

# The critical success factors and barriers of social enterprises in the health and social care sector

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## Summary

### Introduction

Social entrepreneurship is relatively underdeveloped in the Netherlands compared to the surrounding countries, such as the United Kingdom. However, the number of social enterprises is growing, especially in the health and social care sector. Therefore, there is a need to strengthen the academic evidence on this topic. It is considered to be important for this sector to determine the factors that influence the success of social enterprises. In general, it is known that both critical success factors and barriers experienced by enterprises, including social enterprises, have an effect on their success. Often, the critical success factors are subdivided into three categories: characteristics of the entrepreneur, characteristics of the enterprise and environmental factors. Little is known about the critical success factors and barriers that can be assigned to social enterprises in the health and social care sector. Therefore, social enterprises which pursue similar goals in the field of nutrition, were selected for the research, which makes the critical success factors and barriers generated by the research readily comparable. The study aims to provide a framework for beginning social enterprises in the health and social care sector.

### Research objective and research question

To determine critical success factors and barriers faced by social enterprises in the health and social care sector, three social enterprises that took part in the HeldCare program were selected for examination. Thereafter, the following research objective was formulated: *'To contribute to the success of beginning social enterprises in health and social care by analysing the critical success factors and barriers experienced by social enterprises focusing on nutrition that are participating in the HeldCare program'*. A research question was established in order to gain these insights: *'Which critical success factors and barriers influence the achievement of success among social enterprises focusing on nutrition in the health and social care sector?'* Additionally, a conceptual model was used. The model aligned the relevant concepts with each other, namely, social enterprises, success, and the barriers and critical success factors. For each of the concepts, a sub-question was formulated.

### Methodology

The study consisted of a descriptive qualitative multiple case study design, by making use of triangulation that strengthens the generated data. Semi-structured interviews were used as the primary research method. A total of 12 stakeholders were interviewed, including the founder, an employee, a cooperation partner and a customer of each social enterprise. Semi-structured interviews were conducted in order to generate data on critical success factors concerning characteristics of the entrepreneur, characteristics of the enterprise, environmental factors and barriers that were experienced. In addition, participant observation and document analysis were conducted as secondary

methods. Participant observations were conducted internally, at the office of the enterprise, and externally, where the service was delivered, in order to understand the context of the social enterprises. With respect to the document analysis, financial information, evidence of social impact and business plans were requested and analysed, having regard to social impact and financial success, future aims and business strategy. For each of the three methods, a content analysis was completed, using both an inductive and deductive approach.

## Results

Concerning success, social enterprises have achieved some identified goals; however, the future aims of the three social enterprises relate to accelerated growth and expansion. Financially, one social enterprise was financially sustainable, while two were dependent on grants and subsidies. However, one intended to become financially sustainable, the other has not the intention. A wide range of critical success factors were found that influence the success of these social enterprises. The characteristics of the social entrepreneurs were described as socially engaged, visionary, persistent, showing a high propensity for risk-taking, and pragmatic. In terms of cultural characteristics, the enterprises were result- and job-oriented, parochial, pragmatic, and had open and loose control systems. The social enterprises had ambiguous business strategies: one applied a business approach, and the two others had a more organic approach. Environmental factors that influenced success were previous employment, experience in entrepreneurship, a major network and societal trends towards healthy food and sustainability. The barriers that were experienced were lack of access to capital, unfamiliarity of the general public, potential clients and financiers with social entrepreneurship, and slow decision-making within environmental organisations upon which the social enterprises depend.

## Discussion and conclusion

The findings concerning the critical success factors and barriers that influence the success of social enterprises in the health and social care sector overlap, for the most part, with the critical success factors and barriers to social enterprises in general. However, factors that specifically contribute to the success of social enterprises in health and social care were seen in the environmental factors and barriers. These factors seem to be sector-dependent. With respect to the environmental factors, the data suggest that societal trends, such as increasing attention to healthy nutrition and sustainability, positively influence the success of the social enterprise. Specific barriers that seem to belong to the health and social care sector are unfamiliarity with social entrepreneurship by investors and the general public, and slow decision-making processes of organisations relevant to the social enterprises. Given the small sample size, caution must be exercised. Additional research is needed in order to strengthen the evidence on the critical success factors and barriers in the health and social care sector.

**Key words:** Success, social enterprise, critical success factors, barriers.

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## 1. Introduction

Due to the rapid emergence of social entrepreneurship within Europe, there is a growing academic interest in the development of this concept (Defourney & Nyssens, 2008, 2010). Social entrepreneurship can be defined as an *'entrepreneurial [innovative] activity with an embedded social purpose'* (Austin *et al.*, 2006, p.1). Further, it aims to achieve social return to society (Magnanelli *et al.*, 2016; Wei-Skillern, 2010). Today, the number of successful social enterprises is increasing in the health and social care sector, among others, due to the decentralisation of task to the municipalities (Roy *et al.*, 2013). However, there is little academic evidence of the factors that contribute to the success of social enterprises in this sector. Previous studies have reported that for-profit enterprises meet several critical success factors and barriers, such as personal characteristics and environment of the entrepreneur, for example, during several stages that contribute to the success of an enterprise (Blackburn *et al.*, 2013; Schutjens & Wevers, 2000; Simpson *et al.*, 2012).

As previously mentioned, the success of an enterprise may be attributed to the presence of several critical success factors and barriers that are surmounted. Most studies focus primarily on the factors among for-profit enterprises and social enterprises in countries other than the Netherlands. Less is known about critical success factors contributing to the success of social enterprises in the health and social care sector within the Netherlands (Blackburn *et al.*, 2013; Schutjens & Wevers, 2000; Simpson *et al.*, 2012). There is a need to understand which factors contribute to the success of social enterprises in order to provide a framework for beginning social enterprises in this sector, which may increase their chances of success (Schutjens & Wevers, 2000). Therefore, the management team of HeldCare, a program of Social Enterprise NL and Achmea Foundation, is interested in the identification of the factors, either positive or negative, that contribute to the success of social enterprises and participation in the health and social care sector.

In order to gain these insights, a research objective has been formulated for the purpose of this research: *'To contribute to the success of beginning social enterprises in health and social care by analysing the critical success factors and barriers encountered by social enterprises focusing on nutrition that are participating in the HeldCare program'*. In order to meet the aim of this study, a research question will be answered which is formulated as follows: *'Which critical success factors and barriers influence the achievement of success among social enterprises focusing on nutrition in the health and social care sector?'* Gaining these insights through the current case study will contribute to the understanding of the development of social enterprises in the health and social care sector, a relatively underdeveloped and exploratory area within the Netherlands.

## 2. Contextual background

The HeldCare program, established by Social Enterprise NL and Achmea Foundation, aims to increase the success of social enterprises in the health and social sector. Therefore, the HeldCare program provides relatively easy access to social enterprises in health and social care (Social Enterprise NL, 2016; HeldCare.com, 2016). The researcher selected 3 out of the 10 social enterprises that participate in the program. These enterprises, namely, Atlantis Handelshuis, Bijzonder Thuisafgehaald and Hotspot Hutspot, seem to pursue the same type of success, as all are operating in the field of nutrition. The selection of three social enterprises in the field of nutrition is likely to generate comparable critical success factors and barriers. First, Atlantis Handelshuis is wholesaler in socially responsible products in the field of nutrition. Atlantis Handelshuis engages in the purchase and sale of regional organic, ecological and sustainable products, directed towards sales and supply for the whole food trading process of hospitals and health care institutions (Atlantis Handelshuis, 2016). Second, Bijzonder Thuisafgehaald originates from Thuisafgehaald, and provides a platform for neighbours who may become members and are then able to share their meals with each other. Bijzonder Thuisafgehaald was created to support vulnerable, elderly persons who need additional assistance at dinner time. Bijzonder Thuisafgehaald connects people with a home cook who wants to prepare meals for them, for example, once per week. In addition, it provides assistance to people who are not able to retrieve their meal by delivering the meal to their homes (Thuisafgehaald, 2016). Lastly, Hotspot Hutspot focuses on social cohesion within the districts of Rotterdam, especially within its low socioeconomic status districts. They use vacant buildings as restaurants. Adolescents from the districts can work as cooks on a voluntary basis. In this way, they learn about healthy nutrition, vegetables and required nutrients. Additionally, neighbours can have dinner at the restaurants in exchange for minor compensation (Hotspot Hutspot, 2016).

The three selected social enterprises took part in the HeldCare program, which contains two separate trajectories. In total, 10 social enterprises (selected from  $n = 45$ ) follow an enhanced program of eight weeks and three of them are part of a tailor-made program of a one-year duration. The remaining social enterprises are shown in Table 1 (HeldCare.com, 2016). During the enhanced program, which began at the end of January, 2016 and ended mid-April, 2016, the participants wrote a growth strategy with a focus on their business model, customer reach and impact measurement. During the tailor-made program, which started immediately after the enhanced program, the growth strategy was implemented. The current study was conducted during the advanced program.

<i>Social Enterprise</i>	<i>Area</i>
<i>ExeptionAll</i>	<i>Health care provision</i>
<i>Vivens begeleiding</i>	<i>Health care provision</i>
<i>Fello</i>	<i>Health care provision</i>
<i>Young Society</i>	<i>Social cohesion</i>
<i>Studio Moio</i>	<i>Social cohesion</i>
<i>Monkey Moves</i>	<i>Movement</i>
<i>MOOVZ</i>	<i>Movement</i>

Table 1. Remaining social enterprises of the HeldCare program that were excluded from the current study

## 2.1 Emergence of social enterprises in the health and care sector

As stated in the introduction, social enterprises are emerging, especially in the health and care sector. One important reason for this is the decentralisation of certain tasks that have been transitioned from the government to municipalities since 2015. Three responsibilities were transferred from government to the municipalities. First, the Social Support Act (Wmo) makes municipalities responsible for the support and guidance of citizens who are not self-reliant, for example, the organisation of daytime activities, support for informal caregivers or shelter in the case of domestic violence (Movisie, 2015; Rijksoverheid, 2015). Second, municipalities became responsible for the Act of Participation. The aim of this legislation is to increase employment within the municipalities, and focuses on the people with limited or no labour capacity who need support. Lastly, the transition of the Youth Care Act to the municipalities meant that municipalities now have the duty to provide assistance to children up to 18 years of age (Movisie, 2015; Vocht, 2007). The process of decentralisation resulted in a need for providers of these private services. Therefore, there was room for several social enterprises to address this demand from municipalities (Vocht, 2007).

