Thesis submitted in partial fulfilment of the requirements for the degree of Doctor of Philosophy in Management Studies

BROKERAGE AS AN INSTITUTIONAL STRATEGY IN FRAGMENTED FIELDS: THE CRAFTING OF SOCIAL ENTREPRENEURSHIP



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Abstract

Although the scholarship on organizational fields has prevalently focused on emerging, mature and disrupted fields, some social arenas cannot be classified in any of these categories. One such field is that of social entrepreneurship. Despite its progressive establishment and the development of shared norms, understandings, regulations and values governing all of its players, this field still presents unclear boundaries, multiple conceptions, and a high ambiguity in terms of legitimate roles, practices and organizational forms. How can this be the case? The work of some scholars shows that meso-level factors are required to explain the peculiarity of this field. This study builds on their findings and uses the social entrepreneurship field in England as setting to explore how institutional agents can favor the creation of a fragmented field and successfully operate in it. Influencing a fragmented field requires both the creation and the maintenance of a coalition of key stakeholders supporting the enactment of the desired institutional architecture over time. Therefore, this research explores what organizations do to maintain the support of multiple stakeholders in competitive settings and to use the advantages that this creates for sustaining the co-existence of their desired field's conception and institutional architecture with competing ones. Given the advantages that brokers have in such settings and in pursuing such a strategy, this work makes use of the well-developed literature on brokerage strategies, which focuses on *tertius gaudens* and *tertius iungens* strategic orientations, and connects it with that on institutional agency. By using as case studies four brokering agencies active in the social entrepreneurship field in England, this study discovers that combinations of *gaudens* and *iungens* strategic orientations, when used by institutional agents, can help them create and sustain over time their sub-field in face of competition. Furthermore, it explores how the co-existence of multiple organizations adopting complementary brokerage strategies as institutional ones, can lead to the creation of a permanently fragmented field. Together, these findings contribute to develop the literature on brokerage, on institutional agency — especially in relation to fragmented fields —, and that on social entrepreneurship.

Keywords: fragmented fields; institutional strategy; brokerage; tertius gaudens; tertius iungens; social entrepreneurship

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1. INTRODUCTION

1.1 Motivation of the thesis: an empirical puzzle

Three years ago I attended a conference on social entrepreneurship. Both the ways in which its participants described this phenomenon and the typology of participants did not match at all with the idea of social entrepreneurship that I had in my mind, and that I had formed through my previous interactions with the field. How was this possible? Social entrepreneurship has existed for around twenty years at this point: there are plenty of courses in this area in many universities, there are laws and regulations governing the activities and forms of the organizations involved in it, there is a growing literature on the topic, and there is a general recognition of the importance of this field as a cure for market-, public- and third-sector failures. How could all this exist if no one agreed on its fundamental tenets?

Puzzled by this observation, I started to dig deeper into the existing social entrepreneurship literature and found that its persistent ambiguity, even in the face of several examples of institutionalization, was overtly recognized, often complained about yet still not fully explained. I also realized that social entrepreneurship could represent an example of an organizational field still not analysed in depth by institutional theory. It was a field that presented neither the contestation and dynamism typical of emerging or disrupted fields nor the isomorphic pressures and shared meanings that characterize many mature fields. Moreover, it presented very different configurations in different parts of the world. This consideration made me realize that studying social entrepreneurship and applying it as research setting could not only help to solve my initial puzzle, but could also represent a contribution for institutional theory.

1.2 The research topic and its relevance

The literature on organizational fields has predominantly discussed either contestation and institutional agency in emerging or disrupted fields, or the presence of isomorphic pressures in mature ones (Anand & Watson, 2004; Battilana, Leca, & Boxenbaum, 2009; Di Maggio & Powell, 1983; Fligstein & McAdam, 2012; Lawrence & Suddaby, 2006). Yet contestation and change may be frequent even in mature fields (Meyer, Gaba, & Colwell, 2005; Powell, Oberg, Korff, Oelberger, & Kloos, 2017), and, as shown by the example of social entrepreneurship, some fields might actually settle with a multi-focal equilibrium or, as defined in this work, with the co-existence of multiple sub-fields, only partially governed by the same institutions (Hoffman, 2001). Given the relatively low attention posed to these types of fields so far, their formation, settlement and internal dynamics are still a "black box". Likewise, the consequences for players involved in such settings are largely unexplored. This thesis aims to start unpicking some of these topics by looking at a fragmented field, i.e. a field characterized by multiple sub-fields. On the one hand, the goal is to understand how players can successfully establish and sustain a set of institutions in a fragmented field, given the presence in it of different versions of the same institution across different sub-fields. On the other hand, the goal is to start exploring how the very efforts of different institutional agents can provide the field with a perennially fragmented nature.

According to Fligstein & McAdam (2011) and Garud (2008), affecting institutional settings that are characterised by competition, such as fragmented fields, requires the mobilization of coalitions, i.e. networks, able to support the desired institutional arrangement for a prolonged period of time. Several studies have already explored the role of networks in shaping fields and institutions (Beckert, 2010; Galaskiewicz, 1991; Lawrence, Hardy, & Phillips, 2002; Owen-Smith & Powell, 2008; Powell, White, Koput, & Owen-Smith, 2005). In particular, in the last decade, many authors have paid

attention to the role of brokers and network mobilizers in establishing new institutions and accelerating ongoing change, by bringing together and obtaining the support of heterogeneous stakeholders (Brown, de Jong, & Lessidrenska, 2009; Obstfeld, Borgatti, & Davis, 2014; Ritvala & Salmi, 2010; Sgourev, 2015; Van Bockhaven, Matthyssens, & Vandenbempt, 2015; Wijen & Ansari, 2007). However, in all these cases, the attention was on coalitions and institutional agency that required functioning only for a (relatively) limited period of time, i.e. as long as a new field or institution was established or a change institutionalized. Although it is likely that the mobilization of multiple stakeholders was maintained even after the initial period of disruption, contestation or innovation, not much is known about "what happened next".

Brokers have some characteristics, such as social skill and a position at the cross-road of multiple social worlds (Collins-Dogrul, 2012; Fligstein, 2001; Kirkels & Duysters, 2010), that put them in advantageous position to act as institutional agents. Indeed, these characteristics allow them to appeal to players in different sectors and with different backgrounds, and to foster their collaboration for a common project, such as the emergence or maintenance of fields and institutions (Brown et al., 2009; Di Maggio, 1991; Ritvala & Salmi, 2010). In particular within fragmented fields, brokering might be a necessity, given the need to keep together a coordinated coalition of stakeholders and to make it support its desired institutions for a prolonged period of time. However, neither the literature on institutional agency nor that on brokerage analyzed in detail how brokers can actually leverage their peculiar traits to sustain the institutions and sub-fields that they established over time, in the presence of competition.

The literature on institutional agency adopted a brokerage lens, although not explicitly using this terminology, prevalently to understand how brokers can favour the emergence and change of institutions and fields (Brown et al., 2009; Di Maggio, 1991; Maguire, Hardy, & Lawrence, 2004; Ritvala & Salmi, 2010). Meanwhile, the literature on brokerage has only explored situations in which the broker generated unintended or

uncontrolled consequences in a field (Clement, Shipilov, & Galunic, 2017; Sgourev, 2015; Vernet, 2012). This is problematic because, in most cases, it is possible to assume that brokers will want to sustain the environmental conditions, such as institutions, that favor them and their networks. This might require a specific approach, probably differing from the one generating field-level consequences in the first place (Garud, Jain, & Kumaraswamy, 2002; Lawrence & Suddaby, 2006; Mena & Suddaby, 2016). Furthermore, in environments like fragmented fields, sustaining institutions might be tougher than generating them, given the presence of established competition. Therefore, it would be helpful to explore how brokers can make the most of their intrinsic advantages to succeed in this endeavour.

Working at the intersection of brokerage and institutional theory is important for many different reasons. Firstly, it can enhance the understanding of how brokerage can be used as an institutional strategy, not only to establish institutions and fields, but also to sustain them. This would be important to strengthen the theorization of what broker-related characteristics can accomplish beyond the network boundaries and the understanding of how to address the issue of sustaining institutions in the presence of competition, as is the case for fragmented fields. Secondly, given the low attention of institutional theorists for fragmented fields and the fact that the fragmentation of the social entrepreneurship field in England was partially attributed to meso-level factors, this work can contribute to explore the connection between institutional agency, in this case in the form of brokerage, and the development of fragmented fields. In general, due to the fast technological advancement, to the rise of transnational and hybrid fields and to the pressure of creating cross-sector collaborations to solve intractable problems (Ansari, Wijen, & Gray, 2013; Bryson, Crosby, & Middleton Stone, 2006; Powell et al., 2017), it is likely that the need to manage and sustain heterogeneous coalitions in complex settings will increase. Therefore, researching how this can be done, by looking at a fragmented field where organizations were successful in doing so is timely and relevant.

1.3 Research questions: approach and contribution

Given that the ways in which brokerage can be used to sustain institutions in a fragmented field have remained largely unexplored, and that this gap might be relevant to explain how institutional agency can take place in and affect fragmented fields, the first research question of this thesis is:

RQ1: *How can brokerage strategies be used as institutional ones?*

The assumption here is that, if multiple organizations successfully engage in brokerage as institutional strategy (either in the same of in different ways), and if they do so for establishing and sustaining a different set of institutions for the field, this might contribute to the presence of multiple sub-fields. However, given this starting condition (multiple institutional agents successfully mobilizing coalitions of stakeholders), several studies show that this would still result in the prevailing of a coalition guided by a particularly skilled or well-placed institutional entrepreneur (Di Maggio, 1991; Greenwood, Suddaby, & Hinings, 2002; Padgett & Ansell, 1993; Wijen & Ansari, 2007), or in a progressive phenomenon of "competitive convergence" (Ansari et al., 2013; Jarzabkowski, Matthiesen, & Van de Ven, 2009; Zietsma & McKnight, 2009; Zilber, 2007), leading all field participants to a shared understanding. Investigating why this might not be the case requires the exploration of why no broker was successful enough to shape the entire field or why the social skills of multiple brokers did not led to a cross-coalitions compromise. Therefore, the second research question is:

RQ2: *How does the presence of multiple brokers engaging in institutional strategies contribute to the formation and permanence of a fragmented field?*

To answer these research questions the study analyses the social entrepreneurship field in England and the brokerage strategies of four organizations that have played a prominent role in shaping its development. Each of these organizations had, from its foundation, the explicit aim of building a field of practice around the concept of social entrepreneurship, by developing its institutions, support infrastructure and shared meanings, for example through the engagement of stakeholders such as academics, businesses or the government and through the production of related information and research. Given the exploratory nature of this study, data was collected and analysed through qualitative methods of research. The simultaneous exploration of the history and current features of the social entrepreneurship field in England, and of the brokerage strategies of four organizations that were instrumental in its development, makes this study contribute in multiple ways to the literatures on which it is based.

This dissertation shows that the usage of brokerage strategies as institutional ones is likely to require a combination of *gaudens* and *iungens* strategic orientations. Indeed, a *gaudens* strategic orientation is important to maintain the control of the coalition of key stakeholders, while the *iungens* one provides network-level benefits, which empower members to sustain the institutional strategy of the brokering agency and its positive reputation in the field. This said, the activities through which the overall brokerage strategy is performed might vary, especially with regard to the *gaudens* strategic orientation. In the four case studies, this lead to two different brokerage/institutional strategies: a “closed network” strategy and an “open network” strategy.

Finally, by combining the findings on brokerage strategies and how they are used as institutional strategies with the historical development of the social entrepreneurship field in England, this work postulates that the presence of multiple institutional agents using brokerage as an institutional strategy can make a field fragmented if macro-factors create the right premises for this to happen, and if one or more of four conditions arise. The first is the obtainment for each existing sub-field of enough

resources and legitimacy to survive. The second is the creation of sub-fields either too isolated and cohesive to accept compromises or too open to ambiguity to enable the open antithesis, and thus synthesis, of different views. The third is the creation of only superficial collaborations among institutional agents that favour the creation of some institutions valid for the entire field, while allowing each sub-field to keep developing according to its specific set of institutions. The fourth is the development of narratives from the side of most of the institutional agents involved, praising the existence of fragmentation.

1.4 The structure of this thesis

The remainder of this thesis is structured in seven different chapters. Chapter 2 describes and critiques the four core literatures informing this study: those on organizational fields, social entrepreneurship, institutional agency and brokerage. Commencing with an overview on the existing knowledge on organizational fields, it then uses the literature on social entrepreneurship to provide an example of a fragmented field. Secondly, it summarizes the three main concepts through which scholars have analyzed institutional agency and explains why, in order to understand this phenomenon in fragmented fields, the concept of "institutional strategy" is more appropriate than those currently employed. Starting from the consideration that impacting fragmented fields requires the sustained mobilization of multiple stakeholders, the last section of the chapter explores the brokerage literature, focusing in particular on the two brokerage strategic orientations of *tertius gaudens* and *tertius iungens*. The synthesis of these four literatures and the opportunity to develop them through their combination leads to the explanation of the research questions and to an understanding of their relevance. Chapters 3 and 4 describe the chosen setting for

answering these questions and the methodology employed to collect and analyze the data.

Chapters 5-7 discuss the findings of this study. Chapter 5 explores the brokerage strategies that can be employed by organizations who are interested in sustaining institutions in the field where they operate. It shows that *tertius gaudens* and *tertius iungens* strategic orientations are present in all the case studies, but that their combination varies and leads to two different strategies, a "closed network" one and an "open network" one. Chapter 6 builds on the findings of Chapter 5 and illustrates how the two brokerage strategies can be used as institutional strategies. These two chapters, cumulatively, answer the first research question and set the scene for the last empirical chapter.

Chapter 7 takes stock of the brokerage/institutional strategies observed and drives the focus of the study back to a macro-level. By combining the information gathered about the historical development of the social entrepreneurship field in England (presented in Chapter 3) with the data on the four case studies, it traces the impact that these have had on the field. Specifically, it answers the second research question by analyzing how their co-existence and the complementarity of their approaches have favored the settlement of social entrepreneurship as a fragmented field in England.

Finally, Chapter 8 combines the findings and discussions of the three empirical chapters and summarizes the ways in which they contribute to the literatures of reference and, in particular, to an enhanced understanding of brokerage as institutional agency in fragmented fields. This chapter concludes with a section discussing some limitations of this work and the avenues they open for future research.

2. THEORETICAL BACKGROUND

2.1 Introduction

This chapter sets out to review the literature relating to this project. It starts with an overview of the concept of organizational fields and then explains why social entrepreneurship is considered as a fragmented organizational field. This first section argues why it is relevant to study fragmented fields and why using social entrepreneurship as an example might create interesting insights, which may also be relevant for other social settings sharing similar characteristics. To date, the literature published within the field of sociology has focused predominantly on emerging or mature fields. The former have been described as in flux, contested, and as fertile ground for actors wishing to shape them through new and existing institutions. The latter have been generally portrayed as stable, characterised by a core set of institutions and power dynamics, and keeping contradictions latent or at the periphery of the field. These two polar categorisations do not always describe effectively fields that mature and stabilize, but for which multiple competing visions remain. This is in spite of the fact that this situation is becoming increasingly commonplace in a dynamic world, where many new fields incorporate very heterogeneous stakeholders and institutional logics. One such case is the social entrepreneurship field, where business-, public- and third-sector institutional logics need to coexist and where participants come from all the traditional sectors as well as from new ones, such as social investment or venture philanthropy. Emphasizing the characteristics and complexity of fields, such as that of social entrepreneurship, is helpful to refine our current understanding of fields' fragmentation and of the specificities of institutional agency in such settings.

Following this first section on fragmented fields, the chapter presents a critique of current research on institutional entrepreneurship and institutional work. These two

concepts have been the most popular ones to describe instances where agency (individual, organizational or collective) affects fields and institutions. Together, they have been crucial in advancing knowledge on the determinants of agency in emerging, mature and disrupted fields, in understanding possible ways of influencing institutions, and in capturing both intentional and unintentional consequences of actors' strategies and practices on the field in which they operate. Despite their strengths, however, none of them appears suitable to describe agency in fragmented fields, where no single institutional entrepreneur is able to prevail as the field matures, and where multiple actors remain active in keeping their own field-level vision alive. For this reason, the last part of the second section explains why the project wishes to resume and adopt the concept of institutional strategy and how this concept is intended in this work.

Affecting entire fields over a prolonged period of time, when these are characterised by heterogeneous stakeholders, is likely to require considerations of network mobilization and, thus, brokerage. Therefore, the next part of the chapter introduces what is already known about the connection between brokerage and field- or institution-building and describes in greater detail the current understanding of brokerage strategies and of their effects beyond the boundaries of the network. The concluding remarks provide a summary of the current knowledge gap in the literature and introduce the research questions driving this doctoral project.

2.2 The curious case of fragmented fields

The concept of organisational field first appeared in the work of Emery & Trist (1965) and of Laumann, Galaskiewicz & Marsden (1978), but became more fully researched only in the 1980s, after Di Maggio & Powell's seminal work (1983) on organizational fields as sources of isomorphism. According to their paper, an organisational field is a

combination of connected and structurally equivalent parties — such as producers of similar products, suppliers, customers and regulatory agencies —, who are reciprocally aware of their existence and interest in the field (Di Maggio & Powell, 1983). Connectedness refers to the presence of exchanges and interaction between the parties (Laumann et al., 1978), while structural equivalence implies a reciprocal attention among actors because they play similar roles in networks and fields (Kilduff & Tsai, 2003).

Subsequently, the concept of organizational field has been re-used, refined and enhanced by several papers and has come to identify a group of individuals and organisations that interact frequently among each other and share a governing system and a set of institutions (e.g. rules, norms, understandings and practices) (Dorado, 2005; McInerney, 2008; A. D. Meyer, Gaba, & Colwell, 2005; Scott, 1994). Starting from the definition of Di Maggio & Powell (1983), and incorporating the additions of later works, organizational fields are defined in this study as constellations of relevant actors that frequently interact with one another and whose interaction is governed by a set of institutions. The concept of relevant actors involves individuals and organizations operating in a field, supporting its structure, or aware of (and interested in) its existence. Institutions are conceived as a set of interconnected standards and taken-for-granted rules and behaviours that reduce environmental uncertainty and influence actors' practices and interactions (Greenwood, Oliver, Sahlin, & Suddaby, 2008; Munir & Phillips, 2005; Weber & Glynn, 2006). At the field level, they comprise regulations, norms, standards, societal-level institutional logics, culture and field-governing mechanisms such as membership rules, roles, shared knowledge, meanings, values and legitimate practices.

Organizational fields (henceforth called fields) emerge when several conditions apply (Anand & Peterson, 2000; Anand & Watson, 2004; Di Maggio & Powell, 1983; Ferguson, 1998; Hardy & Maguire, 2010; Hoffman, 1999; Woolthuis, Hooimeijer,

Bossink, Mulder, & Brouwer, 2013). Firstly, there is an increased interaction among players combined with their realization of their reciprocal participation and relatedness in the same cultural and organizational arena. Secondly, actors and sites are dedicated to support the functioning of the field through the production of joint outputs and the enactment of shared institutions. Thirdly, there is the creation of formal authorities, rules and governing coalitions that determine legitimate courses of action. Fourthly, actors produce information on the field that generates shared cognitions. In this way, multiple actors are aggregated around a common purpose, vision or activity.

Early studies on fields prevalently focused on how existing institutions in mature fields push organisations towards conformity and mimicry to acquire the necessary resources and legitimacy to survive (Aldrich & Marsden, 1988; Greenwood & Hinings, 1996; J. W. Meyer & Rowan, 1977). As a consequence, scholars initially described fields as generally stable, characterized by taken-for-granted norms and rules of interaction and by organizations bounded in their actions by institutional isomorphism (Fligstein, 1991; Jepperson, 1991; Leblebici, Salancik, Copay, & King, 1991). In this sense, fields are arenas of convergence and similarity rather than competition and conflict (Anand & Jones, 2008; Battilana, Leca, & Boxenbaum, 2009). The only form of change is an exogenous or endogenous disruptive event, which makes players aware of the ineffectiveness of the existing institutional arrangement and prompts some of them into action to change it (Fligstein & Mara-Drita, 1996; Greenwood & Suddaby, 2006; Scott, 1995).

Criticism about this excessive attention to homogeneity emerged amongst institutional theorists in the 1990s (Greenwood & Suddaby, 2006; Hoffman, 1999; Wooten & Hoffman, 2008), thanks to four papers published between 1988 and 1991, which highlighted new features of fields and of the players present in them. The first feature is the existence of field-level players who, by virtue of their embeddedness in multiple fields or their interest in changing their environment to better suit their characteristics

and goals, try to create new institutions that would affect the behaviours of other organizations (Di Maggio, 1988; Galaskiewicz, 1991). The second feature is the presence of field-level players, who become aware of the incompatibility between isomorphic pressures and their own organizational culture or productivity, and respond to this incompatibility in ways that eventually alter the field in which they operate (Fligstein, 1991; Oliver, 1991). The third feature is the existence of multiple, sometimes contrasting institutional logics, i.e. "sets of material practices and symbolic constructions" (Friedland & Alford, 1991, p. 248), at the societal level, providing individuals and organizations with tools to introduce change in any given field through the enactment of a logic pertaining to another realm (Clemens, 1993; Friedland & Alford, 1991; Hargrave & Van de Ven, 2006).

Ever since, the work of several authors has analyzed field-level mechanisms of change and instability, competing logics, and actors' self-interest and agency in modifying existing institutions and in replying to their pressures. This work has focused on exogenous sources of change (Holm, 1995; Powell, White, Koput, & Owen-Smith, 2005), endogenous ones (Anand & Watson, 2004; Di Maggio, 1988; Maguire, Hardy, & Lawrence, 2004; Zilber, 2007) or a mixture of the two (Ansari, Wijen, & Gray, 2013; Greenwood, Suddaby, & Hinings, 2002; Smets, Morris, & Greenwood, 2012). However, despite the acknowledgement of contestation and dynamism in fields, the work cited above, for the most part, has kept the imagery of fields as being prevalently in equilibrium, with some jolts and disruptions due to unexpected circumstances or the skills of its participants. Because of this imagery, the scholarship interested in examining the role of agency and of the potential behaviours and activities leading to institutional change has mostly focused on either emerging fields or mature ones undergoing disruption.

Emerging fields are arenas in which two or more actors are oriented towards each other but whose interactions are still predominantly uncoordinated and not governed by

agreements over basic conditions and meanings (Fligstein & McAdam, 2011, 2012; Maguire et al., 2004). They are fields in which uncertainty is still high due to a lack of defined prescriptions, the high fragmentation of players and the diversity of values they carry with them (Armstrong, 2002; Lounsbury, Ventresca, & Hirsch, 2003; Maguire et al., 2004; Zietsma & Lawrence, 2010). In contrast, mature fields are characterised by a dominant logic that is established and relatively stable, and by a hierarchy ensuring the respect of related rules and norms, even if conflicting logics still exist at the periphery of the field with the potential to trigger future change (Greenwood, Raynard, Kodeih, Micelotta, & Lounsbury, 2011). The dichotomy between emerging and mature fields and the related creation of a "punctuated equilibrium model of change" (Delbridge & Edwards, 2008, p.304), however, are not always appropriate to describe the reality of many fields. This is, for example, the case of fields characterised either by constant dynamism (A. D. Meyer et al., 2005; Powell, Oberg, Korff, Oelberger, & Kloos, 2017), or by fragmentation.

A dynamic representation of fields requires viewing them as arenas of conflict, negotiation and power — rather than of just isomorphic pressures — even once they have stabilized after their emergence (Bourdieu, 1990; Fligstein, 2001; Fligstein & McAdam, 2011; Hargrave & Van de Ven, 2009; McInerney, 2008). This view is in line with the old institutionalism, which described fields and sectors as characterised by ongoing power struggles, competing values and influential coalitions (Greenwood & Hinings, 1996). Under this lens, each stage of the field's life-cycle takes place as a consequence of competition for supremacy and resources between different groups present in the field and of their attempts (successful or failed) to reach a consensus on what the field is about, what its boundaries (and connected membership criteria) are and what institutional structure should govern them. Consequently, the distinction between emerging and mature fields becomes more blurred and multiple potential field configurations become possible. For example, Dorado (2005) presented three field typologies based on the combination of two dimensions: the multiplicity of

sensemaking schemes available to field participants and the field's degree of institutionalization. Fields are "opportunity opaque", or mature, when they are highly institutionalized and governed by a dominant sensemaking scheme. They are "opportunity hazy", or emerging, when there are multiple schemes available for understanding the field and the degree of institutionalization is very low. Finally, they are "opportunity transparent", when the field is substantially institutionalized but still presents multiple institutional referents (Dorado, 2005).

This thesis builds on Dorado's conception of "opportunity transparent fields" to define fields that maintain over time a degree of ambiguity due to the competition among their institutional referents, while also being governed by an established set of institutions and presenting a group of players aware of their reciprocal participation within the same organizational arena. Such settings are defined in this work as "fragmented fields". Fragmented fields are characterised by the established co-existence of divergent institutional arrangements because no one is able to prevail, nor to reconcile (or suppress) different views. This corresponds to the situation of institutional pluralism analyzed by Jarzabkowski, Matthiesen, & Van de Ven (2009) in an organizational setting.

According to Leblebici et al. (1991, p.357), "at any given stage of its evolution an inter-organizational field has more than one potential alternative for organizing the fundamental interdependence among its participants". In most of the fields analyzed by the existing literature, this multiplicity of alternatives is latent and brought to surface in moments of endogenous or exogenous-catalysed crisis. On the contrary, in a fragmented field, it is always visible and present. This is because there are multiple coalitions of players simultaneously succeeding in maintaining and improving their influence in the field (Fligstein & McAdam, 2012; Hargrave & Van de Ven, 2009). The affiliation to a specific coalition leads field members to keep their own conception of the field and reduces their absorption of competing ones (Hoffman, 2001). Interactions

across coalitions take place and some of the institutions they support become hybridized and compromised over time because of these factors. However, the different groups manage to sustain their distinctive vision of the field and of the institutions governing it.

Fragmented fields have so far been neglected by the literature because of two main assumptions affecting case selection and description. The first one is that power conflicts among groups, and their differences in terms of conception of and desired institutions for the field, eventually get reconciled (Hargrave & Van de Ven, 2006) and that such as reconciliation is desirable (Chliova & Vernis, 2015; Hargrave & Van de Ven, 2009). Their consolidation, usually reached through a compromise, brings the field to a new equilibrium and all the parties involved to a shared understanding. This view favors the undertaking of studies that look at successfully-reached field-level agreements and at the strategies and tactics of skilful actors that made this possible (Ansari et al., 2013; Hargrave & Van de Ven, 2006; Helms, Oliver, & Webb, 2012; Zietsma & Lawrence, 2010; Zietsma & McKnight, 2009), rather than to failures in doing so. The second assumption, connected to the first one, is that only new, disrupted or declining fields have multiple competing groups and players advocating for a different form of field equilibrium. This has led to investigations of institutional agency prevalently in mature fields disrupted by exogenous events (Anand & Peterson, 2000; Ansari et al., 2013; Holm, 1995; Lawrence & Phillips, 2004; Perkmann & Spicer, 2007) or in emerging fields (Ansari et al., 2013; Garud, 2008; Maguire et al., 2004; Woolthuis et al., 2013). Consequently, little is known on how institutional agents pass from establishing to consolidating their preferred institutions and on the skills, strategies and tactics that they employ to sustain a coalition of supporters over time. Studying fragmented fields is therefore important to address these two gaps.

A field matching most of the characteristics of a fragmented one is that of social entrepreneurship. Studying social entrepreneurship could therefore begin to highlight some of the dynamics present in fragmented fields and, most importantly, the ways in

which actors and coalitions behave to maintain — and react to — institutional pluralism at the field-level. The next section explains why social entrepreneurship can be defined as a fragmented field and introduces the core variables needed to understand how this came to be, as well as how key actors are coping with this.

2.3 Catch it if you can: the undefined meanings and boundaries of social entrepreneurship

Social entrepreneurial activities have existed for centuries (Alter, 2007; Grenier, 2009; Kistruck & Beamish, 2010; Mair & Martí, 2006; Mair & Noboa, 2003). They include, for example, cooperatives (on the rise in the 1970s in countries such as Italy and the U.K.), businesses originating public goods and benefits like microfinance institutions or businesses employing disabled people (a large increase of which was seen as well in the 1970s), and the Fairtrade movement (Alter, 2007). However, social entrepreneurship has been identified as a distinct phenomenon only since the late 1990s (Bacq & Janssen, 2011), when individuals and organizations started to focus attention on hybrid forms of organizing combining the best side of business with the creation of social impact (Austin, 2006; Cai, Sun, & Shen, 2009; Zanganehpour, 2014). This trend was a result of three phenomena: the stronger scrutiny on multinational corporations for their exploitation of people and resources, the crisis of Western states' public sectors, and the decreasing amount of both private and public funds pushing many no-profits and charities towards income-generating activities (Dees, 1998a; Mair & Noboa, 2003; Marques & Utting, 2010; Zanganehpour, 2014). Overall, these trends have created a blurring of the boundaries, at least at the micro-organizational level, between the business, public and third sectors and, thus, the opportunity for the concept of social entrepreneurship to emerge in several countries between the late '90s and the early 2000s (Austin, 2000; Holmes & Smart, 2009; Mair & Noboa, 2003).

Social entrepreneurs and enterprises are generally located in the third sector together with no-profits, charitable and philanthropic organizations, research and cultural institutions, healthcare providers and social movements (Salamon & Sokolowski, 2004). They combine innovation, entrepreneurship and social mission, and range from purely philanthropic ventures to purely commercial ones (Dees, 1998b). The sectors in which social entrepreneurs and enterprises operate include: arts and culture; childcare; education; employability; environmental protection; finance; health and social care; housing; leisure, sports and recreation; local development (EKOS, 2014; Salamon & Sokolowski, 2004). According to Vasi (2009), social entrepreneurship delivers social impact across these sectors in three different ways: serving widespread needs through innovations; building local capacities and skills in marginalised populations; mobilising grassroots groups to give political voice to neglected or penalised communities. To this list, several authors add the creation of businesses that deliver social impact through the employment of disadvantaged people and populations (e.g. WISEs – work integration social enterprises), the creation of shared forms of ownership (e.g. cooperatives) and of a product or service inherently serving a social need (e.g. microfinance) (Defourny & Nyssens, 2010; Santos, Pache, & Birkholz, 2015; Yunus, 2006).

Thanks to the variety of activities and forms included in social entrepreneurship and to its impact in multiple sectors, in the last couple of decades this phenomenon has been on the rise at a worldwide level (Austin, Stevenson, & Wei-Skillern, 2006; Bacq & Janssen, 2011). Several dedicated research centres, university courses and academic publications (Bacq & Janssen, 2011; Dey & Steyaert, 2010) have been created around this concept. For example, in the decade 2001-2011, university courses in social entrepreneurship offered in the U.S. increased almost fivefold (Mirabella & Young, 2012), and attendance to classes on social entrepreneurship has been on the rise worldwide (Hutton, 2005). Similarly, governments of several countries – especially in Europe – have legislated to support the growth of the field (Cai et al., 2009; Doane, 2014). Countries like the U.K. have also created special legal forms for social

enterprises (Defourny & Nyssens, 2010), whereas countries like Austria and France have incentivized the inclusion of social entrepreneurship in school education (Hazenberg, Bajwa-Patel, Mazzei, Roy, & Baglioni, 2016). Moreover, several private organizations and trade associations have been founded in countries like the U.S. or the U.K. to support the development of the field through lobbying, thought leadership, publications and conferences (Defourny & Nyssens, 2010; Nicholls, 2010; Teasdale, 2012).

However, despite an increasing number of actors claiming to be involved with social entrepreneurship, and the rising success and presence of this field in the public discourse, consensus on the definition of social entrepreneurship is still largely lacking (P. A. Dacin, Dacin, & Matear, 2010; Nicholls, 2010; Perrini, 2006). Furthermore, the appropriate organizational forms to operate within its boundaries remain multiple (Achleitner, Spiess-Knafl, Lutz, & Mayer, 2012; Alter, 2007; Peredo & McLean, 2006; Vasi, 2009). Dacin et al. (2010), in a review of the literature on social entrepreneurship, identified thirty-seven different definitions of such a concept. Some definitions focus on distinctive processes, resources, outcomes/value delivered, social mission or on how social enterprises bridge and blur the borders with other fields (Austin & Seitanidi, 2012; Huybrechts & Nicholls, 2012; Mair & Martí, 2006; Meyskens, Robb-Post, Stamp, Carsrud, & Reynolds, 2010). Some others focus on the drive behind social entrepreneurial activity, ranging from individual "heroes" to collective social entrepreneurship, as expressed by the cooperatives movement (Bacq & Janssen, 2011; Defourny & Nyssens, 2010). Additionally, several authors pointed out that social entrepreneurs and enterprises exist within a spectrum including different types of organizations, from purely for-profits, to different types of hybrids to purely no-profits (Alter, 2007; Dees, 1998a). In this sense, Alter (2007) identified nine possible organizational models that a social enterprise can adopt to deliver a social benefit. For the purpose of this research, social entrepreneurship is defined as any activity that has a focus on a mission centered around the creation of social value, a certain degree of

innovation, and that uses entrepreneurial techniques and models – including, sometimes, a profitable business model (Austin et al., 2006; Bacq & Janssen, 2011; Corner & Ho, 2010).

Aside from being characterised by a multiplicity of definitions and organizational models, the field has taken different directions in different parts of the world. For example, in the U.S. attention has been given to either encourage the undertaking of revenue-generating activities from the side of no-profits, or to social entrepreneurs solving social issues through innovation and determination (Dees, 1998a; Drayton, 2006). In the European Union, the funds and scholarly attention for the field, as well as grassroots practices, have instead converged prevalently towards cooperatives and WISEs, with the overall idea of social entrepreneurship being to help the economic development and social inclusion of deprived areas (Defourny & Nyssens, 2010). Consequently, the field appears to have structured in different ways in different geographical settings and, in virtue of its multiple potential conceptions, to have maintained a degree of emergence and vagueness.

