Nobody should lose in business

A Minor Field Study on Social Entrepreneurship in the context of Nepal

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Abstract
Social entrepreneurship is an evolving field of research, and the individual social entrepreneur has gained a lot of attention in recent decades. The empirical studies of this field are still limited, therefore, the importance of investigating this phenomenon in practice and to gain a greater understanding of the subject. The purpose of this Minor Field Study is to identify the key characteristics and motivations of the social entrepreneur, for the initiation of the social venture. In addition, contribute to the research regarding the social entrepreneurial process and the influencing factors. To accomplish the purpose of this study, a qualitative research method has been conducted in a developing country context, Nepal. Furthermore, the data has been collected from multiple cases, through conducting eight semi-structured interviews. The outcome of the study indicates the significant motivations and key characteristics that impact the social entrepreneur’s decision to establish a business with a social mission. The entrepreneurs imply the importance to achieve a balance between the social and business aspects, thus, to sustain the social business. Additionally, the findings demonstrate the factors of the entrepreneurial process and its effect on the social venture initiation.

Keywords
Social Entrepreneurship; Entrepreneurial Processes; International Entrepreneurship; motivations; characteristics; networks; developing country
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Aumarin Sukkasem

Magdalena Halvardsson
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List of abbreviations

EO  Entrepreneurial orientation
SEO Social entrepreneurial orientation
IE  International entrepreneurship
HR  Human resources
NGOs Non-governmental organisations
INGOs International non-governmental organisations
LWH  Local Women’s Handicrafts
Prologue

In an instant as the aircraft doors open, the excitement of being in a new environment hits us. The sounds, the heat, the unfamiliar faces. It is in this moment we realise what an adventure we have embarked upon.

In the taxi on our way to the guesthouse, the hectic but beautiful scenery strikes us. Many impressions in such a short time is overwhelming. When arriving to the guesthouse, our host shows us to the rooms, which will be our home for the upcoming two months.

After only a few days in the capital of Nepal, we fell in love with this crazy city and all it has to offer. The open and welcoming environment made us love this place even more. This because of the beautiful people of this country, with their friendly and helpful mentality.

The more we experience and the more people we meet, we realise how difficult it will be to leave this country.

Witnessing the hardships and everyday challenges of these people, makes us grateful to even have the opportunity to travel across the world.

Realising a person’s birthplace can define the direction of their life story, and how opportunities differ depending on who you are and where come from.

Grateful for being in this beautiful country, and even more grateful to have met all of the inspirational people. We hope that this country with its wonderful people will prosper, and that one day everyone will have equal opportunities.

~ Aumarin and Magdalena
1 Introduction

The introduction chapter will give a background about the evolving research field of social entrepreneurship. Moreover, a problem discussion demonstrates the lack of research on social entrepreneurship, especially in the developing country of Nepal. Thereafter, the research gap will be disclosed, followed by research questions and the purpose of the study.

1.1 Background
One of the biggest challenges in the world today are the issues related to income inequality, which prevent the economic development and especially the global aim to reduce poverty (United Nations, n.d.). The 17 Sustainable Development Goals (SDGs), or Agenda 2030, was formulated by the UN to target the main challenges the world face today and help address some of the biggest economic, social and environmental challenges. Agenda 2030 is a plan to take action for the people, the planet and prosperity. The aim of the SDGs is to strengthen universal peace and freedom. The UN acknowledges poverty as the greatest global challenge to achieve the aim of Agenda 2030, and eradicating poverty in all its forms is fundamental to realise a sustainable global development.

The report Think Global, Trade Social by the British Council and Social Enterprise UK, with the support of the World Bank, describes the important role of social enterprises in driving sustainable and inclusive development (British Council, n.d.). The report suggests that to meet the UN’s 2030 ambitions of more equal access to fundamental needs, such as healthcare, education, food and other essentials, the focus should be to tackle economic inequality. Thus, to include inclusive and democratic models of economic development, which will promote sustainable patterns of global consumption and production. Agenda 2030 was developed to achieve a more sustainable world for all people (United Nations, n.d.). The goals address the global challenges and include the three pillars of sustainable development; social, economic and environmental. On a global scale, a new business model has emerged where businesses not only focus on profit rather combine social mission within their business activities. These innovative business models alleviate the social issues around the globe, and the individuals behind these ventures constitute the three pillars of sustainability successfully within their businesses (Bansal, Sharma and Garg, 2019).

Entrepreneurs are often referred to as “drivers of innovation” and in developing countries, entrepreneurs help boost the economy by creating job opportunities and offering products and services for the people needing it the most (Rasagam, 2015). Entrepreneurs with a social mission are defined as social entrepreneurs, and they help contribute to building organisations that strive to be sustainable (Del Moral, 2016).
“It’s not just about helping the people in need. It is also about empowering them and giving them a fighting chance to develop their own personal, local and national economies” (Del Moral, 2016).

Nepal is a country that currently is undergoing some major transformations, and it is therefore highly interesting to follow the country’s development. The report *Envisioning Nepal 2030* include Nepal’s long-term development strategy (Asian Development Bank, 2016). The aim is to serve as guidance for the country’s development journey towards becoming a middle-income country by 2030. Recent years have not been thriving economically for the country, mostly due to environmental factors. The Gorkha Earthquake (the April 2015 Nepal Earthquake) killed nearly 9,000 people and injured more than 20,000 people (Reid, 2018). In addition, the country suffered from severe after effects; such as damage to buildings, infrastructure, health centres, water and power systems. As a result, the country had to endure a four-month-long economic blockade, which damaged the economy even worse than the earthquake and pushed many people back into poverty. Envisioning Nepal 2030 was constructed in 2016 after the incident, and in addition, it acts as a foundation for the country’s long-term economic development, and it also includes the country’s framework for the Sustainable Development Goals 2030 (Asian Development Bank, 2016).

One substantial part of Agenda 2030 is to transform the planet, achieve prosperity and eradicate poverty (United Nations, n.d.). Especially of interest in this study are goals number one and eight; “End poverty in all its forms everywhere” and “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all” (United Nations, n.d.). This includes helping and building the working force in developing countries. In Nepal’s case, the country aims at becoming a middle-income country by 2030 and create sustainable economic growth (Asian Development Bank, 2016). One factor to do so is to reduce poverty and the creation of job opportunities for the people. Bansal et al. (2012) identifies the importance of increasing the quality of employment in Nepal to achieve sustainable economic growth;

“...raising the quality of employment is a transformation to an economy driven by a thriving private sector where productive enterprises, engaged in high value-added activities offer attractive career opportunities to suitably skilled Nepalese, and also provide trainings and skills to the under-skilled and the traditionally marginalized communities.” (Bansal et al., 2012:4)

The economic growth in Nepal is dependent on employment creations and especially through skills development (Bansal et al., 2012). In addition, Nepal as many other cultures remains to be a patriarchal society, where women have limited access to education, economic and political resources (Interactions, n.d.). Furthermore, Nepali women’s participation in the country’s economic growth is constrained due to the lack of employment opportunities. Several social organisations with a social mission operate in
Nepal, and their aim is to address these issues within the Nepali community (Pathak, Poudel and Acharya, 2018). Therefore, social entrepreneurship can act as a vital facilitator to long-term economic development (Del Moral, 2016). Further, this is one of many driving forces to establish a social organisation that aims towards empowering a working force in the community by creating job opportunities and providing education and skills training.

For this specific research, a Minor Field Study in Nepal regarding the phenomenon has been conducted. It is of significance that the researchers are present in the country, thus, to gain a deeper understanding of the societal structure and social issues in Nepal. Furthermore, through submerging in the environment, the researchers obtain an insight into the influential development cultivated by these social ventures. In preparation for the field study, the researchers attended a course in Härnösand conducted by SIDA. The course entailed the intercultural understanding and safety regarding a field study in a developing country.

1.2 Problem Discussion
The social entrepreneurship theory is still an emerging phenomenon and field of research (Nielsen, Bager, Klyver and Evald, 2012). The primary goal is the social mission and the financial profit is rather a means for achieving that mission. Social entrepreneurship is an evolving field, and therefore, there are many definitions of the phenomenon. The most common definition is the creation of innovative activity with a social objective (Light, 2008). The main difference between social and commercial entrepreneurship is the driving force behind the establishment of the entrepreneurial venture (Nielsen, Klyver, Evald and Bager, 2017). The literature indicates that the social entrepreneur is perceived as an “agent of social change” (Austin, Stevenson and Wei-Skillern, 2006). These individuals help address and solve social problems through the usage of their entrepreneurial skills and business mindset. Zahra, Gedajlovic, Neubaum and Shulman (2009) argue that in order to understand the social entrepreneur as individuals, the focus should be on the characteristics and motivations behind the ambition to start a social venture. Therefore, the key characteristics and motivations of the entrepreneur are relevant to the process of the entrepreneurial activities, and the unit of analysis is thus the individual and not the organisation. The concept of social entrepreneurial orientation (SEO) is lacking theoretical attention and especially in connection with the entrepreneurial traits (Kraus, Niemand, Halberstadt, Shaw and Syrjä, 2017). However, there is an overlap between the SEO dimensions and some of the entrepreneurial traits. Through combining the SEO and the entrepreneurial traits, this study will contribute to develop the literature regarding these concepts by addressing the relation in the analysis.

There are several definitions of the social entrepreneurial traits, however, to condense this research the authors decided to use Ghalwash, Tolba and Ismail’s (2017) definition of the motivations and characteristics of the social entrepreneur. These traits are interesting to analyse and are relevant to the field study conducted in a developing country.
Innovativeness and risk-taking are linked to the entrepreneurial orientation, with the addition of an entrepreneurial mindset and compassionate and humanitarian aspects. In addition, Ghalwash et al. (2017) have defined four elements that constitute the motivations behind the social entrepreneur, and these are; current social problem and challenges, personal inspiration, previous experience, and lastly the social network. The aim of this study is to identify the motivations of the social entrepreneurs, and further contribute to research concerning driving forces of the individual behind a social organisation. Therefore, the definitions of Ghalwash et al. (2017) are applicable to this minor field study conducted in the developing country of Nepal. The argument for this reasoning is that the rapid change in the business environment, especially in developing countries, influence the relevance of contributing factors. Furthermore, their research was conducted recently and in the context of a developing country.

The field of social entrepreneurship is growing and has increased attention from many sectors in the society (Martin and Osberg, 2007). The increased attraction to the field and specifically to the social entrepreneur have many reasons. One of the main being the appeal to the entrepreneur itself and the stories of why the entrepreneur chose the path of a social venture and how they do it (Martin and Osberg, 2007). These entrepreneurs create something new and innovative from observing a social need, and thus, help to address social issues by creating new possibilities and opportunities for the community. Therefore, the interest in studying the entrepreneur that create this social change became one of the key driving forces for this study. The important factor in this study will be conformed to focus on the entrepreneur as an individual, through exploring their motivations and key characteristics.

Research within the field of social entrepreneurship has according to Saebi, Foss and Linder (2018) been observed through the conceptual lenses. However, the authors argue that there is a lack of empirical studies that contribute to a broader and generalised conception of social entrepreneurship. Although this study is focused on a smaller sampling size, and thus will not provide a generalised perspective, it examines social entrepreneurship in the context of a developing country. Therefore, this study will contribute with an empirical study on the social entrepreneurship field and can further contribute to research in other developing countries. The lack of research studies within the field of social entrepreneurship in the developing country of Nepal is evident, and one of the main reasons and motivations for this field study (Sengupta and Sahay, 2017). Many social ventures are located in Nepal and, therefore, the perfect setting for conducting a field study on the evolving subject of social entrepreneurship (Pathak et al., 2018). These social entrepreneurs in Nepal contribute to economic development as well as creating social value by changing people’s lives. Several of these ventures main focus is on the social mission to change the society and especially provide the marginalised people with opportunities.

The belief that sustainable development can be obtained through business with a social mission is very interesting. The contribution of this study conducted in Nepal can address
the subject of social entrepreneurship related to developing countries. Therefore, the findings of the study will contribute to the empirical investigation of the subject in Nepal. Consequently, to gain a deeper understanding of social entrepreneurship it is very important to be at the location to conduct interviews and observe the developing country first at hand. By connecting with the entrepreneurs at location it enhances the quality of the study and in addition the depth of the research.

1.3 Research questions

How do the key characteristics and motivations of the social entrepreneur encourage the initiation of a social venture?

How is the entrepreneurial process in social entrepreneurship shaped by the resources and network of the entrepreneur?

1.4 Purpose

The purpose of this field study is to identify the motivations and key characteristics of the social entrepreneur for initiating the social venture. Further, the aim is to define the entrepreneurial process of an organisation conducted through social entrepreneurship, specifically through analysing how the entrepreneur obtained the necessary resources and usage of their social networks. The field study will be conducted in the developing country of Nepal and condensed to social ventures that are active internationally. The prospects with this study are to analyse the factors in the entrepreneurial process and could further be used as guidelines for entrepreneurial development in other developing countries. The knowledge and experiences of the social entrepreneurs in Nepal can encourage other entrepreneurs to initiate social ventures.

1.5 Delimitations

As the research is conducted in the context of Nepal through a minor field study, the subject is examined in a country-specific environment. Therefore, the result of the study may not be applicable to other countries’ perspectives. In addition, the focus is on the individual who initiates a social initiative and gender have not been used as a variable during sampling. Additionally, an important aspect is that the focus will not be on the people within the organisation, which includes the term “micro-entrepreneurs”. This further indicates the individual entrepreneur as the main focus of this study, rather than focusing on the social values performed within their organisation.
1.6 Outline

**INTRODUCTION**
In the introduction chapter, the field of research will be presented followed by the problem discussion that feature the gap in the research field. Finally, concluded with the research questions and purpose of the study.

**LITERATURE REVIEW**
In this chapter, the relevant theories to this research are presented, which will be utilised to analyse the empirical findings.

**METHODOLOGY**
This chapter introduces the methodology used for the field study and further explain the strategic choice of appropriate methods for enabling the data collection.

**EMPIRICAL FINDINGS**
The chapter on empirical findings include the structure of the interviews conducted, and a more detailed introduction of the correspondents selected based on the criterias mentioned in the purposive sampling strategy.

**ANALYSIS**
This chapter will investigate in depth the result derived from the empirical findings and further connect it to the theoretical framework. In addition, presenting observations conducted by the researchers.

**CONCLUSION**
The final chapter conclude with a summary of the analysis. Further on, answering the research questions and the contributions to filling in the research gap. To conclude, recommendations for further research will be presented.

Figure 1: Outline
2 Literature review

The literature review chapter will present the primary theories of entrepreneurship and social entrepreneurship, including the individual level which examine the motivations and characteristics of the social entrepreneur. The means, resources and social networks of the entrepreneurial process finalise the literature chapter. Concluding, a conceptual framework will connect the theories and present an overview of the field study.

2.1 Entrepreneurship

The field of entrepreneurship has been understood in a variety of ways, and today there are many perceptions that co-exist and it is still under development. Nielsen et al. (2017) describe that the research field of entrepreneurship is predominantly represented by the emergence and opportunity traditions. The aim of the entrepreneurship research is to improve and understand the entrepreneurial processes, and often these two traditions are presented as competing approaches. However, Nielsen et al. (2017) argue that the two approaches can instead be used as complementary, with the argumentation that the entrepreneurial process involves both the emergence and evaluation of opportunities. This concept of entrepreneurship is distinguished by researchers in the field, for instance Shane and Venkataraman (2000:218) describe entrepreneurship as; “...of how, by whom, and with what effects opportunities to create future goods and services are discovered, evaluated, and exploited.”. Thus, implying that to understand entrepreneurship it is also important to study the sources of opportunities, that is the process of discovery, evaluation and exploitation of opportunities. In addition, it is significant to identify the individual behind the entrepreneurial activities.

2.1.1 Entrepreneurial orientation

Entrepreneurial orientation (EO) in its foundation consists of the entrepreneurial activities and strategic orientation within a firm (Lumpkin and Dess, 1996). There are five characteristics connected to entrepreneurial orientation; innovativeness, risk-taking, proactiveness, autonomy and competitive aggressiveness (Lumpkin and Dess, 1996). All the five dimensions may be present specifically in a new entry, however, some factors need to be taking into consideration. The external factors within the industry, and the business environment together with the internal factors may contribute to predicting the level of success for the new entry in the use of these dimensions. EO is comparable to the concept of entrepreneurial management, it imitates the entrepreneurial processes accomplished in the organisational context by different methods and processes (Stevenson and Jarillo, 1990). The five dimensions can be further explained by innovativeness replicates the creative process and tends to support new ideas and therefore, does not consist with established process and practices (Lumpkin and Dess, 1996). Risk-taking refers to how prepared the firm may be for failure when investing a large amount of resources for a project where the risk is high (Lyon, Lumpkin and Dess,
Proactiveness refers to the forestalling for future action for the wants and needs within the firm. Autonomy is focused on the ability to pursue market opportunities (Lumpkin and Dess, 1996). Competitive aggressiveness reflects on how the firm reacts to the competitive demands that already exists in the marketplace (Vidic, 2018).