As previously described, the three social enterprises in the current research fulfil a part of the municipalities' responsibilities. In particular, Hotspot Hutspot and Bijzonder Thuisafgehaald meet certain responsibilities of the municipalities in the field of participation and social support. Hotspot Hutspot involves mostly adolescents or people distanced from the labour market and provides them the opportunity to develop themselves in the restaurants. The activities of Bijzonder Thuisafgehaald contributes to enhanced social support and participation of people in the labour market.

## 2.2 Social Entrepreneurship within the Netherlands

Today, three types of enterprises exist in the Netherlands, namely, non-profit enterprises, social enterprises and for-profit enterprises, as shown in Figure 1. There is not yet an official legal status for social enterprises in the Netherlands. However, there are clear differences between social enterprises and non-profit enterprises and for-profit enterprises. To give insight into the differences among the various enterprises, an explanation is provided in the following part.

Differences between non-profit enterprises and social enterprises are mainly found in the manner in which they are financed. Although non-profit enterprises and social enterprises strive to achieve as great an impact on society as possible, the social enterprises differ from non-profit enterprises due to the use of for-profit business and finance models. Whereas non-profit organisations generate revenues on donations and grants, the financing of social enterprises is more similar to for-profit enterprises (Magnanelli *et al.*, 2016; OECD/European Commission, 2015; Thompson & Doherty, 2006). Weisbrod (2004) suggests that social enterprises are much more financially sustainable in the long term, compared to non-profit enterprises, because social enterprises are self-sustaining and are not fully dependent on donations and grants (Magnanelli *et al.*, 2016).

Differences between for-profit enterprises and social enterprises are mainly found in the different motives of the enterprises. For-profit enterprises focus primarily on financial wealth, wherein social wealth is a by-product of economic wealth, for instance, through the creation of job opportunities (Mair & Marti, 2006). The primary incentive for social enterprises is to create social impact. However, the social enterprises need an income strategy in order to become financially sustainable (Mair & Marti, 2006).

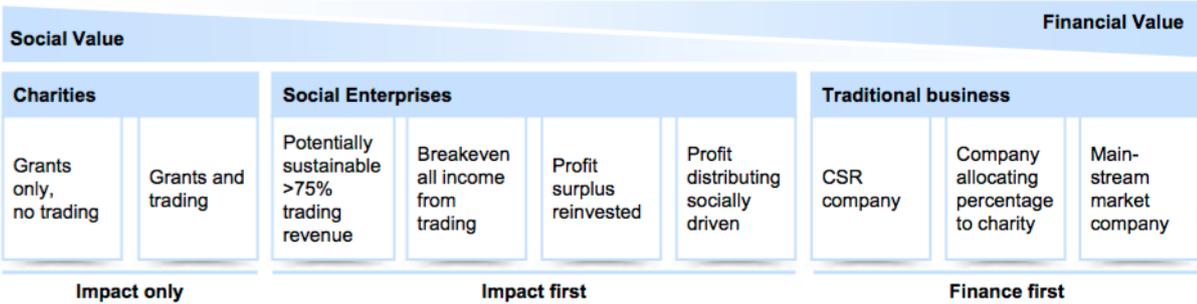


Figure 1. Overview of the different enterprises existing in the Netherlands (McKinsey & Company, 2011)

### 2.3 Data on social entrepreneurship in the Netherlands

In 2015, the estimated number of social enterprises active in the Netherlands was 4,000. This number is relatively low compared to neighbouring countries such as the United Kingdom, where the social entrepreneurship sector is more fully developed. Therefore, there is potential for growth of social entrepreneurship within the Netherlands. According to a report of McKinsey & Company (2011), the number of social enterprises could grow to 10,000 within 10 years. This may eventually lead to an increase in job opportunities, from approximately 25,000 to 100,000.

From a financial perspective, 46% of the social enterprises within the Netherlands do not receive subsidies or donations, and 34% receive less than 25% of their total income in donations and subsidies.

It is stated that social enterprises that are independent from subsidies and donations have a higher income and are more profitable than social enterprises that are dependent on subsidies and donations. In 2014, 38% of social enterprises were profitable, 24% balanced the books and 34% experienced losses. The financial performance of social enterprises varies; approximately half of the enterprises have an income of less than €80,000 (Social-Enterprise NL, 2015).

#### 2.4 Social Enterprise NL

An organisation that stimulates the development and self-sufficiency of Dutch social enterprises is the branch organisation Social Enterprise NL, which is based in the city centre of Amsterdam, the Netherlands. Social Enterprise NL is a non-profit organisation that consists of a supervisory and member board, and a total of nine employees. Social Enterprise NL embraces a vision that takes a different economic approach due to current societal challenges. Moreover, Social Enterprise NL states that the recognition of the value of social entrepreneurship amongst consumers, enterprises, government and financiers is necessary in order to achieve the great social impact intended by the social entrepreneur. In order to achieve increased economic and societal impact, Social Enterprise NL stimulates the growing movement of social entrepreneurs. Social Enterprise NL is responsible for the representation, connection and support for the upcoming community of social entrepreneurs. Currently, over 300 social enterprises are connected to Social Enterprise NL. In addition, the organisation is responsible for an enhanced entrepreneurial environment concerning government incentives, laws and regulations, and access to capital, knowledge and talent (Social Enterprise NL, 2016).

### 3. Theoretical background

This chapter describes the theories and concepts used in the study. Several concepts are derived from the literature, including the notion of success, as well as both the critical success factors and barriers that affect success. The concepts that are relevant to the current study are incorporated in a conceptual model, as shown in paragraph 3.4. A conceptual model is needed in order to substantiate the background of the current study and provide an understanding of the relations among the various concepts. Additionally, the conceptual model helps to answer the following research question:

‘Which critical success factors and barriers influence on the achievement of success among social enterprises focusing on nutrition in the health and social care sector?’

The relevant concepts of the study are further explained below. Paragraph 3.1 provides a more detailed definition of social enterprises, before further explaining the relevant concepts of the current study.

#### 3.1 Social enterprises

To gain insight into social enterprises and entrepreneurship, it is important to explain the definition of social enterprises in greater detail. However, there is little consensus on the definition of social enterprises. A review of Zahra (2009) listed 20 definitions, while another paper reviewed 37 different definitions of social entrepreneurship and enterprises (Dacin *et al.*, 2010). The wide range of definitions of social entrepreneurship and social enterprises can be attributed to the contextual and contingent set of activities of social enterprises (Huybrechts & Nicholls, 2012). In particular, three terms are used which, at first sight, seem to be linked, namely, social entrepreneurship, social entrepreneurs, and social enterprise. *“Social entrepreneurship” is the dynamic process through which specific types of individuals deserving the name of “social entrepreneurs” create and develop organizations that may be defined as “social enterprise”* (Huybrechts & Nicholls, 2012, p.33). An overall approach of social entrepreneurship is the underlying drive to create social value, rather than personal and shareholder wealth. However, in order to survive, social enterprises use for-profit business models to organise their enterprise in a proper financial and economic manner (Mair & Marti, 2006; Meadows & Pike, 2010; Zadek & Thake, 1997). In addition, the activity is characterised by innovation, or the creation of something new, rather than the replication of existing enterprises or services (Austin *et al.*, 2006).

#### 3.2 Success

Central to the research objective is the identification of factors that influence the success of social enterprises. Therefore, it is important to define ‘success’ and explain how this concept is related to the aim of this study. According to the Oxford Dictionary, success can be defined in general as *‘the accomplishment of an aim or purpose’* (2016). The concept ‘success’ in relation to social enterprises

can be defined in different ways, because success exists at several levels, and social enterprises should achieve either social and financial success. As stated in the article of Rykaszewski (2013), a successful social enterprise *'aims to build a profitable, self-sustaining company that also accomplishes its predefined social goals'* (Rykaszewski *et al.*, 2013, p.5). In the current study, three social enterprises are assessed on their social and financial success. Success of the social enterprises can be operationalised as the achievement of the aims as intended by the social entrepreneur, both socially and financially. Therefore, it is important to determine the current state of their success by assessing the mission of the social enterprises, their social aims, and their past achievements. In addition, the study assesses the financial success of the social enterprises. To operationalise financial success, the study takes the following indicators into account: profit, turnover, and to what extent the enterprise is financially sustainable. The financial sustainability of the social enterprise can be operationalised by the extent to which it is dependent on grants and subsidies (Blackburn *et al.* 2013; Boschee & McClurg, 2003, p.2; Schutjens & Wevers, 2000). In conclusion, a social enterprise is successful when it has met or achieved the social mission and when the social enterprise is financially self-sustaining.

### 3.3 Factors that influence success

For the purpose of the current study, an assessment was made of both the critical success factors and the barriers faced by social enterprises that may affect success. Since little is known about these factors as they relate to social enterprises, literature was used to describe critical success factors and barriers relevant to for-profit enterprises and grey literature concerning social enterprises. Both concepts will be discussed extensively in the following paragraphs.

#### 3.3.1 Critical success factors

Several factors positively influence the success of social enterprises. These factors can be defined as *'critical success factors'*, being *'those characteristics, conditions, or variables that when properly sustained, maintained, or managed can have a significant impact on the success of a firm competing in a particular industry'* (Leidecker & Bruno, 1984, p.24). To date, a number of studies have suggested that critical success factors are of importance to enterprises, and these may be categorised into three groups: 1) characteristics of the entrepreneur, 2) characteristics of the enterprise and 3) environmental factors (Blackburn *et al.*, 2013; Schutjens & Wevers, 2000; Simpson *et al.*, 2012). The critical success factors within these categories will be further explained and operationalised below. In addition, the most prominent characteristics and factors that are likely to enhance the success of a social enterprise are mentioned.