In 2006, Nicholls & Cho described social entrepreneurship as a field undergoing the process of structuration and based on the combination of three core dimensions: sociality, market orientation and innovation. According to the authors, the presence of innovation as a distinctive trait of the field, together with the multiple opportunities to interpret its social dimension, made its structuration highly undesirable. Indeed, isomorphic pressures might have reduced the scope of social activities and the dynamism of its innovative force. This, in turn, would have weakened the very rationale behind the existence of the field. Similarly, in 2015, Chliova & Vernis described as a key strength of this concept the ability of social entrepreneurship to combine the maintenance of a degree of ambiguity with growth and resonance. In their opinion, the opportunity for social entrepreneurship to combine these two aspects, usually at odds, is attributable to its different conceptions obtaining, at the time of their emergence,

"varying degrees of political, cognitive and pragmatic legitimacy" (p.2), as well as support and resources, in an amount sufficient to thrive but insufficient to dominate.

Studies such as that of Defourny & Nyssens (2010) and Hazenberg et al. (2016) have already explained why the field has taken diverging trajectories in different countries and geographies due to political and socio-economic factors, including historical context, policies and government's priorities or social structure. Nicholls (2010), instead, has theorized that the plethora of conceptions of social entrepreneurship is partially a consequence of the competing logics promoted by influential, resource-rich actors active in the field at the meso-level, fighting to legitimize what they consider as the right conception of what social entrepreneurship should be about and how the field should be organized. Both their views were echoed by the research of Cai et al. (2009), which described the development of the social entrepreneurship field as a long process of institutional innovation, complicated by the need to involve heterogeneous stakeholders (Hazenberg, Bajwa-Patel, Roy, Mazzei, & Baglioni, 2016; Teasdale, 2012) and a multiplicity of institutional logics (Battilana & Lee, 2014; Lehner & Kansikas, 2013; Santos et al., 2015).

The macro-dynamics favouring the fragmented state of social entrepreneurship have been thoroughly analyzed. However, comparatively less attention has been directed toward the meso-level actors influencing the development of the field and filtering the macro-level trends impacting it (Hazenberg, Bajwa-Patel, Mazzei, et al., 2016). These stakeholders, thanks to their position in the field, resource endowments, relative power, number and influence have repeatedly affected the field since its inception and, due to their contrasting conceptions of it, have contributed to its permanence in a fragmented phase (Chliova & Vernis, 2015; Dey & Steyaert, 2014; Hazenberg, Bajwa-Patel, Mazzei, et al., 2016; Nicholls, 2010; Teasdale, 2012). They have been trying, since its inception, to shape the entire field, through elaborating and attempting to institutionalize formal and informal institutions potentially governing it. When affecting

institutional emergence and change, they have brought with them a specific vision of how the field should be conceived and structured, of what roles players should have in it, and of appropriate rules of interactions and practices to be adopted. Thanks to their successes, the social entrepreneurship field has stabilized as an ambiguous and yet successful one in attracting resources, attention (Chliova & Vernis, 2015) and, in several countries, regulatory, academic and political support (Defourny & Nyssens, 2010; Hazenberg, Bajwa-Patel, Mazzei, et al., 2016), as well as a high degree of legitimacy and professionalization (Abu-Saifan, 2012).

Therefore, analyzing the role and behaviours of meso-level actors will be important in advancing the current understanding of the evolution of social entrepreneurship into a fragmented field in the several countries, in which it reached stability and a certain degree of institutionalization, whilst maintaining diverging views about its meaning, role in society and organizational forms and rules of interaction. Additionally, such an analysis would contribute to an exploration of institutional agency in fragmented fields, which is an aspect still largely unexplored within institutional theory, and cast a positive light on the possibility of not reaching a field-level consensus, which might otherwise appear as counterintuitive according to the existing literature on organizational fields.

2.4 The good, the bad and the ugly: perspectives on institutional agency

In the last thirty years, many studies within the sociological tradition of institutional theory have discussed the potential of participants to influence organisational fields and the institutions governing them (Di Maggio, 1988; Fligstein, 2001; Greenwood et al., 2002; Lawrence & Suddaby, 2006). Indeed, after an initial focus on the way in which organizational fields and institutions affected organizations and individuals (Di Maggio

& Powell, 1983; J. W. Meyer & Rowan, 1977; Scott, 1995), recent work has stressed the bilateral relationship between institutions governing fields and the actors operating in them. Organisations and individuals, while being subject and conditioned to the institutions governing their field(s) of operation, filter fields' demands and pressures, contribute to fields' individualised meanings and strategically act to make the fields favourable to their characteristics and goals (Dey & Teasdale, 2016; Di Maggio, 1991; Oliver, 1991). In this way, they become both makers of and recipients for their environment. Work that has looked at the role of agency in creating and transforming institutions within a given field has often described this phenomenon through the concepts of "institutional entrepreneurship" (Di Maggio, 1988) and "institutional work" (Lawrence & Suddaby, 2006).

Institutional entrepreneurs have been defined as actors who desire to change institutions or create new ones to advance interests they value highly through the mobilization and leveraging of existing resources (Battilana et al., 2009; Di Maggio, 1988; Garud, Hardy, & Maguire, 2007). This concept emerged as a response to the increasing pressures for developing theories explaining the origins of institutions (Lawrence & Suddaby, 2006; Maguire et al., 2004) and to introduce the role of agency into such processes (Battilana, 2006; Di Maggio, 1988). The first influential paper on the topic was that of Di Maggio (1988), describing institutional entrepreneurs as highly interested, motivated and resourceful individuals, who mobilise actors to obtain the necessary legitimacy to have an impact at the field level.

The literature on social movements and on entrepreneurship respectively identified two typical situations in which institutional entrepreneurship can occur. The first shows contexts characterised either by uncertainty or by inequalities and injustice, where institutional entrepreneurship arises in order to break with existing dominant institutions and to ensure the acceptance and support of alternative rules, norms and meanings. In these cases it is common to observe from the side of institutional entrepreneurs the

mobilisation of cognitive frames that capture the failures and injustice of the current situation, its causes, its perpetuators and its solutions (Jolivet & Heiskanen, 2010; Latour, 1987; McAdam, McCarthy, & Zald, 1988; Snow & Benford, 1992; Zilber, 2007). The second involves the efforts of individuals and organizations to legitimize a new product, enterprise or innovation that they are trying to introduce in a market, or to create a new market altogether (Aldrich & Fiol, 1994; Zott & Huy, 2007).

Within institutional theory, studies focused on two different opportunities for institutional entrepreneurship: the creation of new fields (and connected institutions) (Brown, de Jong, & Lessidrenska, 2009; Maguire et al., 2004) and the change and disruption of mature fields (Di Maggio, 1991; Greenwood & Suddaby, 2006; Munir & Phillips, 2005; Zilber, 2007). For example, Brown et al. (2009) stressed how the establishment of a new accounting framework combining assessments of the economic, social and environmental activities of corporations required a mix of framing this new concept, mobilizing the necessary network of stakeholders who would be involved in the new field, and convincing people of the value of this initiative. Munir and Phillips (2005) explained instead how Kodak, in order to market its innovative roll-film camera, changed the conception of photography from an established professional activity to a mass-market hobby through a holistic discursive approach stressing multiple ways in which photos could be of value for households and how easy it would be for anyone to take a nice picture.

A key characteristic to act as institutional entrepreneur is the possession of "social skill" — the ability to read people and environments, to frame meanings, identities and lines of action and to mobilize other players to support and implement them (Battilana et al., 2009; Fligstein, 2001; Garud, Jain, & Kumaraswamy, 2002; Levy & Scully, 2007). This often needs to be combined with the situation of a field in crisis or subject to competing institutions (Battilana et al., 2009). Additionally, important factors to become an institutional entrepreneur are the occupation of an empowering position (Cattani,

Ferriani, & Allison, 2014; Di Maggio, 1992; Hardy & Maguire, 2008; Strang & Sine, 2005), the possession of individual traits, such as autonomous reflexivity and the ability to imagine different modes of operation (Battilana, 2006), and the proactive undertaking of activities throughout three different phases (Battilana et al., 2009). These phases are the development of a vision of the current system and of the desired change (Greenwood & Suddaby, 2006; Levy & Scully, 2007; Perkmann & Spicer, 2007); the mobilization of followers to obtain support for the new institutions proposed (Brown et al., 2009; Fligstein, 2001; Phillips & Hardy, 2002; Wijen & Ansari, 2007); and the ability to keep actors motivated to institutionalise the desired change (Battilana et al., 2009).

While the institutional entrepreneurship literature has been important to focus scholarly attention on the role of agency in influencing organizational fields and their governing institutions (Lawrence & Suddaby, 2006; Lounsbury & Crumley, 2007), there have also been several shortcomings to this paradigm. First of all, it gave rise to the "paradox of embedded agency" (Battilana et al., 2009; Garud et al., 2007; Van Bockhaven, Matthyssens, & Vandenbempt, 2015). Indeed, a central assumption of institutional theory as applied to fields is that organizations are so embedded in a given institutional environment that they take its norms, roles and rules of interactions for granted. It is, therefore, difficult to explain how "heroic agents" can conceive alternative arrangements and make them happen on their own (Suddaby & Viale, 2011). Secondly, most of its focus has been on individual institutional entrepreneurs, rather than on collective efforts to shape fields and institutions. This does not often reflect reality, where the change of field-level structure and characteristics requires the coordination of multiple actors and their provision of complementary resources (Delbridge & Edwards, 2008; Hardy & Maguire, 2008; Maclean & Harvey, 2016; Seo & Creed, 2002; Wijen & Ansari, 2007).

Thirdly, this stream of literature tends to focus on the efforts of individuals and organizations to establish new institutions or change existing ones, and does not look at how they transition from creating new institutions to stabilizing and strengthening them (Battilana et al., 2009; Delbridge & Edwards, 2008; Mena & Suddaby, 2016). This is problematic because the permanence of fields and their institutions requires their continuous enactment at both the individual and collective level (Berger & Luckmann, 1966; M. T. Dacin, Munir, & Tracey, 2010; Oliver, 1992; Zucker, 1988) and the activities involved in establishing and maintaining institutions might be different (Mena & Suddaby, 2016). Fourthly, by focusing on activities and structural or personal/organizational characteristics of institutional entrepreneurs, this literature has underscored the dynamic processes and strategic choices that are usually required to face emergent features of the field and to push forward institutional change (Lawrence & Phillips, 2004; Lawrence, Suddaby, & Leca, 2011). Finally, connected to these last two points, the literature on institutional entrepreneurship has depicted fields' evolution as characterised by a general equilibrium and cohesion, punctuated by evolutionary and change moments triggered by the actions of institutional entrepreneurs (Micelotta & Washington, 2013). This is not compatible with a dynamic view of fields (Powell et al., 2017), where change and institutional struggles are ongoing and where the norm for institutional agents is to be permanently or frequently engaged in framing, coalition-building and in institutionalizing their preferred arrangement. To solve some of these issues, recent strands of institutional theory have focused on "collective institutional entrepreneurship" and "institutional work".

Collective institutional entrepreneurship was defined by Wijen & Ansari (2007, p.1079) as "the process of overcoming collective inaction and achieving sustained collaboration among numerous dispersed actors to create new institutions or transforming existing ones". It is a concept created for focusing scholarly attention on the tactics and actions that actors interested in a specific institutional arrangement do to convince other players — who have no interest in collaborating to an institutional project but whose

contribution to the institutional project is required for its success — to join a collective effort. This idea was a way to overcome the paradox of embedded agency, by explaining how taken-for-granted institutions can be subject to innovation by embedded actors thanks to a progressive mobilization of bandwagons. Additionally, it was a way to reduce the excessive focus on a single heroic agent typical of the institutional entrepreneurship literature (Ritvala & Salmi, 2010; Van Bockhaven et al., 2015; Wijen & Ansari, 2007).

There are two core studies within the literature on collective institutional entrepreneurship. Wijen & Ansari (2007) focused on the need for extra measures and activities, such as the implementation of incentives or of ethical pressures, when the participation of actors who are not intrinsically motivated to support an institutional change is required for change to happen. Van Bockhaven et al. (2015) looked instead at the different approaches to overcome collective inaction first within a network of parties interested in institutional change but individually lacking the power to initiate it, and then within an entire field. Together, these papers have analyzed both contexts where the organization initiating the mobilization and collaboration is a player within the dominant élite (Wijen & Ansari, 2007), and when it is, in contrast, someone located at the periphery of a field (Van Bockhaven et al., 2015).

Additionally, although not referring explicitly to collective institutional entrepreneurship, several papers have discussed situations in which institutional change takes place because of the actions of multiple, uncoordinated, dispersed actors, sharing cultural beliefs, and responding to each other's moves (Dorado, 2005; Jolly & Raven, 2015; Leblebici et al., 1991; Lounsbury & Crumley, 2007; Smets et al., 2012). Finally, papers on market dynamics, such as those on standards wars (Cusumano, Mylonadis, & Rosenbloom, 1992; Garud et al., 2002), exemplified how the institutionalization of innovative market products depends on the successful creation from the side of an organization of a network of developers and producers of complementary products.

However, even the literature on collective institutional entrepreneurship has important limitations. Indeed, most of these studies focus on project-driven (Perkmann & Spicer, 2007; Van Bockhaven et al., 2015; Wijen & Ansari, 2007; Zietsma & McKnight, 2009) or practice-driven (Dorado, 2005; Smets et al., 2012) changes to institutions happening at a specific point in time. Therefore, like the literature on institutional entrepreneurship, this strand does not analyze in detail how coalitions of actors are maintained over time or how they can be employed to sustain institutions after their emergence. These are important issues in fragmented fields, where institutionalization is a long-term, competitive process, requiring an ongoing coordinated or uncoordinated collective response throughout the field life-cycle (Leblebici et al., 1991). These limitations are partially compensated by the literature on institutional work.

The term institutional work was coined by Lawrence & Suddaby (2006, p.215) and defined as "the purposive action of individuals and organizations aimed at creating, maintaining and disrupting institutions". The core idea behind institutional work was that institutions are affected by practices and actions and that, therefore, it is human action that should be the focus of institutional studies rather than its effects or the characteristics of "heroic agents" such as institutional entrepreneurs (Gawer & Phillips, 2013; Hargrave & Van de Ven, 2009). Consequently, this new concept was meant to emphasize the role of multiple actors — not necessarily interested in altering a field (Wright & Zammuto, 2013) — in the creation of new institutions, and the different practices through which actors define, sustain and change institutions both intentionally and unintentionally (Hargrave & Van de Ven, 2009; Lawrence & Suddaby, 2006; Micelotta & Washington, 2013).

The concept of institutional work has enabled the understanding of dimensions of institutional agency overlooked by the existing literature (Gawer & Phillips, 2013), such as the evolution of institutional work in the face of failures (Wright & Zammuto, 2013), or the ways in which responding to the activities of other actors alters the

behaviour and goals of institutional agents, as well as the outcome of their efforts (Helfen & Sydow, 2013; Mena & Suddaby, 2016; Smets et al., 2012; Zietsma & Lawrence, 2010). For example, some authors have looked at the development of institutional work over multiple time spans and, consequently, at ongoing processes of institutionalization (Jarzabkowski et al., 2009; Wright & Zammuto, 2013; Zietsma & Lawrence, 2010; Zilber, 2008). Others have explored the interrelation between organizational and within-group dynamics and the ability to influence fields or react to institutional changes (Gawer & Phillips, 2013; Hargrave & Van de Ven, 2009; Jarzabkowski et al., 2009; Rojas, 2010). Moreover, like the literature on collective institutional entrepreneurship, the scholarship on institutional work has emphasized the need to involve multiple actors in institutional- and field-level projects (Hampel, Lawrence, & Tracey, 2015; Helfen & Sydow, 2013) and has thus enhanced the understanding of coalitions' mobilization and of the importance of connecting inter- and intra-organizational dynamics and field development (Suddaby & Viale, 2011).

In general, thanks to its broadness, the concept of institutional work has favored the connection of existing and new work on skills, tactics, determinants, enabling factors and means used by institutional agents to shape fields and institutions (Hampel et al., 2015; Lawrence, Suddaby, & Leca, 2009). At the same time, however, this broadness has significantly diluted the concept and its explanatory power. Indeed, institutional work comprises: any action to create, maintain and disrupt institutions; strategized and emergent behaviour; symbolic, material and relational practices; any type of agency affecting any type of institutions, from roles, to frames to organizational forms and standards (Hampel et al., 2015). Because of this, even this literature is not fully appropriate to understand how institutional agents strategically sustain heterogeneous coalitions of actors and supporters over time, to affect entire field-level institutional arrangements in the presence of competition.

To sum up, the three core traditions within institutional theory, dealing with the problem of agency in fields, have only rarely looked at the effort required for actors (individual and collective) to sustain a desired institutional arrangement in fragmented fields and might not even be fully fit for this purpose. The combination of maintaining group-level cohesion while competing with other groups requires a level of complexity and strategizing (Fligstein & McAdam, 2011; Laumann et al., 1978), and a persistence of effort (Suddaby & Viale, 2011) that is not included in any of the three core concepts connected to institutional agency. Furthermore, the presence of multiple institutional agents in the same field, pushing its institutional arrangement in different directions, requires each of them to "keep fighting" for their vision over a long period of time. This implies the employment of a combination of creative, disruptive and supporting actions, rather than the setting of a single (lucky or strategic) intervention (Jarzabkowski et al., 2009; Zietsma & McKnight, 2009; Zilber, 2008) or event (Hardy & Maguire, 2010; A. D. Meyer et al., 2005; Zilber, 2007). This effort is much more holistic and field-encompassing than that of institutional entrepreneurs and requires a stakeholders-orchestration over time that goes beyond the mobilization of actors for one specific project (Brown et al., 2009; Perkmann & Spicer, 2007; Ritvala & Salmi, 2010; Wijen & Ansari, 2007) or during specific events (Anand & Watson, 2004; Hardy & Maguire, 2010; Zilber, 2007). Additionally, it is a much more strategically thought-out, intentional and multiple-institutions-encompassing effort than the one included within the definition of institutional work. For this reason, this thesis will adopt the concept of institutional strategy.

Lawrence (1999, p.167) defined an institutional strategy as "a pattern of organizational action concerned with the formation and transformation of institutions, fields and the rules and standards that control those structures". He included in this concept the influence of legislation and policy, the creation of specific norms and values and the establishment of practices and institutional structures that end up becoming taken-for-granted. Ever since, the term "institutional strategy" has been dropped by the literature

looking at the role of actors in shaping fields, in favour of terms like "institutional entrepreneurs" (Di Maggio, 1988) and, more recently, "institutional work" (Lawrence & Suddaby, 2006). However, this concept is particularly effective to analyze institutional agency in fragmented fields, because it focuses attention on strategized, coherent sets of multiple practices and tactics that actors put in place to change the entire field's structure (through creation, maintenance and disruption related activities, like institutional work) so that it can go to their advantage. Additionally, by envisaging the need to adopt strategies to favourably shape a field, it implicitly recognizes the presence of competition, i.e. the existence of multiple actors engaging in similar efforts to improve their standing and power (Garud et al., 2002).

Moreover, according to Levy and Scully (2007) strategizing is the main way through which institutional entrepreneurs engage with field structures, while for Brown et al. (2009) strategizing is fundamental for institutional entrepreneurs when they need to involve resourceful actors in the change of multiple institutions or in creating a new field altogether. Finally, the concept of institutional strategy incorporates a dynamic view of institutional influence, whereby institutional agents try to affect their field and build it in a favourable way, whilst being subject to the isomorphic pressures that they are co-creating with other members of the field. This characteristic is already present in the literature on institutional work, but not in that of institutional entrepreneurship.

The creation and maintenance of an entire institutional arrangement for a field requires the strategic engagement of the different stakeholders that are necessary for that field to function and their ongoing organized support, especially in fields combining multiple institutional logics and audiences (Hargrave & Van de Ven, 2006; Owen-Smith & Powell, 2008; Zietsma & McKnight, 2009). Furthermore, when the field is fragmented, institutional agents will face the double problem of sustaining cooperation and cohesion within the coalition they created whilst resisting pressures from other groups (Fligstein & McAdam, 2011). These considerations, together, show the importance of undertaking

an active role in the management of networks and coalitions, in order to sustain institutions successfully, especially in fields that are fragmented. Individuals or organizations that play this role, actively managing connections and relationships between multiple parties, act as brokers (Di Maggio, 1991; Fligstein, 2001; Obstfeld, Borgatti, & Davis, 2014; Ritvala & Salmi, 2010).

Several authors have already discussed the importance of brokers in mobilizing coalitions to favor the emergence and change of institutions, because brokers are in a privileged position to negotiate relationships among different players and to create an agreement among them by incorporating their different perspectives and interests in a single view (Brown et al., 2009; Chaskin, 2001b; Fligstein, 2001). However, the role that brokers can play in sustaining institutions and fields, once they are established, has been overlooked. This is surprising, because, as explained, in settings such as fragmented fields the maintenance of a specific institutional arrangement will require the active management of a coalition of stakeholders and brokering is a key way to achieve it. Moreover, if establishing and maintaining institutions and networks often require different approaches (Garud et al., 2002; Lawrence & Suddaby, 2006), it is possible to assume that the ways in which brokers establish and sustain networks and institutions are both worth investigating.

For this reason, and in contrast to the existing literature, this dissertation adopts a brokerage lens to explore specifically how actors can sustain institutions by keeping heterogeneous stakeholders mobilized in a fragmented field. The next section explains what is already known about brokerage strategies and their impact outside of the broker's network. This will be the starting point to analyze how organizations, which desire to sustain the institutions they established with the support of a coalition of stakeholders, act as brokers on an ongoing basis to keep these actors mobilized.

2.5 The talent of Mr. Broker: strategies to use and foster the potential of networks

Brokers are intermediaries who ease exchange and information transfer between individuals or organisations that are disconnected or that lack the necessary trust to start an interaction autonomously (Gould & Fernandez, 1989). In general, they are located in "structural holes", i.e. gaps between parties that are not connected or that do not share the same contacts except for the broker in question (Burt, 1992, 1997; Johnson, 2004), or at the cross-road of two or more social worlds and cultures (Collins-Dogrul, 2012). It is the combination of this privileged position and the parties' lack of the monetary resources, time and/or mandate to connect with other players and to develop collaborations with them over time (Chaskin, 2001a) that provides brokers with the opportunity to either generate benefits for themselves or for the parties that they connect.

Becoming a broker requires the combination of an opportunity with the connection to the right partners and the entrepreneurship and incentives necessary to exploit it (Burt, 1992, 2004; Kirkels & Duysters, 2010). Usually, the latter depends on the personal or organizational traits of the broker, as well as on the type of information possessed, the early access to exclusive knowledge and the parties that are being brokered (or their awareness of the need for a bridge) (Burt, 1992; Johnson, 2004; Kirkels & Duysters, 2010). For example, in the case that the opportunity to be a broker arises from a position at the intersection between heterogeneous worlds or cultures, the broker needs to fully understand the different norms and practices and to translate the symbols, tools and meanings of each domain across borders in order to make him/herself relevant (Collins-Dogrul, 2012; Fligstein, 2001). Additionally, an individual or organization willing to become a broker needs to be perceived as neutral and legitimate in the community they are trying to bridge in, and to have an agenda broad and flexible

enough to incorporate that of others (Chaskin, 2001b; Collins-Dogrul, 2012; Fligstein, 2001).

The generation of benefits through brokerage happens in several ways. Brokers can act as pipes for information, knowledge, skills, goods and services, by transferring them from groups where they are abundant, to where they are scarce or needed (Hargadon & Sutton, 1997; Long, Cunningham, & Braithwaite, 2013; Podolny, 2001). Additionally, they can accelerate innovations by bringing together players and facilitating the exchange of ideas between them (Kirkels & Duysters, 2010; Obstfeld, 2005), especially when they possess heterogeneous and/or complementary knowledge (Rodan & Galunic, 2004). Even when knowledge and skills are similar rather than complementary, brokers can be important, because they reduce the probability of duplication and fragmentation of activities by helping parties to pool and share their knowledge and skills and by incentivizing them to transfer best practices (Burt, 2004; Collins-Dogrul, 2012). Finally, brokers reduce the uncertainty surrounding transactions by becoming a reciprocal guarantor for parties and by helping them to resolve and prevent conflicts through their mediation (Kirkels & Duysters, 2010; Long et al., 2013; Podolny, 2001).

Beyond helping parties, the undertaking of a brokerage role often benefits the broker themselves. Indeed, it can increase the broker's own power in a given setting by allowing them to spot opportunities before anyone else, or to manipulate the information transmitted across parties so that it supports their own interests (Burt, 2004; Hargadon & Sutton, 1997; Rodan, 2010). Similarly, it can enhance the innovative capabilities of the broker by enabling them to synthesize ideas from multiple parties in a novel way (Burt, 2004; Hargadon & Sutton, 1997). For example, in his article on the value of social capital, Burt (1997) proved how managers located in a network rich in structural holes are more likely to be better evaluated and, thus, to obtain promotions and higher bonuses due to their access to a broader range of ideas.

At the same time, brokering carries with it costs and risks such as bottlenecks in information flow, costs in maintaining ties and the rapid decay of the advantages of bridging due to changes in the external environment (Long et al., 2013). The main difficulty of being a broker lies in the requirements of calculating how to perform the role, how best to connect network actors and how to gain the necessary legitimacy to carry out such work (Burt, 1997). In this sense, brokering requires significant time and effort and might still lead to unsatisfactory results for the connected parties (Kirkels & Duysters, 2010). In many cases, the broker might not manage to get any reward at all or to partake of a diffused benefit (Gould & Fernandez, 1989).

According to Snow & Benford (1992) there are three ways in which a broker can operate in relation to a network. The broker can design the network so as to achieve a desired end (architect broker); they can carefully select the members of the network to occupy each designed role (lead operator broker); they can monitor the network so to ensure its maintenance and enhancement (caretaker broker). Meanwhile, Gould & Fernandez (1989) identified five different roles that a broker can adopt based on their position relative to the parties they are connecting, i.e. based on whether the broker is an external entity connecting two groups, someone representing a group with external parties, a within-group coordinator, or a gatekeeper granting external persons or organisations access to a given group.

In any given role, the broker usually has the task of promoting among different groups the concept that they are similar or that they have a common enemy/goal to be addressed either by cooperating with one another, or by accepting the broker as mediator and collator of their efforts (Johnson, 2004). According to the existing literature, this task can be done in two ways. Firstly, by creating narratives that reorder and align partners' objectives and that highlight the already-present common values and opportunities to work together (Fligstein, 2001). Secondly, by affecting the expectations of network's members regarding the characteristics and equality of the relationships

proposed (Collins-Dogrul, 2012; Tallberg, 2004). These strategies are particularly relevant in political negotiations, where parties might tend to conceal their real interests or would want to feel equally important to their counterparts, or when parties are extremely heterogeneous and might lack a reciprocal understanding (Collins-Dogrul, 2012; Fligstein, 2001; Sgourev, 2015; Tallberg, 2004).

So far, the brokerage literature has been characterized by the application of two opposing perspectives to understand brokers' behaviour: that of the *tertius gaudens* – the third party who benefits - and that of the *tertius iungens* – the third party who connects. Both perspectives have been applied over time to study the activities of individual (Burt, 2004; Long Lingo & O'Mahony, 2010; Obstfeld, 2005; Sgourev, 2015; Shi, Markoczy, & Dess, 2009) and organizational brokers (Collins-Dogrul, 2012; Garriga, 2009; Pathak, Wu, & Johnston, 2014; Salvetat & Géraudel, 2012). The *tertius gaudens* was introduced by Simmel (1902, 1950) to describe a type of brokerage in which the bridging individual or organisation exploits the conflict or paralysis of the relationship between two parties (or actively encourages it) in order to benefit from it. Simmel developed the concept of *tertius gaudens* by studying political relations between nation states, local republics and kingdoms throughout history. In these political settings, the *gaudens* broker obtains their privileged position either through their stability and non-involvement in disruptive events or by emotional superiority stemming from their indifference in relation to conflict (Simmel, 1950). Subsequently, however, the term was used in management and sociological research on the role of individuals within organisations and industries. The main author studying the *tertius gaudens* orientation in this setting is Burt (1992, 2004), who examined the impact of this brokerage role on managerial decisions and career prospects.

The *tertius gaudens* benefits from bridging parties within a network and, therefore, manipulates their exchanges and prevents their direct association to maintain a position of control (Finlay & Coverdill, 2000; Garriga, 2009; Obstfeld, 2005; Pathak et al.,

2014). A *gaudens* broker can successfully intervene when parties are at an impasse or in open conflict, as was the case for Cosimo De Medici (Padgett & Ansell, 1993), or simply when there are structural holes – i.e. unawareness or lack of communication – as was the case for the middle managers in the company studied by Burt (2004). As a consequence, different authors have described this role as self-interested, manipulating, profit-oriented and disunion-generating (Collins-Dogrul, 2012; Garriga, 2009; Kent, Sommerfeldt, & Saffer, 2016; Pathak et al., 2014; Shi et al., 2009).

In 2006, Nooteboom, re-elaborated Simmel's ideas and applied the concept of *tertius gaudens* to political dynamics. His work confirmed Simmel's identification of four different situations in which a *tertius gaudens* strategic orientation can emerge. The first happens when two parties keep each other in check despite the presence of an open conflict between them. The second and third arise instead when the parties to be bridged are already in a dispute with each other and need a neutral entity to solve it, or when they are competing over the *tertius*' favour. Finally, the *tertius* can benefit from an impasse between two parties or from a structural hole between them by deliberately placing them in open conflict with one another (Nooteboom, 2006; Simmel, 1950).

In the case of business-related brokers, the existing literature demonstrates *tertius gaudens* activity mostly in settings where parties are not in open conflict or put in such a situation, but simply where there is the presence of structural holes – i.e. reciprocal unawareness, lack of communication and lack of opportunities for bridging. For example, in his study of an American electronics company, Burt (2004) discovered how obtaining exclusive information from disconnected parties and recombining it for the benefit of the organization provided middle managers with significant benefits in terms of career prospects, evaluation and monetary incentives. Similarly, Hargadon & Sutton (1997) explained the success of the design company IDEO as a product of its collection of ideas from clients in a sector, and their recombination into solutions and products for other sectors they were operating in.

The *tertius gaudens* has been mostly studied in the context of structural holes (Burt, 2004; Finlay & Coverdill, 2000; Obstfeld, 2005), using quantitative data and research methods. It has proven to be effective in the generation of ideas, creativity and speed of learning, but less so in terms of the implementation of ideas (Burt, 1992, 2004; Long et al., 2013; Long Lingo & O'Mahony, 2010). Later studies on brokerage, which adopted a qualitative methodology for inquiry, have shown that sometimes the exploitation of structural holes on their own might not lead to sufficient good results and might actually hamper the long-term survival of the broker (Finlay & Coverdill, 2000; Long Lingo & O'Mahony, 2010; Vernet, 2012).

For example, in their paper on head-hunters, Finlay & Coverdill (2000) demonstrated that, while bridging across structural holes, a broker also needs to create long-term relationships with some of the parties involved, in order to face competitive pressures that might hamper their survival. Similarly, Long Lingo & O'Mahony (2010) and Vernet (2012) showed that, to successfully bridge parties in the cultural industry, brokers often have to combine the exploitation of structural holes for their own advantage with the direct connection of parties, in order to generate benefits for everyone involved. These studies proposed or confirmed that, in case of failure, the *tertius gaudens* faces the risk of seeing their position hampered by the decay of weak ties (Long et al., 2013), by other bridge-spanners (Finlay & Coverdill, 2000; Vernet, 2012) or by the parties autonomously uniting (Padgett & Ansell, 1993; Simmel, 1950).

Overall, according to the existing literature, the benefits of a *gaudens* strategic orientation for the broker adopting it have been analyzed in the contexts of innovation, quality of creative work, knowledge transfer, influence in an organization, network structure and career success (Long et al., 2013; Quintane & Carnabuci, 2016). Little is known of the effects that such a behaviour has on the rest of the network, on the organization or field where the brokering organization or individual is located, or on society at large (Clement, Shipilov, & Galunic, 2017; Shi et al., 2009). Indeed, when

looking at *gaudens* behaviours most authors have focused their attention on proving how this presumably self-interested approach was benefiting the brokering actor. This has often led to the neglect of how individual and collective benefits can coalesce and add up and, in some cases, even be purposefully built through such a strategic orientation (Clement et al., 2017; Ibarra, Kilduff, & Tsai, 2005; Long Lingo & O'Mahony, 2010; Shi et al., 2009).

An exception in this sense is Padgett and Ansell's analysis (1993) of the rise of the Medici family in Renaissance Florence. It showed how Cosimo de Medici exploited his central position in different networks to gain power and legitimacy. He strategically used the conflicts between the different social groups with which he was associated by showing interest in sustaining all of them, while exploiting their disconnection to make them believe they were the only recipients of his favors. In this way, he became simultaneously a point of reference for all the groups fighting with one another and he influenced the political and economic development of the city-state in a way that probably went beyond what he had intended in the first place (Padgett & Ansell, 1993).

The second brokerage strategic orientation - that of the *tertius iungens* - was briefly anticipated by the writings of Simmel (1950) and of Baker & Obstfeld (1999) and then discussed more fully by Obstfeld's (2005) paper on social networks and their impact on innovation. This strategic orientation is characterised by the conjunction of disconnected parties and by the creation of direct, high involvement and lasting ties. The objective is to increase the overall cooperation within a network to pursue a common project (Kirkels & Duysters, 2010; Obstfeld, 2005; Vernet, 2012). Consequently, brokers acting as *tertius iungens* have often been described as altruistic, nonpartisan and pursuing a public good (Collins-Dogrul, 2012; Ebbers, 2014; Garriga, 2009; Long Lingo & O'Mahony, 2010).

