Well, I can still do something for even the [host country locals’] elderly people.’ So, that is how I started [project name]. (A004)
- Just an example: Here we have a group formed by people from [home country name], and after the crisis there was one member of the group that went back to his country with his family. But once back there, he created a group of this kind, just because it is important. Everything is related. If we focus on the individuals and work with them, since individuals are very mobile and they move, if they acquire capacity-building, whenever they go, wherever they go, they can try to make this knowledge benefit for their new community. (A001)

Having a systemic view

- In [host country name], there is no specialization in law school, so you have to do your specialization. You have to get specialized in what you want to specialize in as a practitioner once you are working. Now, I’ve been doing that for the last few years, but in the area that I work in, which is at the intersection of immigrant rights, workers’ rights, and also gender equity, there is not a real academic or even a practitioner body of work yet, because it’s still very new. So, I have had to do this work. You have to really piece together an education for ourselves once we are doing this. (A022)
- But underlying that is, what I said about [host country name]: People can say that they want to hire diverse talent, but actually their systems are set up so if you get a resume with [university in home country name] or [other university in home country name], that resume gets put in a reject pile. Because, as you go down into the systems of hiring, people are not educated about anything around this. And so they just assume that, because they’re not from a [host country name] university, that they are not qualified. It is a lot of bias that is built into these systems. (A026)

Professional and personal characteristics are distinguishing

- My first venture was when I was sixteen with my mom in [home country name], which was a vocational school. Because there are a lot of problems of unemployment, what we wanted to do is we wanted to create a solution there. And my current startup is also in education. It is in tech. (A013)
- I was speaking with [social entrepreneur name] just yesterday. I think particularly, if you have the opportunity to talk to him, because he is an exceptional man. Came here as a [home country demonym] refugee, unable to speak a single word of [host country language], and he is now leading the biggest refugee NGO in [host country name]. It is a phenomenal story and he is there on sheer talent. But he is so good at what he does. (E001)

**Empathic
comprehension
of community**

Central role own
experience with
migration

- Meanwhile, during the same time, I have been contacted by the social entrepreneur [individual name] who set up the self-funded communities—the model. So, I got engaged in this model as a beneficiary first. I was a beneficiary in order to raise some money to face a possible need in my daily life, and also to build the kind of network of people that could help each other. That is why I thought that this kind of model will be interesting for me. So, I created a self-funded community with some [home country name migrants] people to save money together. (A001)
- It all came as a personal challenge—as a personal project based on my experience when I was in the street, or what was going on. The lack of information in terms of the asylum process, in terms of the language, in terms of integration. It was a terrible experience. So, the project was based on that, and I was thinking, ‘Okay, how can we do something different.’ (A005)

Human-centered
approach

- We thought, ‘Instead of having them go and bag in supermarkets, why not actually make something out of this, since this is a great opportunity and the food they make is delicious? They have amazing cooking skills. So, why not capitalize on these skill sets and make something out of it?’ (A018)
- They come from the same zero expectations. And somehow they figured it out. And now, 35 years of doing scholarships and programs for young people like that, we see them everywhere. I mean, [city name in host country] and [other city name in host country]—they’re in business, or in medicine, they’re in law. All this other stuff. But it’s purely because something inside of them wanted something more. (A016)

Having a greater
vision

- I think it all comes down—and this might sound cliché—but it all comes down to the one. I mean, we have already endured I don’t know how many years of school, how many years of real world experience, how many years just trying to take care of our families. I mean, this is the moment where you say, ‘Okay, this is not only for me, but it is a greater purpose, too.’ And that is what just keeps going. (A020)
- Because the thing is that whoever we bring into our collective has to be aligned with our goals of the program—has to have the same values as us in the sense of, you know, they have to be risk-takers. They have to be willing to take initiative. They have to be willing to take the time to commit to their craft in order to improve it. They have to be people that put egos aside, you know, because we’re not in competition with each other. You’re going to be in a room of a lot of talented people, and so for us one of the quotes that we always say is, ‘When one rises, we all rise.’ (A014)