##### 3.3.1.1 Characteristics of the entrepreneur

The link between successful enterprises and the characteristics of the entrepreneur is widely described within the literature. It is stated that certain characteristics, to some extent, are more common among

entrepreneurs (Blackburn *et al.*, 2013; Schutjens & Wevers, 2000; Simpson *et al.*, 2012). These specific traits are described below.

Within this study, the characteristics of the entrepreneur are operationalised as reflecting, among others, the extent to which the entrepreneur has the need to achieve goals. The need for achievement is the desire of a person to achieve tasks faster and better than others, but also to set challenging personal goals. According to the literature, entrepreneurs generally have a high need for achievement (Begley & Boyd, 1987; Hansemark, 2003). Another feature that is often described within the concept of 'characteristics of the entrepreneur' is the locus of control of the entrepreneur. The locus of control reflects the extent of the entrepreneur's opinion that the efficacy of their own behaviour ensures that they will achieve desired outcomes (Begley & Boyd, 1987). Persons can have either an internal or an external locus of control. If people have an internal locus of control, they believe that they have the ability to influence outcomes through their own ability and effort. People with an external locus of control, believes that forces outside the person influence the outcomes (Rotter, 1966). According to the literature, entrepreneurs generally have an internal locus of control (Mueller & Thomas, 2001). Risk-taking propensity is another trait that commonly appears among entrepreneurs. It is the behavioral tendency of an entrepreneur to take risks, given the potential reward with a possibility of negative results. According to the literature, entrepreneurs have a high risk-taking propensity (MacPherson *et al.*, 2010). The last trait that is taken into account is the personal initiative of the entrepreneur. An article by Frese and Fay (2001) argues that a certain degree of personal initiative is related to the success of an enterprise. Frese (2001) defines personal initiative as '*a work behavior defined as self-starting and proactive that overcomes barriers to achieve a goal*' (Frese & Fay, 2001, p.133). This characteristic is of importance while overcoming barriers. Entrepreneurs with a high level of personal initiative address and deal actively with organisational and personal barriers (Frese & Fay, 2001).

#### 3.3.1.2 Characteristics of the enterprise

Characteristics of the enterprise describe several components that belong specifically to an enterprise, such as business strategy, organisational culture and financial activities. However, financial activities are classified by success for the purpose of the current study. Therefore, the different features of organisational culture and business strategy are described and operationalised below.

A factor that contributes to the success of an enterprise is its business strategy. A business strategy ensures that enterprises may overcome environmental changes and contributes to proper internal management during growth (Blackburn *et al.*, 2013). An important aspect of business strategy is the use of a business plan (Blackburn *et al.*, 2013; VSBfonds, 2013). A business plan typically shows how

the enterprise conducts its business (Zott & Amit, 2013). The study of Hedman and Kalling (2003) describes the components that should be captured in a business plan. A business model should contain components that describe not only the clients and suppliers of the enterprise, but also possible competitors within the market. In addition, the activities and organisation of the enterprise are described, as well as the required resources, such as human, organisational and psychical resources (Hedman & Kalling, 2003). A business plan helps social enterprises, among others, to make the plans of the enterprise clear. These plans are important to attract possible investors (European Commission, 2014; PwC, 2015). The business strategy is, to a large degree, captured in the concept of success, since the aims are described in that section. However, the business strategy is operationalised in this study as the extent to which the aims and plans are captured, or fail to be captured, in a document, and whether or not the enterprise has adhered to these plans.

Organisational culture, as a component of the enterprise, is also often described as a factor that contributes to the success of an enterprise (Martins & Terblanche, 2003). Organisational culture can be defined as '*shared perceptions of organisational work practices within organisational units*' (Berg & Wilderom, 2004, p.570). To operationalise the concept of 'organisational culture', the current study assesses the meanings, values, assumptions and beliefs that are central to the selected social enterprise. The combination of these indicators determines the type of culture within an organisation (Gordon & DiTomaso, 1992). A study by Hofstede (1990) describes an organisational culture as consisting of six dimensions, which are distinguished within an organisational culture as follows:

- 1) 'Process oriented' versus 'result oriented'. Process oriented cultures focus on low risk-taking and repetition of existing methods, whereas result oriented cultures focus on taking risks and developing new methods. According to a report by PwC (2015), social enterprises are result oriented.
- 2) 'Employee oriented' versus 'job oriented'. This culture describes the personal workspace surrounding of the employees of the enterprise. Employee culture focuses on the personal development of employees and to what extent the employees feel personally valued, while job culture focuses on employees effectively conducting their work (Hofstede *et al.*, 1990, 2011). It is expected that social enterprises exhibit a job oriented culture, because the group aims are often intended to be more important than achieving personal goals (PwC, 2015).
- 3) 'Parochial' versus 'professional'. Employees in a parochial culture are strongly connected to the enterprise and they identify with the enterprise. Within professional cultures, the employees identify themselves with their profession, rather than with the enterprise

(Hofstede *et al.*, 1990, 2011). Social enterprises often consist of parochial cultures, because employees work in a social enterprise commonly entails a shared vision and values (Doherty *et al.*, 2009).

- 4) 'Open' versus 'closed' systems. Within open systems, employees are easily involved in the communication and social system of the enterprise. On the contrary, in closed systems, there is a certain degree of secrecy and exclusion of particular employees, especially newcomers (Hofstede *et al.*, 1990, 2011). For social enterprises, open systems are expected, because social enterprises often have flat and less hierarchical organisational structures (PwC, 2015).
- 5) 'Loose control' versus 'tight control'. Loose control cultures are rather informal; management is flexible concerning tasks, scheduling and finances. Within tight control cultures, the focus is on formality, punctuality and compliance with rules and regulations. Within social enterprises, a tight control system is expected (Hofstede *et al.*, 1990, 2011).
- 6) 'Normative' versus 'pragmatic'. This dimension describes how the enterprise deals with the environment. Enterprises that sell products are likely to be more pragmatic, because they have to be flexible. The enterprises dealing with the application of laws are likely to be more normative, because it is a more rigid environment (Hofstede *et al.*, 1990). Social enterprises often consist of a pragmatic culture, because they are dependent on their customers (Hofstede, 2007).

To summarise, several factors within an enterprise, including a social enterprise, are of importance and affect the success of a social enterprise: a certain business strategy and a particular organisational culture.

### 3.3.1.3 Environmental factors

Not only entrepreneurial factors affect success of a social enterprise. It appears that environmental factors may influence the success of an enterprise as well. In general, environmental factors can be operationalised as external factors which cannot be influenced by the social entrepreneur or enterprise, but have an effect on the success of the social enterprise (Simpson *et al.*, 2012). Environmental factors can be found at the political, economic and social levels. At the political level, policy, supporting agencies and general infrastructure supporting an industry create a set of factors that influence success. At the economic level, factors related to funding regimes and the attitudes of banks and other financial bodies can influence the success of an enterprise. The social level comprises two aspects: 'micro-social' and 'macro-social' components (Korunka *et al.*, 2003). The micro-social

environment incorporates the direct and personal surroundings of the entrepreneur, such as personal support from family, friends and business partners. The macro-social environment includes aspects such as social networks, entrepreneurial history, position of the entrepreneur in previous employment and sector experiences of the entrepreneur, which also affect the success of an enterprise (Parker, 2008; Richbell, 2006). The micro- and macro-social factors may influence the personality of the entrepreneur and the enterprise over the long term, which may have positive outcomes on the success of the enterprise (Korunka *et al.*, 2003).

### ***3.3.2 Barriers that must be overcome***

Critical success factors positively affect the success of a social enterprise. However, some factors negatively influence the success of a social enterprise, which are known as barriers. According to the Oxford Dictionary, a barrier is defined as '*a fence or other obstacle that prevents movement or access*' (2016). For the purpose of this study, barriers can be operationalised as an obstacle that inhibits growth to success, and thereby inhibits the intended social impact or financial success (Fielden *et al.*, 2003). Social enterprises experience difficulty in surviving early in their development, and face different barriers than for-profit enterprises (Hoogendoorn *et al.*, 2011). It is likely that the social enterprises selected for the current study have faced and overcome certain barriers, which therefore can be seen as a critical success factor. It is of interest to learn which threats social enterprises face and how these barriers are addressed and overcome by social enterprises.

### **3.4 Conceptual model**

For the purpose of the study, a conceptual model (Figure 2) was created in order to understand how several concepts are linked. The conceptual model focuses on the success of social enterprises and factors that influence this success. The factors are sub-divided into barriers experienced by the social enterprises that negatively affect success and the critical success factors that have a positive influence on success. Derived from the literature, critical success factors are often sub-divided into three categories: characteristics of the entrepreneur, characteristics of the enterprise and environmental factors. These specific concepts are assessed in the current study.

The bigger the social impact and financial success of the social enterprise, the greater its success. Success, and therefore social and financial success, can be achieved by employing several critical success factors and by overcoming barriers faced by the social enterprise. The model can be used to determine the success of social enterprises by analysing the critical success factors and barriers faced by the social enterprise.