Within the context of social entrepreneurship, the relevance of entrepreneurial orientation receives low attention from scholars and in theoretical frameworks. Further on, there are none appropriate scale measuring social entrepreneurship orientation since it has not yet been developed (Kraus et al., 2017). According to Hu and Pang (2013), they identified three of the five dimensions of EO in relation to SEO and the performance within non-profit organisations. These three were identified as **proactiveness, innovativeness** and **risk-taking**. This study conducted by Hu and Pang (2013) implicated the connection between the SEO where an individual-level phenomenon mutual to the relationship with their organisation. This research field attains potential to develop in practice and within social entrepreneurship to further subsidise to their activities.

### 2.1.2 Big Five characteristics of the entrepreneur

When studying entrepreneurship, it is of relevance to identify the individual behind it, which is the person who initiates and shapes the entrepreneurial process. Nielsen et al. (2017) discuss the way the entrepreneur, either a person or a group of individuals, affect the evaluation and exploitation of emerging opportunities, and also its effect on the success of entrepreneurial activity. Therefore, it is significant to understand the personality traits and qualities of an entrepreneur to understand entrepreneurship on the individual level. Vecchio (2003) describe the entrepreneurial behaviour and attitudes as a set of five attributes, which are referred to as the “Big Five” personality traits. These five attributes are; **risk-taking**, **need for achievement**, **need for autonomy**, **self-efficacy** and **locus of control**.

**Risk-taking propensity**

Vecchio (2003) describes risk-taking propensity as the decision-making approach towards a greater acceptance of a possible loss in exchange versus a potential reward. It is possible to conclude that entrepreneurs do not perceive risk differently, from for instance managers. However, Vecchio (2003) suggest that entrepreneurs predominantly tend to perceive high-risk situations as opportunities, while others might perceive a low potential in similar situations.

**Need for achievement**

The classical conceptions of achievement motivation have been associated with aspects related to venture performance (Vecchio, 2003). Studies have identified that entrepreneurs tend to have a higher degree of achievement motivation than managers.
**Need for autonomy**
Entrepreneurs are usually associated with the need for autonomy, which is described as the desire to be independent and self-directing (Vecchio, 2003). The explanation for the need for autonomy can also be a motivation for why some tend to stay within smaller firms, as the basic perception is that large-scale firms tend to suppress personal freedom and the potential for entrepreneurial initiative.

**Self-efficacy**
Self-efficacy refers to the perceived level of personal control (Vecchio, 2003). A high level of self-efficacy indicates that an individual usually feels more competent to manage perceived obstacles, and therefore recognises more opportunities and are willing to take more risks. Whereas people with low self-efficacy avoid certain situations due to the perceived higher risk and costs. Individuals who believe in their skills and capabilities will usually engage in entrepreneurial activities and tasks related to firm-startup.

**Locus of control**
The cognitive dimension of locus of control is closely related to self-efficacy, however, it holds a broader concept where other factors, internal or external attributions, are included and not only the sense of task-specific efficacy (Vecchio, 2003). The perception of locus of control refers to the individual’s meaning of control, whether the things that happen are due to the individual’s effort or external forces.

### 2.1.3 International Entrepreneurship
An emerging field of research within entrepreneurship is International Entrepreneurship, which is a cross-disciplinary field combining international business with entrepreneurship. Oviatt and McDougall (2000) identified two themes of international entrepreneurship, the first being the internationalisation of entrepreneurial business, and the second a comparison of national cultures related to the entrepreneurial activities. Their definition of International Entrepreneurship is; “...a combination of innovative, proactive, and risk-seeking behavior that crosses national borders and is intended to create value in organizations.” (McDougall and Oviatt, 2000). International Entrepreneurship examines entrepreneurial behaviours on the individual, group and organisational level, and the focus has shifted from new venture creation to also include corporate entrepreneurship (Oviatt and McDougall, 2005).

The field of international entrepreneurship compares how opportunities are pursued (McDougall and Oviatt, 2005). It combines Shane and Venkataraman’s (2000) definition of entrepreneurial opportunity, with the inclusion of entrepreneurial activities which crosses national borders. International entrepreneurs are actors (individuals, groups and organisations) who discover, enact, evaluate and exploit opportunities to generate goods and services across borders.
2.1.4 International Opportunities

The concept of opportunities arrives from the inception of creating value, and therefore, an opportunity is first identified and secondly exploited (Light, 2008). The opportunity tradition perceives the entrepreneur as innovative and the entrepreneurial activities involve creativity and possible reformation of resources to exploit value in something new (Robinson, Mair and Hockerts, 2009). Recognising an opportunity requires the two main aspects of information and resources (Robinson et al., 2009). The individual attains the skills of acquiring and interpreting resources in perceiving the market and the evaluation of an opportunity (Mainela, Puhakka and Servais, 2014).

The social entrepreneur tends to be more driven by the issue-based opportunity rather than the value-based opportunity (Robinson et al., 2009). The value-based opportunity demonstrates a clear profit for the entrepreneur even though there is a social value to the operation. On the contrary, the issue-based opportunity is driven by the primary goal to respond to the social needs of the community (Robinson et al., 2009).

Another important aspect of opportunity is international opportunities within the theory of international entrepreneurship (Mainela et al., 2014). The entrepreneurs attain previous knowledge, background and networks to be alert and prepared for identifying international opportunities. Furthermore, the previous knowledge and business activities contribute for the entrepreneurs to be observant for forthcoming opportunities (Mainela et al., 2014). Hindrance for the entrepreneur to discover the international opportunities is local clusters that emphasise the business activity on the domestic level, that contribute to a lack of knowledge and recognition for international opportunities (Zander, 2004). The influences of cross-cultural experiences and competencies promote the ease of recognition for international opportunities and are necessary for handling the cultural and national differences, and further reorganise these as resources for the identification in exploring the international opportunities (Muzychenko, 2008).

2.2 Social Entrepreneurship

Social entrepreneurship is an evolving field of research and there are many definitions of the phenomenon (Light, 2008). The most common definition of social entrepreneurship is the creation of innovative activity with a social objective, and the organisational form can be either for-profit – as social-purpose commercial ventures – and in the non-profit sector. In addition, social organisations also exist in a hybrid structure where there is a mix of for-profit and non-profit approaches. The main difference between the commercial and social entrepreneurship is the driving force behind the entrepreneurial venture, as the social entrepreneur usually has the desire to ensure social justice compared to the primarily profit-driven ambition in commercial entrepreneurship (Nielsen et al., 2017). Several authors have defined social entrepreneurship, and even though some definitions are similar there still differs on some aspects. Down below is a summary table of various definitions.
Table 1: Social Entrepreneurship definitions

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<tr>
<td>Thake and Zadek (1997; cited in Zahra et al., 2009:521)</td>
<td>“Social entrepreneurs are driven by a desire for social justice. They seek a direct link between their actions and an improvement in the quality of life for the people with whom they work and those that they seek to serve. They aim to produce solutions which are sustainable financially, organizationally, socially and environmentally.”</td>
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<td>Dees (1998; cited in Zahra et al., 2009:521)</td>
<td>“Play the role of change agents in the social sector, by: 1) Adopting a mission to create and sustain social value (not just private value), 2) Recognizing and relentlessly pursuing new opportunities to serve that mission, 3) Engaging in a process of continuous innovation, adaptation, and learning, 4) Acting boldly without being limited by resources currently in hand, and 5) Exhibiting heightened accountability to the constituencies served and for the outcomes created.”</td>
</tr>
<tr>
<td>Drayton (2002; cited in Zahra et al., 2009:521)</td>
<td>“A major change agent, one whose core values center on identifying, addressing and solving societal problems.”</td>
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<tr>
<td>Austin, Stevenson and Wei-Skillern (2006:2)</td>
<td>“We define social entrepreneurship as innovative, social value creating activity that can occur within or across the nonprofit, business, or government sectors.”</td>
</tr>
<tr>
<td>Mair and Marti (2006:1)</td>
<td>“…a practice that integrates economic and social value creation”</td>
</tr>
<tr>
<td>Zahra et al. (2009:522)</td>
<td>“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.”</td>
</tr>
</tbody>
</table>

2.2.1 Characteristics and motivations of the social entrepreneur

The individual behind a social entrepreneurial venture is often described as an “agent of social change” (Austin et al., 2006). Through its entrepreneurial behaviour, a combination of entrepreneurial talent and business skills, they create and foster solutions to social problems. The personality of the social entrepreneur is shaped by the individual’s
high degree of compassion, which enables them to identify the causes of social disadvantages and in combination with its creativity it results in a solution (Austin et al., 2006). The social entrepreneurial process is derived from the problem-solving mindset of the social entrepreneur, and through its usage of business techniques, it enables them to find innovative solutions to social problems. The motivation behind the social entrepreneur is often altruism rather than profit. The definitions of social entrepreneurship usually revolve around the process, however, Ghalwash et al. (2017) have an alternative perspective of social entrepreneurship, which is related to the individual social entrepreneur.

To understand the social entrepreneur as individuals and their motivation to start a social venture, the characteristics and motivations of the individual are in focus. Zahra et al. (2009) describe social entrepreneurs as contributors, which through adopting business models create innovative solutions to solve complex social problems. Thus, they are able to generate a significant contribution to their communities. One of the greatest skills of the social entrepreneur is their ability to inspire and mobilise partners from both the commercial and non-commercial sectors, as well as donors and other volunteers. Furthermore, it is of most significance to build and sustain collaborative relationships in order to make a successful social initiative (Pearce and Doh, 2005).

Ernst (2012) suggest that the personality traits (Big Five) and entrepreneurial mindset of an entrepreneur, i.e. risk-taking, innovativeness, need for achievement, need for independence and proactiveness, can all be found within the social entrepreneur. These characteristics together with an aspiration to solve social issues shapes and define the social entrepreneur in comparison to a commercial entrepreneur. Ghalwash et al. (2017) have further attempted to define the specific key characteristics and motivations of the social entrepreneur.

2.2.1.1 Social entrepreneurship motivations
Motivations of the social entrepreneur are distinguished by four components; current social problem and challenges, personal inspiration and previous experience, as well as the social network, which can be found in Appendix A (Ghalwash et al., 2017). The desire to solve and meet social needs parallels with Austin et al. (2006) interpretation that social entrepreneurs are motivated primarily by altruism rather than profit. Furthermore, social entrepreneurs are driven by their problem-solving mindset and strive to identify societal issues, and subsequently, find an innovative solution.

The social entrepreneur’s inspiration and experience are significant for their motivation to initiate social ventures (Ghalwash et al., 2017). The motivation personal inspiration is usually derived from exposure to different situations, and experiences which inspire the social entrepreneur to implement new ideas and solutions to social problems in their communities. Personal experience of the entrepreneur, such as previous activities and projects, is an essential element which evokes their ambitions to initiate ventures that seek
welfare to others (Ghalwash et al., 2017). The social network of the social entrepreneur is relevant for the continuation of the venture, as a social network can act as guidance for human behaviour. Additionally, the network is also a source of support and encouragement and can provide the entrepreneur with resources, both financial as well as skills and know-how. The motivation social network will further be explained within the entrepreneurial processes.

2.2.1.2 Social entrepreneurship characteristics
The key characteristics of the social entrepreneur are displayed in Appendix B (Ghalwash et al., 2017). The innovation and risk-taking characteristics overlap with the dimensions of SEO, with the addition of entrepreneurial mindset and compassionate and humanitarian aspects in the initial phase of venture creation. Entrepreneurial mindset considers the individual’s previous work experience and knowledge and skills to start a social venture. With their entrepreneurial skills, the social entrepreneur is able to discover social issues and create solutions addressing these problems. The innovative characteristics is described by Ghalwash et al. (2017) as the social entrepreneur’s ability to mobilise resources and generating innovative solutions by implementing business methods. Ghalwash et al. (2017) also insist that social entrepreneurs in developing countries encounter risks in a greater and more diverse manner, as they face additional challenges such as cultural norms, political instability and economic difficulties. The risk-taking trait is described by Marshall (2010) as the social entrepreneur’s ambition to address social or environmental challenges through utilising market-driven solutions. Furthermore, the social entrepreneur’s risk-taking character is interrelated to their commitment to solve social issues, in combination with the belief to incorporate market-based approaches.

Ghalwash et al. (2017) describe the significance of compassionate aspects when defining the social entrepreneur, which drive these individuals to facilitate social change rather than profit, and sustainability is created through empowering the target communities. In accordance with Sullivan Mort, Weerawardena and Carnegie’s (2003) definition that the social entrepreneur is socially entrepreneurially virtuous, an individual whose mission is to create social value within their organisation. Sullivan Mort et al. (2003) further explain that the social entrepreneur exhibits a range of virtue ethics, such as integrity, compassion, empathy and honesty. Furthermore, these individuals obtain a strong belief in their capacity to subsidise to economic and social development. Sullivan Mort et al. (2003) argue that the virtue feature of the social entrepreneur differentiates them from commercial entrepreneurs. In addition, for the social entrepreneur to have the persistence to continue, a high degree of perseverance is necessary (Ghalwash et al., 2017). There are many challenges accompanying starting a business, and especially for social entrepreneurs, it can be difficult to sustain a successful social enterprise. Therefore, to overcome challenges and barriers the social entrepreneur must have a high level of perseverance.
2.3 Entrepreneurial processes

According to Nielsen et al. (2012), the entrepreneurial process can be divided into three stages of the opportunity process. First opportunity emergence, second opportunity evaluation, and lastly opportunity organising. The process is not a clear path or phases that naturally build upon each other, rather overlapping and iterative (Nielsen et al., 2012). It is important to not observe the process, first discovery and then exploit the discovery, as linear (Davidsson, 2005). The empirical evidence proposes the process of discovery and exploitation more interrelated than linear.

The entrepreneurial process for internationalisation is often referred to after Sarasvathy’s (2001) causation and effectuation process. The different processes attain specific characteristics. Causation is dependent on the effect and the processes are distinguished by analysing and understanding particular events. An example of such is natural phenomena. Further on, this process is great at exploiting knowledge and focus on the predictable aspects of an unknown future (Sarasvathy, 2001). According to Sarasvathy (2001), the goal to be achieved is often specific and well-structured and can be combined with a set of alternative means developed under the decision-making process.

The effectuation process is more aligned with the human life of contingencies that cannot be analysed in the same way as natural phenomena, rather captured and exploited. This contributes to a process more dependent on actors and the exploitation of contingencies (Sarasvathy, 2001). In the process of effectuation, Sarasvathy (2008) captures the logic behind the improvisation prospect to organising. Therefore, the process of effectuation is more useful in managing uncertainties of the future, hence, to the difficulties of predicting the outcome of life’s unexpected situations. This process is likewise dynamic with two simultaneous cycles of attaining means and setting up goals (Sarasvathy, 2014).

The definition of the two processes according to Sarasvathy (2001:245); “Causation processes take a particular effect as given and focus on selecting between means to create that effect. Effectuation processes take a set of means as given and focus on selecting between possible effects that can be created with that set of means”. Evident in both of these processes is the human reasoning that intertwines in diverse situations of actions and decisions (Sarasvathy, 2001).

2.3.1 Means and resources

The formation of the entrepreneurial process starts with the entrepreneur and their “means” which are classified into three categories (Sarasvathy, 2001). Sarasvathy (2001:250) define the three categories as; “who they are, what they know and whom they know”. Confident in who they are, the entrepreneur can contribute with their traits and abilities to exploit their own resources within the firm. The knowledge and skills they obtain generate value to the firm’s capabilities (Sarasvathy, 2001). Hence, by knowing
who they are and whom they know, it contributes to the entrepreneur to organise the resources in the firm and continuously expand their social network.

The entrepreneurial process for social entrepreneurs is comparable to commercial entrepreneurship where value creation is achieved through combining unique resources to further take advantage of an opportunity (Morris, Kuratko and Schindehutte, 2001; cited in Day and Jean-Denis, 2016). Resources include financial investments, human skills and know-how as well as physical resources, such as material and facilities (Day and Jean-Denis, 2016). The entrepreneur’s valuable knowledge in relation to a venture leads to challenges for resource acquisition and managing those resources. The resources of a social entrepreneur are used for accomplishing a sustainable development. For the capacity to obtain the resources and sustainability, proper resource management and strategies for organising the resources is required (Day and Jean-Denis, 2016). A perspective to uncover the social entrepreneurial vision of social impact is by the usage of the resource-based view perspective. This perspective contributes for a relevant approach, hence, to the course of effectively managing the resources by the social entrepreneurs to reach the goals of the social mission (Dees, 1998; cited in Zahra et al., 2009). The resources and the firm’s capabilities enhance the entrepreneur with opportunities for gaining public support and to form partnerships to create value and raising the necessary capital (Bloom and Smith, 2010).