**Positive self-
concept related
to group
membership**

Elevating position
of migrants

- I try as much as possible to just show the humanitarian side of things. So for us, I mean, we're like anyone else. The fact that we were raised in another culture just makes it a bit more interesting and intriguing for you to see us in a different light. And I think that the fact that we are able to show our country in a different way—I mean, you've seen the news and it's not just [home country name], when they want to make something ugly they can make it ugly. You know what I mean? It is just sad, because that is what people see. And for some people that live here, they have never even been to that side of the world and they don't know, so they see this and they're afraid. Because they don't know what to expect. So, when they see the people, they always have this stereotyping, and to be able to break those barriers and those stereotypes is great. (A018)

- The first thing is to see migration as something natural and positive. Yesterday, we had a meeting with some people from [platform name] and another organization in [city name in host country]. They are trying to launch a new kind of program—propaganda—and the slogan, I think, is quite interesting, because it says, 'Life begins with migration.' They are taking a very, let's say, simple example. If you take the case of the spermatozoid, it begins with migration. I think it is something so natural, and we should really focus on what is the benefits of migration than taking it as a problem for social cohesion. (A001)

Creating awareness
and empathy

- They are also heroes, because if I put myself in their shoes, or any sensible person puts themselves in the shoes of a child of 13, 14 without money, without your mom or dad, you have zero safety nets, and you are literally sometimes in a rowing boat in the middle of the sea, then see if you can save yourself. If you're not a hero then, I don't when you are. (A011)

- A lot of these websites who sell artisans' things—not that I'm trying to talk badly about them or downplay—but they are selling things from people that come from undeveloped countries, third world countries. And the reality is that they are here. You don't have to go to Africa or Salvador or whatever to find these people. They are here. They have emigrated from their countries to here, and here they are struggling to make money. They're struggling to sell their items that they were selling in their countries. So, for me, it is really important that people know that. They don't have to go elsewhere. Immigrants are here and they need help. So, that is part of the storytelling piece that I want to figure out: How to sensitively talk about it in a way that is compelling but also protects our artisans. So, it's kind of a balance. (A014)

Building self-confidence of migrants

- When they are in a difficult situation, which is being an asylum seeker coming to a country yesterday without knowing anyone and not having the resources needed to integrate yourself into the country, you don't have to feel like being zero. For us, we are trying to say that, 'Okay, we have this project for you and you don't have to be that. You can actually be who you were when you were in your country'. (A005)
- But our objective is not for them [meaning migrants participating in the initiative] to make an effort that they cannot support, but to see that they can. If they can save €5, it is okay. If they can save €10, it is okay. It is a process for them to say, 'Okay, I never imagined in my life that I could, but I see that I can.' And this is really the work. It is at the level of the mindset of the people—the migrant—not to see them as condemned in a situation, but to see that there are possibilities for improvement for them. (A001)

Rejecting being labelled

- I have friends that actually don't know I am a refugee. They include you like an equal. And it is not nothing. They don't call me a refugee. So, what I have noticed—it always comes down to how you present yourself. How you imagine yourself. How you identify yourself. And it is an important thing. (A005)
- So, the question is, 'Okay, you are a refugee, but for how long will you stay a refugee?' So, it is not like forever. It is a phase in your life. You passed it, and now you just go on with your life. To just have the label, or to call someone a refugee for the rest of his or her life, it is like—yeah, you know what I mean? (A004)

Creating opportunities through adaptive perseverance

Resilience

- So, I decided to avoid these negative comments, rather than taking their negative energy—to educate people on immigrant impact, rather than focusing on these negative comments. (A015)
- I had to navigate a lot of circumstances that required a growth mindset, resiliency, and adaptability. Not every immigrant is that way, but a lot of them are, because there is a lot of sacrifice that comes from family. And there is that hope. So, there is that contrast, what we have and what we don't. If I was born here, I don't think I would have had that kind of drive, because I would take a lot of the things kind of for granted, given to me versus having to earn it. So, I think a lot of those qualities come as a result of that adversity as an immigrant. (A017)