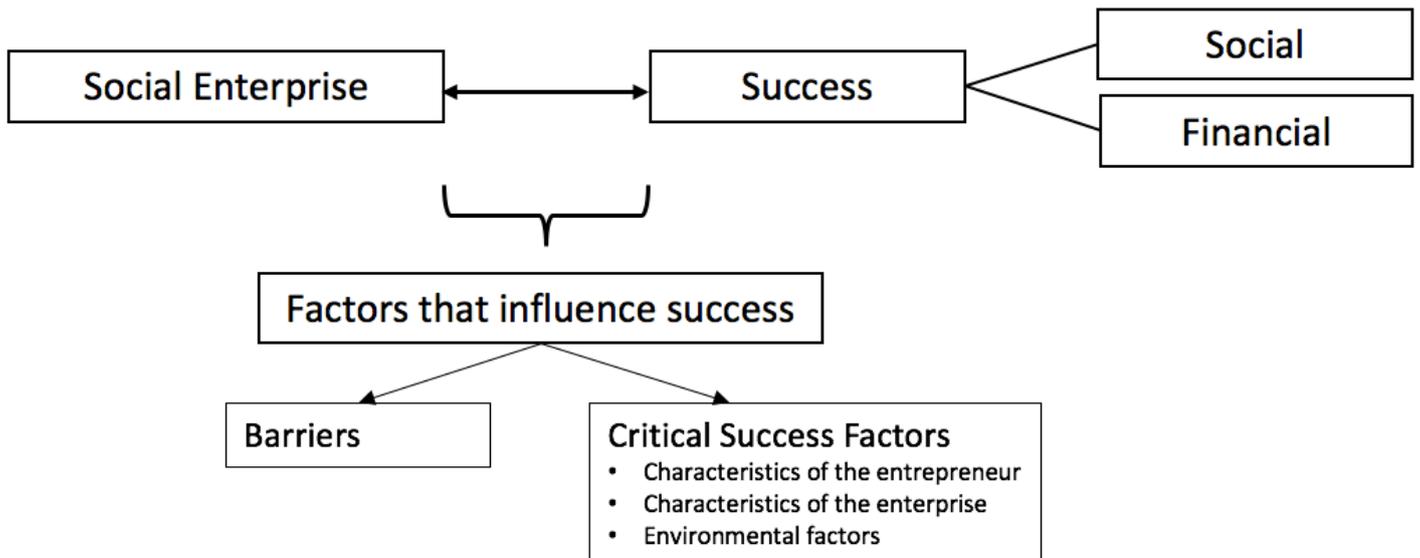


Figure 2. Conceptual model of the current study, describing the barriers and critical success factors that influence the social and financial success of a social enterprise

The conceptual model, among others, is used to formulate several sub-questions in order to answer the main research question. The sub-questions are formulated as follows:

1. What is the success of the social enterprises, both socially and financially?
  - 1.1 Which personal characteristics of the entrepreneur contribute to the success of a social enterprise?
  - 1.2 Which characteristics of the social enterprise contribute to the success of the social enterprise?
  - 1.3 Which environmental factors contribute to the success of the enterprise?
2. What are the main barriers faced by the social enterprises during several stages of their development?

## 4. Methodology

### 4.1 Study design

The current study was established in order to provide an overview of the critical success factors of and barriers to successful social enterprises in the field of health and social care. The study used a descriptive qualitative multiple case study design in order to obtain data that were capable of answering the research questions. A multiple case study design permits researchers to study explorative complex phenomena, such as social entrepreneurship, with use of different research methods (Baxter & Jack, 2008; Eisenhardt, 1989; Yin, 2013). This approach is often used when 1) a study is focused on ‘how’ and ‘why’ questions, 2) the behaviour of participants cannot be manipulated, 3) the context of the study is taken into account, and 4) when the boundaries between the phenomenon and the context are not clear (Baxter & Jack, 2008). For the current study only factors 2) and 3) were applicable.

### 4.2 Data collection

Several qualitative research methods were used in order to provide reliable and comparable data (Ritchie & Lewis, 2003). Data were gathered by means of triangulation with use of semi-structured interviews (multiple stakeholder analysis), document analysis and participant observation (Bowen, 2009). The use of multiple methods (triangulation) is beneficial for increased confidence within the gathered data (Guion *et al.*, 2011). Table 2 shows which research method was used to obtain data on the specific concepts. The procedures used in the various methods are described below.

			<i>Semi-structured interview</i>	<i>Document analysis</i>	<i>Participant observation</i>
<i>Success</i>			X	X	
<i>Factors influencing success</i>	<i>Critical success factors</i>	<i>Characteristics of the entrepreneur</i>	X		X
		<i>Characteristics of the enterprise</i>	X	X	X
		<i>Environmental factors</i>	X		X
	<i>Barriers</i>		X	X	X

Table 2. Schematic representation of the concepts and methods used in order to obtain the results

#### 4.2.1 Semi-structured interviews

The use of semi-structured interviews was the primary data-gathering instrument within this study. Semi-structured interviews provide data that enhance insight into the perspectives, experiences and opinions of the interviewees about the concepts derived from the conceptual model. In addition, it ensures room for probing in order to clarify the answers of the interviewee, and more in-depth information is thereby gained (Ritchie & Lewis, 2003). Semi-structured interviews were conducted rather than unstructured interviews or structured interviews because unstructured interviews have an

open structure, where the specific concepts are not specifically taken into account. The data obtained from structured interviews are primarily quantitative and are similar to data obtained from a questionnaire. This method was not suited to the exploratory aim of this research (Cohen & Crabtree, 2006; Whiting, 2008).

Semi-structured interviews were conducted with relevant stakeholders of the three social enterprises. Questions were formulated in order to answer the research questions and were categorised into the three concepts relevant to the purpose of the study: 1) success, being social and financial success, 2) critical success factors and 3) barriers. After providing a short introduction to the topics, the researcher posed the formulated questions. Following each topic that was discussed, a short summary was provided. At the end, the researcher ensured that all questions had been posed and the interviewer asked for additional questions or comments on the interview. After the interviews, a summary of the interview was sent to all stakeholders. It offered room to verify and change the data if necessary. The interview designs for the founder and employee are presented in Appendix 9.2.

Ethics were taken into account respecting the semi-structured interviews. Prior to the interview, the stakeholders were asked to provide their informed consent orally. In addition, they were assured that the data collected were to be kept confidential, and that generated data were only used for the purpose of this research.

#### 4.2.1.1 Research population and sampling strategy

A total of 12 stakeholders—four stakeholders per social enterprise—were interviewed, including founders, employees, cooperation partners and clients or customers. A variety of different stakeholders were included to ensure that the cases were not explored through one lens. Table 3 shows the demographics of the stakeholders. The stakeholders were relatively young, and gender was equally divided. Both founders and employees were contacted by sending an e-mail invitation to participate in the semi-structured interview. The data collection was conducted at the location of the social enterprise and was completed over a period of two months. The cooperation partners and clients or customers were subsequently contacted with the assistance of the founder.

<b># Stakeholder</b>	<b>Gender</b>	<b>Age (in years)</b>	<b>Position</b>	<b>Social Enterprise</b>
<i>S1</i>	<i>Male</i>	<i>45</i>	<i>Founder</i>	<i>Atlantis Handelshuis</i>
<i>S2</i>	<i>Male</i>	<i>45</i>	<i>Employee</i>	<i>Atlantis Handelshuis</i>
<i>S3</i>	<i>Male</i>	<i>52</i>	<i>Cooperation partner</i>	<i>Atlantis Handelshuis</i>
<i>S4</i>	<i>Male</i>	<i>51</i>	<i>Client</i>	<i>Atlantis Handelshuis</i>
<i>S5</i>	<i>Female</i>	<i>36</i>	<i>Founder</i>	<i>Bijzonder Thuisafgehaald</i>
<i>S6</i>	<i>Female</i>	<i>37</i>	<i>Employee</i>	<i>Bijzonder Thuisafgehaald</i>
<i>S7</i>	<i>Female</i>	<i>28</i>	<i>Cooperation partner</i>	<i>Bijzonder Thuisafgehaald</i>
<i>S8</i>	<i>Female</i>	<i>58</i>	<i>Client</i>	<i>Bijzonder Thuisafgehaald</i>
<i>S9</i>	<i>Male</i>	<i>43</i>	<i>Founder</i>	<i>Hotspot Hutspot</i>
<i>S10</i>	<i>Female</i>	<i>25</i>	<i>Employee</i>	<i>Hotspot Hutspot</i>
<i>S11</i>	<i>Male</i>	<i>42</i>	<i>Cooperation partner</i>	<i>Hotspot Hutspot</i>
<i>S12</i>	<i>Female</i>	<i>39</i>	<i>Client</i>	<i>Hotspot Hutspot</i>
<i>Total:</i>	<i>6 male (50%)</i>	<i>Mean age:</i>		<i>3 cases</i>
<i>12</i>	<i>6 female (50%)</i>	<i>41,75</i>		

Table 3. Characteristics of the stakeholder population who participated in the semi-structured interviews

#### 4.2.1.2 Data analysis – semi-structured interviews

A content analysis was conducted on the data retrieved from the results of the semi-structured interviews. Therefore, a combination of an inductive and a deductive approach was used. First, the semi-structured interviews were transcribed by the researcher with use of the FastFox software program. Second, the transcripts were read, coded, and analysed. By means of a coding guide, words, phrases and sentences that were of interest to the study were underlined and categorised into a group with a similar meaning, based on the concepts that were already established. The categories were connected to the existing concepts of the current study. This is a deductive approach. As stated above, an inductive approach was also used for the analysis of the semi-structured interviews, in order to highlight concepts that were raised that had not been established within the predetermined concepts and had not been included in the coding guide. These two approaches resulted in a high level of validity for the analysis of the obtained results (Rourke & Anderson, 2004).

#### 4.2.2 Document analysis

The use of document analysis is often conducted during qualitative case studies, because it produces empirical data and complete descriptions that provide in-depth understanding of the cases. An advantage of a document analysis is the easy access to documents by means of the Internet. In addition, this method is beneficial because of its cost-effectiveness. It is less expensive and less time-consuming than the other research methods used in the current study (Bowen, 2009).

The current study uses document analysis in order to gain in-depth insight into the social impact, financial success, and strategy of the selected social enterprises (Love, 2003). Social impact documents, financial documents and a business plan (if applicable) of the enterprise were requested during the semi-structured interviews with the founder. During the analysis of the social impact documents, the

focus was on the area of social impact and figures associated with the social impact. Financial documents were analysed on financial performance, such as profit and turnover, and financial sustainability. Business plans were analysed on their strategy and aims of the social enterprise.

#### 4.2.2.1 Data analysis – document analysis

Document analysis is a systematic process for both hard copy and electronic documents. Documents such as financial reports, social impact reports, and business models were systematically analysed (Bowen, 2009). Within this study, a document analysis begins with the process of categorising documents, determining their context and addressing their accuracy. This procedure must be conducted before the actual analysis of the documents in order to achieve validity (Bowen, 2009). Thereafter, the actual process of analysis entails finding, selecting, appraising and synthesising data obtained from the documents. Document analysis generates data that are organised into major themes, categories and case examples specifically through a content analysis and a thematic analysis (Labuschagne, 2003). This analysis consists of both content analysis and thematic analysis. Content analysis is the process of organising information into categories related to the central questions of the research, similar to the content analysis of the semi-structured interviews. Within the thematic analysis, emerging themes become categories for analysis by recognition of patterns within the data (Bowen, 2009).