The concept of effectuation is relevant when discussing the entrepreneurial resource acquisition, especially during circumstances with resource scarcity (Sarasvathy, 2001). The strategy of effectuation is the concept of a range of possible outcomes, and where the entrepreneur’s decision-making approach is determined by the intuitive responses to different situations (Sarasvathy, 2004). Instead of a definitive goal or objective, the entrepreneur seeks to exploit the environmental uncertainties as these arise. In comparison to the causational process, where the entrepreneur would eliminate the environmental uncertainties through meticulous planning. The downside of the effectuation process is that it entails a higher risk of entrepreneurial failure (Sarasvathy, 2001). However, this process allows the entrepreneur to respond to changes in the environmental circumstances and greater flexibility in resource allocations, as well as the ability to take advantage of new resources when these become available.

2.3.2 Social networks
In studying entrepreneurship, the network is key to mention. Even though the entrepreneur may be alone in the creation of a new organisation, the entrepreneurial process is determined by connecting with different stakeholders and thus creating a network (Nielsen et al., 2012). Dependent on the resources and access to a network determines the opportunity emergence for the entrepreneur. The social context of business is its network that contributes with resources. The culture within the social network indicated the mutual benefit of cooperation and long-term relationship (Shi and Wan, 2010). For complying with the specific need of the organisation, the entrepreneur search
within both the distant and close network to fulfil those needs. Furthermore, a family member can often play a crucial part in answering this need. It is common for entrepreneurs to connect with a family member or friends within their network to support them in different aspects of their enterprise (Ghalwash et al., 2017). In accordance with Ghalwash et al. (2017), social networks also constitute a driving force for the social entrepreneur to initiate a social venture, as previously mentioned.

It is important to emphasise the role social relations play in establishing an enterprise. To access different resources, the entrepreneur connects to their social networks in the entrepreneurial process (Greve and Salaff, 2003). Therefore, by emphasising the social embeddedness of the current economic activities, apart from the personality traits and culture, the structural approach compiles for understanding entrepreneurship better. All the different stages of the entrepreneurial process include networking in different measures and aspects. Furthermore, entrepreneurs active in diverse cultural settings connect and create their social network, which contributes to a helpful tool in establishing their social venture (Greve and Salaff, 2003).

2.4 Conceptual Framework

Through examining the literature, the researchers have observed a direct connection between the motivations and key characteristics of the social entrepreneur, and how these affect the decision to initiate a social venture. The researchers included the SEO dimension to complement the undeveloped literature within this field, and in addition, there is an overlap between the dimension and the social entrepreneurial characteristics. Furthermore, the social venture initiation is affected by the means and resources as well as the social networks within the entrepreneurial processes. The concept entrepreneurial process refers to Sarasvathy’s (2001) causation or effectuation process, and also include the entrepreneur’s decision-making process as part of the entrepreneurial process.

Figure 2: Conceptual framework
3 Methodology

In the methodology chapter, the researchers present the appropriate methods for conducting this thesis. First, discussing the selected research approach and design. Followed by method for data collection, analysis and the operationalisation table. Further, includes a brief presentation of the cases and reasoning for the quality of research as well as research ethics.

3.1 Research Approach

There are two main research approaches, deductive and inductive reasoning. The most common approach is the deductive reasoning that derives from the logic aspect, the theory to further develop a hypothesis (Bryman and Bell, 2015). In comparison, the inductive method is referred to as bottom-up, due to executing observations to further retrieve a pattern and, thereafter, elaborate into theory. The abductive research approach is a new perspective of the research process, thus, complements the other approaches by adopting a more overcoming perspective which includes both a deductive and inductive reasoning (Bryman and Bell, 2015). The abductive approach derives from incomplete observations to produce the best prediction.

For this study, the researchers identified the implications with both the deductive and inductive approach for the purpose of the study. Consequently, the research has been constructed by following the abductive approach. This reasoning access a third way of approaching the research and overcome the limitations of the other two approaches, for instance, the limited flexibility and substantial data required to confirm a reliable theory (Bryman and Bell, 2015). The abductive approach originates from “surprising facts” that are distinguished during the research process, and thus, generate a clarification of the conundrum explored (Bryman and Bell, 2015). The research may not explain this enigma by the existing theories from the interference with the empirical phenomenon that occurred. Therefore, the researcher attempts to adopt the best description for the “surprising facts”, and thereafter, deciding the most suited explanation from interpreting the collected data. The evolving field of social entrepreneurship requires a flexible research approach, therefore, implementing an abductive reasoning is most suitable. Furthermore, the social entrepreneurship field has mostly been observed through the conceptual lenses (Saebi et al., 2018), the researchers hope to contribute to broadening the empirical studies, and therefore the abductive approach is aligned with this focus.

3.2 Research Method

There are two distinct methods of data collection and analysis of the empirical findings, and these are distinguished as quantitative or qualitative research methods (Saunders et al., 2009). The quantitative method focuses on numeric data collection and generates an analysis based on statistical techniques, which is derived from for instance questionnaires,
graphs and statistics. Cooper and Schindler (2013) describe the quantitative research method as an attempt to make a precise measurement of a phenomenon. In contrast, the qualitative research method is predominantly used for non-numerical data (Cooper and Schindler, 2013). The aim of qualitative research is to achieve an in-depth understanding of a situation. A qualitative inquiry focuses on meaning within a context, and thus requires a data collection method that is perceptive to the understanding of the meaning when gathering and interpreting the data (Merriam and Tisdell, 2015).

Another aspect to consider is the researchers’ involvement and subjectivity in the research project, as the qualitative research method sometimes is considered to be an interpretive approach (Cooper and Schindler, 2013). Due to the researcher’s immersion in gathering and interaction with the participants. The aim of this thesis is to study the social entrepreneur and the entrepreneurial process in social entrepreneurship and as the field is still an evolving field of research, a more in-depth research method is required to reach a deeper understanding of the phenomenon. Therefore, the qualitative research method is more suitable when conducting this research and will provide with information necessary to answer the questions formulated. However, the findings from this study will not be applicable to generalise to all social entrepreneurs, since the empirical findings are derived from a limited number of respondents and, therefore, its representative power is low compared to a quantitative research method. (Yin, 2018). Nevertheless, a qualitative research method will provide a deeper understanding, in accordance with the researchers aim to contribute to the undeveloped literature within social entrepreneurship.

3.3 Research Design

3.3.1 Purpose of research

The purpose of research design is divided into three categories, which are the exploratory, descriptive and explanatory research purposes (Saunders et al., 2009). The exploratory research design is particularly interested in finding new insights and evaluating phenomena in new perspectives (Robson, 2002). In comparison to the descriptive purpose, where the researcher may initially have a clear understanding of the subject (Saunders et al., 2009). The advantage of adopting an exploratory design is the flexibility and the ease of adapting the research to changes, due to new data and insights that may appear (Saunders et al., 2009). Studies with the objective to establish a causal relationship between variables are defined as explanatory research (Saunders et al., 2009).

This study follows an abductive approach, and the exploratory purpose design is, therefore, most appropriate. Cooper and Schindler (2013) argue that the exploratory design is particularly useful when the area of research is new or unexplored. The field of research within social entrepreneurship is still evolving, thus, highlight the applicability of the exploration design in this study. The aim of this study is to examine social entrepreneurship, and especially the entrepreneur, and therefore the exploratory purpose design is most appropriate in this study.
3.3.2 Research strategy
The case study strategy is most common in exploratory research design (Saunders et al., 2009). Case study strategy emphasises empirical investigation of a subject in its context, which is the aim of this study. The empirical findings are also derived from multiple sources and the data collection techniques may vary. In this study, interviews will be conducted with various organisations located in Nepal. The objective is to gain different perspectives of the research topic, and thus will permit a more in-depth study of social entrepreneurship.

3.4 Data collection techniques
Data collection may differ depending on the researcher and the study. According to Saunders et al. (2009), all data is somehow partisan to the effect of people’s involvement. This devotes the researcher to have an open mind and design the research with a clear structure and plan, which allows flexibility in the study. Other factors to take into consideration when collecting the data is the cultural differences that can occur and the implications it may bring (Saunders et al, 2009). The two main approaches for data collection is the primary data and secondary data collection. The primary data is collected by the researcher and is the foremost crucial collection technique for this research.

3.4.1 Primary data collection
The decision about the method collection derives from the research questions and may further be influenced by the structure and context of the research (Ritchie et al., 2003). Qualitative research consists of several different data collection methods. The methods applicable include observations, focus groups, diverse forms of interviews, engagement methods, and various textual, electronic or visual data (Ritchie et al., 2003). Therefore, the time and research limitations are important to take into consideration for the selection of data method, hence, the focus on answering the research questions. The data collection technique primarily conducted in this study is the semi-structured interview. The interviews will be primarily conducted face-to-face at the location in the capital of Nepal, Kathmandu.

3.4.2 Secondary data collection
Secondary data collection intends to complement the primary data collection. This data method is not collected by the researcher itself, rather by other researchers and reanalysed for the purpose of the study (Saunders, et al., 2009). The secondary data may be useful for the research and comply with a greater understanding and answers to the research questions. For this research, the secondary data collected consist of articles to develop the literature review.
3.5 Case-study research design

The qualitative case study, in conformity with other qualitative research, revolve around the search for meaning and understanding (Merriam and Tisdell, 2015). Case study research can be conducted using a single case or a multiple case approach (Saunders et al., 2009). A single case study is typically utilised when the case represents an extreme or unique representation of the phenomenon. However, Yin (2003) suggests that the multiple case study is more appropriate. Especially, to establish if the empirical findings can be found in various sources, which consequently make the findings more generalisable and transferable. Merriam and Tisdell (2015) argue that through including multiple cases, it will also enhance the external validity of the research. The purpose of the case study design is to investigate a contemporary phenomenon in its real-life context (Merriam and Tisdell, 2015). For this field study, a multiple-case study approach is more appropriate as this will result in a substantial data collection supported by various cases, which in turn will contribute to a more in-depth analysis.

3.5.1 Sampling strategy

The sampling strategy of a research study differs depending on whether it is a quantitative or qualitative study (Kumar, 2011). The qualitative research method aims to create a greater understanding and would, thus, influence the selection of sampling. The quantity of sampling in a qualitative study is influenced by various events, such as ease of access to potential respondents and the researcher’s knowledge or interest in a specific event or situation (Kumar, 2011). There are two approaches to sampling strategy, the nonprobability or the probability sample type (Cooper and Schindler, 2013). The probability approach is based on the concept of random selection, which is constructed by the idea that each population element must be given the chance of selection (Cooper and Schindler, 2013). The nonprobability sampling is subjective in contrast to the probability sampling, as the choice of samples is made based on intuitive and personal preferences (Cooper and Schindler, 2013). In this study, a nonprobability sampling strategy is most suitable, as it is aligned with the researchers’ limited objectives of the subject. The nonprobability is especially suited for an exploratory research, and the specific nonprobability strategies implemented in this study are the purposive and the snowball sampling.

The purposive type of sampling is conformed to certain criteria. Of primary considerations is the researcher’s judgment, considering respondents who will provide the study with the best information in order to achieve the objective of the study (Kumar, 2011). According to Kumar (2011), this type of sampling is useful for describing a phenomenon, or to develop information about an unknown circumstance. Which is aligned with the objective of this study, to create a deeper understanding of social entrepreneurship. Below are the criteria which have been used to identify respondents according to the purposive sampling.
The cases must…
1. Be from Nepal (established and operated in Nepal)
2. Have a social mission
3. Have international business operations
4. Furthermore, the respondents from the selected companies must have been part of the founding process/entrepreneur of the company

The other strategy conducted throughout the study has been the snowball sampling, which is the process of selecting samples using a social network (Kumar, 2011). This strategy is effective as the process allows the researcher to collect information and to identify more respondents through the network of the initial sample. Cooper and Schindler (2013) explain the advantage of a snowball sampling, as the initial group can help identify other respondents that share common characteristics. The research has been conducted in Nepal, and that can be an obstacle as the culture and business environment is alien to the researchers. However, throughout the study and interaction with various organisations, the researchers developed a network of social entrepreneurs who helped identify potential respondents. In addition, the sample has included participants of both foreign and local population located in Kathmandu.

3.5.2 Cases

Dinadi
Dinadi is a social enterprise based in Kathmandu, Nepal. The social venture was founded in 2016 by Mirjam and Preston Thiessen. Dinadi produces hand knitted winter wear, with a timeless design that contributes to slow fashion. The mission of Dinadi is to create job opportunities for women affected by gender discrimination and poverty. By creating job opportunities, Dinadi believes this is the best way to combat the issues of poverty and exploitation. Currently, the company provide jobs to 50 people, including 40 task-based employees and 10 office staff.

Pia Nepal
Pia Nepal is a brand of home decor objects, with the mission to prevent the exodus of Nepali artisans to the Gulf. In addition, Pia Nepal’s aim is to address the reputation of Nepal as being a cheap destination and the lack of respect for the artists and their work. Marie-Ange Sylvain Holmgren, the founder of Pia Nepal, started the brand in August 2017 and collaborate with more than a dozen artisans to make handicrafts that represent elegance and timelessness. The skills of the artisans are used to create luxury handicrafts with a contemporary look and feel.

“By honoring artisans and their ancestral skills, we preserve the very essence of a nation, its culture.”

Unako (Her International and Creating Possibilities)
Unako translates to “for her” in Nepali and is a social enterprise that strives to make women economically independent. Unako started in 2012 by a partnership between Her
International, in Canada, and Creating Possibilities in Nepal. The company sell handmade scarves, bags and jewellery made from glass beads, produced from recycled glass bottles. Unako supports the people employed by implementing projects that empower women.

“It supports HER.”

**Shakti Milan**

Prakriti Mainali, co-founder and manager, established Shakti Milan in October 2014. Shakti Milan stands for “the power of women coming together”, and its mission is to empower especially the marginalised women in Nepal. The materials used to produce the handcrafted products are all recycled materials, such as rice sacks, and the ambition is also to support local arts and crafts. Shakti Milan aims to create job opportunities in a positive and supportive environment, where the women are enabled to establish financial independence as well as social recognition. The company started by training one woman and today it employs 23 women.

**Paila**

Paila is a social business founded by Mingma Diki Sherpa in 2015, located in Kathmandu, Nepal. The word derives from the Nepalese language and translates to *Step*. Paila is taking this *step* by producing shoes, laptop cases and accessories with components manufactured by artisans of the country. The production is performed in the most energy efficient way, using local sustainable materials to contribute to the Nepali economy.

**Local Women’s Handicrafts**

Nasreen Sheikh established Local Women’s Handicrafts in 2008. The company is a fair-trade textile and handicraft collective located in Kathmandu, with the aim to empower and educate disadvantaged and marginalised women. The mission is to promote quality education, employment and health care. The products are ethically produced, and the company provide the employees with good working conditions. The intention is to uplift the women, through helping them gain control over their own lives, decisions and rights.

“Empowering one woman at a time”

### 3.5.3 Semi-structured interviews

Interviews can be divided into several different formats depending on the research (Brinkmann and Kvale, 2015). The predominant interview formats are structured, in-depth, group, semi-structured or unstructured interviews (Saunders et al., 2009). The semi-structured interview form is more general in the sense that the questions may differ depending on the respondent. The construction of semi-structured interviews provides the researcher with the possibility for the request of exploration of some questions by the interviewee or to build on their responses (Saunders et al., 2009).

Conducted in this thesis are semi-structured interviews. The participants in the research are individuals that vigorously formulate their social world by communicating their insights verbally. A summary table with the conducted interviews is presented in
Appendix C. This is believed to be the core value of the qualitative method of interviews (Ritchie et al., 2003). Thus, in particular interviews, given a specific event or organisational context, the researcher may have to reconstruct the questions or include follow-up questions to achieve a more in-depth study. Furthermore, the interviews will be performed foremost face-to-face, hence, the importance of personal interaction and the format of a semi-structured interview. In accordance with the abductive approach, the phenomenon of social entrepreneurship may reveal other relevant factors and contribute to the research. For the purpose of this field study, the importance of being on location for conducting the interviews is of highest relevance. This further contributes for the interviewee to develop their answers in accordance with the semi-structured interview form and provide the interviewer with the possibility of further questions relevant to the social entrepreneurship focus.

Two respondents were not able to conduct face-to-face interviews, due to overseas commitment. Therefore, the interviews were performed over digital platforms. Computer-assisted interviews have grown rapidly and contribute with interactions from the interviewee similar to if the interview were conducted face-to-face (Brinkmann and Kvale, 2015). Furthermore, after conducting the interviews the researchers transcribed the material, in accordance with Brinkmann and Kvale’s (2015) perception that transcriptions contribute for a better structure that further overlaps to the analysis process.