	Perseverance	<ul style="list-style-type: none"> • The plan was, we try now to apply for big funds, so that we are funded at least for one year, or like a three years' programs that we can run and that will help us to do this. But until now, we were not able to get such funding, and that has actually lead us now to try to find a part-time job to support ourselves. At least to survive and next to it still do this until we can get this big fund. Because we can make a lot of impact, but we also need to pay our rents, we need to pay our food. It's great, but we also need to survive. (A004) • I think I should make a kind of differentiation between their case [meaning migrants working at NGOs] and mine, because they are working in organizations that really have a program for migrants, because they get a salary. But in my case, it goes beyond having a salary or not. I've been once without salary. It is more about social engagement and commitment than. 'They hire me, they pay me, and, if they can no longer pay me, I go.' (A001)
	Resourcefulness	<ul style="list-style-type: none"> • I hustled. I went to every event possible. I sent every email to any person I thought would be useful. I mean, I just went to every conference and every person. And the first three years I don't remember sleeping like a normal person, because I was always away. Either I was a full-time student and running my business, or running my business and doing a job, or running a business and making a network. There was always something happening. (A013) • I think what is really clear is that they put in place very clever programs that don't cost any money. I'll give you an example: One of the organizations that we've been working with, they maintain at the community a list of employers who are safe, and a black list of employers who don't pay people, and they give the information right away to everyone. (A003)
	Constant learning and adapting	<ul style="list-style-type: none"> • There's still something I need to learn again: And now my challenge is to talk to investors and convince them to give us money. We need financial support, and for that I see this is the challenge. I can see that I need to develop, and to become successful in my new experience. (A015) • So I think, as social entrepreneurs, we have to be creative and scrappy and really bring every creativity and intellect that we have to the table. To try different things and see what works. If things don't work, learn from it and move on fast. I think that's probably the best strategy. (A026)
Customizing solutions to needs community	Effective grassroots solutions	<ul style="list-style-type: none"> • Migrants are, let's say, more receptive, because most of the time they are really used to this kind of model in the countries of origin. When we explain to them, they say, 'This is what we do in my country; we call it this way.' For them, it is not really something new. (A001)

- So, then we give them some support, any support they want actually, to apply to colleges. But we don't say, 'Hey [well-known university name], you got to help this poor young person.' No, you got to be as smart as everybody else. So, then they get into [well-known university name]. They are from a local high school here. So, they might be the 4.0 at [high school name], when they get to [well-known university name] they are a C. They are very average and their social capital is not there. So we feed that. (A016)

Bridging the gap • [project name], because in a lot of solutions that have been created, the users or the people for whom the solution has been created were not really included. I'm talking more about policy when it comes to integration, when it comes to hosting refugees. For example, companies about the intercultural dialogue, about the newcomers and about how do we deal with them, and all these kind of issues. So, we thought, 'Okay, both of us have been in the procedure.' In a way we are the customer journey, you know? So, that's how we share our knowledge and information. (A004)

- I feel it has to be social entrepreneurs who can bridge that gap, because they are the ones who have seen the problem on the ground, have been in touch. And they are the ones who are building solutions that can help create those policies. I don't think any person, can be a leader or politician, they can bridge the gap. They cannot. It has to be a social entrepreneur, because they are seeing both sides of the table. And I don't think there are solutions that are doing that right now. (A013)

Building an inclusive society • I felt the need to connect people and to help people share their languages, cultures—also to learn new languages. And this is what really drove me to bring [initiative name] in this city. So, we have started one year now and it has become really amazing. The community—now we have more than 600 participants. (A002)

- So, our mission—I don't know if you read it—was: Food helps bridge the cultural gap between us. And I think that's beautiful, because it does. When we sit down to eat, it doesn't matter what your color is, what your religion is, what your race is, what you are, where you're from. When we sit down to eat, we all eat, and if the food is good then we—you know, it's definitely, we all share it. (A018)