#### 4.2.3 Participant observations

The final research method was the use of participant observation. This method was chosen for a focused approach, which means that observations were carried out on the basis of the concepts derived from the conceptual model. The participant observations provided insight into the activities and behaviours of the study participants. Observations were conducted twice: internally (at the premises of the organisation) and externally, where the service was delivered. Field notes were made during the observations about the characteristics of the entrepreneur and the enterprise. Field notes consist of environment, activities, behaviour of the employees, organisational culture and characteristics of the entrepreneur and enterprise. These data were used to strengthen the data obtained from the semi-structured interviews and document analysis. Ethics play also a role while conducting participant observation. The stakeholders of the social enterprises were informed of the purposes of the observations (Kawulich, 2005).

#### 4.2.2.1 Data analysis – participant observations

Field notes were obtained from the participant observation. The field notes included accurate descriptions of the process of the observations. The analysis of the generated data was similar to the analysis of the semi-structured interviews, and the inductive and deductive approaches were also used in this context. Using an inductive approach, the field notes were categorised into groups having similar

meaning, derived from the conceptual model. The deductive approach was used in order to determine concepts which were not established in the conceptual model (Kawulich, 2005).

With the use of the three qualitative methods, including semi-structured interviews, document analysis and participant observation, data were obtained in order to answer the research questions. The results derived from the study are described below.

## 5. Results

The current chapter describes the results of the qualitative analysis obtained via semi-structured interviews, document analysis and participant observation. First, paragraph 5.1 describes the success of the enterprises, including both their social impact and their financial success. Second, paragraph 5.2 shows the critical success factors and barriers that influence the success of these social enterprises. The findings on critical success factors are subdivided into characteristics of the entrepreneur, characteristics of the enterprise and environmental factors.

### 5.1 Success

This paragraph describes the success of the social enterprises, which is determined by the mission, the social impact achieved and the current financial state and the future aims of the social enterprises. Given the variety of the missions, achievements and aims of the social enterprises examined in the current study, the success of the different enterprises is described separately.

#### 5.1.1 Atlantis Handelshuis

To provide insight into the size of Atlantis Handelshuis, Table 4 shows the number of employees and the number of clients of the enterprise. Additionally, the core business is provided in order to refresh the service delivered of the social enterprise. Atlantis Handelshuis is a private limited company and employs four people. The mission of Atlantis Handelshuis is to save the planet in terms of sustainability. The following quotation by the founder of Atlantis Handelshuis illustrates this statement:

*"I consider it is a success when we are able to create volumes with the way we do business which affects the environment as much as possible. And that is still a fuzzy concept; when is it big enough? The impact is big enough when we are capable of saving the planet with each other".*

Atlantis Handelshuis has set goals in order to meet their mission. They trade sustainable and healthy food for health care organisations, which brings the demand (care) and the supply (agriculture) together. As shown in Table 4, Atlantis Handelshuis has two regular customers, including one hospital and one elderly care organisation, as well as a number of pilot projects running in several healthcare organisations. Clearly, it is difficult to create social impact. As shown by the social impact document, which was created by a large consulting firm, Atlantis Handelshuis is still too small to achieve the intended social impact. However, there are some figures that demonstrate its current social impact. Due to Atlantis Handelshuis, the daily CO<sub>2</sub> emissions of its clients are 89% less than the clients of other general wholesalers.

According to the founder and the participant employee, the future goals of Atlantis Handelshuis are to increase its volume of clients, expanding nationally. In addition, they want to be responsible for the

purchase of 30% of sustainable nutrition by health care organisations within two years, as set out in a document about the theory of change of Atlantis Handelshuis.

<b>Atlantis Handelshuis (2012)</b>	
<i>Core Business</i>	<i>Wholesaler in regional, organic, ecological and sustainable products for health care organisations</i>
<i>Legal status</i>	<i>Private company</i>
<i>Employees</i>	<i>4</i>
<i>Clients</i>	<i>1 Hospital 1 Elderly care organisation</i>
<i>Net turnover 2015 (€)</i>	<i>610,398</i>
<i>Net profit 2015 (€)</i>	<i>-61,174</i>
<i>Grants/subsidies</i>	<i>n/a</i>

Table 4. A description of Atlantis Handelshuis

From a financial perspective, the 2015 annual report of Atlantis Handelshuis is used to determine their financial success. The turnover is generated from earned income, shares of three shareholders and loans. Atlantis Handelshuis created a financial structure in collaboration with the foundation ‘Doen’, which guaranteed a bank loan to Atlantis Handelshuis. In 2015, Atlantis Handelshuis almost balanced the books.

### **5.1.2 Bijzonder Thuisafgehaald**

The success of Bijzonder Thuisafgehaald differs from Atlantis Handelshuis in several respects. Table 5 describes Bijzonder Thuisafgehaald, which is a non-profit foundation employing five people, including the founder herself. The mission of Bijzonder Thuisafgehaald is to increase health and wellbeing of vulnerable, elderly people. Bijzonder Thuisafgehaald achieves this mission by providing a platform for vulnerable, elderly people and cooks. Cooks prepare dinner for the elderly in exchange for some minor compensation. Therefore, the elderly receive healthy food, and their social support increases as well. A social impact document of Bijzonder Thuisafgehaald shows that quality of life increases in 91% of cases when a vulnerable or elderly person is linked to a home cook. The following quotation from a person who cooks two times a week for a vulnerable, 86-year-old woman, illustrates the fact that the health of the members of Bijzonder Thuisafgehaald will improve:

*“Especially in the beginning, she said at one point: “Well, I gained weight again.” Because she lost weight, merely because she didn’t like the food. And then she started eating my food and she gained weight again!”*

The goals of Bijzonder Thuisafgehaald are to scale up in order to achieve as much as possible, based on partnerships with local health and social care organisations. As described above, 19,200 meals were shared in six municipalities within the first two years of operation of Bijzonder Thuisafgehaald. By 2020,

the organisation aims to share 50,000 meals in 18 municipalities. This equates to 160.1% growth of shared meals in four years.

From a financial perspective, Bijzonder Thuisafgehaald did not balance its books in 2015. Bijzonder Thuisafgehaald generated capital from earned income and funds from three foundations providing different levels of financial support. The financial goal of the organisation is to become self-sustaining and therefore, the ultimate revenue model is to have the municipality as its paying customer. In the first year, 2014, Bijzonder Thuisafgehaald generated 80% of its capital from funds and 20% from co-financing by municipalities. In the second year, they received 60% of capital from funds and 40% from co-financing by the municipalities. In the third year, 40% of capital was generated from funds and 60% from co-financing by the municipalities. The aim is to become self-sustaining in 2017, which means that Bijzonder Thuisafgehaald operates without funding and that the municipalities pay for a hundred per cent of the service.

<b><i>Bijzonder Thuisafgehaald (2014)</i></b>	
<i>Core Business</i>	<i>Support for vulnerable or elderly who need additional help during dinner time</i>
<i>Legal status</i>	<i>Non-profit foundation</i>
<i>Employees</i>	<i>5</i>
<i>Clients</i>	<i>406 matches between vulnerable/elderly and home cooks; 19,200 shared meals per year</i>
<i>Net turnover 2015 (€)</i>	<i>235,000</i>
<i>Net profit 2015 (€)</i>	<i>-2,550</i>
<i>Grants/subsidies (€)</i>	<i>150.00 (63.83% of net turnover)</i>

Table 5. A description of Bijzonder Thuisafgehaald.

### ***5.1.3 Hotspot Hutspot***

Hotspot Hutspot is a non-profit foundation with three permanent employees who carry out the management tasks of the enterprise. In addition, Hotspot Hutspot engages three self-employed cooks and a total of approximately 30 to 40 volunteers. The mission of Hotspot Hutspot is to provide healthy, tasty and sustainable food for people living in Rotterdam. In addition, Hotspot Hutspot aims to assist in developing the talent of people at a distance from the labour market. Hotspot Hutspot achieves this mission by creating restaurants managed by local youth, or individuals at a distance from the labour market. The interview with the founder of Hotspot Hutspot indicates that they increase employment, as illustrated by the following quotation:

*“There are already five guys who started the hospitality school at the age of 13, after primary school. [...] And another guy, a construction worker of 45 years old, starts at the cooking school*

*at level two in September, two other women as well. All these people are in their twenties, thirties and forties, who crashed in their previous jobs”.*

The future goals of Hotspot Hutspot include opening the restaurants more frequently. At the moment, the four locations are open for two days per location. In addition, Hotspot Hutspot has the ambition to expand to other cities as well in order to execute their concept. In his interview, the founder of Hotspot Hutspot indicated that he receives requests from other cities to establish Hotspot Hutspot restaurants. In addition, the founder stated that the concept of Hotspot Hutspot is seen as a basis with a great deal of potential. Therefore, he wants to develop the concept further, such as creating a high-end restaurant dispensing high quality food, or a hotel.

Financially, Hutspot Hutspot generates capital in several ways. They generate capital from the purchase of dinners within the restaurants, which is their own income. Additionally, they receive sponsorship, grants and subsidies which amount to ±87% of their turnover. In Table 6, the financial figures are shown, based on the amount that is needed in order to open two days a week at one location. They are dependent on grants and subsidies, and the amount they receive determines how many days the restaurants can open. However, the founder of Hotspot Hutspot does not seek to become self-sustaining. He believes that Hotspot Hutspot has the right to receive money from the government and the municipality, because they fulfil a role related to health and well-being within the city. However, they strive to reduce the capital generated by grants and subsidies, and they seek to acquire their capital as follows: 33% from sponsorship, 33% from self-generated income and 33% from grants and subsidies.