3.5.4 Open-ended questions
The semi-structured interview form usually includes open-ended questions (Cooper and Schindler, 2013). The full interview guide for this study is displayed in Appendix D. Open-ended questions are unstructured and provide the interviewee with a frame of reference when answering the questions. The open responses ensure that the interviewees express themselves according to their experiences, and thus, also aligned with the exploratory objective of the study. However, three questions regarding motivations and characteristics related to the findings in the theoretical framework have followed a close response. The interviewees have been assigned to identify the motivation and characteristics mostly related to the respondent. Thereafter, these questions have been followed by an open-ended question to further gain knowledge regarding additional factors that the interviewee find of importance to the subject.

3.5.5 Operationalization
Table 2: Operationalisation table

<table>
<thead>
<tr>
<th>Concepts / Theories</th>
<th>Interview questions</th>
<th>Reasoning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Background</td>
<td>1-4 (1a, 2a, 2b)</td>
<td>The introduction to the interview includes a brief introduction of the entrepreneur, the organisation and</td>
</tr>
</tbody>
</table>
3.6 Method of data analysis

Merriam and Tisdell (2015) describe data analysis as the process of making meaning through consolidating, reducing and interpreting the collected data. Data analysis is a complex process, which involves the interactive relation between data collection and analysis, by going between inductive and deductive reasoning. These meanings of a study constitute the findings, which can later be organised in descriptive accounts, themes or categories. Merriam and Tisdell (2015) also distinguish data analysis as the process of finding answers to the research questions. The process starts by identifying segments in the findings coherent to the research questions, and thereafter, defined into categories or themes. In addition, as this study has implemented a multiple case-study design, the task is also to compare the findings of the different cases. The aim is to examine the information and thus, try to outline any consistencies and identify any recurring themes.

Several of the interviews exceeded in time and contributed for considerable amounts of material to transcribe, and therefore, also a lot of data to be reduced during analysis. Kumar (2011) define the findings and data analysis process as the development of a
narrative description of certain situations. This allows the researcher to identify patterns and themes when reviewing the transcriptions. Once the main themes have been identified, the researcher will classify the responses under the different themes, and finally integrate these in the analysis. Furthermore, it is important to mention that analysis also occurs during transcription and is, therefore, the initial phase of the analytical process (Brinkmann and Kvale, 2015).

Qualitative data derives from the empirical findings of the collected data and is common to extract from a large amount of unstructured material (Bryman and Bell, 2015). Due to the material being unstructured and not straightforward, this adds to difficulties in analysing the material. In comparison to a quantitative method where a clear structure is established on how to proceed in data analysis, the qualitative method does not attain developed rules or structures and therefore, general approaches occur for analysing the data. In addition, during the analysis, the researchers sought to find patterns within the empirical findings correlated with the chosen theoretical frameworks to generate an applicable conceptual framework.

3.7 Quality of research

3.7.1 Validity

One of the most common and important criteria for research is validity. This focal point is aligned with the integrity of a part of the study’s results or conclusions (Bryman and Bell, 2015). Validity further operates as an instrument to measure if the research actually studies what the design is aimed for (Kumar, 2011). In the qualitative research method, the term credibility and transferability are often in alliance with internal and external validity.

Credibility, that parallels with internal validity, conform with the understanding of the social context in accordance with the members studied (Bryman and Bell, 2015). To ensure this research is performed with credibility, the empirical findings will be sent to the respondents to confirm that the beliefs and opinions will be stated correctly.

Transferability, that parallels with external validity, refers to whether the findings from the research can contribute to a generalisation, which can be implemented in other social settings. According to Kumar (2011), adoption of transferability in other settings is difficult, however, to some extent not impossible if the researcher presents the context descriptive and explain the process performed, and thus the practice can be replicated.

3.7.2 Reliability

The concern of the term reliability lies in the question of the results, whether the research study can be repeated or not (Bryman and Bell, 2015). One issue in relation to reliability is the findings from the research may not have been intended to be repeated. Accordingly,
the non-standardised form of conducting the research and the researchers focus at the time to collect the data and that particular situation is, therefore, subject to change (Marshall and Rossman 1999). The core of implementing a semi-structured interview form is derived from the purpose of flexibility to explore the phenomenon of the research study (Saunders et al., 2009).

In qualitative research, the term dependability (paralleling reliability) is often used and refer to if the research would generate the same result if observed again. This concludes that high dependability contributes to the similarity in the results. Though qualitative research strives to be flexible, the establishment of dependability in the process is difficult if not the course of the research has been recorded in detail (Kumar, 2011). To conform with dependability the interviews will be recorded by audio and written down.

According to Bryman and Bell (2015), research will not be completely objective, therefore, it is important that the researcher act in good faith, also referred to as confirmability (paralleling objectivity). Furthermore, the study will not allow any personal values or beliefs to be affecting the research or the findings, rather be confirmed by the theory and the empirical findings.

3.8 Research Ethics
Research ethics refers to the ambition to ensure that the research activities will not harm or cause any suffering to the participants (Cooper and Schindler, 2013). Specifically, in qualitative research, as the researcher is in direct contact with the participants. The design of the research should be conducted in a way that do not generate any physical harm, discomfort or pain, embarrassment, or loss of privacy to the participants (Cooper and Schindler, 2013). Thus, to guarantee the data integrity collected throughout the research process as well as informed consent. Merriam and Tisdell (2015) also argue that the validity and reliability of the study are closely related to the ethical manners of the researchers. Often, the ethical dilemmas will emerge during the process of data collection and dissemination of the findings. The dissemination process, specifically in qualitative research, raises concerns regarding the anonymity of the participants.

Throughout this study, the researchers have been transparent and meticulous regarding the purpose of the study to the respondents. Explaining the aim of the research and have been regardful of the participants’ role in the study. Before any further contact is made and prior to arranging an interview, the participants are asked to raise any concerns that they have. Thus, to establish a relationship with the respondents and make them more comfortable. In addition, when conducting the interviews, the respondents are asked whether they want to remain anonymous and if they agree to record the interview. Hence, ensuring the empirical findings have the participants’ informed consent. Furthermore, as the study is conducted in another cultural context compared to what the researchers are used to, the cultural aspect is of significance. To gain an understanding of the culture, a few days, in the beginning, were assigned to acclimatised to the surrounding environment
and to get a better understanding of the lifestyle and culture in the country. During this time, the researchers obtained vital knowledge regarding the cultural norms and the customs of Nepali people. Consequently, during the contact with local respondents, it was possible to minimise the cultural gap.

In regard to societal considerations, the topic of social entrepreneurship affects society since the entrepreneur strives to change the societal structures. The ambition of the social entrepreneur is to generate social value-creation, which contribute to a sustainable development. Therefore, this study may contribute to increase the awareness of this subject and encourage other entrepreneurs to incorporate a social mission within their organisation.

3.9 Authors contributions
The authors have equally distributed the workload throughout the process, wherein the beginning phase the literature review included research about different topics. Thus, making the process less time-consuming. Thereafter, during empirical findings, analysis and conclusion the authors decided to write these parts together to encourage a discussion and incorporate two different perspectives, thus, resulting in a more comprehensive study. Through mutual commitment, the two authors share the responsibility for conducting this thesis.
4 Empirical Findings

This chapter entails a short presentation of the social entrepreneurs, their organisations and its mission. Including a summary of the empirical findings from each case, which is aligned with the theories of the conceptual framework, more specifically the characteristics and motivations of the social entrepreneur. In addition, the organisation’s entrepreneurial process. The chapter concludes with a summary table of the findings.

4.1 Dinadi
Mirjam Thiessen is born in Sweden and moved to Nepal seven years ago together with her husband, and co-founder of Diandi, Preston Thiessen and their children. Dinadi was founded in 2016 and was the second company the couple established in Nepal. Mirjam Thiessen is the co-founder of the social business but also work as the HR director and designer. She always had an interest in knitting, however, never thought she would go further and start a business with knitted winter wear. From previous experience of starting their first company in Nepal, they both observed the need to create opportunities for vulnerable women with flexible working hours.

“We wanted to create something sustainable, to create opportunities and not handouts!”

They truly believe that job-creating brings lasting development and opportunity for women. Inspiration for establishing a social business came from travelling in Southeast Asia, where they observed other successful social ventures. Today, Dinadi has business operations in over 12 countries and have grown rapidly over the last three years active on the international market. Mirjam Thiessen never viewed herself as an entrepreneur but after previous travel experience together with starting a new business in Nepal, she mentions how she would like to change that picture of how she now perceives an entrepreneur. Someone who is creative, visionary and who sees opportunities where other people might not, “that curiosity of new and open thinking to create something where there was nothing”. Mirjam Thiessen is the creative spirit in the company and she refers to herself as having more visionary characteristics than the entrepreneurial mindset. The social drive of compassion and social responsibility is the prominent motivation in her life and because of this, she is willing to comply with the risk that comes with starting a business in a developing country. The social entrepreneur and motivations were all identified by Mirjam Thiessen and a contributing motivation for starting the social venture was her personal faith. Furthermore, having a social business indicate the implications of excellence on both the social and the business part.

“...when you do social business, you have to be double as good as everyone else to be able to compete.”
Preston Thiessen is originally from Canada and is the director of Dinadi and married to Mirjam Thiessen. He mentions the early travel experience that encouraged the idea to start a social venture. The core of Dinadi is to create employment opportunity for Nepali women, especially women from exploited or vulnerable backgrounds. Further on, the focus is to implement the business in an ethical and sustainable way. Preston Thiessen grew up in an entrepreneurial background and started his first business when he was 12 years old, together with his brother. He always had an interest in business and went on to study business in Sweden and has many years of experience within the business sector. Preston Thiessen characterises himself as creative in “another way” as he enjoys to start new things, demonstrated by all the businesses he has started and preferred independence. Even though the entrepreneurial mindset was listed top for him, he includes the humanitarian and compassionate characteristics aligned with this trait. Further, he mentions the attribute of the willingness to take difficult decisions. The main driving force is the social drive, however, in social business, it is hard to balance both the social and business aspects of an organisation.

The entrepreneurial process was rather clear for both the co-founders at the initiation of the social venture. The goal was to create a business model where the women were able to work from home and create a community by implementing weekly meetings. Instead of calculating the sales for the company, the focus was instead the number of job opportunities Dinadi hoped to create. Thereafter, subtract how much sold knitted items to reach the desired goal. The company works hard to install their mission and social value at all levels in the company and strive to be intentional with this, and additionally, their aspiration is to be transparent throughout the supply chain. The initiation process for starting a company in Nepal is demanding and corruption was evident when registering a new company. Both co-founders mention the substantial investment required for foreigners to establish a business in Nepal. The financial investments for Dinadi was a combination of private investments and crowdfunding. Since both Mirjam and Preston Thiessen had started a company before, their previous network contributed to the resources obtained in the initiation process. Mirjam Thiessen trained the women the skill to knit, and a contact from their previous business contributed with knowledge and connections to the right material and supplier. The company is actively working proactively by finding new markets to enter and ways to do new things. Since the company is selling winter wear they sell mostly to the northern hemisphere. However, last year they expanded their sales to Australia and New Zealand to create an all-year-round market.

4.2  Pia Nepal

Marie Ange Sylvain-Holmgren, the founder of the brand Pia Nepal, is originally from Haiti. She first travelled to Nepal more than 20 years ago, due to her and her husband’s work within the UN. Throughout their careers, they have travelled and lived in different
parts of the world, however, always kept coming back to Nepal. Eventually, they decided to move and start a business in Kathmandu. In August 2017 she established her brand Pia Nepal, mainly because she observed that the artisans in Nepal are leaving their ancestral skills and going to the Gulf countries to do work that is completely unrelated. Previously, Sylvain-Holmgren also established a communications studio in Kathmandu that works with graphic design and branding. The knowledge gained from Image Ark regarding doing business in Nepal has helped her during the process with Pia Nepal. In addition to these two enterprises, Sylvain-Holmgren has also set up a women’s group in Kathmandu that makes beads of recycled bottles to give women an income and to try and clean up the environment.

The mission and ambition with Pia Nepal are to prevent the Nepali artisans to emigrate and to also change Nepal’s reputation of being a cheap destination. Sylvain-Holmgren strongly believes the artisans are too often exploited, and the aim with Pia is to address this issue. How she works with the artisans is through a partnership, which she explains have developed into a friendship with trust. The products that they make with the artisans is a collaboration of their skills and her perception of contemporary design, which results in luxury, modern and timeless home decor pieces. Their products are located at different places around Europe as well as in Shanghai, both in retail stores but also displayed as interior in various hotels and stores.

“*Our philosophy is we don't bargain with people who are going to do something with their hands. If you're buying a fridge and selling it to me, I'll bargain to death. But if you're going to make this with your hands, you tell me what your hands are worth.*”

Sylvain-Holmgren is not your typical entrepreneur, and she considers herself more creative than business minded. Her entrepreneurial journey has been slow progress, where she identified that in order to do what she wants, she had to start her own company. She also believes that through investing in businesses within a community, the people are empowered, which eventually can help them out of poverty. Throughout her 30 years within the UN she discovered that when people were able to start something of their own, instead of waiting for others, that was a more sustainable model of change. Her personal experiences contributed to her eventually starting Pia Nepal, combined with exposure to different situations in the world. To open up people’s minds to their own possibilities, and to show them that they are much more than what they have been labelled during their lives.

“*Inequalities make me very sad, that breaks my heart... I want to see everybody all set, the same or equal opportunities, people have equal access to education, to knowledge, to inspiration, to health. I think this is my main motivation.*”
When asked about her entrepreneurial traits specifically related to social entrepreneurship, Sylvain-Holmgren highlights the compassionate and humanitarian aspect, where her ambition is to seek welfare for others. Followed by the innovation characteristics, whereas the risk-taking and entrepreneurial mindset is not necessarily something she often considers. Sylvain-Holmgren is not from an entrepreneurial background or family, and her being an entrepreneur have involved her inventing her own rules. Her entrepreneurial journey is influenced by her belief in the compassionate aspect and is something instilled in her mindset towards entrepreneurship. Sylvain-Holmgren explains that being an entrepreneur, according to her experience, include an element of giving. Her belief in generosity is that it encourages people to build partnerships, and thus also empower the people.

“…the richness comes into what I bring to the society, not to what I bring into myself.”

For Pia Nepal, the proactiveness comes from trying to forecast the trends, which is not necessarily connected to products or aesthetics, but the trend in thinking and the direction the world is moving. For instance, the mindset of people has shifted from excess to more consciousness, including recycling and upcycling. Sylvain-Holmgren is more interested in doing the products really well, and therefore the progress may take some more time. The process of starting Pia Nepal involved a lot of research and word of mouth in terms of gathering the necessary human resources, which she considers is still an ongoing process where the issue is how to manage those skills and marshal into a team. In addition, her personal network from both Image Ark and her time within the UN was of significant support, where she states that it is her “bank of knowledge” and where she gathers advice. Especially related to how they can utilise the ideas from all around the world and create something similar or with the same techniques in Nepal. The brand Pia Nepal is for Sylvain-Holmgren the means to achieve her goal, which is to help the artisans and keep their ancestral skills in Nepal. Her only idea from the beginning was that she wanted to make something beautiful together with the artisans, and the products were rather developed during the process.

4.3 Unako (Her International and Creating Possibilities)
Michelle Bonneau, the founder of Her International, originates from Canada where she worked as a teacher and therapist. Further, with a master’s in counselling, dealing with trauma and addiction. At the age of 58, she decided to move to Nepal, after a month of silent retreat, where she felt the urge to move abroad to create a change for the Nepali women. She started Her International in 2005 and together with Creating Possibilities they started the social enterprise Unako in 2012. At the establishment of the enterprise eight women volunteered to be trained in sewing. The women were part of the mother’s groups, set up by the same partnership between Her International and Creating
Possibilities, with the mission to create job opportunities and provide education for the children. The aim of the social initiative Unako was to create economic independence for the women, with the future plan to make it self-sustained by the women.

Bonneau identifies an entrepreneur as someone that cannot work in isolation, therefore, networking is very important. From her previous experience of travelling to Nepal, she was inspired by the women who had so little and still helped other women that had less. Additionally, she wanted to contribute with education for these women, and this became one of her driving forces. Bonneau has further previous experience of starting her own company in Canada and identifies with the specific traits related to the entrepreneur. The most evident motivation for Bonneau to establish this enterprise was her faith and spirituality. In accordance with the social entrepreneur’s traits, she identifies the least with the entrepreneurial mindset and innovation. However, she describes these traits as vital for the process of starting the social enterprise and work towards self-reliance for the women. Her foremost appointed characteristics were compassionate and risk-taking. Bonneau also expressed the importance that relationships have to be built on trust. Furthermore, the social network in Nepal is evident and the women from Unako was trained to make glass beads by the women’s group associated with the founder of Pia Nepal.