Empowering through taking ownership of solutions Reclaiming own dignity through initiative

- In [home country name], we have this spirit of entrepreneurship. So, if we are not able to find a job, we create a job—we create the chance or the place to work and earn money. And that's very rewarded and appreciated here in the [host country demonym] system. (A004)

- Also, if you would see me two years ago to talk about [initiative name] and compare it with my speech at the last event, you would see that there is a really big difference. So, two years ago when I launched it, I still had some point of, like, un-confidence in myself to speak in public. That was a big challenge for me. But then I thought that it is my own kind of baby product. I launched it and it grows. (A015)
- Getting access and power through initiative
- For me, this is a place where I can innovate, I can bring about my ideas on what we are doing. So, in this capacity or with these frameworks, it is important to me to put in practice my findings or my capacity and to innovate. (A001)
 - This project, this product, helped me gain a lot of skills, gain a lot of social network. And the professional network and some financial resources all helped me to do another project. Now, I don't worry about it. I know some projects would work, or not, but it doesn't matter. At a minimum, I daily run the project. (A007)
- Serving own community vicariously
- A few months ago, a refugee—a female lady—she told me that, 'Before [initiative name], I was only at home. I never felt like going out. I never felt like I wanted to see anyone. I felt strange. But when I saw you—very active and you are a girl and you are very energetic—this gave me so much energy and I felt I also want to be like you.' And she always came to our classes. So, it was really remarkable for me, and really touching. I feel it is really amazing. (A002)
 - Actually, what we see now are people with the sheer ability. They got the lived experience and they are undoubtedly the best person to do the job. And that is hugely exciting. But then the role model that gives to the other refugees and migrants that is amazing. That sense of what they can do. (E001)
- Support in taking ownership
- I wanted to have a powerful platform where immigrant women can help each other. It can be a job referral or just listening to each other, empowering each other, helping each other with advise. (A015)
 - It stems off of the belief that people are capable of getting themselves out of poverty if they are given the resources to start. A lot of the times, people cannot get out of poverty because emergencies happen, things happen where the money that they save for a little while ends up going. So, they never catch a break. You know what I mean? And so we are basically saying, 'Let me give you a break. Let me provide you with some start-up money to do what you love, what you are passionate about.' (A014)
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Chapter 5
General Conclusions

5.1 Theoretical Implications

This thesis contributes to the social entrepreneurship and entrepreneurship literatures by further developing knowledge about the indirect discursive practices and direct entrepreneurial actions of social entrepreneurs and their ventures to address societal challenges, responding to the call for disciplined exploration of the phenomenon of social entrepreneurship “as a form of organizing in the spectrum of private action for public purpose” (Mair, 2020, p 1). The solutions that stem from the social entrepreneurship field often rely on market-based approaches combining entrepreneurial action and social value creation (Doherty, Haugh, & Lyon, 2014), which has opened up ample avenues for theoretical development. In the extant social entrepreneurship literature, various theoretical perspectives have been used to develop our understanding of how social entrepreneurs and their ventures work towards their organizational goals. By contrast, the three manuscripts presented in this thesis connect the social entrepreneurship and entrepreneurship literatures with theoretical concepts from the literature on social movements, crowdfunding, and social identity, further refining and building theory focusing specifically on the attainment of social entrepreneurs’ social goals considering them as relatively novel social change actors.

