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**COMMUNICATING FOR SOCIAL GOOD:
THE CURIOUS CASE OF SOCIAL ENTREPRENEURS
IN TURKEY**

MASTER THESIS

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PREFACE

As human beings we are all passing through a challenging time. Faced with the most imminent threats, it is not surprising to feel lost and helpless. In this regard, the stories of individuals who put an extreme effort to create social value has always fascinated me. I am extremely grateful that I had the chance to closely witness and observe in awe their incredible tales in the midst of creating this study. First, I would like to thank my thesis supervisor for his invaluable support and guidance in this long ride. He has shown incredible tolerance and encouragement, provided patient advice and always picked me up when I felt disoriented. It has been a great joy to have worked with him. I also would like to thank my beloved friends and family who have believed in me: for my family for their love and understanding, for Damla for her academic guidance and friendly support, for Merve for her help and emotional support through it all, for Ece on her suggestion for the focus of this thesis and for Öznur for her encouragement. And above all, I would like to extend my gratitude to my interviewees for sharing their knowledge, experience and inspiring personal stories with me. Without them, this study would not have been possible. I sincerely wish that this analysis would pave the way for further academic discussion on social entrepreneurship in Turkey and would be more than honored if the findings would be of practical use.

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ABBREVIATIONS

CSO	: Civil Society Organization
CSR	: Corporate Social Responsibility
EMES	: Emergence of Social Enterprise in Europe
KOSGEB	: Small and Medium Enterprises Development Organization of Turkey
KUSIF	: Koç University Social Impact Forum
PCDO	: People-Context-Deal-Opportunity
SE	: Social Entrepreneurship
SME	: Small and Medium Size Enterprise
STGM	: Civil Society Development Center
TBBM	: The Grand National Assembly Turkey
TOBB	: The Union of Chambers and Commodity Exchanges of Turkey
TÜBİTAK	: The Scientific and Technological Research Council of Turkey
TÜSEV	: Third Sector Foundation of Turkey
UK	: United Kingdom
UN	: United Nations
UNDP	: United Nations Development Program
USA	: United States of America

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RÉSUMÉ

Au cours des dernières décennies, nous avons observé une prolifération du nombre d'initiatives civiques visant à créer de la valeur sociale. Quel que soit le problème social en question, il est de plus en plus courant de rencontrer des personnes proactives, en ce cas des entrepreneurs sociaux, qui assument la responsabilité de proposer des solutions innovantes et durables, que ce soit le secteur, à but non lucratif ou à but lucratif. Cette émergence peut être expliquée par plusieurs développements mondiaux, notamment les tendances de la mondialisation néolibérale. Tout d'abord, la prospérité a augmenté comme le nombre de sociétés démocratiques. Deuxièmement, l'expansion et la sophistication de nouvelles technologies de communication ont conduit (i) au renforcement des capacités en matière de pratiques innovantes et (ii) à une sensibilisation accrue des personnes déjà exposées aux défis et aux menaces actuels. Malgré ces développements, des menaces mondiales imminentes persistent. Des problèmes sociaux fondamentaux subsistent en matière d'environnement, de pauvreté, d'accès à l'éducation, etc. Tous attendent d'être résolus. Les dépenses publiques dans ces domaines ne suffisent plus. Ces développements ont provoqué une transformation fondamentale et un changement non seulement dans la manière dont le troisième secteur effectue son travail social, mais également dans la manière dont le secteur privé exploite ses activités. En conséquence, nous avons assisté à l'abondance du capital intellectuel et financier nécessaire à la création d'un environnement propice à la montée des entrepreneurs sociaux. Les marchés contemporains exigent une forme de capitalisme éthique et socialement inclusive. Dans ce cas, l'entrepreneuriat social joue un rôle complémentaire aux secteurs privé et civile, des acteurs émergeant de tous les domaines sociaux souhaitant relever ces défis par le biais de méthodes innovantes et durables.

La Turquie en tant que membre de la communauté mondiale n'était pas l'exception. Depuis la période ottomane, la culture turque est familière avec les activités philanthropiques, principalement organisées autour des fondations (*waqf*). Cette compréhension profondément enracinée de la «mission sociale» s'est progressivement transformée avec la montée des institutions de la société civile et l'émergence de entreprises internationales à travers leurs projets de responsabilité sociale. Cependant, il existe également des obstacles vitaux à la croissance en puissance du secteur de l'entrepreneuriat social en Turquie. Culturellement, la création du profit issu du travail social a une connotation négative. Il n'existe pas de cadre réglementaire en ce qui concerne les modèles d'entreprise pour les entreprises sociales. En outre, la culture du don, le bénévolat et le travail pour une cause sociale sans organisation faitière sont assez limités.

Cette étude a pour objectif de proposer un modèle de compréhension de la communication pour le bien social à travers l'optique d'un paysage en pleine croissance de l'entrepreneuriat social en Turquie. L'objectif ultime de l'étude est (i) de comprendre le paysage de l'entrepreneuriat social en Turquie et (ii) de proposer un modèle de communication pour le bien social. Afin d'étudier les dimensions de ces sujets de recherche généraux, l'étude tente également de dévoiler les cadres conceptuels des études sur l'entrepreneuriat social et la définition de l'entrepreneuriat social. Il prend également en compte les modèles de fonctionnement des entrepreneurs sociaux. L'étude se concentre ensuite sur les activités de communication des entrepreneurs sociaux en Turquie et examine en quoi les processus, les environnements opérationnels, les ressources et les cadres réglementaires ont une incidence sur leurs efforts de communication.

Le Chapitre I présente la complexité du concept. Dans la première partie, un cadre conceptuel pour l'entrepreneuriat issu de la littérature internationale est présenté. La principale distinction des entrepreneurs sociaux réside dans leur objectif: la mission sociale. Les sections suivantes du premier chapitre sont consacrées à l'introduction du terme «social» dans l'activité entrepreneuriale et proposent une revue de la littérature pour les études sur l'entrepreneuriat social et présentent en détail les cas à définir. Bien qu'il n'existe pas de consensus quant aux caractéristiques des entrepreneurs sociaux, cette étude prend comme point de départ les personnes qui cherchent à créer une valeur sociale dans la vie des autres en suivant des processus, des outils et des méthodes de création d'entreprise. Selon cette approche, leurs modèles opérationnels peuvent varier: il peut s'agir d'un modèle à but lucratif, à but non lucratif, public ou hybride.

La complexité de la terminologie nécessite également une discussion sur les caractéristiques des individus alors que l'ensemble de la communauté de l'entrepreneuriat social dépend de la motivation individuelle de ces personnes. À cet égard, certains traits communs se dégagent: motivation, dévouement, travail proactive, réactivité, capacité d'innovation, flexibilité et adaptation à un environnement en mutation, convivialité, ouverture, conscience, style de leadership créatif, prise de risque et vision. Presque toute la littérature a une connotation positive quand il s'agit de décrire l'entrepreneur social. La troisième section du premier chapitre aborde les modèles proposés par les académiques pour comprendre l'ensemble du processus que les entrepreneurs sociaux prennent en compte dans la poursuite de leur mission. La plupart des modèles reposent sur des aspects tels que les personnes, les ressources, les opportunités, les besoins, la mission et l'environnement opérationnel. Après une discussion approfondie sur les modèles actuels, la quatrième section mentionne brièvement les études critiques dans ce domaine. Le point de vue commun du point de vue critique réside dans le fait que presque toutes les études sur l'entrepreneuriat social ont une connotation positive, laissant de côté les aspects idéologiques de la question. La dernière section du chapitre est consacrée à la compréhension des frontières du travail d'entreprise sociale et tente de montrer les divergences de l'entrepreneuriat social entre l'entrepreneuriat commercial et entre le troisième secteur. Il existe plusieurs éléments pour comparer l'entrepreneuriat social à l'entrepreneuriat commercial, par exemple: Alors que les contraintes économiques sont au premier plan pour les entrepreneurs commerciaux, les entrepreneurs sociaux accordent la priorité à

l'impact social et économique ou pendant que l'entrepreneur commercial prend un risque individuel (ou un risque pour le compte d'investisseurs), l'entrepreneur social doit prendre en compte les risques plus au niveau sociétal. En ce qui concerne les divergences et les similitudes entre l'entrepreneuriat social et le troisième secteur, bien qu'ils travaillent tous les deux pour une cause commune, la différence la plus importante réside dans le processus de génération de revenus.

Le Chapitre II, présente la méthodologie. La première partie présente les questions de recherche et la deuxième partie la méthodologie de l'étude. Le cadre d'analyse est dérivé en partie du cadre d'entrepreneuriat social élaboré par Kickul et Lyons (2012). Chapitre III présente une discussion sur le paysage de l'entrepreneuriat social en Turquie et les résultats de l'étude de terrain. Cette section présente les jalons et les acteurs importants travaillant dans le domaine de l'entrepreneuriat social. Afin de discuter en profondeur des défis et des perspectives des entrepreneurs sociaux en Turquie, une autre sous-section présente une revue des études empiriques menées en Turquie. Étant donné que le principal défi des entrepreneurs sociaux est l'absence de cadre réglementaire, une section spéciale est également consacrée aux défis connexes. La dernière partie du Chapitre III comprend notre analyse basée sur les données de terrain que nous avons recueillies lors d'entretiens semi-structurés avec 27 représentants de 25 institutions différentes de la communauté de l'entrepreneuriat sociale, entre le 20 Mars 2019 et le 20 Mai 2019.

L'analyse prend en compte deux étapes: la création d'idées et la réalisation de la mission, tirées du cadre de l'entrepreneuriat social élaboré par Kickul & Lyons (2012). De plus, l'analyse comprend également des conclusions sur la définition de l'entrepreneuriat social, la typologie d'organisation, sur l'impact social et sur la communication pour le bien social.

Les conclusions de l'analyse suggèrent que l'activité d'entrepreneuriat social en Turquie se compose principalement de deux éléments principaux: créer un bien social (*sosyal fayda*) et le maintenir durable. Les principaux défis auxquels les entrepreneurs sociaux sont confrontés en Turquie sont l'absence de cadres réglementaires et la perception culturelle négative de la recherche du profit. Les entrepreneurs sociaux ont peu de ressources épargnées pour les activités de communication, même s'ils ont tous du mal à dire en un mot l'ampleur de leur travail et à créer leurs principaux messages. Les activités de communication, que ce soit par le biais de la presse nationale ou de points de vente numériques, sont essentielles pour renforcer et diffuser le travail des entrepreneurs sociaux. Cependant, les entrepreneurs sociaux perçoivent généralement les activités de communication comme un moyen de rendre compte institutionnellement de leurs activités et de leurs programmes à leurs parties prenantes. Néanmoins, au lieu de partager des données via des rapports d'activité et des bulletins électroniques, les entrepreneurs sociaux pourraient adopter une approche de narration pour le contenu de leurs outils de communication, qui est considérée comme l'un des moyens les plus efficaces de partager leur contribution au besoin social en question.

L'étude se termine en proposant un modèle de communication pour le bien social. Outre les étapes de création d'idées et de réalisation de mission, une troisième

étape comprenant des approches de communication est proposée. Cette phase ne peut pas être complétée sans un système d'évaluation d'impact social, car il ne serait pas possible de confirmer si la mission que l'entrepreneur social a définie est remplie ou non. En plus de l'évaluation de l'impact social, l'entrepreneur social doit, pour diffuser et accroître son impact, (i) convaincre ses parties prenantes par le biais d'activités de communication ciblées et (ii) aboutir à une approche de narration afin de décrire la transformation à laquelle ils ont contribué.

Pour conclure, parmi les implications de cette étude, sur le plan académique, le domaine d'étude de l'entrepreneuriat social est jeune et laisse place à de futures études théoriques et empiriques, en particulier dans le domaine de la communication. Cette étude peut être un commencement à remplir ce déficit. Tandis qu'au niveau pratique, il vise à ouvrir la voie à une guide de communication pour les entrepreneurs sociaux émergents.

Mots clés: L'Entrepreneuriat Social, Communication, Bien Social, Communication pour le Bien Social, Impact Social, Narration.

ABSTRACT

In the last decades we observe a proliferation of the number of civic initiatives aiming to create social value. Whatever the social problem is at question, it is becoming common to come across proactive individuals, in this case social entrepreneurs, who undertake the responsibility to come up with innovative and sustainable solutions for the issue at hand, be it in the nonprofit or for profit sector. This emergence can be explained through several global developments, especially the neoliberal globalization trends. First of all, prosperity has arisen like the number of democratic societies. Second, the expansion and sophistication of novel communication technologies has led to (i) capacity building for innovative practices and (ii) increase in the social awareness of individuals who are already exposed to the ongoing challenges and threats. Against these developments, global imminent threats persist. There are still fundamental social challenges with regards to environment, poverty, access to education and the like. All waiting to be solved. Public spending in these areas does not suffice anymore. These developments have caused a fundamental transformation and shift in not only how the third sector conducts their social work but also how the private sector operates their businesses. Consequently, we have witnessed the abundance of the intellectual and financial capital to create the environment apt for the rise of social entrepreneurs. The contemporary markets demand an ethical and socially inclusive form of capitalism. In this case, social entrepreneurship plays a complementary role to the private and third sector, with actors emerging in all social fields who intent to tackle these challenges through their own innovative and sustainable methods.

Turkey as part of the global community, was no exception. The Turkish culture is, since the Ottoman period, familiar with philanthropic activities, mainly organized around the foundations (waqf). This deep-rooted understanding of “social mission” gradually transformed with the rise of civil society institutions and the emergence of international corporations through their corporate social responsibility projects. However there are also vital impediments with regards to the rise of the social entrepreneurship sector in Turkey. Culturally creating profit from social work has a negative connotation. There are no regulatory frameworks with regards to social entrepreneurial business models. In addition the donation culture, volunteering and working for a social cause without an umbrella organization is fairly limited.

This study aims to put forward a blueprint for understanding communicating for social good through the lens of a steadily growing landscape of social entrepreneurship in Turkey. The ultimate objective of the study is to (i) understand the social entrepreneurship landscape in Turkey and (ii) propose a model for communicating for social good. In order to investigate the dimensions of these broad research topics the study also tries to unveil the conceptual frameworks on social

entrepreneurship studies and the definition of social entrepreneurship. It also takes into account the operating models of the social entrepreneurs. The study then shifts its focus to the communication activities of the social entrepreneurs in Turkey and looks into how the processes, operating environments, resources and regulatory frameworks have an effect on their communication efforts.

Chapter I presents the complexity of the concept. In the first section a conceptual framework for entrepreneurship from the international literature is put forward. The main distinction of social entrepreneurs lies in their objective: social mission. The following sections of the first chapter is consecrated to introduce the term “social” in entrepreneurial activity and proposes a literature review for social entrepreneurship studies and presents in detail the cases for definition. Though there is not a consensus on who a social entrepreneur is, this study takes as its point of departure individuals who set out to create a social value in others’ lives through following processes, tools and methods of business entrepreneurship. Under this approach their operational models may vary: it could be a for profit, nonprofit, public or a hybrid model.

The complexity of the terminology also necessitates a discussion on the characteristics of the individuals as the whole social entrepreneurship community drives from the individual motivation of these particular persons. In this regard, there are some common traits that emerge: motivation, dedication, hard work, proactiveness, innovativeness, flexibility and adaptation to the changing environment, agreeableness, openness, conscientiousness, creative leadership style, risk-taking and being visionary. Almost all of the literature has a positive connotation when it comes to describing the social entrepreneur. The third section of the first chapter discusses the models proposed by scholars to understand the whole process that social entrepreneurs take into account when pursuing their mission. Most of the models are driven from aspects such as people, resources, opportunity, need, mission, operating environment. Following an in depth discussion on the current models, the fourth section briefly mentions the critical studies in this field. The common ground of the critical viewpoint lies in the fact that almost all social entrepreneurship studies have a positive connotation putting aside the ideological aspects of the issue. The final section of the chapter is devoted to understanding the boundaries of social entrepreneurial work and tries to display the divergences of social entrepreneurship between commercial entrepreneurship as well as between the third sector. There are several elements when comparing social entrepreneurship to commercial entrepreneurship, e.g. while economic constraints are at the forefront for commercial entrepreneurs, social entrepreneurs prioritize social and economic impact or while the commercial entrepreneur take an individual risk (or a risk on behalf of investors), the social entrepreneur has to bear in mind the risks on a more societal level. In terms of the divergences and similarities between social entrepreneurship and the third sector, though they both work for a common cause, the most important difference lies in the income generating process.

Chapter II comprises of the methodology of the study. The first section presents the research questions and the methodology of the study. The framework for analysis is derived partly from the Social Entrepreneurship Framework developed by Kickul & Lyons (2012). Chapter III presents a discussion on the social entrepreneurship landscape in Turkey and the findings of the field study. The first section of Chapter III gives an overview of the social entrepreneurship landscape in Turkey. Under this

section milestones and important actors working in the social entrepreneurship field is presented. In order to discuss in depth the challenges and prospects social entrepreneurs in Turkey face, another sub section shows a review of empirical studies conducted in Turkey. Given the fact that the main challenge of social entrepreneurs is the lack of a regulatory framework, there is also a special section focusing on related challenges. The final part of Chapter III comprises of our analysis driven from the field data we have collected through our semi structured interviews with 27 representatives from 25 different institutions in the SE community between March 20, 2019-May 20, 2019.

The analysis takes into account the two steps: idea creation and mission achievement, driven from the Social Entrepreneurship Framework developed by Kickul & Lyons (2012). Moreover, the analysis also comprises of findings on the definition of social entrepreneurship, typology of organization, on social impact and on communicating for social good.

The findings of the analysis suggest that social entrepreneurial activity in Turkey mainly consists of two main elements: creating social good (*sosyal fayda*) and keeping it sustainable. The main challenges that social entrepreneurs face in Turkey are lack of regulatory frameworks and cultural negative perception of making profit. There are few to none resources spared by social entrepreneurs for communication activities even though they all struggle to tell in a nutshell the scope of their work and creating their main messages. Communication activities, be it through national press or digital outlets are very critical when it comes to enhancing and disseminating the work of social entrepreneurs. However, social entrepreneurs usually perceive communication activities as a way to institutionally report their activities and programs to their stakeholders. Yet, instead of sharing data through activity reports and e-bulletins, social entrepreneurs could adopt a storytelling approach for their communications material contents which is considered to be one of the most successful ways to share their contribution to the social need at hand.

The study concludes by proposing a model for communicating for social good. In addition to the idea creation and mission achievement steps a third step comprising of communication approaches is offered. This phase cannot be completed without a social impact assessment scheme, as it would not be possible to confirm whether or not the mission that the social entrepreneur has set out is achieved. Apart from social impact assessment, the social entrepreneur, in order to disseminate and scale up its impact, has to (i) convince their stakeholders through successful target oriented communication activities as well as has to adopt a (ii) storytelling perspective in order to portray the transformation they have contributed to.

To conclude, on an academic level the social entrepreneurship study field is young and allows room for further theoretical and empirical studies, especially in the field of communications. In this regard this study can be a starting point to tackle a significant deficit. In addition, on a practical level, the study intends to pave a way to establish a communications guideline for emerging social entrepreneurs.

Key words: Social Entrepreneurship, Communications, Social Good, Communication for Social Good, Social Impact, Storytelling.

ÖZET

Son on yıllarda, toplumsal değer yaratmayı amaçlayan sivil girişimlerin sayısında bir artış gözlemlenmektedir. Sosyal sorun ne olursa olsun, proaktif bireylerle karşılaşmak yaygınlaşmaktadır. Söz konusu sorun için kar amacı gütmeyen veya kar amaçlı çalışan, yenilikçi ve sürdürülebilir çözümler üretmek için sorumluluk alan bireylerle, bu bağlamda sosyal girişimcilerle, sıklıkla karşılaşmaktadır. Bu ortaya çıkış, özellikle neoliberal küreselleşme eğilimleri başta olmak üzere birçok küresel gelişme ile açıklanabilir. Her şeyden önce, refah düzeyinin ve demokratik toplumların sayısının artması gibi gelişmeler ortaya çıkmıştır. İkincisi, yeni iletişim teknolojilerinin gelişimi ve yaygınlaşması (i) yenilikçi uygulamalar için kapasite geliştirilmesine ve (ii) halihazırda devam eden zorluklara ve tehditlere maruz kalmış kişilerin sosyal bilincinde artışa yol açmıştır. Bu gelişmelere karşın küresel düzeyde yakın ve güçlü tehditler devam etmektedir. Çevre, yoksulluk, eğitime erişim ve benzeri konularda hala temel sosyal zorluklar bulunmaktadır. Bütün bu sorunlar çözülme beklemektedir. Bu alanlardaki kamu harcamaları artık yeterli olmamaktadır. Bu gelişmeler, yalnızca üçüncü sektörün sosyal çalışmalarını nasıl yürüttüğünü değil, aynı zamanda özel sektörün işlerini nasıl yürüttüğü konusunda da temel bir dönüşüme neden olmuştur. Sonuç olarak, bütün bu gelişmelerin ışığında entelektüel ve finansal sermayenin bolluğu sosyal girişimcilerin yükselişine uygun bir ortam yaratmıştır. Çağdaş piyasalar etik ve sosyal olarak kapsayıcı bir kapitalizm biçimi talep etmektedir. Bu durumda, sosyal girişimcilik, özel ve üçüncü sektör için tamamlayıcı bir rol oynamakta ve bu zorlukları kendi yaratıcı ve sürdürülebilir yöntemleriyle ele almak isteyen aktörler tüm sosyal sorun alanlarında var olmaktadır.

Türkiye, küresel topluluğun bir parçası olarak, bütün bu gelişmelerden etkilenmemiş bir istisna değildir. Kültürel anlamda, Osmanlı döneminden bu yana, temel olarak vakıflar çatısı altında düzenlenen hayırseverlik faaliyetlerine aşinalık mevcuttur. Bu köklü “sosyal misyon” anlayışı, yavaş yavaş sivil toplum kuruluşlarının yükselişine ve uluslararası şirketlerin ortaya çıkmasıyla birlikte kurumsal sosyal sorumluluk projelerinin doğmasına olanak sağlamıştır. Ancak, Türkiye’de sosyal girişimcilik sektörünün yükselişinde hayati engeller de bulunmaktadır. Kültürel olarak, herhangi bir sosyal hizmetten kazanç sağlamak olumsuz bir çağrışım içermektedir. Sosyal girişimcilik gibi sosyal fayda sağlayan iş modellerine ilişkin yasal kapsayıcı düzenlemeler bulunmamaktadır. Buna ek olarak, bağış kültürünün zayıf, gönüllük çalışmalarının kısıtlı olduğu bir ortamda şemsiye görevi gören bir kuruluş olmadan sosyal bir amaç için çalışmak oldukça sınırlıdır.

Bu çalışma Türkiye’de giderek güçlenen sosyal girişimcilik olgusu çerçevesinden sosyal fayda iletişimi için bir plan ortaya koymayı amaçlamaktadır.

Çalışmanın nihai amacı (i) Türkiye'deki sosyal girişimcilik olgusunu anlamak ve (ii) sosyal fayda iletişimi yapmak için bir model önermektir. Bu geniş araştırma konularının alt boyutlarını değerlendirebilmek için, çalışma aynı zamanda sosyal girişimcilik çalışmaları ve sosyal girişimcilik tanımı ile ilgili kavramsal çerçeveleri ortaya çıkarmaya çalışmaktadır. Ayrıca sosyal girişimcilerin çalışma modellerini de dikkate almaktadır. Devamında, çalışma odağını Türkiye'deki sosyal girişimcilerin iletişim faaliyetlerine kaydırmakta ve süreçlerin, çalışma ortamlarının, kaynakların ve düzenleyici çerçevelerin iletişim çabalarını nasıl etkilediğini incelemektedir.

Bölüm I sosyal girişimcilik kavramının karmaşıklığını ortaya koymaktadır. Birinci alt bölümde, uluslararası literatür ışığında girişimcilik için kavramsal bir çerçeve öne sürülmüştür. Sosyal girişimcilerin en çok farklılaştığı nokta ortaya çıkış hedeflerinde yatmaktadır: sosyal misyon. Bu bölümün ilerleyen alt bölümlerinde girişimcilik faaliyetine “sosyal” terimi eklenmekte ve sosyal girişimcilik çalışmaları için bir literatür taraması sunulmaktadır. Sosyal girişimcilik için tanım önerileri ayrıntılı olarak paylaşılmaktadır. Her ne kadar, bir sosyal girişimcinin kim olduğu konusunda literatürde fikir birliği olmasa da, bu çalışma işletmelerde gözlemlenen girişimcilik süreçlerini, araçlarını ve yöntemlerini takip ederek başkalarının hayatlarında sosyal bir değer yaratmak için yola çıkmış bireyleri sosyal girişimci olarak kabul etmektedir. Bu yaklaşım uyarınca benimsenen model değişiklik gösterebilir: kâr amacı gütmeyen, kâr amacı güden, kamusal veya karma bir model olabilir.