Dinesh Raj Sapkota, born in Nepal, is the director of Creating Possibilities. He participated in the initiative process of establishing Unako. After many years of experience with social work, Sapkota wanted to help to a greater extent. He experienced activities within charities as begging and selling stories about poverty in order to help the people. After gaining personal experience of living and working abroad he wanted to create a more sustainable change. He defines social entrepreneurship as a profit-making business with an ambition to give something back to society. The characteristics Sapkota appoints himself as an entrepreneur are foremost the social drive of creating jobs, so the women can sustain themselves and their families. He describes his role as more of a mentor for the woman since “it is doing and learning rather than learning and doing.” The entrepreneurial mindset and innovation derive from the creative side to generate jobs to the vulnerable and to further expand with other products in the future. The risk is always a part of the process according to Sapkota. He also mentions how it sometimes is hard to balance profit and social, and how business takes time.

“...to make the women more self-sufficient, and at the same time create employment and contribute to the community.”

The entrepreneurial process for Unako was initiated by raising money for the start-up, and volunteers based in Canada contributed to website development and sales. The network from Creating Possibilities supported the initiation part of the process. The aim is to teach the women the value of ownership and giving back to society, to further generate interdependence in their families to involve everyone. Therefore, the goal was never to sell the scarves, it was rather a means to achieve the goal of bringing
independence to the women. At the same time break the cycle of poverty. The proactive mindset of the enterprise was to further expand the sales to include the local market, thus limit the dependence on the Canadian market. To increase local sales, a second sewing machine was purchased in order to produce school uniforms. Sapkota expressed how difficult it is from a Nepali mindset to understand the market in the Western countries and even more so how to satisfy the market. Therefore, he indicates the need to expand the product line to further comply with market changes.

4.4 Shakti Milan
Prakriti Mainali, co-founder and manager of Shakti Milan, started the business after graduating her MBA in 2014. She had the desire to start something of her own, but what that was, she was not sure of. However, the idea of creating something for herself and for other women has always been a motivation for her. During that time, she hosted a homestay and came in contact with a German couple, with whom she shared her idea and together they eventually established Shakti Milan. The mission of Shakti Milan is to empower especially marginalised women, both socially and economically. Shakti Milan also addresses the environmental problems, through manufacturing products made of recycled materials. The company’s prime market is Europe and the company has also started selling in Australia. In addition, the company has connections with big NGOs where they also receive some orders.

Being from Nepal, Mainali witnessed the patriarchal society and the preference culture, where girls and women are regarded as second-class citizens and often dependent on the husband for a living. Coming from an entrepreneurial family, with an uneducated mother who was an entrepreneur and provided employment opportunities, it was no coincidence that Mainali became an entrepreneur. However, Mainali describes that her husband, who is involved in the human rights sector, was the component that influenced her decision to take responsibility in order to make a social impact. In combination with inspiration from her mother and personal experience, it eventually motivated her to start Shakti Milan. The main motivation was to work with women, but she has also experienced some challenges due to that, especially as the company is not donation based but a social business. Working with women from vulnerable backgrounds is not easy. However, she considers herself a woman of the society and after being a mother, it strengthened her belief to solve the social injustices.

“...if she can earn something for her family, then there could be so many of the social injustice that our societal structure has given to a woman, to a greater extent this could be diminished.”

Mainali’s definition of social entrepreneurship is that the word social comes before entrepreneurship. Therefore, being a social entrepreneur according to her, the first characteristics must be the compassionate and humanitarian aspect. To foster a
sustainable organisation, the innovative trait is also important, as it is rather hard to retain yourself in a market that is continuously copying each other. She describes the risk-taking factor as dependent on circumstances, for instance, she started the company without any financial support and Shakti Milan is primarily a revenue-based business model, which generates more risk. Furthermore, working with marginalised women has its challenges, and thus, she considers the entrepreneurial mindset as fundamental “since you need to see the opportunity in all the challenges”.

The entrepreneurial process of Shakti Milan was formed by the ambition to work with women. The Nepali government has invested loads of money in giving free sewing training to the women, so the women already had the necessary skillsets to make the bags. The second reason for manufacturing bags was fashion trends. Together with the founding team, Mainali identified an opportunity to differentiate the company, as the market had no producers of bags made from recycled rice sacks. Thus, resulting in a first mover advantage for Shakti Milan and in addition, the trend of upcycling was beneficial for the company. In terms of financial and human resources, Mainali invested her own money and bought one sewing machine and employed one woman who worked at her parents’ house.

The process of starting Shakti Milan has also benefited from Mainali’s network, which she created during the time she ran a homestay. Mostly individuals supported her by buying big bulks of her bags, and in addition, one company in Australia inquired an order of 15 cases with bags, which to a small company as Shakti Milan was a big deal. Mainali also mentions that doing international business, as a business manager you need to manage the shipment and all necessary documents, and the continuous learning process. Since its establishment, Shakti Milan has developed some key relationships with mostly German companies, that buy their products with advance payment, and she indicates the importance of relationships to sustain the business.

The idea of manufacturing bags out of recycled materials was a secondary ambition, as Mainali observed it as a vital competitive advantage, in order to differentiate the company from others. However, the triggering factor to this idea was that the women already were skilful in sewing, and it required less training for them to make the bags. The bags were rather a means in order to create job opportunities for the women.

4.5 Paila
Mingma Diki Sherpa was born in Sankhuwasabha, Nepal, although her parents migrated to Kathmandu when she was a child. More opportunities existed in the city and she completed her bachelor’s in computer science and later attained a position as an assistant in an advertising company. This is where her career started. She has since then worked for different NGOs, INGOs and UN agencies. Entrepreneurship was a term that Sherpa never really used before she started her own business journey. In 2015 she fulfilled her dream of starting something of her own, namely Paila. She has always been interested in
fashion and loves to be creative. Prior to the 2015 earthquake, she decided to quit her job and start her own business. Sherpa describes the aftermath of the natural disaster; “...after the earthquake people became more aware that we should have our own manufacturing units, and we should be more independent in the supply chains, having more employment opportunities for the people.”. Furthermore, the decision to produce handmade products was due to the difficult situation in the country after the earthquake regarding blockades and power shuts. To overcome the challenges of imports, the decision was made to source local materials. She had always done things differently and saw a greater need to continue with her business, this became her main motivation.

“Our company’s mission is to be globally recognized as an eco-friendly and sustainable brand.”

Discussing the entrepreneurial traits, Sherpa identified more or less with all of them, by also adding creativity. She describes her courage “...not all people are comfortable to take bigger risks at the beginning. So I am that person, where I take a risk, but I tried to calculate whether I can handle that risk.”. The company is today exporting to several countries in Europe, to Australia and Taiwan. In accordance with the company’s mission and goal, Sherpa strives to always consider integrating people and nature into her work. 95% of the materials used in production are from Nepal, thus contribute to creating a sustainable product. Her personal experience developed into a deeper understanding of what she wanted out of life and who she was. The inspiration to produce sustainable shoes came during her time working for NGOs. Current social problems were not in her ambition for Paila, however, she later on describes how the social need was incorporated in the business, somewhat hidden, that further on became an important factor for the company. Sherpa describes her characteristics as first the entrepreneurial mindset, because of her previous experience. She defined their working conditions with always trying to do things differently by “utilising what is available, to make the best out of it.”. The compassionate and social aspect of her characteristics has become more important after starting her business. She illustrates how the social aspect of her business complements the business part. Sherpa did not appoint risk-taking as crucial referring to her character regarding social entrepreneurial traits. Describing how she works with her employees she opens up for creativity by letting them contribute with ideas.

“...they can also utilize their own thinking, to come out with a product that could be interesting for people. So, I give them the opportunity also to explore their own ideas.”

The entrepreneurial process of establishing Paila was like “diving into a muddy water and you need to search your way out.”, according to Sherpa. The emotional process combined with the bureaucratic paperwork was an overwhelming experience. Even for a local entrepreneur who wants to start a business, the bureaucratic was difficult.
Especially, due to Sherpa’s limited experience in the business sector, she had to do significant research beforehand, which was a process that lasted approximately two years. In terms of resources, the financial investments were made by Sherpa, and the people she wanted to employ were required to have some specific skills, due to the know-how required in shoemaking.

When Sherpa started Paila, she had no network in this field as she had worked in a different sector, unrelated to business. However, since she was involved in different organisations and NGOs, she was able to understand the social context in Nepal, the country’s condition and the challenges. In addition, when she founded Paila the country had no network of young entrepreneurs, which made obtaining information more complicated and time-consuming. Although she had no significant network, her family and friends were a big support. Furthermore, she also describes the dimension of trust as a hindrance, related to the issue of copying. Today, Sherpa has through the process of Paila created a network of people who are like-minded.

During the time Sherpa worked with the NGOs she had the opportunity to revisit the village where she was born and came across the fabric which she uses to make her products. The idea of utilising the fabric in some way was the start of Paila. Before the actual establishment of the company, Sherpa did substantial research also regarding the fabric, its durability etc, and she gathered the necessary information, like design, the process of making the shoes, to start the business. The goal was clear, to utilise local and sustainable materials to make durable shoes.

4.6 Local Women’s Handicrafts
The social enterprise Local Women’s Handicrafts was established in 2008 by Nasreen Sheikh. The idea was to create something that was different, specifically to find a solution where the community is involved. The focus of Local Women’s Handicrafts is the fashion industry, and the mission is to remove sweatshops and child labour by bringing fair trade and fair fashion into the world. Especially for women in Nepal, it is very likely they will end up working in a sweatshop, and Sheikh wanted to teach the women to know their own value. She also believes the fashion industry needs to change, where more businesses should focus on ethical production and be more transparent about the supply chain. In addition, to change the mindset of the fashion industry into slow fashion.

The ambition for Local Women’s Handicrafts is to connect to the current needs of the community and transform the economy to be more self-sustainable. The products of Local Women’s Handicrafts are all produced from local resources, and currently, the company is active in the US, Canada, Australia, Switzerland and Germany. Through expanding internationally, Sheikh hopes to raise the awareness of the origin of the products people use. Consequently, she believes that will help create a deeper connection, and give rise to an understanding that every product has been produced by someone somewhere. Through
taking the business model of Local Women’s Handicrafts into the international market, the world will be able to see that social business is possible.

“I just wanted to create a space where it could be an example for the poor Nepalese community but also for all around the world.”

As a child and a woman in the Nepali society, Sheikh has experienced many hardships. She did not want to give power into fear and instead chose to overcome it. Her experiences made her want to create a platform where people are given a voice. The ambition to work with especially marginalised and disadvantaged women was affected by her own experiences. She describes Nepal as a very much patriarchal society where everything is done by men, and therefore it is very challenging to do anything as a woman. Consequently, the intent to create a platform for the women was specially to empower them and make them less reliable and dependent on others. The women involved in Local Women’s Handicrafts are uneducated, and many have no idea of how the world looks like. Sheikh wanted to make these women understand “the charm of empowerment”. Her deep inspiration comes from helping others, but she also acknowledges the difficulties in a society that lack resources. There is limited access to the right information, education, people, and it is a very time-consuming process. However, she describes the hardships as her inspiration because she recognises the many issues the country still needs to work with. Even though taking action is very challenging, it is also at the same time the inspiration that keeps her wanting to do more. In addition, Sheikh hopes to encourage others to participate in social business and invest back into society. She describes it as a beautiful experience, and for Local Women’s Handicrafts when they have given back into the community, they also receive.

“And then it's very funny, because when you invest back into society, the society and the system give you 10 times more in a positive way.”

Sheikh identified with the entrepreneurial traits and elaborate on the entrepreneurial mindset of something not necessarily related to money and making a profit. She further explains her perspective; “My simplicity was that I know how to make this, and I want to teach other people who are going through hard times, and we’re going to work together and grow together.”. She encourages other entrepreneurs to consider the problems the world is facing today and how ideas, mindset and innovation can change that into a solution. The compassionate and humanitarian aspect is described as her strongest characteristics in combination with risk-taking. She does not consider the traits innovation and the entrepreneurial mindset as essential for the process of LWH. She describes her mindset of believing and helping others, that brought her all the way to where she is today.

The entrepreneurial process for the young entrepreneur was difficult, and many obstacles followed in the process. Living in a patriarchal society as a 15-year-old with no money,
she received a contribution of $1000 as a loan for starting her business. Today this $1000 loan has almost turned into a $1 million business. The company has grown substantially, and Sheikh describes the business, not as her own, rather, doing the business together with the women. In the early stage of the company, the physical resources were not enough with a confined space, not enough machines and an undeveloped strategy on how to grow. Sheikh specified about the progress as “the process didn’t happen over one night.” but also how “human resources are powerful!” Furthermore, she mentioned her network and the importance of trust in doing business. With honesty and stating her mission clearly to people, that her intentions were to help others, a lot of people supported her with investments. At the initiation stage, her personal network contributed to the establishment of the company and later on organisations aligned in the process to support the firm. Today, the company have established many key relationships and the founder Sheikh continuously pursue to work with large organisations. The strong willpower from the entrepreneur and her previous experience of growing up in difficult circumstances has turned into a driving force. Her future goal by 2021 is to help more than 10,000 women.

“I would just love to see more businesses practising fair trade principles and doing business from the heart.”

4.7 Summary table of empirical findings
Below is an overview of the most interesting findings from the empirical data. The findings have been categorised according to the concepts presented in the conceptual framework, and the summary table aims to demonstrate the responses to the concepts according to the six cases. Thus, to enhance the reading and make clear distinctions of similarities and differences. Further, it will contribute to an easier understanding of the cross-case analysis and its relation to the literature review.
Table 3: Summary table of empirical findings

<table>
<thead>
<tr>
<th>Concepts/theories</th>
<th>Dinadi</th>
<th>Pia Nepal</th>
<th>Unako</th>
<th>Shakti Milan</th>
<th>Paila</th>
<th>LWH</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Big Five characteristics</strong></td>
<td>Yes, identify</td>
<td>Yes, identify</td>
<td>Yes, identify</td>
<td>Yes, identify</td>
<td>Yes, identify</td>
<td>Yes, identify</td>
</tr>
<tr>
<td><strong>Social entrepreneurship motivations</strong></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Current social problems/challenges</strong></td>
<td>Need for part-time jobs and flexible working hours for women</td>
<td>The exploitation of local artisans and equal opportunities</td>
<td>Education and financial self-reliance for women</td>
<td>Social injustice and environmental problems</td>
<td>The social aspect of integrating people and nature</td>
<td>Current needs of the community, transform the economy to be self-sustainable</td>
</tr>
<tr>
<td><strong>Inspiration</strong></td>
<td>Travel experience</td>
<td>Travel experience and work within the UN</td>
<td>Travel and work experience</td>
<td>Inspired by family, cultural exchange through previous business</td>
<td>Work experience with various NGOs</td>
<td>Experienced hardships at a young age, chose to overcome the fear</td>
</tr>
<tr>
<td><strong>Personal experience</strong></td>
<td>Observed a social need during the previous business in Nepal</td>
<td>“Selfish” society, knowledge sharing of skills around the world</td>
<td>Encounters with local Nepali women</td>
<td>Wanted to create something of her own, and for other women</td>
<td>Developed an understanding of what she wanted out of life</td>
<td>Education and independence, “the charm of empowerment”</td>
</tr>
<tr>
<td><strong>Additional motivations supplemented by the entrepreneurs</strong></td>
<td>Personal faith and the idea of equality and justice</td>
<td>Insufficient political contribution</td>
<td>Personal faith and spirituality, a passive Nepali government</td>
<td>No additional motivations mentioned</td>
<td>Support from family</td>
<td>Spirituality, power of love and being in service to people</td>
</tr>
<tr>
<td><strong>Social entrepreneurship characteristics</strong></td>
<td></td>
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</tr>
<tr>
<td><strong>Entrepreneurial mindset</strong></td>
<td>Entrepreneurial background, creativity and visionary</td>
<td>Professional, not business minded but visionary</td>
<td>Entrepreneurial background, started own business</td>
<td>Entrepreneurial background, entrepreneurial parents</td>
<td>Encouraged the decision to initiate Paila, a creative character</td>
<td>Create solutions to world problems by innovative business ideas</td>
</tr>
<tr>
<td><strong>Innovation</strong></td>
<td>Create a sustainable business model</td>
<td>Utilising artisan’s skillsets to create contemporary products</td>
<td>Different business model, which supports autonomy for the women</td>
<td>Sustainability, concerning production and possible imitation</td>
<td>Produce a new and sustainable product</td>
<td>Raise awareness that a social business model is possible</td>
</tr>
<tr>
<td>Compassionate and humanitarian aspects</td>
<td>Strive to contribute to change in the society, eradicate poverty</td>
<td>Enhance humanity, influence people’s mindsets of their possibilities</td>
<td>Job creation for marginalised Nepali women</td>
<td>Ambition to eliminate social injustices, passionate in creating change for the women</td>
<td>The social aspect complements the business part</td>
<td>The mindset of believing and helping others</td>
</tr>
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<td>----------------------------------------</td>
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</tr>
<tr>
<td>Risk-taking (challenges embedded in cultural norms and additional uncertainties)</td>
<td>Starting a business in a foreign country</td>
<td>Perceived low risk, due to a patient and adaptive personality</td>
<td>Need to respect cultural norms and traditions, patience is key</td>
<td>The revenue-based model creates more risks, women from vulnerable backgrounds</td>
<td>Bureaucracy during initiation process generated uncertainties and additional difficulties</td>
<td>Challenging the social structure, due to being an independent woman in a patriarchal society</td>
</tr>
<tr>
<td>Additional characteristics supplemented by the entrepreneurs</td>
<td>Ability to take difficult decisions, the balance of social and business aspects</td>
<td>Inventing own rules and the element of giving</td>
<td>Commitment and value of ownership</td>
<td>No additional characteristics mentioned</td>
<td>No additional characteristics mentioned</td>
<td>Technology can contribute to innovation, thus accelerate the effect</td>
</tr>
<tr>
<td>Entrepreneurial processes</td>
<td>Business model a means to the goal of creating job opportunities</td>
<td>Help artisans, products developed during the process</td>
<td>Products a means to create independence for the women, has to be profit-making</td>
<td>Utilising skillsets of the women to create job opportunities</td>
<td>Desire to utilise local materials, researched what to produce with the fabric</td>
<td>Her skillsets and experiences encouraged her to build a platform to empower women</td>
</tr>
<tr>
<td>Means and resources</td>
<td>Trained women with skillsets and required substantial investments</td>
<td>Private investments, “word of mouth” to create partnerships</td>
<td>Volunteers and funding, providing training to the women</td>
<td>Sewing skills but trained to make bags, needed limited financial investments</td>
<td>Private investments, searched for skilful employees</td>
<td>Trained women her skillsets, received a private loan to make the initial investment</td>
</tr>
<tr>
<td>Social networks</td>
<td>Contributed to material sourcing and funding</td>
<td>“Bank of knowledge”, utilise ideas from all around the world</td>
<td>Network supported by Creating Possibilities</td>
<td>Foreign connections supported by buying in bulk</td>
<td>No connections with beneficial knowledge, had to create her own network</td>
<td>Honesty and trust contributed to developing a network</td>
</tr>
</tbody>
</table>
5 Analysis

This chapter will connect the empirical findings with the theories from the literature review, with the aim to gain an understanding of the individual entrepreneurs. Further, by comparing the cases it will provide an in-depth analysis in relation to the different concepts. The analysis will link the findings with the conceptual framework, such as the social entrepreneur’s traits and motivations and the entrepreneurial processes, including means and resources, and the social networks.