<b>Hotspot Hutspot (2012)</b>	
<i>Core Business</i>	<i>Enhance social cohesion of adolescents in low SES districts by cooking</i>
<i>Legal status</i>	<i>Non-profit foundation</i>
<i>Employees</i>	<i>3 permanent employees 3 cooks ±30,40 volunteers</i>
<i>Clients</i>	<i>4 restaurants in Rotterdam open 2 days a week per location</i>
<i>Net turnover (€)</i>	<i>71,039</i>
<i>Grants/subsidies/ sponsorship (€)</i>	<i>61,461 (86.51% of net turnover)</i>
<i>Net profit 2015 (€)</i>	<i>n/a</i>

*Table 6. A description of Hotspot Hutspot*

## 5.2 Factors that influence success

In the following paragraphs, the factors that influence the success of a social enterprise are described, including both the critical success factors and the barriers that were discussed during the semi-

structured interviews. First, the critical success factors are described, which are sub-divided into the three categories: characteristics of the entrepreneur, characteristics of the enterprise and environmental factors. Thereafter, the barriers experienced by the social enterprises are mentioned.

### *5.2.1 Critical success factors*

#### *5.2.1.1 Characteristics of the entrepreneur*

As described above, all the social enterprises have a mission to address, and they achieve social impact. Therefore, this demonstrates that they all are **socially engaged** with a **vision** to address societal problems in a certain way. In addition, all the founder–entrepreneurs consider themselves as **persistent**. Based on the semi-structured interviews, it appeared that the social enterprises are in their quite early stages, and respondents mentioned that they faced barriers during the development of the social enterprises. However, the social entrepreneurs want to achieve the social impact they have intended to the greatest possible degree. Therefore, the social entrepreneurs set high, challenging goals and do not yield, because they are intrinsically motivated to achieve the intended social impact. During his interview, the founder of Atlantis Handelshuis described how he addresses possible barriers and thereby demonstrates his persistence:

*“Well, I’ll go for it any case. The idea of “we won’t get there”, does not apply to me”.*

However, the theory that the entrepreneurs are **high risk-taking**, was not explicitly mentioned by the stakeholders. All the founders mentioned that their idea was a new and innovative idea to address societal problems, and were not sure if the concepts ‘worked’. The founder of Bijzonder Thuisafgehaald noted that a social entrepreneur has to possess a high risk-taking propensity, otherwise she would have never started her own business. However, she mentioned that she herself did not have this specific characteristic. During the semi-structured interview, she mentioned that her husband was closely involved during the establishment of Bijzonder Thuisafgehaald. She stated the following about her personality:

*“But at the same time, it is not only my background. Then I wouldn’t manage it. So, it is especially his [husband’s] entrepreneurial background, his risk. Let’s say, he likes risks. Well, that was crucial for taking the first steps”.*

Another feature mentioned by two stakeholders of Hotspot Hutspot and Bijzonder Thuisafgehaald is the degree of **pragmatism** of the entrepreneur. This may be seen in the manner in which they conduct business. The following quotation of an employee may illustrate the pragmatism of the entrepreneur:

*“We wanted to involve GPs, and we were working on it for one month already. We noticed that GPs are incredibly difficult and that we had more in common with dieticians and*

*physiotherapists. Well, then we moved on to the physiotherapists and dieticians, forget about the GPs”.*

#### 5.2.1.2 Characteristics of the enterprise

Characteristics of the enterprises identified in this study were primarily based on the results of the semi-structured interviews with people directly involved in the social enterprises, such as the founders and the employees. The cooperative partners and clients generally had less in-depth knowledge about the characteristics of the social enterprises, because they were not involved with the enterprise on a regular basis and had less insight into the business strategy.

Founders and employees all indicated that the organisational culture was informal and flat in all cases; there was **little hierarchy** present. According to the founders and employees, the manner in which tasks were executed was not of primary importance, because all employees who were directly involved in the enterprise wanted to achieve an impact on society to the greatest degree possible. The interviews with the founders and employees indicated that the enterprises were **result driven**, with a high personal responsibility to achieve tasks. The employees therefore noticed that there was a **high trust level** in the workplace. The following quotation of the founder of Atlantis Handelshuis illustrates the flat culture of Atlantis Handelshuis:

*“One of the first things I asked was: “What do you want? Do you want a manager above? Or are you going to manage it yourself?” Well, what was the answer do you think? [Interviewer: “Manage it themselves?”] Yes, a pancake should be flat”.*

Within the organisational culture, it appeared that there is a **parochial** culture among employees and cooperative partners, because they all **shared the same vision** about the social impact they want to achieve. According to the founders, it is important to share the same vision in order to achieve the mission defined by the enterprises. In addition, all employees should be intrinsically motivated to achieve and improve social impact. In general, the regular employees and founders work long hours for relatively low salaries, and therefore they invest in some way in the social enterprises, according to the founder of Atlantis Handelshuis. This statement can be illustrated with the following quotation by the founder of Atlantis Handelshuis:

*“Of course, you need to possess the right competencies. But sustainability should be in your DNA, because you become part of the DNA of our company. And if you haven’t, not even a sparkle, you are at the wrong place. We ask to invest a little bit in the company”.*

The business strategy differed among the three social enterprises. For example, neither Bijzonder Thuisafgehaald nor Hotspot Hutspot wrote a business plan before they started the HeldCare program.

In general, those two enterprises mentioned **learning by doing**. According to them, there were no similar examples of social enterprises or best practices on how to perform. With or without a concrete business plan, things will never go according to a plan. This implies a **pragmatic business approach**. The founder of Bijzonder Thuisafgehaald stated that it is typical for social enterprises to do business as lean start-ups:

*“We never wrote a business plan, we never performed a risk analysis, and we did not perform a competitive analysis. We just had a nice idea and we thought, let’s start! [...] because I strongly believe as an entrepreneur, as a social enterprise, that you learn by doing, instead of by writing business plans and by analysing for a long time”.*

However, the founder of Atlantis Handelshuis use a business plan and he stated that a certain business plan is important to determine the strategy of the enterprise.

#### 5.2.1.3 Environmental factors

Several environmental factors were mentioned by different stakeholders that may have an effect on the success of the enterprises. Factors were found in the background, the personal context of the entrepreneur, and the trends that emerged.

The results respecting the background of the entrepreneurs were primarily based on the semi-structured interviews with the founders. It appeared that the backgrounds of all entrepreneurs played a role in the way they do business. This was mainly a combination of past personal events, such as the experience they gained from their **previous employment**. All entrepreneurs mentioned that their current enterprise is in line with their previous employment, or a combination of previous experiences. The founder of Atlantis Handelshuis previously operated a catering and hospitality business, but not one focused on social impact, however. The founder of Hotspot Hutspot had his own catering business and was a first degree teacher in art and drawing who worked with reintegrated adolescents. Factors of interest to the entrepreneurs seem to integrate with their social enterprise. The founder of Bijzonder Thuisafgehaald was not previously an entrepreneur. However, she is interested in global citizenship, which according to her, demonstrates many similarities with Bijzonder Thuisafgehaald. She learned entrepreneurship from her husband, who has always been an entrepreneur. He was an important factor in her **personal surrounding** in order to change her career and establish her own social enterprise.

The entrepreneurs had created major networks in their previous employment. Accordingly, they mentioned that it is important to **know the ‘right’ people**. They noted that a network is extremely important in order to exist. They reported trying to expand their network as much as possible, and to

increase the social impact by disseminating their message. The founders used their network to learn, help and share their experiences with other social entrepreneurs or possible clients. The founder of Hotspot Hutspot remained convinced that they exist due to his network.

Trends that emerge in society seem to be environmental factors that positively influence the success of the social enterprises. All respondents noticed an increased attention to the trends of sustainability and increased attention on biological and healthy food, which align with the direction of the social enterprises. A client of Atlantis Handelshuis, a cook within a hospital, spoke of the use of fresh and sustainable products within the hospitals and the increased attention of other hospitals:

*“I think it is a trend among hospitals. Because we started to cook by ourselves, we are one of the hospitals that has been at the forefront to cook ourselves. [...] and because we take the lead, a lot of hospitals want to cook by themselves as well, and they take a look at how we do that.”*

In addition, Bijzonder Thuisafgehaald anticipates trends related to the transition to a participation society and focus on self-sustainability of citizens.

### **5.2.2 Barriers**

The stakeholders mentioned several barriers they face that may restrain the development of the social enterprises. The most frequently mentioned barriers were principally identified as accessibility of capital and unfamiliarity of the general public, as well as potential clients and financiers, with the concept of the social enterprises. In addition, social enterprises are dependent on the slow decision-making processes of other organisations.

It was striking that barriers were discussed relatively more often by all the stakeholders compared to the other concepts. All stakeholders mentioned the **accessibility of capital** as a major barrier, however at different levels. Bijzonder Thuisafgehaald and Hotspot Hutspot work with funds. Stakeholders of Bijzonder Thuisafgehaald and Hotspot Hutspot mentioned that funds take a long time and set criteria that narrow the possible funds available for the social enterprises, since foundations provide funds to specific purposes. From the semi-structured interviews, it appeared that Hotspot Hutspot was not always in a position to pay the wages of the regular staff, in which case, the cooks received precedence. Stakeholders mentioned having a chronic lack of resources. Due to the lack of financial resources, they mentioned a shortage of employees and marketing, which made it difficult to advertise the company. In addition, the target group was difficult to reach in the case of Bijzonder Thuisafgehaald. A home cook noted that the elderly experience difficulty when making use of a computer or the internet, or both.

Another barrier that arose from the semi-structured interview with a cooperative partner of Atlantis Handelshuis, a butcher by profession, was the price of the goods sold to the health care organisations. Atlantis Handelshuis' prices are often higher compared to the typical price of goods. The following quotation illustrates this statement:

*“But then, it’s a financial issue, it is a bit more expensive. It’s just a little bit more expensive. And everybody has their own budget. So, I’ve no idea if it becomes a success.”*

**Unfamiliarity** at several levels was also a barrier mentioned by the stakeholders. First, with respect to the familiarity of stakeholders with the enterprises, it became apparent from the interviews that the social enterprises were in their early stages. Therefore, the social enterprises were unfamiliar to paying clients, customers and financiers, which sometimes made it difficult to contact and convince the appropriate people. Additionally, all enterprises had begun to collaborate with partners within the last six months. For example, one of the clients of Hotspot Hutspot, who had been working for only five months in the hospital, was not familiar with the enterprise. A cooperative partner of Bijzonder Thuisafgehaald, working at a welfare organisation in Leiden, noted that it was difficult to reach the necessary people in order to expand the organisation. According to her, the concept was not yet fully integrated in the welfare organisation, and the transition was a slow decision-making process.