Terminolojinin karmaşıklığı ile birlikte, tüm sosyal girişimcilik topluluğu bu kişilerin bireysel motivasyonundan beslendiği için, söz konusu bireylerin özellikleri üzerine gerçekleştirilmiş tartışmaların sunulması gerekmektedir. Bu konuda ortaya çıkan bazı ortak özellikler bulunmaktadır: motivasyon, özveri, çalışkanlık, proaktiflik, yenilikçilik, değişen çevreye esneklik ve adaptasyon, uyumluluk, açıklık, vicdanlılık, yaratıcı liderlik tarzı, risk alma ve vizyon sahibi olma gibi. Sosyal girişimciyi tanımlamak söz konusu olduğunda, neredeyse tüm literatür olumlu bir çağrışıma sahiptir. Birinci bölümün üçüncü alt bölümünde, araştırmacılar tarafından sosyal girişimcilerin görevlerini yerine getirirken yürüttükleri tüm süreçleri anlamalarını kolaylaştıracak analiz modelleri tartışılmaktadır. Modellerin çoğu, insan, kaynak, fırsat, ihtiyaç, görev, çalışma ortamı gibi olguları dile getirmektedir. Mevcut modeller üzerinde yapılan derinlemesine tartışmanın ardından, dördüncü alt bölüm bu alandaki eleştirel çalışmalara kısaca değinmektedir. Eleştirel yaklaşımların ortak temeli, neredeyse bütün sosyal girişimcilik çalışmalarının konunun ideolojik yönlerini dikkate almayan olumlu çağrışımlara sahip olmasından kaynaklanmaktadır. Bölümün son alt bölümü, sosyal girişimcilik çalışmasının sınırlarını anlamaya yöneliktir ve sosyal girişimcilik ve ticari girişimcilik ile sosyal girişimcilik ve üçüncü sektör arasındaki farklılıkları ortaya koymaya çalışmaktadır. Sosyal girişimciliği ticari girişimcilik ile kıyaslarken ortaya çıkan bazı olgular bulunmaktadır. Örneğin; ticari girişimciler için ekonomik kısıtlamalar ön plandadır, ancak sosyal girişimciler sosyal ve ekonomik etkilere öncelik vermektedir. Ticari girişimci bireysel bir risk alırken (ya da yatırımcılar adına bir risk alırken), sosyal girişimci toplumsal düzeydeki riskleri göz önünde bulundurmada zorunda kalmaktadır. Sosyal girişimcilik ile üçüncü sektör arasındaki farklılıklar ve benzerlikler ise kısaca şu şekilde özetlenebilir; her ikisi de

ortak bir amaç için çalışsalar da, aralarındaki en önemli fark, gelir yaratma süreçlerinde yatmaktadır.

II. Bölüm’de araştırma soruları ve araştırmanın metodolojisi sunulmaktadır. Analiz çerçevesi kısmen Kickul ve Lyons (2012) tarafından geliştirilen Sosyal Girişimcilik Çerçevesi’nden türetilmiştir. III. Bölüm’de Türkiye’deki sosyal girişimcilik manzarasına genel bir bakış sunulmakta ve Türkiye’deki sosyal girişimcilik ortamı ve yürütülen alan araştırmasının bulguları üzerine bir tartışma yürütülmektedir. Bu bölüm altında sosyal girişimcilik alanında çalışan önemli aktörler ve sosyal girişimciliğin gelişmesindeki kilometre taşlarından söz edilmektedir. Türkiye’deki sosyal girişimcilerin karşılaştığı zorlukları ve beklentileri derinlemesine tartışmak için başka bir alt bölümde, Türkiye’de yapılan ampirik çalışmaların bir incelemesi gösterilmektedir. Sosyal girişimcilerin karşılaştığı temel zorluğun kapsayıcı yasal bir düzenlemenin olmayışı olduğu göz önüne alındığında, ilgili zorluklara odaklanan özel bir bölüm de bulunmaktadır. III. Bölüm’ün son kısmı, 20 Mart 2019 ve 20 Mayıs 2019 tarihleri arasında Türkiye’de 25 farklı kurumdan 27 temsilciyle gerçekleştirilen yarı yapılandırılmış görüşmeler aracılığıyla toplanan saha verilerinden elde edilen analizlerden oluşmaktadır.

Analiz, öncelikle Kickul ve Lyons (2012) tarafından geliştirilen Sosyal Girişimcilik Çerçevesi’nde belirlenen “Fikir Yaratma” ve “Misyonu Başarma” adımlarını göz önünde bulundurmaktadır. Bu adımlara ek olarak analiz aynı zamanda sosyal girişimcilik tanımı, organizasyon tipolojisi, sosyal etki ve sosyal fayda iletişimi başlıklarına ilişkin bulguları da içermektedir.

Analizin bulguları, Türkiye’deki sosyal girişimcilik faaliyetlerinin esas olarak iki ana unsurdan oluştuğunu göstermektedir: sosyal fayda yaratmak ve söz konusu faydayı sürdürülebilir kılmak. Türkiye’de sosyal girişimcilerin karşılaştığı en büyük zorluklar yasal düzenlemelerin eksikliği ve kültürel olarak sosyal fayda sağlayacak çalışmalardan kazanç sağlamanın olumsuz algılanmasıdır. Sosyal girişimcilerin iletişim faaliyetleri için ayırdığı kaynaklar neredeyse yok denecek kadar azdır ve çalışmalarının kapsamını ve ana iletişim mesajlarını hem tanımlamakta hem de anlatmakta güçlük çekmektedirler. Sosyal girişimcilerin çalışmalarını geliştirmek ve yaymak söz konusu olduğunda, sosyal medya, ulusal basın ya da dijital araçlar aracılığıyla yürütülecek iletişim faaliyetleri kritik önem taşımaktadır. Ancak buna rağmen, sosyal girişimciler genellikle iletişim olgusunu, faaliyetlerini ve programlarını kurumsal olarak paydaşlarına rapor etmenin bir yolu olarak algılamaktadırlar. Bununla birlikte, sosyal girişimciler, faaliyet raporları ve e-bültenler yoluyla veri paylaşmak yerine, iletişim materyali içeriklerini belirlerken, hedefledikleri sosyal çözümlere olan katkılarını en etkin şekilde anlatabilecekleri bir yöntem olan hikaye anlatımı yaklaşımını benimseyebilirler.

Bu bulguların ardından çalışma, sosyal fayda iletişimi için bir model önererek sonlandırılmaktadır. Bu doğrultuda, “Fikir Yaratma” ve “Misyonu Başarma” adımlarına ek olarak, iletişim yaklaşımlarından oluşan üçüncü bir adım önerilmektedir. Sosyal girişimcinin belirlediği misyonun gerçekleştirilip gerçekleştirilmediğini doğrulamak ve bunu paylaşmak bir sosyal etki değerlendirme

yaklaşımı olmadan mümkün olmamaktadır. Sosyal etki değerlendirmesinin yanı sıra, sosyal girişimci etkisini yaymak ve büyütme için, (i) paydaşlarını hedef odaklı başarılı iletişim faaliyetleri aracılığı ile ikna etmeli ve ayrıca (ii) katkıda buldukları dönüşümü paydaşlarına aktarabilmek için hikaye anlatım perspektifini benimsemek zorundadır.

Sonuç olarak, akademik düzeyde sosyal girişimcilik çalışma alanının olgunlaşmamış olması, özellikle iletişim alanındaki teorik ve deneysel çalışmalara daha fazla yer açmaktadır. Bu çalışma bu anlamda önemli bir eksikliğin giderilmesi için bir başlangıç olabilir. Ayrıca pratik düzeyde, çalışma geliştirmekte olan sosyal girişimciler için bir iletişim kılavuzu oluşturmanın yolunu açmayı amaçlamaktadır.

Anahtar kelimeler: Sosyal Girişimcilik, İletişim, Sosyal Fayda, Sosyal Fayda İletişimi, Sosyal Etki, Hikayecilik.

INTRODUCTION

“I am encouraging young people to become social business entrepreneurs and contribute to the world, rather than just making money. Making money is no fun. Contributing to and changing the world is a lot more fun.”

Muhammed Yunus¹

Since 2000s we witness a significant growth in the number of initiatives founded with the objective of generating social impact. Regardless of the areas they work in, it is becoming more common to come across proactive individuals as change agents initiating projects for profit or in the nonprofit sector to create a solution for change in their respective communities (Dees G. J., 2001).

Prosperity has increased globally, which has caused the rise of the middle class. This was coupled with the fact that democratic societies increased in numbers. Meanwhile with the help of new communication technologies individuals started to become more aware of their greater surroundings and the extent of social problems there. These developments in turn culminated in the collection of the necessary financial and intellectual resources as well as created an understanding for supporting social ventures (Kickul & Lyons, 2012). This increase can be linked to neoliberal globalization trends as Francis Fukuyama (2001) underlines social capital is one of the key elements of the efficient functioning of modern economies (Fukuyama, 2001).

Yet global challenges persist. As stated by international institutions there are still profound problems with regards to poverty, access to health care and quality education due to an unequal distribution of public spending and resources. This has caused a transformation in the third sector. As the number of nonprofits and the number of people in need have increased intensely, the competition among them for

¹ Muhammad Yunus is a Bangladeshi social entrepreneur, banker, economist, and civil society leader who was awarded the Nobel Peace Prize for founding the Grameen Bank.

funding is fierce (Boschee & McClurg, 2003). As a result of this competition the nonprofit sector has started to come up with ways to create their own funding (Mort et al, 2003). Moreover, there is a growing demand in the social sector to find more efficient ways to face these global challenges (Zahra et al., 2009; Hoogendoorn, et al, 2010).

Dacin et al. (2011) claim that contemporary market economies require more and more an ethical and socially inclusive form of capitalism (Dacin et al., 2011). Social entrepreneurs take as their field of study common challenges such as poverty, health care, access to education and women's empowerment among others. They also believe that solutions that have been proposed until today do not work anymore. They intend to provide sustainable and innovative solutions through entrepreneurial activity to tackle these challenges. The social value they create depend on their point of departure and the means they possess (Seelos & Mair, 2005; Kümbül-Güler, 2008).

Consequently, private initiatives increasingly take responsibility in terms of tackling social and environmental problems. On the business side, this trend has an impact on how corporations boost their reputation and brand value (and ultimately their market share). An ever-growing number of for profit institutions turned their investments towards public-private partnership projects and most importantly to corporate social responsibility projects either in house or through partnerships with other foundations or civil society organizations (CSOs).

Turkey was no exception concerning these developments as well as the emergence of social entrepreneurships. On the national level, EU harmonization process (e.g. micro credits) (Karataş & D, 2008) played a significant role on this process which paved the way for structural changes to create a more supportive atmosphere for entrepreneurs to thrive in Turkey (Karadeniz & Özdemir, 2009). Especially the reform process had an impact on the third sector triggered by the acceptance of the Copenhagen Criteria, (TÜSEV, 2006). In addition to that the increase of international funding opportunities for civil society organizations (CSO) and the emergence of umbrella organizations to facilitate capacity building for CSOs strengthened this process.

The social entrepreneurship (SE) phenomenon is clearly gaining momentum as part of these global developments. SE studies has attracted scholars worldwide. Especially in the last decade the number of studies in this field has grown exponentially, more than 500 new articles on social entrepreneurship have appeared during 2010s (Global Entrepreneurship Monitor, 2015).

The literature contains various overlapping concepts: social enterprise, social innovation, sponsorship, philanthropy, third sector and civil society. There is not a consensus on who a social entrepreneur is in the literature though there is an abundance of studies on the conceptualization of the term initiatives (Warnecke, 2013; Chao & Bielefeld, 2014; Ersen et al, 2010; Aslan et al, 2012; Koç, 2010). This study takes as its point of departure individuals who set out to create a social value in others' lives through following processes, tools and methods of business entrepreneurship. Under this approach their operational models may vary: it could be a for profit, nonprofit, public or a hybrid model (Kickul & Lyons, 2012).

Against this boom in the academia, an area that has remained relatively under studied is the communication of social entrepreneurial activities. There are very few to none studies concerning the use of communication tools of social entrepreneurs (British Council, 2019; KUSİF, 2017; Ünlü, 2012). Yet, communication is a critical step for social entrepreneurs to achieve their mission. All institutions require a communication liaison to showcase their pursued mission (Tayfun, 2009). In the case of the social entrepreneur, communication is indispensable as they set out to create a social value through a behavioral transformation. Their social impact depends heavily on the inclusiveness of various stakeholders, e.g. beneficiaries, funders, impact investors, public authorities, etc. As such, they have to convince their stakeholders that their activities/programs/initiatives are of value to the society or to the particular social challenge at hand. Accordingly, the literature comprises of concepts such as *social marketing*² (Kotler et al., 2002), *responsible communication*³ (Remund, 2015), and

² “Social marketing is the use of marketing principles and techniques to influence a target audience to voluntarily accept, reject, modify, or abandon a behavior for the benefit of individuals, groups, or society as a whole.” (Kotler et al., 2002, p. 5).

³ “Responsible communication means taking ownership of, and accountability for clear, candid, and consistent dialogue about values-based decisions.” (Remund, 2015, p.15)

social impact communications.⁴ In addition to these terms, a new terminology is slowly gaining recognition within the community of communication scholars and practitioners: *communicating for social good (sosyal fayda iletişimi)*. Communicating for social good can be broadly described as the promotion of any product/activity/service with a social mission. It is believed to differ from traditional promotion and/or public relations activities in terms of the fact that the promoted “product” is not merely an innovation, a merchandise or a service but rather an experience or an attempt aiming to transform a social issue with a sine qua non “positive” outcome.

This study aims to put forward a blueprint for understanding communicating for social good through the lens of a steadily growing landscape of SE in Turkey. The term SE itself has only emerged in the 80s with little understanding of what the term and the activities under it entails. As a result the community is fairly young, not just globally but in Turkey as well. In addition, given the fact that it is a novel term; there is a significant number of attempts to academically propose a definition and scope for this newly emerged sector with little consensus.

In order to understand these two novel trends (SE and communicating for social good) and how they collide, the study firstly focuses in Chapter I on SE as an international phenomenon. It starts by presenting a conceptual framework for entrepreneurship: its definition and perspectives. The second part of Chapter I takes SE as a case study. In the first section the state of art in SE studies is presented. This is followed by an in depth review of the literature on SE by presenting a theoretical background. The complexity of the term necessitates a review of the terminology and the cases for definition. The following sections presents a review of the models proposed by scholars to understand the SE phenomenon. Another sub section is consecrated to the critical studies regarding SE. The final section of Chapter I taps into the divergences between SE and other related field of activities with a focus on commercial entrepreneurship and the third sector.

⁴ Social impact communications can be broadly described as enhancing the social impact of a particular organization through the help of marketing, communicators, and press.

Chapter II focuses on the methodology and the data sample. The main research questions this study investigates are the following:

“What are the dynamics of social entrepreneurship in Turkey?”

“How do the communication strategies/tools/mechanisms of social entrepreneurs in Turkey serve communicating for social good?”

In order to understand the dimensions of these broad research questions we have classified several elements in sub questions and conducted our semi structured interviews with 27 representatives from 25 different institutions in the SE community between 20 March 2019-20 May 2019. The semi structured interviews were based on the framework created by Jill Kickul and Thomas S. Lyons (2012) entitled “The Social Entrepreneurship Process Model” (Kickul & Lyons, 2012, p. 160). According to this framework there are two major phases in social entrepreneurial work to realize a transformational impact: the idea creation and the mission achievement.

Initially, we created a pool of interviewees based on the typology that was established by *imece*⁵ and Ashoka within their project on “Social Innovation Ecosystem Map” in Turkey. Out of this typology, mainly institutions that provide support social entrepreneurs, from now on which will be called support mechanisms, foundations/associations and universities were contacted. A special emphasis was put on the media sector and representatives from communication agencies or consultancies working with social entrepreneurs and CSOs were also taken into the sample.

Following the presentation of the methodology, the first section of Chapter III gives an overview of the SE in Turkey, followed by a presentation of milestones and important actors working in the SE field. Moreover, a current review of empirical studies conducted in Turkey is also shared to understand the challenges and prospects of SE in Turkey. There is a special section focusing on the challenges due to the lack of regulatory frameworks in Turkey. The final part of Chapter III comprises of our analysis driven from the field data we have collected. The data driven from our interviews is analyzed with the main research questions above in mind while the

⁵ İmece is a social innovation platform that brings together individuals and institutions dealing with social issues through various resourceful ways.

discussion and the analysis section at the end of the study is based on the two step framework offered by Kickul and Lyons (2012). We take into account the following sub elements under this two stepped process:

- Idea Creation
 - Need
- Mission Achievement
 - Resources/People
- General Context of Work

The framework as stated above gives an insight of the idea creation and mission achievement. However, there are no frameworks on how communication plays a role in the activities of the social entrepreneurs. Through our additional questions on the social impact of the organization as well as details on their communication activities, our contribution to this framework is an additional analysis on the following components:

- Typology of Organization
- Impact/Social Impact
- Communicating For Social Good: Communication Activities

The study concludes with a presentation of our findings on SE in Turkey in general and on communicating for social good as well as an extended model. The conclusion section also taps into the research limitations and further implications of the study for academic and practical work.

1. SOCIAL ENTREPRENEURSHIP: A CURIOUS CASE?

The rise of SE though may be considered at hindsight an international phenomenon has also noteworthy reflections in Turkey; with the emergence of Istanbul headquarters of key international stakeholders, hubs, and centers opening up new supportive spaces for these particular individuals who are defined as social entrepreneurs.

In order to tackle this newly emerging and curious phenomenon, it is imperative to first introduce the aspects of the SE concept. This chapter is intended to showcase the complexity of the concept. In the first section we put forward a conceptual framework for entrepreneurship from the international literature. The second section of this chapter is consecrated to merge the “social” with entrepreneurship and proposes a literature review for social entrepreneurship studies; presents in detail the cases for definition. When talking about this literature it is also imperative to devote a part for the characteristics of the individuals as the whole SE community drives from the motivation and work of the individuals. One cannot discuss social entrepreneurship without discussing the change agents that have built the framework.

The third section of this chapter discusses the models proposed by scholars to understand the whole process that social entrepreneurs take into account when pursuing their mission. The fourth section briefly mentions the critical studies of the SE terminology. The final section of the chapter is devoted to understanding the boundaries of social entrepreneurial work and tries to display the divergences of SE between commercial entrepreneurship as well as between the third sector.

1.1. Conceptual Framework for Entrepreneurship

1.1.1. Definition

The “entrepreneurship” concept takes its roots from a variety of disciplines from economics to sociology, from strategic management to psychology. Thus it would be imperative to start the discussion on the definition of entrepreneurship by first deconstructing the word itself. Entrepreneur, as a term, was unambiguous at the beginning. The term is based on the French word “entreprendre” and the German word “unternehmen” which means to undertake or initiate something (Tan, Williams, & Tan, 2005).

This was first coined by Richard Cantillon (2010) in the eighteenth century. According to Richard Cantillon an entrepreneur is “*prime director of resources*”, an individual who takes matters into their own hands and who take risks in the market exchange in order to gain a profit (Cantillon, 2010, p. 75). This first attempt of defining these individuals laid the ground work for other traditions to come. Roberts and Woods summarize these traditions under the German; Chicago and Austrian tradition. Accordingly, the German tradition was based on the work by Joseph Schumpeter who clearly made an emphasis on innovation. The Chicago tradition was based on the work from Knight where he focused on the risk factor. Finally the Austrian tradition was based on the work of Israel Kirzner where he explored the alertness to opportunity (Roberts & Woods, 2005).

Though the terminology was univocal originally, the definition of the term is very broad in the literature. As a general proposition it is individual based. Meaning that individuals who have the motivation to act on opportunities through introducing innovative practices against limited capacities. In the same line, Dees (2001) quotes Howard Stevenson, a leading theorist of entrepreneurship at Harvard Business School, underlining the fact that Stevenson depicts entrepreneurial management as a quest for opportunity without taking the existing resources as a limitation to pursue their activities (Dees G. J., 2001).

Table 1.1. Some Examples of Definition of Entrepreneurship from Literature (Source: Abu-Saifan, 2012)

Source	Definition	Characteristics
Schumpeter (1934)	<i>“An entrepreneur is an innovator creating entrepreneurial change in the sector by (i) introducing a novel product; (ii) introducing a new method of production; (iii) initiating a new market; (iv) finding and using a new source of supply; (v) carrying out of the new organization of any industry.”</i>	Innovation
McClelland (1961)	<i>“An entrepreneur is an individual with high motivation for success and is a risk taker.”</i>	Motivated Risk taker High achiever
Kirzner (1978)	<i>“An entrepreneur is an individual who seeks, finds and uses market opportunities.”</i>	Investor to profit from market inefficiencies
Shapero (1975)	<i>“An entrepreneur is an individual who initiates, has the capacity to organize some social and economic mechanisms and takes into account the risks of failure.”</i>	Initiator Organizer
Carland et al. (1984)	<i>“An entrepreneur is an individual with innovative behavior and who implements strategic management.”</i>	Strategic
Kao and Stevenson (1985)	<i>“An entrepreneur is an individual who creates value through opportunities.”</i>	Value creator Ability to recognize opportunities
Timmons and Spinelli (2008)	<i>“An entrepreneur is an individual who thinks, reasons and acts on opportunities, adopts a holistic perspective and is a leader.”</i>	Leader Holistic perspective Persistent Committed

Please find in the table above some definitions of entrepreneurship proposed in the literature. One of the distinctive characteristics of entrepreneurs is the fact that they are strategic, they also have leadership skills and profoundly committed to their work. Risk taking and innovation are also among the important characteristics of entrepreneurs. Another important aspect that needs to be considered in the entrepreneurship studies is the fact that all these individuals have somehow along their career or personal path have recognized an opportunity that they could use.

1.1.2. Perspectives on Entrepreneurship

Koe Hwee Nga & Shamuganathan (2010) classifies the literature into three main genres: the functional, personality and behavioral approaches (Koe Hwee Nga & Shamuganathan, 2010).

As the concept is very individually driven it has different implications in the field of practitioners and vis-à-vis academia. Dave Roberts and Christine Woods (2005) also proposed a summary on the perspectives of entrepreneurship. They have defined 2 distinct perspectives from the academic view and the practitioner view both with a focus on activity in the economic sphere. They then distinct two views based on the primary interest of the perspective and their defining features. An adopted list can be found in the table below.

Table 1.2. Perspectives on Entrepreneurship (Source: Woods & Roberts, 2005, p. 48)

Perspective	Primary Interest	Defining Features
Academic View	The link between the entrepreneur and the opportunity.	How, by whom and with what these opportunities are found, evaluated and used.
Practitioner View	The qualities of the practitioners and their processes.	Based on the stories of the entrepreneurs active in the field.

These two distinctions pave the way to dive deeper into the case of the “Social Entrepreneurship” in the upcoming sections.

1.2. Social Entrepreneurship: Theoretical Framework

The very early introduction of the concept dates back to the 80s when Bill Drayton, the founder of Ashoka⁶, an international foundation focusing solely on supporting social entrepreneurs, proposed to name the growing numbers of representatives of a niche industry that he had the chance to observe in India as “social entrepreneurs.”

⁶ A detailed introduction of this foundation is given in the following chapters.

In the early stages scholars focused on defining the characteristics of the newly named “social entrepreneur” rather than the sector itself. This section aims at presenting a detailed overview of the state of art in SE studies, the definition of social entrepreneurship, the models established in the literature to study this novel phenomenon as well as its divergence from other forms of CSR, philanthropy, volunteer work and activities under the third sector is discussed.

1.2.1. State of Art in Social Entrepreneurship Studies

SE studies has intrigued scholars worldwide. In the last years the number of studies in this field has grown exponentially, more than 500 new articles on social entrepreneurship have appeared during 2010s, in a variety of different disciplines (Global Entrepreneurship Monitor, 2015). This trend is clearly linked with the global economic and social transformation we witness around the globe. The limitations and slow response of governments, international agencies and relatively large CSOs to the fast changing environments and severe social challenges has paved the way for individuals to take action. Kickul and Lyons (2012) quote Bornstein stating that over the globe significant changes have occurred over the last decades, this has caused individuals to take leadership in tackling social and environmental problems (Kickul & Lyons, 2012).

In the same line of thought, Hoogendoorn et al. (2010) explains the reasons why this concept has attracted attention. According to them, economic, social and political developments in the last decades can explain the reason why SE has intrigued attention worldwide. They distinguish two mutual processes, the first one being the demand side; the current challenges require innovative solutions. The second one is the supply side; there is an exponential increase in the ways that these problems can be solved. These two complementary developments can contextualize the rise of SE (Hoogendoorn, Pennings, & Thurik, 2010).

It must be stated that regardless of the attention it gained in beginning of 2000s, studies on SE have a special focus on the phenomenon itself (Mair & Martí, 2006). A majority of the studies on SE to date tried to defined and describe the issue (Hockerts,

2006). Much like the studies on entrepreneurship, research in this area preceded the emergence of practitioners. A variety of scholars in the beginning of 2000s have pointed out to the fact that there is a lack of a unifying paradigm. Coming to the mid-2000s the research was still at its infancy with a growing number of attempts for describing the phenomena across a variety of disciplines and dimensions.⁷ Zahra et al.'s study (2008) is in line with this hypothesis, claiming that the empirical studies up to date on SE covered an extensive range of subjects. However they also claim that these studies mainly use similar samples which leads to the fact that the current body of research is limited to relatively humble case studies which would require further theory building (Zahra, et al., 2008).

As an early field of study, SE clearly lacked rigorous empirical studies, while this need implied that there were plenty of research opportunities (Carsson, et al., 2013). A year later, Short et al.'s review of the literature on SE also pointed out to the fact that conceptual articles were more common than empirical studies, a trend which is to be expected in a novel field. However, they also claimed that the most of the empirical studies in this field do not comprise of "*formal hypotheses and rigorous methods.*" (Short et al., 2013, p. 170)

Back & Janssen also argued in the same line of thought stating that SE studies do not comprise of the deep, rich explanatory theories that would be observed in a relatively more mature research field (Bacq & Janssen, 2011). Contrary to this argument, Hockerts (2017) stated that there was a progress vis-à-vis the conceptual studies. The literature started to take input from empirical data. Hockerts claimed that SE research has moved a step further from its original focus on descriptive anecdotal case evidences. The number of studies to proposing theories have increased, which commonly derive from qualitative studies. Still, in the past few years empirical testing studies also started to bloom (Hockerts, 2017).