5.1 Entrepreneurship

Defined by Stevenson and Jarillo (1990), the EO is comparable to entrepreneurial management. As observed in the empirical findings, the entrepreneur (their characteristics and ambitions) influence the business activities. Therefore, the researchers identify there is a connection between dimensions of the SEO and the entrepreneurial characteristics (Big Five). Since most of the firms are still in the developing stages, the entrepreneurs are still in management positions, and thus, influence the direction of the organisational activities. The dimension innovativeness corresponds with all of the entrepreneurs. For instance, Sylvain-Holmgren (Pia Nepal) describes the ambition to start her own company, and therefore, had to invent her own rules, which conform with the Lumpkin and Dess (1996) definition of innovation. Due to the overlap between SEO and the entrepreneurial traits, this perspective can also be implemented in the characteristics need for autonomy and locus of control. Mainali (Shakti Milan) and Preston Thiessen (Dinadi) mentioned the drive to create something of their own and being independent, aligned with Vecchio’s (2003) definition of need for autonomy. In addition, the researchers have observed the importance of independence specifically for a social business. In accordance with the entrepreneur’s social mission to instil independence, both socially and economically, for their employees.

According to Vecchio (2003), locus of control is the entrepreneur’s perception of control, which Preston Thiessen (Dinadi) indicated by describing his ambition to do things differently. Further, Sherpa (Paila) describes her creativity and the drive to do things differently, which corresponds with Preston Thiessen’s (Dinadi) perception. The ambition to create something different is also demonstrated by Sheikh, where she had the desire to establish a platform which addresses the issues of the community. Three of the six cases explicitly define their capacity to perceive opportunities in challenges, thus, also their ability to affect change. This perception according to the entrepreneurs corresponds to the trait of self-efficacy (Vecchio, 2003).

In addition, innovation replicates the creative process of the organisation (Lumpkin and Dess, 1996). Four of the six cases illustrate this creative process, for instance, Dinadi refers to this process as being creative in “another way”. Further, Unako contributes to
the idea of being creative in order to make a change. Creativity is perceived by the researchers as relatable to the entrepreneurial trait need for achievement, which aligns with Vecchio’s (2003) interpretation. Moreover, creativity is an essential part of the firm’s strategy to forestalling future opportunities, which is supported by the SEO dimension proactiveness (Hu and Pang, 2013). Sylvain-Holmgren (Pia Nepal) define proactiveness as forecasting trends and the shift in mindset, which include the trend of sustainability. The proactive approach of forecasting societal trends relates to another respondent, Mainali (Shakti Milan). The remaining respondents recognised their proactive business activities as explorative of new market opportunities.

Mainela et al. (2014) describe the entrepreneurs’ perception of international opportunities as influenced by their background and previous networks. Demonstrated by several of the respondents (Dinadi, Pia Nepal, Unako and Shakti Milan), who recognise opportunities within challenges due to exposure to cultural differences, influenced by cross-cultural experiences. Further on, cross-cultural experiences according to Muzychenko (2008) can contribute to the recognition of international opportunities. In addition, as observed by the empirical findings the researchers acknowledged the impact cross-cultural experiences have on social venture initiation. Exemplified by Sylvain-Holmgren (Pia Nepal), through her international experience cultivated a global network that helped her identify new opportunities. Risk-taking propensity can be related to the entrepreneur’s opportunity recognition, where they usually tend to perceive high-risk situations as opportunities (Vecchio, 2003). Risk-taking is an aspect included in both SEO and the entrepreneurial traits and conform with all of the respondents. However, Mainali (Shakti Milan) identified risk-taking as a byproduct and dependent on circumstance, especially due to the revenue-based business model. The founders of Unako perceive risk conspicuous to the entrepreneurial process. Risk-taking is evident specifically in a social venture and verifies with Dinadi’s construct that risk-taking is complementary to the social drive.

5.2 Social Entrepreneurship
Social entrepreneurship is most commonly defined as the creation of innovative activity with a social objective (Light, 2008). Comparable to entrepreneurship, social entrepreneurship is the exploitation of opportunities to enhance social wealth (Zahra et al., 2009). The concept of social value creation is exhibited by one of the respondent’s, Mainali (Shakti Milan), definition of social entrepreneurship where she emphasises the term social before entrepreneurship. Several of the respondents portray social entrepreneurship as a balance between the social and business aspects. This corresponds with Mair and Marti’s (2006) definition of social entrepreneurship, where value creation integrates social and economic practices. Interpreted by the researchers, a social business must consist of an equilibrium between the social mission and generating economic value to sustain a competitive position on the market. For instance, Mirjam Thiessen (Dinadi) argue the importance of performing “double as good” in order to be competitive as a social business. Further, emphasising the equilibrium of a strong social drive in
combination with an efficient business strategy. In relation to Sherpa (Paila), who distinguish social and business as complementary, which is enforced by Sheikh’s (LWH) belief that social business actually works and that more international organisations should adopt a more sustainable business model.

Social entrepreneurs defined by Thake and Zadek (1997; cited in Zahra et al., 2009) are individuals driven by the desire for social justice, through their direct actions in improving the lives of people they seek to support. All of the cases represent the social entrepreneur described by Thake and Zadek (1997; cited in Zahra et al., 2009), although they address different elements of sustainable change. For instance, Sherpa (Paila) is more oriented towards the environmental aspect of change, whereas all of the other entrepreneurs focus primarily on the social aspects. In accordance to the other authors, social entrepreneurs are identified as “change agents”, whose belief system and core values are evident in their actions (Drayton, 2002; cited in Zahra et al., 2009). The researchers have observed that all of the entrepreneurs interviewed manifest strong ethical values in their individual characters, but also implements these within their organisations. This aligns with Drayton’s (2002; cited in Zahra et al., 2009) interpretation that the values of the social entrepreneurs help them to identify and address societal problems. For example, the founders of Dinadi illustrates this by incorporating their values at every level within the firm. In addition, Sheikh (LWH) firmly believes the importance of teaching women their own value. Through incorporating value creation, Sheikh hopes to empower the women.

Half of the cases (Dinadi, Unako, Shakti Milan) strive to empower their employees through establishing women’s groups as well as strengthening their social and economic independence. These social entrepreneur’s ambition is to generate sustainable social value, rather than merely private value, which corresponds with Dees (1998; cited in Zahra et al., 2009) definition of a social entrepreneur. In addition, the social value creation activities can according to Austin et al. (2006) occur across different sectors, including non-profit and business, which is demonstrated by four of six cases (Dinadi, Unako, Shakti Milan and LWH). For instance, Sapkota (Unako) affirms this concept by implying the importance of profit-making in social business, which also encourages the women to become more self-sufficient. Furthermore, three of the respondents (Sylvain-Holmgren, Sapkota and Sheikh) mentioned the importance of giving when creating a change in the community. The researchers believe it aligns with Dees’s (1998; cited in Zahra et al., 2009) perception of social entrepreneurs as change agents, through investing in the society by creating social value, not solely on the individual level.

5.2.1 Motivations

5.2.1.1 Current social problems and challenges
Austin et al. (2006) describe social entrepreneurs as “agents of social change”, who develop innovative solutions to societal problems. Further developed by Ghalwash et al. (2017), social entrepreneurs are individuals who recognise and identify opportunities
within social challenges. Exemplified by Mainali (Shakti Milan) who identify the significance of the social incentive. Being a woman of the Nepali society, Mainali aspires to diminish social injustice through creating social and economic change for the Nepali women. This corresponds with Ghalwash et al. (2017) definition of the social entrepreneur’s motivation as formed by altruism rather than profit-making, with the desire to solve unmet social needs. Sheikh (LWH) strives to address social inequalities through organising women empowerment centres and provide the women with a platform to develop independence. Independence is acknowledged by the researchers as a common theme throughout the social ventures located in Nepal, a patriarchal society where women have limited opportunities. The ambition to facilitate women empowerment is evident in four of the six cases. Illustrated by Ghalwash et al. (2017) description that social entrepreneurs are individuals with the desire to change society. For instance, the founders of Unako observed the importance of educational opportunities for the women and their children, and therefore, aspired to facilitate self-reliance through education. Furthermore, their future goal is for the enterprise to be run entirely by the women.

The lack of employment opportunities, especially for women, is evident in Nepal, which throughout this study has been a common subject. This issue of a lack of part-time jobs and flexible working hours for the Nepali women was the primary motivation for Dinadi. Further, illustrating Austin et al. (2006) theory on social entrepreneurs as “agents of social change”, through combining their entrepreneurial skills they foster solutions to social issues. For Mirjam Thiessen (Dinadi), the main motivation was the social drive, which enabled her to identify the opportunity within this social problem. Further, this aligns with Dees’ (1998; cited in Zahra et al., 2009) perception that social entrepreneurs continuously pursue opportunities which support their social mission. Equal opportunities are universal for all of the cases, and especially conveyed by Sylvain-Holmgren (Pia Nepal). Addressing the exploitation of specifically young artisans and providing an innovative solution to preserve their skillsets. To facilitate sustainable development, the researchers emphasise the importance of the environmental aspect. Which is incorporated within the ambition of several of the cases (Dinadi, Shakti Milan, Paila and LWH), especially Paila had this focus as a primary motivation. By utilising local resources and a more energy efficient production, she strives to integrate people and nature, with the ambition to be globally recognised as an eco-friendly brand. This corresponds with Thake and Zadek’s (1997; cited in Zahra et al., 2009) definition of social entrepreneurs, who generate sustainable solutions both socially and environmentally.

5.2.1.2 Personal inspiration

A source of inspiration common among the respondents is that they have been encountered by different situations, cultures and meeting people from various backgrounds. Ghalwash et al. (2017) define the driving force personal inspiration as a result of exposure to different circumstances. The personal inspiration for three of the six cases (Dinadi, Pia Nepal and Unako) to initiate their social ventures derived from travel experience. Furthermore, the importance of cross-cultural experiences according to
Muzychenko (2008) relates to the reorganisation of resources to identify and explore international opportunities. For Dinadi, the inspiration came from observing that social business was functioning in other parts of the world, and eventually, encouraged them to establish a social venture. This aligns with Ghalwash et al. (2017) theory, that exposure to different situations can inspire new ideas and vision. For the founder of Pia Nepal, Sylvain-Holmgren, her work within the UN as well as personal travel experiences, broadened her perspectives while attaining knowledge and skills from around the world. Later contributing to her establishing Pia Nepal and utilising her experiences in her social business, illustrating Ghalwash et al. (2017) theory that personal inspiration results in the stimulation of new ideas and vision.

The researchers argue that the motivation inspiration can also be related to childhood experiences. Both Mainali (Shakti Milan) and Sheikh (LWH) identify aspects of their childhoods as significant for their decision to start a social venture. Through their experiences, they have developed their core values, which in accordance with Drayton (2002; cited in Zahra et al., 2009) help them recognise and solve societal challenges. For instance, Mainali’s source of inspiration was her entrepreneurial mother, who in a patriarchal society managed an independent business. Influenced by her mother she discovered a passionate driving force of empowering both herself and other Nepali women. Derived from experiencing hardships, Sheikh found the inspiration to eventually establish Local Women’s Handicrafts. Her experiences from a young age cultivated her vision of empowerment, in combination with her determination to overcome her fear. Furthermore, Sheikh hopes to become an inspiration to other women from similar backgrounds.

5.2.1.3 Previous personal experience
The researchers interpret the importance of different experiences of the social entrepreneur in order to encourage the initiation of a social venture. Ghalwash et al. (2017) describe social entrepreneurs drive to start new social project as derived from their personal experiences. In compliance, during the operations of their first company, the founders of Dinadi observed the lack of part-time job opportunities for women. Therefore, they were encouraged to start an organisation that offered the women flexibility, with regards to location and working hours. Bonneau (Unako) was inspired during her first trip to Nepal by the generosity of the Nepali women, especially those from poor communities. Her experience meeting these women motivated her to establish an organisation, that gives them the opportunity to education and skills training. Different experiences of social entrepreneurs, according to Ghalwash et al. (2017), inspire them to create ventures with the aim to generate welfare for others. In alignment with Ghalwash et al. (2017), the researchers have observed the impact of personal experience of the entrepreneurs’ decision to initiate a social venture. Similar to Unako’s ambition, Local Women’s Handicrafts share the aspiration to provide the women with educational opportunities and skillsets. The desire to improve the quality of life for the people aligns with Thake and Zadek’s (1997; cited in Zahra et al., 2009) interpretation of the social entrepreneur.
As previously mentioned, the founder Sheikh (LWH) experienced adversities at a young age, which made her believe in the value of education. Further, Sheikh considers the importance of education as fundamental to instil independence. Specifically, Mainali mentioned independence as a primary motivation both for herself and for the women in Shakti Milan. She observed first at hand the social injustices in the country, and as mentioned prior, it became her incentive to create a change. Which relates to Dees’ (1998; cited in Zahra et al., 2009) perception that social entrepreneurs adopt a mission to sustain social value, and therefore, recognise new opportunities in order to serve that mission. Although Sheikh and Mainali have different experiences of social injustice, their common ambition is to seek welfare for others, thus, aligns with Ghalwash et al. (2017) construction of personal experience. Sylvain-Holmgren (Pia Nepal) also recognised social injustices as the main motivation to establish a social business, and she disapproves of the selfish direction of the society. Therefore, she emphasises the importance of collectively sharing knowledge and skills, providing people with the necessary skill sets, and thus, stimulate a more sustainable model of change. For Sherpa (Paila), her previous experiences have influenced her perception of life, especially after the 2015 earthquake. Through this life-changing experience, she gained a new perspective of what is important and how she intends to live life. As a consequence, due to the aftermath of the earthquake, the social aspect of her business received more value and she was reinforced to integrate a more environmentally friendly operation. The researchers observed there is an interlinked connection between social entrepreneurs’ personal experience which confirms their drive to enhance their social mission. In the case of Sherpa, due to her life-changing experience, she was more determined to incorporate a social drive.