Obstfeld (2005) and Crespin-Mazet et al. (2013) described two different approaches to deploy a *tertius iungens* strategic orientation: the introduction and facilitation of ties, which later recede and allow the parties to manage their own connection, or the introduction of ties while maintaining a coordinating role on the part of the broker. Both approaches become possible only when certain conditions apply, as was the case for the *tertius gaudens* strategic orientation. These conditions range from the presence of conflict between parties who need to collaborate, to the indifference for, or unawareness of, the potential to collaborate for disconnected or weakly connected parties (Obstfeld, 2005). Additionally, similar to the *tertius gaudens* strategic orientation, the *tertius iungens* strategic orientation also requires a selection of players to connect, along with an analysis of the resources at their disposal (that can be enhanced by the presence in the network or contribute to it), and an of their willingness to collaborate (Di Maggio, 1992).

Several papers have stressed the generation of benefits for the network as a whole stemming from a *iungens* strategic orientation. However, only two key advantages have been specified. The first is the creation of dense networks that favour innovation, building trust and a more effective exchange of complex knowledge. The second is the ease of communication between parties resulting from the development of a common language and the overcoming of cultural barriers, which in turn favors the delivery of multi-stakeholder projects (Collins-Dogrul, 2012; Crespin-Mazet, Goglio-Primard, & Scheid, 2013; Garriga, 2009; Long Lingo & O'Mahony, 2010; Obstfeld, 2005). Creating such benefits through a *tertius iungens* strategic orientation usually involves the combination of connecting activities with other types of support. This can range from the framing of discourses highlighting the commonalities among parties (Collins-Dogrul, 2012; Long Lingo & O'Mahony, 2010; Obstfeld, 2005) to the provision of funds and platforms that favour networking (Collins-Dogrul, 2012; Garriga, 2009; Sgourev, 2015). Additionally, it generally requires the presence of the broker as

mediator and negotiator over a prolonged period of time (Collins-Dogrul, 2012; Long Lingo & O'Mahony, 2010; Vernet, 2012).

Despite several authors have created a dichotomy between *tertius gaudens* and *tertius iungens* brokers, describing the former as self-interested and the latter as altruistic, several papers show that this contraposition is over-emphasized. Obstfeld, in his 2005 paper, already hinted at the possibility for *iungens* brokers to obtain advantages for themselves, for example, if parties introduce them to new players to reciprocate the favour of having been connected to someone else. This aspect has been further explored by following papers, which proved that in some cases a *iungens* strategic orientation is the best one for a broker to enhance their own power or position. While analysing how middle managers brokering across organizational levels could generate benefits for the organization as a whole, Shi et al. (2009) hypothesised situations in which a broker would act as *iungens* to ensure the successful completion of their tasks. These situations might arise, for example, when connecting parties facilitates the development of a project or innovation more than constantly mediating between them would, or when there might be a risk of a countermove from the side of the parties being brokered at their own expense (Shi et al., 2009). Similarly, other papers showed that, in the creative industries, the adoption of a *iungens* strategic orientation is often needed for the completion of a self-serving project requiring professional inputs from multiple actors (Long Lingo & O'Mahony, 2010; Vernet, 2012). Following these developments, recent literature on brokerage has moved away from the initial dichotomy between the self-interest of a *tertius gaudens* strategic orientation and the altruism of a *tertius iungens* one, recognizing that there might be a blend of motivations in both cases (Collins-Dogrul, 2012; Obstfeld et al., 2014). Similarly, scholars are now stressing the need for studies analysing the positive impact that *gaudens* brokers can have on network participants and on the external environment (Clement et al., 2017).

A few papers, mostly published in the last few years with the exception of that of Di Maggio (1992), have also looked at the effects provoked by a *tertius iungens* strategic orientation outside of the network boundaries. Di Maggio (1992) described the importance of Paul Sachs in the realization of the Museum of Modern Art (MOMA) in New York by bridging worlds usually separated (museums, finance and university), but of which he was a member and which had complementary resources necessary for the museum (Hargadon & Sutton, 1997). The birth of the latter, in turn contributed to bring contemporary art into fashion in the United States, affecting the choices of private collectors and galleries, providing it with legitimacy as an art and connecting classical forms of art with new ones such as films and photography (Di Maggio, 1992). Vernet (2012) showed, through a study of the film industry in France, how agents brokering between cinematographers and producers changed the labour market of that sector over time thanks to their approach of mixing *gaudens*- and *iungens*-oriented strategies. Sgourev (2015) discussed how Diaghilev, by involving artists from different fields in his enterprise *Ballets Russes*, connected social groups that were previously unaware of or uninterested in one another, thus accelerating social changes that would have led to the integration between artistic avant-gardes and between the latter and high society.

However, as was the case for the *tertius gaudens* strategic orientation, even with regard to the *tertius iungens* one not much has been written on how this can be employed to generate a specific and desired change at field- or societal-level. This knowledge gap can be explained by the fact that both brokerage orientations have been initially and prevalently developed through studies employing social network analysis. The latter focuses on networks' structure in terms of ties and nodes and represents brokers as individuals or organizations located in-between disconnected parties, i.e. in-between structural holes (Burt, 2004; Obstfeld et al., 2014). This approach is therefore not fit to understand social implications of a given brokerage orientation.

Only recent work (Collins-Dogrul, 2012; Garriga, 2009; Long Lingo & O'Mahony, 2010; Obstfeld et al., 2014; Vernet, 2012) has started to adopt a more practice-oriented view, looking at the activities that brokers do to connect parties or ideas, rather than at the creation (or not) of ties (Long Lingo & O'Mahony, 2010). This work is based on qualitative methods of research and includes both a broader understanding of the context in which an actor behaves as a broker and brokerage activities beyond the connection of parties. This, in turn, opened up the possibility of observing the overall network management strategy adopted by a broker, rather than just the creation of ties, and, in some cases, brought to light the coexistence of *tertius gaudens* and *tertius iungens* orientations. For example, these tend to be constantly alternated in creative endeavours, when parties with heterogeneous preferences need to cooperate (Long Lingo & O'Mahony, 2010; Vernet, 2012), or when a broker deals with different types of parties in different situations and chooses which strategy to adopt according to the needs of the moment (Quintane & Carnabuci, 2016; Salvetat & Géraudel, 2012; Shi et al., 2009).

Following these latest developments, in this thesis brokerage will be analyzed according to practices rather than to a structural position and it will be defined as a "behaviour by which an actor influences, manages, or facilitates interactions between other actors" (Obstfeld et al., 2014, p.202). By adopting such an approach and using qualitative methods of analysis, the study will aim to identify the brokerage strategies, and all the practices through which they are implemented, used by brokers who want to sustain an institutional arrangement in a fragmented field. This will complement the existing knowledge on the effects that *tertius gaudens* and *tertius iungens* strategic orientations can create outside of the network's boundaries and will create a stronger connection between the brokerage and the institutional literatures. Furthermore, by looking at brokerage strategies in the social entrepreneurship field, it will explore how brokerage activities can support the creation of social impact, rather than results in business or creative settings, as most of the existing literature has done.

2.6 Finding the research questions

This chapter has provided an overview of the core literature informing this research project. The idea for this study came from a theoretical puzzle about the fragmented and ambiguous state of the social entrepreneurship field and its potential correlation to the presence in it of multiple players acting as institutional agents.

Much of the existing work on organizational fields adopts as case studies either emerging or mature fields where an endogenous or exogenous disruption has taken place. This is due to two implicit assumptions connected to the seminal work of Di Maggio & Powell (1983). The first is that only emerging and disruptive fields display high levels of institutional competition and, as such, of change and instability. The second is that it is "normal" and desirable for fields to stabilize around a dominant conception, created either through the synthesis of competing claims or through the victory of one vision over others. These assumptions have been kept in the organizational fields' tradition for the past forty years, despite its increasing focus on change, disruption and contestation (Table 2.1). This represents a limitation for understanding the dynamics of fields characterised by fragmentation, and of the institutional agency required to strategically support an institutional arrangement against competing, equally established, ones in these settings. Indeed, according to many authors, the skills required to push forward a new institution and to stabilize it are different and the need to sustain some institutions and conceptions in the presence of competition requires the simultaneous mobilization of supporters, maintenance of a degree of cohesiveness among them and resistance against competing claims.

Table 2.1: Summary of relevant work on organizational fields

SCHOLARLY FOCUS	EXAMPLES OF CONTRIBUTIONS	SOURCE OF FIELD CHANGE	FIELD IMAGERY
Isomorphism	J. W. Meyer & Rowan, 1977 Di Maggio & Powell, 1983 Aldrich & Marsden, 1988 Jepperson, 1991 Leblebici, Salancik, Copay, & King, 1991	Disruptive event	Stable
Fight against isomorphism	Di Maggio, 1988 Fligstein, 1991 Friedland & Alford, 1991 Galaskiewicz, 1991 Oliver, 1991	Actors' responses to isomorphism Institutional agency Pluralism of institutional logics	Stable with potential changes
Mechanisms of field change	Holm, 1995 Greenwood, Suddaby, & Hinings, 2002 Anand & Watson, 2004 Maguire, Hardy, & Lawrence, 2004 Powell, White, Koput, & Owen-Smith, 2005 Zilber, 2007 Smets, Morris, & Greenwood, 2012	Exogenous shocks Institutional agency Institutional agency prompted by exogenous schocks	Stable with punctuated change
Synthesis of competing claims	Hoffman, 1999 Hargrave & Van de Ven, 2006 Zietsma & McKnight, 2009 Zietsma & Lawrence, 2010 Helms, Oliver, & Webb, 2012 Ansari, Wijen, & Gray, 2013	Heterogeneous stakeholders carrying multiple institutional logics Exogenous shocks Institutional pluralism	Contested reaching stability
Dynamism	A. D. Meyer, Gaba & Colwell, 2005 Powell, Oberg, Korff, Oelberger & Kloos, 2017	Fast paced technology Shocks	Unstable
Institutional pluralism	Dorado, 2005 Jarzabkowski, Matthiesen & Van de Ven, 2009 Chliova, Vernis, 2015	Contestation Ambiguity	Contested

The case of social entrepreneurship, which is a field that, in many countries as well as at a worldwide level, is moderately institutionalized, with a defined set of players, relationships among them, professional roles, regulations and governance mechanisms, but still characterised by multiple institutional referents, exposes the above-mentioned gaps in the organizational fields literature. If stabilizing and growing means converging around a single set of institutions, then how can the rise of social entrepreneurship be explained? Answering this question requires both an understanding of how fragmented fields can emerge and thrive, and the analysis of the development of social entrepreneurship.

There are already several macro-level accounts explaining the fragmented nature of the social entrepreneurship field in some countries, based on the diverse cultural heritage of each setting, the need of the field to combine multiple institutional logics, and the contested nature of some of its defining characteristics such as innovativeness and entrepreneurship. Nonetheless, these accounts still do not explain the full story. On the one hand, according to the existing literature on organizational fields, some of these characteristics — such as the combination of multiple institutional logics — are usually resolved through a synthesis of the different institutional arrangements proposed in the emerging phase of the field. On the other hand, at the country-level, all macro-factors being equal, the social entrepreneurship field often presents different features in different areas or groups. Understanding these phenomena, therefore, requires the observation of dynamics, not only at the macro-level, but also at the meso-level. Specifically, it calls for the analysis of the role that institutional agency plays in creating fragmented fields.

So far, scholarship has studied institutional agency under the labels of "institutional entrepreneurship", "collective institutional entrepreneurship" and "institutional work". Despite their merits, none of these traditions is appropriate to inquire as to the strategic effort of actors who need to both establish and sustain institutions in fragmented fields. Indeed, in these settings, players with similar power and influence are all trying to do the same on an ongoing basis (Table 2.2). For this reason, this study adopted the concept of "institutional strategy".

Table 2.2: Perspectives on institutional agency

CONCEPT	EXAMPLES OF SCHOLARLY WORK	CONTRIBUTIONS	LIMITATIONS
Institutional entrepreneurship	Di Maggio, 1988 Garud, Jain, & Kumaraswamy, 2002 Lawrence & Phillips, 2004 Maguire, Hardy & Lawrence, 2004 Munir & Phillips, 2005 Battilana, 2006 Greenwood & Suddaby, 2006 Perkmann & Spicer, 2007 Brown, de Jong, & Lessidrenska, 2009	Explanations of field change and emergence Characteristics of institutional agents Skills and tactics to affect institutions Focus on role of agents in affecting fields and	Paradox of embedded agency Focus on individual "heroic agents" Emphasis on emergence rather than stabilization Consideration only of planned strategies Punctuated equilibrium model of fields
Collective institutional entrepreneurship	Wijen & Ansari, 2007 Van Bockhaven et al., 2015 Leblebici et al., 1991 Dorado, 2005 Lounsbury & Crumley, 2007 Ritvala & Salmi, 2010 Smets et al., 2012 Jolly & Raven, 2015	Mobilization of players for promoting institutional change Soft- and hard-power mobilization mechanisms Contribution of dispersed actors towards institutional Standard setting as institutional agency	One-off project-driven or practice-driven case studies Emphasis on emergence rather than stabilization
Institutional work	Lawrence & Suddaby, 2006 Jarzabkowski et al., 2009 Rojas, 2010 Zietsma & Lawrence, 2010 Suddaby & Viale, 2011 Gawer & Phillips, 2013 Micelotta & Washington, 2013 Mena & Suddaby, 2016	Focus on practices, creativity and skills Emergent institutional strategies in the face of Reciprocal influence among institutional agents Correlation between organizational- and field-level dynamics	Diluted explanatory power All-econmpassing definition More focus on tactics and practices than strategies

An institutional strategy in a fragmented setting is likely to involve brokering, because creating and sustaining a set of institutions in a fragmented field requires the continuous enrolment and coordination of all the stakeholders that are necessary for them to thrive. Even if many studies proved the potential of brokerage to generate institutional consequences, the way in which a broker can strategically act to push forward its institutional design for the field and maintain it over time in the presence of competition is still unknown. As a consequence, the first research question of this study is:

How can brokerage strategies be used as institutional ones?

Secondly, given that several existing studies on institutional complexity and emerging fields describe the presence of multiple actors and coalitions as ultimately leading to a consensus among proponents of different institutions, this study wants to explore why

this was not the case in the social entrepreneurship field. Specifically, the second research question of this study is:

How does the presence of multiple brokers engaging in institutional strategies contribute to the formation and permanence of a fragmented field?

Answering these research questions will help to understand the institutional dynamics of a largely unexplored setting — that of fragmented fields — and the ways in which players present in them can contribute to their generation. This will expand current literature on organizational fields, by focusing on a type of field that is common in practice but often neglected by scholars, and by explaining some of its determinants and characteristics. Additionally, it will contribute to the existing scholarship on social entrepreneurship by introducing meso-level explanations of the fragmentations of its field in some countries, such as England.

Secondly, by exploring the connection between brokerage and institutional strategies, this study will contribute to the brokerage literature — by showing how networks can be managed so to generate field-level (instead of just organizational-level and network-level) consequences — and to that on institutional agency. In this latter case, the study will advance existing knowledge by exploring how actors can mobilize and maintain coalitions over time to sustain their sub-field, and relative specific institutions, in the presence of competition. The next chapter explains the chosen setting for exploring the research questions.

3. RESEARCH SETTING: THE SOCIAL ENTREPRENEURSHIP FIELD IN ENGLAND

3.1 Introduction

As explained in the previous chapter, the social entrepreneurship field is an ideal setting to study how brokerage strategies can be used as institutional ones in fragmented fields. However, due to the variety of ways in which this field developed in different parts of the world and to the desire of focusing on meso- rather than macro-level trends, I decided to limit the study to a specific geographical and institutional setting. This chapter explains the choice of England as research setting and details the historical development of the social entrepreneurship field within this country, from its inception to 2015, the year in which I performed the majority of the data collection for this research project.

3.2 The identification of the research setting

Most of the existing literature on social entrepreneurship focuses on Western countries, in particular the U.S., the U.K., and some nations within the European Union such as the Netherlands, Italy, Germany, and Spain (Bacq & Janssen, 2011; Defourny & Nyssens, 2010; Hazenberg, Bajwa-Patel, Mazzei, Roy, & Baglioni, 2016; Phillips, Lee, James, & Ghobadian, 2015; Sepulveda, 2015). Because the aim of this work is to understand brokerage practices as institutional work in a fragmented field, I chose to pick one of these nations as setting in order to start from an existing knowledge base and to analyze a field in its mature stage.

From the above-mentioned places, the U.K. was initially selected as the ideal research setting because it is one of the pioneers of social entrepreneurship worldwide as well as one of the most successful countries in developing a field and a support infrastructure for it (Hoogendoorn, Pennings, & Thurik, 2010; Teasdale, 2012; Villeneuve-Smith, Temple, Brown, Gregory, & BMG Research, 2015). Specifically, the U.K. was considered particularly interesting because of the presence within its social entrepreneurship field of several public, private and third-sector players shaping its development with multiple institutional strategies (Grenier, 2008; Nicholls, 2010; Simpacta & Red Ochre, 2011) and because of a lively definitional debate (Brown, 2008; Dey & Teasdale, 2016; Grenier, 2008; Simms, 2008; Warrell, 2007b).

However, during the pilot version of the project carried out at the beginning of 2015, it became apparent that in the U.K. social entrepreneurship is supported and managed at the national level. In particular, due to different choices and priorities pursued in the last 10-15 years by local politicians and private players, the social entrepreneurship field has evolved in different ways in England, Scotland, Wales and Northern Ireland respectively. Each nation has been affected to varying degrees by the U.K. government and other public-sector bodies over time and has a different list of key actors, who rarely operate beyond their national borders. Most importantly, each nation has its own conception of what social entrepreneurship is about (Hazenberg, Bajwa-Patel, Roy, Mazzei, & Baglioni, 2016). Furthermore, while attention for social entrepreneurship has been relevant and generally constant or growing in both England and Scotland, the same cannot be said for Wales and Eire. As a consequence of these considerations, the setting for the research project was restricted to England.

Ultimately, I selected England over Scotland as research setting for four reasons. It is a nation where actors from all sectors — both traditional and new ones, such as social investment — are involved in the social entrepreneurship space. Secondly, due to the presence of London in its territory, it is the nation where government interventions are

most impactful and where national, European and international influences meet and, sometimes, merge. These characteristics made it a very interesting setting to observe on a small scale some of the complexities that the field has — definition-wise and boundaries-wise — on a global scale. Moreover, England created the opportunity to analyze brokerage strategies in a setting with very heterogeneous stakeholders, representing all the sectors and players that social entrepreneurs and enterprises usually deal with. Thirdly, England is the place within the U.K. where most field-level conferences take place and thus where I could observe network-level and field-level meetings and discourses. Finally, there are more publications about social entrepreneurship's history and current practices in England than in any other nation of the U.K. This was expected to facilitate data collection, to increase the number of potential case studies, and to create the opportunity for a thorough understanding of the overall context in which these operate.

3.3 The history of social entrepreneurship in England

3.3.1 The rise of the field: 1995-2005

Social entrepreneurial practices have a long history in England as they do elsewhere. Their origins can be traced back to the cooperative movement's expansion in both Italy and the U.K. in the 1970s (CEO of social enterprise and CEO of field intermediary interviewed for this project, 2017; Cai, Sun, & Shen, 2009; Kerlin, 2013; Ridley-Duff & Southcombe, 2012), and to social innovators of the past supporting society or disadvantaged groups throughout human history (Alter, 2007; Mulgan, 2006). Nonetheless, the first explicit references to social entrepreneurship only appeared in England in two documents published by the Joseph Rowntree Foundation in 1995 and by the think-tank Demos in 1997, which introduced social entrepreneurship as a community-based phenomenon for local regeneration (Grenier, 2008; Huckfield, 2014;

Teasdale, 2012). For example, the Demos report envisaged the replacement of the existing welfare state with a more entrepreneurial and problem-solving one by means of a wave of social innovation predominantly originating from social entrepreneurs putting underutilized resources at the service of public goods delivery (Leadbeater, 1997). In the same period, the American network organization Ashoka, which would soon become one of the main proponents of this new term, entered England with a small office whose main remit was the collection of funds to be redistributed to "public service entrepreneurs" in developing countries (Grenier, 2008). Following these multiple attempts to support and define the combination of social and entrepreneurial practices, and the rise of cooperatives as social enterprises in the European Union (Dey & Teasdale, 2016; Ridley-Duff & Southcombe, 2012), the term eventually entered the political agenda.

Between 1997 and 2000, the Labour government guided by Tony Blair devoted significant effort to introducing the concept of social entrepreneurship as an opportunity for civic engagement and for the reduction of poverty through the adoption of an innovative and business-like approach (Grenier, 2008; Huckfield, 2014). The main goal was to reform the welfare system, in order to make it more dynamic while reducing its cost for the public budget, by increasing the participation of third-sector organizations and private citizens in the delivery of public services (Dey & Teasdale, 2016; Nicholls & Teasdale, 2016). Already in 1997, the newly-elected Labour government began to reach over to the third sector by creating the Social Exclusion Unit within the Cabinet office. This was expected to develop programs and projects to reduce social exclusion in England through the involvement of different stakeholders such as communities and entrepreneurs (Office of the Deputy Prime Minister, 2004; Spear, Paton, & Nicholls, 2015). Its launch was followed in 2000, by the establishment of a social investment task force to promote investments in no-profit and community enterprises (Batty, 2002). However, the real turning point signaling the government's commitment to social entrepreneurship as a means of tackling social exclusion and welfare reform, was the

signing of The Compact for England in 1998 (Zimmeck, 2010), in conjunction with the publication of the *Enterprise and Social Exclusion* report in 1999 (Nicholls & Teasdale, 2016). In the former, the government established an agreement with the third sector around shared values, their complementarity in the delivery of public services and their need to partner and consult each other to produce more social inclusion (Zimmeck, 2010). In the latter, social enterprises were described as "organizations that are independent of the state and provide services, goods and trade for a social purpose and are no-profit distributing" (HM Treasury, 1999, p.105).

The government's interest in social enterprises attracted new private supporters of social entrepreneurship into the English field. These organizations, either already existing and interested in social innovation (such as Ashoka, The Institute of Community Studies, Nesta, and the Scarman Trust) or newly created to develop the necessary infrastructure for this emerging field (such as the Community Action Network (CAN), Social Enterprise London (SEL) or the School for Social Entrepreneurs (SSE)) started to create ties with the government to attract increasing resources and interest for the field (Grenier, 2008; Spear et al., 2015; CEO of social enterprise interviewed for this project, 2017). In combination with their lobbying efforts, some of them also began to fund individuals who were setting up social projects in deprived communities (Grenier, 2008). Their choice of awardees showed an interpretation of the field slightly different from that of the government and of other private players entering the field. Indeed, while the latter mostly spoke of enterprises, i.e. organizations, as drivers of welfare change, social justice, and inclusion, the former mostly supported social entrepreneurs, i.e. individuals described as local heroes overcoming any challenge with determination (Grenier, 2008).

With the start of the new millennium, the government remained the key supporter of social entrepreneurship. In 2001 it created the Social Enterprise Unit within the Department of Trade and Industry (DTI) and gathered key stakeholders to understand

the major barriers and challenges for the field and develop its policy strategy accordingly (Department of Trade and Industry, 2002; The British Council, 2015). The Social Enterprise Unit developed in turn a policy document for England and Wales named *Social Enterprise – Strategy for Success*. This suggested the establishment of an enabling environment for social enterprises through procurement laws and favorable regulations; the support of the business side of social enterprises through funds and business advice; and the creation of a reputation for this new field through research and awards (Department of Trade and Industry, 2002; Spear et al., 2015). In the forewords written by Tony Blair and Patricia Hewitt, social enterprises were described as businesses focused on creating public goods, reinvesting surpluses in the community and bringing marginalized people back into the economic system (Department of Trade and Industry, 2002).

The presence of the Social Enterprise Unit within the DTI marked the start of an increasing government focus on social enterprises as deliverers of public services, especially in healthcare (Nicholls & Teasdale, 2016). In the following years, the government supported the founding of several private organizations for the redistribution of government funds to social enterprises and instituted a Community Investment Tax Relief designed to encourage financial institutions to invest in community development (Spear et al., 2015). Additionally, it announced the development of a legal form for social enterprises, the Community Interest Company (CIC) (Little, 2003), and it supported the creation of a trade association representing social enterprises, the Social Enterprise Coalition (SEC) (Spear et al., 2015).

In the meantime, between 2000 and 2004, the field of social entrepreneurship was increasingly affected by the activities of the private organizations previously mentioned in this section and also attracted more traditional players such as businesses, media, banks and academic institutions (Thornton, 2003; CEO of social enterprise interviewed for this project, 2017). Awards for social entrepreneurs and enterprises quickly

multiplied at the national level, sponsored by many different institutions (Finn, 2004; Grenier, 2008). Seven organizations interested in the growth of the field, including Ashoka (UK), SSE, CAN and The Scarman Trust, even created a new body called UnLtd in 2000 to obtain the management of the Millennium Awards Fund and distribute the interest earned from its £100 million endowment to current and prospective social entrepreneurs. In 2003, the American entrepreneur Jeff Skoll announced the opening of a social entrepreneurship centre carrying his name within the Saïd Business School at Oxford University. His goal was to develop academic interest for the concept, spread it through networks and classes and, in this way, help the success of promising social entrepreneurial projects (Young, 2004b; interview of Skoll Foundation employee). His initiative directed more resources into academic research on social entrepreneurship (Grenier, 2008) and raised the profile of the field (Benjamin, 2004) which had hitherto been supported, in England, mainly by national organizations.

The increasing presence of private players who conceived social entrepreneurship in different ways, along with the interest of the government in using social enterprises as contractors for public services, made the definition and boundaries of the field increasingly vague and broad and started a definitional debate (Harding, 2004; McCurry, 2005; Plummer, 2005) that continues to this day. These features of the field were exemplified over the years by the struggles openly taking place at UnLtd, where the founding partners gradually abandoned the organization due to disagreements with each other and with the mission drift that they believed was happening in the organization (Burne James, 2014b; Grenier, 2008; UnLtd founder interviewed for this research project, 2015). In 2002, *The Economist* included in the definition of social entrepreneurship cooperatives, charities and no-profits getting multiple revenue streams, businesses with social conscience and businesses reinvesting profits (The Economist, 2002). In its definition, as well as those of the various proponents and supporters of social entrepreneurs and enterprises operating in England, it was possible

to recognize the multiple schools of thought on the field originating in various parts of the world (Defourny & Nyssens, 2010).

An article published on the *Director Magazine* in 2004, explained social enterprises as organizations marrying social impact with entrepreneurial activities and distinguishable from charities because they cured not only the effects but also the causes of a social problem (Finn, 2004). This view had roots in the "social innovation school of thought" (Defourny & Nyssens, 2010, p.41) developed in the U.S. by scholars such as Gregory Dees (1998) and by practitioners such as Bill Drayton, the founder of Ashoka (Drayton, 2006). An article written the previous year in the *New Statesman* magazine instead depicted revenue generation as the distinguishing trait of social enterprises (Thornton, 2003). This definition was inspired by the one chosen by the Department of Trade and Industry in 2002 (Department of Trade and Industry, 2002) and it was closer to that of another U.S.-based school of thought — that of "earned income" (Defourny & Nyssens, 2010, p.40) —, which focused on charities and no-profits becoming financially self-sustainable by undertaking revenue-generating activities. Finally, the conception of social entrepreneurs and enterprises as community developers, present in both the government's definition and in that of organizations such as SSE and UnLtd, reflected the influence of the European Union, which promoted cooperatives and social enterprises as economic and community developers (Defourny & Nyssens, 2010; Grenier, 2008).

While generating tensions and debates, the co-existence in the social entrepreneurship field of the U.K. government and of heterogeneous private stakeholders sustained its fast growth. In 2005, the Department of Trade and Industry estimated that there were around 15,000 social enterprises in the U.K. — mostly based in England or Scotland — together representing more than 1% of the national business activity (Little, 2005b). Centers and networks to support social enterprises opened at local, regional and national level. For example, in 2005, Social Enterprise London launched a directory of

London social enterprises, while the Social Enterprise Coalition (SEC) organized the first UK-wide conference on social enterprises (Third Sector Magazine, 2005a, 2005b). These organizations, understanding the interest of the government to develop the new field in order to advance its welfare reform, started to lobby for the inclusion of social enterprises in the supply chain of public-sector bodies and for the introduction of additional funds and tax incentives (Little, 2005a; Ogden-Newton, 2006; Third Sector Magazine, 2005). Their loud advocacy and attraction into the field of new players such as corporations led to the increase of both public and private resources for the field and prepared the ground for a new period of even faster growth.

3.3.2 The tipping point: 2006

After a decade of excitement and experimentation, the key players of the social entrepreneurship field in England came to the realization of the impossibility of agreeing univocally on what the terms "social" and "entrepreneurship" meant when combined. At the same time, however, they were also aware of their reciprocal existence and importance and of the need to create a permanent and distinct field in order to keep attracting new actors and resources. In the public and academic discourse in England social entrepreneurs and enterprises were described as either organizations offering a new economic model for society, lone heroes trying to change the world, or organizations and individuals delivering public services or a social impact in an entrepreneurial or innovative way (Seanor & Meaton, 2007).

Social enterprises, following the government's official definition published in 2006, were generally described as businesses that generated profits — or at least aimed to do so — and reinvested them to produce social good (Snaith, 2007). Some field members attached to this baseline definition also notions of innovativeness, risk-taking and change-making (Bahra, 2006; Office of the Third Sector, 2006). Others pointed more to

the need of social enterprises to adopt a diffused ownership structure and to keep accountability to their communities (Reid & Griffith, 2006; Ridley-Duff & Southcombe, 2012). Social entrepreneurs' definitions, on the other hand, ranged from Ashoka UK's "heroes who will change the system in which they operate" to UnLtd's and SSE's "community doers with a social idea" (Grenier, 2008). In-between these two definitions resided individuals setting up a social enterprise, any worker/employee/volunteer participating in the social economy, innovative public servants and society's change-makers (Downer, 2006; Jones & Keogh, 2006).

These multiple interpretations of social-entrepreneurship-related concepts increasingly generated divisions within the field. Some of its members coming from the charity world voiced concerns about the innovation and risk-taking side of entrepreneurship becoming increasingly relevant. They began to attack the Skoll Centre for teaching people how to turn need into profit and the concept of "entrepreneurship", seen as bringing into the third sector a low consideration for reliability and funders' money (Cater, 2006). The general perception was that the voluntary sector was being rebranded to accommodate risks and business practices even if there was nothing really new in what social enterprises and entrepreneurs did compared to existing organizations (Little & Warrell, 2007; Palmer, 2006). Some other members, mostly attached to the cooperative tradition, began instead to criticize the elevation of social entrepreneurs to lone heroes changing the world thanks to their wit and determination. They felt that this view of social entrepreneurship was alien to a movement grown out of cooperatives and the desire to foster social inclusion and participation (Dey & Teasdale, 2016). Finally, business-minded people reflected on how many charities such as Oxfam already had revenue-generating activities in place as a means of survival. They were therefore worried that the inclusion of socially-driven classes in business school curricula would not hamper the third sector but, on the contrary, would generate a wave of refusal of capitalism and sound profit-making business practices (The Economist, 2006).

This debate was further fuelled by the increasing visibility of some intermediary organizations, which sought to push the field's definition and boundaries in opposite directions. For example, Ashoka, whose founder was credited with pioneering the concept of social entrepreneurship in the '80s, re-launched its UK office in 2006 and took the opportunity to point out that the vision of social enterprise as a business or as a public service was stripping out of the concept the revolutionary ambition of social entrepreneurs (Caulkin, 2006). Meanwhile, multiple umbrella bodies established in England and Scotland formed a coalition to bring back to the field the idea — mainstream in Europe at that point — that social enterprises were not only businesses but, above all, instruments to foster democracy and participation at the community level (Warrell, 2006a). The interesting phenomenon was that by advertising multiple conceptions of the social entrepreneurship field, these organizations contributed to its steady pace of growth (Grenier, 2008). Their efforts, indeed, attracted new social entrepreneurs, enterprises, and supporters into the field, thus complementing the attempts of the Labour government to foster the growth of social entrepreneurship in order to advance its public-sector reforms.

In 2006, the government created an Office for the Third Sector within the Cabinet Office and an associated Minister, in order to favor the replacement of public services with citizen-led initiatives and organizations (Nicholls & Teasdale, 2016; The British Council, 2015). This change implied the unification of the Social Enterprise Unit with the Active Communities Directorate, focused on voluntary organizations and the creation of a single policy and entity governing the entire third sector instead of just social enterprises (Alcock, 2010a). This political move was symptomatic of the general pressure placed on third-sector organizations to become social enterprises in order to improve both their financial sustainability and their responsiveness to local needs (Nicholls & Teasdale, 2016) and of the government's intention to use social enterprises to achieve multiple goals. Among these were the encouragement of ethical markets, the improvement of public services through innovation, the creation of an entrepreneurial

culture throughout society, the renewal of deprived areas, and the growth of local jobs (T. Chapman, Forbes, & Brown, 2007; Office of the Third Sector, 2006).

As part of these policies, the government also increased its focus on creating a favorable environment for social enterprises to thrive. It planned, among other things, several projects to foster interest in social entrepreneurship among young people and to enhance social enterprises' access to finance and business training. Furthermore, it created an ambassadors program to raise the profile of social enterprises with the general public (Office of the Third Sector, 2006; Warrell, 2006b). As part of this policy shift, talks began for the investments of high-impact social enterprises willing to scale up and create a social investment sector to be remunerated at a sub-market rate. In this spirit, a proposal was developed to use dormant accounts to institute a wholesale social investment bank (Spear et al., 2015). The Chancellor Gordon Brown even voiced his hope that in the near future social enterprise would become the preferred choice for anyone setting up a new business and announced the creation of a directory for social enterprises (Local Government Chronicle, 2006; Third Sector Magazine, 2006a).