Like entrepreneurship the studies, SE studies stemmed from a variety of disciplines which may also be the reason why there is not much consensus on the definition and the scope of SE. The findings of Short et al. states that most of the

⁷ See Table 1.5 for an extended list of definitions since the end of 1990s.

research in this area stems from management (26%), then entrepreneurship (11%) followed by political science (10%). The rest comes from the literature in economics, marketing, sociology and education. Anthropology, finance and law remains at a contribution rate of one percent for each discipline. The authors have not found any articles from accounting, operations management, or psychology domains (Short, Moss, & Lumpkin, 2009).

Nonetheless, in this short period of time there are already established fields of research. Accordingly, Geoff Desa (2010) proposes 4 main streams of research (Desa, 2010).

The first stream focuses on the definition of the social entrepreneurship and puts forward its uniqueness in the field. This stream of research draws its arguments from management, entrepreneurship and organizational theory literature. The second stream of research draws attention upon the resources where social enterprises operate. Again here at infancy the literature is very much descriptive and focuses on the social mission of SE. The third stream takes its object of research the role of other institutions: those that enable and those that constrain the work of social entrepreneurs. This stream also considers the regulatory frameworks, institutional arrangements, etc. The fourth stream takes stock on the social investment and its related revenues, suggesting to describe the performance of social enterprises through traditional financial measures.

Thus, SE is essentially an individual action covering a variety of social challenges finding a reflection in numerous disciplines/research streams. Due to which, most studies start off with a conceptual setup that has been established intuitively. Followingly, they try to pinpoint key terminology/pillars of this phenomenon and discuss how these pillars are interrelated. Though SE studies have attracted quite attention, as a recent interdisciplinary field, the terminology is mainly phenomenon-driven, the boundaries vis-à-vis other disciplines are blurry and they clearly lack a collective unifying paradigm (Mair, Robinson, & Hockerts, 2006).

As a result of the reasons stated above the studies remain limited to descriptive research. The findings above are in line with another study conducted by Hoogendoorn et al. (2010) which looks into the number of empirical studies in the field. They state

that empirical studies in this area is not very common and most of them have a limited quantitative outlook. The studies rather are exploratory without including testing for hypothesis. In addition, the diversity of the research design is low, and most of the studies draw conclusions from small samples. (Hoogendoorn, et al., 2010).

This is backed up by Saebi et al.'s (2019) recently published study. They have reviewed 395 articles on SE, all published in top-tier articles. They came to a conclusion that the term SE is still vague and disputed; it is a multilevel and multistage trend; though the concept has been studied from various angles there is not much study that adopts a multilevel perspective. They take the typology below as a proposal for categorizing SE (Saebi, J. Foss, & Linder, 2019).

Table 1.3. A Typology of Social Entrepreneurship (Source: Saebi et al., 2019, p.7.)

		Social mission	
		<i>If the beneficiaries are recipients</i>	<i>If the beneficiaries are a part of value creation process</i>
Economic mission	Differentiated	Two-sided value model	Market-oriented work model
	Integrated	One-sided value model	Social-oriented work model

Their review presents that there are two dimensions which depicts the boundaries of the social entrepreneurial activity: whether the social value is created for or with the beneficiaries. As an example, for some cases, the beneficiaries could be the only recipients of the merchandise or service. In other cases the social entrepreneurs include the beneficiaries to the model, e.g. by employing them.⁸ The second dimension entails the level of integration between the social mission and the commercial activity the entrepreneur pursue. As an example there are cases where the economic activity is directly subsidizing the social mission, e.g. “buy one, give one.” Here the profit generated by the merchandise is diverted into the social cause. There are other cases where the economic activity itself leads to the creation of social value.

⁸ In our fieldwork in Turkey a similar typology has emerged. This is depicted in detail in the final discussion section.

An example would be the infamous microcredit model founded by the Nobel laureate Mohammad Yunus through the Grameen Bank. The authors then juxtapose these dimensions to create a 2 x 2 matrix which covers all social entrepreneurial activity to this date as seen in Table 1.3.

As stated above, SE is a global phenomenon, however, Hoogendoorn et al. (2010) studied the geographic divergences in the field proposing two main traditions in the academic discourse; mainly a tradition that has its roots in the United States and another tradition that has gained recognition in the Western Europe (Hoogendoorn, et al., 2010). *The American Tradition* resulted from the economic recession in the late 1970s and 1980s. Due to recession there were large cutbacks in federal funding. This caused the nonprofit sector to face a significant financing challenge. The American approach led to the emergence of two separate schools of thought: the Social Enterprise School and the Social Innovation School. The Social Innovation School takes as a subject of study the characteristics of the individual. It emphasizes the importance of the social entrepreneur as an individual and focuses on his/her characteristics. While, the Social Enterprise School, claims that these initiatives need to put forward activities that intend to generate profit in order to create funding for the social missions they undertake (Bacq & Janssen, 2011). *The European Tradition* emerged similarly against the aftermath of the crises of the 1980s. This tradition differs from the American tradition due to the fact that it emerged from the third sector and focused on responding to challenges where the welfare state left a gap. Hoogendoorn et al. (2010) claims that in Europe we witnessed the emergence of novel social enterprises which were founded by individuals with a civil society background, unlike the other tradition where current organizations initiated social enterprises. These two traditions led to the emergence of 4 school of thought summarized in the table below.

Table 1.4. School of Thoughts in Social Entrepreneurship (Source: Hoogendoorn et al., 2010, p. 9)

School of Thought	Focus
The Innovation	Social entrepreneurs are individuals who confront social problems through innovative approaches, either by establishing a nonprofit enterprise or a for-profit enterprise.
The Social Enterprise	Takes the enterprise as subject of study. Social enterprise is described as an entrepreneurial

	organization that generates income by establishing business models and also serving a social mission.
The Emergence of Social Enterprise in Europe (EMES) Approach	The EMES Network began in 1996. The network focuses on the enterprise as its subject of study. Accordingly, the enterprise aims to create a benefit for the community. It can be launched by a group of autonomous citizens, participatory in nature, and does not base decision-making power on capital ownership.
The UK Approach	After 90s, the UK government launched the Social Enterprise Unit. This unit takes social enterprise as an entity that includes businesses which take social objectives as their primary objective. The surpluses are mainly reinvested for the specific objective that the business or the community took into account.

Even though the focus on conceptual studies are contested in academia, the industry is steadily growing and that opportunity-driven entrepreneurship predominates globally (Global Entrepreneurship Monitor, 2018); which makes it imperative for further studies in the field to focus on the theoretical framework of the phenomenon and hopefully lead to a consensus on the definition.

1.2.2. Back to Basics: Origins of the Terminology

As explained in the previous section, the literature is considered to be in its infancy and as a result developing a definition for this newly phenomenon is a challenge for all academia (Choi & Majumdar, 2014; Desa, 2010). It is not surprising to see that most studies would be entitled “a case for definition” or an up to date review of the literature with the aim of proposing a contemporary and all-encompassing definition as there is no consensus in the academia on a clear definition. As a result, proposing a “one definition to rule them all” in the SE field has been a substantial challenge for scholars in the last three decades. Prior to presenting an overview of definitions proposed by scholars in the field, it would more convenient to trace back to how the term SE and the “social entrepreneur” emerged.

Activities for social purposes have always been in the agenda. However they were either studied under community development or studied under organizations with a social purpose (Tan, et al. 2005). It has been even debated the term emerged in the

60s (UNDP, 2012). Alex Nicholls (2006) claims that the term “social entrepreneur” was first used in 1972 by Banks, according to whom social challenges can be faced by entrepreneurial activities (Nicholls, 2006). According to Bacq and Janssen (2011), the term originated in 1983, especially when Young introduced the term “innovative nonprofit entrepreneurs” following Schumpeter’s conceptualization (Bacq & Janssen, 2011).

Even though SE is studied under a variety of disciplines and began attracting attention during the 1970s, it was not until the 1990s that the field came into the focus of the governments and academia. The literature mostly states that the first emergence of the term coincides with the publication of a Demos thinktank report entitled *The Rise of the Social Entrepreneur* (Leadbeater, 1997) in the UK and a year earlier in USA when *New Social Entrepreneurs* by the Roberts Foundation was published (Emerson & Twersky, 1996). Another early contribution to the field of SE was by Waddock and Post; they published a paper on this field in 1991 (Waddock & Post, 1991). However, though there was an emergence of solitary studies, the concepts of SE were not taken to the stage before the 1990s. Especially with regards to studies by Boschee in 1995, Bornstein in 1998 and Dees in 1998. (Bacq & Janssen, 2011)

1.2.3. What Is Social Entrepreneurship: A Case for Definition

As stated with the examples above apart from being a novel study and how it emerged, even the definition of the term SE itself is debated among scholars. (Kümbül-Güler, 2008; Choi & Majumdar, 2014; Desa, 2010; Global Entrepreneurship Monitor, 2015; Saebi et al., 2019). Roberts and Woods mentions that even within USA there are different definitions, and there is no evident transatlantic divergence as to how to approach and define SE (Woods & Roberts, 2005). Very broadly, SE became a “catch-all” term for all activities that would entail a business and social cause, even today. This obviously has a connotation that business and social cause cannot be related. It is not a surprise therefore that social issues are seen as the result of market-failures and that SE becomes a means for creation of novel services (York, et al., 2006).

The conceptual literature covers a spectrum of social trends, organizational structures and personal initiatives. Nonetheless, given the fact that the industry is very individually driven: there is consensus on the elements that social entrepreneurship particularly entails: (i) having a social objective/mission either in the ‘for profit’ or ‘nonprofit’ sector (ii) bringing an innovative approach to a societal challenge through entrepreneurial activity. Yet the concept is still debated. In a very recent study on an analysis of SE literature Saebi et al. (2019) quotes from Choi and Majumdar (2014) highlighting that SE is fundamentally a disputed concept. This is the reason why it there is no consensus on the matter in the academic circles and why it prevails diverse meaning according to different stakeholders. (Saebi, J. Foss, & Linder, 2019)

Against this backdrop of this particularly contested and vast literature of definitions, our first attempt is to create an extended list of the definitions from the field, from the early works in academia to the relatively up to date research.⁹ Starting from the late 80s, as can be seen in Table 1.5 in the following pages, 2000s have witnessed a gradual increase and growth in the attempts of defining SE.

As an initial step, in the late 90s scholars have mainly focused on the characteristics of social entrepreneurs as like governments and the civil society sector, scholars also witnessed the emergence of this particular individual (Young, 1986; Theobald, 1987; Waddock & Post, 1991; Dees 1998; Leadbeater & Goss, 1998; Wallace, 1999; Prabhu, 1999; Thompson, Alvy & Lees, 2000).

There is a clearly a sophistication of how the terminology is defined in the late 2000s. Over a dozen of scholars have shifted their focus on how to define and set the boundaries for SE activities as a sector. Here again the aim for defining the characteristics for the entrepreneurs in the field continued.

One group of scholars emphasized the importance of social mission (Peredo & McLean, 2006; Dees, 1996; Chell, 2007). There were scholars who focused on defining SE within the scope of non-profit organizations, e.g. social organizations and

⁹ Please see Table 1.5. An Extended List of Definitions of Social Entrepreneurship in Chronological Order (Source: Guo & Bielefeld, 2014; Dacin, Dacin, & Matear, 2010; Kümbül-Güler, 2008; Weerawardena & Mort, 2006; Author’s own research.).

associations (Weeawardena, 2006). There were others who have clearly underlined the importance of entrepreneurial practices in the nonprofit sector, such as Dees (1998; 2006); Yunus (2010); Zahra et al. (2009). Meanwhile other scholars in the entrepreneurship sector took as subject for profit enterprises. (Peredo and McLean, 2006; Austin et al., 2006; Thompson, 2002).

These early works, particularly the work of Dees (1998, 2001, 2004) has paved the way not for just further research but also practices in field has grown exponentially. He clearly distinguishes social entrepreneurs from the rest by stating that social impact is more important than the financial gain (Dees G. J., 2004). Dees also pioneers in proposing solid characteristics of the social entrepreneur which would be adopted by upcoming scholars in the field. According to this conceptual framework he proposes the following definition:

“The following definition combines an emphasis on discipline and accountability with the notions of value creation taken from Say, innovation and change agents from Schumpeter, pursuit of opportunity from Drucker, and resourcefulness from Stevenson. In brief, this definition can be stated as follows:

Social entrepreneurs play the role of change agents in the social sector by:

- *adopting a mission to create and sustain social value;*
- *recognizing and relentlessly pursuing new opportunities to serve that mission;*
- *engaging in a process of continuous innovation, adaptation, and learning;*
- *acting boldly without being limited by resources currently in hand;*
- *exhibiting a heightened sense of accountability the constituencies served and for the outcomes created.”* (Dees G. J., 2001, p. 2)

On the most encompassing definitions in the field was proposed by Johanna Mair, Jeffrey Robinson and Kai Hockerts (2006) in their book *Social Entrepreneurship*. Accordingly in their definition they not only look into the business model but take into account all practices/activities; they also take into account the individuals’ social mission. In their definition they also touch upon for-profit and non-profit work as well as philanthropy. They also underline the importance of novelty and innovation in this work (Mair, Robinson, & Hockerts, 2006). In a similar manner, Dacin et al. (2011) mention four key factors that have appeared in the literature: the

characteristics of individual social entrepreneurs, their sphere of operation, the processes and resources used by social entrepreneurs, and the mission of the social entrepreneur (Dacin et al., 2011). In brief all the definitions had at the core a social benefit; creating a social good for the society.

This study takes the following definition by Kickul and Lyons (2012) as basis for analysis. They believe that for an individual to be a social innovator that particular person has to create a social value in other individuals' lives and prioritize societal benefit. They create this value through taking into action processes, tools and techniques of business entrepreneurs. The organizational model can vary: be it for profit, nonprofit, public or hybrid. (Kickul & Lyons, 2012)

Table 1.5. An Extended List of Definitions of Social Entrepreneurship in Chronological Order (Source: Guo & Bielefeld, 2014; Dacin, Dacin, & Matear, 2010; Kümbül-Güler, 2008; Weerawardena & Mort, 2006; Author's own research.)

Author(s)/Year	Definition
Young, 1986	<i>“Nonprofit entrepreneurs are the innovators who found new organizations, develop and implement new programs and methods, organize and expand new services and redirect the activities of faltering organizations.” (p. 162)</i>
Waddock & Post, 1991	<i>“An individual who brings about changes in the perception of social issues. Social entrepreneurs play critical roles in bringing about “catalytic changes” in the public sector agenda and the perception of certain social issues.” (p. 393)</i>
Emerson & Twersky, 1996	<i>“The New Social Entrepreneur is both a passionate business person and a social change agent.” (p. 383)</i>
Leadbeater, 1997	<i>“Social entrepreneurs are: (i) entrepreneurial: they take under-utilized, discarded resources and spot ways of using them to satisfy unmet needs; (ii) innovative: they create new services and products, new ways of dealing with problems, often by bringing together approaches that have traditionally been kept separate; (iii) transformatory: they transform the institutions they are in charge of, taking moribund organizations and turning them into dynamic creative ones. Most importantly, they can transform the neighborhoods and communities they serve by opening up possibilities for self-development.” (p. 53)</i>
Campbell, 1998	<i>“Social purpose ventures provide communities with needed products or services and generate profit to support activities that cannot generate revenue.” (p.17)</i>
Henton, Melville, & Walesh, 1997	<i>“Civic entrepreneurs recognize opportunities and mobilize other to work for the collective good.” (p.152)</i>

Author(s)/Year	Definition
Boschee J. , 1998	<i>“Social entrepreneurs are not-for-profit executives who pay increasing attention to market forces without losing sight of their underlying missions, to somehow balance moral imperatives and the profit motives – and that balancing act is the heart and soul of the movement.” (p. 2)</i>
Bornstein, 1998	<i>“A Social Entrepreneur is a path breaker with a powerful new idea who combines visionary and real world problem solving creativity. Has a strong ethical fiber and is totally possessed by his or her vision for change.” (p.37)</i>
Dees, 2001	<i>“Social entrepreneurs play the role of change agents in the social sector by: adopting a mission to create and sustain social value; recognizing and relentlessly pursuing new opportunities to serve that mission; engaging in a process of continuous innovation, adaptation, and learning; acting boldly without being limited by resources currently in hand; exhibiting a heightened sense of accountability in the constituencies served and for the outcomes created. Social entrepreneurs are one species in the genus entrepreneur. They are entrepreneurs with a social mission.” (2001, p. 2)</i>
Wallace, 1999	<i>“Entrepreneurs have social responsibility to improve their communities—derives from social and political cohesion in a community.” (p.156)</i>
Prabhu, 1999	<i>“Persons who create or manage innovative entrepreneurial organizations or ventures whose primary mission is the social change and development of their client group.” (p. 140)</i>
Thompson, Alvy, & Lees, 2000	<i>“Social entrepreneurs are people who realize where there is an opportunity to satisfy some unmet need that the welfare state will not meet, and who gather together the necessary resources (generally people, often volunteers, money and premises) and use these to ‘make a difference.’” (p. 330)</i>
Fowler, 2000	<i>“Social entrepreneurship is the creation of viable (socio-) economic structure, relations, institutions, organizations and practices that yield and sustain social benefits.” (p.649)</i>
Smallbone, Evans, Ekanem, & Butters, 2001	<i>“Social enterprises defined as competitive firms that are owned and trade for a social purpose (includes not for profits, worker-owned collectives, credit unions, etc.” (Source: (Weerawardena & Mort, 2006, p. 24)</i>
Hibbert, Hogg, & Quinn, 2002	<i>“The use of entrepreneurial behavior for social ends rather than for profit objectives; or an enterprise that generates profits that benefit a specific disadvantaged group.” (p. 288)</i>
Cook, Dodds, & Mitchell, 2001	<i>“Social partnerships between public, social and business sectors designed to harness market power for the public interest.” (Weerawardena & Mort, 2006, s. 24)</i>
Frumkin, 2002	<i>“Social entrepreneurs have a combination of the supply-side orientation and the instrumental rationale, providing a vehicle for entrepreneurship that created enterprises that combine commercial and charitable goals.” (p. 130)</i>

Author(s)/Year	Definition
Thompson, 2002	“Although social entrepreneurship is in evidence in many profit-seeking businesses – sometimes in their strategies and activities, sometimes through donations of money and time.” (p. 413)
Drayton, 2002	“They have the same core temperament as their industry-creating, business entrepreneur peers. . . . What defines a leading social entrepreneur? First, there is no entrepreneur without a powerful, new, system change idea. There are four other necessary ingredients: creativity, widespread impact, entrepreneurial quality, and strong ethical fiber.” (p. 124)
Mort, Weerawardena, & Carnegie, 2002	“1. Social entrepreneurs are first driven by the social mission of creating better social value than their competitors which results in them exhibiting entrepreneurially virtuous behavior. 2. They exhibit a balanced judgement, a coherent unity of purpose, and action in the face of complexity. 3. Social entrepreneurs explore and recognize opportunities to create better social value for their clients. 4. Social entrepreneurs display innovativeness, proactiveness, and risk taking propensity in their key decision making process.” (p. 76)
Pomerantz, 2003	“Social entrepreneurship can be defined as the development of innovative, mission supporting, earned income, job creating or licensing ventures undertaken by individual social entrepreneurs, nonprofits, or non-profits in association with for-profits.” (p. 25)
Boschee & McClurg, 2003	“A social entrepreneur is any person, in any sector, who uses earned income strategies to pursue a social objective, and a social entrepreneur differs from a traditional entrepreneur in two important ways: Traditional entrepreneurs frequently act in a socially responsible manner. (...) Secondly, traditional entrepreneurs are ultimately measured by financial results.” (p. 3)
Lasprogata & Cotten, 2003	“Social entrepreneurship means nonprofit organizations that apply entrepreneurial strategies to sustain themselves financially while having a greater impact on their social mission (i.e., the “double bottom line”).” (p. 69)
Alvord, Brown, & Letts, 2004	“Creates innovative solutions to immediate social problems and mobilizes the ideas, capacities, resources, and social arrangements required for sustainable social transformations.” (p. 262)
Bornstein, 2004	“Social entrepreneurs are people with new ideas to address major problems who are relentless in the pursuit of their visions (...) who will not give up until they have spread their ideas as far as they possibly can.” (p. 1–2)
Dart, 2004	“Social enterprise differs from the traditional understanding of the nonprofit organization in terms of strategy, structure, norms, and values, and represents a radical innovation in the nonprofit sector.” (p. 411)

Author(s)/Year	Definition
Ligane & Olsen, 2004	<i>“A seed-stage or early-stage venture that is designed to be profitable and that has an integrated social mission. The social impact of its operations is greater than the industry standard.” (p. 120)</i>
Harding, 2004	<i>“They are orthodox businesses with social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximize profit for shareholders and owners.” (p. 41)</i>
Seelos & Mair, 2005	<i>“Entrepreneurship that creates new models for the provision of products and services that cater directly to the social needs underlying sustainable development goals such as the MDGs. SE often creates tremendous value when catering to very basic humanitarian needs such as providing medicines or food, which can be a matter of life or death for those who receive them.” (p. 244)</i>
Tan, Williams, & Tan, 2005	<i>“A legal person is a social entrepreneur from t1 to t2 just in case that person attempts from t1 to t2, to make profits for society or a segment of it by innovation in the face of risk, in a way that involves that society or segment of it.” (p. 8)</i>
Hibbert, Hogg, & Quinn, 2002	<i>“Use of entrepreneurial behavior for social ends rather than for profit objectives, or alternatively, that the profits generated are used for the benefit of a specific disadvantaged group.” (p. 159)</i>
Roberts & Woods, 2005	<i>“The construction, evaluation, and pursuit of opportunities for transformative social change carried out by visionary, passionately dedicated individuals. Social entrepreneurs are people with similar behaviors to conventional entrepreneurs but ‘operate in the community and are more concerned with caring and helping than with making money.’” (p. 49)</i>
Global Entrepreneurship Monitor, 2015	<i>“A social entrepreneur is defined as an individual who is starting or currently leading any kind of activity, organization or initiative that has a particularly social, environmental or community objective.” (p. 5)</i>
Austin, Wei-Skillern, & Stevenson, 2006	<i>“Innovative, social value creating activity that can occur within or across the nonprofit, business, or government sectors.” (p. 4)</i>
Light, 2006	<i>“A social entrepreneur is an individual, group, network, organization, or alliance of organizations that seeks sustainable, large-scale change through pattern-breaking ideas in what governments, nonprofits, and businesses do to address significant social problems or how they do it.” (p. 47)</i>
Peredo & Mclean, 2006	<i>“Social entrepreneurship is exercised where a person or group: aims at creating social value, either exclusively or at least in some prominent way; shows a capacity to recognize and take advantage of opportunities to create value; employs innovation, ranging from outright invention to adapting someone else's novelty, in creating and/or distributing social value; is willing to accept an above average degree of risk in creating and disseminating social value; and is unusually</i>

Author(s)/Year	Definition
	<i>resourceful in being relatively undaunted by scarce assets in pursuing their social venture.</i> ” (p. 64)
Cho, 2006	“A set of institutional practices combining the pursuit of financial objectives with the pursuit and promotion of substantive and terminal values.” (p. 36)
Hartigan, 2006	“Entrepreneurs whose work is aimed at progressive social transformation. A business to drive the transformational change. While profits are generated, the main aim is not to maximize financial returns for shareholders but to grow the social venture and reach more people in need effectively. Wealth accumulation is not a priority—revenues beyond costs are reinvested in the enterprise in order to fund expansion.” (p. 45)
Haugh, 2005	“Social enterprise is a collective term for a range of organizations that trade for a social purpose. They adopt one of a variety of different legal formats but have in common the principles of pursuing business led solutions to achieve social aims, and the reinvestment of surplus for community benefit. Their objectives focus on socially desired, nonfinancial goals and their outcomes are the nonfinancial measures of the implied demand for and supply of services.” (p. 5)
Korosec & Berman, 2006	“Individuals or private organizations that take the initiative to identify and address important social problems in their communities. (p. 448–449) Organizations and individuals that develop new programs, services, and solutions to specific problems and those that address the needs of special populations.” (p. 449)
Mair & Martí, 2006	“A process involving the innovative use and combination of resources to pursue opportunities to catalyze social change and/or address social needs.” (p. 37)
Perrini & Vurro, 2006	“A dynamic process created and managed by an individual or team (the innovative social entrepreneur), which strives to exploit social innovation with an entrepreneurial mindset and a strong need for achievement, in order to create new social value in the market and community at large.” (p. 4)
Robinson, 2006	“A process that includes: the identification of a specific social problem and a specific solution (...) to address it; the evaluation of the social impact, the business model and the sustainability of the venture; and the creation of a social mission-oriented for-profit or a business-oriented nonprofit entity that pursues the double (or triple) bottom line.” (p. 95)
Mair, Robinson, & Hockerts, 2006	“The concept of social entrepreneurship is, in practice, recognized as encompassing a wide range of activities: enterprising individuals devoted to making a difference; social purpose business ventures dedicated to adding for-profit motivation to the nonprofit sector; new types of philanthropists supporting venture capital-like ‘investment’ portfolios; and