In addition, the **slow decision-making processes** of health care organisations and municipalities were often identified by the stakeholders of the social enterprises as a barrier. As previously mentioned, decisions must be passed and approved by several boards within the health care organisations and municipalities, which makes these processes lengthy and time-consuming. Consequently, these health care organisations were perceived by stakeholders as bureaucratic.

Another barrier, experienced by the social enterprises, is resistance on the part of for-profit enterprises to collaborate with social enterprises. Stakeholders stated that for-profit enterprises often consider social enterprises as competitors. The stakeholders believed that this resistance is due to the different mission and vision of the social and for-profit enterprises. Stakeholders mentioned that it is difficult to collaborate with other enterprises that **adhere to the old paradigm**, which is often called the ‘old economy’ by the stakeholders. In general, for-profit enterprises focus on generating capital as their primary incentive, compared to social enterprises that focus primarily on social impact. However, the employees and founders of the social enterprises believe that the collaboration among enterprises, including social enterprises, boosts the impact on society. As an employee of Atlantis Handelshuis mentioned,

*“Yes, you don’t have to squeeze, but you have to collaborate. It will then create crossovers, and*

*between the lines and interfaces you will get, you achieve the real innovative forces, and that is what we have to work towards.”*

## 6. Discussion

The study was conducted in order to contribute and strengthen the academic evidence in the explorative field of social enterprises in the Netherlands. The main goal of the current study was to gain insight into the main critical success factors and barriers of social enterprises in the health and social care sector. Therefore, three social enterprises were selected in the field of nutrition that pursue similar measures of success. To date, there is a considerable volume of literature that considers critical success factors and barriers faced by for-profit enterprises and social enterprises in countries neighbouring the Netherlands, where social entrepreneurship has been more fully developed. However, little attention has been given to these factors as they apply to social enterprises in the Netherlands, where the context differs from the surrounding countries, such as the application of different laws and regulations. This study determines the success of the enterprises, and in addition, describes the most important critical success factors that must be present and barriers that must be overcome in order to become a successful social enterprise. By determining the critical success factors of and barriers experienced by the three social enterprises, a framework can be created in order to help beginning social enterprises in the health and social sector, an emerging field in the Netherlands. The conclusion of the current study should be considered as a step towards broadening the evidence on social entrepreneurship in health and social care. However, with a small sample size, caution must be applied, and much more research must be conducted to strengthen the findings and evidence on the topic of social entrepreneurship.

### 6.1 Reflection on the results

The most important study findings that are relevant are described in order to answer the research questions. First, to what extent the social enterprises are successful is described. Thereafter, the results of the critical success factors and barriers that influence the success of the social enterprises are detailed.

It is difficult to draw conclusions as to the extent to which the social enterprises are successful, due to the arbitrary meaning of success. However, as defined in this study, success depends on the goals and achievements respecting social impact and financial success. Results relating to social impact and financial success were derived from semi-structured interviews and document analysis. It can be concluded from the data that the social enterprises included in this study are still in the early stages of their development. Therefore, it seems that the selected social enterprises are not yet truly successful, because they have not yet achieved the predetermined social impact and not all are financially sustainable. The data suggest that the social impact of the social enterprises largely depends on financial success and performance, and this finding is also described in the literature (Orlitzky *et al.*,

2003; Waddock & Graves, 1997). When social enterprises become financially sustainable, they are able to expand, which enhances their social impact. Given the need for social enterprises due to decentralisation, and in addition, trends towards sustainability and healthy nutrition, the social enterprises have a high growth potential.

The following findings concern the critical success factors that influence success as described above. The study findings suggest there is a wide range of critical success factors that may affect the success of social enterprises. The critical success factors were sub-divided into characteristics of the social entrepreneur, characteristics of the social enterprise and environmental factors. The data suggest that the characteristics of the social entrepreneurs of the current study can be described as socially engaged, visionary, persistent, having a high propensity for risk-taking, and pragmatic. It is stated that characteristics of for-profit entrepreneurs and social entrepreneurs overlap. According to Abu-Saifan (2012), some characteristics, such as those found in the current research, apply to for-profit entrepreneurs, to social entrepreneurs or to both. A high propensity for risk-taking can be attributed to both the for-profit as well the social entrepreneur (Abu-Saifan, 2012). Being socially engaged, being a visionary, having persistence and exhibiting pragmatism are typically seen as characteristics of social entrepreneurs (Abu-Saifan, 2012; Dees, 2001 & 2007; Light, 2006; Roberts & Woods, 2005).

The critical success factors for social enterprises in the field of health and social care were also assessed, particularly as these relate to the business strategy and organisational culture. The findings related to reliance on a defined business strategy were ambiguous among the social enterprises. Two social enterprises initially had no business plan; these social enterprises were characterised by conducting business while learning, and developing experience without a preconceived plan. One social enterprise did have a business plan. However, it is difficult to draw conclusions based on this small sample size. It is suggested that some social enterprises have a strong business focus, while others have a looser business approach. The literature confirms this finding (Bull, 2007). As concluded by previous research, there is a spectrum of business strategies among social enterprises. On the one hand, there are the more socially-driven enterprises, containing organic organisational systems, and on the other hand, there are more business-driven enterprises, featuring more structured business systems (Bull, 2007). One of the social enterprises included in this study applied a business approach, which can likely be attributed to the fact that large amounts of money were involved within the social enterprise, which required a structured way of doing business and financial accountability. The other social enterprises tend toward the socially-driven approach. They could afford an organic approach, because they were less committed to large amounts of money and did not have to justify spending to major clients.

Critical success factors concerning organisational culture were also assessed. Six dimensions that are part of organisational culture are described within the literature. The organisational culture of the selected social enterprises seems to be result- and job-oriented, parochial and pragmatic. Both open and loose control systems were observed. Derived from the literature, some similar results were found. The social enterprises appear to be result-oriented, in the form of achieving social impact by attracting clients or customers as much as possible in order to increase the social impact. This finding was confirmed by the report of PwC (2015). As stated, the social enterprises seem to be job-oriented, as the work ethic was high among their employees. A great deal of responsibility was given to the employee to accomplish tasks. In addition, there were limited resources, which increases pressure on the employees. This is reflected in the literature as well. A study of Bull (2007) suggests that social enterprises in general are driven by the work ethic of the social enterprise. Although the parochial culture is less comprehensively described in the context of social enterprises, in the current study it appears that employees have a shared vision and feel strongly connected to the social enterprise. The loose control and open systems are more frequently supported by the literature; little hierarchy and high trust level are often encountered within social enterprises (Defourny & Nyssens, 2007; Kerlin, 2009). Concerning the pragmatic or normative dimensions, the extent to which social enterprises are pragmatic or normative depends on the business strategy, as described above.

The environmental factors that arose from the data were mainly focussed on the macro-social aspects. The data suggest that previous employment of the entrepreneur seems to have a major impact on the success of the social enterprise. The social entrepreneurs had experience in entrepreneurship, or had someone in their immediate surroundings who was experienced in entrepreneurship. Previous experience in entrepreneurship seems to be of importance in achieving success, this was also stated within the literature (Stuart & Abetti, 1990). In addition, the network of a social entrepreneur is important while doing business in order to distribute the knowledge, and gain new contacts and resources which are likely to expand organisational capacity, this was also encouraged by the literature (Austin *et al.*, 2006). In addition, societal trends seem to have a positive impact on the success of social enterprises. Increased attention on healthy nutrition, sustainability and a participation society where noticed and seem to be sector-specific. The social enterprises anticipate to these trends which probably increase the knowledge on these societal issues addresses by the social enterprises, among others, on the general public and decision makers in health care organisations and municipalities upon which social enterprises depend. No literature was found on this topic. In addition, the social enterprises fulfil a part of the municipalities' responsibilities in the field of health and social care (Vocht, 2007).

Alongside the critical success factors that have a positive influence on success, there are barriers that negatively influence success. The most important barriers that inhibit social enterprises from further development is the lack of accessibility of capital, adherence of for-profit enterprises to the old paradigm, slow decision-making processes of organisations that the social enterprise depends upon for success, and unfamiliarity of entrepreneurs with the social enterprise in general, and among other enterprises, health care organisations, and municipalities. Within the current study, there is a negative relationship between the access to capital and familiarity in the field of social entrepreneurship. It seems to be difficult for social enterprises to reach financiers and clients due to the unfamiliarity of social entrepreneurship in general and due to the unfamiliarity of the enterprise itself. This is also indicated by literature, as the reports on social enterprises stated that unfamiliarity results in a lack of access to capital (Austin *et al.*, 2006; McKinsey, 2011; SER, 2015; Social-Enterprise NL, 2015). The unfamiliarity can be attributed to the fact that social entrepreneurship is less developed within the Netherlands. Social entrepreneurship in surrounding countries, such as the United Kingdom, is far more developed. Therefore, social enterprises are more familiar and have less difficulty in accessing capital (McKinsey, 2011). Another barrier faced by the social enterprises is the slow decision-making process within the health care organisations and municipalities upon which social enterprises depend. This particular barrier seems to be sector-dependent concerning health and social care. Within the literature, implementation of social entrepreneurial innovations within hospitals has been infrequently examined. However, there is literature concerning information technology innovations within health care organisations, which seems to be difficult due to the different interests and expectations of stakeholders who are involved in decision-making processes (Lambooij & Hummel, 2013). Respecting the municipalities, it appeared that the Dutch municipalities were not particularly innovative, even after decentralisation, this makes it difficult to collaborate for social enterprises that generally have innovative concepts (Lambooij & Hummel, 2013).

## 6.2 Strengths and limitations

In hindsight, strengths and limitations of the current study may be identified. A significant strength is the use of triangulation, whereby several qualitative research methods are used. Semi-structured interviews were used as the primary research method. In addition, document analysis and participant observation acted as supporting methods in order to strengthen the data. The combination of different research methods increases the confidence in and validity of the data (Guion *et al.*, 2011). Another strength of the study is the use of a multiple stakeholder analysis, which ensures a broad view of different perspectives on the subject. Therefore, the perspectives of the founders, employees, cooperative partners and clients of the different social enterprises were taken into account.