Following these multilateral efforts, the social entrepreneurship field kept growing at an even faster pace. In 2006, the Department of Trade and Industry estimated the presence of around 55,000 social enterprises in the country, contributing more than £8 billion a year to the national economy (Little, 2006). This figure was more than three times higher than the one released only a year earlier. In the same year, *The Economist* published four articles connected to social entrepreneurship — more than in the previous five years combined — and a study of the support available to social entrepreneurs and enterprises identified several organizations, at both national and regional level, helping the field grow. These organizations' main role was to provide information, advisory services, training, networking and, sometimes, representation to social entrepreneurs and enterprises (Lyon & Ramsden, 2006). Their efforts were also often complemented by those of several public agencies and professional firms

delivering pro bono services and social investors such as cooperative banks and Community Development Finance Institutions providing funds (Lyon & Ramsden, 2006).

3.3.3 Becoming a fragmented field: 2007-2009

Despite increasing recognition and success, however, the social entrepreneurship field still faced several issues, which remained a constant in the period 2007-2009 (and even for a part of 2010). Firstly, awareness of it in England remained quite low in absolute terms. This was true for the general public as well as for the local authorities that were expected to engage with it and hire social enterprises for the delivery of public services (T. Chapman et al., 2007; Muñoz, 2009). A survey commissioned by the Office of the Third Sector found 72% of people were unaware of what a social enterprise was and were unable to distinguish it from a charity (Grewal, 2008). Similar findings emerged in 2009 from research conducted by SEC establishing that the general public were unaware of the existence and the meaning of social enterprises (Ainsworth, 2009b; Donovan, 2009). The proposed solutions to the problem were several: from the specification of a single legal form for social enterprises connected to a tax break (UnLtd) to the creation of campaigns. Furthermore, other actors invoked the provision of support to social enterprises that could become big enough to be recognized at the national level (SEC), and the establishment of a brand such as *Fairtrade* that could make social enterprises easily recognizable to individual customers (Third Sector Magazine, 2006b).

Secondly, for social entrepreneurs and enterprises it was still very difficult to find appropriate sources of finance (Nicholls, 2006), despite the initiatives of intermediaries such as CAN and SEL, which were involving financial institutions and businesses in the field to provide funds and advice (Warrell, 2006a, 2006b). Indeed, the hybridism

inherent in these new organizations discouraged both private investors, who did not trust the no-profit side and the un-measurability of social impact, and public bodies, which either considered these organizations insufficiently entrepreneurial and efficient, or excessively focused on profits rather than just the recovery of costs (Baines, Bull, & Woolrych, 2010; T. Chapman et al., 2007; Jones & Keogh, 2006). Between 2008 and 2009, the field was also hit by the economic downturn. Many social enterprises reported a reduction in funds and in customers able to pay for their services (Steven Pinch & Sunley, 2015; Warrell, 2008c). This prompted questioning of all the money received by several organizations such as Bridges, UnLtd, Futurebuilders, the Adventure Capital Fund, and the like to support the field. Their endowments were not translating into funds given to social entrepreneurs and enterprises when they most needed them, nor into significant growth in the number or operations of existing social enterprises (Schwartz, 2009; Shah, 2009). For this reason, the government's plans to set up a wholesale social investment bank were met with little enthusiasm, because many organizations feared that efforts were put into strengthening the availability of capital without checking if the existing one met the needs of third-sector organizations (Westall, 2010).

In general, there was a perception that social enterprises and their management lacked the planning, financial, and strategic skills to set up a successful or at least sustainable business in the long term and thus represent a trustworthy partner or provider (T. Chapman et al., 2007). To address this issue, at the beginning of 2007, Social Enterprise London published a guide explaining to social enterprises how to manage their finances and marketing (Warrell, 2007a). More generally, the knowledge of these underlying issues prompted a joint effort in 2007 from the promoters of the field to increase people's awareness about social entrepreneurs and enterprises. The latter received prizes at exclusive award ceremonies obtaining significant media coverage and were showcased all over England at events organized at both the regional and national level, such as the Social Enterprise Day (Cabinet Office, 2007; Egawhary, 2007; Warrell,

2007d). Moreover, following the consensus reached in 2006 about the need for a recognizable brand for social enterprises, a pilot project was officially started by Rise, a field-level intermediary from the South West of England, to create a mark for the field like that of *Fairtrade* (Warrell, 2007b).

While these activities were taking place, new challenges arose. A study made by the government showed that the excitement of a few years earlier at the introduction of the CIC legal form for social enterprises had been premature. Out of an estimated 55,000 social enterprises, there were only 670 CICs. The reasons cited for this gap were the lack of tax incentives for CICs, contrarily to what was guaranteed to charities, and the forced asset lock feature that made it harder for them to raise equity compared to a Public Limited Company (R. Chapman, 2007; Warrell, 2007c). Additionally, the CIC did not naturally accommodate well the democratic control features of cooperatives and excluded charitable social enterprises (Snaith, 2007).

In the same months, a social enterprise was very badly received on the BBC's *Dragon's Den* TV program, and was quickly discarded from it due to its attempt to reach a double bottom-line (Jump, 2007). This showed that the business sector did not really consider social enterprises to be businesses, contrary to what many field leaders and intermediary organizations suggested. Even in the public and third sectors there was still widespread resistance to social enterprises, especially NHS spin-offs incorporated as CICs, increasingly substituting the NHS in the delivery of several healthcare services (Plummer, 2007). Charities complained about their exclusion from this opportunity or about their fear of seeing the third sector become a "government arm". Trade unions and other public service stakeholders described social enterprises as a way to mask the privatization of public services and to support efficiency in this sense at the expense of good service and accountability (Currie, Allen, & Clitheroe, 2007; Dearden-Phillips, 2008b).

Critics emerged as well from the social entrepreneurship field itself. Usually supportive organizations such as the National Endowment for Science, Technology and the Arts (NESTA) and the Young Foundation depicted social entrepreneurs and enterprises as focusing on their organizations and ideas more than the social impact they wanted to generate (Warrell, 2007e). Umbrella bodies such as NCVO complained about the lack of good social enterprises able to capture available funds with credible and well-written proposals and claimed that those organizations winning prizes were mostly just well-established charities (Holmstrom, 2007). In the meantime, members coming from a charity background worried that the business focus was pushing social enterprises away from democratic representation and/or innovativeness towards a mere search for efficiency and business-like models (Seanor & Meaton, 2007). In response to this, some social enterprises affirmed their own importance and uniqueness by defining themselves as more entrepreneurial and modern than charities (Dearden-Phillips, 2008a) and claimed that their difficulties were mostly due to the lack of real financial support for them (Filou, 2007).

In an article in the Third Sector magazine, Warrell effectively summarized those different views hinting at the possibility that the clashing interests of the most powerful and visible actors in the field were severely delaying the implementation of potential solutions (Warrell, 2007f, p.10):

"Certainly, there is more work to be done on access to finance, support for new organizations and public understanding of the social enterprise brand. But the sector is divided on what the next steps should be, and especially on the issue of how to help consumers distinguish between genuine social enterprises and businesses that falsely claim to have a social output. Cliff Prior, chief executive of social enterprise support group UnLtd, is a strong believer in the need for better regulation and a tightening of definitions of what can truly be called a social enterprise. On the other side of the debate, Allison Ogden-Newton, chief executive of Social Enterprise London, is skeptical

about the development of a quality mark that she feels could not operate effectively without significant and complex controls. The future of social enterprise These opposing views may well determine the future of social enterprise — whether it narrows to exclude potential imitators or widens to embrace any organization that claims to have an ethical slant. Nigel Kershaw, chief executive of Big Issue Invest, believes that if business adapts to social principles, social enterprise could eventually be abandoned altogether. 'People need to look down into their own sectors and see the potential for social change — let's hope we're not still here in 10 years' time,' he said"

Her words proved to be right as the discussions of the field's boundaries, definition and location within the economic system continued throughout 2008 (Ainsworth, 2008a; Barrett, 2008). An article in the magazine *Director* identified the inability of field intermediaries to find an agreement on the meaning of social enterprise as a key source of this confusion. As an example of their claims, the authors cited UnLtd as an organization complicating matters by supporting social entrepreneurs setting up a wide range of organizations (Simms, 2008). A reader's letter published in the same magazine a few months later blamed instead the government and the Social Enterprise Coalition for avoiding a definition of the concept (Brown, 2008). His point was reinforced by complaints of the social enterprise ambassadors — nominated only two years before — about the lack of focus and direction of the government in supporting the field (Warrell, 2008d).

In the same period, the Office of the Third Sector mapped 79 networks supporting the field at national, regional, sub-regional and local level (Warrell, 2008b). More often than not these organizations tended to replicate their efforts and to present slightly different definitions of social enterprises and social entrepreneurs. For example, CAN announced its first directory of social enterprises (Warrell, 2008a), duplicating similar ones produced by other entities such as Social Enterprise London, UnLtd, and the government, which had launched one the previous year. Additionally, the presence in

this group of government-supported umbrella bodies such as SEC, NCVO and ACEVO created a big gap between social enterprises and other organizations affiliated with these networks, which benefited from public policies and funds, and small community-based realities that were progressively forgotten by the government's agenda (Alcock, 2010a).

Because of the uncertainty surrounding the field, some people and organizations flagged up new practical shortcomings of the lack of clarity and tried to find solutions. CAF Venturesome, a social investor, categorized social enterprises into three different types, according to their business model. It complained that referring to these different models with the same name (i.e. social enterprise) made it hard for entrepreneurs to understand what exactly they wanted to set up (Warrell, 2008f). The CEO of Divine Chocolate, one of the most well-known and celebrated social enterprises based in England, highlighted the risk of diluting the concept of social enterprise for those very entities. She explained that if anyone could label any organization — from charities to companies adopting CSR practices — as a social enterprise, this would have severely hampered their opportunities to be trusted by customers and to attract funds (Simms, 2008). From their side, charities themselves worried that the combined effect of an unclear distinction between them and social enterprises and the increasing business focus of the latter would soon limit their resource streams, especially in terms of funds and trust (Dearden-Phillips, 2008). An even bigger concern emerged when one prominent social enterprise running into difficulties, the ECT group, was acquired by a private business. The field divided into those that saw this as the signal that social enterprises were entering the mainstream business sector and those worried that as businesses took over social enterprises there would be no assurance regarding their social impact (Steven Pinch & Sunley, 2015; Warrell, 2008e).

At the same time, however, the ongoing economic crisis generated a renewed interest in social enterprises as organizations providing valuable services at the local level and

reducing unemployment and inactivity rates in communities hit by the recession (Brookes, 2009; McCurry, 2009; Shah, 2009). To support the growth of the field and its principal players in times of distress, the Office for the Third Sector set up a program to facilitate access to business and financial advice for social enterprises and it accelerated plans for developing an appropriate social investment sector and an impact measurement system (Shah, 2009; Spear et al., 2015). Additionally, at the very end of 2008, the social entrepreneurship field found a new reason to remain positive. The organization Rise announced the success of its pilot program for awarding a mark to social enterprises meeting the chosen criteria in the South West and confirmed that it would soon be launched at national scale (Ainsworth, 2008b). Their announcement was followed three months later by that of the Social Enterprise Coalition, declaring its willingness to put its weight and reputation behind the initiative in order to help clarify the values of the field and market it better (Ainsworth, 2009a). The decision of the SEC generated strong criticism from both CEOs of established social enterprises such as Divine Chocolate and the London Community Recycling Network, and from field leaders such as Liam Black, who believed that focusing on a single model of social enterprise would not be beneficial for the field as a whole (Ainsworth, 2009).

3.3.4 New government plans for the field: 2010

2010 was another transition year for the social entrepreneurship field in England. The coalition of Conservatives and Liberal Democrats replaced Labour in government and diverted funds and attention towards the social investment sector as a way of supporting both social enterprises and charities that could deliver public services (The Economist, 2010). The coalition's policies were not altogether different from those that had been sustained by Labour during its last term in office but showed a different underlying ideology (Alcock, 2010b; Nicholls & Teasdale, 2016). In fact, their discourse was focused on substituting the "Big State" of the Labour, with a "Big Society" based on

private local initiatives only indirectly supported by the government and responsible for fixing inequalities and social justice issues (Alcock, 2010b; Dey & Teasdale, 2016; Thompson, 2011). This implied a switch from seeing social entrepreneurs and enterprises as partners of the government in the delivery of welfare to substitutes for the latter.

At the beginning of its term, the government published a new Compact for England in which it promised voluntary organizations and social enterprises partnerships and reciprocal engagement to achieve common goals. Core concepts of the new Compact were the independence of third sector organizations, their increasing involvement in the delivery of public services and enhanced transparency and accountability on both sides (Office for Civil Society, 2010). In the meantime, the government also transformed the Office of the Third Sector into the Office for Civil Society, whose remit was limited to England. This enhanced the possibilities for devolved parliaments and governments to regulate their relationships with social enterprises and voluntary organizations and made the "Big Society" a strictly English phenomenon (Alcock, 2010b).

For the new government, incentivizing social entrepreneurs and enterprises to rely more on investments than on grants was a way to use scarce resources more efficiently and to foster the field's financial independence and sustainability (The British Council, 2015; Thompson, 2011). The overall aim was to decrease the public funds and support given to the field, in order to reduce the role of the state in the economy and cut public spending in a period of austerity (Nicholls & Teasdale, 2016; CEO of field intermediary interviewed for the project, 2017). The belief was that the main obstacles to what was celebrated as a soaring field making businesses more socially sustainable and local public services outsourceable were insufficient access to finance and leadership skills (Lucas, 2009; McCurry, 2009). As a consequence, the first interventions of the government connected to its policy shift involved support for stronger links between the social investment and the third sectors, the provision of money to social entrepreneurs

and enterprises through contracts and financial intermediaries rather than grants (Spear et al., 2015) and the set up of business training for social enterprises through the existing Business Link Network.

Firstly, the government piloted Social Impact Bonds in 2010, starting with Peterborough prison (Ainsworth, 2011b; Spear et al., 2015), and created Big Society Capital, a "wholesaler" bank meant to support "Big Society" organizations by making available debt, equity and quasi-equity long-term investments (Ainsworth, 2011a; Spear et al., 2015). Both innovations had been devised during the last years of the Labour government but had not been finalized before the elections and were happily taken over by the coalition, aiming to connect social impact with private capital (Nicholls & Teasdale, 2016). Additionally, the government supported the creation of incubators and investors for social ventures through both funds and favorable laws and reforms (Spear et al., 2015).

Secondly, at the impetus of the Social Enterprise Coalition, the government proposed to parliament the Public Services Bill, asking public bodies to consider how their expenses could promote local wellbeing through the social impact generated by potential suppliers, when awarding contracts (Nieri, 2011; Youde, 2010). This Bill managed to displease all the stakeholders involved. Many people and organizations viewed it as another attempt to make the third sector take over public services no longer guaranteed due to budget cuts (Allcock Tyler, 2011; The Times, 2011). At the same time, supporters of social enterprises were disappointed due to the lack of a specific mention of social enterprises in the Bill and thus of recognition that this new typology of organization had already successfully provided public services in many areas (Schwartz, 2011). Connected to this, the Cabinet Office also instituted a Mutuals Taskforce to identify and overcome barriers to the delivery of public services through mutuals, organizations spun-off from public bodies, which were owned by their employees (Mutuals Taskforce, 2012).

Thirdly, the government rationalized the money given to third sector lobbying organizations in order to represent their constituents to ministers and members of parliament. A study conducted a few months before had indeed revealed that around 42 charities had obtained £12.2 million from the government without a specific plan, objective (Plummer, 2011a) or outcome coming from their funded lobbying activities (Plummer, 2011b). As part of this new strategy, the newly elected government interrupted the Social Enterprise Ambassadors program that had been launched in 2007 and that had cost £860,000 (Ainsworth, 2010c). More significantly, it cut the fund for third-sector intermediaries and supporters from £12.2 to £4 million with the plan of reducing it to £2 million for the following two years. The conditions for continuing to receive public funds were for organizations to merge, combine their efforts, and present comprehensive and effective plans with specific projects such as conferences meant to support the "Big Society" agenda (Plummer, 2011a, 2011b). This decision favored big umbrella bodies and organizations lobbying for social entrepreneurship and social businesses, which could either attract partners and elaborate comprehensive plans or were supportive of the part of the field of interest to the government (Plummer, 2011b). Additionally, it played a role in the re-branding of the Social Enterprise Coalition as Social Enterprise UK (SEUK) — with the organization trying to reduce its reliance on government funds (Plummer, 2011) — and, probably, in the closure of Rise, the organization that had created the Social Enterprise Mark a few years before (Ainsworth, 2011).

Overall, the combination of new policies, fewer available resources from the market and potential buyers, and a reduction in grants made it necessary for many social enterprises to move towards entering the public sector supply chain (Dey & Teasdale, 2016). Additionally, it implied a greater shift of the social entrepreneurship field towards a pro-enterprise and pro-business attitude, moving further away from the original ideologies of collective participation, social change, and inclusion. As a consequence, the support given to the field increasingly switched towards helping social

entrepreneurs and enterprises to engage better with potential customers and with the business sector, instead of relying on public contracts and funds (Ainsworth, 2010a; Marsh, 2010; The British Council, 2015). Sometimes, words were not followed by deeds. For example, Social Enterprise London published a guide for social enterprises in 2010 to explain how to better provide public services and win contracts in the public sector (Ainsworth, 2010d). At other times, however, the field tried to unite to find appropriate solutions to the perceived problems of low connectedness between the social entrepreneurship field and the general public or the business sector. For example, new momentum was given to the Social Enterprise Mark created by Rise and supported by the Social Enterprise Coalition (Ainsworth, 2010b; Ashton, 2010). It was expected to be a good way to differentiate social enterprises from charities still dependent on government grants and from businesses not really generating social impact (Ridley-Duff & Southcombe, 2012).

3.3.5 The birth of the current social entrepreneurship field in England: 2011-2015

The new government and field support for the Social Enterprise Mark, together with the activities of some intermediaries, heated up the definitional debate once again instead of helping organizations to converge around a common idea. Field members divided themselves into full supporters, supporters not agreeing with the chosen criteria although supporting the initiative in principle, and opponents, worried that strict criteria would reduce the innovativeness and diversity of the field (Ridley-Duff & Southcombe, 2012). For example, the Social Enterprise Network started its campaign to clarify the meaning of social enterprise against "the mist that shrouds the debate" and criticized the excessive enthusiasm around the field, which was too often described as a "silver bullet" for all the social and economic problems of the country (Jolly, 2012). Other players pointed out that some social enterprises, instead of surviving through trade, did so by winning competitions (Schwartz, 2012a). Even the government, despite assuring

that the Mark criteria would have been used to award public-sector contracts (Huckfield, 2014; West Morning News, 2012), moved away from its definition. For example, in contrast to the Mark, it included one-person businesses in its definition of social enterprises. Similarly, it set a much lower threshold than the Mark (25% instead of 50%) for the percentage of revenues from trade that organizations had to have in order to be considered social enterprises (Cabinet Office, 2012; Findlay, 2013; Huckfield, 2014; Social Enterprise Mark, 2009). This divergence was explained by the government's need to cast as wide a net as possible in order to find third-sector organizations that could take over the delivery of public services (Third Sector Magazine, 2014b).

Ultimately, the controversies around the Mark led to further disintegration of the field. In 2013, Social Enterprise UK instituted its own badge of certification for social enterprises. Contrary to the Social Enterprise Mark and the government's definition of the previous year, to obtain the SEUK badge it was enough to become a member and to self-certify as a social enterprise (Third Sector Magazine, 2013). This initiative was approved by organizations in the social investment sector, like ClearlySo, and by some prominent social entrepreneurs, who had attacked those trying to narrow down the definition and boundaries of the field from the very beginning (Dearden-Phillips, 2011; Schwartz, 2013). Additionally, it was supported by other umbrella bodies lobbying for the field, such as ACEVO, NCVO, Locality, NAVCA, Coops UK and UnLtd, which owed their existence to the variety of organizations thus far included in the field (Huckfield, 2014) and were thus supportive of keeping it as inclusive as possible. However, in both 2013 and 2014, several members of the social entrepreneurship field also raised critiques of this boundary-blurring approach. For example, a report of the National Coalition for Independent Action denounced government-supported organizations, like SEUK, Locality, UnLtd, Social Enterprise Mark, ACEVO and NCVO for shaping the government's policies in a way that created uncertainty (Huckfield, 2014). Other organizations reported evidence that social enterprise was

becoming a convenient brand used by small and medium enterprises to obtain undeserved benefits and that the confusion generated by such behaviors was also causing ineffectiveness in the social investment sector, refusing most of the funds applications it received (Huckfield, 2014; Panel on the independence of the Voluntary Sector, 2013).

The divisions within the part of the field focused on social enterprises as businesses — in some cases engaged in the delivery of public services — provided fertile ground for the part of the field interested instead in social entrepreneurs, either as innovators or as community leaders. For example, the School for Social Entrepreneurs began to contrast social entrepreneurs with social enterprises, stressing how the former were generating a community benefit, while the latter often compromised social impact in favor of financial gains (Prosser, 2013). In the meantime, some politicians and entrepreneurs affiliated with international organizations present in England such as Ashoka, the Schwab Foundation or the Skoll Foundation, strengthened their criticism of the involvement of traditional charities in the field, because they were not aiming to radically change the system (C. Richardson, 2014). Even among these players, however, clarity on the concept did not abound. In 2012, the Skoll Centre shifted its attention from social entrepreneurship as driver of inclusion, change, and renewal of communities and rural areas (Young, 2004a) to "social entrepreneuring", intended as any activity aimed at ecosystem change taking place in any sector and type of organization (Dunn, 2012). Meanwhile, some other intermediaries and field supporters, such as the School for Social Entrepreneurs and UnLtd, decided to keep alive the idea of social entrepreneurship as the foundation of projects helping the community. SSE announced the organization of three roundtables at the beginning of 2011 focused on how social entrepreneurs and enterprises could deliver services to the community (Brodie, 2010). UnLtd partnered with Guinness to deliver awards to entrepreneurs who made a positive difference in their local area (Ainsworth, 2010).

In 2014, social entrepreneurship was defined by an article on *M2 Presswire* as the activity of combining cash-flows and technologies of for-profits with the aim of creating sustainable solutions to the world's "wicked problems" (Garet, 2014). Other definitions stressed instead the focus on innovation, disruption, or community renewal. The CEO of the Thomson Reuters Foundation, which collaborated with organizations active in both the international and the national social entrepreneurship field, defined social entrepreneurship as both activities disrupting the status quo and developing sustainable business ideas to address social issues (Villa, 2016). In general, the focus on individual entrepreneurs attracted strong criticism in England from those members of the field who remembered how the social entrepreneurship movement had started with the cooperatives in the 1970s, and thus with the intent of guaranteeing more democratic structures and widespread participation in the economic sphere (Huckfield, 2014). The focus on innovation and risk-taking intrinsic in the definition of social entrepreneurship supported by international organizations was also criticized as potentially in contrast with the leadership needs of organizations, such as social enterprises delivering public services, that required sustainability, accountability and implementation skills more than imagination and risk (Pharoah, 2014).

Ultimately, the impact of this lack of agreement among field supporters affected social entrepreneurs and enterprises. They continued to report a lack of awareness among citizens (Morrison, 2013; M. Richardson, 2016), the difficulties of local authorities in distinguishing them from other organizations bidding for public contracts (Ainsworth, 2013), and the problems in accessing funds from both the business and the third sector (Pharoah, 2012a; Schwartz, 2012b; Third Sector Magazine, 2015; Villa, 2016). Their concerns were also confirmed by a government report published in 2012, which described the main barriers for the field's thriving as the poor access to finance, the lack of a favorable taxation and regulations, and tough competition worsened by the economic downturn (Cabinet Office, 2012). In 2013, three years after the change in government policy, 12% of the turnover of social enterprises was still generated by

NHS spin-offs and 52% of social enterprises still traded with the public sector (The British Council, 2015). Nonetheless, sixteen months after the introduction of the Public Services Bill — meant to support the involvement of social enterprises in the delivery of public services — research found that most public contracts were too big to be bid for by third-sector organizations, and thus ended up in the hands of businesses, or were cancelled outright due to budget cuts (HM Government, 2014; Third Sector Magazine, 2014a). Also the recently created social investment sector, which many field-level intermediaries had supported and welcomed, despite growing significantly in 2013, was still unable to meet the financial needs of social enterprises and of "Big Society" organizations (Temple, 2014).

As a consequence of these issues, even though the number of social enterprises kept on growing — the government estimated there were around 70,000 social enterprises in the UK in 2012 — very few of them reached a significant scale or managed to survive for more than a few years (Cabinet Office, 2012; Dearden-Phillips, 2012; Pharoah, 2012b). Even established social enterprises sometimes ended up bankrupt or were acquired by mainstream businesses (Griffin, 2013; Warrell, 2008e). News of these trends eventually generated awareness about the difficulties of moving the social entrepreneurship field towards the business sector, as may field members — government included — were trying to do (Griffin, 2013; Immink, 2013; National Business Awards Editor, 2013). Charities increasingly worried that they would soon find themselves either short of support or required to compete with businesses on unfair terms, where they would have to demonstrate substantial social results in order to compensate for the lack (or low level) of profits (Pharoah, 2013). Even for social enterprises being treated as businesses did not necessarily represent an advantage. If, on the one hand, they could get investment and support that was precluded to traditional businesses, on the other hand, they kept reporting trouble attracting and convincing customers of the quality of their offer and their added value (Temple, 2013).

Nonetheless, even if from an internal perspective the social entrepreneurship field in England appeared less effective than many commentators claimed, from an international point of view it was thriving more than ever. Some field members, as well as some people and organizations dealing with social entrepreneurship in other countries, considered England the most developed field for social entrepreneurship in the world (Villeneuve-Smith & Temple, 2015; employee of intermediary interviewed for the project, 2015). In 2015, the British Council partnered with SEUK to export the concept of social enterprise internationally, leveraging the experience of England-based organizations and creating networks with multiple national and local players in order to reproduce in other countries the English ecosystem of support for social entrepreneurship. Two years before, UnLtd had also created an international network of field-level intermediaries, in order to share best practices at a global level (UnLtd., 2013).

Overall, despite definitional debates and power struggles, the field has managed to grow in the last twenty years. In 2015, *The Guardian* reported that one in every five small and medium enterprises in the UK was a social enterprise and that, in total, these organizations contributed around £55 billion every year to the national economy (Patton, 2015). A report of the British Council explained that such a growth had been driven by the presence of multiple private and public players supporting it. Indeed, several financial institutions and consulting companies had joined the field with tailored programs, while national and regional networks offering training opportunities as well as information and advice had proliferated (The British Council, 2015). Moreover, while the government's involvement in the field had diminished over time, that of local authorities had been on the rise and had favored the generation of local ecosystems of support (M. Richardson, 2016).

3.4 Conclusion

This chapter set out to describe the choice of the social entrepreneurship field in England as research setting and its historical development from its inception (mid-1990s) to the year in which the data collection was started (2015). The choice of England was determined by the presence in its social entrepreneurship field of multiple influences and heterogeneous stakeholders and of an ongoing debate around the field's boundaries, conception and role in society. Additionally, given the multitude of academic and other publications on the field, its history and players, this setting was expected to provide plenty of potential case studies as well as context-related data.

Social entrepreneurship has grown significantly in England in the past 20 years and has allowed the country to establish itself as a leader in this area on a global scale and to attract players from many different countries and sectors. At the beginning, the growth of the field was predominantly driven by the U.K. government, either through favorable legislation or through the encouragement of social entrepreneurship-related organizations and funds. As the government progressively lost resources or the willingness to promote the field, these intermediaries, as well as other private players entering the field from traditional sectors or different countries, took over the leadership of the field and shaped its development and direction. The diversity of these organizations and of their goals, led the field to a permanent state of fragmentation, characterized by a multiplicity of definitions, unclear boundaries with other fields and internal divisions. This, on the one hand, has given rise to a lively debate and an inclusive field attracting many new players over time. On the other hand, it has sustained issues such as low public awareness of the meaning and value of social entrepreneurship, difficulty navigating the field for newcomers, hampered access for social entrepreneurs and enterprises to financial resources, and a progressive departure of the field's role in society from that of its origin.

Analyzing and summarizing the historical development of the social entrepreneurship field in England, as depicted from multiple sources, enables a more in-depth understanding of the context in which the brokering agencies analyzed operate. Overall, this chapter confirms the potential interest of this field for institutional-related work, given its fragmented nature and the presence of multiple organizations required to engage in different types of institutional work in order to contribute to its development. The following chapter starts from these considerations and explores the research methodology used to investigate this setting and the brokering organizations influencing its development.

4. RESEARCH DESIGN AND METHODS

4.1 Introduction

The previous chapter explained the rationale for choosing the social entrepreneurship field in England as the research setting and described its historical evolution from its inception in the late 1990s to 2015, the year in which the data collection and analysis for this project started to take place. This chapter sets out the methodology I used to conduct this research project. The first part clarifies the epistemological stance informing the study and details the research design and the sampling procedure. The second section explores the data collection, distinguishing between primary and secondary data, and the techniques used to analyze all the information available. The fourth and last part of the chapter reflects on the impact of the researcher's bias on data collection and analysis.

4.2 Research design: Epistemological stance and selection of cases

4.2.1 Ontology and epistemology

Willis et al. define a paradigm as a "comprehensive belief system, world view, or framework that guides research and practice in a field" (Willis, Jost, & Nilakanta, 2007, p.8). Different paradigms lead to different questions about the world and what can be known and, as a consequence, to different answers (Vasilachis de Gialdino, 2009). It is thus paradigms that guide research design because it is "impossible to observe and describe the way things really are...without some theory of what is relevant to observe" (Anfara & Mertz, 2006, p.25). Making paradigms explicit is fundamental to give meaning and credibility to any research project.

The paradigm behind this study is social constructivism, which postulates that reality is framed by social context and created through social interactions and experiences (Berger & Luckmann, 1966). According to this philosophy of knowledge "social objects are not given in the world but constructed, negotiated, reformed, fashioned, and organized by human beings in their efforts to make sense of the happenings in the world" (Kitsuse & Sarbin, 1994, p.3). The idea is that individuals, groups and organizations influence events, norms and their perceptions. Consequently, in different social contexts, different habits will be acceptable and taken for granted and social relationships will lead to different collective meanings attributed to the same social phenomena. The interest of the researcher following phenomenological paradigms like constructivism is, therefore, focused on understanding how reality is created, changed and maintained by participants and about how a collective comes to agree about what is true and real (Berger & Luckmann, 1966).

For this reason, the researcher relies "as much as possible on the participants' view of the situation being studied" (Creswell, 2014, p.8). This requires the understanding of how meanings emerge from the language and actions of the social group under analysis (Berger & Luckmann, 1966; Schwandt, 1994). To transform data into findings, a process of interpretation is needed, which will be informed by the interaction of the researcher with the participants in the study and with the context under observation (Spencer, Pryce, & Walsh, 2014). The implication is that the researcher and the object of investigation are strongly interlinked so that "findings are literally created as the investigation proceeds" (Guba & Lincoln, 1994, p.111) and the investigator assumes the role of facilitator and orchestrator of the process of knowledge acquisition (Guba & Lincoln, 1994).

Since "members of a collective convey their constructions of the social world through narrative...and members' stories are the raw material for constructivist research" (Kitsuse & Sarbin, 1994, p.8), I considered a qualitative methodology as the most

appropriate for conducting a study informed by such a paradigm. Qualitative research investigates how the world is produced and understood, the meanings attributed to it by different actors and how social interactions unfold (Creswell, 2014; Vasilachis de Gialdino, 2009). Additionally, qualitative designs are particularly suitable for listening to the voices of multiple actors and exploring processes and complex social systems that are mostly or partially unknown (Lincoln & Guba, 1985). From qualitative research generally stems a deeper and more comprehensive insight into social phenomena and a stronger understanding of the setting of the study compared to what could be obtained with quantitative research methods (Silverman, 2013). Finally, qualitative research methods, besides being in line with the constructivist epistemology, are also in line with existing practices in institutional and brokerage literature, to which this study contributes.

Most studies on institutional agency and organizational fields are conducted using qualitative approaches (Brown, de Jong, & Lessidrenska, 2009; Lawrence, Hardy, & Phillips, 2002; Maclean & Harvey, 2016; Mena & Suddaby, 2016; Micelotta & Washington, 2013; Wijen & Ansari, 2007; Zietsma & Lawrence, 2010) and the latest literature on brokerage is increasingly relying on ethnographic studies (Hargadon & Sutton, 1997; Long Lingo & O'Mahony, 2010; Vernet, 2012), case studies (Collins-Dogrul, 2012; Sgourev, 2015) and interviews (Salvetat & Géraudel, 2012). Furthermore, I deemed the classic social network analysis, which was employed in the initial research on brokerage, as inappropriate to answer this project's research question. While quantitative research designs are helpful for evaluating networks' structure, consequences thereof, and observing the creation (or non-creation) and strength of ties between parties (Burt, 1992, 2000, 2004; Gould & Fernandez, 1989; Granovetter, 1973; Kirkels & Duysters, 2010; Obstfeld, 2005), they do not allow the exploration of multiple views on the brokerage strategies observed, nor do they favor an understanding of the content of the ties created or a holistic analysis of the brokerage strategy adopted, beyond the simple generation or non-generation of ties. For example,

by adopting a case study design rather than social network analysis, Collins-Dogrul (2012) was able to observe the narrative strategies that the Pan American Health Organization employed to sustain collaboration across the U.S.A. and Mexico's borders with regard to healthcare.