The first manuscript takes a social movement perspective to investigate social enterprises’ discursive practices to mobilize action for social causes: motivational framing. The insights from this study, complement and refine social entrepreneurship theory in this area in two ways. First, a model is put forward illustrating the relationship between the rational and emotional dimensions of social enterprises’ motivational framing that, taken together, strengthen their mobilizing efforts. Most of the negative and positive emotional motivational framing tactics resemble that of social activists

(Goodwin et al., 2000; Jasper, 1998; Barberá-Tomás et al., 2019), but are found to create emotional tensions in social enterprises' public discourse. To overcome these tensions our model suggests that rational appeals and arguments function as a lever for social enterprises' motivational framing tactics. Second, this study provides insight into novel motivational framing tactics of social enterprises that depend on their key distinguishing characteristic of not only advocating for social causes, but also providing market-based solutions (e.g. products and services—Akemu et al., 2016). Social enterprises position themselves as protagonists that are leading by example and aim to demonstrate the impact of their solutions, which also shape the rational motivational frames in their public discourse. Social enterprises are found to simplify and morally justify the actions needed to solve societal challenges on the basis of a market-based logic, for example by appealing to individual feelings of ego and praise; and rational appeals of personal gain (e.g. win-win). These motivational framing tactics could relate to the acceptability of making egoistic motivations explicit in the market-based context, which is unusual in the social context in which social activists often operate. Taken together, the motivational framing of social enterprises' public discourse differs from that of social activists or commercial entrepreneurs. Audiences are not merely addressed as consumers, but also as supporters of the social cause and possible allies of the social enterprise. Therefore, the strategic potential of these discursive practices to mobilize action for social causes needs to receive greater attention in the social entrepreneurship literature. In addition, one of the implications of these motivational framing tactics, besides their strategic potential, can be a shift in morality from “other-oriented—where doing good to others is about our common humanity and asks nothing back” to “self-oriented— where doing good to others is about ‘how I feel’ and must, therefore, be rewarded by minor gratifications to the self”

(Chouliaraki, 2013:6). The public discourse of social enterprises could perpetuate this shift and risk altering the conversation from focusing on asymmetrical power relations to viewing relationships between supporters and beneficiaries as more instrumental (Vestergaard, 2014). It is important to recognize the opportunities and risks involved with the indirect discursive practices of social enterprises that combine the creation of economic and social value as they are increasingly included as a legitimate voice in tackling societal challenges.

The second manuscript links insights from the Elaboration Likelihood Model (ELM) of persuasion and motivational framing to examine the mobilizing power of cognitive and emotional appeals in entrepreneurial narratives in a prosocial crowdfunding context, where economic and social value are combined. The insights from this study, complement existing theory in this area in three ways. First, the study contributes to the entrepreneurship literature on the persuasiveness of communicated messages and their ability to mobilize action (Allison et al., 2017; Parhankangas & Renko, 2017) by demonstrating that the two routes of information processing, the cognitive and the emotional, lead to different outcomes in prosocial contexts. In these contexts, where entrepreneurial narratives are all framed as “doing good” and the individuals allocating resources are highly motivated, cognitive appeals are shown to be able to attract more resources than emotional appeals. This finding contests expectations based on the assumption that individuals in these settings, who are primarily motivated by the desire to create social value with their investments, are mainly driven by the emotional experience it provides (Wuillaume, Jacquemin, & Janssen, 2019). Second, the study contributes to the social entrepreneurship literature on motivational framing and the role of emotions in mobilizing support for social causes (Barberá-Tomás et al., 2019) by providing insight into settings where affective

language in entrepreneurial narratives can lead to detrimental outcomes, especially negative emotions. While negative emotions attract attention to social causes, they can also cause feelings of helplessness and inertia or signal investment unsoundness, which could counter mobilization efforts. Finally, one of the implications of this study can be the need to take into account the contextual differences in settings that mobilize people to allocate resources and engage in a transactional manner compared to settings that mobilize people to be part of a community of “change-makers” engaging in a more substantial manner (e.g. dedicating their time, networks, and voice) (Ruebottom & Auster, 2018). Thus, the effectiveness of cognitive and emotional appeals in entrepreneurial narratives might be influenced by both the way the context is framed and the attributes of individuals participating, and the nature of the mobilized action to support social causes.