5.2.2 Characteristics

5.2.2.1 Entrepreneurial mindset

Entrepreneurial mindset is described by Ghalwash et al. (2017) as the social entrepreneur’s previous work experience, skills and know-how. Three of the six cases (Dinadi, Unako, and Shakti Milan) are from entrepreneurial backgrounds, specifically, Preston Thiessen (Dinadi) and Mainali (Shakti Milan) were raised by entrepreneurial parents, which eventually inspired them to start their own businesses. Bonneau (Unako) identifies with the trait entrepreneurial mindset, due to previously establishing a business in Canada. Further, Mainali observed her mother encounter obstacles due to being a female entrepreneur in Nepal. In addition, Mainali gained entrepreneurial skills by establishing a homestay, and in combination with witnessing the hardships her mother experienced as a woman, Mainali aspired to create a change for Nepali women. In accordance, Ghalwash et al. (2017) highlight the significance of the social entrepreneur’s entrepreneurial mindset in detecting social problems, and thus, finding an innovative solution. Furthermore, the researchers affirm the necessity of an entrepreneurial mindset in the social entrepreneur. This is evident due to the importance of attaining a balance between the social and business aspect. Further on, the entrepreneurial mindset is the
component that contributes to generating a profitable and sustainable social venture. In addition, several of the entrepreneurs (Dinadi, Unako, Shakti Milan and LWH) identified their entrepreneurial mindset as an important feature of creating an innovative solution to the social issue. Mainali (Shakti Milan) further mentioned the entrepreneurial mindset as fundamental, and she describes it as the perception of recognising opportunities within challenges. Corresponding to Shane and Venkataraman’s (2000) description of entrepreneurship as opportunity recognition and exploitation.

The importance of entrepreneurial mindset is also affirmed by Sheikh (LWH), as she believes world problems can be solved by innovative business ideas. The entrepreneur described by Mirjam Thiessen (Dinadi) is someone who perceives opportunities in circumstances where others might not. Complying with the belief of Sheikh, Mirjam Thiessen continues by emphasising the importance of an open mindset as an entrepreneur to discover and exploit innovative ideas. The perception of an innovative solution is supported by Zahra et al. (2009) definition of social entrepreneurship, which incorporates activities in order to enhance social value. Furthermore, Mirjam Thiessen proceeds to describe her being the creative spirit of Dinadi, whereas Preston Thiessen demonstrates more of the entrepreneurial skills. Both Sylvain-Holmgren (Pia Nepal) and Sherpa (Paila) identify with the trait entrepreneurial mindset, however, neither come from entrepreneurial backgrounds. Even though the entrepreneurs do not firmly identify with the trait, the researchers are able to perceive a resemblance between literature and their characteristics. Further on, the two entrepreneurs illustrate their creative attribute compelling them to initiate their ventures, in order to enact their complete creative potential. Correspondingly, the researchers distinguish a connection between the entrepreneurs’ creative quality and the trait entrepreneurial mindset in regard to problem-solving. An innovative solution to social problems requires entrepreneurs to perceive circumstances from a creative perspective (Austin et al., 2006). Exemplified by Mirjam Thiessen (Dinadi) and Sylvain-Holmgren (Pia Nepal), whom both used their creative mindset to find an innovative solution to the social problem.

5.2.2.2 Innovation

The trait innovation is acknowledged by all of the entrepreneurs interviewed. Ghalwash et al. (2017) illustrate the trait innovativeness as the social entrepreneur's ability to combine resources to generate new and innovative solutions by implementing new business models. Through innovation, social entrepreneurs are able to create goods or services resulting in social value rather than profit making (Ghalwash et al., 2017). For instance, Sherpa (Paila) had the desire to integrate people and nature into her products. The local materials used to produce the shoes for Paila had never been utilised in shoe-making. Through substantial research, Sherpa was able to reconstruct the usage of the material in a new and innovative manner. The concept of utilising local resources is also implemented in the business of Pia Nepal. Further, Sylvain-Holmgren (Pia Nepal) strive to produce contemporary products using the established skillsets of the local artisans. In
addition, by giving the artisans new design ideas she hopes to preserve the ancient skillsets and increase its social value.

Dinadi, Unako and Local Women’s Handicrafts, implied the importance of creating a sustainable business model to generate social change. Which aligns with Thake and Zadek’s (1997; cited in Zahra et al., 2009) definition of social entrepreneurship that aims to generate sustainable solutions to facilitate change. The entrepreneur’s innovative business models according to the researchers contribute to empower the women, thus, resulting in generating social and financial independence. Furthermore, the researchers reasoning is that the trait innovation is essential for generating new ideas, which can foster societal change. Demonstrated by Sheikh (LWH) who strive to create social change locally through a sustainable business model, with the aim to encourage and inspire more entrepreneurs to implement an innovative social business model. Additionally, Sheikh’s ambition corresponds with Zahra et al. (2009) depiction of social entrepreneurs as contributors, through adopting a business model with innovative solutions to social issues. For Mainali (Shakti Milan), innovativeness is characterised by her social business model and also usage of recycled material. This further contributes to sustainability concerning the environmental aspect, and in addition, Mainali indicates the importance of innovativeness to reduce the prospect of future imitation, hence, to sustain a competitive advantage. Illustrated in the trait entrepreneurial mindset, several of the entrepreneurs describe themselves as creative and visionary, and therefore, perceive problems as opportunities to produce innovative solutions (Ghalwash et al., 2017).

5.2.2.3 Compassionate and humanitarian aspects
Ghalwash et al. (2017) emphasise the compassionate and humanitarian characteristics significant for the social entrepreneur to initiate a social venture. Consequently, all of the entrepreneurs display these traits and indicate the importance of the social focus in their businesses. As described in the motivation current social problems and challenges, the entrepreneurs identified current social issues which they strive to solve. The researchers observe the importance of this social motivation, which in combination with the compassionate and humanitarian traits encourage the social entrepreneurs to take action. Illustrated by Mainali (Shakti Milan), to eliminate social injustices, her compassionate character provokes a passion to create a change for the women. This trait aligns with Austin et al. (2006) perception of the social entrepreneur’s personality shaped by a high degree of compassion, and therefore, make them identify the cause for social injustice. Through the empirical findings, the researchers distinguish the prevalent ethical values in the social entrepreneur’s characters, especially compassion and empathy, which contribute to their perception of their ability to generate change. This further aligns with Sullivan Mort et al. (2003) depiction of the social entrepreneur as a highly virtue ethical character, in comparison to a commercial entrepreneur.

Common among all the respondents is their strive to facilitate societal change, although they target different needs of the communities. According to Ghalwash et al. (2017),
social entrepreneurs create sustainable change through empowering target communities. Creation of employment opportunities is prevalent in several of the social businesses, as a means to empower the marginalised communities. Further, this aligns with Zahra et al. (2009) definition that social entrepreneurs exploit opportunities to enhance social wealth. For instance, Dinadi, Unako, Shakti Milan and Local Women’s Handicrafts incorporate this initiative into their social missions. A significant aspect of compassion according to Sylvain-Holmgren (Pia Nepal) is the aspiration to enhance humanity, which she proposes can be accomplished by influencing people's mindsets of their own possibilities. The vision to cultivate self-value is shared among five of the six cases, and they emphasise the importance of self-value creation especially in the context of Nepal. This further demonstrates Sheikh’s (LWH) mindset of helping and believing in others will contribute to societal change.

5.2.2.4 Risk-taking (challenges embedded in cultural norms)
All respondents identify with the trait risk-taking, as previously mentioned in the Big Five entrepreneurial traits. However, their perception of risk-taking as well as the level of risk they have encountered differ, since half of the entrepreneurs come from various backgrounds. Ghalwash et al. (2017) imply that the social entrepreneurs specifically located in developing countries experience more risks, compared to for instance for-profit enterprises in developed countries. The risk-taking of a social entrepreneur is to a greater extent more related to cultural norms and challenges, and usually face additional uncertainties concerning political instability and economic difficulties (Ghalwash et al., 2017). Both founders of Dinadi expressed the high level of risk they had to take in order to move and start a business in a foreign country. Specifically, moving to a developing country like Nepal, which is classified as one of the least developed countries with an inefficient bureaucratic system and lacking infrastructure. Even for a local entrepreneur like Sherpa (Paila), the bureaucratic systems caused additional uncertainties and difficulties, which is in alignment with Ghalwash et al. (2017) understanding of risk-taking propensity of the social entrepreneur.

The founders of Dinadi and Bonneau (Unako) indicate the cultural aspects as important to take into consideration when starting a business in a foreign country. Bonneau (Unako) specify this by explaining that as a foreigner you need to respect the traditions and cultural norms of the country, thus reducing the additional uncertainties of a foreign country. As described by Ghalwash et al. (2017), social entrepreneurs in developing countries encounter more risks. Further on, four of the eight respondents are foreigners and observed by the researchers the level of risk they encountered is higher compared to initiating a social venture in their home countries. However, managing those risks include a substantial amount of patience according to Bonneau (Unako).

Both Mainali (Shakti Milan) and Sheikh (LWH) add that there are additional risks when working with women from vulnerable backgrounds. Specifically, Sheikh describes the risks she takes every day, being a businesswoman challenging the patriarchal social
structure. Mainali also mentioned the additional risks her organisation encounters due to implementing a revenue-based business model as a social venture. This corresponds with Ghalwash et al. (2017) interpretation that social entrepreneurs face additional economic difficulties. As previously mentioned, to create a sustainable social business model, the entrepreneur needs to incorporate both the social and business aspects equally. Therefore, the importance of generating equilibrium the researchers interpret that the social business model should be market-driven. Corresponding with Marshall (2010) who emphasise a market-based approach to address social or environmental challenges. Moreover, Ghalwash et al. (2017) complement that the success of social entrepreneurs is connected to their persistence to continue, and they need to have a high level of perseverance. Specially to overcome challenges related to bureaucracy and corruption, and other external adversities. As mentioned above, by both Bonneau (Unako) and Sylvain-Holmgren (Pia Nepal) explicitly describe the significance of perseverance.

5.3 Entrepreneurial Processes
The entrepreneurial process is often referred to after Sarasvathy’s (2001) causation or effectuation theory. According to Sarasvathy (2001), human reasoning is important for deciding on the entrepreneurial process. All of the entrepreneurs have similar ambitions where their mission was to address issues in the community. Therefore, their process of establishing their social venture corresponds with Sarasavathy’s (2001) theory of causation process. This process of causation is distinguished by a set goal, and through combining a set of different means the entrepreneur is able to achieve the specific ambition. As exhibited by Dinadi, their ambition was to create part-time job opportunities for women and, therefore, searched for different means to achieve this goal. Consequently, through their business model, they were able to create employment opportunities for marginalised women.

Three other cases (Unako, Shakti Milan and LWH) shared the ambition to address the social gender injustice in Nepal, through job and educational opportunities and building a platform for the women. In addition, Sapkota (Unako) emphasised the importance to create sustainable change should be by profit-making and not giving handouts. This conception of facilitating change was also demonstrated by Mainali (Shakti Milan), who accentuate the significance of a revenue-based model to create sustainable development. This aligns with Mair and Marti’s (2006) definition of social entrepreneurship as a combination of social and economic value creation. In addition, corresponds with the observations made by the researchers of the importance of creating a balance in social business.

The process of effectuation, in accordance with Sarasvathy (2001), is related to the set of means and resources attained by the entrepreneur and the potential effects that can be created with the specific set of means. According to the researchers, three of the six cases indicate an effectuation process, which relates to the entrepreneurs’ resource management. For instance, even though Pia Nepal, Paila and Shakti Milan had a specific
goal with the organisation, the product development process resembled the effectuation process. Exemplified by Sylvain-Holmgren (Pia Nepal) who aimed to help the local Nepali artisans and the effect was a new product through combining her design and their skillset.

5.3.1 Means and resources
Comparable to commercial entrepreneurship, social entrepreneurs combine unique resources in order to create social value (Morris et al., 2001; cited in Day and Jean-Denis, 2016). The aim of both Dinadi and Unako is to manage the resources to further implement a self-sustaining strategy, which is not dependent on the presence of the founders. To generate a sustainable social venture, proper resource management and strategies need to be implemented (Day and Jean-Denis, 2016). Dinadi, Unako and Local Women’s Handicrafts provide their employees with training in necessary skillsets since their mission is to create employment opportunities for specifically marginalised women. In addition, Mainali (Shakti Milan) had the ambition to utilise the sewing skills of the women she intended to support by creating employment opportunities. Within four of the six cases, the entrepreneurs made private financial investments to establish their social ventures. Additionally, Dinadi and Unako received investments through funding. Their ability to mobilise supporters who are willing to invest in their mission corresponds with Zahra et al. (2009) description of social entrepreneurs as contributors.

The researchers observe there is a connection between autonomy and social value creation where the private investments contribute for independence from other business stakeholders. Sapkota (Unako) describes the importance of teaching the women the value of ownership, which can be related to Sheikh’s (LWH) belief of transforming the economy to be more self-sustainable. This further corresponds with Day and Jean-Denis’ (2016) interpretation that the resource management of the social entrepreneur can accomplish sustainable development. Sheikh (LWH) received a private loan to start, however, she considers the value of giving back to the society, and today her organisation advocates contributing to the needs of the community.

Sylvain-Holmgren (Pia Nepal) differentiate herself from the other social entrepreneurs as her resource acquisition was to gather already skilful artisans, primarily through word of mouth. Another differentiating aspect is to form partnerships with the artisans, rather than perceiving them as employees. In accordance with Bloom and Smith (2010), the significance of building partnership can contribute to create value and acquire new resources, such as essential financial capital. In addition, Pearce and Doh (2005) support the portrayal that successful social business is shaped by building sustainable relationships. Corresponding with three of the six cases that emphasise this importance of building long-lasting partnerships. This will further be explained within social networks.
5.3.2 Social networks
Greve and Salaff (2003) emphasise the importance of social relations in the initiation process of a social venture, which relates to the perception of Ghalwash et al. (2017) that social networks can act as a driving force for initiation. As exemplified by Mainali (Shakti Milan) who was influenced by her husband to start a business with a mission to create social value. The entrepreneurial process according to Nielsen et al. (2012) is determined by the creation of a network by connecting to different stakeholders. Through their social networks, the entrepreneurs can gain access to various resources determining the entrepreneurial process (Greve and Salaff, 2003). Exhibited by Unako, which was founded by a partnership between two NGOs and their collective network contributed to acquiring resources necessary to start the social enterprise. Furthermore, this is evident for the process of Dinadi, where the previous business-related network provided with resources acquisition in terms of materials, skills and funding. The importance of social connections is accentuated by Sylvain-Holmgren (Pia Nepal), who describes her international network as her “bank of knowledge” for inspiration to utilise innovative ideas. In alignment with Nielsen et al. (2012) perception that the network can influence the entrepreneur’s realisation of new opportunities. Further on, the importance of foreign connection is also confirmed by Mainali (Shakti Milan).

Three of the six cases (Pia Nepal, Unako and LWH) indicate the important aspect of trust when forming relationships. As exemplified by Pearce and Doh (2005), and their perception of the importance of building collaborative partnerships. For instance, Sheikh (LWH) imply that honesty and trust are important components of strong relationships. She states that by being transparent and clarifying her mission to others, it supported her in establishing her network. One respondent, Sherpa (Paila), indicated the lack of network related to necessary resources, however, the support of family and friends encouraged her to initiate. Nevertheless, the researchers observe the conformity of close relations and a social network, as a social network in addition to assisting resource acquisition can also provide support. In accordance with Ghalwash et al. (2017), family members encourage entrepreneurs during different processes in their organisations. Observed by the researchers, all the respondents were supported by their network in different measures, either by encouragement or acquiring knowledge and resources.
6 Conclusion

The concluding chapter of the thesis includes answering the research questions, the implications and thereafter, a clarification of the limitations of this study. The researchers will finalise the study with recommendations for future research.

6.1 Answering research questions

Social entrepreneurship is still an evolving research phenomenon (Nielsen et al., 2012). This field of research within the topic of entrepreneurship is gaining a lot of attraction and of most interest is the individual entrepreneur (Martin and Osberg, 2007). Social entrepreneurs are commonly referred to as “agent of social change” (Austin, Stevenson and Wei-Skillern, 2006). Specifically, for social entrepreneurship, these individuals are interesting to study as their character differentiate them from commercial entrepreneurs, due to their ambitions to create societal change. The purpose of this minor field study is to examine social entrepreneurship, especially in a developing country. The researchers aim to identify the motivations and key characteristics of the social entrepreneur that encourage the initiation process of a social venture. Therefore, to achieve the purpose of this study, the objective is to answer the two research questions. The first research question concerns the social entrepreneur’s key characteristics and motivations for establishing a business with a social mission. The second question will investigate the entrepreneurial process of a social venture, more specifically its means and resources as well as its social networks. The following sections will present answers to these questions based on the analysis.

Research question 1: How do the key characteristics and motivations of the social entrepreneur encourage the initiation of a social venture?