4.2.2 The development of the research design

The initial idea behind this research project came from attending an event on social entrepreneurship in 2014, while reading papers about institutional and organizational theory. Observing the discourses and participants characterizing the event, I realized how many different meanings and configurations the social entrepreneurship field could have and I became interested in the determinants of this phenomenon, in particular with regard to the role that institutional agency and networking events could play in this sense. Therefore, I decided to investigate how brokerage strategies could be used as institutional ones and favor the creation of a fragmented field, such as that of social entrepreneurship in England. Both topics are still largely unexplored (see chapter 1 and 2) and potentially applicable to understand other contexts with multiple versions of the same institution (e.g. CSR, sustainability, art museums). Additionally, their exploration speaks to the mismatch between the assumed relevance of networks and intermediaries in the social entrepreneurship field (Busch, 2013; Drayton, 2006; Grenier, 2008; Haugh, 2007; Meyskens, Carsrud, & Cardozo, 2010; Nicholls, 2010; Teasdale, 2012) and the relatively low knowledge about the actual impact of brokerage strategies on the field and its players.

The nature of the research questions suited a case study design. Such a design is ideal for answering "how or why question(s) about a contemporary set of events over which the investigator has little or no control" (Yin, 2003, p.9) and to collect data from different sources over a long period of time (Creswell, 2014; Yin, 2003). Moreover, it is

suitable to deal with complexity (Bryman, 2004), since it allows one to report multiple realities encountered in the same setting and to describe the latter in detail so that readers can more easily engage with the research (Lincoln & Guba, 1985). In this spirit, the multi-vocality intrinsic in a case study design also provides a more complete and nuanced picture of the phenomenon under analysis and a broader understanding of the same (Stake, 2000).

Given the desire to enquire how institutional agency could favor fragmentation and to explore a phenomenon (the connection between brokerage and institutional agency in fragmented fields) that might take many different forms, I opted for a multiple-case-studies design. Generally speaking, the usage of multiple cases is helpful when a single case may not show the expected characteristics, allow to draw conclusions on the object of study or when it is difficult to find a typical, representative or extreme case (Stake, 1994; Yin, 2003). The preference for multiple cases in such instances is explained by the opportunity that they provide for increased understanding of the phenomenon under analysis, and of its more subtle nuances, through comparison of multiple sites, as if they were repeated experiments (Yin, 2003). For this specific project, the adoption of a multiple-case-studies design was almost an unavoidable requirement. Indeed, only by analyzing multiple institutional agents and their different conceptions of social entrepreneurship, I could draw some conclusions on the role institutional agency has played in keeping the field fragmented. The use of multiple cases has the additional advantage of increasing the variance in the data, with regard to the phenomenon analyzed (e.g. brokerage and institutional strategies), and thus the theoretical generalisability of the findings. According to Miles and Hubermann, multiple-case-studies designs make it "possible to look at a range of similarities and differences and to identify boundary conditions that make and motivations why a certain action, behavior or connection was observed in a given context" (Miles & Huberman, 1994, p. 29). For these reasons, I considered that this type of design might help to ensure construct

validity (Yin, 2003), reduce the risk of misrepresentation and produce a more complete portrait of the phenomenon under analysis (Ghauri, 2004).

4.2.3 Sampling procedure

In a multiple-case-studies design, the sampling should aim to select cases either expected to lead to similar results or at opposite extremes of the phenomenon analyzed. A theoretical or purposive sampling is therefore required, together with a clear idea of what will be the object of inquiry and its expected determinants (Yin, 2003). For this reason, as well as for addressing concerns of external validity, I employed a purposive sampling procedure to select the cases to include in the project. Purposive sampling involves the choice of case studies considered most relevant for exploring the processes and phenomena involved in the research question. This means cases where the phenomenon under analysis is more likely to take place or that are representative of a wider population (Silverman, 2000). The sampling should also aim to maximize variation in the data, in order to enhance the richness of information gathered (Lincoln & Guba, 1985).

The cases of interest for this research project were organizations acting as brokers and engaging in institutional strategy in the social entrepreneurship field in England. Given the desire to explore how their co-existence had impacted the nature of the field, the sampling also aimed to include representatives of multiple views, in order to trace their impact on the field. A third goal was to include organizations with different origins, objectives and missions, because these factors were expected to lead to different brokerage strategies according to the studies of Collins-Dogrul (2012), Shi et al. (2009) and Salvetat & Géraudel (2012). In light of these goals, I elaborated four criteria to select appropriate case studies for the research project.

Firstly, case studies had to be organizations active in the social entrepreneurship field in England, so as to ensure their impact on the latter and their comparability within the same geographical and institutional setting. Secondly, they had to be organizations engaging in brokerage as part of their core activities and as part of their efforts to influence the field, and thus likely to have developed a brokerage strategy to be analyzed. Thirdly, they had to be organizations connecting players across sectors, thus containing in their networks all the stakeholders needed for a social entrepreneurship sub-field to thrive. This was meant to increase the complexity of their brokerage strategies and their opportunity to have an impact across the field. Finally, they had to be players considered as influential in shaping one or more of the institutions governing the field (e.g. meanings, practices, roles, rules of interaction, regulations). This last criterion was fundamental to explore the link between brokerage and institutional strategy. The employment of these four criteria was expected to lead to a sample that would focus attention on the desired topics and simplify the comparison between different case studies.

The first part of the sampling involved the application of the four selection criteria to as complete as possible a list of relevant organizations present in the social entrepreneurship field. A document published by the U.K. government in collaboration with the British Council in January 2015, about key players and partners connected with social entrepreneurship (UK government, 2015), identified 47 organizations (Table 4.1).

Table 4.1: Partners and key field players (UK government)

Partners and key field players
Cooperatives UK
CIVA
Acumen
ANDE – Aspen Network of Development Entrepreneurs
Artha Venture Challenge
Ashoka
Business Call to Action
Business Fights Poverty
Business in the Community
Business Innovation Facility
Common Capital
Community Business Scotland
Enterprise to Empower
Ethex
Euclid Network
Global Action Plan
Global Social Entrepreneurship Network
i-genius
Inspire 2 Enterprise
Kibble
Middlesex University
Nesta
Northampton University
Oxfam – Enterprise Development Programme
Oxford University, Said Business School
Plymouth University
RedOchre
RedOchre Social EntrepreneurshipToolkit
Rocket Science UK Ltd
School for Social Enterprise
Skoll World Forum
Social Enterprise Academy
Social Enterprise alliance
Social Enterprise Canada
Social Enterprise Europe
Social Enterprise International (part of SEUK)
Social Enterprise Scotland
Social Enterprise Works
Social Enterprise World Forum
Social Finance
Social Innovation Exchange (SIX)
Social Investment Consultancy
Synergy Social Ventures
United Nations Business partnership hub / Social Enterprise
UnLtd
Vineworks
Young Foundation

From that list, I excluded fourteen organizations because they were international organizations with no specific presence in England in terms of headquarters, local office, events or networks and three more because they were part of the social investment field and not of the social entrepreneurship one. Thirteen entities were discarded because they were not engaged in any brokerage activity according to their mission or strategy statements and six because they focused only on a specific type of social enterprises (e.g. cooperatives), and were thus not connected with the entirety of the field. Finally, I excluded two organizations because they were spin-offs or parts of other organizations already present in the list. Consequently, eight agencies remained as potential case studies for the research project.

This reduced list was compared with information on the field published in specialized blogs, websites, books and academic papers such as those of Grenier (2008), Nicholls (2010) and Teasdale (2012). This last step enabled the identification of organizations that had been influential in the field over time and that had been somewhat successful in shaping some of its institutions. Following this last selection step, four organizations were left in the list, henceforth called Alpha, Beta, Gamma and Delta. I decided to keep all of them because of the type of purposive sampling suggested by Yin (2003). This recommends the analysis of two cases expected to lead to similar results and one or two other cases with characteristics that a-priori are expected to lead to different conclusions with regards to the phenomenon studied (brokerage and institutional strategies in this case). I considered Alpha and Beta similar due to their origins, objectives, strategies and because they both belong to the international field of social entrepreneurship. Gamma was chosen as an opposite case, because it is an organization active almost exclusively within England's borders, very much aligned with the U.K. government's idea of social entrepreneurship rather than with the international one, and with very different origins and strategies from Alpha and Beta. Finally, I kept Delta because it represented a conception of social entrepreneurship sitting in between those

of these two groups and because its origin, strategy and network shared as well some characteristics either with Alpha and Beta, or with Gamma (Table 4.2).

Table 4.2: Key characteristics of case studies

Sampling group	Organization	Origin	Strategy	Main goal	Network	Conception of the field
Reference case	Alpha	International and private	Create a network of social entrepreneurs driving change	Change the world through social entrepreneurship	Slowly growing and exclusive	International
Similar case	Beta	International and private	Create a network of social entrepreneurs, provide them with funds and put them in the spotlight	Change the world through social entrepreneurship	Slowly growing and exclusive	International
Opposite case	Gamma	National and public	Lobby and campaign for social enterprises and connect them	Be the voice of social enterprises	Rapidly growing and inclusive	National
Middle case	Delta	National and private/public	Reach out and support social entrepreneurs and enterprises with funds and networks	Change England through social entrepreneurship	Rapidly growing and inclusive	National

During data collection, I also used interviews to check the appropriateness of this initial list and its coverage of the core sub-fields present in the social entrepreneurship space in England. Each interviewee was asked a question regarding who they considered to be influential organizations in the field. Their answers were coded in NVivo Software© (NVivo) under the category “Influential players”. I performed a word count on that node and the results gave a new list of 53 organizations (Table 4.3). I then applied to this new list the same sample-selection criteria employed in the first one and I checked whether the remaining organizations presented significantly new descriptions of social entrepreneurship.

Table 4.3: Influential players according to interviews

Influential organizations (interviews)	Total No. citations
Social Enterprise UK	28
UnLtd	26
The School for Social Entrepreneurs	13
Social Enterprise Mark	8
Big Lottery	8
Big Society Capital	7
Big Issue/ Big Issue Invest	7
Co-ops UK	7
Cabinet Office	6
Locality	5
Ashoka (UK)	5
Skoll Foundation	6
Social Investment Business	4
Divine Chocolate	4
Schwab Foundation	3
ClearlySo	3
NCVO	3
Belu Water	3
Young Foundation	3
NHS	3
Hackney Community Transport	3
Greenwich Leisure Limited	2
Social Firms UK	2
Bridge Ventures	2
RSA Catalyst Fund	2
Esmée Fairabairn Foundation	2
Impact Hub	2
Social Business Trust	2
Santander	2
Nesta	2
SROI network	2
Social Innovation Exchange	2
O2	2
Key Fund	2
Body Shop	2
Skoll Centre	2
National Housing Federation	1
Echoing Green	1
British Council	1
Marshall	1
Access Foundation	1
Plunkett Foundation	1
Blue Sky	1
Waitrose	1
The Eden Project	1
Business in the Community ARC	1
Tom's Shoes	1
Warby Parker	1
Social Enterprise Alliance	1
School of life	1
Escape the city	1
E3M network	1
Shaftebury Partnership	1
LSE	1
Deloitte	1
Paul Hamlyn Foundation	1
Unilever	1
Royal Bank of Scotland	1
Student Hubs	1

According to this new list, all four chosen agencies were rightfully in the sample and three additional organizations, which were not present in the initial group, could theoretically have been included in it, based on the first three criteria. However, I ultimately excluded two of them because the archival data available (as well as an interview with the CEO of one of them) did not reveal their engagement in institutional agency. A decision about the third organization required a more in-depth analysis. Indeed, this organization potentially matched all four criteria. However, after an initial scan, I excluded it as well because its structure had no centralized brokerage, which would have made it difficult to analyze its brokerage strategy, and because it is mostly active in several locations in England but without exercising a strong impact on the field at the national level. In conclusion, I kept the initial four case studies in the sample and added no other organization to the research project.

4.2.4 The four case studies

Alpha is the local subsidiary of an international organization that was founded by one of the pioneers of social entrepreneurship, who, in the early ‘80s, decided to create a program to support stubborn and determined people solving social problems with an innovative and successful approach. At an international level, the organization is a network supporting social entrepreneurs ready to scale up with a 3-year stipend and life-long connections to advisors and consultants from the business world and from the organization itself. Its funds mostly come from donations from its business and third-sector partners. Alpha, as a local branch, was established in London in 2003 and ever since the organization has constantly grown, together with its network of social entrepreneurs and supporters.

In 2015, Alpha was supporting 31 social entrepreneurs, 10 social-entrepreneurship-related schools and liaising with 1 university campus in England, with the help of 23

business partners (financial, pro bono supporters and media partners) and national and international members of its business network. Alpha's mission is to create a world where every person can potentially create change, at the local or global level, by inspiring people and communities through the successes of social entrepreneurs and by teaching them the values and attitude needed to become one. Although Alpha enjoys operational autonomy, its strategic priorities, business model, vision of social entrepreneurship and activities mirror those of its international headquarters. Alpha can therefore be seen as a representative example of an organization active in England (its base is in London and most of its events take place in England, if not in London itself) but strongly influenced by the international movement connected to social entrepreneurship.

Alpha's focus is on "hero-preneurs", active in the social and education sectors, who are meant to change the world, leading by example. This organization creates its network partly in-house, by connecting with individuals and organizations present in England, and partly by adopting partners and social entrepreneurs coming from the international network. Its core activities revolve around the search for and selection of social entrepreneurs, schools and campuses and connecting them with advisors, financial supporters (donors and investors) and with each other. The main ways to network these groups are the organization of events, the diffusion of reciprocal information through newsletters and the direct introduction of members, who might benefit from collaborating with one another. Furthermore, Alpha organizes or participates in public and private conferences aimed at increasing the popularity of social entrepreneurship in England (and in a few instances Scotland) and manages several competitions and "dragon's den" events to scout and support interesting social entrepreneurial projects from both within and outside of its network. Finally, part of Alpha's effort is devoted to the diffusion in England of the ideas and projects developed by the international headquarters or by its founder, mostly through publications in various media.

Beta was set up as a foundation in the United States in 1999 to promote peace and socio-economic development at the global level. It is present in England through the organization of events, some of its core network members and a center that it created to train current and future social entrepreneurs. Consequently, like Alpha, it is a player active in England but coming from the international field of social entrepreneurship. The main goal of Beta is to drive large-scale change on a global scale so to create a fair and equal world by supporting social entrepreneurs and social innovators. Its support for these people and organizations consists of a monetary award, connections with potential funders, partners and advisors and extensive media coverage through multiple platforms. Its current network consists of around 112 social entrepreneurs and hundreds of partners from the charity, finance, business and academic worlds. Furthermore, it liaises with governments in several nations, although not in England, and with several media, publishers and filmmakers.

Its conception of social entrepreneurship revolves around "hero-preneurs", starting innovative no-profit organizations and generating collaborations across sectors that eventually empower the poorest and most marginalized people to lift themselves out of poverty and discrimination. The main activity of Beta is the organization of its yearly event, where network members and people and organizations interested in social entrepreneurship can connect with one another and participate in several workshops and panels on social entrepreneurship and key social issues. It also devotes significant effort and resources to the identification of new social entrepreneurs and partners to include in its network and to the individual support of its social entrepreneurs through strategic, tailor-made advice and introductions. More generally, Beta promotes social entrepreneurship through its media partners, which it funds to produce movies, TV series, books and articles, through its participation in conferences and events and through the creation of a network of scholars interested in the field. Finally, in the last few years it has been active in investing in no-profits that grow and research the field of

social entrepreneurship and that could be instrumental in complementing its efforts to grow it.

Gamma was founded in 2001 by the U.K. government to represent and lobby for social enterprises across the U.K. Its funds initially came from the Department of Trade and Industry and other public bodies. However, following the organizational change and rebranding that took place in 2011, Gamma now predominantly relies on earned income from membership fees and consulting projects to sustain its operations. As a consequence, in the last few years Gamma's strategies and activities have been strongly driven by the requests and needs of its members, rather than by government's priorities or by its lobbying objectives. For example, in the first years of operation, Gamma's main role was to campaign for policy changes in favor of social enterprises, whereas presently it mostly interacts with businesses and the general public in order to create business-to-business and business-to-consumer markets for social enterprises. Similarly, the events it organizes have shifted from being huge annual showcases of the field to multiple smaller informative and training events, mostly topic-driven or sector-driven.

Gamma has its offices in London and represents the nationally- and EU-driven field of social entrepreneurship, which is focused on organizations rather than entrepreneurs and which sees social entrepreneurship as a way to combine business practices with economic renewal and the solution of public and market failures. The broad mission of Gamma is to be the voice of social enterprises in the U.K. (although all the people interviewed for this project and several archival documents confirmed that it is almost exclusively active in England) and to bring value to society as a whole by making social enterprises mainstream. It is a trade association with a membership base of around a thousand social enterprises and social entrepreneurship supporters (e.g. charities, public bodies, housing associations, community businesses and private businesses). Additionally, its network comprises several partners from both the private and public

sectors. Members enjoy several benefits, such as networking opportunities, participation and involvement in campaigns and attendance of seminars and masterclasses on topics of interest. Since 2015, small members can also request to outsource their accounting function to Gamma's team. Gamma's main activities are lobbying with the U.K. government to obtain support for the field and organizing campaigns to raise awareness of social enterprises in the business sector and among the general public. It is also generally active in supporting its members through the organization of networking events, the diffusion of information about them to potential buyers and partners and the publication of their initiatives or recruitment needs on its website. Moreover, Gamma manages several consulting projects for its partners, to help them become more socially entrepreneurial and to include social enterprises in their supply chain or CSR activities. Finally, it publishes biennial reports and statistics on the field and it encourages the development of local-level networks supporting social enterprises through funds, advice and media coverage.

Delta was founded in 2000 by seven private organizations interested in obtaining through it the management of a £100 million trust created by the government to support social entrepreneurs. Currently, Delta's core financial resources still come from that endowment but are also supplemented by donations and funds from public- and private-sector partners, keen to financially support specific social entrepreneurial projects. Delta defines itself as a grant-making foundation, engaging in the creation of networks as well, in order to foster its mission. The latter is to find and help people who want to make the world and their communities a better place, through social entrepreneurial projects, and to create within England (and beyond its borders) an ecosystem supportive of social entrepreneurship. Initially its focus was mostly on giving grants to start-ups and prospective social entrepreneurs. More recently, its main funding programs have targeted established social enterprises that are trying to scale-up, universities that are connecting their students with the social entrepreneurship world and local networks supporting social entrepreneurs and enterprises.

Delta's main office is in London, but it has smaller offices in other cities as well, making its presence more distributed throughout England than most field intermediaries. Its view of social entrepreneurship is very broad and encompasses social entrepreneurship as community-related activities to increase social and economic inclusion, individual entrepreneurs changing the world with their ideas and social enterprises as businesses. Contrary to Alpha and Beta, which support "hero-preneurs" operating in multiple countries, Delta focuses on ventures and entrepreneurs that have an impact in the England/the U.K. and it involves in its programs "game-changer" projects as well as public services spin-offs and work-integration social enterprises (WISEs). Contrary to Gamma, which is exclusively interested in social enterprises, Delta includes in its network social enterprises, other forms of hybrid organizations, several single-person businesses and social entrepreneurs who just have an idea and still have to develop or implement it.

Delta's main activity is the distribution of awards in support of social entrepreneurship. In order to leverage its funds, it also provides one year of support to the social entrepreneurs it finances, it connects awardees with one another and with its partners, it organizes seminars and it publishes guides on how to navigate the field and manage a venture. Additionally, it publishes research on the field and it participates in lobbying activities and campaigns. In the last four years, it has also been increasingly involved with the academic world by encouraging the creation of networks of universities interested in social entrepreneurship and by helping each academic partner to organize conferences and meetings on the topic and to obtain funds to distribute to the students who want to enter the field. Finally, Delta is also increasingly relying on a network of local partners and peer-supporters to extend its reach and support beyond the capacity of its offices and it is starting to create connections with the international field in order to export its knowledge and strategies to support social entrepreneurship in other countries as well.

The following section will look at how data was collected from the four case studies and how information on their brokerage and institutional strategy was revealed using a thematic analysis.

4.3 Data collection and analysis

4.3.1 Collection procedures

Data collection proceeded with two different objectives: the first of these was a general understanding of the social entrepreneurship field in England and its historical development, in order to set the scene in which the four case studies unfolded and operated and to analyze more in depth its fragmented nature. The second objective was the gathering of data on the four case studies regarding their general characteristics (e.g. origins, strategies, business models, views on social entrepreneurship), brokerage and institutional strategy, impact on the field and relationships with one another. In the initial phase of the study, I primarily collected data to briefly sketch an overview of the current state of the social entrepreneurship field in England and to identify the case studies to be employed in this research project. Following this initial phase, data was mainly gathered on the four case studies. In the final phase, while I was analysing the data already collected about the four brokering agencies, I added to the study's database new information on the field and its historical development, based on the further data needs I had identified during the main data analysis process.

According to Yin (2003), case studies on contemporary phenomena and settings usually require the inclusion of interviews and observations in the data collection phase, in addition to archival data, which is generally used in historical cases. Following this suggestion, I decided to combine primary and secondary sources, in order to triangulate information and increase the reliability of the findings. The advantages of secondary

data are its availability in large amounts, its historical character which allows one to go beyond participants' impressions at the moment of data collection, its unobtrusive character, its non-reactivity to the researcher and its multi-vocality (Berg & Lune, 2012). Its disadvantages are the impossibility of checking the accuracy of the information provided, its apparent objectivity ("apparent," since most documents are written for a specific reason by a specific agent) and its uneven coverage (Creswell, 2014). For this reason, secondary data was overall considered a good supplement to data obtained through interviews and observations. Indeed, the latter suffer from different biases and present different advantages, often complementary to those of archival data. For example, observations are time-consuming and are severely affected by the observer's background, values, biases and previous information (Creswell, 2014). At the same time, they are particularly valuable for understanding the climate, culture and symbols present in case studies (Silverman, 2000; Yin, 2003) and to gather information as events occur (Creswell, 2014). Interviews, on the other hand, are affected by the desirability and recollection bias of interviewees, by the presence of the interviewer and by the way the interview was framed and conducted (Bryman, 2004; Creswell, 2014; Fontana & Frey, 2000). However, they are extremely flexible and can be tailored to the research question — unlike archival data — and they allow one to gather multiple points of view, new perspectives and information on unobservable or unreported events, which might be relevant for the phenomenon analyzed (Bryman, 2004; Creswell, 2014; Yeung, 2004).

For similar reasons, I incorporated into the study both internal and external sources of archival evidence, so that each group of archives would compensate for the limitations of the other (Bryman, 2004). The documentation from external sources served the purpose of reducing the bias intrinsic in the archival evidence originating from the four organizations. The latter are indeed likely to only report positive facts about themselves and to voice only one specific view. Meanwhile, organizational documents

compensated the issues of accuracy and credibility of archival published by journalists and external authors on mass media.

4.3.1.1 Collection of data on the field

For the analysis of the field and of its historical development, data collection took place in-between September 2014 and April 2017. The primary sources were seven semi-structured interviews with field members and experts, parts of the interviews conducted with people connected to the four case studies, informal meetings with academic experts on social entrepreneurship in England and a workshop on the state of the field, which I conducted during the *Marmalade conference* held in Oxford in April 2017, in which eight field members participated. The seven interviewees for this part of the project were selected from a group of academic and non-academic experts, representing a diverse range of stakeholders, who had been part of the social entrepreneurship field since its inception. I elaborated the initial list of potential contacts looking at archival data and asking about people I should talk to during the informal meetings I held with field members, and academics working on topics connected to this research project, at the beginning and in the middle of the project.

The informal meetings, which were used to identify potential interviewees, were prevalently conducted — together with the interviews — with the aim of complementing the information coming from the archival data regarding the historical development of the social entrepreneurship field and its current fragmented state (see interview schedule in Appendix 2). I elaborated the interview schedule for this part of the project after having analyzed all the relevant archival data, in order to focus questions on what appeared to be the most interesting features of the field, and after having completed a preliminary analysis on the four case studies, in order to map their trajectory in the field from an external point of view. Interviews lasted between thirty

minutes and one hour and were all conducted on Skype™, except for two which were conducted in person. Additionally, all the interviewees contacted for the other part of the project (the part focused on the four case studies) were asked questions on the current state of the field and on the conceptions of social entrepreneurship present in it. The workshop, by contrast, was used to present all the findings on the topic and to check field members' reactions to them, in order to increase their reliability.

Secondary sources consisted of archival data published in the period 1995-2016 (Table 4.4). The different types of archives were gathered using searches on databases such as *Factiva*, *Nexis UK*, *Business Source Complete* and *Google Scholar*, using as key-words "social entrepreneur", "social entrepreneurship" and "social enterprise" and restricting the search to documents published in England or discussing England in the period 1995-2016. Additionally, reports and academic papers were collected based on references in existing work, either academic or non-academic, or following the suggestions of field experts that were contacted for this purpose. The documents I retrieved from these sources were newspaper and magazine articles published in the period 1995-2016, academic papers on social entrepreneurship in England and relevant reports published by the government or by think-tanks.

Table 4.4: Archival data on the history and state of the field

Type	Source	Articles 1995-2005	Articles 2006-2016	Posts	Reports	Academic papers
NEWSPAPERS' AND MAGAZINES' ARTICLES	Third Sector	26	152			
	The Guardian	4	13			
	The Economist	1	9			
	The Times	1	5			
	Newswire		5			
	M2 Presswire	1	3			
	Regeneration & renewal		3			
	The Daily Telegraph		3			
	New Statesman	2	2			
	Director	1	2			
	The Evening Standard		2			
	The Independent		2			
	Stanford Social Innovation Review		1			
	Public Finance		1			
	Professional Manager		1			
	Sunday Business Post		1			
	The Observer		1			
	Harvard Business Review		1			
	Various local newspapers	4	9			
BLOGS	Sector expert blogs			29		
REPORTS	Cabinet Office/Office for Civil Society				9	
	National Coalition for Independent Action				1	
	British Council				1	
	Demos				1	
PAPERS	Social Enterprise Journal					16
	The Policy Press					4
	Policy and Politics					1
	Voluntary Sector Review					1
TOTAL		40	216	29	12	22

The analysis of the data collected for the part of the study on the social entrepreneurship field in England and its development will be discussed in a later section. The following part of the chapter details the data collection procedure used for the four case studies.

4.3.1.2 Collection of data on the four case studies

Data collection for the four case studies took place between February 2015 and March 2016 and it was driven by the existing theories on brokerage and institutional agency. These theories were particularly relevant for the formulation of interview and observation plans and for the selection of archival data from the many possibilities available. Overall, the aim was to collect data that would collectively represent the perspectives of the different employees, stakeholders and members of the field

connected by the organizations under analysis on the topics of interest. Primary data consisted of interviews with employees and network members of the four organizations and three observations conducted during events organized and/or attended by the same organizations. Secondary data consisted of documents and texts — available either in paper or online form — and videos about the four organizations produced in the period 2001-2015 by the four organizations themselves, by their network members and by external parties such as media, academics and individuals engaged with the social entrepreneurship field in England.

I mainly collected primary data through interviews with the organizations' employees, partners and network members (Table 4.5). Sixty-two single interviews were conducted in total (eleven of which were about more than one organization because the interviewee was connected with multiple ones). Each interview lasted between twenty-five minutes and one-and-a-half hours, with most interviews lasting around forty-five to fifty minutes. Out of the sixty-two interviews, ten were conducted in person, five by telephone and the rest via Skype™. Different splits of interviewees between the four organizations reflected differences in the typology of their network members, in the relevance of each of these typologies within their networks and in the response rates obtained after the first contact email. In all case studies, interviews were stopped when the saturation point was reached and only very little substantial new information about the organization analyzed could be obtained with regard to the topics of interest.

Table 4.5: Interviews' split for the four case studies

	ORGANIZATIONS				
MEMBER CLUSTERS	Alpha	Beta	Gamma	Delta	Notes
Employees	2	4	4	4	
Social entrepreneurs/enterprises	6	4	9	5	3 shared
Academic network members	3	6	2	3	4 shared
Business-sector network members	3	1	3	2	1 shared
Third-sector network members	1	2	5	4	3 shared
Total	15	17	23	18	

I selected potential interviewees starting from lists obtained through the documents produced by the four organizations and from an initial clustering of network members based on their sector of operation, their number of years in the network and their role in the network. The goal was to maximize the variety of information gathered and to represent all the stakeholders involved in the four case studies. Each interviewee signed a consent form (see Appendix 1) approved by Saïd Business School Departmental Research Ethics Committee, which also reviewed and approved the overall plan for the research project. The consent form detailed the potential use of data collected through the interview and it guaranteed full anonymity to the interviewees. Interviewees were free to choose whether the interview would be recorded or not and they could specify if parts of their answers were not to be quoted in the final work. A few interviewees asked to see the doctoral thesis in the event that their words were directly quoted, but none requested a transcript of the interview. All the interviews that were recorded were also transcribed (around 90% of the interviews) and it is their transcription that I analyzed. Interviews that could not be recorded were analyzed through field notes that I took during the interview.

The interviews were semi-structured in order to maximize the information gathered on the topics of interest, and because this typology of interview is recommended when the research design involves multiple cases. In fact, according to Bryman (2004), having an interview schedule increases the comparability between different organizations and interviewees' statements. Additionally, semi-structured interviews have the advantage of allowing some flexibility to adjust for issues emerging from previous interviews and for the interviewee's knowledge and preferences (Klenke, 2008). Finally, semi-structured interviews are also particularly helpful in exploratory research projects, which seek either to gather new insights into a phenomenon and/or to discover relationships between variables.

I elaborated two separate interview schedules for the employees of the organizations analyzed and for their network members, in order to reflect the different perspectives that these two categories of interviewees could bring to the study (see interview schedule in Appendix 2). The initial schedules were modified slightly after the first few interviews, because themes started to emerge from the data analysis and some topics appeared as more relevant and interesting than others. Additionally, I sometimes inverted the order of the questions during the interviews, in order to cover key topics in the presence of time constraints or particularly talkative interviewees, and I added and/or removed a few questions on occasion, depending on the interviewee and their answers. In every case, I took maximum care to ensure that the same questions would be phrased as similarly as possible across interviews, in order to increase the comparability of the answers and to reduce the impact of the interviewer on the data produced. Since a constructivist approach requires that the participants be allowed to tell their stories without strong conditioning as much as possible, all questions were open-ended and were elaborated according to as neutral as possible a phrasing. I also developed the interview schedule so that easier questions came first and "trickier" ones only later, when the interviewee had reached enough fluency and confidence to face topics that were potentially more sensitive.

I used interviews to complement archival data analysis in two different ways. The interviews with employees explored the strategies and goals guiding the activities of the organizations in more detail. Additionally, they focused on brokerage and institutional activities (and their impact) that were not reported in existing documentation. The interviews with network members captured the external perception of the activities and strategies of the organizations analyzed and identified issues and tensions that the archival data would not have captured. In this sense, impressions and information from the interviews were also supplemented with observations carried out during three events organized or attended by the organizations under analysis.

Observations were merely a supplementary source of data used for two purposes: the triangulation of themes emerging from the interviews and the achievement of a more thorough understanding of the culture of the networks analyzed. These observations took place in 2015. The first one was at an event organized by Beta and attended by Alpha. The second one was at a fringe event taking place at the same place and dates as Beta's event and attended by both Alpha and Delta, which both led workshops and networking events. The final one was at an event organized by Delta with the help of one of its partner universities. I conducted the observations in as unobtrusive a manner as possible, in order to limit my impact on the subjects of the analysis, and I took many notes both on the spot and at the end of each day of observations. The field notes taken on these occasions were complemented by those taken while doing and transcribing interviews. The latter contained reflections on parts of the interviews that struck me as particularly interesting or counterintuitive, on aspects of the organizations that I wanted to analyze in more depth according to the latest interviews conducted or new questions that arose as data collection and analysis proceeded. Following the example of Tuckett (2005), I took field notes into consideration while drawing findings from interviews and archival data and I also employed them to guide the way in which I developed the interviews and the analysis throughout the data collection phase.

Secondary data included documents and videos published in the period 2001-2016 by or about the four case studies and newsletters sent in the period 2015-2016 by the four organizations (Table 4.6). I retrieved secondary data published by the four organizations directly from their websites or through searches of their YouTube™ and Facebook™ pages, as well as from printed material that they published over time. Meanwhile, I identified data on the four organizations produced by their network members or by field members using four research engines: Google™, Google Scholar™, Factiva™ and SOLO (Search Oxford Libraries Online), using the names of the organizations as key words and restricting the search to the dates and country of interest (England). All the documents, posts and videos were approached with a

historiographic perspective (Bryman, 2004), with the aim of employing them to originate a detailed description and understanding of the case studies and of their evolution in the last fifteen years, and to include as many perspectives as possible on the object of analysis.

Table 4.6: Archival data's split for the four case studies

		AMOUNT FOR EACH ORGANIZATION			
AUTHOR	**TYPE OF SOURCE**	Alpha	Beta	Gamma	Delta
EXTERNAL	Academic papers	12	1	9	11
	Books	13	7	5	0
	Network members' blog posts and paragraphs on own websites	24	12	47	52
	Newspapers' and magazines' articles	7	97	150	39
INTERNAL	Annual reports	1	1	3	5
	Organization's blogs	225	2	1	0
	Organization's posts Facebook™ page	15	268	71	79
	Organization's official documents and publications	7	18	62	51
	Organization's news articles on own website	6	44	667	266
	Organization's newsletters	12	21	54	11
	Organization's website (# pages)	4	8	10	6
	Organization's YouTube™ videos	10	17	8	6
TOTAL		336	496	1087	526

The way in which both primary and secondary data was analyzed to explore the brokerage and institutional strategy of the four case studies is explained and detailed in the next section.