Author(s)/Year	Definition
Sharir & Lerner, 2006	<i>nonprofit organizations that are reinventing themselves by drawing on lessons learned from the business world.</i> " (p. 1)
Martin & Osberg, 2007	<p><i>"A change agent to create and sustain social value without being limited to resources currently in hand."</i> (p. 3)</p> <p><i>"Social entrepreneurship has the following three components:</i></p> <ol style="list-style-type: none"> <i>1. Identifying a stable but inherently unjust equilibrium that causes the exclusion, marginalization, or suffering of a segment of humanity that lacks the financial means or political clout to achieve any transformative benefit of its own;</i> <i>2. Identifying an opportunity in this unjust equilibrium, developing a social value proposition, and bringing to bear inspiration, creativity, direct action, courage, and fortitude, thereby challenging the stable state's hegemony.</i> <i>3 Forging a new, stable equilibrium that releases trapped potential or alleviates the suffering of the targeted group, and through imitation and the creation of a stable ecosystem around the new equilibrium ensuring a better future for the targeted group and even society at large."</i> (p. 35)
Tracey & Jarvis, 2007	<p><i>"The notion of trading for a social purpose is at the core of social entrepreneurship, requiring that social entrepreneurs identify and exploit market opportunities, and assemble the necessary resources, in order to develop products and/or services that allow them to generate "entrepreneurial profit" for a given social project."</i> (p. 671)</p>
Yunus, 2008	<p><i>"Any innovative initiative to help people may be described as social entrepreneurship. The initiative may be economic or non-economic, for-profit or not-for-profit."</i> (p. 32)</p>
Brinckerhoff, 2009	<p><i>"A social entrepreneur is someone who takes reasonable risk on behalf of the people their organization serves."</i> (p. 123)</p>
Zahra, Gedailovic, Neubaum, & Shulman, 2009	<p><i>"Social entrepreneurship encompasses the activities and processes undertaken to discover, define, and exploit opportunities in order to enhance social wealth by creating new ventures or managing existing organizations in an innovative manner."</i> (p. 118)</p>
Dacin, Dacin, & Matear, 2010	<p><i>"We believe the definition that holds the most potential for building a unique understanding of social entrepreneurship and developing actionable implications is one that focuses on the social value creation mission and outcomes, both positive and negative, of undertakings aimed at creating social value."</i> (p. 41)</p>
Hervieux, Gedajlovic, & Turcotte, 2010	<p><i>"The factors that are important for social entrepreneurship are (in order of importance): social mission, socio-economic organization, innovation, sustainability, social change, opportunities, autonomy and risk taking."</i> (p. 40)</p>
Bacq & Janssen, 2011	<p><i>"The social entrepreneur is a visionary individual, whose main objective is to create social value, able at one and the same time to detect and exploit opportunities, to leverage resources necessary to his/her social mission and to find innovative solutions to social problems of his/her community that are not</i></p>

Author(s)/Year	Definition
Trivedi & Stokols, 2011	<p data-bbox="603 237 1410 309"><i>properly met by the local system. This will make him/her adopt an entrepreneurial behavior.</i>” (p. 382)</p> <p data-bbox="603 331 1410 510"><i>“Social entrepreneurs emphasize on social causes rather than economic profit, they have a social activists role, elements of entrepreneurship and innovation (at least in most cases), commercial profit as a means of solving the social problem at hand rather than the objective.”</i> (p. 7)</p>
Kickul & Lyons, 2012	<p data-bbox="603 517 1410 696"><i>“A person is a social innovator who adds value to people’s lives by pursuing a social mission using the processes, tools and techniques of business entrepreneurship. Puts societal benefit ahead. The mission could be for profit, nonprofit, public or hybrid.”</i> (p. 16)</p>
Choi & Majumdar, 2014	<p data-bbox="603 703 1410 920"><i>“(Proposes the conceptualization of SE as a cluster concept.) Conceptualizing social entrepreneurship as a cluster concept implies that social entrepreneurship is a representation of the combined quality of certain sub-concepts, i.e., social value creation, the social entrepreneur, the SE organization, market orientation, and social innovation.”</i> (p. 370)</p>
Center for the Advancement of Social Entrepreneurship	<p data-bbox="603 927 1410 1106"><i>“Innovative and resourceful approaches to addressing social problems. There approaches could be pursued through for-profit, nonprofit, or hybrid organizations.”</i> (https://centers.fuqua.duke.edu/case/about/what-is-social-entrepreneurship/)</p>
Schwab Foundation	<p data-bbox="603 1113 1410 1330"><i>“A social enterprise is an organization that achieves large scale, systemic and sustainable social change through a new invention, a different approach, a more rigorous application of known technologies or strategies, or a combination of these.”</i> (http://www.schwabfound.org/sf/SocialEntrepreneurs/index.htm)</p>
Skoll Foundation	<p data-bbox="603 1337 1410 1688"><i>“The social entrepreneur aims for value in the form of transformational change that will benefit disadvantaged communities and ultimately society at large. Social entrepreneurs pioneer innovative and systemic approaches for meeting the needs of the marginalized, the disadvantaged and the disenfranchised—populations that lack the financial means or political clout to achieve lasting benefit on their own.”</i> (http://www.skollfoundation.org/aboutsocialentrepreneurship/whatis.asp.)</p>
Ashoka Foundation	<p data-bbox="603 1695 1410 1874"><i>“Social entrepreneurs are individuals with innovative solutions to society’s most pressing social, cultural, and environmental challenges. They are ambitious and persistent — tackling major issues and offering new ideas for systems-level change.”</i> (https://www.ashoka.org/tr/focus/social-entrepreneurship-0)</p>

1.2.4. Social Entrepreneurs: The Modern Don Quixotes ?

Another way to define or work on SE is to focus on what makes these individuals differ from the rest of the entrepreneurs or volunteers or social workers. Anyone who claim themselves to be social entrepreneurs may not be categorized under this cluster. Or else any individual who has built a social enterprise may not be a social entrepreneur per se. The scope of this work does not allow to discuss in depth which categorization would be academically more valid. Nonetheless this section presents the literature on the individuals and put forward the characteristics of these individuals discussed by scholars. This ultimately is intended to pave the way to have a more concrete understanding of the overall landscape and the general perception vis-a-vis the social entrepreneurs in the environment they operate in.

It could be argued that not much has changed since 1991 when Waddock & Post (1991) offered an initial and broad description of the newly emerging individuals in the field. Waddock & Post (1991) sheds light on the individuals who would bring “catalytic changes” in social issues. The following decades would witness the conceptualization of these individuals.

Among the most commonly mentioned features are; the focus on the social value creation, the innovative characteristics of the individual; their motivation for achieving success, their autonomy, their focus on defining a clear path to reach a goal, their courage to take risks, flexibility for ambiguous circumstances.

Mort, Weerawardena & Carnegie (2003) gives a detailed list of the characteristics of social entrepreneurs as following. First of all the social entrepreneurs take as a point of departure creating a social value, better than their competitors. This in turn effects them to adopt a righteous behavior in their entrepreneurial activities. Secondly, the social entrepreneur is an individual who has balanced judgment, they know what their objective is and they are ready to take action when faced with complex environments. Third, social entrepreneurs have the ability to recognize an opportunity when it comes to creating social value. Fourth, they are innovative, proactive and risk-taker especially with regards to decision making (Mort, Weerawardena, & Carnegie, 2003).

Nonetheless in the very broad sense of the term, social entrepreneurs are individuals who act similarly as conventional business entrepreneurs but their focus is on helping others and caring for others rather than generating profit. (Woods & Roberts, 2005).

There is a growing tendency among the scholars in the recent years to look into the personality traits of these individuals as well. The authors who took the individual as their basis of analysis looked into the personality traits of the social entrepreneurs.

As such, according to the school of thought, the Social Innovation School,¹⁰ there are distinct traits of the social entrepreneur. They first and foremost have a visionary and innovative perspective. They are the social innovators. They have sound ethic norms, are able to recognize and opportunity when it arises and certainly act as lead agents in social change. Against the fact that there are limited resources, they can play around this limitation and use them for social good. As expected, the ultimate result of these characteristics: social value creation, is at the forefront of their motivation (Bacq & Janssen, 2011).

Another exemplary study is conducted by Paola Grenier (2006) who found that social entrepreneurs' behavior is clearly different than non-entrepreneurs; they are dynamic and determined to achieve their mission. Even though the final intended result and the ways to achieve this result is alike; social entrepreneurs adopt unique values or principles that would be the basis of how they would act. Grenier (2006) also mentioned that planning and processes are of significant important to their work, that they are relatively autonomous and confident in pursuing their plan, they are resilient to the challenging environments; especially with regards to limited funding (Grenier, 2006) . Further, Koe Hwee Nga and Shamuganathan's (2010) quantitative study (one of the few in the field) has found that social entrepreneurship is positively affected when the individual show traits such as agreeableness, openness and conscientiousness (Koe Hwee Nga & Shamuganathan, 2010).

¹⁰ The Social Innovation school is explained in Table 1.4. School of Thoughts in Social Entrepreneurship (Source: Hoogendoorn et al.,2010, p. 9)

This study takes a broad scope of definition as its subject of study. Any individual that initiates a model/activity/institution to tackle a social problem at hand (either in for-profit or non-profit sector) is considered in the broad sense of the term a “social entrepreneur.”

1.3. Understanding Social Entrepreneurship

In the previous sections we have tried to give an in depth overview of the state of art in SE literature, the cases for definition for SE and the characteristics of social entrepreneurs. As a further step in this section we try to present the literature on the proposed models on how social entrepreneurs operate in their surrounding environment. While the SE definition literature is scattered; the frameworks given below can be indicative on how to analyze the current SE eco system.

1.3.1. Social Entrepreneurship Models

In order to understand these models, one point of departure could be Gartner’s (1985) framework for new venture creation; individual, process, organization and environment (Gartner, 1985). As was the case for the definitions, it is imperative to distinguish between the “individual” (in this case the social entrepreneur) and the “process” (in this case social entrepreneurship) and the organization (in this case social enterprise, social venture or any sort of institution the social entrepreneur chooses to continue their work). When it comes to the individual factors such as skills, background, personal motivation, discourse, capabilities, demographics, regulatory frameworks are taken into account. For the process, however, stages, opportunity, identification, innovation, impact assessment, risk taking, scaling are taken into account. For organization structure, strategy and governance would be the object of study. The last component would take into account the environment where the social entrepreneur implements their activities.

This section presents a selection of different models and frameworks that has been proposed in the literature to grasp the emergence of SE and shed light on upcoming studies in the field.

The PCDO (People, Context, Deal and Opportunity) Framework

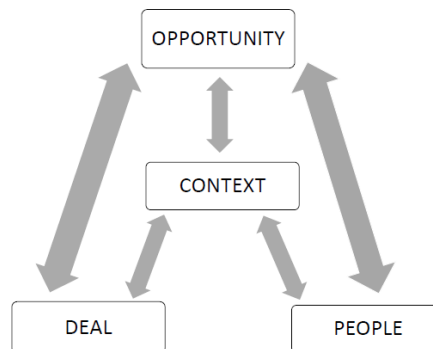


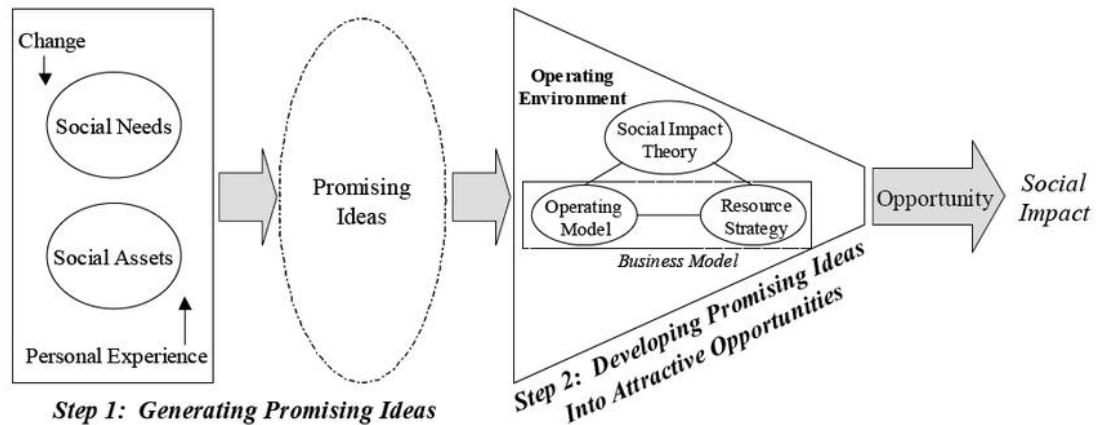
Figure 1.1. The People, Context, Deal and People (PCDO) Framework (Source: Sahlman, Stevenson, Roberts & Bhide, 1999, p.150)

The model illustrated in Figure 1.1 created by Sahlman et al. (1996) sets a framework with regards to four main elements: the people, the context, the deal and the opportunity (PCDO).

In this case people are the individuals who take part in the venture or whose resources are used to create the venture. Context comprises of all the components that are not in control of the entrepreneur, e.g. legal framework, taxation, macroeconomy, etc. Deal refers to the structure of the venture; meaning who will be in charge of decisions, who will be giving an input and who will be delivering, etc. Finally opportunity refers to all steps taken into action that would in turn bring in a benefit. This model is said to capture all the elements of commercial entrepreneurship as well as social entrepreneurship and presents a dynamic view of the whole process (Sahlman et al., 1996).

Another important aspect of this model is the fact that all elements have an effect on another in some way. Context is defined by the people, deal and opportunity while deal and people have direct effect on the opportunity. In the same line of thought opportunity cannot be considered separately from deal and people.

The Case Model



Step 1: Generating Promising Ideas

Figure 1.2. The CASE Model (Source: Güçlü, Dees & Anderson 2002, p.2)

The model proposed by Güçlü et al. (2002) focuses on the process when social entrepreneurs set out to attract a social opportunity. They identify two steps under this model; the former being the generation of a promising idea while the latter being the developing ideas to attract opportunities stage. They claim that the whole process starts with the idea which usually has a reflection on the personal story of the entrepreneur. However, there are other factors that can be taken into account during the idea creation stage e.g. social needs, social assets, change etc. These become stimulants to the entrepreneur to develop the ideas and seize an opportunity. The second stage comprises of the operational environment in which the entrepreneur intends to implement his/her activity. The operating environment is shaped by three main elements: social impact theory, operating model and resource strategy. These three elements all have mutual importance and are linked to each other. Once the operating environment is identified the opportunity is attracted. The outcome of the whole process becomes the social impact. It could be stated that this model with its sophistication on the processes and ideas and the outcomes is one of the most comprehensive models when it comes to understanding the SE phenomenon.

Bounded Multidimensional Model of Social Entrepreneurship



Figure 1.3. Bounded Multidimensional Model of Social Entrepreneurship (Source: Weerawardena & Mort, 2006 p. 32)

The bounded multidimensional model proposed by Weerawardena and Mort (2006) takes not just the individual and the organization into account but also the environment in which they operate; the importance of sustainability and their core social mission. After studying nine SE successful cases from Australia, they claim that SE needs innovation, proactive demeanor and risk taking in order to be successful. As a further step the social mission and sustainability also need to be taken into account. All these elements cannot be implemented without the constraints and opportunities the environment proposes. Thus SE behavior is “highly pragmatic” in order to be responsive to its environment. The authors takes all these elements into account to create their model (Weerawardena & Mort, 2006).

The Timmons Model of The Entrepreneurship Process

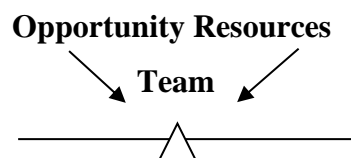


Figure 1.4. The Timmons Model of the Entrepreneurship Process (Source: Timmons & Spinelli, 2007, p.89)

The Timmons model suggests that the sole way of keeping up a successful enterprise is to keep the “opportunity”, “team” and “resources” in balance. As an initial

step this model offers the need to take into account several factors and thus why it is included in this study. Opportunity and resources is vital for the social entrepreneur to survive. However the literature takes as an object of study the individual not taking into consideration the team behind the activities. This model takes team to the core (and as result leadership) pointing out to the fact that in order to successfully respond to the opportunity and use resources a team management perspective is imperative.

The Social Entrepreneurship Framework

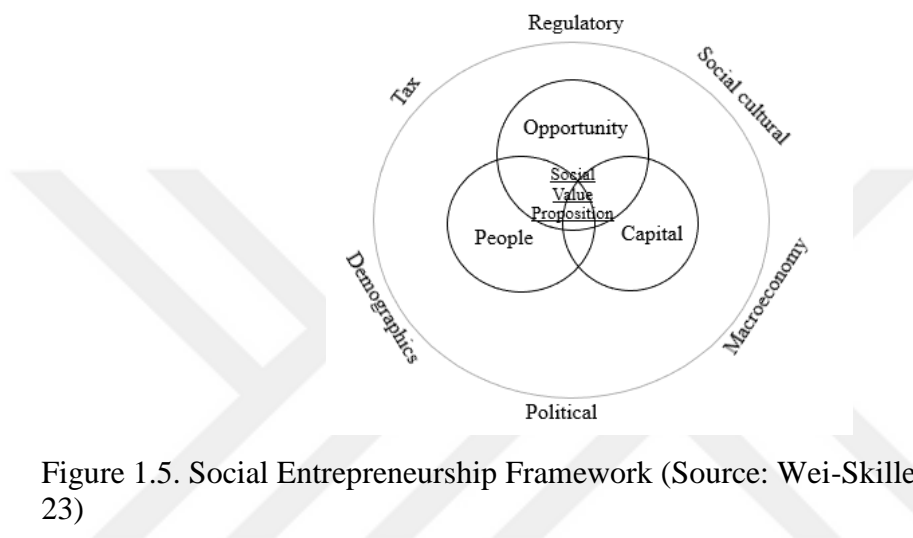


Figure 1.5. Social Entrepreneurship Framework (Source: Wei-Skillern et al. 2007, p. 23)

Similarly, the Social Entrepreneurship Framework proposed by Wei-Skillern et al. (2007) takes into consideration three main elements: the opportunity, people and capital. The intersection of these elements is where social-value proposition lies. Opportunity, people and capital as a unit would not be able to make the necessary process to address SE. Wei-Skillern et al. (2007) propose that it is the social-value proposition that is at the core of SE activities.

As observed in the previous models, this core understanding take place in an ecosystem which is effected by various external factors e.g. sociocultural environment, regulations, macroeconomy. Accordingly the SE process is shaped within this framework.

The Social Entrepreneurship Matrix

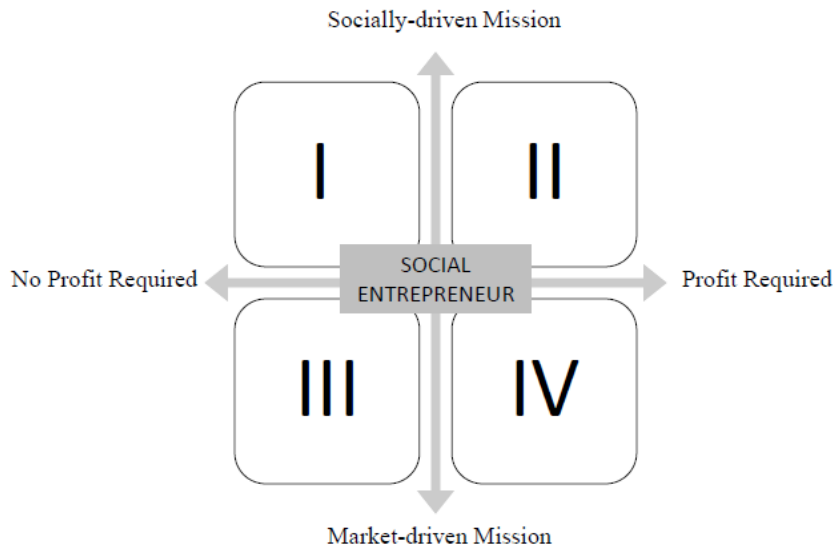


Figure 1.6. The Social Entrepreneurship Matrix (Source: Massetti, 2008, p. 9)

Massetti (2008) creates a Matrix to investigate the social entrepreneurs and their mode of conduct. Accordingly the author distinguishes four main quadrants: (i) Traditional Not-for-Profit; (ii) Tipping Point; (iii) Transient and (iv) Traditional Business. The social entrepreneur is at the core of these four quadrants. The traditional not for profit scope, quadrant I, is where organizations have a social mission but they do not strive for profit. The tipping point scope, quadrant II, are where organizations have social mission but also need the profit in order to survive. The third scope, quadrant III is where organizations respond to the needs of the market but they do not require a profit. This is mostly common for short term projects or temporary organizations. Quadrant IV, the final scope is where classical firms reside: they have a market driven mission and they need profit to survive. Massetti puts social entrepreneurial activity at the core of these four types (Massetti, 2008). Massetti's model, contrary to other models, puts social entrepreneurial activity in a spectrum of sectors.

Social Entrepreneurship as a Cluster Concept

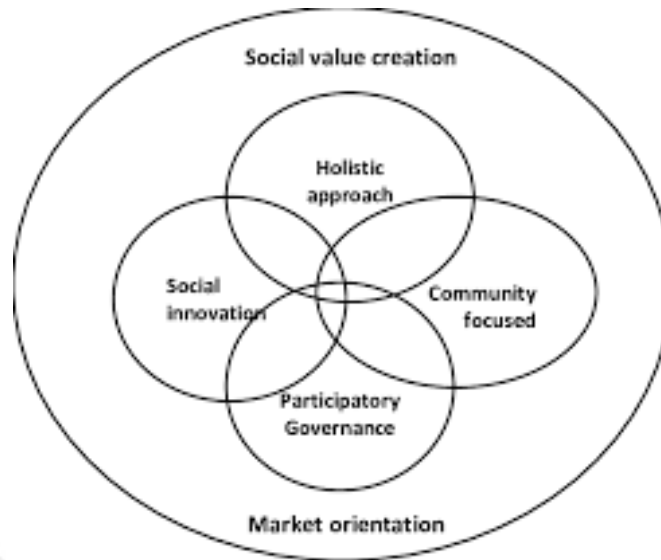


Figure 1.7. Social Entrepreneurship as a Cluster Concept (Choi & Majumdar, 2014, p. 373)

In order to investigate the SE theory and to propose a framework, Choi and Majumdar (2014) identify the importance of sub-concepts in understanding this phenomenon. Hence, they study social value creation, social entrepreneur, organization, market orientation and the social innovation as a sub-concept.

This understanding of SE leads them to conclude that SE should be conceptualized as a cluster concept. Much like the other frameworks discussed above, SE as a cluster concept comprises of sub-concept elements that are intertwined.

All elements; social innovation, social entrepreneur, SE organization and market orientation, have an impact on one another. However, the four alone would not be enough to complete the framework. Therefore, social value creation is the outcome off them all.

Social Entrepreneurship as a Multi-Stage and Multi-Level Phenomenon

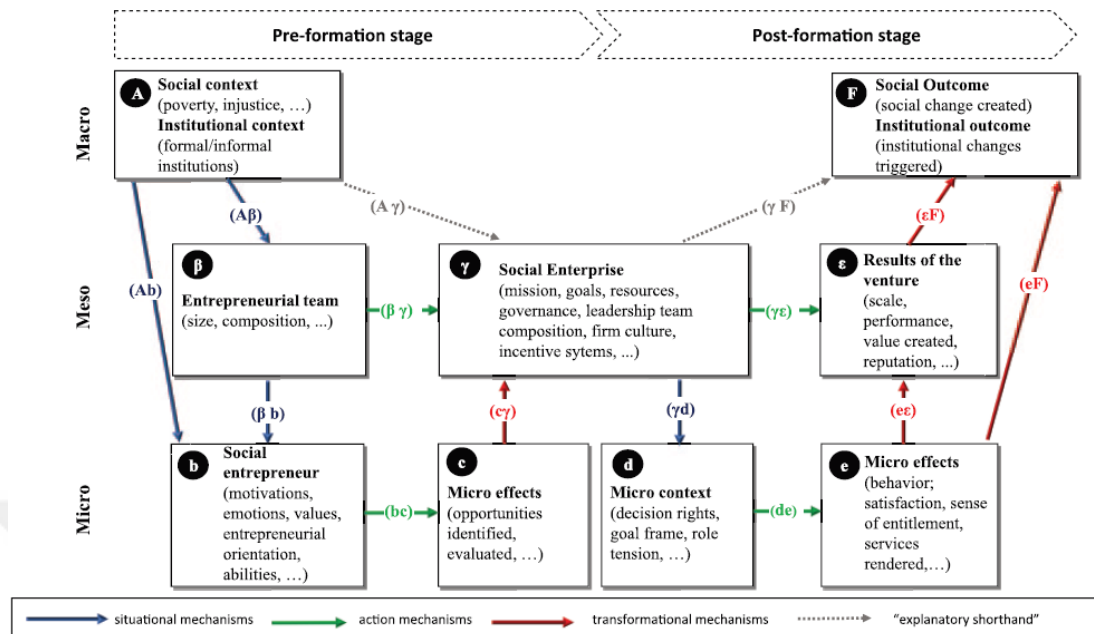


Figure 1.8. Social Entrepreneurship as a Multi-Stage and Multi-Level Phenomenon (Source: Saebi et al., 2019, p. 14)

Saebi et al. (2019) claim that the majority of frameworks to study SEs lack the differentiation of social ventures. Hence, they conceptualize SE as a multi-stage and multi-level phenomenon.