Taken together, the first and second study of this thesis reveal that there is a need to refine our theoretical understanding of motivational framing and its mechanisms by taking into account the conditions under which its various rational and emotional dimensions could lead to various outcomes in different contexts. So far, the mechanisms and outcomes of specific motivational framing tactics in contexts framed in different ways, the attributes of targeted individuals, and the nature of the mobilized action to support social causes, have received little attention in the entrepreneurship and social entrepreneurship literatures. However, these elements could explain the seemingly contradictory findings of both studies in this thesis that focus on social enterprise discourse aimed to mobilize public support for a social cause and entrepreneurial narratives in a prosocial setting aimed to mobilize resources. In the first setting, social enterprise discourse approaches individuals as long-term allies in creating social change and positions the social enterprise as being unique. While in the

latter setting, the entrepreneurial narratives approach individuals as one-time lenders and position the entrepreneurs as one of many other prosocial investment opportunities. These contextual difference can significantly influence the outcome of motivational framing tactics and need to be further investigated.

The third manuscript takes a social identity perspective to investigate the approach of social entrepreneurs from marginalized or disadvantaged communities who aim to address societal challenges their communities face. The insights from this study, specifically based on the case of social entrepreneurs from migrant communities who aim to address social challenges related to migration, complement and refine entrepreneurship and social entrepreneurship theory in two ways. First, the study offers a novel conceptualization of the under-theorized phenomenon of *insider social entrepreneurs* as individuals from marginalized or disadvantaged communities who start or lead new entrepreneurial ventures to solve problems they have insider experience with. This insider experience and understanding shape various dimensions of the social entrepreneurs' social identities and entrepreneurial actions that interact through three distinct mechanisms, which are identified and described in the study: *navigating multiple systems, including the beneficiaries, and emancipating their own community*, defining their unique approach to address social challenges. The social entrepreneurs create effective and valuable solutions by drawing on shared life experiences (Viswanathan et al., 2014) and by accessing unique resources through their strong ties to the communities they seek to serve (Shepherd and Williams, 2014; Williams and Shepherd, 2018). Thus, the study extends our scholarly understanding of entrepreneurship as emancipating the entrepreneurs themselves (Rindova et al., 2009) to elevating and liberating entire communities. Second, the study contributes to theory at the intersection of entrepreneurship and identity by highlighting the specific

role of a salient social identity—identification with a marginalized or disadvantaged group—in the process of creating “opportunities” to address social challenges related to this group membership. For members of marginalized or disadvantaged communities, it is extremely difficult to disassociate from the in-group or change the out-group, making the social entrepreneurs’ group membership and categorization especially salient (Hogg et al., 1995). Therefore, the role of self-interest in entrepreneurial motivation and decisions-making is exacerbated and combined with concern for others. In addition, self-evaluations are based on the attainment of a sense of dignity and wider social inclusiveness for one’s self and one’s community. The study provides insight into how this identification uniquely affects social entrepreneurs’ behaviors and actions, adding to scholars’ understanding of the heterogeneity of social entrepreneurs’ social identities and approaches (Fauchart & Gruber, 2011; Wry & York, 2017).

5.2 Practical Implications

This thesis develops our understanding of the approach of social entrepreneurs and their ventures to address societal challenges and has implications for practice in relation to their indirect discursive practices and direct entrepreneurial actions. First, this thesis highlights the worth of investigating the public discourse of social enterprises as an important tool that is purposively constructed to create awareness and mobilize support from a wide range of dispersed actors to create social change. Social enterprises’ discursive practices can play an important role on multiple levels, for example by influencing perceptions on an individual level, by shaping norms on a socio-cultural level, and by pressing for regulation on a political level. To understand the role of social enterprises in tackling societal challenges it is important to take into