4.3.2 Analytic approach

I conducted the analysis of data collected using two separate methodologies for the two parts of the study. In order to understand field dynamics and the historical evolution of the social entrepreneurship field in the period 1995-2016, I approached all the data collected for the purpose with a historiographic and process perspective (Bryman, 2004; Zietsma & Lawrence, 2010). I initially sorted the archival documents (articles, reports, academic papers and blog posts) and the information coming from the interviews into different time periods, according to the events that their content referred to. At the end

of this first phase, I built a timeline of the field, with key events, such as the change of government, marking a transition from one period to another. This timeline was reflected in the sections of Chapter 3. Once the timeline was created and all the documents and interview parts had been assigned to a given period, I performed a cross-document comparison within each time-frame, so as to reveal common themes discussed in the material as well as controversies and important events taking place in that period.

For each period, I paid special attention to the role of organizations shaping the direction of the field and the debates within it, and to the recurrence of specific names of people and organizations in multiple archival data. Indeed, I took that as a proxy of the influence exercised by the named actor in the given period and I also used that to match information on the four case studies once their analysis had taken place. Finally, the depiction of the historical development of the social entrepreneurship field in England and of its current trends and issues, as built from the analysis of the relevant archival data and interviews, was finalized and verified during the workshop held in April 2017. Following the incorporation of the feedback I received on that occasion, I shared the final narrative of the history of the field with a couple of experts during informal meetings, to do a final check on the robustness of the analysis presented.

As far as the case studies are concerned, in line with the constructivist paradigm informing this research project, I analyzed both primary and secondary data using an inductive approach. This approach allows the words of participants to surface aspects that were not initially considered and to inform theory development (Bryman, 2004) in topics, such as the interplay between brokerage and institutional strategy, that are still partially unexplored (Garriga, 2009). The employment of an inductive approach is also in line with the practice of some of the authors that have recently contributed to theories on brokerage (Garriga, 2009; Long Lingo & O'Mahony, 2010; Salvetat & Géraudel, 2012) and institutional agency (Ansari, Wijen, & Gray, 2013; Mena & Suddaby, 2016;

Smets, Morris, & Greenwood, 2012; Van Bockhaven, Matthyssens, & Vandenbempt, 2015).

An inductive approach does not require any *a priori* theoretical lens but does require the employment of two different processes during the analysis: unitizing and categorizing (Lincoln & Guba, 1985). Unitizing involves the division of raw data into units that bear a single meaning. For example, a single sentence or multiple paragraphs might become part of the same unit, which will hold in it a specific piece of information about the phenomenon studied. Through the categorization of data, different units are aggregated into provisional categories according to a description that summarizes their main content. As new units are added, the category gets refined, until it is shaped in a way that makes it fit all the units present in it and that then determines criteria of inclusion of future units (Glaser & Strauss, 1967). Only at that point is the category compared with existing theory (Creswell, 2014) — in this case the literature on brokerage and institutional agency — and a process of continuous dialogue between theory, data and emerging patterns continues (Glaser & Strauss, 1967; Locke, 2001; Smets et al., 2012) until theory-related explanations are developed and the empirical phenomenon is well understood as a whole.

Given the desire to adopt an inductive approach, I considered a thematic analysis the best technique to make sense of the information available. Thematic analysis involves the identification of themes that "emerge as being important for the description of the phenomenon" (Fereday & Muir-Cochrane, 2006, p.3). It requires the careful reading of all the available data several times in order to recognize patterns and categories in which the data can be organized. The key principle behind thematic analysis is the comparison of data connected to the same theme so as to attribute specific features to that theme and then use the latter as a guide to further analysis until themes can be unified into a theoretical or empirical construct (Creswell, 2014; Tuckett, 2005).

Before beginning the analysis, I organized the data, as suggested by Tuckett (2005), separating archival data, interviews, observations and field notes and grouping them according to the organization(s) they referred to. As a second step, I checked all the interview transcripts and notes to verify their complete anonymity and to ensure that no detail or name that could lead to the identification of the respondent remained in the data, in accordance with the agreement signed with all interviewees. I finally imported all the data available into NVivo in order to start the coding procedure that would lead to the emergence of themes.

I did the coding according to the method suggested by Miles and Huberman (1994), which involves the analysis and categorization of the data through multiple rounds, and according to the replication logic suggested by Yin (2003) for multiple case studies designs. As a first step, I selected one case study to use as reference point and I started a multiple round reflexive iterative process on the data available on it. A reflexive iterative process, according to Srivastava and Hopwood (2009), is the technique to revisit the data at multiple times so as to lead to a refined understanding. As data collection was proceeding, I added new data to the existing nodes and then combined it with existing data for following iterations.

During the coding of data, I created both descriptive and inferential sub-codes assigning the text meanings that emerged from the words of participants. Once the strings of texts were coded in this way, the second order themes created were either grouped according to aggregate dimensions (Corley & Gioia, 2004) or remained as stand-alone codes, waiting for further analyzes of the data available (Fereday & Muir-Cochrane, 2006). This generated a long list of very detailed codes. I therefore used following rounds to gain a deeper understanding of the case study and to reduce and organize the data to make them more manageable as suggested by Huberman and Miles (2002), progressively combining second order themes and incorporating them into aggregated dimensions (Corley & Gioia, 2004). Once this process led to a satisfactory broad

understanding of the first case and to a manageable number of codes, I applied the same analysis procedure to the data of a second organization. Following Yin's (2003) suggested procedure for multiple case studies, I chose as second case study the organization that I thought would be the most different from the first one, among those present in the sample.

When the second case study was also coded to a satisfactory level, I started what Huberman and Miles (2002, p.19) define as "cross-case search for patterns". I compared the two cases listing similarities and differences and refining their respective second order themes as a consequence of this comparison. This led to the re-categorization of some inductive codes and to the grouping of existing codes into new or altered second order codes and aggregate dimensions that were common between the two cases. The different first order codes presented by each case study in each aggregate dimension helped to identify commonalities and differences between the cases. At the end of this iteration, a second coder checked the codes, in order to increase the robustness and reliability of the study.

I afterwards applied the same procedure to the data of the remaining two organizations. Once all the data had been coded, I performed cross-case comparison using all four case studies and employed the evidence from each case to assess emerging theories and connections (Huberman & Miles, 2002; Yin, 2003). In this last phase, codes were adjusted, re-grouped and re-labeled until the saturation point was reached (Miles & Huberman, 1994) and codes and themes were repeatedly confronted with existing categories in the brokerage and institutional literatures (Glaser & Strauss, 1967). The comparison of the codes with the existing literature led to the re-labeling of some second order codes and aggregate dimensions to make them match, when applicable, the categorizations of the phenomena already present in the literature. Additionally, I grouped some aggregate dimensions into bigger macro-concepts derived from the literature. For example, the brokerage activities such as the connection of network

members with one another and the undertaking of an information-conduit role from the side of the broker were incorporated into the macro-categories *tertius iungens* and *tertius gaudens* respectively, following the studies and categorizations of Burt (1992, 2004) and Obstfeld (2005). Examples of codes and themes can be found in Appendixes 3-7, where tables with raw data and their categorization are presented in order to support the findings discussed in the empirical chapters.

4.4 Addressing the limitations of the methodology

Like all qualitative studies, this research projects suffers from biases intrinsic in the methods chosen for data collection and analysis. However, I took different steps to increase the validity and reliability of my work and to remain aware of my potential impact on both the research processes and findings. Validity relates to the fact that the findings are accurate, integer and credible, while reliability requires that the researcher adopted an approach that is replicable for different projects and by different people (Creswell, 2014). Bryman (2004) distinguishes between internal validity and external validity. Internal validity refers to the accuracy with which findings, especially with regard to causality, represent the phenomenon analyzed. External validity is instead the extent to which findings can be applied to similar settings.

I dealt with internal validity using some of the techniques suggested by Creswell (2014). I triangulated data from different sources and from different cases in order to remedy the biases intrinsic in the different typologies of data and to elaborate a more complete picture of the phenomena of interest. Once findings started to emerge in the first phases of data analysis, I shared them with a few interviewees and with some academics and field members, who were familiar with the research setting and the organizations I analyzed, to see what they their reaction was. I was also careful in

including in the data analysis and in the findings discrepancies and contrary cases emerging from the different organizations and in reporting as many quotes and rich descriptions as possible, in order to give external readers the chance to see what was emerging from the data. All the raw data that I considered important and not easily accessible for the reader, was included in the tables in Appendixes 3-7. Additionally, following the suggestions of Silverman (2000), I adopted a constant comparative method. The dataset was expanded at different rounds: I initially conducted the analysis on one organization and then I confronted the findings on brokerage and institutional strategy emerging from that case with those of another case study. Only if there were commonalities between the two, I kept the findings, made hypotheses about them and tested them with the other(s) case(s). Otherwise, I left the findings as a stand-alone category, waiting to be re-considered, if other connected findings emerged from the increased sample, or to be treated as a stand-alone data point.

I addressed considerations of external validity by adopting a purposive sampling and by choosing multiple cases instead of a single one, as suggested by Yin (2003). Similarly, I tried to apply as many techniques as possible among those identified by Creswell (2014) to increase the reliability of my research project. I detailed as much as possible the data collection and analysis procedures, by transcribing all interviews that I could record (and triple-checking the transcripts) and recording my thoughts and reflections on a regular basis, using field notes. I asked a second coder to check the themes and codes emerging after the analysis of two out of the four cases. In this way I enhanced the confidence that other researchers could interpret the same strings of text in a similar way. Additionally, in the last phase of data analysis, when the data from all the case studies had been coded, I checked consistency between codes, in order to make sure that the same category had the same meaning in all the case studies.

Overall, the strategies undertaken to ensure the minimization of issues with validity and reliability should help with the other four criteria that Bryman (2004) considers relevant

for testing the quality of qualitative research. These criteria are: credibility – obtained by checking the results of the analysis with respondents; transferability — improved with a thick description of the case and the setting; dependability — ensured by keeping a complete record of the research done; confirmability — based on the researcher acting in good faith. This said, there are biases and limitations that it is impossible to remove from the study. First of all, the constructivist ontology gives the researcher an active role in the interpretation of the data. The researcher understands and shapes the setting according to his/her perspective (Kitsuse & Sarbin, 1994). Following the principle of indeterminacy, this means that the reality reported and described might not be the one actually present in the setting or perceived by the participants. Due to this inherent characteristic of research methods stemming from a constructivist perspective, the trustworthiness of the findings requires of the researcher either immersion in the context and/or in the participants' experiences or the triangulation of data through multiple sources (Spencer et al., 2014). Only the latter was really possible in this case.

Furthermore, the researcher needs to acknowledge and make explicit how his/her interpretation of data and facts is influenced by his/her culture, background and experiences (Creswell, 2014). It is also important to reflect on the impact the researcher has when interacting with participants, especially during interviews and observations. I come from a business background that made me particularly sensitive to the business language employed by the participants and to draw quick conclusions on the efficiency and effectiveness of their brokerage and institutional strategy. For example, I often realized I was being particularly critical when noticing that most organizations do not have public yearly reports confirming the positive results they claim to have had or when observing their actual impact on the field.

At the same time, I chose to pursue this research project following my attendance at an event organized by a field intermediary, which I had observed with a sceptical eye. I was therefore conscious that I started the data collection and analysis on the case

studies with a mindset ready to find their "secret" agendas and *gaudens* attitudes that they were trying not to show to the rest of field. I therefore tried to constantly remind myself that even if these four organizations were pursuing an institutional project — sometimes creating confusion in the field — they were also run by people doing their best to work in the interest of the field and of the creation of social impact. Additionally, before drawing findings and conclusions on any topic, I made sure I had multiple sources of data confirming that position, possibly coming not only from different interviews but also from archival data, so as to increase the plausibility of the statement.

Finally, my family always raised me stressing the importance of helping people in difficulty without searching for the spotlight and without judging one way of helping to be intrinsically better than another. This education probably contributed as well to make me extremely critical of what I was observing in the data, especially in terms of outcomes in the social entrepreneurship field. Being aware of these biases, I tried to remain as open-minded as possible throughout the data collection and analysis. Additionally, I tried to counterbalance my biases and impressions by often reporting my intermediary findings to people that were familiar with the cases under analysis and who were likely to have a positive opinion on them, given their involvement. In this way, I tried to incorporate their positive views and considerations, any time that I noticed that my analysis was moving too much towards the critical side.

I also believe, however, that my lack of familiarity with the research setting when I started my project was an advantage my background brought to the quality of my study. I came with no previous connection with any of the players and with no pre-formed idea about the field, except for the one I had started to create attending my fist field-level event. This made it easier to begin data collection and analysis with no preconception and prejudice and with little idea of where my study would lead me. Therefore, I did not have predictions to fulfil that might have tempted me to read the

data in a specific way. This risk might have arisen as data analysis unfolded but, as previously stated, I tried to remain constantly aware of this danger and to share my thoughts whenever possible to make sure they were considered as plausible. Similarly, when naming the codes I tried to use words coming from the interviews or the archives as often as possible, in order to reduce the impact of my interpretation of what was being said. In the meantime, I remained aware that I was also influencing the data collection merely by my presence in the process.

As far as observations are concerned, my impact happened only when I reported what I was seeing and experiencing at the events to which I participated. What I did was not invasive observation that people were aware of, because I went to all three events as a participant interested in the field, not as an academic studying it. Therefore, people did not behave differently than they would have done otherwise. Additionally, I merely used observations to increase my own understanding of the four organizations and of their culture, but I never explicitly used them for elaborating my findings, only for checking that the findings were not completely contradicting things that I had observed.

However, I had a strong impact on interviews, because they are an inherently social process. Firstly, when I elaborated the questions for the interviews, I worded them in a way informed by my experience and by the literature driving the project. This surely affected the answers I received from the respondents. Secondly, the explanations I gave about the project and questions during the interview itself, most likely influenced the response of the interviewees. Thirdly, by categorizing interviewees when I first contacted them (e.g. “I am contacting you because you are a network member of organization X” or because “you are an employee of organization X” or because “you can tell me something about “Y, Z, W”), I inevitably put people into a specific mindset and created in them expectations of what they should say and how they should say it. Finally, despite my assurance about anonymity and that I was completely disconnected

from any of the organizations analyzed, some interviewees expressed fear that their words might reach the organization they were talking about.

This might have caused the insurgence of some bias from the side of the interviewees and might have prompted them to express facts in a specific, mostly positive, light. The danger was particularly great for those interviewees who were financially dependent on the organization they were asked to discuss. They might well have felt obliged to praise the organization for its support and to leave unexpressed negative aspects of their relationship with it. Nonetheless, the fact that negative comments emerged during the interviews, reassured me that at least some of the issues existing in the case studies did come to the surface.

4.5 Conclusion

To sum up, a qualitative research methodology was considered appropriate for the study because it fits well with the constructivist approach informing the research project and because it is in line with the current practices in the literatures to which the study seeks to contribute. Within the possible qualitative methods of research, I chose a multiple-case-studies design in order to develop a more detailed and nuanced understanding of the phenomena of interest and to increase the opportunities for data triangulation. Additionally, data on the context in which the case studies operate was collected and analyzed using a historiographical approach. Following a detailed list of the criteria applied to some of the history- and context-related data, I selected four organizations as case studies and collected information about them through archival data, interviews and observations. I analyzed the data thus gathered through a thematic analysis, consisting in multiple rounds of inductive coding, as is common practice in the existing literature informing this project. The next three chapters detail the findings of this process and explain how the data answers the initial research questions.

5. BROKERAGE STRATEGIES FOR SIMULTANEOUSLY SUPPORTING SOCIAL AND INSTITUTIONAL GOALS

5.1 Introduction

This research project is guided by two research questions (see Chapter 2): the first aims to understand how brokerage strategies can be used as institutional strategies. The second aims to explore how the co-existence of multiple brokers engaging in institutional strategy contributes to keep a field fragmented. To answer these research questions, the project studies four brokering organizations engaging in institutional strategy that are active in the social entrepreneurship field in England: Alpha, Beta, Gamma and Delta.

This chapter analyzes the brokerage activities observed in these agencies by grouping them according to the brokerage strategic orientations identified by the existing literature – *tertius gaudens* and *tertius iungens*. This enables the exploration of how a brokerage strategy aimed to shape field-level institutions over time might be, thus contributing to answering the first research question. For the purpose of this project, a *gaudens* strategic orientation is defined as one where the broker manages its network of contacts in order to gain an advantage. A *iungens* strategic orientation is defined instead as one where the broker increases the collaboration among its contacts to push forward a common project. The classification of an activity as *gaudens*-oriented or *iungens*-oriented was based on their definitions and connected examples provided by the existing literature (Table 5.1).

Table 5.1: *Tertius gaudens* and *tertius iungens* activities

ACTIVITIES ATTRIBUTED TO A TERTIUS GAUDENS STRATEGY	IDENTIFIED BY
Exploiting conflicts or the paralysis of relationships between parties	(Burt, 1992)
Preventing direct association between parties	(Burt, 1992)
Manipulating exchanges	(Burt, 1992)
Reinforcing the unique position of the broker	(Burt, 1992; Long Lingo & O'Mahony, 2010; Salvetat & Géraudel, 2012)
Pursuing money, status and/or power	(Collins-Dogrul, 2012)
Introducing new parties to the network that can represent competition for existing members	(Salvetat & Géraudel, 2012)
Approving network members	(Salvetat & Géraudel, 2012; Vernet, 2012)
Pursuing goals different from those of unconnected parties present in the network	(Shi et al., 2009)
Extracting knowledge from the parties and recombining it	(Vernet, 2012)
Maintaining coordination and information-transmission role in any network/connection created	(Vernet, 2012)

ACTIVITIES ATTRIBUTED TO A TERTIUS IUNGENS STRATEGY	IDENTIFIED BY
Contributing to the overarching goals of the system	(Collins-Dogrul, 2012)
Continuous strengthening and repairing of the network	(Collins-Dogrul, 2012)
Community-building	(Collins-Dogrul, 2012)
Helping organizations transcend political, social and institutional boundaries to work together towards goals	(Collins-Dogrul, 2012; Garriga, 2009)
Creating a positive view of cross-sector collaboration	(Collins-Dogrul, 2012)
One-off connection	(Obstfed, 2005)
Balancing contradictory claims and eliminating what is incompatible between	(Obstfeld, 2005)
Matching disconnected parties - either keeping a coordination role or not	(Obstfeld, 2005; Collins-Dogrul, 2012; Vernet, 2012)
Describing issues in a way that appeals to all parties	(Obstfeld, 2005; Long Lingo & O'Mahony, 2010)
Negotiating between network members and decreasing tensions	(Obstfeld, 2005; Long Lingo & O'Mahony, 2010; Salvetat & Géraudel, 2012)
Introducing parties with common strategic interests	(Obstfeld, 2005; Long Lingo & O'Mahony, 2010)
Generating lasting ties by facilitating coordination between parties	(Obstfeld, 2005; Salvetat & Géraudel, 2012)
Organizing activities to legitimize and promote the network and its projects	(Salvetat & Géraudel, 2012; Shi et al., 2009)
Setting expectations	(Garriga, 2009)
Promoting cooperation	(Obstfeld, 2005; Salvetat & Géraudel, 2012)

The findings of this chapter show that all four brokering agencies manage and sustain their networks through a combination of *tertius gaudens* and *tertius iungens* strategic orientations, often performed simultaneously. While *iungens*-oriented activities are similar in all the case studies and form the core of their brokerage strategy, their *gaudens*-oriented activities vary. Furthermore, the typology of *gaudens* activities performed impacts how the *iungens* function takes place and gives rise to two different brokerage strategies, both based on a combination of *gaudens* and *iungens* strategic orientations. The strategy that emerged from the data of Alpha and Beta was called a "closed network" strategy, while the one that emerged from the data of Gamma and Delta was called an "open network" strategy.

The first part of this chapter focuses on the *gaudens* strategic orientation adopted by the four organizations, discussing first the activities identified in Alpha and Beta, which give rise to the "closed network" strategy and then those identified in Gamma and Delta, which give rise to the "open network" strategy. The second part of this chapter analyzes instead the brokerage activities of the four case studies connected to a *iungens* strategic orientation, grouping them according to the function that they perform. Finally, the chapter describes the two brokerage strategies identified and explains the impact that each strategy has on the brokering agencies and on their network members. This leads to an explanation of how the findings contribute to the first research question and to advance the literature on brokerage.

5.2 *Gaudens* brokerage strategic orientation

5.2.1 Brokerage activities for controlling the network: the cases of Alpha and Beta

In all four case studies, activities connected to a *gaudens* strategic orientation can be grouped according to two functions that they perform. The first is to help the four organizations to maintain control of their network, so that it contributes to the realization of their goals and institutional strategy. The second is to gather information from network members to acquire superior knowledge of the field and its players, so that they can maintain an advantageous position compared to other field members and external stakeholders. However, although all four organizations engage in both control-related and information-related brokerage activities, they do so in different ways. Common traits could be found between Alpha and Beta and between Gamma and Delta with respect to controlling the network, and between all of them as far as the obtainment of information advantages is concerned.

Alpha and Beta mostly control their network through the careful selection and approval of their network members and through a strong thought leadership (selected quotes in Appendix 3: Tables A3.1, A3.2). The latter is an activity not usually connected with *tertius gaudens* brokers, but in these agencies it can be seen as an integral part of their network and contacts' management. As far as the selection of members is concerned, both Alpha and Beta are extremely careful in admitting new actors into their networks. They usually increase the size of their network by less than a dozen units a year. The social entrepreneurs they decide to support need to pass a selection process involving a long application, several interviews, site visits and meetings with their partners and collaborators. In most cases, the selection process lasts around 11-12 months and only 6-7 new entrepreneurs join the network in any given year. Both organizations elaborated

a set of criteria that social entrepreneurs and their ventures need to meet to be part of the network. These criteria include: a successful history of delivering social impact connected with the potential to scale up; the generation of systemic-change through their work; a culture of collaboration across sectors; leadership; restlessness and innovation in tackling a social issue. Just to enter the selection process, social entrepreneurs need to be nominated by an existing network member, to ensure that they meet the minimum criteria and that they potentially fit with the culture of the brokering organization and its network.

The selection of members coming from traditional sectors is less strict in terms of length of the selection process and set of criteria employed. However, it still involves a nomination from an existing network member or a previous connection with the network. In the former case, it might be Alpha or Beta that approach the new potential partner and start the negotiations. In the latter case, the specific request to join the network usually needs to be supported by a strong case of being able to help the development of the network. In any case, partners need to embrace the vision of social entrepreneurship of the agency brokering them. Additionally, in the case of Alpha, partners must be ready to support its work and that of its social entrepreneurs either financially or by providing at least a minimum amount of time to the network plus some kind of useful support such as media coverage, pro bono services and connections with useful collaborators. Beta asks new members to be an active participant of the network, sharing knowledge and contacts during its main event. The expectation is that, once in the network, partners will also contribute with financial support or media coverage of social entrepreneurs (and sometimes of the entire field) whenever needed.

Employee of Beta: *"You know, we do a lot, we work very very hard on due diligence to pick the right kind of people, whether it is people coming to events or whether it's people we partner with and intersect with or whether it's people we fund. We work very*

hard to make sure that they are primed and ready and appropriate to help legitimize this network and to help scale the field of social entrepreneurship."

In both cases, selection criteria became progressively more demanding as time went on and both organizations gained legitimacy and reputation within the social entrepreneurship field. At the beginning of both Alpha and Beta's history, their respective selection criteria were less strict and a nomination from an existing member was not needed to enter the selection process. However, as their networks became more popular, both agencies started to attract prevalently high-profile members in order to create an élite network of committed, powerful and like-minded people. Such a network makes members feel part of an exclusive circle and thus grateful for being included in the slice of the field that "matters". This, in turn, strengthens their loyalty to the networking organizations and their appreciation of their work.

Member of Beta's network: *"I think maybe it is like that sort of niche or small kind of like audience that they somehow filter and identify participants – that kind of creates at least that aura among external folks that to be part of this community is to have an ability to be, you know, in a circle of folks who are really focused on trying to make an impact and who are focused on working together and are somehow seen at least by the external world as an example for others to aspire to. And I think they've done that through partially creating that sort of unclear process of how they nominate and select individuals into their network and the fact that it is ultimately a relatively small gathering compared to other networks which tend to be very large and may sort of dilute the extra benefit"*

The exclusivity of both networks is also reinforced by keeping the selection process somewhat mysterious. Even if the criteria and selection steps are clarified on both agencies' websites, many network members reported their uncertainty about who introduced them to the network and why exactly they were preferred over others. In the

interviews, social entrepreneurs described the process as challenging and sometimes daunting but helpful, and other types of member indicated that they did not have a clear idea about how social entrepreneurs were indeed selected.

Besides selecting members according to their values, success and fit with the existing family, both Alpha and Beta keep control of their network and its development by being extremely active in promoting their own view of social entrepreneurship through media, social media, academic research, events, etc. (selected quotes in Appendix 3: Tables A3.1, A3.2). The founders and top management of these organizations often theorize explicitly about what social entrepreneurship is, what characteristics social entrepreneurs need to have, which path can lead to enhanced social impact and what the role of players from each sector involved in the social entrepreneurship field is in supporting social ventures. They publish their views in popular blogs and renowned academic publications, which provide them with worldwide resonance in high-society groups. They also often speak at events organized by their partners and accept interviews from top magazines and TV shows (usually involved with their networks). Furthermore, the success stories from their networks are published in books that theorize and explain the social entrepreneurship field. Both Alpha and Beta make sure, once something coming from their networks is made public, to "re-tweet" it and to post links to such content on their websites, where they ask their members to comment, share and contribute. In this way they involve members in their theorization and incentivize the reading (and sometimes absorption) of their own views.

Employee of Alpha: *"We have a lot of media partnerships that we plug our social entrepreneurs' stories into, and plug our school stories into, we plug our own thought leadership into. So Alpha's thought leadership on the power of social entrepreneurship and the importance of empowering makers of change, the importance of change-making education, but also things like the importance of a new way of structuring teams, which is all about our networking strategy… But a conversation that we have*

with a lot of our corporate partners, is about structuring how the organization works, how they can have a culture of change making and a "team of teams" structure, and an innovation culture within their companies. So the impact is also going on to our pro bono partners and corporate partners."

Additionally, during the networking events they organize and in their publications, both Alpha and Beta often introduce their work and that of their members as system-changing and they are always very careful to make their members feel like the protagonists of the success of the network. In particular, Beta is extremely effective in using its main networking event to inspire members and to make them feel that they are part of a powerful and special movement that has the solutions and opportunity to affect change at a global level. Most attendees of Beta's yearly event describe it as engaging, energizing, exciting, inspiring and more generally as a "great place to be".

Archival data from a member of Beta's network: *Every April since 2006, I've made the transatlantic pilgrimage to England, to attend Beta's event. And what a week it is! The event is an amazing opportunity to engage with and be inspired by some of the world's most dynamic innovators, creative disruptors and social-change agents. The entire experience — from seeing old friends, to meeting new change makers, to the unexpected conversations that plant the seeds of bigger ideas — is always exhilarating.*

This array of positive emotions reinforces members' conviction that Beta is doing an excellent job for the network and for the field and that it is a privilege to be a part of its network and to sustain it. Furthermore, the presence of an event organizer with a pre-formed view of social entrepreneurship makes the event a means to amplify that view and to make different groups coalesce around it. Employees of Beta or some of its network members curate the discussions and sessions at Beta's event and these are prepared over several months before the event takes place. Contributors are carefully selected from an already stringently controlled list of attendees and they are usually

contacted before the sessions, in order to familiarize them with the planned outline. According to some interviewees, sessions are mostly comprised of people who share Beta's vision of the social entrepreneurship field and who are repeat attendees of the event. One interviewee even reported some frustration due to the difficulty of bringing new voices into the discussion. This contrasted with the words of the employees of Beta, who affirmed their recent efforts to invite some new faces that might challenge the prevailing view on the topics of interest.

Both Alpha and Beta engage in other control-related activities that the existing literature attributes to a *tertius gaudens* strategic orientation (selected quotes in Appendix 3: Tables A3.1, A3.2). These activities emerged from only one source of data or from personal impressions recorded in field notes. Nonetheless, they represent features worth mentioning in order to give a more complete picture of these two organizations. In the case of Alpha, archival data suggested that its team is active in expanding the network into new parts of the social entrepreneurship field and of the country. Similarly, according to the words of one employee, Beta keeps expanding its network by inviting new people to its events. These activities can be an example of action that produces new gaps in the network and that thus places the brokering agency in a strong position.

Moreover, according to one interviewee, Alpha does not have in place a means for members of its network to get directly in touch with one another, if the organization has not already connected them in some way. Beta has such a system but one interviewee explained that for connecting with major donors and large players, Beta's intermediation remains indispensable. These activities might be interpreted as ways of maintaining an intermediary role in the network. Finally, in both networks there is the presence and constant introduction of potential competitors to existing members. This activity emerged from both archival data and field notes, but not from interviews. It was therefore excluded as a salient trait of the two agencies' *gaudens* strategic orientation because network members apparently do not perceive that this activity is taking place.

This is the case, precisely because of the way in which Alpha and Beta enact their *gaudens* strategic orientation, as well as because they combine it with a *iungens* one.

The pervasive narrative of Alpha and Beta describing the network as a single entity that improves the world, together with the creation of a carefully-selected network of like-minded people makes network members less worried or aware of the inclusion of competitors in the network or about participating in competitions organized by the brokering organizations (selected quotes in Appendix 3: Tables A3.1, A3.2). On the one hand, the awe that all social entrepreneurs reported feeling for their peers and for other members within Alpha and Beta's network, makes them happy for other people's successes and that whatever each of them gets is deserved and will ultimately serve the common good. On the other hand, the messages spread by Alpha and Beta through their thought leadership about social entrepreneurship and about ways to approach the membership in the network (see section 5.3) makes social entrepreneurs see organizations that operate in the same sector and/or might be competing for the same funds as potential collaborators or precious advisers rather than rivals.

Member of Beta's network: *"We had such a lot of time to get to know each other and become great friends and supporters of each other in the early days, as it were, when there were very few of us social entrepreneurs. Then gradually, with Beta, there were more and more. You tend to make friends with the people who either have a similar focus on what you have, or you simply just get on with some people better than others."*

The lack of competition-awareness among social entrepreneurs is also explained by the fact that they tend to work in different geographical areas and to have different and sometimes even complementary ways to deal with similar social issues. Additionally, even if Alpha and Beta encourage their members to work hard to attract funds and support during their networking events and competitions, there is never a hint that members are competing with one another for the same opportunity. Through their

iungens strategic orientation, both Alpha and Beta provide unique contacts and advice to each social entrepreneur they support and Beta, in its crowdfunding competitions, ensures some funds to all participants. In both networks, there is enough money and support available so that missing out on one opportunity due to some other social entrepreneur getting it does not mean not obtaining anything from the network. Finally, tensions between business and third-sector members that compete with one another in other instances are avoided by connecting them through specific projects aimed at the generation and development of social impact. On the one hand, this creates the opportunity for potential competitors to focus on different projects and thus not to overlap while dealing with the network. On the other hand, it concentrates their attention on the social cause they are helping and on the reputation benefits they will probably obtain, thus separating entirely their co-existence and collaboration in the network from their competition in another context.

To summarize, both Alpha and Beta maintain control of their networks through two main brokerage activities: the approval of network members and the exercise of thought leadership. The former is traditionally connected to the brokerage practices of a *tertius gaudens*. The second is not usually considered a brokerage activity by the existing literature. However, in both case studies it is an integral part of the agencies' strategy to control their network and a pervading trait of their networking events. Therefore, I labeled it as part of the *gaudens* strategic orientation. Furthermore, Alpha and Beta engage in other activities typical of a *gaudens* broker, such as the maintenance of an intermediary position and the introduction of competitors to the network. For the reasons detailed above, however, these two traits were not included as key features of their *gaudens* strategic orientation. The next section looks at the activities that Gamma and Delta employed as part of their *gaudens* strategic orientation.

5.2.2 Brokerage activities for controlling the network: the cases of Gamma and Delta

Contrary to Alpha and Beta, Gamma and Delta keep control of their networks mostly by maintaining an intermediary role and creating an "inner circle" of privileged members (selected quotes in Appendix 3: Tables A3.3, A3.4). They cannot be as selective in admitting new members as Alpha and Beta are, because they both derive their power in the field from the size of their network and the number of organizations that they support. Consequently, their networks are inclusive, diverse and involve a larger number of social entrepreneurs and enterprises than those of Alpha and Beta.

Member of Gamma's network: "*Perceived legitimacy. It's probably the biggest one. Gamma potentially could only be in the position it's in because it can say "We represent 20,000 social enterprises" or whatever it is they do.*"

The size of their network makes it harder for them to exercise thought leadership over all members or even to know who the network members are. Although both Gamma and Delta sustain that they choose only network members that share their values and goals, ideological clashes emerging inside their networks show that their selection is not as careful as that of Alpha and Beta. Indeed, entrance to these networks usually takes place by applying for it on the agencies' websites or by directly approaching the agencies showing the desire to join. In a few cases, interviewed members reported that they were introduced by existing partners or that they stumbled upon these organizations repeatedly because they were all "working in the same pond".

All that Gamma requires to accept an application is the payment of a membership fee and/or the support to social enterprises through either business opportunities or favorable regulations. In the case of Delta, the application to the network differs between social enterprises/entrepreneurs and collaborators from traditional sectors.

Social entrepreneurs and ventures are accepted if they match the criteria set for the program they apply for. Criteria are more or less stringent according to the exclusivity of the program and to the support Delta will provide during the program itself. In the case of partners, the only criterion is the willingness to give something to the network in the form of support to social entrepreneurs, professional expertise, time or contribution to a project. In some cases, Delta even pays potential collaborators to enter the network and support its work.