They have identified macro, meso and micro levels of explanations to study the process of SEs as can be seen in Figure 1.8. Under the distinction of the pre and post formation stages; the macro, meso and micro levels of analysis take into account elements such as the social/institutional context and the social/institutional outcome on the macro level; entrepreneurial team, social enterprise and results of the venture on the meso level; social entrepreneur, micro effects and micro context on the micro level (Saebi et al., 2019).

The Social Entrepreneurship Process Model

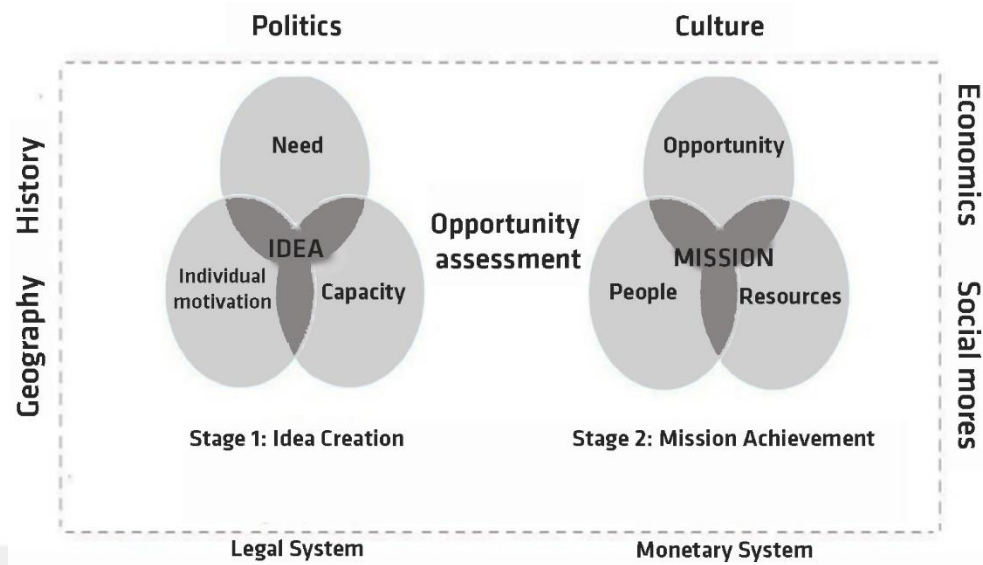


Figure 1.9. Social Entrepreneurship Process Model (Kickul & Lyons, 2012, p 34)

Kickul and Lyons (2012) distinguish two major steps in the process of SE. The first stage is idea creation and the second stage is mission achievement. Accordingly, the idea creation stage sets the vehicle to accomplish a social mission. Kickul and Lyons (2012) claim that this route would realize a transformational impact. Like other frameworks they take into account several factors with regards to how each stage is implemented. In the idea creation process the need, the individual motivation and the capacity of the social entrepreneur plays a key role. Here identifying the need, to be motivated to propose a solution for the identified need and to have the capacity to tackle the need plays a key role. Stage 1 would form the basis for the social entrepreneur to achieve his/her mission. However, the first stage would not be the sole method to create the SE. A second stage complementary to the first would be needed. In the 2nd stage of mission achievement the driven entrepreneur would seize the opportunity, create and/or find the necessary resources and people for its purposes.

This two staged process model and understanding is sufficiently broad to tackle the research questions of this study. As it is explained in the methodology section in the upcoming pages, we have chosen this framework in order to analyze and study the cases of SEs in Turkey as well as understand the emergence of this phenomenon.

1.4. Social Entrepreneurship and Post-Ideology: A Critique

In the previous sections it was argued how this field has newly emerged in the academia. However, even though the concept itself might be new, solving social problems through entrepreneurial activity is not a notion that has never been observed. There have been ongoing initiatives, interventions, projects, and/or programs tackling social problems such as poverty or inequality using innovative methods. SE here plays the role of catalyst that bring in relatively small changes that would eventually lead to large changes (Sarah, Brown, & Letts, 2004).

It should be noted that almost all of the literature on the characteristics of these individuals have a positive connotation. As the literature is in its infancy and still attempting to define the boundaries of SE work, it should be imperative to underline that critical viewpoints have been relatively less. May be few in numbers but in this short section a summary of these critical approaches is presented.

One example is the article by Dey and Steyaert (2010) where they argue that the academic rhetoric is fairly utopic and that the academia and current literature emphasize on the novelty aspect of SE. SE has become a for the academic basis of joy and that they have even became the protectors of virtue and morality. The main problem lies with the “neutralization” of social entrepreneurship as post-ideological due to which it had detached from. Hence they identify several major issues with regards to the conceptualization of SE. The first one is the fact that SE is narrated as a “performative entity” and that it is portrayed as a technical type of knowledge which could be even defined as a commodity to be purchased. As such a new narration is needed in order to propose an understanding of SE as a productive force. They further elaborate on the narrative’s complications as:

“The “grandness” of the social entrepreneurship narrative is linked with rationalism in the form of a general problem-solving blueprint. Social entrepreneurship, in other words, is conceptualised as a universal means to universal problems, a “periodizing schema” (du Gay, 2003) that is applicable to any type of context, historical, cultural, and political ... Third, the grand narrative of social entrepreneurship heralds a progressive state (i.e. social, economic and, less

frequently, environmental improvement) by means of juxtaposing the bad, that is, obsolete set of behaviours with the good, that is, the managerial techniques which will lead to improvement for a better future. ... Fourth, the grand narrative of social entrepreneurship often relies on an individualized notion of social transformation.” (Dey & Steyaert, 2010, p. 89-89)

Similarly, Anderson and Dees (2006) mention that SE is viewed under the light of a “*value-laden language that casts the new idea in a favorable light, while denigrating old approaches*” (Anderson & Dees, 2006, p. 145).

In addition, this positive connotation of the term has been an obstacle for rigorous academic work, especially with regards to empirical studies (Hoogendoorn, Pennings, & Thurik, 2010). The characteristics associated with SE are vast, there is no defining limitation in the importance or the extent of these characteristics. Some may be less, some may be more but in terms of rigorous evidence there is none. Moreover, the “sociality” in the terminology is also not clearly defined. So a precise approach is not presented (Peredo & Mclean, 2006).

1.5. Social Entrepreneurs and the Others: Where Do You Draw the Line?

In the previous section a brief critique in the literature was presented. Consequently, it is evident that this novel phenomenon needs to be distinguished vis-à-vis similar initiatives in the social sector and also vis-à-vis conventional entrepreneurship.

One point of departure could be through the notion of the “social” aspect. Martin and Osberg (2007) distinguishes two main types of activity that has a social purpose from SE. The first type of activity is “social service provision.” One of the examples of such activity would be a program addressing a social need which is implemented by an individual. This type of activity would certainly have a social impact and serve for social good however it would not be scalable or put forth a transformative impact. The second type of activity is social activism. Here again the individual’s motivation plays a key role, though the action s/he would take would have a different orientation; an indirect action would be needed in order to create change.

Based on this distinction, a further step to draw the line could be to illustrate where the activities under SE would fit in the entrepreneurial landscape and social work. Even though main concepts and personal motivations are alike there are various types of initiatives that emerge in the ecosystem. (See *Figure 1.10.*)

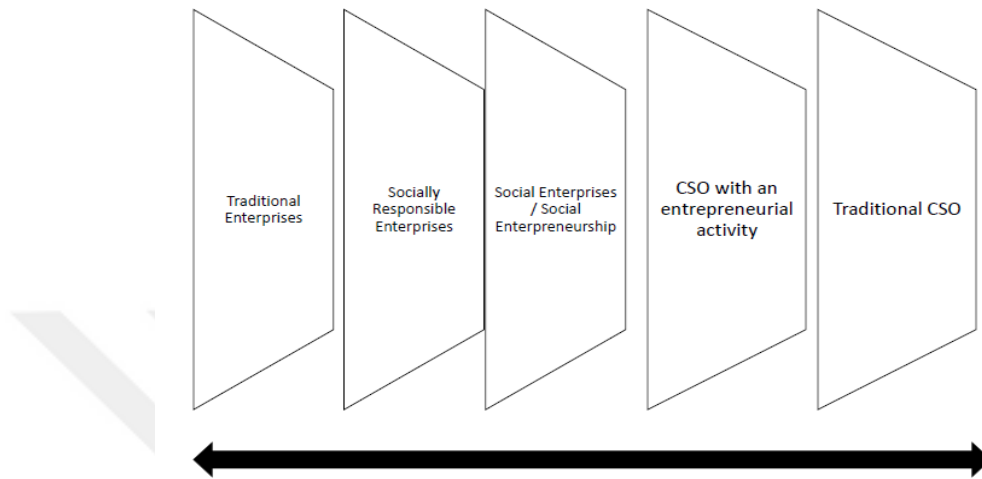


Figure 1.10. Entrepreneurial Landscape (Source: Southcombe 2010, p.4)

One step further would be to distinguish how SE organizations vary among themselves. Douglas proposes the following spectrum on SE. See Figure 1.11.

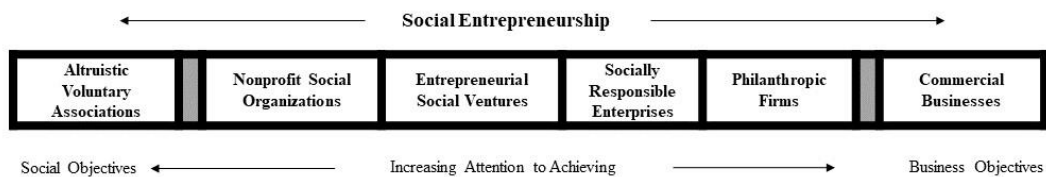


Figure 1.11. Spectrum of Social Entrepreneurship Organizations (Source: Douglas, 2010, p. 73)

Consequently, Douglas (2010) distinguishes a spectrum of social objective, increasing attention to achieving and business objectives. Among this spectrum lies the altruistic voluntary associations, nonprofit social organizations, entrepreneurial social ventures, socially responsible ventures, socially responsible enterprises, philanthropic firms and commercial businesses (Douglas, 2010).

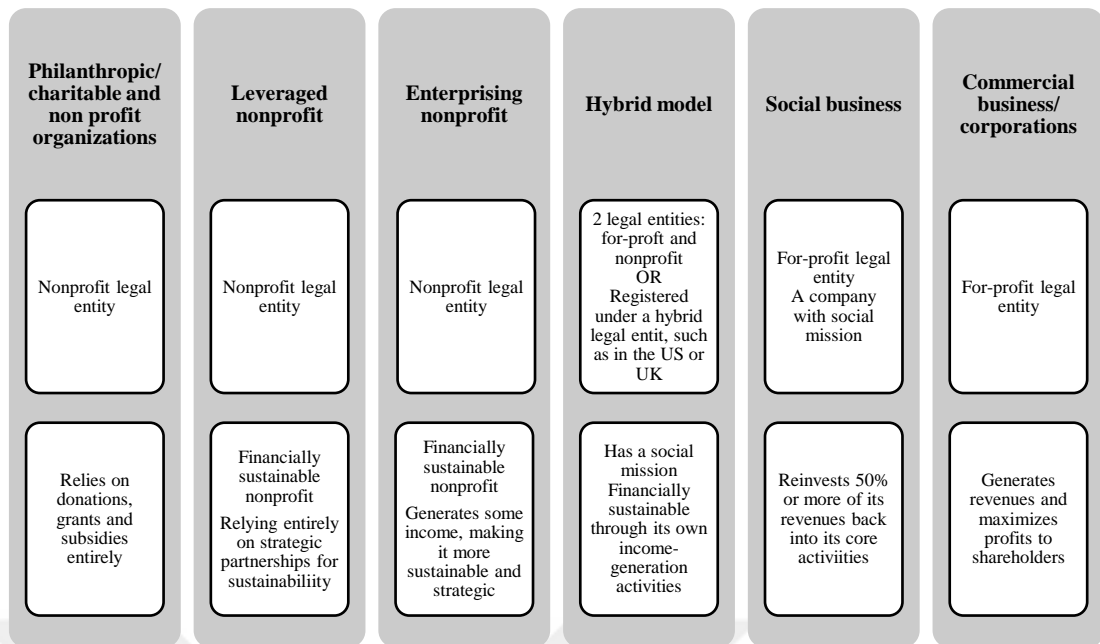


Figure 1.12. The Spectrum of Social Enterprises (Source: Abdou et al., 2010, p. 19)

Following Douglas's (2010) broad distinction, Abdou et al. (2010) takes into account the operational model and the legal entity as a benchmark to identify the emerging models in the ecosystem¹¹. Consequently they classify six pillars of operational models and legal entities in distinguishing the spectrum of social entrepreneurs. Putting aside the philanthropic organizations and commercial corporation, they have take the (i) leveraged nonprofit, (ii) enterprising nonprofit, (iii) hybrid model and (iv) social business models as the operational models that social entrepreneurs adopt for their activities.

The spectrum above along with its similar sub elements is suggestive of how SE's vague boundaries necessitate a discussion on the distinction from specifically commercial entrepreneurship, philanthropy and CSR. Thus, the upcoming sections discusses in depth the distinctions of SE vis-à-vis commercial entrepreneurship and philanthropy.

¹¹ See Figure 1.12.

1.5.1. Commercial vs Social

In the vast literature of the descriptions opportunity “creation” or “recognition” stands out as the major convergence between social entrepreneurship and commercial entrepreneurship (Dees, 2001; Mair & Marti; Peredo & McLean; Thompson, 2002; Weerawardena & Mort, 2006). To start with, it would be appropriate to claim that SE has similar traits with commercial entrepreneurship especially with regards to how social entrepreneurs recognize opportunities when they are introducing novel methods to tackle an issue (Austin, Stevenson, & Wei-Skillern, 2006). It should be noted that the opportunities in two domains are not the same and that would it require a case by case study (Doyle & Ho, 2010).

As explained in the previous sections, entrepreneurship and social entrepreneurship have a variety of definitions in the literature. One of the main divergences between a commercial entrepreneur and a social entrepreneur would be at first the social mission driven motivation of the latter. A commercial entrepreneur’s activities may or may not have an indirect social impact. Regardless this would not be the main driver for their existence. Another important divergence is the assessment of the entrepreneurial activity. In commercial entrepreneurship profit is a major criteria for evaluation. Their successes or failure would be considered with this respect while in SE social impact would be the criteria for assessment.

Consequently, the emphasis on social impact/social mission can be taken as a basis for setting the boundaries of SE work as well as pinpointing on how it would differ from other “classical” entrepreneurial work. Please find below a list of different characteristics/traits of commercial entrepreneurs and social entrepreneurs broadly discussed in the literature.

Table 1.6. Traits of Commercial Entrepreneurs and Social Entrepreneurs (Source: Yılmaz Sırrı, 2014; Kümbül-Güler, 2008)

Traits of Commercial Entrepreneurs	Traits of Social Entrepreneurs
Tendency to focus on novel needs	Tendency to focus on long term objectives through novel approaches
Takes risk on behalf of himself/herself or investors	Takes risk on behalf of stakeholders (on a more societal level)

Try to create an enterprise/firm	Try to create change
Making profit as the main driver	Social change as the main driver
Decision making is driven by the individual/investors	Decision making basis on social needs
Discovering novel methods/techniques	Creating new techniques under limited resources
Subject to fiscal and legal regulations	Subject to operational environment
A necessity to collaborate within the industry network	A necessity to collaborate with public and third sector
In terms of values: economic constraints are at the fore front	In terms of values: social and economic constraints cannot be distinguished from one another
Efficiency, productivity, outputs, profit	Locality, community, beneficiary and participatory

As seen in Table 1.6. Traits of Commercial Entrepreneurs and Social Entrepreneurs (Source: Yılmaz Sırrı, 2014, there are quite a number of divergences vis-à-vis the mission, the organization, the values, the operating environment etc. of a commercial entrepreneur and a social entrepreneur. According to Heather Douglas (2010), entrepreneurial initiatives are more competitive, market-driven while nonprofit organizations are more open to cooperation among other representatives of the sector. The fact that social entrepreneurs pursue their operations -mostly- in a small scale does not necessarily mean that they would be unsuccessful compared with commercial ventures (Douglas, 2010). Shaw and Carter's (2005) comparative study based on interviews with 80 social entrepreneurs can give an outline of the divergences between social entrepreneurs and for profit entrepreneurs. They have examined several themes, e.g. opportunity recognition; network embeddedness; risk taking; individual vs. collective action, etc. Apart from the expected similarities, the authors have found out that; (i) social entrepreneurship is different with regards to its focus on "unmet social needs" (ii) social enterprises uses their networks especially to gain credibility and financial support (iii) social entrepreneurs do not risk their own financial investments -it is rather their reputation that they risk- or seek profit maximization (iv) social entrepreneurs usually share credit with either volunteers or beneficiaries depending on their model (v) even though both models require innovation, SE demands a novel method that concretely manifests the solution to the tackled problem (Shaw & Carter, 2005).

1.5.2. Social Entrepreneurship vs the Third Sector

Given the fact that social entrepreneurial activities take place in a “social” landscape, their relationship with the third sector is rather blurry and hard to clearly illustrate the boundaries between the two. According to Roper and Cheney (2005) the strengths and/or weakness of SE lies in this fact (Roper & Cheney, 2005). Most SE activities take the form of a cross between private, not for profit or public sector activity. There are cases where businesses provide funding and expertise to nonprofits to assist in their social mission. It can be further argued that SE is complementary to the institutions founded by public or private sector, rather than an alternative. This idea is further developed by Porter (2003) who proposes “strategic philanthropy” as the most convenient way to for enterprises to be responsible in terms of social issues as, according to him, traditional philanthropy does not provide a tangible return.

As mentioned in the previous section social entrepreneurs’ main objective is to create a social change. If applicable, creating profit is becomes a way to achieve this change, not the ultimate objective. This is where social entrepreneurs differ from classical philanthropic activity or any activity, project, and/or initiative that pursue their mission in the not for profit arena who would depend on their members, donors to survive. As such, social entrepreneurs indeed necessitate an income to sustain their activities.

2. UNDERSTANDING SOCIAL ENTREPRENEURSHIP AND COMMUNICATING FOR SOCIAL GOOD: METHODOLOGY

2.1. Research Questions

The ultimate objective of the study aims to (i) understand the social entrepreneurship landscape in Turkey and (ii) propose a model for communicating for social good. As stated in the introduction the main research questions this study takes into account to reach this objective are the following:

“What are the dynamics of social entrepreneurship in Turkey?”

“How do the communication strategies/tools/mechanisms of social entrepreneurs in Turkey serve communicating for social good?”

In order to understand the dimensions of these broad research questions we have classified several sub elements. With regards to the dynamics of the social entrepreneurship the resources, people, operating environment and general challenges play a key role to gain insights. With regards to how the communication activities play a role in communicating for social good, it is imperative to generate further sub questions on the communication strategies, tools and resources that social entrepreneurs use, their challenges with regards to visibility and outreach activities as well as their understanding of communications in general. Accordingly we generated the following sub questions to investigate further through the help of our methodology.

- In general, how does the social entrepreneurship landscape in Turkey look like?
- What is the operating environment for social entrepreneurs?
- What are the key challenges/prospects for social entrepreneurs in Turkey?
- How do the actors define social entrepreneurship?
- Which opportunities have they identified in their respective field of work?

- What are the processes that they carry out to pursue their operations?
- Which resources did they use to carry out their operations?
- What are the main challenges/prospects of their communication activities?
- How do the factors above (processes, operating environment, regulatory frameworks, resources) have an effect on their communication activities?
- Do the communication strategies/tools/mechanisms differentiate in the nonprofit and for profit sector?

2.2. Sample

Upon this main objective and our research questions, we have identified that the representatives from two main stakeholders; social entrepreneurs and communication experts working in the field need to be contacted. However, in addition, as SE is a phenomenon emerging from a variety of disciplines and that there is a growing community that works with and/or for social entrepreneurs. Thus, understanding SE necessitated a discussion with other members of the SE community in Turkey. Accordingly, representatives from the support mechanisms, public and private institutions working in the SE landscape were contacted to understand their role in this emerging trend.

To create our data sample, as a first step, we created a pool of interviewees based on the typology that was established by *imece*¹² and Ashoka within their project on “Social Innovation Ecosystem Map” in Turkey.¹³ This map is significantly important as it gives an overview of the whole community working on SE in Turkey as well as it proposes a distinctive typology on how each actor is related to one another. Within this map the main stakeholders that they identified are as follows:

- Support mechanisms/catalysts
- Corporations/Enterprises

¹² *imece* is a social innovation platform that brings together individuals and institutions dealing with social issues through various resourceful ways.

¹³ A detailed summary of this graph is presented in

3.4. The Social Entrepreneurship Community in Turkey: Challenges And Prospects. The graph can be reached via: <https://imece.com/turkiye-sosyal-inovasyon-ekosistemi-haritasi-2/>

- Foundations/Associations
- Public Institutions
- Finance Institutions
- Universities
- International Organizations
- Media

Out of this typology, for the purposes of this study and due to their significant importance for the social entrepreneurship community in Turkey, mainly support mechanisms, foundations/associations and universities were contacted. These representatives all have an in depth insight of the operating environment of the social entrepreneurs as well as have a direct effect on their process and resources through funding mechanisms, network and capacity building.

As a result, to achieve the objectives of the study, 27 representatives from 25 different institutions in the community were interviewed between March 20, 2019-May 20, 2019.¹⁴ The interviews lasted around an hour.

As stated above, given the fact that communicating for social good is at the core of this research, a special emphasis was put on the media sector and representatives from communication agencies or consultancies working with social entrepreneurs and CSOs were also taken into the sample.

As an initial step the support mechanisms were contacted as they could also lead to good practices in the field as well as communication experts working with/for social entrepreneurs. Each individual were asked whether they have a connection with a specific communication expert/agency as well as any good practices they knew within the social entrepreneurship community following a snow ball methodology. International and national institutions have a direct effect on the capacity building of social entrepreneurs especially since 2000s when we have witnessed a rise their activities in Turkey.

¹⁴ Please see Annex I for the complete list of interviewees.

Consequently, as a last step international and national institutions' representatives were also contacted as they play a key role to understand how the social entrepreneurship landscape changed in Turkey as well as their importance with regards to being a catalyst for entrepreneurs.

Table 2.1. Overview of Type of Institutions Represented in the Data Sample

Institution Type	No. of Institutions
Support Mechanism	6
Communication/Media	6
Social Entrepreneur	9
Foundation/Association	3
Public Sector	1
Private Sector	1
University	1

Table 2.1 represents an overview of the number of institutions represented. We would like to underline the fact that some institution representatives are either the founder of other foundations/associations or working at universities as academics who also are social entrepreneurs themselves. In cases where a representative is part of both "types" they are counted as double.¹⁵

We have not categorized the sample under gender, age, or level of education as we do not seek to propose a profile of the actors but rather our aim is to understand the dynamics of the community in general and how communication plays a role in their social mission in particular.

2.3. Analysis Framework

For the purposes of this study we have chosen to conduct semi structured interviews. This method offers flexibility through open-ended questions (Somekh & Lewin, 2005) and also allows the author to investigate further with additional set of

¹⁵ Please see Annex I for the complete list of interviewees.

questions, if the interviewee shares an insight beyond the question prepared for a structured interview (Berg, 2001). The semi structured interview¹⁶ questions and topics were driven from the framework created by Jill Kickul and Thomas S. Lyons (2012) entitled “The Social Entrepreneurship Process Model” (Kickul & Lyons, 2012, p. 160).¹⁷

According to this framework there are two major phases in social entrepreneurial work to realize a transformational impact: the *idea creation* and the *mission achievement*. Kickul & Lyons consider factors such as; need, motivation, capacity of the social entrepreneur, opportunity, resources, people, and the operating environment. This framework sets an initial analysis framework for our research questions. Thus, our interview questions included every part of this model in order to grasp the whole process of how social entrepreneurs have emerged in Turkey, how they have decided on which legal entity they would be pursuing their work in, what their resources are, how they created their idea and achieved their mission.

The questions were altered according to the typology the interviewees represented. The data driven from our interviews is analyzed with the main questions above in mind while the discussion and the analysis section at the end of the study is based on the two-step framework offered by Kickul and Lyons (2012). We take into account the following sub elements under this two-stepped process:

- Idea Creation
 - Need
- Mission Achievement
 - Resources/People
- General Context of Work

The framework as stated above gives an insight of the idea creation and mission achievement. However there are no frameworks on how communication plays a role in the activities of the social entrepreneurs. Through our additional questions on the

¹⁶ Please see Annex II for the interview questions.

¹⁷ A detailed analysis of the model is given in Chapter I as part of the literature review on proposed frameworks for understanding Social Entrepreneurship. Please see Figure 1.9 for further details.

social impact of the organization as well as details on their communication activities, our contribution to this framework is an additional analysis on the following components:

- Typology of Organization
- Impact/Social Impact
- Communicating for Social Good: Communication Activities



3. COMMUNICATING FOR SOCIAL GOOD: THE CASE OF SOCIAL ENTREPRENEURS IN TURKEY

This study takes as its object of analysis a “curious” case. Curious in the sense that, as it is discussed further in the following sections, there is no legislative framework for social enterprises/social entrepreneurship nor a legal or public definition. Consequently, there is almost no public reflection in that sense. Given the fact that volunteering and donation culture (putting aside philanthropic activities) is also very low vis-à-vis other OECD countries, activities for social “good” is also claimed to be in the domain of charity work. It is also imperative to note that Turkish culture certainly does not encourage gaining “profit”, regardless of its scale, while implementing a project/activity for social good purposes. Nonetheless, like the world, Turkey has witnessed the emergence of social entrepreneurs and there is a growing ecosystem supportive of each other. The private sector is also gaining knowledge about the issue, and have started finance mechanisms, cooperating with social entrepreneurs and civil initiatives and/or initiated awards to encourage the emergence of social entrepreneurs. A detailed list of these platforms and awards is shown in the following pages.