account that their market-based approach is just one piece of the puzzle to create social change, instead of a silver bullet as often portrayed in the social entrepreneurship field. Moreover, these novel ways of creating social change can have positive and negative effects that need to be considered (Marti, 2018). Nevertheless, the strategic potential of social enterprises' discursive practices can be leveraged by deploying the motivational framing tactics illustrated in the model in the first manuscript, which is developed based on the analysis of the discursive practices of four relatively mature and successful social enterprises in terms of their reach and support garnered for their mission. In addition, in constructing entrepreneurial narratives in prosocial settings, the insights from the second manuscript imply that to mobilize action in the form of resources one should not only take into account the audience, but also the context in which the narratives are shared and the pool of entrepreneurs to whom they are compared with as alternative investment opportunities. In the case of prosocial investment environments, crowdfunding and perhaps even impact investing, the audience is already emotionally engaged and motivated to "doing good." Therefore, entrepreneurial narratives need to put more emphasis on cognitive appeals and be cautious in using emotional appeals, especially avoiding appeals to negative emotions. Taken together, insights from both manuscripts imply that the mobilizing power of discursive practices in the social entrepreneurship field not only depends on the way the context is framed and the attributes of individuals participating, but also the nature of the mobilized action to support social causes. In practice, all these aspects need to be considered by social change actors that combine the creation of economic and social value in effectively shaping their discursive practices.

Second, this thesis also has important practical implications for actors who seek to serve marginalized or disadvantaged communities by warranting the participation

of social entrepreneurs from those communities in the development of policies and solutions, drawing on their insider understanding and experiences to best effect social changes. This insider perspective, combined with their ability to navigate host country institutional environments, puts these social entrepreneurs in a unique position to assess, communicate, and address the problems facing these communities. The solutions they advocate for or develop address these problems in effective, inclusive, and destigmatizing ways. More specifically, this study has implication for practice by stressing the key role social entrepreneurs from migrant communities play in addressing social challenges related to migration, making a difference in host and home countries with their entrepreneurial actions to create social value. The practical report developed based on the insights from this study makes recommendations to build an eco-system for impact where these social entrepreneurs are supported and their impact is amplified. In each area, the specific role that major institutional actors can play to create the needed change is highlighted⁷. In sum, acknowledging the important part social entrepreneurs from marginalized or disadvantaged communities play in addressing social challenges through the specific mechanisms highlighted in the third manuscript, promotes a more inclusive view of social change actors and can altogether generate positive social change by adding to the diversity in entrepreneurship research and practice.

⁷ Naimi, A., Hehenberger, L., Clewett, K. (2020) *Humans at the center: How social entrepreneurs with a migrant background are making a difference*. Esade Business School and Ashoka.

5.3 Limitations and Future Research

This thesis, similar to all scientific research, has its limitations related to generalizability, validity, and reliability that can be addressed in future research on the approach of social entrepreneurs and their ventures to address societal challenges. First, the studies performed on the three specific research topics related to the indirect discursive practices and direct entrepreneurial actions of social entrepreneurs and their ventures need to be replicated in other research contexts to ensure the generalizability of the findings. For example, while the findings in the first manuscript are generalizable to countries with similar characteristics to the Netherlands, where a market-based approach is generally deemed acceptable, future research can perform comparable studies in different cultures and settings that operate on other assumptions that could influence the way social enterprises' public discourse is constructed. In addition, the sample in the second manuscript consists of entrepreneurial narratives from a prosocial crowdfunding setting. To compare possible commonalities and differences with contexts that are more distinctly social or more distinctly commercial, future research can examine the effectiveness of cognitive and emotional appeals in traditional crowdfunding as well as donor settings. Moreover, taking together the findings of the first and second study in this thesis, future research can measure the effectiveness of the various rational and emotional motivational framing tactics under different conditions and in contexts that vary in the way they are framed, the attributes of the targeted individuals, and the nature of the mobilized action to support social causes to further refine our theoretical understanding of motivational framing and its mechanisms. Finally, while in the third manuscript the focus on more stable and economically developed countries hosting migrants from less stable and economically developed countries makes it an extreme case of marginalization, which allowed us to

highlight the unique aspects of entrepreneurship involving excluded or disadvantaged communities. Future research could examine how *insider social entrepreneurs*, who have experience with and address problems their communities face, emerge and operate in different institutional environments and focus on other issues of underprivileged groups, such as age, gender, disabilities, race, religion or economic status.