One of the significant limitations of the current study is the fact that data may be subject to selection bias. As previously stated, the social enterprises registered themselves with the HeldCare program, which may have excluded other 'successful' social enterprises focused on nutrition in the health and social care sector that may not have been contacted or notified of the existence of the program. Additionally, social enterprises were selected by the management team of the HeldCare program. Criteria of the HeldCare program were different than the criteria of the current study. For example, the management team of the HeldCare program wanted to ensure variety of the focus areas among the social enterprises. However, this study only focuses on social enterprises in the field of nutrition. Subsequently, it has been concluded that the case study approach in general ensures less reliability, validity, and generalisability (Hamel, 1993). Another limitation is the age of the social enterprises included in the study. The social enterprises have existed, on average, for three years, meaning that it is too early to determine their actual success. Taking these limitations into account, it was important for the study to identify its own criteria related to aim of the study, instead of using criteria set by a program dedicated to other interests.

### 6.3 Future research

Due to the exploratory phase of social entrepreneurship within the Netherlands, further work is required to establish the viability of the evidence on this topic. Therefore, more studies on social entrepreneurship in this expanding field must be conducted on the health and social care sector, among others. The following suggestions are made for further research.

As a follow-up study on the current research, the relation between the critical success factors and social impact could be investigated, in order to increase the evidence on the relation between the success and the critical success factors as mentioned in the current research. The current research was conducted in order to provide an explorative investigation into critical success factors and barriers faced by the social enterprises. However, while success of the social enterprises was described, the relationship of the factors and success was not assessed in the current study. Another suggestion for further research would be to conduct a similar study in the field of nutrition with for-profit enterprises. The results of the current study may be compared to those studies. This may permit clear distinctions between social enterprises and for-profit enterprises and the related factors. The last suggestion is to conduct a study about the specific barriers mentioned in the current study, and involve the stakeholders of the social enterprises upon which they depend, such as the decision makers within the municipalities and health care organisations. The study may give insights into the processes of the organisations, were the social enterprises can learn from.

#### 6.4 Conclusion

An answer has been formulated to the main research question: *'Which critical success factors and barriers influence the achievement of success among social enterprises focusing on nutrition in the health and social care sector?'*

Success of social enterprises depends on a combination of factors concerning the characteristics of the entrepreneur, characteristics of the enterprise and environmental factors. The critical success factors of the social enterprises in the health and social care overlap to a large extent with social enterprises in general, such as, characteristics of the social entrepreneur and characteristics of the social enterprise. However, some environmental factors of the social enterprises in health and social care are sector-dependent and differ from those factors of the social enterprises in general. These environmental factors seem to be societal trends towards increased attention on healthy food and sustainability that have a positive influence on the success of social enterprises in this sector. Additionally, some experienced barriers seem to be sector-dependent as well. Factors such as unfamiliarity with social entrepreneurship among possible investors and other organisations, and the decision-making processes of organisations upon which social enterprises depend, seem to be specific to the health and social care sector, and probably negatively influence the success of social enterprises in this sector. It is of importance to investigate how these barriers can be overcome in further research, because the experienced barriers do not seem to be insurmountable. When social entrepreneurs take into account the critical success factors and barriers in advance, when starting a social enterprise in the health and social care sector, it is likely to increase chances of success of social entrepreneurs.

## 7. Recommendations

Recommendations may be given to relevant stakeholders concerning social entrepreneurship in the health and social care sector. Given the small sample size, recommendations are only provided for stakeholders that stay close to the subject of this research. Therefore, recommendations are made for beginning social entrepreneurs, and researchers in the field of health and social care, and for Social Enterprise NL. Major stakeholders were excluded, such as the government, since the current report probably has less impact.

### 7.1 Beginning social entrepreneurs in the health and social care

The first recommendation is addressed to the founder of the social enterprise with respect to develop a business plan in their early stages when starting the social enterprise, and adjust (if necessary) the business plan every six months. Topics of the business plan should capture at least information about their achieved social impact, their financial state, their future goals, and the added value of the social enterprise compared to for-profit enterprise performing in the similar field. A business plan will give the potential clients and customers insight into the value of the social enterprises, that facilitates financiers to invest in the social enterprises, this may increase the chance to become financially sustainable.

Second, it appeared that social enterprises in the field of health and social care often have to deal with other organisation with slow decision-making processes. Therefore, to save time and money, it is recommended to always start with a pilot or trial that demonstrate the product or service of the social enterprises, this probably may convince people and accelerates the decision making processes.

Thereafter, evaluate and capture the impact of every pilot or trial. Evaluations are relevant to other potential clients or customers that probably interested in the social enterprise. In addition, the documents on the evaluations ensure that less effort is needed to convince the appropriate people who make the decisions within potential health care organisations or municipalities.

Derived from the report, it is stated that one of the challenges relate to accelerated growth and expansion. Therefore, the last recommendation meant for the social entrepreneurs is about the marketing around the social enterprise. From the report it is known that social enterprises have to deal with a lack of resource, in addition, the absence of capital for marketing strategies. Therefore, it is recommended to make use of social media, which is relatively less expensive and when properly used, many people can be reached.

## 7.2 Researchers in the field of health and social care

Recommendations for the researchers can be formulated as well. Therefore, for future researchers it is recommended to conduct more research concerning social entrepreneurship in the health and social care sector. However, doing research within other fields, instead of 'nutrition', makes clear if data are consistent among the different fields and which factors are sector-dependent.

A second recommendation for the researcher, derived from the difference in knowledge of the different stakeholders that were involved in the social enterprises. Due to the explorative approach of the current study, a wide range of stakeholders was involved. To gain more in-depth knowledge into the social enterprises in health and social care, it is recommended to investigate the several concepts of the current study separately in future research. Topics that can be investigated are similar to concepts that derived from the conceptual model of the current study. Therefore, research can be conducted on the characteristics of the social entrepreneur, characteristics of the enterprise and environmental factors. This ensures in-depth information about the different concepts regarding to success of the social enterprise.

## 7.3 Social Enterprise NL

One important recommendation is aimed at the Social Enterprise NL. Given the wide network, and impact of the organisation on social entrepreneurship in general, they have great influence to increase the attention on social enterprises in the health and social care sector. Therefore, it is recommended to continue to provide programs such as HeldCare. In addition, in order to increase support on social entrepreneurship in the health and social care sector, it is recommended to conclude a cooperation agreement with strategic partners participating in social entrepreneurship with regard to health and social care. For example, the municipalities which have been partly given responsibility for tasks in the field of health and social care.

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## 9. Appendices

### 9.1 Planning research

Month 1	Month 2	Month 3	Month 4	Month 5
<i>Research on background of Social Entrepreneurship in the field of health and social care</i>				
<i>Formulating research question and research objective</i>				
<i>Creating conceptual model and describe theoretical and contextual background</i>				
	<i>Creating interview design</i>			
	<i>Start with interviews with participants (n=4) of the selected initiatives</i>	<i>Start with document analysis (n=3)</i>		
	<i>Elaboration of interviews and analysing</i>	<i>Interviews with participants (n=8)</i>		
	<i>Internal observations (n=3)</i>	<i>Elaboration of interviews and analysing</i>	<i>Elaboration of interviews and analysing</i>	
		<i>External observations (n=3)</i>	<i>Analysing observations</i>	
		<i>Writing results</i>	<i>Writing results</i>	
			<i>Start with writing the conclusion</i>	<i>Writing final report with recommendations</i>

## 9.2 Interview guide

Fijn dat u deel wilt nemen aan dit interview. Het interview staat in het teken van de factoren die bijdragen aan het succes van je onderneming. Dit zijn kritische succes factoren en de barrières die jullie zijn tegengekomen en hebben overwonnen. Graag zou ik deze met u willen bespreken dit aankomende uur. De data die ik genereer zullen volstrekt vertrouwelijk worden behandeld.

### Algemeen

Inleiding BijzonderThuisafgehaald

Waaruit is dat idee precies ontstaan?

### Success

Wat verstaan jullie onder succes met betrekking tot jullie bedrijf?

Wanneer vind je dat jouw bedrijf succesvol is?

Wat willen jullie bereiken met jullie bedrijf?

Wat verstaan jullie onder sociale impact?

Hoe bereiken jullie dat?

Waaruit blijkt dat?

Wat is de jaarlijkse omzet en kosten?

Had je startfinanciering?

Hoe kwam je aan die startfinanciering?

Hoe zit dat nu?

### Characteristics Entrepreneur

Welke persoonlijke kenmerken zijn belangrijk denk je om als sociaal ondernemer te bezitten?

Welke van deze karakteristieken heb jij?

Welke zou je willen hebben?

Wat belemmert jou in je werk, waar je minder goed in bent?

Hoe los je dat op?

### Characteristics Social enterprise

Hoe zou je de bedrijfscultuur omschrijven?

Hoe gaat de samenwerking binnen het team?

Wat gaat er wel/niet goed?

Business strategie aanwezig?

Hebben jullie een concreet businessplan geschreven?

Ja: Wat heeft dit jullie opgeleverd?

Nee: Missen jullie dit? Waarom zou je dit kunnen gebruiken/nodig hebben?

Wat verloopt er volgens plan, waarin of wanneer wijken jullie af en waarom?

Waaruit blijkt dat?

Wie zijn jullie concurrenten?

Waarin zijn ze goed/beter/slechter dan jullie?

Ken je andere sociaal ondernemingen die je als voorbeeld ziet, waarom zijn zij succesvol?

Waarin zijn je concurrenten goed?

## Environment

Van wie en hoe heb je in het begin support ontvangen?

Op welke manier in expertise en kennis?

Financiële ondersteuning?

Van wie? Hoeveel?

In hoeverre heb je tijdens je oprichting van je bedrijf wat aan je netwerk gehad?

Zijn er omgevingsfactoren die van invloed zijn geweest op de ontwikkeling van je onderneming?

Overall? Waar ligt de kracht van jullie bedrijf?

Samenvatting geven

Afsluiting

Bedankje geven