Given this background, it is not a surprise to see that SE’s visibility and promotion of their activities in this field as well as communication as a way to convince the stakeholders and beneficiaries became a secondary issue. Social entrepreneurs in Turkey are consecrating their resources to establish their initiatives and to be able to continue their work. They are mostly focusing on surviving in such a challenging environment. Thus why, it has been intriguing to analyze how they are pursuing their communication activities especially with regards to communicating for social good.

3.1. Social Entrepreneurship in Turkey: An Unchartered Territory

Since the Ottoman period, culturally and geographically philanthropic activities have been common in Turkey, mainly organized around the foundations (waqf). This deep rooted understanding of “social mission” gradually transformed with the rise of civil society institutions and the emergence of international corporations through their corporate social responsibility projects. Today, there are approximately 99.300 active NGOs in Turkey and they are operating in various fields of society (Türker, et al. 2014).

The scope of social entrepreneurial activity as it was discussed in Chapter 1 can be situated in a vague spectrum between private, public and the third sector. The community comprises of different types of institutions; universities, foundations, associations, corporations, incubation centers and platforms. The fact that social entrepreneurship is undertaken by actors within a variety of institutional settings is related to the rapid growth of this area and the difficulties of positioning them as a result of the broadness of the term. This is obviously linked with the fact that there are growing numbers of social entrepreneurs in Turkey, even if they do call themselves a social entrepreneur or not. Furthermore, interestingly, most social entrepreneurs do not kick-off their activities by claiming that they are in SE territory. Rather, they kick-off by identifying a social problem and propose a new way to solve it; they are the being identified as a social entrepreneur by other actors in the community. There are even some individuals who underline the fact that they certainly did not intend to become a social entrepreneur, it was the journey that made them one. Legal frameworks also play a key role in the emergence of social entrepreneurs. As expected the legislation usually precedes the phenomenon. Given the ambiguity of the terminology, some countries have already taken action in order to put forward a regulatory framework for social entrepreneurial activities. Community Interest Companies in the United Kingdom, and Low-Profit Limited Liability Companies in the United States provide a legal environment within which the social entrepreneurs can implement their activities. While such cases where social enterprises are supported by the legal framework exist elsewhere, social entrepreneurs are faced with legal and structural challenges, as a legal entity called “social enterprise” does not exist in Turkey.

As such, social entrepreneurs conduct their activities under other operating models, such as a private business enterprises, an association or a cooperative. The complexity of terminology is extended to the Turkish case not only in academia but also in the community itself. As such, social enterprise, social entrepreneur and social entrepreneurship is used interchangeably within all stakeholders and there is a conceptual confusion (Ersen B, Kaya, & Meydanoglu, 2010; KUSİF, 2017).

Against this background where definitions and boundaries are blurry, this study tries to benefit from the existing literature and research to put forward a general idea on the scope of social entrepreneurial activity in Turkey. The upcoming section onsets with presenting a country profile, followed by a discussion of the challenges and prospects of the SE community in Turkey. The sections are finalized with a special focus on the regulatory and legal frameworks prior to presenting the main findings of our research.

3.2. Turkey Country Profile: Actors and Milestones

In the upcoming sections we discuss in depth the SE community in Turkey, the main challenges and opportunities before diving further into our cases. To set the scene for this emerging sector we first list the milestones, however milestones cannot be discussed without the emergence of the main actors that had an impact in the evolution of the SE environment in Turkey.

As mentioned before, although Turkey has a long history of experience in terms of the philanthropic activities, mainly organized around the foundations, the emergence of a civil society environment conducive to social entrepreneurship is relatively new, dating back to the 1990s. (Ersen et al, 2010) The emergence and the acceleration of the social entrepreneurship community is even more recent, owing to the establishment of Ashoka Turkey in 2000. Upon its creation, the foundation played a significant role in the acceleration of SE sector in Turkey, by representing an institutional outlet with 30 fellows, access to a worldwide network of thousands of fellows, numerous projects and mentorship mechanisms. The foundation is still the pioneer institution in this sector and have profoundly paved the way for SE to thrive.

While the foundational setting is heralded by Ashoka Turkey, there are a number of institutional actors and milestones taking place in the academic setting that support the continuation and consolidation of social entrepreneurship in Turkey. On a more scholarly level, one of the milestones was when Civil Society Development Center (STGM) published a booklet entitled “Social Entrepreneurship Guide for Societal Transformation.” This publication is the first publication to present the terminology on SE and presented good practice examples in the field (Denizalp, 2007).

Another significant actor in the ecosystem is The Third Sector Foundation of Turkey (TÜSEV). Their work and especially their project on “Social Entrepreneurship in Turkey” project conducted in cooperation with British Council in 2009-2010 have also paved the way for an online portal under the URL www.sosyalgirisim.org as well as a SWOT analysis on the SE in Turkey (Ersen et al, 2010). The findings of this analysis is given in the upcoming section.

Koç University Social Impact Forum (KUSIF) is also one of the leading centers in SE work and has been founded in 2012 within Koç University. It is a research and a practice center supporting academic work on SE as well as providing practical guidance for social entrepreneurs on social impact. They have conducted numerous research on the topic mainly focusing on social impact measurement and also case studies from the field. The findings of their work is presented in the upcoming section.

Currently there are two significant projects ongoing in the SE ecosystem. The first one is a Turkey wide research project on the social enterprise sector in Turkey led by British Council Turkey. British Council Turkey is working with a local consortium and Social Enterprise UK. The local consortium led by TED University and İstasyon TED University, works in partnership with: Ashoka Turkey, İstanbul Bilgi University, KUSİF, Mikado Consultancy and Middle East Technical University. The findings of their study was published in July 2019. The second and recent one is Turkey Social Entrepreneurship Network Project (*Sosyal Girişimcilik Ağı*) launched in October 2018 by Vehbi Koç Foundation in collaboration with the Directorate for EU Affairs, a department of the Ministry of Foreign Affairs of the Republic of Turkey. The project is funded by the European Union and Republic of Turkey. It will last for two years and aims to conduct research on the potential for Se in various cities,

implement capacity building activities through training in chosen cities and create an online platform to enhance dialogue on the issue. One of the important aspects of the project is the number and scope of partnerships. Under the leadership of Vehbi Koç Foundation, the project partners are: KUSIF, Social Innovation Initiative Association,), Innovative Solutions for Sustainable Development Association, TED University, Mozaik Foundation (Bosnia) and Social Enterprise UK. Moreover, Abdullah Gül University, Ankara Development Agency, Eastern Anatolia Development Agency, Silkroad Development Agency, Nilüfer Municipality, Middle Black Sea Development Agency and The Union of Chambers and Commodity Exchanges of Turkey (TOBB) are also supporting the project.

Apart from these actors and grand projects there are numerous award mechanisms that promote and support SE in Turkey. Bilgi University has implemented a “Young Social Entrepreneurship Award” Project (in cooperation with International Youth Foundation and Sylvan/Laureate Foundation).¹⁸ İbrahim Bodur “Social Entrepreneurship Award” is currently open to applications (founded by Kale Group and in cooperation with Ashoka Turkey).¹⁹ An other institution, *imece*, has entered its third year in its “Incubation Program” with Zorlu Holding as the leading partner and Istanbul Technical University Çekirdek as a strategic partner.²⁰ Garanti Bank (in cooperation with Impact Hub İstanbul) is organizing for the first time in 2019 the “BBVA Momentum Social Entrepreneurship Support Program”²¹ that is simultaneously taking place in the US., Mexico and Columbia. PwC’ is also one of the private institutions supporting social entrepreneurs through their “Social Impact Lab Award” since 2013.

There are also quite a number of activities that bring together the ecosystem in Turkey. In 2018-2019 we have actively participated as part of observation analysis to a dozen of similar events that were organized by Ashoka, Impact Hub, KUSIF and others. One of the most significant one is organized by UNDP Turkey: “Annual Social

¹⁸ For further information: <http://www.bilgiggo.org/>.

¹⁹ For further information: <https://www.ibrahimbodurodulleri.com/>.

²⁰ For further information: <https://imece.com/en/incubation-process>.

²¹ BBVA Momentum 2019 is the first social entrepreneurship program run by a financial institution in Turkey. For further information: <https://www.bbva.com/en/garanti-bank-is-looking-for-new-social-entrepreneurs/>.

Good Summit” since 2013.²² The summit aims to bring together a community of change-makers around the theme of “2030NOW.” In the Social Good Summit 2018, held on 15th of October, there were two panels solely focusing on the growing interest on SE as well as cases from Turkey.

In this section we have tried to list some milestones and significant actors, awards and events in the social entrepreneurial landscape in Turkey. The following section presents an understanding of SE vis-à-vis other sectors in Turkey as well as a brief literature review and case studies to illustrate the issues, challenges and opportunities that has already been investigated.

3.4. The Social Entrepreneurship Community in Turkey: Challenges And Prospects

Putting aside the “social”, general entrepreneurial activity is very much favored and has a positive connotation in Turkey. According to the Global Entrepreneurship Monitor’s 2018/2019 report Turkey ranks 5 among 47 countries in the belief that entrepreneurship is a good career choice. Turkey also ranked second among 42 countries in terms of total early stage entrepreneurial activity high growth and job creation expectations (Global Entrepreneurship Monitor, 2018). However, it must be stated that this data does not enquire any distinction between a social and a commercial entrepreneur. It could be easily concluded that social entrepreneurship as a novel concept to the academia is mostly unknown in the public eye.

To illustrate this confusion, Çetindamar et al. (2010) adopts Nicholls’s (2006) model on organization forms. This model can be indicative to understand where SE is situated in Turkey. They are vaguely positioned between the private and third sector according to how they generate their income. The more the organization tends towards not for profit and generating income through donations the more it is categorized under the third sector while the more the organization starts to generate income by creating a financial model the more they are inclined towards the private sector. This is where SEs in Turkey are (Çetindamar, Tatal, Titiz, & Taluk, 2010).

²² For further information: <http://www.sgsistanbul.org/?lang=en>.

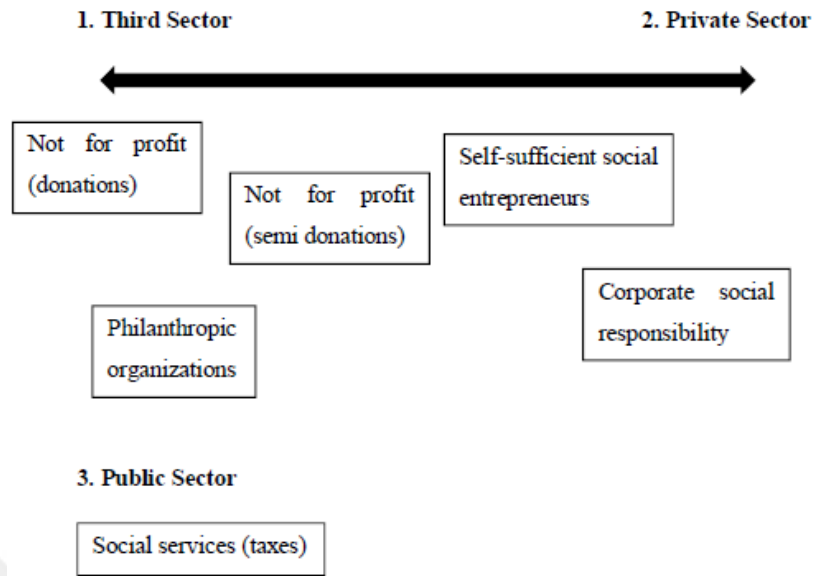


Figure 3.1. Organization Forms where Social Entrepreneurs Work (Source: Çetindamar, Tatal, Titiz, & Taluk, 2010, p. 1)

It was clearly underlined in the first part of this study the challenge of the ambiguity in defining the scope of social entrepreneurial work. As a new terminology please find below some examples of definition from the Turkish literature.

Table 3.1. Some Examples of Definition of Social Entrepreneurship in Turkey

Author, Year	Definition
Denizalp, 2009	<i>“A Social Entrepreneur, like commercial entrepreneurs, takes risks to innovate or improve. They create opportunities and takes risks to realize their idea. The objective is to solve social problems with novel and unique solutions in line with the societal needs (due to the fact that if a social entrepreneur fails the society is at risk.)” (p. 8)</i>
Betil, 2010	<i>“Social entrepreneur is an individual who recognizes the social problems in the society s/he is living in ... tackles these challenges in a creative and brave manner and ... creates a difference.” (p. 24)</i>
Besler, 2010	<i>“Claims that social entrepreneurship can exist within the third sector (nonprofit) as well as private sector institutions. Taking the principle of sustainable social responsibility, commercial enterprises can also be considered under social entrepreneurship.” (p. 19)</i>
Güler, 2008	<i>“Social entrepreneurship is creating social value through a nonprofit organization that has a social mission, vision and strategy, which creates innovative solutions and</i>

implements entrepreneurial processes to tackle a social need, generate profit for sustainability.” (p.76)

As a result, it becomes even harder to investigate as there is no clear cut empirical data on the number of social entrepreneurs in Turkey (Eser & Yıldız, 2015). However, especially in the recent years there has been quite a number of different types of initiatives working with, on, or for social entrepreneurs. Please see Annex III for an exemplary list created by Ashoka Foundation.

The growing number of social entrepreneurs in Turkey has also attracted the attention of young research in the academic field. Though few in numbers there is a growing number of master level studies on SE in Turkey especially in the last five years. It is imperative to note that most of these studies take SE as a very broad sense, their definition could be contested with sample sizes being very limited.

One example of the academic studies in this field is a master thesis written by Simge Ünlü entitled *Public Relation Activities in the Context of Social Entrepreneurship: A Comparative Analysis in Akut and TOG Sampling*. Though it may be argued that the cases she took are social enterprises or not, in her study she took two organizations with a social mission and looked into their social entrepreneurial projects from a public relations perspective. She concludes her study by stating that these two organizations through their social entrepreneurial activities used traditional communication and social media tools to enhance the visibility of their institutions (Ünlü, 2012). Oğuzhan İrengün in his master thesis entitled *The Effect of Big Five Personality Traits on Social Entrepreneurship Intentions: A Field Research* analyzed data collected from 197 students taking an entrepreneurship course. His findings suggest that personality traits have a positive impact on whether the individual is inclined towards social entrepreneurship or not (İrengün, 2014).

In 2015, Dilara Gusseinova took ASHOKA foundation as her subject of study for her master thesis entitled *Case of Social Entrepreneurship and a Case Study Analysis*. She took an initiative tackling youth unemployment as her case study and underlined the importance of how social entrepreneurial activities can be complementary to other organizations working with a social mission (Gusseinova,

2015). Enver Mengü in his master thesis entitled *Social Entrepreneurship from a Sociological Perspective* proposes a new method to study SE by strengthening the social component of the term (Mengü, 2016). Another master level study in the field was conducted by Seda Ercan in 2016. In her master thesis entitled *Social Entrepreneurship in Turkey and the Evaluation of Effects* from data driven from 24 organizations through social participation questionnaires. The study concludes that the most significant impact of the growing number of social enterprises in Turkey are in terms of awareness of social problems and needs (Ercan, 2016).

In addition to master level studies there also other academic work that could be of reference for our study. One example is Kılıç Kırılmaz's (2013) study where he took as sample 223 CSOs and collected data through face to face interviews and online surveys. Within this sample, Kılıç Kırılmaz (2013) have investigated various factors' impact on the perception of social entrepreneurs in Turkey. It must be noted that his study took social entrepreneurial activity in a very broad sense. Among his findings are: (i) all factors considered gender only plays a role in the perception of charismatic leadership; (ii) age is insignificant when it comes to transformatory leadership perception however the highest risk-takers are among 40-49 age group; (iii) educational attainment has a counter effect on entrepreneurial perception high school and master graduates have higher entrepreneurial perception vis-à-vis doctorate graduates (Kılıç Kırılmaz, 2013). Türker and Yıldız (2014a) studied 5 social enterprises by examining the web sites of these particular organizations. The results of their study suggest that most of them are adopting good practices from the world business. While they note that the term innovation/innovative should be used with concern as some of the innovative practices might also be common especially in developed countries (Türker & Yıldız, 2014).

It would be important to mention as well a doctorate study conducted in Turkey by Kümbül-Güler (2008). Kümbül-Güler's work is a pioneer in her field and she proposes an analysis of factors determining SE. Her findings driven from data collected from 205 social entrepreneurs in 47 countries conclude that the social entrepreneurial behavior is impacted positively from creative leadership style, creative challenge loving, social environment, confidence, spirituality, belief in social solidarity. However, it is impacted negatively by power difference. She has also found

out that social entrepreneurial behavior is likely to occur through individuals who had negative life circumstances, mostly in rural areas. She adds that where countries human development index is low it is more common to witness social entrepreneurial activity (Kümbül-Güler, 2008).

The SE community in Turkey benefits heavily from supporting institutions not only in terms of capacity building and trainings but also in terms of nationwide studies that depicts the SE landscape in Turkey. As such, July 2019 marks a significant milestone in social entrepreneurship studies in Turkey: the most comprehensive study in the field was published as the outcome of a research project led by British Council. The research project collected data through desk research, consultation meetings with 80 participants, 12 focus group meetings with 42 participants in Ankara, İstanbul and İzmir, online survey with 241 respondents, 2 roundtable meetings with 42 participants in Ankara and İstanbul, and face-to-face interviews with 37 social enterprises. Based on the data collected *The State of Social Enterprise in Turkey* report has found out that There are around 9,000 social enterprises in Turkey generating a revenue of around 518,874 TL in the year of 2018. This finding is significant as it is the first attempt to identify the scale of the SE field. The report also underlines the fact that most of the social enterprises are located in İstanbul, Ankara and İzmir which are the main cities in Turkey. The legal operational model of the enterprises vary from corporations, foundations to limited companies working in a variety of sectors such as education, manufacturing and creative industries. Another important finding of the report is that the most of the enterprises were established after 2015 which is in line with the general assumption that the field is young. The main challenges that the social enterprises have listed are: visibility and awareness, public understanding, common understanding amongst public institutions, adverse economic climate, high taxes, establishment costs and bureaucracy. 65% of the enterprises that were involved in the study are seeking external financing. Most of them would like to learn more about social impact measurement. The findings of the study also presents a profile of the social entrepreneurs: 47% of them are young, 83% of them are educated and 55% are women. (British Council, 2019).

Another recent and comprehensive study on mapping the community was conducted by İmece and Ashoka Foundation, when in March 2018 they launched their

“Social Innovation Ecosystem in Turkey 2018 Map.”²³ Accordingly they have identified around 130 organizations working in the social innovation sector in Turkey. Most of them are support mechanisms (47) while the rest important actors are corporations (29), CSOs (28), governmental institutions (22), universities (10), financial institutions (10), international organizations (5) and only two institutions working on communication and media. These organization either provide service for, work in partnership with, fund or founded by and/or is an organization working on social innovation.

TÜSEV, as stated in the previous section as one of the pioneer foundations that have initiated extensive research in this field, conducted a SWOT analysis on SE in Turkey in 2010. Ersen et al. (2010) conclude that first and foremost there is a conceptual confusion in this matter. As stated above the terminology is in need of a consensus. Lack of conceptual understanding as well as regulatory structures pave the way for social entrepreneurs to operate under various operational models. Furthermore, the authors have found out that there are restrictive financial regulations, i.e. there is no tax exemption for social entrepreneurs they are treated as a regular commercial enterprise. Another weakness is the inefficiency of institutional structures, excessive bureaucratic steps and lack of respondents in the public sector. There are few to none legal or financial incentives for social entrepreneurs. On the other hand, according to Ersen et. Al (2020) the strengths of SE in Turkey are as follows also list quite a number of strengths on this matter. We had already given an overview of the number of institutions working in the SE landscape. The findings of their study is aligned with this fact. They list as the most important strength in this issue is the high number of good practices, communication networks and support mechanisms. Among other strengths of the field are: the potential of technological, financial and human resources and the already established positive relationship with the private sector (Ersen et al., 2010).

Özdemir’s (2010) study on social entrepreneurs’ perspective on development takes 24 social entrepreneurs of Ashoka and Schwab Foundations as a sample for analysis. He concludes that 17 of them directly has an impact on the UN’s Sustainable

²³ The typology used in this mapping has paved the way for us to identify key stakeholders to be conducted for interview.

Development Goals²⁴ (in the field of environment %37.5, in the field of poverty 29%, in the field of education 29%) while 4 of them has an indirect impact.

Another thorough study on SE in Turkey which can be indicative of the SE community in Turkey is authored by Gökçe Dervişoğlu Okandan and Vehbir Görgülü in 2012. Their study is the output of a project conducted by UNDP and Istanbul Bilgi University entitled “Growing Inclusive Markets: Social Entrepreneurship Case Studies in Turkey” (UNDP, 2012). Dervişoğlu Okandan and Görgülü (2012) studied five cases of SE in Turkey. One of their main findings is the importance of solidarity in the community. All their cases had one way or another a support from other entrepreneurs in the community (Dervişoğlu Okandan & Görgülü, 2012). The authors also found out that social entrepreneurs define their success under “faith,” “miracle,” and “effort.”

Anja Koenig’s study on social investment in Turkey (2014) discusses the challenges with regards to access to financing measurement of social entrepreneurs in Turkey. Her findings suggest that one of the main concerns of social entrepreneurs, especially young ones, is financing. Koenig further elaborates by mentioning that even the relatively established organizations are small with %40 generating less than 40,000 EUR per year. 34% of the organizations were actively seeking external financing. She collected data on impact measurement and reporting as well. According to her findings 52% of the organizations did not collect data on social impact performance on a regular basis. Most of the organizations would rather report the figures related to their activities and the number of beneficiaries they have researched instead of the social impact of their activities. (Koenig, 2014)

The most exhaustive study in this field was conducted by Koç University Social Impact Forum in 2017 entitled *Social Impact Measurement Tools for Young Entrepreneurs: Need Analysis* (KUSIF, 2017). KUSIF conducted in depth interviews with 39 organizations and investigated the online impact communication of 241 organizations in Turkey, UK and Estonia. With regards to the Turkish case they have interviewed 20 individuals and investigated 50 organizations’ online communications tools. According to KUSIF’s research, there are a number of limitations and challenges

²⁴ For further information on UNDP’s Sustainable Development Goals please see: <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>.

that impede the work of social entrepreneurs in Turkey. First, Turkey has cultural limitations when it comes to making financial profit for social impact. Consequently, social entrepreneurs -coming from a civil society background or with limited experience- struggle while generating their income models.

Second, although there are quite a number of institutions supporting social entrepreneurial work, there is a lack of systematic support. There are sporadic university centers, incubation centers, universities, awards which accelerate the work of social entrepreneurs. There are also some consultancy firms and CSOs who give support for building a financial model for SE. Third, funding and finance is still a big challenge for social entrepreneurial organizations in Turkey. This is mainly due to the fact that social entrepreneurs in Turkey do not have a business model. They are struggling for sustainable income generation and lag behind measuring their social scale. Another challenge is the fact that there is no social impact investment market in Turkey.

Consequently, social entrepreneurs require an alternative income source. Fourth, most social entrepreneurs in Turkey do not measure systematically their social impact. Their assessment usually relies on an “output” and “activity” perspective. Taking this perspective into account has led to a false start which makes it a burden for them to navigate towards a more social impact understanding. Fifth, social entrepreneurs clearly underline that they need more mentorship, more opportunities for network building and consultation on how to scale up their work. Sixth, most social entrepreneur fail at creating a sustainable volunteer mechanism and are in need of guidance in this area. Finally, most social entrepreneurs struggle with resources. Apart from financial restrictions, human resources and capital also remains as a significant challenge. Most of the social entrepreneurs are financed and managed by one or two individuals. These individuals also need to be present in different networking activities, organize their own social entrepreneurial activities, create collaborations, look for further funding, motivate the volunteers, etc. This work overload is becoming a serious burden for them all (KUSİF, 2017).

3.5. Social Entrepreneurship and Regulatory Frameworks: Where the Rubber Meets the Robe

Legislative and regulatory frameworks established by the public sector is one of the biggest concerns for individuals undertaking social entrepreneurial activities in Turkey. As seen in the previous section almost all studies on the Turkish cases refer to this obstacle as one of the biggest challenges that social entrepreneurs face (Çetindamar et. al, 2010; Ersen et al, 2010; Okandan & Görgülü, 2012; KUSİF, 2017). Legislation not only is critical for establishing the institution, as stated above it also plays a critical role in financial resources.

It could be even stated that due to lack of legislative framework, defining the boundaries of social entrepreneurial work and generating rigorous academic studies in this area has been a challenge. Thus we have decided to consecrate a separate section on this issue.

The term SE was first referred to in a public document in “The Tenth Development Plan 2014-2018” approved by The Grand National Assembly of Turkey (TBMM) on July 2, 2013. The document highlights the importance of developing support mechanisms for entrepreneurship. Social entrepreneur is referred to as an important element within entrepreneurship. The plan also mentions that there is no consensus on the definition and scope of SE. The plan defines SE as a practical, innovative and sustainable entrepreneurial model that in general has a positive effect on society and in particular for disadvantaged groups (TBMM, 2013).

Consequently, Small and Medium Enterprises Development Organization of Turkey (KOSGEB) in their 2015-2018 Small and Medium Enterprises (SMEs) Strategy and Action Plan Draft also mentions SE and hints that social entrepreneurs may be positioned as SMEs and can be supported by KOSGEB in the near future. Moreover, KOSGEB’S 2015-2018 Turkey Entrepreneurship Strategy and Action Plan also comprises of issues concerning SE and like other entrepreneurship categories SE is in need of creating and implementing a sustainable support system (Sönmez et al., 2016).