Second, considering the limitations associated with the qualitative and quantitative methodologies used in this thesis, future research can enhance the validity of the findings and results by adopting a different research design to research the same topics. For example, although relatively well-established and successful social enterprises were studied in the first manuscript, the effectiveness of the identified motivational framing tactics was not measured. Future research can conduct lab experiments to measure this effectiveness, perform qualitative research to investigate how the creation and resolution of tensions are experienced by different audiences, and on a field level study the role of social enterprises therein and verify if they are indeed perceived as protagonists in leading social change. In addition, a limitation of the quantitative approach towards studying entrepreneurial narratives in the second manuscript is that word counts inherently cannot detect the meaning of words, out-of-context use of words, context and irony. New research opportunities include the adoption of a qualitative approach towards understanding the construction of cognitive appeals and emotional appeals and, thus, provide further insight into the underlying meaning and feelings that are able to mobilize action in the form of resources in prosocial settings. Finally, the third manuscript did not include analysis of data over time, but mostly relied on the sample social entrepreneurs' self-reflections on their approaches and their entrepreneurial journeys. Future research could, thus, perform

longitudinal studies to further tease out the mechanisms that underlie the process of *insider social entrepreneurs* from marginalized or disadvantaged communities. This type of research could yield additional insights into the relationship between dimensions of their social identities and entrepreneurial actions, both of which may vary with their evolving understandings of the problems affecting the communities they seek to serve, and the way they recognize or create new opportunities or approaches to solve them. Future studies could also validate the model developed in the third manuscript through quantitative tests of the relationships between the underlying concepts put forward in the framework.

Finally, the three manuscripts on the approach of social entrepreneurs and their ventures to address societal challenges cover relatively under-investigated and under-theorized phenomena that future research could study in more detail ensuring the reliability of the findings and results in this thesis. For example, future research can deepen our understanding of the multifaceted nature of social enterprises' motivational framing by advancing our understanding of the mechanisms that underlie each dimension of their discursive practices illustrated in the model in the first manuscript. In addition, although the second manuscript makes a distinction between positive and negative emotions that previously was not examined in prosocial settings, future research can also include variables that account for the diversity within emotions (e.g. high or low intensity of emotions) and possible non-linear relationships to better understand their role in mobilizing resources. Finally, the conceptual model in the third manuscript is the first framework that provides insight into insider social entrepreneurs from marginalized or disadvantaged communities who are at the center of the issues they aim to address. New investigations into different elements of the interactions between dimensions of social entrepreneurs' social identities and entrepreneurial

actions, and the interactions between the three mechanisms identified, could further this framework's depth and development.

There are also other literature streams that are not mentioned, but which can inform the studies in this thesis. For example, the discursive practices of social enterprises studied in the first manuscript can also be investigated taking a marketing lens. This study purposively limited its focus on investigating the public discourse of social enterprises about the societal challenge (i.e. poverty) to create awareness and mobilize action and did not focus on their discourse that was "selling their products and/or services". However, there is a fine line between both discourses and maybe even a grey area that would be interesting to investigate in future research. Likewise, there are other approaches towards investigating the phenomenon of "insider social entrepreneurs" studied in the third manuscript. For example, the literature on identity work suggests that entrepreneurs modify their identity to be accepted while the study in this thesis suggests the opposite (e.g. social entrepreneurs embody the change they aim to create). Future research could also connect this phenomenon to the literature on community-based entrepreneurship. In sum, ample research opportunities emerge from the studies presented in this thesis at the nexus of entrepreneurship and social value creation that can have far reaching implications for theory and practice. This thesis further develops our knowledge about the social entrepreneurship field by specifically focusing on the approaches to address societal challenges through motivational framing, cognitive and emotional appeals, and insider social entrepreneurship and, therewith, aims to contribute to scholarly work that benefits academia and the broader society.

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