The greater number of social entrepreneurs and social enterprises present in the network (respectively 600 and over 3,000, compared to the around 30 of Alpha and 120 of Beta) also means that Gamma and Delta do not have the resources to give the same attention to all the individuals and ventures that they want to help. Similarly, even though they have a limited number of partners, they cannot really know which members might benefit the most from the help of a specific partner. Therefore, in both networks, the agencies devote more resources, contacts, media space and time to what can be seen as an "inner circle" of people and organizations with whom they interact most frequently. In exchange, these organizations are more involved in and more supportive of the work of Gamma and Delta than the rest of the network (selected quotes in Appendix 3: Tables A3.3, A3.4).

Employee of Gamma: *"We have a small number of major business partners who we run quite involved programs with, kind of procurement-related programs."*

Also the selection of whom to include in this "inner circle" is clearly part of a *tertius gaudens* strategic orientation. According to the information on its website and in other archival data, Gamma provides more connections and benefits to social enterprises and partners willing to pay more to be part of the network or that are already successful enough to represent good cover stories. Delta, meanwhile, increasingly focuses its efforts on social ventures at a more advanced stage, which can quickly reach scale and

visibility, and on big organizations, either well-endowed or well-connected, which can easily and quickly extend the reach of the brokering agency in the field beyond its capacity. Focusing on these types of actors helps Gamma and Delta to prove the validity of their approach and of their vision of social entrepreneurship. In choosing this "inner circle", they mirror the *gaudens*-oriented activity adopted by Alpha and Beta, when selecting whom to admit to their network.

The second brokerage activity through which Gamma and Delta keep control of their network is the maintenance of an intermediary role within it (selected quotes in Appendix 3: Tables A3.3, A3.4). For both Gamma and Delta, their power to connect social entrepreneurs, social enterprises and business partners to the governmental or third-sector organizations they want to collaborate with represents the privileged way they ensure that the network remains under their control and that the "inner circle" gets more benefits than other members. In the cases of Gamma and Delta, the brokering organization keeps almost exclusive access to its key network members and to their contact details, be it government officials or corporations with plenty of resources at disposal for mentoring, funding and buying from social enterprises. For example, Gamma is the spokesman for coalitions of small social enterprises belonging to its network that want to bid for contracts with the public sector or deal with large players such as the government and multinational corporations. Delta is instead the gateway for social entrepreneurs and enterprises to obtain funds from organizations like banks, foundations and academic institutions.

In both cases the selective disclosure of information and the provision of matching services reinforces the brokering organizations' position in the network and makes participation to the latter relevant and thus maintained even in case of controversies. A similar effect is also obtained through the constant expansion of the network. The expansion by several tens or hundreds of organizations every year makes it easier for the two agencies to remain the principal contact to access other network members, since

their networks are too large to be known and mastered by their individual members, which are in most cases individuals, start-ups or small social enterprises.

Employee of Gamma: *"The key thing is the voice of the sector to different audiences. So they've got voice with the government. They've got voice in authorities in business. We have a level of access that our members don't have into big business, into places that they wouldn't be able to get to otherwise. We have campaign coordinating bodies as well. So the campaigns that we can deliver and run have a much greater resonance as a collective than they would individually. So the campaigns, the things that we can help to bring together and also to understand that overview of the landscape from bringing together central government and big business and how that all comes together. That landscape is quite complex in which an individual member may have a good understanding of their government and a couple of businesses around them but not the overall picture and so we provide that guidance and leadership position as well, I think. It is important."*

Data showed that both Gamma and Delta create opportunities for network members to interact freely with one another and to start collaborations without their help. They organize conferences, networking events and workshops. Gamma even has an online database with all of its members listed on it. However, according to some interviewees, key connections in the network always take place through the agencies' intermediation and members find it difficult to independently access one another, also due to the network size and diversity. Most of the events are organized for a specific cohort of members and the networking opportunities involving powerful supporters of social entrepreneurship are usually by invitation only. Additionally, in the case of Gamma, should members want to share information with other members regarding their projects, successes, recruitment needs or marketing initiatives, they need to communicate it to Gamma first and then rely on the latter transmitting it to the rest of the network through its newsletters or website.

In the case of Delta, no member mentioned information transmission as one of the services provided by the brokering agency and only a little archival data showed traces of such an activity, despite Delta regularly collecting information from its members (see section 5.2.3). This might represent a missed opportunity for Delta given that all the other organizations under analysis perform it and that their members generally appreciate it. Anyway, Gamma and Delta can both be seen as keeping control over their network through the maintenance of an intermediary role within it and by facilitating certain connections over others with respect to whom they invite to their networking events and to whom they signal exclusive opportunities.

Member of Gamma's network: *"They remain the interface for big contracts and they manage the latter closely because they need to ensure the satisfaction of members."*

Member of Delta's network: *"Delta wants to own and control its network, they even pay people to be in their group. They organized a youth forum but once they started to not like what was being said and to feel that they were not in control, they shut it down."*

Another way in which the two organizations maintain an intermediary role is the clustering of their members. Both Gamma and Delta have recently started to deal with the large size of their network and, specifically, of their pool of social entrepreneurs and enterprises by clustering network members and by organizing specific gatherings and services for the different clusters. Gamma groups members according to their sector or geography of operation, while Delta clusters members according to the program they participate in or the interests and issues they have in common. The clustering, on the one hand, helps the management of the network and creates some connections between members thanks to their common membership of a sector or program. On the other hand, it ends up preserving a low connectedness between social entrepreneurs and enterprises that belong to different clusters and between them and players coming from

the business and public sectors, thus reinforcing the brokering organizations' power and intermediary role in the network.

Member of Gamma's network: *"Well, like I said, the big one that springs to mind would be the event where they do want it to be a collaboration between lots of different social enterprises. Other than that, I mean, I guess it's something that— it's hard to know what they do for different sectors."*

Employee of Delta: *"There are certain workshops that are just for a particular group of people. B. tends to be quite a unique program so most of the things they do are just for social entrepreneurs in that program. F. is another program that has to have its own program, which is very targeted for just that group of entrepreneurs."*

The division in clusters is also a feature of Alpha's network but from the data it was not possible to attribute to this feature the favoring of an intermediary role for Alpha. Indeed, the clustering is used to distinguish members according to the role they have in the network (e.g. business member, social entrepreneur). Clusters are often asked to collaborate with one another, usually in support of social entrepreneurs and schools, and only in the latter two categories there are also intra-cluster meetings. Beta officially clusters only its social entrepreneurs according to the social area in which they operate. However, their clustering is less rigid and is not implemented in practice with cluster-specific events or support. The collaboration between social entrepreneurs working in different areas is actually encouraged and fostered. The only form of clustering that Beta employs is the creation of topic-based sessions and workshops during its yearly event in order to facilitate the connection of network members that are interested in or focused on the same issue. Therefore, also in the case of Beta, clustering was not included in the *gaudens* strategic orientation of the organization.

The third recurrent control-related activity of Gamma and Delta is the introduction to their network of potential competitors for social enterprises and business members (selected quotes in Appendix 3: Tables A3.3, A3.4). According to the existing literature, *tertius gaudens* brokers perform this activity to create tensions between members and thus make their intermediation indispensable. The case of Gamma and Delta is different: they do so mostly due to their need to involve as many members as possible from the social entrepreneurship field. This is, indeed, the condition to keep and grow their legitimacy and influence in the field. Nonetheless, the effects of this activity are similar to those provoked by brokers strategically using competition among their contacts to gain an advantage.

Member of Delta's network: *"There were some limitations on what we could do with Delta because they were working with our key competitors."*

The presence of competitors in the network sometimes creates tensions and limits collaboration between members. This contributes to the permanence of a generally low connectivity in the network and, as such, increases the opportunities for Gamma and Delta to be the ones managing and controlling relationships. Members, in fact, often rely on the brokering agency to mediate between their conflicting interests. In this sense, Gamma appeared as more effective than Delta in grasping such an opportunity. Delta often refuses to mediate tensions within its network and mostly solves competition-related issues by keeping potential competitors apart through project-clustering or by offering them special benefits or monetary compensation to remain in the network. Gamma sometimes adopts the same approach, but sometimes also effectively creates cooperation where there otherwise was competition. For example, some interviewees praised Gamma for realizing initiatives that made competitors coalesce around the common objective of expanding the social entrepreneurship field. They stressed that the mediation of Gamma was fundamental in focusing everyone's

attention on their common interests and on goals connected to the field's growth that could be shared by everyone.

Member of Gamma's network: *"They did a great job for example with that campaign because they put together very different groups of organizations that normally wouldn't collaborate. They found the funding partners and then they created the manifesto focusing on the points that everyone agreed on. Once the manifesto was ready they opened the initiative to organizations who shared that view, so that they would all focus on what they agreed on. Also, they asked for different contributions for the membership and gave it for free or for very little according to what the different organizations could afford."*

Data on Gamma also highlighted that the presence of competitors could make some members more proactive in maintaining a good relationship with the brokering organization. For example, a social entrepreneur explained that she leaves samples of her products in Gamma's office so that its employees can try them and promote them to the rest of the network. Another interviewee admitted that she remains in touch with Gamma and its network only to keep an eye on competition and on the evolution of the field. These examples suggest that members might want to have precedence over their competitors in obtaining opportunities and information and that to do so they rely on Gamma's privileged access to and knowledge of the field.

To summarize, Gamma and Delta mostly engage in three brokerage activities to keep control of their networks. Firstly, they maintain a coordination and information transmission role in two ways. They remain the key point of contact for members to interact with the rest of the network — especially with its most prestigious and powerful parts — and they make the network barely manageable for its individual members due to constant expansion at a rate of tens or hundreds of new members every year. Secondly, Gamma and Delta introduce potential competition for existing members

into the network. They either welcome new members that work in the same sector and/or that fight for the same opportunities, or organize awards and initiatives that require members to compete with one another. By introducing competition into the network, they reduce the likelihood that members will interact and share information with one another without the intermediation of the brokering agency. Finally, both organizations approve only a small number of their network members into their "inner circle". Its participants receive additional benefits and opportunities compared to the rest of the network in exchange for financial or other relevant resources that they provide to the brokering agencies.

As far as creating an "inner circle" is concerned, the behavior of Gamma and Delta is similar to that of Alpha and Beta, which use the approval of network members as a means to control their network. However, while Alpha and Beta have a thorough process for selecting network members, based on considerations of multiple characteristics, data suggests that in Gamma and Delta the choice of "inner circle" members is mostly connected to their success or resource endowment. Moreover, contrary to the cases of Alpha and Beta, no single data points suggested that Gamma and Delta engage in brokerage activities related to network control other than the three main ones discussed in this section. The next section of the chapter describes the *gaudens*-oriented activities that provide information advantages.

5.2.3 Brokerage activities that generate information advantages

Although differences emerged between the four case studies in terms of the brokerage activities employed to control the network, all organizations engaged in the same brokerage activities to acquire superior knowledge through their members (selected quotes in Appendix 3: Tables A3.1-A3.4). What differs — once again between Alpha

and Beta on the one hand and Gamma and Delta on the other — is the way in which the information gathered is employed.

Firstly, all four organizations produce research in collaboration with their network members or by asking them for data on their work or their opinions on the social entrepreneurship field. Although all four organizations engaged in both forms of research, the former method was more frequent in Gamma and Delta, while the second was more frequent in Alpha and Beta. Secondly, the four brokering agencies organize roundtables and sessions about specific topics to which they invite knowledgeable members, usually representing different sectors. Similarly, they invite members to talk at the conferences that they organize and to share their experience either in written or oral form with other network members. Beta and Delta even provide members with monetary incentives to this end. Thirdly, they all ask members to publish blogs and to send them information to post on their websites. In the cases of Alpha and Beta, the request to members is to contribute with updates on the issues they are tackling, with opinions and information on the social entrepreneurship field and with news about their achievements. In the case of Gamma and Delta, members prevalently send information about their initiatives, prizes, recruiting and products. Finally, all four organizations ask members to co-produce training events and workshops, to which they invite only selected audiences. Archival data on all four cases studies showed that in the last year they organized at least one training/informative session or workshop in collaboration with one or more of their network members.

The production of research and the collection of information through events and members' blogs serve a different purpose for Alpha and Beta on the one hand, and for Gamma and Delta on the other. As far as research goes, Alpha and Beta collect feedback on a yearly basis on how their support enhances the social impact of their members and on the best practices adopted within their network. The information thus gathered is rarely published and shared and it is mostly used to improve and refine the

organizations' internal and bridging practices. When it is published — through written documents, videos or online posts —, it is used in anecdotal and narrative form to inspire other people and organizations, to prove the advantages deriving from being part of their networks and to strengthen their theorization of the social entrepreneurship field.

Gamma and Delta, on the contrary, often survey network members and ask them to co-produce reports in order to publish research on the social entrepreneurship field. Contrary to Alpha and Beta, they tend to prioritize statistics over qualitative data and case studies. Alternatively, they publish the data and knowledge gathered from members in the form of guides for social entrepreneurs and enterprises. For example, Delta produced a legal guide with the help of one of its legal partners and Gamma identified all social enterprises present in some rural parts of England by asking some of its members to carry out a mapping activity in their local area. Both organizations use the evidence gathered on the state of the field, regarding what is available and what the critical issues faced by social entrepreneurs and enterprises are, for lobbying for specific policies and interventions. Meanwhile, they employ the research they publish in form of guides to orient the practices of social entrepreneurs and enterprises in terms of accounting procedures, legal forms and the like.

The way in which the four organizations use the information coming from member-led workshops, blog posts and presentations is consistent across the sample. In all four cases, managing the invitations to the different events and the opportunities to publish on the media outlets at their disposal reinforces their control over their network. In fact, they can decide who accesses given opportunities, how this privilege is obtained and also what gets published and discussed. Workshops are usually employed to teach social entrepreneurs and enterprises — and in rare cases other network members — some business skill or strategy. Blog posts and presentations showcase the achievements of network members or are used to diffuse relevant knowledge about the social

entrepreneurship field among the network or the general public. In this sense, the gathering of information advantages, in the four case studies, does not generate benefits only for the brokering agencies, as is usually the case in a *gaudens* strategic orientation, but also sometimes leads to the production of publicly available information benefiting the entire field. This is the case because the four organizations have not just created a network to benefit from it, but prevalently because they wanted to support social entrepreneurs and enterprises and grow the social entrepreneurship field. In order to explore how they do that, the next section of the chapter focuses on their *iungens* strategic orientation.

5.3 *Iungens* strategic orientation

5.3.1 Brokerage activities that support the network as a whole

As part of their *iungens* strategic orientation, all four organizations engage in activities that fulfill four different functions: the support of the network; the strengthening of social entrepreneurs and enterprises; the creation of an environment favorable to cross-sector collaboration and the connection of network members with one another.

The support of the network as a whole, as well as of its individual members, happens in all four case studies through the legitimation of the network-related projects with external stakeholders and in the field more generally. Additionally, Alpha and Beta support their network by continuously reinforcing the relationships holding it together.

In the four case studies, there are three main activities through which the brokering agencies try to legitimate their networks in the social entrepreneurship field (selected quotes in Appendix 3: Tables A3.5-A3.8). The first activity is the publication of success

stories. All four organizations have a news section in their website and a Facebook™ page on which they regularly post news about either the achievements of their network members or projects and initiatives that their members are organizing within the social entrepreneurship field (especially if in collaboration with other members). These posts and publications stress the social impact of these initiatives and sometimes explicitly mention the network's contribution in obtaining a particular result. The second activity is the organization of events where members can present their projects in front of other members and external stakeholders, such as the national and international press or the government. The third activity is the delivery of awards and recognitions.

Member of Delta's network: *"Delta disseminates our research and knowledge and allows us to show what the university is doing. It also enables us to participate both as attendees and as speakers to conferences, seminars and workshops and it provides a forum to showcase our new tool."*

While the publication of news and posts is done by the four organizations in a similar way, the events that they organize to legitimize their network members and their projects vary significantly across the case studies and often reflect the ways in which the networks are controlled. Alpha and Beta, which have exclusive and high-profile networks, mostly organize members-only events, where a specific topic is discussed through the experiences of "expert" members. These events are usually open only to a few guests and they are brought to a wider audience's attention prevalently through the publication of their proceedings on the brokering agencies' websites or in popular media outlets, both online and offline. On the contrary, Gamma, which has been building an inclusive network, prevalently organizes cheap/free events open to anyone. This way it showcases its members directly to people and organizations interested in social entrepreneurship or involved in the field. Delta, which has a more flexible and constantly evolving overall brokerage strategy, compared to the other three agencies, organizes both types of events. Indeed, sometimes it creates road shows and public

events that put its network members directly in touch with a wider audience. Some other times it sets up launching events for its programs or topic-related events that are for selected-members only and that legitimize and advertise the network externally only through the publication of news about it on its website or those of its partners.

Finally, all four organizations have established awards and recognitions that bring some of their members to public attention. Gamma has awards and designations to praise the best social enterprises, their best supporters and the areas of England where social entrepreneurship is thriving. Gamma's awardees are announced during a yearly ceremony that obtains press coverage from one of the main national newspapers. The recognition of areas of England is instead celebrated by Gamma with local events involving the entire population of the city or region and some local press coverage. Both types of events are generally open to anyone who is interested in participating and they usually involve politicians (local and/or national) and representatives of both the business and the third sectors. They can therefore be considered as a means to connect network members with external stakeholders as well as celebratory events for network members themselves. Independently of the connected event, just the reception of recognition as Gamma's member or as Gamma's awardee or certified area is often a relevant legitimization instrument for members and their projects.

Member of Gamma's network:

Member: *"It has also given us a lot of credibility, having the Gamma badge. If we as a company just say we're a social enterprise, people do ask questions. So the fact that Gamma — we've bought the Gamma and in fact, even in our products now, we're beginning to use the Gamma badge on that. So that does speak volumes about us as a social enterprise. People do sort of recognize that immediately."*

Interviewer: *"Okay. You feel it helps with customers in that sense."*

Member: *"It does. It helps with customers. Many customers — I mean, there are customers who just buy our tea on the basis of the quality of the tea. But there are some*

who want to know about the social enterprise angle. So to satisfy them, I think the logo, and the fact that we're a member of Gamma definitely adds credibility to our story."

In contrast to Gamma, Alpha, Beta and Delta only give awards to social entrepreneurs and enterprises. In the case of Alpha and Delta, awards (Delta) and fellowships (Alpha) are the only way for social entrepreneurs and enterprises to enter their networks. In the case of Beta, awards are given by the agency to invite new social entrepreneurs into its network and to publicly recognize as members those whom they consider to be initiators of a social change that will eventually result in the solution of a pressing global issue. Only in the last few years, have Alpha and Delta started expanding their awards to the education institutions that are interested in social entrepreneurship and that include it in their curricula. Alpha is recognizing primary schools, secondary schools and universities that contribute to changing education through the inclusion of social entrepreneurship classes or hands-on experiences. In both 2014 and 2015, it selected five schools and gave them exposure on its website, connections with social entrepreneurs involved in education and with other education-sector awardees, and opportunities to showcase their work to other members.

On the contrary, Delta focuses prevalently on universities that encourage students to try out social entrepreneurship and that have courses and faculty that are supportive in that sense. In the last three years, Delta has provided interested institutions (57) with a three-year grant, connections with similar institutions, support for the organization of events and several opportunities to showcase their work to other members and also to a wider community, such as their city or region. Archival data suggests that Delta is also supporting some secondary schools and colleges (29) but that information could not be verified with other data sources. However, there is the possibility that, like Alpha, Delta is increasingly liaising with the education sector as a whole to establish a pipeline of social entrepreneurs in the England.

Employee of Alpha: *"Our overall mission is to create a world where everyone contributes to change and we do that in two primary ways at the moment… The second part of that is working through education to empower everyone. So we have a schools program where we identify the leading examples of forward-thinking schools… So the idea with that program is that by recognizing the leading examples of schools, getting them to work together in a global network of schools, basically, we're helping them influence the conversation of what education should be about and to influence the whole sector, the whole system."*

Archival data from Delta: *Delta and its partner were delighted to be able to work together to develop the Awards Programme for universities. In just 18 months, it has supported 200 social entrepreneurs directly at an average all-in cost of just £5,000, and directly inspired 70 institutions to engage in this new approach.*

The social entrepreneurs and education-sector awardees are usually celebrated in internal, closed-doors events whose videos and summary are only seldom published online in the networks of Alpha and Delta. Therefore, unlike Gamma, in their case the legitimation of the network and its members happens by giving these individuals and organizations the opportunity to display the award on their websites, products, and the like rather than through their celebration during a ceremony or event.

Archival data from Alpha: *Wednesday saw an unveiling of the newest intake of Alpha's social entrepreneurs. 100 guests met and mingled with some of the UK's most inspiring entrepreneurs, who each shared their vision for changing the world.*

On the contrary, Beta delivers its yearly awards during a public ceremony, to which most of its network members are invited and that anyone can attend, with the purchase of a ticket. Unlike Gamma, which awards field members performing different roles within it and which opens applications for an award to anyone who is interested, in

these ceremonies Beta exclusively awards social entrepreneurs that it hand-picks through a year-long due-diligence process. In the case of Beta, both the award itself and the celebration during the award ceremony are equally important to legitimize the work of Beta's social entrepreneurs. As is the case for Alpha, being recognized by Beta as a leading innovator increases exponentially the status and credibility of social entrepreneurs and allows them to access deals and investors that would not otherwise pay attention to them.

At the same time, the ceremony is organized so that thousands of network members can attend it and anyone who is interested can participate or see it online both in real time and during the rest of the year. Each awardee is announced by a video summarizing his/her social initiative in an emotional and involving way, which often moves a large part of the audience to tears. Standing ovations accompany awardees as they progress towards the stage as well as when they leave it. Overall, during the ceremony it is possible to perceive the excitement and genuine adoration for the social entrepreneurs who set up projects that are expected by the audience to solve core global issues and inequalities. Such an emotionally-charged spotlight guarantees awardees interest from other network members and, sometimes, also from outsiders who come across the ceremony or descriptions of it.

Archival data from Beta: *We sang. We saw images of war. We saw beautiful art that inspired a little boy who eventually became president of a large foundation. We heard a musician from Mozambique play his guitar and sing songs of social change. We laughed. Every single speaker and artist got a standing ovation, and it's no wonder. Our souls were moved. Our hearts were moved.*

Beside using publications, events and awards, Gamma and Delta legitimize their networks' members and projects representing them with external stakeholders at roundtables and meetings both within and outside the social entrepreneurship field,

where they ask for support for their members (selected quotes in Appendix 3: Tables A3.7, A3.8).

Employee of Gamma: *"Our position means we get good access and network across lots of different places. I suppose if you think of social enterprises as being in the middle of business, government, and charity sectors, we get invited to all of those things. We get good exposure to what we're doing."*

On the contrary, instead of just legitimizing their network with external stakeholders, Alpha and Beta also support it by ensuring that the relationships within it get stronger and more frequent as time goes by (selected quotes in Appendix 3: Tables A3.5, A3.6). Both brokering agencies entertain long-lasting and close relationships with most of their network members and they encourage them to do the same with one another. Additionally, Alpha provides regular opportunities for members to meet one another as well as its employees and Beta does the same, although only for its social entrepreneurs. These frequent and regular interactions consequently transform acquaintances into partners and trusted contacts and collaborators into friends.

Employee of Alpha: *"We connect them and if they ever need us again, we're always there and we're always a part of the growing conversation."*

Member of Beta's network: *"So we've obviously created the community ourselves, so through Beta I have probably a network of 10-15 individuals and organizations that I work quite closely with because of that; that doesn't require Beta but it is made to happen by that – umm, during the year they offer many opportunities for us to be part of things like the A. festival or whatever it is, where they'll call together a bunch of people from the Beta network and we'll go – umm, they are in constant contact with us, they do fundraising things with our organizations, they're great."*

As the quotes suggest, this constant attention to strengthening relationships within the network incentivizes members to call on one another and on the brokering organization for advice and help whenever needed. As a result, the organizations involved solve problems and find partners for their projects more quickly.

Member of Alpha's network: *"We have got individual relationships developing, so as part of the get-togethers, you get talking to somebody from X University or Y College. You see the synergy then invite them over to come and do a few lectures. You get invited over there to do a few lectures. You then work on getting those — but that's not Alpha doing that. That's us individually as members of Alpha doing that. So as part of the exchange, there's the online talk and stuff like that."*

According to two employees of Delta, their organization is also active in strengthening its network over time. However, their opinion was not validated by any archival data or interview with network members. From those the emerging impression was exactly the opposite. Delta regularly gets in touch with its members for around a year or until they create what they believe to be an appropriate match, and then moves on, leaving it to its members to deal with one another and to remain in touch with the rest of the network. At the same time, the interviews to its employees suggest that this behavior has been adopted by Delta only recently and therefore it is possible that it still has no visible effect on network members, but that it will in the near future. Similarly, one piece of archival data produced by Gamma contained a quote from a partner praising them for strengthening relationships within the network over time. Even in this case the quote was isolated and, as such, might have reflected more a close relationship between Gamma and that specific organization, rather than a common activity employed by the brokering organization.

In conclusion, all four organizations support their network in one main way: they legitimize it with external stakeholders by promoting the projects and activities of

members. To do so, they publish stories about successful partnerships and initiatives from their network on different media outlets and they organize events where their network members can go on stage and introduce their work and experience. Additionally, they publicly recognize the work of some of their members through awards, certifications and recognition, although the way in which awards confer legitimacy and are built varies significantly across the four cases. Gamma and Delta also act as representatives of their entire network and lobby for it with external stakeholders such as the government or potential supporters from the business sector. Alpha and Beta, besides legitimizing their network, support it through the encouragement of close relationships and frequent interactions between their network members and between the latter and their employees. The next section looks at how and why the four organizations, while supporting and legitimizing their networks, reserve special attention and resources to their members who are social entrepreneurs or enterprises.

5.3.2 Brokerage activities that strengthen social entrepreneurs and enterprises

All four organizations are particularly active in supporting the part of their network that consists of social entrepreneurs and enterprises. This is partly due to their missions, which all revolve around the improvement of society or aspects of it through social entrepreneurship, and is partly a necessity for their *iungens* strategic orientation to work. When these organizations were founded, social entrepreneurship was not renowned; people who were starting social entrepreneurial initiatives faced difficulties in making their projects understood within the third sector and in receiving support and attention from players in other sectors. This, sometimes, is still the case. Several social entrepreneurs and ventures in England report difficulties accessing finance and making customers and supporters understand why they are different from traditional charities or enterprises. Consequently, before being able to create powerful networks in support of

social entrepreneurship, the four brokering agencies first had to build the case for them by increasing the legitimacy and status of social entrepreneurs and enterprises and by making the concept understandable to players coming from traditional sectors.

Member of Delta's network: *"There's also the fact that engaging both with universities and with local authorities is difficult if you don't understand how those organizations work. And people who are running social enterprises or who are social entrepreneurs, there aren't that many of them who have come out of working in a university or working in a local government, so they don't understand how those organizations work, and so getting support from them is quite tricky. And that's the same for any business. So I don't know whether that's a specific issue of social enterprise or not. I think there is an additional dimension for social enterprises which is that the people who run them quite often — not always, but quite often — feel that all they've got to do is convince people of the value of what they're doing. The social value of what they're doing. And people will want to help them. But actually it's not that simple."*

All four organizations strengthen the social entrepreneurs and enterprises present in their networks with both tailored and untailored support (selected quotes in Appendix 3: Tables A3.5-A3.8). They provide them with strategic advice (especially Beta and Delta), they signal funding and other opportunities present in the field to them and they identify potential advisers and supporters within the network (especially Alpha and Beta). Furthermore, they all offer training opportunities such as workshops — delivered by their employees or in partnership with other network members —, webinars, seminars and brainstorming sessions where members can discuss their problems and experiences. The different types of support increase social entrepreneurs' knowledge of the social entrepreneurship field and provide them with tools to improve their ventures and initiatives through new ideas, suggestions, strategic focus, impact measurement systems and the like.

Member of Beta's network: *"That's how they've helped us scale. But also through their conversations with them and their networks, they've helped in a myriad of ways both in terms of— in helping us understand our business, our strategy, how to raise our profile, who to connect with, developing our networks, enabling us to tell our story better, all those things."*

The social entrepreneurs who were interviewed unanimously praised Alpha and Beta, especially for the strategic advice that they provide and for the connections that they facilitate with other advisors. In the case of Gamma and Delta, appreciation for these activities predominantly came from members of their "inner circle" (see section 5.2.2). In these two networks, interviewees commonly reported as benefits arising from the support of the brokering agencies in growing the field, the access to information on it and the connection with players who are interested in social entrepreneurship. This difference can be explained by the fact that Gamma and Delta have too many members to know them well enough to provide them with useful strategic advice or tailored introductions to potential advisors.

Additionally, Gamma has as its main goal the representation of social enterprises and the development of the social entrepreneurship field rather than the growth of specific social ventures. Therefore, to achieve its mission strengthening its own members is less critical than for the other organizations. Delta often tries to provide advice or contacts to its awardees, at least in the year when they are awarded, but, according to most of them, it is not effective in doing so due to resource constraints and its high number of yearly awardees. These data suggest that both Gamma and Delta, overall, are more skilled at providing generic support — such as the provision of information — and reserving more tailored advice only to those ventures and entrepreneurs they interact with the most or that are more proactive in asking for their help.

Member of Gamma's network: *"So I think I come back to where I think their strengths are and where I find them most is kind of bringing us together to lobby for a change. So could it possibly be improved? Yes, but I can see how they have a lot of members and I couldn't expect them to focus on my needs as opposed to the other ones. Potentially, there's I guess a scope of somehow widening that ability, if that makes sense."*

Besides providing advice, information and connections, Alpha, Beta and Delta help social entrepreneurs with funds for one or more years (Delta – one off, Alpha – three years, Beta – three years with the potential of more rounds of funding after the first three years). According to the archival data, in its first years of operation Gamma also gave a one-off monetary prize to social enterprises that won its yearly awards. However, neither archival data nor interviews verified if this is still the case. One recent awardee actually recalled not having received any money from Gamma. However, Gamma indirectly provides funds to some of its members by involving them in its supply chain both for its daily operations and for the events it organizes.

Archival data from Gamma: *As part of the campaign to get more businesses and consumers to buy from social enterprises – the Gamma Awards featured a number of social enterprises in its supply chain, including bottled water brand X., caterers Y., beer maker Z., and photographers A., among others*

The second way in which the four brokering agencies strengthen social entrepreneurs and enterprises is by putting them in the spotlight more often than the agencies themselves or than other members (selected quotes in Appendix 3: Tables A3.5-A3.8). To do so, they employ the activities that they use to legitimize the network as a whole, but focusing more often than not on social entrepreneurs and enterprises. They publish several articles and posts about them — especially when members receive awards from other agencies or reach important milestones —, they include brief descriptions of their members in their newsletters and they invite them to speak at events. Alpha and Beta

also encourage the international and national press, connected to their network, to narrate the impact of their social entrepreneurs.

Archival data from Alpha: *From invitations to speak at public, corporate and internal events, through to opportunities to write articles for partner websites, through to sharing what I'm doing with the global network of social entrepreneurs, Alpha has been my most trusted partner over the past few years*

Moreover, Beta produces brief videos in-house to introduce its awardees during the award ceremonies and on its website in an inspirational way. Similarly, it also funds broadcasters and filmmakers to produce TV series and films on the social entrepreneurs it supports and it creates events specifically for its social entrepreneurs to share their stories. For example, it supported the publication of books narrating the journey of some of its social entrepreneurs.

Gamma and Delta provide visibility for the social entrepreneurs and enterprises that they support too but, even in this case, they frequently publish news stories concerning members who belong to their "inner circle" (see section 5.2.2). Looking at their news sections, the same ten-to-fifteen names of social enterprises appear repeatedly in spite of the fact there are hundreds of others in their networks.

Field notes on Delta: *In 2012 their Facebook™ page was mostly job postings and congratulations to award winners who made it to national media or won other recognitions/awards*

Additionally, all four organizations — and in particular Alpha and Beta — adopt a positive and enthusiastic narrative when describing the social entrepreneurs and enterprises present in their network. For example, Alpha and Beta are very proactive in depicting them as the solvers of the world's social issues and in affirming that helping

them is key to obtaining the desired changes in malfunctioning and unequal systems. Gamma and Delta tend instead to stress the achievements that their members had within their sector of operation or the number of people that they helped within their community.

Member of Alpha's network: *"They bring us as people who have got the solutions to society's problems and we are equal if not elevated above those who have resources to solve those problems and that's a very, very, very refreshing way of bringing people together."*

The manifest support and recognition of the brokering organizations and their positive narrative on social entrepreneurship significantly increase the self-esteem and self-confidence of the social entrepreneurs involved in their networks and favors their attraction of support from multiple stakeholders. According to several interviewees, this, in turn, gives them additional motivation towards, and resilience in, making their social impact grow.

In summary, all four organizations are particularly proactive in strengthening the legitimacy and status of the social entrepreneurs and enterprises present in their networks, in addition to sustaining the network as a whole. They do so by offering tailored and untailored support, training and advice and by putting social entrepreneurs and enterprises in the spotlight more often than they do other members. The support of a specific category within the network is an activity that can be connected to a *iungens* strategic orientation that is not present in the existing literature and that emerged in this setting because of its peculiarities. Many social entrepreneurs report that one of the main issues they face is their misfit vis-à-vis players operating in traditional sectors. They are too focused on social issues to be perceived as efficient and effective by businesses, too entrepreneurial and attentive to financial sustainability to be perceived as good welfare providers by the public sector and too small to reach big players and

other third sector organizations outside of their area. With this kind of support, the brokering organizations compensate for these issues and ensure that the status of social entrepreneurs is considered as equal or even superior to that of business entrepreneurs and public officials, allowing the social entrepreneurs engaged in their networks to negotiate partnerships and contracts with other network members from an equally strong position. The next section of the chapter analyzes how the four brokering agencies create an environment supportive of cross-sector collaborations.