Another governmental body that has taken SE in its agenda is The Scientific and Technological Research Council of Turkey (TÜBİTAK). Accordingly, the council added an SE category to its Entrepreneurship and Innovation Award scheme in 2018.

Public support is limited, legal regulations do not exist. Consequently, social entrepreneurs face with a dilemma right at the start when they are trying to decide their model for operation. They have mainly two choices: (i) found a foundation or an association which would allow them to be exempt of corporate taxes and be able to apply for funding or (ii) set up an enterprise/firm/corporation and generate profit which would restrict their access to funding mechanisms as well as be required to pay taxes. KUSIF's (2017) needs analysis already presented in the previous section has found out that there is a tendency to set up a firm among social entrepreneurs in Turkey. However these firms fail to generate sustainable income mechanisms. For those of them who have decided to establish an association face with a dilemma of not being able to establish a sustainable income mechanism as well. Some enterprises deliberately choose to stay as non-official initiatives and are trying to come up with innovative ways to generate income some choose to establish two particular institutions working in the same field and adopt a hybrid model. Consequently almost all stakeholders in the SE field agree that in order for the sector to thrive a regulatory framework is a *sine qua non*.

The previous sections aimed at presenting some background information on the environment we conducted our study. As expected we have found some similarities with the empirical finding of the studies conducted up until today. Apart from KUSIF's needs analysis on online impact communication, there are almost no studies on the communication activities of social entrepreneurs in Turkey. The following section presents an in-depth analysis of our findings through our field work as well as present a framework on understanding the role of communicating for social good in social entrepreneurship.

3.6. Analysis and Discussion

In the previous sections we have listed the current challenges and prospects regarding the social entrepreneurial landscape in Turkey in the light of descriptive and empirical studies that took the Turkish cases as their object of study. The following sections comprise of our analysis driven from the field data we have collected from 27 individuals working in 25 different organizations.²⁵ For anonymity purposes we do not use the names of our interviewees under their testimonials and the names of the institutions they referred to (if applicable) during our interviews.

The categorization in this section is derived partly from the Social Entrepreneurship Framework developed by Kickul & Lyons (2012)²⁶; taking into account the two steps: idea creation and mission achievement. However, for the purposes of this study we have also added further findings on the definition of SE, typology of organization, on social impact and on communicating for social good. As an initial step we present the definitions of SE of the interviewees. We then discuss the typology of their organizations and the reasons why they have chosen the specific organizational model. This section is followed by a discussion on the main drivers of the social entrepreneurs and how they have identified the need in their respective fields.

As a further step we investigate the “how” in their mission achievement processes. As part of our contribution we added a section on the general context of social entrepreneurial work in Turkey and present the challenges that social entrepreneurs face in Turkey. Followingly, we also discuss the importance of social impact and how we distinguish social impact from social good. The final section of the analysis is a detailed depiction on the challenges and prospects on the communication activities of the social entrepreneurs. This part is followed by our concluding remarks.

²⁵ For a detailed overview of the our methodology please see Chapter 2.

²⁶ Please see Figure 1.9. for a detailed explanation of the model.

- Business model/profit/funding: Most of the interviewees mentioned the importance of a model, either business, profit generating or funding when it comes to the sustainability of the enterprise.
- Perseverance/hard work: Some of the interviewees have also mentioned the traits of the social entrepreneur being a motivated individual with perseverance and the importance of hard work in the field.

As seen in Figure 2.2²⁷ we have created a word cloud generated from the responses we took from our interviewees on the definition of SE. As a common ground almost all of them have underlined two main elements when it comes to social entrepreneurial work: (i) social good (*sosyal fayda*) and (ii) the importance of being sustainable (*sürdürülebilir*). The means of how to achieve these two varies among the sample. Some of them have mentioned the importance of generating profit and establishing a business model, while for some of them the typology which social entrepreneurs operate in, e.g. a CSO or an enterprise, is irrelevant as long as their social mission is at the forefront of their activities. Some interviewees have focused on the qualities of the social entrepreneurs and their mission while some of them took as definition the conceptual understanding of SE.

Though our sample does not cover all social entrepreneurs and every institution working with and/or for them, this introductory presentation of the definitions from the field is quite noteworthy especially given the fact that such studies using sample data is very limited in Turkey. Our findings are in line with the nationwide studies conducted by TUSEV (2010), KUSIF (2017) and British Council (2019) as well as confirms the hypothesis that the definition of the term is still vague and conflicting as stated in the international literature review.

In addition, in view of the fact that establishing a regulatory framework will entail a local adaptation of already established SE frameworks to the Turkish case, it becomes undoubtedly incredibly substantial to understand how the terminology is perceived in the community itself.

²⁷ We have kept the word cloud of main concepts in the original language in order to emphasize the fact that there is a consensus of some of the concepts that our interviewees have chosen, especially regarding the exact wording they preferred.

Our findings suggest that providing a regulatory framework by taking into account first and foremost the social mission of the given organization as well as how the particular organization will establish a financial sustainable model will pave the way for the SE community to thrive in Turkey.

3.6.2. Typology of Organization: Which Way to Go?

It was already fairly mentioned in the previous sections and discussed in depth in our literature review how regulatory frameworks play a key role on how social entrepreneurs choose to operate (TUSEV, 2010; Abdou et al., 2010; Saebi et al., 2019). This step is critical as it will be determinant in how they would create their income model, how they would be presenting their activities, who their stakeholders would be, what kind of strategic decisions would be made and how, etc. Thus this step is the very foundation of every social entrepreneurs' organization and a false start could be detrimental to all their activities. In this section a brief analysis on the typology of the organizations we have interviewed is presented.

To start with, we had already mentioned how there is conceptual confusion in Turkey. In this context, defining the scope of social entrepreneurial work is a linguistic challenge as well. One of our interviewees, director of a foundation supporting social entrepreneurs in Turkey and working on this issue for over a decade highlights the conceptual dilemma as follows:

“There is a concept of social entrepreneur and there is a concept of social enterprise. I would advise you to differentiate the two. (...) Some say that the one who establishes a social enterprise is the social entrepreneur. It would be for the best to keep the scope a little bit broad. There is one camp with a civil society background and there is one camp coming from the entrepreneurship ecosystem. Think about an intersecting cluster. They somehow meet in a common purpose, it would be enriching to look at both sides.”²⁸

²⁸ Interview with the author, Zoom, April 11, 2019.

Following the same line of thought, one of our interviewees who works in a platform supporting social entrepreneurs distinguish an association from a social entrepreneur by taking into account their transformative nature.

“The difference between an association and social entrepreneur is the fact that the association has elements such as policy making, advocacy while the social entrepreneur provides a direct financial and other benefits to the field. May be in the next steps s/he may contribute to policy making or advocacy. S/he is a change agent that has direct impact in the field.”²⁹

Thus why, prior to our analysis on this subject, we would like to underline that company, business enterprise, venture, firm, corporation can all be used interchangeably in the Turkish context. For the purposes of this study we use the term “social business enterprise” (a concept that does not have a legal implication in Turkey) when we refer to the operational model of the particular social entrepreneurs who have founded a private company.

Primarily, our findings are in line with KUSİF’s (2017) needs analysis as the social entrepreneurs we contacted mostly chose to be a social business enterprise. As most of them started their enterprises by themselves, they first founded a private firm (*şahıs firması*). The type of the social business enterprise varies according to the age of the institution. For the newly established enterprises most are private while older organizations may have turned into a limited company. It is also important to note that most of these individuals do not set out to be a social entrepreneur; this is one of the reasons why they start of as an individual private initiative. To quote one of our interviewees who is a social entrepreneur working in the field of agriculture:

“I founded a business enterprise when I was a student. In order to be able to provide barter invoices in fairs. Back then it was a private enterprise now it is an a joint stock company.”³⁰

²⁹ Interview with the author, April 4, 2019.

³⁰ Interview with the author, through Skype, April 4, 2019.

Another important reason why social entrepreneurs choose to initiate a business enterprise is to be more flexible in every sense of the term. One of our interviewees who is a social entrepreneur working with migrant women and who has chosen to operate under a social business enterprise states that:

“It was established as a business enterprise. Should it be an association or a commercial enterprise? No. A cooperative? Not at all. In an association in every decision you have to take there is a big bureaucratic hurdle. You have to organize a meeting with the board of directors to even buy a pos machine.”³¹

As confirmed by this testimonial, if the social entrepreneur chose to found an association they would have to be subjected to heavy decision making and bureaucratic processes as well as rigorous reporting to the public institutions and donor institutions.

However, this choice comes with further obstacles. It was mentioned that there is no legislation or regulatory institutional framework for nonprofit enterprises or even a legal conception of social business enterprises per se. Thus, some of the social entrepreneurs we have interviewed are on the verge of founding an association that would operate under their already established business enterprise in order to be able to apply for institutional funding especially with regards to international institutions such as the European Union, World Bank, etc. One of our interviewees who is a social entrepreneur working with women and children states that:

“(…) I have decided to establish a business enterprise. (…) In the field where I work, association or foundations can’t get permits, I realized that I had to act individually. I had to bear the risk. First, I should do things to generate profit with the business, then if necessary an association. We intend to found an association in September.”³²

As stated above, funding still remains at the core of the challenges of both types of the operational model. If at the very beginning the social entrepreneur chose to found a CSO as their operating model, interestingly, along the way they have created

³¹ Interview with the author, Istanbul, April 15, 2019.

³² Interview with the author, Istanbul, April 10, 2019.

a commercial enterprise (*iktisadi işletme*) in order to diversify their funding. They sell their products or services via this *iktisadi işletme* to generate sustainable profit or at least create a business model. However, for some this means that they are not a “social entrepreneurs” but rather a “civil society entrepreneur.” One of our interviewees, a prominent civil society representative, distinguishes associations/foundations from social business enterprises by stating that:

“In Turkey one confuses social entrepreneurship with foundations and associations. An association or a foundation is not a social enterprise it is a civil society enterprise. The sustainability of these... In social entrepreneurship one needs an objective that generates profit and that the profit in question should be used for social good. Associations get by with donations. Foundations with a particular asset. But for these to be turned into sustainable social good they are in need of a commercial enterprise. Most of the associations and foundations have them. I wouldn't describe them as a social enterprise though.”³³

Nonetheless there are also a number of individuals who have chosen to found an association. Unexpectedly, this also had some negative implications when it came to generating funding. Initiating donation campaigns in Turkey are also complex which becomes a challenge for social entrepreneurs who have decided to found an association. To quote one of our interviewees who leads an association:

“The issue of donation campaigns..(...) We had an idea of founding an academy and a practice school in Sakarya. We thought that we could do a donation campaign for it. Since it was a physical/concrete thing we thought we could do it. But Istanbul said that we could, Ankara said we couldn't.”³⁴

As stated by our interviewee the complexity of the funding mechanisms can become a hurdle for the social entrepreneur regardless of the benefits of a CSO.

³³ Interview with the author, Istanbul, April 22, 2019.

³⁴ Interview with the author, Istanbul April 18, 2019.

What one sees as an obstacle may as well be a resource as well. These two contradictory typologies are in fact complementary to each other and very exemplary of the civil society institution's in Turkey. This is in line with the "entrepreneurial" motivation of social entrepreneurs as they are all trying to figure out ways for the most convenient way of establishing themselves whether through a business enterprise or whether through a CSO.

As stated in TUSEV (2010) and KUSIF (2017) studies our findings also suggest that without a regulatory framework the challenges that social entrepreneurs in Turkey face with regards to their operational models will persist. The first and foremost important step in supporting and allowing room for more social entrepreneurial work would be to introduce a regulatory framework.

3.6.3. Idea Creation: What?

Under the idea creation process the two factors: the individual motivation of the social entrepreneur and need that they identify stand out (Kickul & Lyons, 2012). In this section we present briefly the idea creation processes of our interviewees under these two factors.

As stated above the first factor in the idea creation process is the distinctive individual traits and the motivation of the social entrepreneur. One of the co-founders of a co-working space clearly underlines the importance of how her own personal motivation and objective has shaped the vision and impact of her work.

*"My personal aim is to not just think about but truly live where you can live like a global citizen. Proactive citizen of the world, not looking at where your impact is based. If you look at the earth, once you start look at the earth from space you don't see artificial borders (...) "I don't feel alone anymore. The ones that are attracted to here are humans that think about looking at themselves to life. I feel that we are not alone and I feel that the impact is that way."*³⁵

³⁵ Interview with the author, Istanbul, April 29, 2019.

The second factor is the need that social entrepreneurs identify. It is evident that they implement their activities for a social mission (Dees, 2001). Interestingly, our interviewees, regardless of their institutions, all work for a social cause whether as a social entrepreneur, whether as a representative of an association or public institutions or whether as a representative of a communication agency. They have all identified a social problem in their respective field of work.

One of our interviewees who has founded a company to tackle environmental issues and supporting women tells how she has decided to work on this issue.

“This is why I started my enterprise. I felt that there is a lot interest for environmental projects (...) with our gender projects there was very little interest in them, the interest was more within the gate community. But I also wanted to more with raising awareness in women’s equality.”³⁶

As a co-founder of a social platform and as an academic mentioned her point of departure: a lack that she observed in civil society.

“Individuals saw the social issues as issues way beyond themselves. Environment, education, health is the work of big institutions, of the state. We don’t have any chance to impact on this. CSOs did not speak with the individuals, did not see them as a big potential. We, as individual said that you can be a part of the solution, take action. (...) We tried to be that bridge.”³⁷

One of our additional contribution to the literature is that recognizing a social need is a trait that doesn’t solely belong to social entrepreneurs. The community working closely with them is also subject to this understanding. One of the co-founders of a communication agency specifically working on communicating for social good has seized this gap and structured its operations accordingly.

³⁶ Interview with the author, Skype, April 6, 2019.

³⁷ Interview with the author, Istanbul, March 30, 2019.

“There is a result that needs to be communicated but this is not a product, we have to tell this result to the others. The other side has to be involved. It is extremely hard to do communications work without selling anything. This (promoting a product) is what has been memorized. When we started working with CSOs we came to a better place than we had expected. There is a huge lack and need in this ecosystem. A lot of CSOs and companies conducting CSR projects struggled to tell their stories. The number of communication experts that know this field is very low. The need is bigger than we thought.”³⁸

In line with the national and international literature our findings also suggest that all social entrepreneurs, regardless of their type of institutions have identified a social problem. Without a clear recognition of the social problem, the success of the social entrepreneur is jeopardized. A clear definition and understanding of the problem is a must when it comes to setting up their organizational structure and programs.

3.6.4. Mission Achievement: How?

The mission achievement of the social entrepreneur entails several elements such as the opportunity, people, resources and capacity (Kickul & Lyons, 2012). Under these headings one of the main challenges that social entrepreneurs face are resources; especially human resources (British Council, 2019; KUSIF, 2017). The fact that social entrepreneurs usually set out as individual initiatives, while giving them an autonomy and flexibility when it comes to decision making also becomes a challenge with regards to their capacity and the scale of their work. In this section we briefly present an analysis of the challenges social entrepreneurs face when implementing their activities in Turkey.

Almost all of the social entrepreneurs interviewed led a small team, mostly two to three people, put aside the fact that they were the main drivers of the enterprise or civil society organization they founded.

³⁸ Interview with the author, Istanbul, April 24, 2019.

The limited resources necessitate the emergence of support mechanisms especially for the social entrepreneurs to widen the scope of their work. In our sample we have also witnessed the pro bono support and accelerators' importance when it comes to enhancing the capacities of the social entrepreneurs in line with the findings of Koenig's study (2014). When they have received an award, got a partnership with a private organization or received long term mentorship and trainings they were able to extend their work, focus more on enhancing their services and or products.

As stated in the previous sections most of the social entrepreneurs do not set out to become a "social entrepreneur". In some cases the support mechanisms even led to the identification of the particular work as social entrepreneurship. One of our interviewees who is an academic and a social entrepreneur recites her story as follows:

*"I hadn't met with the social entrepreneurship concept until Ashoka told me that I was one. I had been in civil society almost always, since I was 17-18. I was creating social good through my volunteer activities back then. When we had the idea to create our platform we came together with a couple of friends. We built the platform. I used to go to the Ashoka award ceremonies but I did not position our work in that field. Then a friend and I got nominated. Somebody said social entrepreneur. ... we didn't found this platform so that it would be a social enterprise. We established a structure to create a solution for a social problem."*³⁹

Lack of human resources also lies at the heart of their lack of strategic communication work (KUSIF, 2017). One of the communication consultant highlights the fact that lack of communication activities or of providing resources for communication is very common in all sectors working with a social mission.

"I haven't come across anywhere that this issue (communication) was not a problem. Nobody has it on their job descriptions, it is arduous, take time and since no one has it, it stays stranded. (...) A normal commercial enterprise would say of course to promotion but in CSOs it stay below the priority list. As

³⁹ Interview with the author, Istanbul, March 30, 2019.

if it is self-evident, everyone would remember it. They think that since they care so much (about their work) there is a feeling that it would be as important for others as it is to them.”⁴⁰

Our findings suggest that almost all social entrepreneurs face a challenge of adequate human resources and are in need of more support mechanisms or pro bono consultancy especially with regards to communications or strategic issues.

3.6.5. General Context of Work: Where?

In the previous sections we have briefly mentioned why the Turkish case is a “curious” case when it comes to social entrepreneurial work. The number of people that donate for social causes is very low, there is no legislation or regulatory framework for social business enterprises and the concept itself is not recognized on a public level (TUSEV, 2010).

In addition, our findings suggest that social entrepreneurs who are operating in the local context sometimes face a societal backlash. For them it takes an additional amount of motivation and perseverance in order to explain their activities to the local bodies; whether it is a local neighbors or a local governmental agency. In this section we present some testimonials from our interviewees on their perception of their operating environment as well as their insights on the Turkish case.

First of all, it is culturally inappropriate to make a profit of any sort while working for social purposes. One of our interviewees who is a private communications consultant working closely with social entrepreneurs and civil society illustrates this fact as follows:

“Here this is important, in social entrepreneurship the line of, this is a sensitive line, these are enterprises who are also working for profit. Whereas, foundations or associations do not have such concerns. The logic here, most

⁴⁰ Interview with the author, Istanbul, April 18, 2019.

*people do not understand, then they ask 'so how do you make money in this business?'. If you are making money, you can't be doing something good.'*⁴¹

This is in line with the perspective of another interviewee who is the founder of a communication agency and who has introduced the concept of “communicating for social good” to the Turkish case.

*“The milestone is here. (...) In civil society you can't make you own money to do something. You need someone else; these can be institutions, or your members or you donations, things flow with crowdfunding methods. And these all contain you in the boundaries of the field where you partake your activities. You collect funding for the transformation you pledge for. Most of the social enterprises' starting point is this in Turkey. They generate a model as an enterprise that they don't generate as an association. (...) The resource can be provided by the strength of the project.”*⁴²

Second, it is surprising to see that against this background quite a number of good practice examples have emerged in social entrepreneurial work (British Council, 2019). Regardless, there are still some experts that believe Turkey lags behind vis-à-vis other countries. A prominent civil society representative states that:

*“In Turkey unfortunately social entrepreneurship is newly trying to flourish. The number of social entrepreneurs are very low. People think that there are a lot of CSOs in Turkey but the number of CSOs are also very low. When you look at the demographics there are around 117 thousand associations and 5.200 foundations. When you add them up it is around 121-122 thousand. In a country where 80 million reside the number of CSOs are very low.”*⁴³

On the other hand, as stated in the previous sections, there is a growing number of national and international support institutions working with and for social entrepreneurs (Kümbül-Güler, 2008; Betil, 2010). In this case the private sector,

⁴¹ Interview with the author, Istanbul, April 18, 2019.

⁴² Interview with the author, Istanbul, April 24, 2019.

⁴³ Interview with the author, Istanbul, April 22, 2019.

especially with regards to their CSR projects, are also leaning towards funding and/or partnering with social entrepreneurs. One of our interviewees who is a project director at a leading foundation in Turkey explain this trend as follows:

*“Social entrepreneurship is something that puts value in the outcome, the process, the model and the value creation. New generation philanthropists are in search of investing in activities that are faster, more innovative, more agile and things that can be scaled up. They are not in the mindset like the old days: ‘let’s build a library.’ The founders have also a new mindset as well.”*⁴⁴

Another positive change when it comes to the support of social entrepreneurial work is the shift in the understanding of the general population, especially the young generation which has quite a high percentage in Turkish population. One of our interviewees, a communication consultant, describe this change as follows:

*“The new generation is much more sensitive to be a better person and a better citizen. The generation that are in their 20s and 30s now are in search of doing something meaningful. As a consumer, as an employer whatever they are.”*⁴⁵

The factors above explain the reason why this study is entitled as the curious case of social entrepreneurs in Turkey. Our findings are in line with previous studies and suggest that social entrepreneurial work is fairly new in Turkey (British Council, 2019) but growing in numbers. Among the challenges that social entrepreneurs face in Turkey are mainly lack of regulatory frameworks and cultural negative perception of making profit. Against this background, the positive aspects of the country context is the emergence of a socially sensitive young generation and philanthropists as well as the growing number of national and international support mechanisms.

⁴⁴ Interview with the author, Istanbul, March 29, 2019.

⁴⁵ Interview with the author, Istanbul, April 18, 2019.

3.6.6. Impact/Social Impact

In order to communicate for social good, the social entrepreneurs are in need of a transformative story to tell (Leadbeater, 1997). To identify this story it is imperative that they document the change in the fields that they are working in. In this section we present the responses of our interviewees about the social impact of their work.

As an initial step it is important to separate social impact from social good. Social impact may also involve a negative impact that may or may not have been on the agenda of the social entrepreneur at the idea creation phase. One of our interviewees, founder of a communications agency who has worked extensively on the conceptualization of “communicating for social good” in Turkey, provides a detailed comparison on how social good can be differentiated from social impact.

“In order to create social good at some point, somewhere, the work has to be social (in relation to the society). It has to be a social project. For a project to generate social impact, it does not necessarily have to be a social project. You can build a university in a place and this would have a social impact in the area. Let’s reverse this. Let’s think about a neighborhood where there are no commercial enterprises. A neighborhood that shops elsewhere and let’s imagine that the local shop turns into a super market. (...) This would mean that you have created a new spot in the neighborhood for encounters. (...) Having 50 people shopping at the same time would create an opportunity for mutual social transactions.(...) This may even result in gentrification. Social good differ from social impact in this sense. Social good is almost always positive, we cannot imagine a social good in a negative way.”⁴⁶

When asked what social impact is one social entrepreneur initiated a business enterprise and now on the verge of founding an association said:

⁴⁶ Interview with the author, Istanbul, April 24, 2019.

“Did it create any awareness in the individuals’ lives? Did it put an extra thing to their lives? Did s/he see when seeing the extra thing take action? Was it able to break the laziness? (...) ? What needs to be done is the practice. Impact actually doubles by creating an inspiration in other peoples’ lives and when you design your activities on top of that, when it becomes about sustainability, the social impact strengthens.”⁴⁷

Mostly do not have a rigorous impact assessment process. This finding is in line with the conclusions of similar studies conducted in Turkey (British Council, 2019; KUSIF, 2017; Koenig, 2014). Quite a number of interviewees in our sample told that they introduced impact assessment mechanism after following trainings implemented by KUSIF or if they were in a nomination process to be an Ashoka Fellow. This is very much indicative of how support mechanisms can enhance the work of social entrepreneurs. Moreover, if the social entrepreneur has decided to found an association, mostly they are being assessed by other institutions as part of their funding agreements with other institutions.

For the ones that have not put social impact assessment to their strategic planning, it can be argued that they have learned along the way to identify criteria for change, document and collect data. Simple as it may be, through their own intuition, they have implemented a basic impact assessment. One of our interviewees, founder of a platform for social entrepreneurs though responded that they did not have a rigorous social impact assessment scheme at the beginning told that:

“For us social impact is something we always try to do. (...)

To be able to learn from the process so that you can present the best version of what you can do. (...)

I should be measuring it so that I can change it towards a better direction. (...)

We couldn’t do this well at the beginning, we did not collect data.”⁴⁸

⁴⁷ Interview with the author, Istanbul, May 9, 2019.

⁴⁸ Interview with the author, Istanbul, May 2, 2019.

Putting aside a well-documented and strict impact assessment scheme, having a social impact focus approach may even suffice. One of our interviewees, a communication consultant who have been working with emerging social entrepreneurs have stated that:

“Social impact for me is very simple: you set out to solve a problem, how have you progressed in solving that problem. Let’s be realistic (...) In real terms women’s poverty for example; we would not be able to witness it in our lifetime. At the end of the day how far have we progressed, that is the impact. (...) Another important element for me is has this model been copied, I value this deeply. You may not have sold the problem still but how many people are that talk about the particular issue now when you were the only one mentioning it, how many are fighting with you? Changing behavior is the most important factor for me in political terms and in social terms.”⁴⁹

Impact measurement and social impact concepts are fairly new in all sectors as it is quite hard to measure unlike empirical outputs. One of our interviewees working with social entrepreneurs in a private corporation also mentioned this fact.

“Since these issues are fairly new in Turkey first of all it has great impact in terms of raising awareness.”⁵⁰

Our findings suggest that social entrepreneurs and their stakeholders recognize and underline the importance of social impact assessment. Especially when it comes to understanding the scope of their contribution to the transformation they intended in their particular area of work. However, they do not have the resources to implement a social impact assessment process.