The focus of the first research question is the individual level, where the social entrepreneur’s character is of interest. Specifically, these individual’s motivations and key characteristics that are significant for their decision to initiate a social venture. When interviewing the entrepreneurs, the researchers perceive the distinct ethical values commonly manifested by all of the respondents. In addition, these values are incorporated into their organisations due to the entrepreneur’s pervading ethical principles. This aligns with the trait compassionate and humanitarian aspects, which is defined by the entrepreneur’s drive to achieve social responsibility. The researchers imply that this characteristic is exhibited prominently in the entrepreneurs’ personalities. This characteristic of the compassionate aspect intertwines with the motivational drive of current social problems and challenges. Due to the entrepreneurs’ compassionate and humanitarian characters, they are more inclined to identify and find solutions to societal problems. Since the entrepreneurs all demonstrate this compassionate trait, they are able to identify the current social problems and, thus, also generate an innovative solution to address these issues.
Furthermore, the trait innovation resonates with these entrepreneurs and is indicated by their aspiration to do things differently, which results in new and innovative ideas. The social entrepreneur’s innovative character is facilitated by their entrepreneurial mindset. Therefore, to implement business activities from innovative ideas it is important that the entrepreneurs inhibit entrepreneurial skills. Moreover, the entrepreneurial mindset of the social entrepreneur is demonstrated by their ability to perceive opportunities within social challenges. In addition, entrepreneurial skills and knowledge are of significance to achieve a balance between the social and business aspects in a social venture. Especially in social business, social entrepreneurs must exhibit both traits to sustain the business. Risk is a continual part of the process and according to the entrepreneur’s perception merely a by-product. Initiating business activities in a developing country entail risk specifically embedded in the cultural norms, however, the researchers observe that the entrepreneurs do not perceive this as a risk rather as an encouragement to proceed. Therefore, the researchers recognise the trait risk-taking in all of the entrepreneurs.

In addition to examine the key characteristics of the social entrepreneur, their motivations are important to the initiation of a social venture. The motivation current social problems and challenges is acknowledged by the entrepreneur to be the fundamental motivation for a social business. The researchers interpret, in accordance with one of the respondents, “social comes before entrepreneurship”. As previously mentioned, this motivation in combination with their compassionate and entrepreneurial traits help them to identify opportunities within these challenges. Therefore, this should be the primary motivation for when initiating a social business. Furthermore, for social entrepreneurs, as mentioned prior, it is necessary to obtain a balance between the social and business aspects.

To generate ideas to solve social issues, the entrepreneur’s personal inspiration and previous personal experience are essential motivations. The personal experience often results in inspiration, however, the researchers observe that these motivations are interlinked. Inspiration is defined as exposure to different situations, which the researchers perceive is connected to personal experience. All of the entrepreneurs interviewed come from various backgrounds with different opportunities, hence, the differences in personal experience. However, personal experience according to the researchers is an important motivation, which contributes to the entrepreneur’s determination to initiate a social venture. Both inspiration and personal experience contribute to developing new ideas, which is generated from the knowledge and skills obtained from prior experience. To conclude, the researchers distinguish the significance of cross-cultural experiences for the initiation of a social venture. Through the knowledge and skills, the entrepreneurs obtain by experiencing various cultures, it helps them to identify innovative solutions to address societal problems.

*Research question 2: How is the entrepreneurial process in social entrepreneurship shaped by the resources and network of the entrepreneur?*
The aim of the second research question is to gain an understanding of the entrepreneurial process and the factors influencing this process. In the entrepreneurial process, human reasoning is important for the decision-making process. In this study, the researchers were able to observe that the social entrepreneurial process does not need to be distinct as either causation or effectuation but can act correlative. Furthermore, the social entrepreneurial process indicates that effectuation process primarily relates to resource management, while the causation process concerns the organisation’s mission and goals. When initiating the social venture, social entrepreneurs according to the findings, demonstrate a causation process to address the social challenges. However, to identify solutions to these problems, the entrepreneurial process is more aligned with the effectuation process.

In addition, the social network of the entrepreneur is significant for the establishment of a social business. The social businesses interviewed all strive to achieve social value creation, and several mentioned the importance of being independent and not reliant on others. Therefore, through private investments and some funding, the entrepreneurs were able to initiate their social ventures. Common among the entrepreneurs is the ambition to create a self-sustainable organisation, which can be attained by distinct resource management and strategies. For instance, by teaching the necessary skillsets to their employees, and additionally it contributes to generate employment opportunities. Resource management is also important when facilitating a sustainable development. To generate sustainable environmental development, the entrepreneur’s advocate the usage of local resources, hence, also supports the concept of self-sustainability.

As indicated by many of the respondents, building sustainable relationships supports the creation of a successful social business. The entrepreneurs can obtain various resources through their social networks, and thus, influence the entrepreneurial process. Therefore, the researchers observe the importance of social networks in the initiation phase of establishing a social business, specifically to acquire necessary resources and knowledge. As illustrated by the cases, the entrepreneurs’ networks can foster the recognition of new opportunities. The network can act as an inspiration source for innovative ideas, especially an international network can contribute with diverse knowledge and skills. A strong network is built on collaborative relationships, and therefore, the researchers emphasise the importance of trust in relationships. In addition, the entrepreneurs highlight honesty and transparency as essential aspects of building sustainable relationships. Transparency is further significant for generating sustainable development, and thus, facilitating an open and honest supply-chain within a social business.

6.2 Theoretical implications
This study contributes to the evolving field of social entrepreneurship through different aspects. Social entrepreneurship is an emerging phenomenon, and the subject as a research field has mostly been examined through the conceptual angle, therefore, there is a lack of empirical studies contributing to the literature. By conducting the study especially in a developing country context, such as Nepal, the empirical findings will help
to broaden the understanding of social entrepreneurship internationally. Furthermore, emphasising the importance to gain an understanding of social entrepreneurship in various contexts, hence, contribute to a broader and more generalisable depiction. Thus, indicate the significance of the empirical findings that the study will contribute to the field of research. Due to the rapid nature of the business environment, the empirical findings will also provide with updated and relevant data. In addition, research about the social entrepreneur as an individual, particularly related to the entrepreneurial traits, is still undeveloped, and therefore, this study contributes to expanding this subject within social entrepreneurship. Specifically, by recognising the overlap that exists between the SEO dimensions and the social entrepreneurial traits. Moreover, contributing to this emerging field, the researcher’s ambition is to contribute with a new perspective further complementing the existing literature of the SEO dimensions.

Through the analysis and conclusion of this study, the researchers have revised the conceptual framework as demonstrated below. After conducting the interviews and analysing the findings the researchers observed that some factors of the conceptual framework are more prominent and interconnected. Within the motivations of the social entrepreneur, the primary driving force is the current social problems and challenges, which is exhibited by the darker green framing. According to the researchers, social issues become the driving force for the social entrepreneur, hence, indicates the importance of this motivation. In addition, according to the findings, it indicates that the motivations personal inspiration and previous personal experience are interrelated, hence, demonstrated by combining the motivations in one box. The preeminent characteristics of the social entrepreneur were identified as compassionate and humanitarian aspect as well as the entrepreneurial mindset, which is also exhibited by the darker green framing. The researchers interpret these traits to be complementary for sustaining a social business, and thus, demonstrate the importance of creating a balance between the social and business aspects. Furthermore, the researchers perceive that the characteristic of innovation is facilitated by the entrepreneurial mindset of the social entrepreneur, which is exhibited by the purple arrow. Within the entrepreneurial process, the researchers indicate that the social network may contribute to resource acquisition and management, thus influence the means and resources of the organisation. The purple arrow demonstrates that the social network supports the means and resources within the entrepreneurial process.
6.3 Practical implications
Through this study, the researchers have examined the individual behind the initiation of a social venture. The social business model indicates that a balance between social and business aspects is essential to achieve a sustainable social venture. Therefore, this study can act as an illustration and role model for other entrepreneurs to aspire towards incorporating a social mission into their organisations. By demonstrating the entrepreneurial process of the six cases it may support other entrepreneurs to implement their innovative ideas into social business activities. Thus, this study and its contribution could be a motivation and inspiration for entrepreneurs. Social entrepreneurship can act as a catalyst for tackling the social issues of the society. By generating social value-creation, social entrepreneurs further contribute to sustainable development. Moreover, through employment opportunities and providing the necessary skillsets, social ventures help to instil independence. This results in more sustainable development, thus, subsidise to the societal progress and manage social issues in a more efficient way.

6.4 Policy implications
With the societal considerations of this study, the researchers hope to raise awareness of social entrepreneurs and their organisations, and how they can contribute to sustainable development in alignment with the UN’s Agenda 2030. Thus, also contributing to advocating that social business is a way to facilitate change, and that entrepreneurial activity can support a more sustainable and long-term societal progress. Therefore, it could encourage governments and institutions to promote and support entrepreneurial enterprises with innovative solutions to societal issues and challenges. Consequently, this
could result in facilitating incubators in especially developing countries and increase the importance of favourable business environments which support social initiatives. Furthermore, this could also generate more networks with social entrepreneurs that can act as a support system and increase knowledge-sharing, and thus, generate more innovative ideas.

6.5 Limitations
During the process of this study, the researchers have identified some restrictions that could affect the quality of the findings. One aspect that may oppose a hindrance to the generalisability of the results is the number of cases, thus, to be able to generalise the findings to other social entrepreneurs. Due to the qualitative research method of this study, the number of respondents is not as significant, however, the research emphasises a more comprehensive understanding of the findings.

In addition, due to the country-specific approach in this study, this further contributes to reducing the generalisability of this study’s results. Although the researchers have addressed a country-specific approach in the delimitations, it also imposes as a limitation to generalisability. Specifically, when the findings of this study are set in the context of a developing country. For instance, the societal structures and challenges may differ depending on the country, and therefore, the findings of this study may not supplement a social venture initiation process in another context.

6.6 Future research
This study has implemented a qualitative method approach where the researchers have conducted interviews to collect the empirical data. For further research, to broaden the number of respondents, a quantitative approach may be more complementary to enhance the generalisability. Thus, may increase the ability to generalise the findings and identify more significance between different factors, such as correlative or causal relations. A second study approach could be a longitude study where the research would over a longer period of time study a social business and implement a more in-depth study technique. Further on, through studying a company more profound, the research can contribute to a comprehensive depiction of the social venture process. For instance, measure the social impact or distinguish whether social businesses implement any specific strategies.

Furthermore, this thesis focus on the social entrepreneur and their key characteristics and motivations, rather than the social impact of social ventures. Of interest for future research could be the social value creation of social ventures and how they influence the individual employees as well as the organisation’s impact on society. Therefore, a single-case study could be implemented to collect more in-depth empirical data to further analyse the social impact of the social venture. Throughout this study, a prominent factor within the social entrepreneurial process is the importance of social networks. Thus, a recommendation for future research would be to investigate the effect of the social network. Of interest would
also be to examine whether the social networks differ depending on cultural aspects. Further contemplating the importance of social networks and how they contribute to the social venture initiation.
7 References


Appendices

Appendix A – Social entrepreneurship motivations

<table>
<thead>
<tr>
<th>Social Entrepreneurship Motivations</th>
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<tbody>
<tr>
<td>Taking the initiative to start</td>
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<tr>
<td>Having the persistence to continue</td>
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</tbody>
</table>

Current Social Problems and Challenges
- Desire to solve unmet social needs
- Desire to change society, leading them to identify opportunities and find innovative solutions

Inspiration
- Exposure to different situations and experiences that inspire new ideas and vision
- Trip abroad or inherited religious beliefs can be a source of inspirations

Previous Personal Experience
- Personal experiences of social entrepreneurs drive them to start social projects
- Different experiences incite entrepreneurs’ ambitions to seek welfare and happiness for others.

Social Networks
- Social networks provide reinforcement in guiding human behavior
- Social entrepreneurs receive encouragement, support and drive strength
- Social networks provide emotional, rational and physical support to social entrepreneurs
- Social networks help entrepreneurs to get access to finance
- Social networks give skills and know-how for organizations to thrive

(Ghalwash, Tolba and Ismail, 2017)

Appendix B – Social entrepreneurship characteristics

<table>
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<th>Social Entrepreneurs Characteristics</th>
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<tr>
<td>Taking the initiative to start</td>
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<td>Having the persistence to continue</td>
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</table>

Entrepreneurial Mind-set
- Previous work experience
- Knowledge, skills, and know-how

Innovation
- Create new products/services, delivery processes, and business models

Compassionate and Humanitarian Aspects
- Driven by compassion and social responsibility
- Empathetic and understanding of gain rewards from benefiting others

Risk-Taking
- Challenges embedded in cultural norms
- Face additional uncertainties and risks
- Face political instability and economic difficulties

Perseverance
- The ability to overcome adversity such as bureaucracy, corruption, and absence of government support
- Overcome the absence of legal structure, financial support, culture, innovation, and other external challenges and barriers

(Ghalwash, Tolba and Ismail, 2017)
### Appendix C – Summary table of interviews

#### Table 4: Summary table of interviews

<table>
<thead>
<tr>
<th>Company</th>
<th>Entrepreneur</th>
<th>Title</th>
<th>Date</th>
<th>Duration</th>
<th>Type of interview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dinadi</td>
<td>Mirjam Thiessen</td>
<td>HR manager and designer</td>
<td>04/04/2019</td>
<td>1:47h</td>
<td>Face-to-face</td>
</tr>
<tr>
<td>Dinadi</td>
<td>Preston Thiessen</td>
<td>Director</td>
<td>17/04/2019</td>
<td>1:09h</td>
<td>Face-to-face</td>
</tr>
<tr>
<td>Unako</td>
<td>Michelle Bonneau</td>
<td>Co-founder (retired)</td>
<td>05/04/2019</td>
<td>1:50h</td>
<td>Facetime call</td>
</tr>
<tr>
<td>Unako</td>
<td>Dinesh Raj Sapkota</td>
<td>Director of Creating Possibilities</td>
<td>10/04/2019</td>
<td>1:40h</td>
<td>Face-to-face</td>
</tr>
<tr>
<td>Pia Nepal</td>
<td>Marie Ange Sylvain-Holmgren</td>
<td>Founder and manager</td>
<td>11/04/2019</td>
<td>1:44h</td>
<td>Face-to-face</td>
</tr>
<tr>
<td>Shakti Milan</td>
<td>Prakriti Mainali</td>
<td>Co-founder and manager</td>
<td>13/04/2019</td>
<td>55 min</td>
<td>Face-to-face</td>
</tr>
<tr>
<td>Paila</td>
<td>Mingma Diki Sherpa</td>
<td>Founder and manager</td>
<td>16/04/2019</td>
<td>1:06h</td>
<td>Face-to-face</td>
</tr>
<tr>
<td>Local Women’s Handicrafts</td>
<td>Nasreen Sheikh</td>
<td>Founder and manager</td>
<td>24/04/2019</td>
<td>1:16h</td>
<td>Facebook call</td>
</tr>
</tbody>
</table>
Appendix D – Interview guide

**Background**
1) Could you do a brief presentation of yourself  
   a) We would like to know who you are, your position and when you established the company?
2) Can you describe the company and its mission?  
   a) How many employees?  
   b) Where is the company active? Do you have business operations in other countries?
3) Where there any specific reason for establishing your enterprise in Nepal?
4) Do you wish to be anonymous?

**Entrepreneurship - Traits, EO, IE**
5) How do you define entrepreneurship?
6) Have you always wanted to become an entrepreneur, or was it a coincidence that you started a business?
7) What specific characteristics would you appoint yourself as an entrepreneur?  
   a) Big Five – risk-taking, need for achievement, need for autonomy, self-efficacy and locus of control
8) Within the organisation do you engage in any business activities that is forward-thinking?
9) What triggered your organisation to initiate international business operations?

**Social Entrepreneurship**
10) How do you define social entrepreneurship?

**Motivations**
11) When did the idea of founding a social venture start? Did previous experience affect the initiation of the company?
   
   *Social entrepreneur and its motivations*
   
   a) Current social problems and challenges (desire to solve social unmet needs)
   b) Inspiration (exposure to different situations and experiences)
   c) Personal experience (ambition to seek welfare and happiness for others)
12) Would you like to add any more driving forces?
13) What motivated you the most to establish a social organisation?

**Characteristics**
14) What specific traits encouraged you to initiate the social venture?  
   
   *Social entrepreneur and its characteristics*
   
   a) Entrepreneurial mindset (previous work experience, knowledge and skills)
   b) Innovation (create new products, services and business models)
   c) Compassionate and humanitarian aspects (driven by compassion and social responsibility)
d) Risk-taking (challenges embedded in cultural norms and facing additional uncertainties and risk)

15) Do you identify with any of these specific traits, and how would you rate them?
16) Would you like to add any more traits to the list?

**Entrepreneurial processes – Means and resources, social networks**

17) How did the initiating process look like? How did you attain the necessary resources, like human resources, financial capital and physical resources?
18) Did your personal network contribute to the starting process of your organisation?
   a) What individuals, companies/organizations or institutions have had a key role when you established your social venture?
   b) How have you developed your key business relationships?
19) At the initiation process of your organisation, did you have a specific goal in mind, or did you identify potential resources to create a social venture?

**Concluding questions**

20) Have you encountered any obstacles or challenges specific to the social objective of the organisation?
21) Is there anything you would like to mention concerning the topic, that we haven’t touched about?
22) What are the future goals for your organisation? Any personal ambitions regarding the company?