Another important finding to note is that most of the social entrepreneurs who are measuring their impact on a systematic level are mostly graduates of trainings offered by supporting institutions.

⁴⁹ Interview with the author, Istanbul, April 9, 2019.

⁵⁰ Interview with the author, Istanbul, May 20, 2019.

3.6.7. Communicating for Social Good

Our final analysis notes are on one of our main research questions on how social entrepreneurs communicate for social good. As stated in the previous sections there is a very limited number of institutions/individuals with communication expertise in the field. One of our main findings is that social entrepreneurs are faced with the challenge of allocating resources to communication activities, experts and consultancy. One of our interviewees who is the cofounder of a communication agency working for social good states that:

“May be the fact that we are working a lot with social entrepreneurs is the result of social entrepreneurship. Since its boundaries are not clear, they have a hard time introducing themselves. (...) Legally we are cooperating with an association. Social entrepreneurs cannot use funding. When we work with CSOs their funding also entails a communication budget. Even weak, we can work with those budgets. Social entrepreneurs do not have a chance like that.”⁵¹

Communication is not just a secondary element for social entrepreneurs it is also quite common in the support mechanisms even the public sector. One of our interviewees working in a public institution also underlines this fact.

“Social entrepreneurs are natural communicators. Even us (...) it has been two and a half years since we have hired a social media responsible. (...) Because we did not have such an understanding, we did not even use social media.”⁵²

This issue is also valid for even established foundations. It is until very recently that they have started to understand the importance of communications in their work and try to work in this area more. One of our interviewees working in an international foundation supporting social entrepreneurs in Turkey mentions how they have put forward their communication strategy.

⁵¹ Interview with the author, Istanbul, April 24, 2019.

⁵² Interview with the author, Istanbul, April 16, 2019.

“We have learned by doing: who is our target group; civil society and corporate leaders. We do not directly target the public. Our communication responsible went out and had interviews with them. We had pro bono communication consultancy. (...) created four personas of the social entrepreneurs in Turkey (whom we had thought were all unique) We are trying to navigate towards the platforms where these personas are either through where they are (face to face) or through social media.”⁵³

Even so, compared with the limited resources of individual social entrepreneurs, it is very clear that the more established an organization is the more it is able to pursue target-specific strategic communication activities. As stated by Leadbeater (1997) *“successful social entrepreneurs are good storytellers.”* (Leadbeater, 1997, p. 54) A communication representative of an organization supporting social entrepreneurs tells how they put effort in their communications activities.

“There is an important element in storytelling. We generate thematical videos. (...) Innovative, we share stories in Instagram. We try to use the social media actively. We put a lot of importance to communication. There are groups that we send regular bulletins. There are different groups where we share our general activities. We have special bulletin one social investment. We had been struggling up until now but we would like to introduce a structure; how can we put forward success stories, how can we tell better the real human stories. We are working on that.”⁵⁴

As such, it is not surprising to see another organization who is also working for and with social entrepreneurs shares the same line of thought:

“Strategically we have a communications plan. That goes directly on brand communications and corporate communications. We are less active in terms of press and media. Mostly marketing communications and digital tools. We have

⁵³ Interview with the author, Istanbul, April 11, 2019.

⁵⁴ Interview with the author, Istanbul, April 4, 2019.

our own web site, social media and e-bulletin. We also use digital blogs and other web sites."⁵⁵

Another important finding is that social entrepreneurs at first do not find it necessary to strategically build a communication plan. They have limited resources their main focus is doing the work itself not telling about it. There is a general misconception that if they already help and that their work and activities are successful it will eventually be heard about and gain attention. Accordingly, one of the co-founders of an agency which works with only civil society organizations explains this aspect as follows:

*"One of the biggest problem is that they love what they do but when they tell what they do they go about as if everyone knows what they are doing. (...) In general what they can't agree on communicating is this: they have to generate an income. (...) You have to do your communication work with a sales focus. When you put sales next to civil society, social entrepreneurship or social good, everyone starts to react. You can tell about yourself, you can use digital tools. But at the end of the day you are either going to sell a ticket or sell a merchandise or expect someone to financially support you. The same goes for civil society as well; selling more certificates, etc. I think this is the most confusing part with regards to communication. (...) Language of communication: since there is an inner reflex to tell how many living beings or humans they have touched there is a tendency to communicate with a language based on data. Now since they have to be more accountable they restrain from it. It doesn't mean much saying that they have went to five children, they (stakeholders) want to see what kind of transformation they (social entrepreneurs) have caused in the children's' lives. This communication of this issue have become a long term thing. Did the organization observe the group? What were the parameters they took to (measure) change?"*⁵⁶

Among the main problems of social entrepreneurs with regards to communication is to tell in a nutshell what their work is. However, communication

⁵⁵ Interview with the author, Istanbul, April 4, 2019.

⁵⁶ Interview with the author, Istanbul, April 16, 2019.

lies at the core of their work as they are trying to persuade people to become a part of the solution. One social entrepreneur working on sustainability says that:

“1. There is lack of communication 2. There is lack of partnership. Communication: the organizations cannot even explain what they are doing to their own employees, the enterprise cannot explain what it does to its stakeholders. Do not tell me what you are doing in terms of communication activities tell me what you do. (...) Doing communications does not mean anything actually. What is important is to say: we had such a problem, we created this solution and the outcomes are.”⁵⁷

Following the same line of thought, as stated by a founder of a communications agency who has worked extensively on the conceptualization of “communicating for social good” in Turkey:

“There are distinctive elements, communication is a very broad term: press, public communication is also in it, so as advertising and commercial communication. The main difference here is to convince people to support and fund a social transformation. In commercial communication we try to persuade people to buy a product. Here we convince people to create a social good or to convince people to adopt attitudes such as representing this good/benefit.”⁵⁸

Even though social entrepreneurs might not have incorporated a communications plan right at the beginning most of them have stated that having a communications expert within the team would ease their work from the beginning. They had to follow their own intuition when implementing communication activities. One social entrepreneur clearly states this challenge.

“Most of the time we have hard time disseminating our main message. One of the biggest feedback we received from our partners is the question: “What does your organization do?” You implement a lot of project when observed in detail but in one glance we do not understand what you do. (...) In this issue, really

⁵⁷ Interview with the author, Istanbul, 9 May, 2019.

⁵⁸ Interview with the author, Istanbul, April 24, 2019.

*at the very beginning what are our messages, who do we want to speak to, if we could get support at the very beginning, a lot of support ... I wished we would be away from the noise in communication at the very beginning.*⁵⁹

The target groups of social entrepreneurs also vary which can become quite a challenge if working in a local context. One social entrepreneur working in the agriculture field points out to this challenge.

*“... This is a project that we have to be in communication with municipalities, governor offices, head of district governors, chamber of agriculture. This communication network is very hard; please the press, please the farmers, please the personnel, please the public. (...) We have been in local news almost every month since 2004. I know how important this is. We have a lot of sensitivities we never paid for press coverage.”*⁶⁰

Even though some interviewees claimed that there is a shift in the mindset of the founding institutions some still believe founders especially commercial enterprises are still in the lookout for figures when it comes to telling the impact of any social activity. As such one interviewee who is a social entrepreneur and working closely with commercial enterprises have stated:

*“In Turkey one of the main challenges when it comes to sustainability or social entrepreneurs partnership with the private sector, the private sector’s main demand is we have reached 1.500 people in 60 cities kind of figure focused advertising material. It is very critical that sustainability or social good becomes local. One of the main challenges against the localization is the capacity. Asking a CSO that has been established and working in the field since 40-50 years to reach out to more people as a means of publicity, the new comes can’t thrive in this state. This is a dilemma in terms of the multiplier effect of sustainability and social good. It stands in the way for progress and becomes a source for monopolization.”*⁶¹

⁵⁹ Interview with the author, Istanbul, April 16, 2019.

⁶⁰ Interview with the author, Skype, April 4, 2019.

⁶¹ Interview with the author, Istanbul, May 9, 2019.

This understanding is also confirmed by another interviewee who is the founder of an communications agency who has been working with civil society institutions and companies for 25 years.

“Let me first criticize, the companies do not have a long term outlook. In these two projects we have a long term perspective (...) has spared a significant budget for four years. It is really hard to find such a company. (...) The biggest challenge is the fact that companies see this work not as through social good but as a CSR project. (...) (CSOs) try to save the day. There is a big responsibility for us communication experts. (...) Communication experts see the work as ‘what kind of a project should I do so that I get more visibility in the newspapers and magazines. (...) Our issue is actually ‘human.’ The young generation is very valuable, especially the ones who are social entrepreneurs. They are struggling to explain even to their parents what they are doing. (...) communication agencies and companies have a lot of work to do.”⁶²

Communication activities be it through national press or digital outlets can be very critical when it comes to enhancing the work of social entrepreneurs. One of our interviewees who is a communication consultant working closely with emerging social entrepreneurs mentions the importance of visibility in the press.

“Visibility in the media provides you with a power aureole. When you were a regular social entrepreneur, (when seen in media) the doors that once were hard to open are now easily opened especially in the policy making institutions.”⁶³

Online tools are also extremely critical and can have an exponential impact when it comes to the dissemination of the messages of the social entrepreneur. One of our interviewees who is a social entrepreneur and academic tells how implementing a digital platform has been a milestone in her work.

⁶² Interview with the author, Istanbul, April 17, 2019.

⁶³ Interview with the author, Istanbul, April 9, 2019.

“One of the main milestones in our work was the fact that our work was moved to an online platform. Before that I had to send individual messages and had to give IBANs. The individual donates there and the particular CSO follows up. All had to be done by hands through excel sheets. (...) When the whole system was moved to digital, this directly created an acceleration.”⁶⁴

Similarly, another social entrepreneur who has founded a digital application tells how social media use has been vital to their work.

“Social media is stronger than the biggest PR, the people sharing and mentioning. Our own circle really did share. When that circle (the ones with more influence on social media) starts sharing it is more effective than a single individual sharing. (...) This was our first boost. Then we started directly using our digital budget to social media.”⁶⁵

To conclude this section, another important aspect that we would like to underline is the fact that most social entrepreneurs view communication tools as a means for reporting their activities to their institutional partners, donors or beneficiaries. However, communication entails a broader approach; it is the art of convincing stakeholders, not just a mere way to get more publicity in the press in order to gain access to further income opportunities or to be present in social media without a strategic understanding of how social media can be of use to their particular field of work.

⁶⁴ Interview with the author, Istanbul, March 30, 2019.

⁶⁵ Interview with the author, Istanbul, April 12, 2019.

CONCLUSION:

A FRAMEWORK FOR UNDERSTANDING COMMUNICATING FOR SOCIAL GOOD THROUGH THE WORK OF SOCIAL ENTREPRENEURS

This study aimed to seek answers to the following main research questions:

- “What are the dynamics of social entrepreneurship in Turkey?”
- “How do the communication strategies/tools/mechanisms of social entrepreneurs in Turkey serve communicating for social good?”

In the first chapter the existing literature on SE was presented thoroughly. An in depth review of the literature has confirmed the complexity of defining the scope of social entrepreneurial work. The second chapter presented the methodology of the study while the final chapter took as its object of study the social entrepreneur community in Turkey. The challenges and opportunities of social entrepreneurs in Turkey were discussed in depth, as well as, though few in numbers, the studies that investigated SE in Turkey were presented. Based on the analysis the following findings have emerged:

Findings on Social Entrepreneurship in Turkey

- Social entrepreneurial work is a novel phenomenon in Turkey. The growing number of social entrepreneurs as well as supporting institutions, projects, award mechanisms has a positive effect on the emergence of new social entrepreneurs as well as enhancing the work of the existing ones. According the interviewees there is a consensus on the fact that social entrepreneurial activity consists of two main components: creating social good (*sosyal fayda*) and sustainability of the activities. All social entrepreneurs, regardless of the type of institution they found, identify a social problem to set out their initiative.

- The main challenges that social entrepreneurs face in Turkey are mainly lack of legal regulatory frameworks and cultural negative perception of making profit. Almost all social entrepreneurs face the challenge of having adequate human resources and are in need of more supporting institutions or pro bono consultancy especially with regards to communications or strategic issues. The positive aspects of the Turkish country context is the emergence of a socially sensitive young generation and philanthropists as well as the growing number of national and international support mechanisms.

- Social entrepreneurs and their stakeholders underline the importance of social impact assessment in documenting their take on the social change in their particular area of work. However, most do not have the necessary resource to implement a rigorous social impact assessment process or get consultancy on this matter.

- Establishing a regulatory framework that takes the following two factors into account is crucial for the SE community to thrive in Turkey: the social mission of the given organization and a sustainable income model. The first and foremost important step in supporting and allowing room for more social entrepreneurial work would be to introduce a regulatory framework.

Findings on Communicating for Social Good

- There are few to none resources spared for communication activities of social entrepreneurs. Social entrepreneurs struggle to tell in a nutshell the scope of their work and most of them are in need of a communications expert within the team.

- Social entrepreneurs have an understanding of communication activities from a “reporting” perspective. They initially do not find it necessary to strategically build a communication plan. They use commonly known communication tools such electronic or printed bulletins, brochures, flyers, activity reports in order to report to their stakeholders. Given the complexity and the scope of the target groups of social entrepreneurs, it becomes a huge challenge to diversify their messages accordingly, especially if they work in a local context.

- Some representatives of the SE community believe that there is a shift in the mindset of the founding institutions and that there is an increasing demand for the transformation stories of the communities to whom the particular social entrepreneurial activity has contributed. While some representatives still believe that founders, especially commercial enterprises, still demand quantitative data (in this case figures of the number of people reached) when it comes to documenting the impact of their activities.

- Communication activities, be it through national press or digital outlets are very critical when it comes to enhancing and disseminating the work of social entrepreneurs. Digital tools play a key role in simplifying the communication work of the enterprise while traditional communication tools are also essential for their outreach and dissemination activities.

- Assessing their impact and creating a transformation story is imperative for social entrepreneurial work. As such this is being recognized by the social entrepreneurs and storytelling is becoming one of the main tools of social entrepreneurs to convince and include their stakeholders into their mission achievement processes.

Based on the findings listed above and in the light of the Social Entrepreneurship Process Model of Kickul & Lyons (2012) that was taken as an initial framework for analysis, the following model can be constructed in the light of the findings' of this study.



Figure 3.3. Communicating for Social Good through Social Entrepreneurship Model proposed by the Author.

This model is an extended version of the Social Entrepreneurship Process Model of Kickul & Lyons (2012) and adds a further step to the process: “communicating for social good.” This study proposes that without a social impact assessment aspect, it would not be possible to confirm whether or not the mission that the social entrepreneur has set out is achieved. However, this assessment solely would not be sufficient to disseminate and scale up the social entrepreneurial work. The social entrepreneur has to (i) convince their stakeholders through communication tools as well as has to adopt (ii) a storytelling perspective in order to portray the transformation they have contributed to. The last step is both the guide for and the outcome of the mission achievement step. This is why in the communication phase, resources, people and opportunity also plays a significant role and has a profound effect at the success of the communication work.

Research Limitations

The conceptual confusion about social entrepreneurship and the fact that there are quite a number of stakeholders working in the SE sector has been one of the biggest challenges of this study. Another important challenge was identifying the representative informants for the aim of this study. İmece and Ashoka’s typology of the Social Innovation Mapping has helped me immensely in this respect. However, the

map lacked institutions working in the communications field and hence I was faced with the challenge of finding out the agencies and stakeholders working in this sector. This required an immense effort.

Implications for Academics and Social Entrepreneurs

It is evident that the field, especially the Turkish case, is young and allows room for further theoretical and empirical studies. Given the fact that there is almost no empirical academic work about the communication field with regards to the work of the social entrepreneurs, this study intends to contribute to the growing literature on SE studies in Turkey and can be of a reference point for a meta review of existing literature. To conclude, one of the essential findings was the need of social entrepreneurs for a strategic communications plan. As a further step this study can be expanded in partnership with other stakeholders to pave the way for preparing a communication guideline which specifically targets new emerging social entrepreneurs.

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ANNEX I - COMPLETE LIST OF INTERVIEWEES

(In chronological order)

Asuman Bayrak – Founding Partner, Marjinal Porter Novelli Agency
 Başak Süer – Founding Partner, Givin
 Cihan Yavuz – Founding Partner, 451 Derece Communication Agency
 Dorukhan Demirbilek (Manager) & Dila Toplusoy (Community Lead), Inogart
 Eda Çarmıklı & Markus Lehto – Founding Partners, Joint idea
 Emrah Kurum – Founder, Ortak Sürdürülebilirlik Adımları Association
 Emre Erbirer – Communications & Event Lead, ATÖLYE
 Göksel Gürsel – Founder, Sosyal Girişim Laboratuvarı (SOGLAB)
 Gözde Şekercioğlu – Founder, Önemsiyoruz
 İtir Erhart – Founding Partner, Açık Açık Derneği, Adım Adım & Fellow,
 ASHOKA, Faculty Member, Bilgi University
 İbrahim Betil – Founding Partner, Sen de Gel Association & Senior Fellow,
 ASHOKA
 Mine Ekinci – Founding Partner, Köy Okulları Değişim Ağı (KODA)
 Onur Partal – Project Coordinator, İstanbul Development Agency
 Pınar İlkiz – Founding Partner, Pikan NGO Agency
 Rauf Kösemen – Founding Partner, MYRA Communication Agency
 Seçil Kınay – Special Projects Manager, Vehbi Koç Foundation
 Seda Karaca – Communication Specialist, imece⁶⁶
 Selen Gülgün – Project Coordinator, Kodluyoruz
 Shirley Kaston – Project Partner, Maide Mutfak
 Suna Altan – Founder, Suna Altan Communications Agency
 Şahika Özcan Ortaç – Corporate Communications Manager, Zorlu Holding
 Şeyda Taluk – Communications Expert
 Tara Hopkins – Founding Partner, çöp(m)adam
 Tülin Akın – Founding Partner, TABİT & Fellow, ASHOKA
 Zeynep Meydanoğlu – Country Director, ASHOKA

⁶⁶ Seda Karaca is currently working at UN Women as a Communications Analyst.

ANNEX II – INTERVIEW FORM

Typology of organization

Which type of organization do you pursue your mission in?

Opportunity

Which programs/ projects in your organization are you specifically targeting?

What is the mission of your organization?

What are your values?

What is the social need you address? How did you address/assess this need? How did you find/discover the need?

Processes

How did you become a social entrepreneur?

How did you start your work?

What is the organizational structure of your organization?

Did you propose any innovative structures?

Resources/People/Capacity

How many people work in your organization?

Could you briefly describe yourself?

Would you define yourself as social entrepreneur?

What distinguishes you from others? Any features that can't be found in other entrepreneurs?

How do you achieve funding? Do you receive support on the national or international level and what does it provide you?

General Context of work

How would you describe your operating environment in terms of geography, history, legal system, monetary system, social values, cultural background, public/civil society support, macroeconomics, etc.?

Are you part of a network involving other organizations? And what kind of support does that provide?

Impact/social impact

How would you define your impact in general?

How would you evaluate the role and achievements of your organization in addressing the problems?

Could you provide an example or case from your work which you would personally describe as a success?

Do you have any metrics to measure your impact? If not, would you propose any criteria?

Communication/communication for social impact

Do you have any cooperation with other institutions?

Do you have any specific communication activities that you undertake?

Have you launched any campaigns?

Do you have any financial or human resources for these activities?
Is there any way to enhance strategic communications?



**ANNEX III - LIST OF INSTITUTIONS SUPPORTING SOCIAL
ENTREPRENEURSHIP IN TURKEY**

(In chronological order. Adopted from Ashoka Turkey Leaflet distributed on Social Entrepreneurship Day, May 28, 2019.)

Institution	Type	Scope of work
Ankara Development Agency	Public	<i>“Encourages social entrepreneurship and works to enhance social capital in Ankara.”</i>
Ashoka Turkey	Foundation	<i>“World 1st and most wide social entrepreneur platform. Active in Turkey since 2000. Supported 3,500 SEs worldwide and has a total number of over 30 Ashoka Fellows in Turkey.”</i>
BAUSEM Social Entrepreneurship Program	University	<i>“The Master of Entrepreneurship and Innovation Management (ENI) is designed to develop and inspire creative individuals with an interest in starting or developing innovative ventures.”</i>
Bilgi University Social Incubation Center	University	<i>“A co-working space providing opportunities in the form of mentorship, trainings, workshops, office space, study visits as well as horizontal learning environments to provide support to the institutional development of non-profit, grassroots civic initiatives as well as civil society organizations specifically working on right based issues.”</i>
UNDP Turkey	International Organization	<i>“Organizes yearly Social Good Summit in Istanbul.”</i>
Buluşum	Funding/ Finance	<i>“A crowdfunding platform.”</i>
Endeavor Turkey	Foundation	<i>“Endeavor is leading the high-impact entrepreneurship movement around the world.”</i>
Erciyes University SE Club	University	<i>“Organizes social responsibility and social entrepreneurship activities in Turkey.”</i>
Galata Business Angels	Association	<i>“Angel investment network, bringing together high potential entrepreneurs with the most experienced investors and bringing out successful digital entrepreneurial stories.”</i>

Impact Hub Istanbul	Co-working space	<i>“Impact Hub Istanbul is a member-based co-working space and event venue that unites and empowers impact-driven individuals.”</i>
İmece	Platform	<i>“İmece is a social innovation platform that brings together individuals and institutions dealing with social issues through various resources, in order to enable them to create innovative and sustainable solutions.”</i>
Istanbul Development Agency	Public	<i>“Istanbul Development Agency (IDA) was established by the Cabinet enactment numbered 2008/14306 dated 10.11.2008 based on the Law no 5449 with a view to "expediting the regional development in harmony with the principles and policies set out in the national development plan and programs, providing sustainability and closing the interregional and intraregional gaps by improving collaborations among the public & private industry and non-governmental organizations, fostering opportune and efficient use of resources and galvanizing the local potential.”</i>
İstasyon TEDÜ Social Innovation Center	University	<i>“İstasyon TEDÜ, founded in April 2016, is a non-profit social incubator and an open collaborative space located at TED University in the center of Ankara, Turkey. İstasyon aims to contribute to the development of the social innovation and social entrepreneurship ecosystem in Ankara.”</i>
İzmir Development Agency	Public	<i>“The Law on the Establishment, Coordination and Tasks of Development Agencies’ numbered 5449 was enacted on January 25th 2006 and was published on the Official Gazette numbered 26074 on February 8th 2006. The Cabinet enactment numbered 2006/10550 projecting the establishment of Development Agencies in some Level 2 Regions and was published on the Official Gazette dated July 6th 2006 and numbered 26220 and İzmir Development Agency was established in the TR31 Level 2 Region with the center being the İzmir Province.”</i>
Koç University Social Impact Forum (KUSIF)	University	<i>“KUSIF has been founded in 2012 within Koç University as a research and practice center on social impact. KUSIF’s starting point is that it’s necessary to conduct social impact measurement for the rightful use of resources and success in reaching the changes aimed at during the process of creating social impact.”</i>
Özyeğin University	University	<i>“The Center for Entrepreneurship (CfE) serves as the main platform that develops and</i>

Entrepreneurship Center		<i>facilitates the Özyeğin University entrepreneurship activities and services.”</i>
Robert College SE Club	High School	<i>Club activities are pursued by “25 high schoolers who want to change the world for the better through social entrepreneurship.”</i>
Sabancı University Social Investment Program	University	<i>“Sabancı University Social Investment Program was a yearlong program realized between 2014-2015. The goal of the Program was to address the needs and strengthen the emerging social investment eco-system.”</i>
Sabancı Foundation	Foundation	<i>“In its tenth year Sabancı Foundation Turkey’s Changemakers program that aims to promote stories of people who contribute to the social development.”</i>
SOGLA (Social Entrepreneur Leader Academy)	Enterprise	<i>“It aims to spread social entrepreneurship among university students and young professionals and to develop, promote and support the ideas that young people produce social value.”</i>
Social Innovation Center	Enterprise	<i>“Social Innovation Center contributes to a sustainable life for people, society and the whole planet through innovative ideas and projects developed, implemented or supported.”</i>
Yıldız Teknik University Social Innovation Center	University	<i>“Yıldız Technical University Social Innovation Center has the mission of fulfilling an important function for defining and establishing the content and impact zone of social innovation field. It aims to produce innovative solutions to the social problems of our country by working together with all the stakeholders to serve the goal of implementing innovative projects.”</i>
Mikado Consulting	Enterprise	<i>“Mikado is a social enterprise, established in 2007, committed to serve sustainable development and to bring forth social impact through crafting innovative models and solutions.”</i>

BIOGRAPHY

Çiğdem Tongal was born in 1983, İstanbul. She graduated from Robert College in 2008. She received her undergraduate degree in Sociology from Galatasaray University in 2008 and was an exchange student at Université Libre de Bruxelles in 2007. Her graduation thesis was entitled “Local vs. Global: The Case of Greenpeace Mediterranean.” Between 2009-2018, Tongal worked as the coordinator of a number of research and practical projects in public policy; mainly on education, EU-Turkey relations and climate change. She has contributed to education monitoring reports and co-authored a policy note on information and communication technologies in education. Currently, she is working as a freelance communication and strategy consultant in national and international projects.

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Hazırlayanın Adı Soyadı : Çiğdem Tongal
Tez Başlığı : Sosyal Fayda İletişimi: Türkiye’de Sosyal Girişimcilerin Tuhaf Hikayesi
Savunma Tarihi : 25 / 06 / 2019
Danışmanı : Prof. Dr. Kerem Rızvanoğlu

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