5.3.3 Brokerage activities that create an environment favorable to cross-sector collaboration

There are six activities usually associated with a *tertius iungens* broker that in the four case studies contribute to the creation of an environment favorable to cross-sector collaboration within the network. Not all organizations analyzed engage in all six of them and even when they do, they do so in different ways. The activities that are common to all four organizations are the promotion of cooperation between different network members, helping members transcend political, social and institutional boundaries and the creation of a positive view of cross-sector collaboration.

The four agencies promote cooperation among their contacts with an activity that is new to the existing brokerage literature: the encouragement and sometimes explicit request to members to become *iungens*-oriented brokers themselves (selected quotes in Appendix 3: Tables A3.5-A3.8). According to Obstfeld (2005), when a *tertius iungens* starts connecting parties within a network, these might feel the need to reciprocate the favor and create new connections in turn. In all four case studies, this option is often not left to chance and the creation of connections benefiting either the brokering agency or other members is, sometimes, an explicit requirement to remain a part of the network. For example, in the cases of Beta and Delta, a few network members pointed out that

being a networker across sectors is part of the criteria to enter either the network as a whole (Beta) or a specific program (Delta). In the case of Gamma, in the last two years, special recognition has been given to members who create networks in their local areas and its recent expansion has been mostly driven by the acquisition or the involvement of networking organizations into its network.

Member of Beta's network: *"I think we were awarded by Beta because we have several partnerships with both the private and the public sectors, we have a holistic approach and we are able to engage civil society and all range of stakeholders"*

Employee of Gamma: *"Mainly some of the network organizations that were part of the coalition, obviously they did lots of networking activities amongst their members, so the DT, or S, or C, all had their own sets of ways of getting people to work together."*

References to this activity were more frequent in the data on Alpha and Beta, possibly because they have, generally speaking, closer relationships with their members than Gamma and Delta. Thus, they have a stronger case for asking members to become very proactive in searching for new people or organizations to add to the network and to increase the connectedness within it. Furthermore, in the networks of Alpha and Beta, members are facilitated in becoming *tertius iungentes* by the shared culture and vision of social entrepreneurship pervading the network (see section 5.2.1), which facilitates the creation of relationships and friendships (selected quotes in Appendix 3: Tables A3.5-A3.8).

Member of Alpha's network: *"So since becoming an Alpha social entrepreneur, I have been in contact with maybe six of the other social entrepreneurs who have provided me with support, I had them to come visit what I do, I'm going to visit their projects. So really forming a community with those social entrepreneurs so we can operate independently of Alpha as well."*

Gamma and Delta are less proactive than Alpha and Beta in asking all members to be *iungentes* and limit this request to members who participate in specific programs that are meant to increase connectivity in the network and in the field, for example at a local level, where Gamma and Delta might not have a large reach.

Employee of Delta: *"So they worked, I guess, starting the project was about creating most partnerships and how they would work together to try to maximize the benefit that they could offer to social entrepreneurs within their, wider in their locality or in their cluster area or in a specialist area."*

Besides asking their members to adopt a *tertius iungens* strategic orientation when dealing with each other and with external stakeholders, the four brokering organizations promote collaboration within the network in additional ways that are often case-based (selected quotes in Appendix 3: Tables A3.5-A3.8). For example, during events and in their online communication they suggest ways for members to collaborate with each other or signal members, such as potential funders or grantees, which are available for or in need of help. Moreover, Beta, Gamma and Delta sometimes provide funds for members to attend networking events or to develop a project in partnership with one another. Alpha, meanwhile, asks members to be proactive in reaching out to the network for help and it encourages them to engage with one another with long-term perspective. Finally, Gamma has trained many business- and public-sector partners to support the involvement of social enterprises in their value chains.

The second activity that helps all four organizations to create an environment favorable to cross-sector collaboration is helping members transcend political, social and institutional boundaries. They do so by organizing events at which members from different sectors are invited or where the main theme is ways to manage and foster cross-sector partnerships.

Member of Gamma's network: *"Delta didn't influence my partnerships but Gamma did. I go to events where they bring people together from different sectors to make them understand each other's issues and I believe they are quite successful. Specifically, they ensure that other sectors understand the benefits of social enterprises."*

Additionally, Alpha, Beta and — to a certain extent —Delta are careful to set clear expectations about members' involvement in the network. All three organizations sometimes involve organizations in their network by setting up formal partnerships with them, so that, by contract, they have to deliver a specific service to the network, such as press coverage, professional support or funds. Furthermore, Alpha and Beta explicitly require members to proactively engage with the network over time and often stress which contribution each typology of member is expected to bring to the network and to the social entrepreneurship field more in general (for example: social entrepreneurs – projects with social impact; businesses –funds; professional organizations – pro bono support). Delta has been setting expectations through the publication of guides that suggest to social entrepreneurs and enterprises how to approach business mentors and what behaviors are appropriate when dealing with them.

Employee of Alpha: *"So it's a bit of the effectiveness of how the network works is dependent on each individual as well. The more you put in, the more you get out. And we tell people about what to expect and we tell the support network members that and we tell our social entrepreneurs that and we take a long term approach with all of our partners so pretty much, without exception, they get more and more engaged as time goes on."*

Additionally, Alpha and Beta help members to transcend institutional boundaries by openly encouraging them to exchange ideas on social-entrepreneurship-related topics, in order to generate a common understanding, and by asking them to adopt an attitude of reciprocity — embracing the ancient Romans' principle of *do ut des* — when dealing

with one another. Both organizations act as role models in this sense, working hard to ensure members get something in return every time they collaborate with them or with the rest of the network.

Archival data from Beta: *All submissions will be reviewed to identify attendees who are best positioned to contribute to, and benefit from attending the event.*

An attitude of reciprocity favors members' involvement and increases their contribution to the network. Members have, indeed, almost a guarantee that helping someone in the network will mean receiving something in return independently of the sector of origin or on the intensity of involvement.

Member of Alpha's network: *"I mean, everybody who helps me, and I'm very grateful to them in the Alpha network, is getting something back from it."*

On the contrary, Gamma and Delta predominantly support the reaching of agreement between members from different sectors on a case-to-case basis. Gamma does this more proactively; it provides training and explanations about social entrepreneurship for members who come from traditional sectors and it engages in campaigns where players from different sectors can converge around shared negotiated principles. Furthermore, it is willing to provide individual support for members who might have troubles in understanding how to deal with one another.

Archival data from Gamma: *Gamma's CEO: "It is really important that commissioners and procurement officers are working with Gamma and its partners like X and Y because we have built up the expertise and the knowledge and the case studies of best practice. We know this isn't easy for people to implement and we are here to help"*

Delta mostly lets members find common ground and language among themselves when

they have to collaborate and it simply provides cross-sector introductions and opportunities to share ideas. According to some interviewees, however, this is sometimes not enough and it hampers their ability to engage in successful and productive cross-sector partnerships because they need a long time to create a common understanding.

Archival data from Delta: *Delta developed the SF programme, to collate evidence about social entrepreneurs and their impact, and to provide opportunities for social entrepreneurs to meet policy makers and key stakeholders, to articulate their views and explain their work and the barriers and opportunities they encountered*

The last activity in which all brokering agencies engage to create an environment favorable to cross-sector collaboration is its description in a positive light (selected quotes in Appendix 3: Tables A3.5-A3.8). The type of narrative employed for this purpose depends on the mission of the agency in question. Alpha and Beta consider "breaking silos" between sectors as part of their core mission. Gamma does not have such a broad vision of "breaking silos" but simply wants to create a market for social enterprises by involving players from the business and public sectors in the social entrepreneurship field. The core focus of Delta is on giving money and support to social entrepreneurs, so the agency sees their connection with actors from traditional sectors as a side activity. Consequently, Alpha and Beta mostly create a positive view of cross-sector partnerships through an overarching and pervasive narrative stressing how important it is for players from all sectors to collaborate together to generate social change.

Archival data from a member of Beta's network: *The event convenes social entrepreneurs with policymakers, business executives, media players, philanthropists, financiers, academics and others because their collective pursuit of change is far more powerful than any single entity's.*

Gamma focuses instead on the need of other business- and public-sector players to collaborate with social enterprises in order to answer the public opinion's demand for fairer and more socially sustainable businesses or for better or more efficient public services.

Archival data from Gamma: *Business responsibility: There are growing expectations for all businesses to consider their wider role in — and responsibility to — the communities they work with and operate in. And buying from social enterprises is a simple and effective way to make a positive social contribution in communities. Many social enterprises operate locally and employ people and procure goods locally. They can often help businesses to keep the money they spend within the local economy, which is good news for everyone.*

Delta takes the most passive approach by mostly limiting itself to referring to cross-sector partnerships as an opportunity for reciprocal learning and support.

Employee of Delta: *"So the way I sort of frame that in my mind is that both sides have got a lot to learn from one another and by bringing the two together, we start to create the sort of responsible leaders that we need today and tomorrow. That would be the bigger sort of purpose."*

So far, the current section has focused on activities that all four organizations use to create an environment favorable to cross-sector understanding and collaboration: promoting cooperation in the network; helping members to overcome institutional differences and describing cross-sector partnerships in a positive light. There are, however, additional activities that only emerged from the data of some case studies. For example, Alpha, Beta and Gamma often describe issues in a way that points to the common ground and that appeals to all parties involved (selected quotes in Appendix 3:

Tables A3.5-A3.8). Alpha and Beta have one core approach to implement this activity: they use their events, publications and speeches to show the successes of the cross-sector collaborations taking place in their networks, stressing the different benefits obtained by each participant. Gamma, instead, adopts a more bottom-up approach. It first gathers relevant members around a table or collects their opinions on a topic where a common agreement is needed through surveys and then drafts a document that summarizes the issue in question in a way that appeals to all.

An additional activity employed by Alpha and Beta is community-building. This is tightly connected to the need to create common ground and a sense of belonging for parties who are not used to collaborating with one another. In both Alpha and Beta's cases the same actions that are employed for the continuous strengthening of the network and of the relationships within it facilitate the creation of the perception among members that they are a part of a tightly knit community of people pursuing the same goals — a community they sometimes even consider as a second family. Alpha and Beta are proactive in selecting members who fit culturally with the existing network and who can join and enhance a collective of like-minded people in support of social causes (see section 5.2.1). They are also careful in including concepts of family and friendship in their narratives and in creating close and long-lasting relationships with most of their network members. Furthermore, they provide them with opportunities for frequent interactions that favor the creation of more informal bonds between members and the exchange of increasingly personal information.

Employee of Alpha: *"Alpha is very effective in promoting that relationship just because we only connect people that we have good relationships with. So it's usually just a very friendly and good way of connecting"*

As a consequence of this pervasive approach to community-building, most members describe Alpha and Beta's network as a family and they often become friends with one

another even beyond work-related connections. Even when they do not become friends, they often organize informal conversations and meetings even outside of the broker-led events.

Finally, there is one activity usually associated with *tertius iungens* brokers that emerged only from the data on Alpha: the taking of a negotiator role in instances where controversies or issues arise between network members. One of Alpha's members stated that, when she had trouble with potential investors sourced through Alpha, the latter intervened and supported her negotiations with them. A few interviewees from the network of Beta also admitted that they would expect Beta to solve issues inside the network. However, since the opportunity never presented itself, they had no example or fact to support their opinion. No interviewee of Gamma or Delta believed that this would happen in their networks, since they see this activity as outside the strategic scope of the two agencies. Only one employee of Gamma, after a short reflection, affirmed that Gamma would probably help members who requested its intervention as arbitrator in a network controversy. Overall, data suggested that in the four organizations the focus is more on creating *ex ante* a favorable environment for members to collaborate and understand each other rather than acting *ex post* when issues might arise.

In conclusion, there are several activities that the four brokering agencies use to create an environment favorable to cross-sector collaboration. They promote cooperation between network members, help them overcome political, social and institutional barriers and create a positive view of cross-sector collaboration. Furthermore, they engage in two additional activities not previously mentioned by the literature on *iungens* brokers (the creation of a network of *iungentes* and the establishment of an attitude of reciprocity). The creation of a network of *iungentes* allows the brokering agencies to reach more people with less effort and increases the likelihood of the connections they create self-multiplying. This is particularly important as all

organizations were described in several interviews as dealing with limited resources and capacity. The attitude of reciprocity makes each member feel at the same time that, even if the development of the field is unclear and socially entrepreneurial projects built within the network might deliver results only in the long term, he/she will get something out of the network and should therefore contribute to it. It is also interesting to note that two activities — the establishment of clear expectations and community-building —, which are presented in the existing literature as important in the context of cross-sector or trans-national partnerships emerged only from the data of two of the four organizations. Finally, there are other activities associated in the existing literature with a *iungens* strategic orientation that could be traced only in the behaviors of one or more case studies. These activities are the description of issues in a way that appeals to all parties (Alpha, Beta and Gamma) and the negotiation between network members in case of issues (Alpha). The next section looks at activities that are used to connect members with one another and initiate the formation of partnerships and shared projects.

5.3.4 Brokerage activities that connect network members

The previous three sections on the *iungens* strategic orientation observed in the four case studies focused on what these do to create the right circumstances for effective cooperation between their network members. They legitimize and support their network, strengthen the social entrepreneurs and enterprises present in it and create an environment favorable to cross-sector collaboration. These activities can be seeing as paving the way for the core role that the four organizations perform as *iungens* brokers: the connection of network members.

There are two main ways in which all four organizations connect their network members: they introduce parties with common strategic interests and they match people

on a one-on-one basis. The introduction of parties with a common work or strategic interest happens through the organization of events that are based on a specific topic or theme and where the brokering agencies invite members whom they believe to be interested or involved in the topic (selected quotes in Appendix 3: Tables A3.5-A3.8). Events of this kind tend to be one of two typologies; they are either gatherings to share ideas and best practices on a given issue or program — so that members can learn from one another — or sector-based meetings at which members might encounter potential partners, suppliers or customers. Both typologies represent opportunities for members to get to know people and organizations that might have something in common with them and that might become their partners or collaborators.

Employee of Gamma: *"If it's all just social enterprises, healthcare organizations talking to themselves, we do a bit of that too. We have kind of a community of interest where they can talk about their issues as healthcare bodies. But what's most useful for them is for them to speak to commissioners, for them to speak to policy makers, for them to speak to thinkers in this space and that's what we're always trying to build into those events. Those people are there because that's what gets the best conversations."*

A consequence of using events as a means to favor connections and random meetings between members is that all four organizations end up providing multiple opportunities to connect. They organize several small-scale events during the year and provide both online and offline opportunities for members to interact with one another. In this way, they increase the chances of creating useful connections and they guide the matchmaking process by inviting different crowds to different events. Furthermore, they favor the self-selection of members according to the nature of the event, thus enhancing the likelihood that in each event there will be attendees with at least something in common.

Beta organizes fewer small-scale events compared to the other three case studies but,

within its main event, which lasts almost an entire week, it adopts a similar tactic. It sets up different sessions and workshops centered on a specific theme and it mixes informal and formal opportunities to connect freely during the breaks between sessions. Among the four case studies, Beta is the organization most strategically devising the networking opportunities for its members. According to one of its employees, the main event of Beta is engineered so that there are multiple opportunities to connect for each typology of network members: the shy ones and the skilled outgoing networkers, those attending theme-based sessions and those who prefer one-on-one meetings with other attendees. Additionally, it is the most active agency in connecting its members through the internet, by providing them with free access to each other's contact details via a member-only database and by creating a website on which members can post blogs and comment on one another's posts all year long. During its main event, members can also use an app to meet and introduce one another and to schedule appointments with other attendees.

Member of Beta's network: *"They curate extremely well who comes to the event, how social times during the event are organized so you have the perfect mix of sessions, free networking, guided networking, also the physical set up of the event is simply perfect with the sofas area for networking which is welcoming, other more silent areas where you can have longer meetings, the meals...everything is meant to make you both network with people you planned to meet with and to randomly meet people around so you can make unexpected encounters"*

Also Gamma connects parties with common interests in a way in which no other agency (among those analyzed) does. It brings together small social enterprises who want to bid for a big contract with the government, the public sector or a business corporation and it makes them bid as a group, thus pooling the resources and services that they offer.

Employee of Gamma: *"For instance, we have a project called the N., I think, which is*

essentially a program which aims to bring together groups of social enterprises to bid at large scale for government contracts. Now the reason we do that particular networking support is because of a recognition that government contracts tend to be offered at a certain size, a certain scale which social enterprises by virtue of the fact that they're small businesses often find themselves unable to do it because they're too large and they package up a range of different types of delivery. That example is a very specific reason for bringing social enterprises together."

The second activity that all the brokering agencies employ to connect members is the one-on-one matching of people and organizations that fit with one another and that can collaborate on a specific project or problem (selected quotes in Appendix 3: Tables A3.5-A3.8). There are two ways in which such a matching process can be initiated: the first is the request of a member for a specific type of support or for a specific type of partner; the second is a proposal from the brokering agency which, after research into members' profiles, identifies those who could benefit from being introduced to one another to work on a project.

Employee of Alpha: *"So we assess all of the social entrepreneur's needs on a yearly basis, we identify which of those needs are the most strategic for changing the system in their plans, and then we match-make with experts that can help them."*

As was the case for other brokerage activities performed by the four organizations, the approaches adopted differed slightly across the case studies. Alpha and Beta are extremely active in matching most members of their networks and prevalently do so on their own initiative, whereas Gamma and Delta tend to do match-making services mostly for members of their "inner circle" and following their specific requests. In the case of Gamma, in the name of free-market principles, sometimes the matching is not one-on-one but happens with Gamma presenting to an individual or organization a list of potential partners to choose from. This approach to matching was identified also by

Vernet (2012) in his study of agents of cinematographers. According to Vernet, the benefits of this approach for the broker are the increased opportunity of finalizing a match and the possibility of circulating projects within their network, so that even members who might not be a first choice for partnerships, might benefit from their participation to the network. Similar considerations might have pushed Gamma towards this approach.

Independently of whether the connection originates during an event or through match-making, once a connection is made, all the organizations analyzed adopt a hands-off approach (selected quotes in Appendix 3: Tables A3.5-A3.8). The four agencies, according to their members and employees, only provide the opportunity to connect and then let members develop their projects and partnerships as they like. Alpha and Beta check on a regular basis that the partnerships and collaborations are actually working well and delivering good results, but mostly do this for the improvement of their internal practices. Delta does so only for its "inner circle" and for a limited amount of time. In general, Gamma and Delta (and their members) consider the role of nurturing relationships not to be part of their organizations' remit.

Members from all networks showed appreciation for "being treated like adults" and for the brokering agencies not wasting time and resources on something to which they could not bring much added-value (the maintenance of partnerships). Therefore, besides facilitating the role of the brokering agencies by focusing their efforts on making the right introductions and on creating the proper environment to make them flourish, the adoption of a hands-off approach can be seen also as beneficial to the agencies because it creates a positive attitude towards them in members.

In general, interviewees described Alpha and Beta as being really good at providing connections with other network members, through both theme- or sector-based events and one-on-one matching services. On the contrary, opinions on the effectiveness of

Gamma and Delta varied significantly across network members, especially among social entrepreneurs and enterprises. Some interviewees were really happy with the connections and support they had obtained from the brokering agencies, others openly admitted that their organization had received no added value from being involved in the network (selected quotes in Appendix 3: Tables A3.9, A3.10).

Member of Gamma's and Delta's network:
Interviewer: *"What are the benefits for you and what are the benefits for your organization to be involved in these networks?"*
Member: *"Not much, really... You don't need the network... They're not adding anything there."*

Member of Delta's network: *"I think there's some positive stuff there but also there's some negative stuff. They do make some links but often those links are tentative in some ways"*

In the case of Gamma, its variable effectiveness in making good connections was attributed to a mix of broker-related issues and member-related ones (selected quotes in Appendix 3: Table A3.9). In most cases, especially for members that are outside the "inner circle", Gamma waits for them to be proactive and request connections to make these happen or it just creates opportunities for connections, like its online directory or sector-based events, but then does not verify whether they are actually used and useful. Furthermore, while Alpha and Beta see the generation of connections among their contacts as the main way to support their social entrepreneurs, Gamma sees it as one of the main ways to reach its objective of growing the social entrepreneurship field, but not as the prevalent one. For example, Gamma devotes significant efforts to lobbying activities and the generation of campaigns, more often than not privileging these approaches over networking members. Consequently, its employees not always spot potential connections and partnerships and make these happen. One interviewee also

signaled that the ability of Gamma to connect its members in an effective way might be hampered by its low knowledge of the network at its disposal, given its size and diversity.

However, not only the approach of Gamma, but also that of its network members, hampers the generation of fruitful connections in the network. Some of the members who were interviewed admitted a general detachment from the network and shared their impression that they do not perceive Gamma as a broker. Feeling that connections will not necessarily come their way and that the brokering organization often pursues its own benefit, members end up becoming passive and not contributing to or engaging with the rest of the network. Consequently, they do not pay attention to the networking opportunities, such as the newsletters, online database or events, which the agency creates. Especially members at the periphery of the network wait for the brokering agency to reach them and propose opportunities to interact with the rest of the group. If that does not happen, they do not do it proactively.

Member of Gamma's network: *"I have never asked them, no. And this has not come out from them either. It's quite a benign relationship, there's nothing, you know, to sustain it but, if I am honest I would say that is partly my fault or my organization's fault, but partly, you know, that they don't particularly try either."*

Moreover, members do not spontaneously connect among themselves, because they do not feel part of a strong network, entitling them to contact people and organizations just because they share an affiliation to Gamma. Even more importantly, they often take for granted that they cannot rely on Gamma for connections and think that it is better for them to find potential advisors, investors or partners by themselves rather than through it. As a consequence, even when Gamma creates the conditions for connections to take place, not all members take advantage of them.

Member of Gamma's network: *"They're talking about sharing knowledge and stuff like that that's happening from around the UK and I think that would be useful for users of our spaces for example, social enterprises that are trying to get started, etcetera. So I think it sounds like it's building but at the moment, I wouldn't necessarily turn to them for my greatest need which I guess is connection ... Now I have a massive need to go and talk to all of these corporate who have excess space and we're wanting to roll out a similar thing but I don't necessarily turn to Gamma. I probably should because I know they're partners with international banks and things like that. I don't immediately think of them to do that but I know they have that various kinds of connections in there which could be very useful"*

On the contrary, as far as Delta is concerned, data suggests that the whole blame for its low effectiveness as *tertius iungens* with regard to connecting, is due its inability to manage its network and its potential well (selected quotes in Appendix 3: Table A3.10). Even in the case of Delta, it was possible to observe a general detachment of members from the network and from the brokering agency, especially if they are at the periphery of the network, but this did not seem to cause consequences in terms of missed connections or opportunities thereof. Similarly to Gamma, Delta is not always a proactive broker and often waits for its members to ask for help or to take up opportunities from the network autonomously. Furthermore, it also does not know its network very well, due to its size and diversity, as was the case for Gamma, and this makes it difficult for it to design networking events and networking opportunities. Indeed, either they need to be very broad and inclusive so as to appeal to a wide audience (thus increasing the risk of not targeting them at anyone in particular) or they become too exclusive to really close relevant structural holes across the network.

Archival data from Delta: *Because there's such a range of people there though, not all the teaching was applicable to our level. Some of it was above where we are now and some was basic… I've been to some events and got less out of it than some of the other*

events I've been to. That's probably because that event hasn't really been targeted at me. I would like to know who that event is aimed at and what the outcome is likely to be from that event so I can be a bit more discriminating. You know, if you're new to social enterprise, this is social enterprise for dummies

Additionally, the brokerage activities of Delta are strongly influenced by its grant-making policy, because the former is perceived as a way to leverage the latter. Such a policy, in turn, is strongly dependent on Delta's funders and powerful network members, i.e. on what the government priorities are at any given time and on what projects its private partners want to support. As a consequence, every few years, the types of social entrepreneurs and enterprises awarded and the type of expertise that Delta looks for in its network change. Each time, there is a learning curve and different ways of networking are tried out until the right ones emerge and until it becomes clear who needs to be connected with whom, in order to obtain the maximum benefit for the network and for its social entrepreneurs and enterprises. This constant trial and error sometimes makes the brokerage activity minimally strategized over the long run and much *ex tempore*. This partly contributes to another characteristic of Delta that hampers its *iungens* strategic orientation: its short-termism. Delta usually remains in touch with its awardees for one year — or sometimes a couple — and with its partners as long as they want to be involved in the network, then progressively lets them drift away. This limits its opportunities to create peer-connections or to ensure that the partnerships they created keep delivering value.

Delta's awardee*: "Within Delta, the strategy in the early years was to support the start-up social enterprises by creating events that brought people together. But it was quite unorganized. I didn't think it was particularly strategized or structured... I still think Delta is sort of more of a — it came out of — it came out of the political ambition, it's an organization that doesn't have the same purity of mission. Yeah, they want to create*

and they go and create and they run lots of different projects and they do a lot of really good work, but they sort of have a — it's a different approach."

Finally, a third element hampering the effectiveness of Delta as a *iungens* broker is the refusal to create a common language and a definition of social entrepreneurship agreed on by network members. This creates a tension inside the network, because certain members, especially those from the third sector, disagree with its programs that are mostly focused on financial sustainability rather than on social impact.

Delta's awardee (from archives): *"It became unclear whether this was genuinely about social impact or whether this was about business and making money... One minute it's all about the people, the next minute it's about turning your organization into a multimillion-pound business. I found that very difficult. I sometimes got the feeling that it didn't matter how good my social impact was"*

At the same time other members, lured in the network by the business language adopted by Delta, end up being disappointed by seeing in the network social entrepreneurs that are not business-minded enough.

Delta's partner: *"I find that more problematic, because the money that we've invested, we won't see any return on. And it seems to me that there's — that people who come into social entrepreneurship through that route are usually very passionate about the social but don't necessarily feel entirely comfortable with the entrepreneurial, with the idea that you're learning a business. And to me that's a disappointment."*

The fact that Delta doesn't directly intervene to ensure there is a common understanding among its members, especially those that it partners up, leaves it to the individual members to solve tensions between themselves once connections are made. This

sometimes works, but sometimes leads to conflicts, competition and abandonment of the network.

In conclusion, all four organizations work to increase the connectivity of their network and to create partnerships between their members. They do so by forging opportunities for members with similar strategic interests to meet one another and by matching members that they know can collaborate for specific initiatives. Once the relationship is established, the brokering agencies withdraw from it and let the members manage it on their own. It is therefore possible to conclude that the brokering agencies fulfill their *iungens*-orientation mostly by creating the right premises for parties to collaborate effectively rather than by helping them manage their relationships over time. This said, the willingness to connect members to foster their social impact might not always mean the successful accomplishment of such as strategy. There are, indeed, many boundary conditions, especially in a network with heterogeneous stakeholders, which might reduce the effectiveness of a *iungens* strategic orientation. According to the cases of Gamma and Delta, these are the inability of the broker to spot partnerships within the network, the unwillingness of members to really engage with and contribute to the network and the impossibility for the broker of elaborating and maintaining a coherent brokerage strategy over time, due to external or internal constraints.

5.4 Discussion

5.4.1 Contribution to the research question

The first research question driving this research project is: how can brokerage strategies be used as institutional ones? This chapter contributed to answering this question by examining the brokerage activities of four organizations interested in using these as part

of their institutional strategy. Based on the existing literature, the activities performed by the four organizations were characterized as part of a *tertius gaudens* strategic orientation if they were performing one of two functions: helping the four agencies to control their network or to engage in information arbitrage. They were instead considered part of the *tertius iungens* strategic orientation if they performed one or more of four functions: the support of the network; the strengthening of social entrepreneurs and enterprises; the creation of an environment favorable to cross-sector collaboration and the connection of network members with one another. All the case studies engaged in both *gaudens*-oriented and *iungens*-oriented activities but, overall, *iungens*-oriented ones were more frequent and prominent. This finding was not surprising, since the four agencies are operating in a social-related field and their main goal is to advance the creation of social impact through providing networks of support and joint advocacy for social entrepreneurs and enterprises. Acting as *tertius gaudens* is necessary for the agencies to maintain control over the network and its development and to gather exclusive knowledge from members — both representing important advantages, when trying to influence a field, according to the existing literature. Acting as *iungens* is instead necessary to fulfill their core mission: supporting and growing the creation of social impact and the improvement of society through social entrepreneurship. Additionally, it is helpful to generate a shared culture and understanding (Collins-Dogrul, 2012), and to facilitate negotiations in networks that are characterized by people and organizations with different cultures and institutional logics (Kumar & Patriotta, 2011).

What was interesting to observe was that while the *iungens* strategic orientation and the information-advantage-related side of the *gaudens* strategic orientation are deployed through similar activities, the way in which the control-related side of the *gaudens* strategic orientation is implemented differed significantly between Alpha and Beta on the one hand and Gamma and Delta on the other. Alpha and Beta mostly keep control of their networks through the approval of new network members according to a

demanding and long selection process and through exercising strong thought leadership over the network. The other two agencies — Gamma and Delta — control their networks predominantly by maintaining an intermediary role inside it and by constantly introducing new members and potential competitors into the network. Additionally, like Alpha and Beta, they engage in the approval of network members into what can be seen as their "inner circle". These different control-related activities within the *gaudens* strategic orientation have determined different evolutions of the four networks over time and have given rise to two different brokerage strategies: a "closed network" one and an "open network" one. Both strategies are fundamentally "*iungens*", i.e. they predominantly aim to connect parties and foster a common project but, in order to do so, rely on different types of *gaudens* behaviors.

Alpha and Beta have adopted a "closed network" strategy. They have progressively surrounded themselves with a relatively small élite of highly connected, like-minded people and organizations that are supportive of their values and views of the social entrepreneurship field. Additionally, they have created a network that triggers in members feelings of loyalty and appreciation due to their being admitted into an exclusive circle. On the contrary, Gamma and Delta have adopted an "open network" strategy. They have attracted and sometimes locked members into their network because they enable them to access important resources, opportunities and powerful players but not because they inspire them or because members embrace their values and vision of social entrepreneurship. Furthermore, by letting several people and organizations — sometimes competing with one another — into their networks, they have limited the possibilities for members of their network to directly connect with one another. As a consequence, they have created networks that are relatively large, inclusive, and diverse but difficult to manage and keep engaged.

Within both strategies observed, the type of network created through control-related activities did not seem to impact or relate to the possibility of the brokering agencies

gathering information advantages from the network. However, it did have an impact on the effectiveness of the *iungens* strategic orientation that the organizations implemented. The four agencies are all active in supporting their network, in favoring collaboration and in connecting members but, according to the words of interviewees, Alpha and Beta are more effective in performing these activities. In particular, they are especially good in forging successful partnerships between their members than Gamma and Delta are. The reasons for this difference are partly in the size and diversity of their networks, which makes it difficult for Gamma and Delta to spot collaboration opportunities or to encourage members in taking them, and partly in their broader strategy and organizational characteristics.

Overall, in relation to the research question, this chapter concludes that brokering organizations that engage in institutional strategy are likely to combine a *tertius gaudens* with a *tertius iungens* strategic orientation. Indeed, while a *iungens* strategic orientation favors the creation of cross-sector collaboration and thus of coalitions and relationships among heterogeneous field members, a *gaudens* strategic orientation helps the brokering agency to control the field-level purpose fulfilled by the network and to obtain exclusive information and support for its vision of the field. While the ways to implement a *iungens* strategic orientation were similar across case studies, *gaudens* activities varied significantly and influenced the effectiveness in terms of connecting members of the *iungens* one. The difference in the *gaudens* activities adopted by the four agencies to complement and perform the overall *iungens* function of their brokerage strategy led to the development of two different brokerage strategies: a “closed network” one, used by Alpha and Beta, and an “open network” one, used by Gamma and Delta. The ways in which these two brokerage strategies can be used as institutional strategies will be explored more in detail in the following chapter. The last part of this chapter looks instead at how the analysis and findings discussed so far contribute to the literature on *tertius gaudens* and *tertius iungens* brokers.

5.4.2 Contribution to the brokerage literature

This chapter contributes to the literature on brokerage by showing two different strategies that a broker can adopt to keep coordination among heterogeneous stakeholders over time to pursue a complex project — in this case the sustaining of a set of institutions within a fragmented field. The two strategies are both prevalently *iungens*-oriented but require the adoption of *gaudens* activities to remain effective in reaching the desired goal over time. These *gaudens* activities can be applied either at specific points in time (e.g. members' selection or inner circle selection) or on a continuous basis (e.g. thought leadership, intermediation role). This complements the findings of Long Lingo & O'Mahony (2010), Vernet (2012) and Obstfeld et al. (2014), developed by looking at creative projects. Like creative projects, institutional ones require the engagement of multiple actors at different points in time in order to be successful. This, in turn, is possible through the adoption of what Obstfeld et al. (2014) defined as "skilled brokerage", i.e. the combined adoption of *iungens* and *gaudens* orientations based on the situation at hand and on the overall goal pursued. However, contrarily to the above-mentioned studies, this chapter shows that *gaudens* and *iungens* strategic orientations are not alternated according to the situation, but often co-exist throughout time. Additionally, it shows that the type of activities adopted within a *gaudens* strategic orientation can lead to the development of two different brokerage strategies, both helpful, albeit in different ways, to pursue a complex, collaborative project.

One reason why the coordination of *iungens* and *gaudens* activities is particularly helpful in pushing forward complex projects is that it is an effective way to manage coopetition within a network. Instances of coopetition are indeed likely to arise when stakeholders with competing interests need to produce a coordinated effort (Salvetat & Géraudel, 2012). So far, the brokerage literature has focused on situations in which a broker adopted either a *gaudens* or a *iungens* orientation to manage coopetition within a

network (Pathak, Wu, & Johnston, 2014; Salvetat & Géraudel, 2012) and concluded that a *iungens* approach was more effective (Pathak et al., 2014). This chapter shows instead that a skilful coordination of *gaudens* and *iungens* activities might be even more effective in this sense. For example, the case of Gamma highlighted how introducing potential competitors to existing members into the network, while maintaining an intermediary role, nonetheless fosters cooperation when these two *gaudens* activities are coupled with *iungens* ones. Gamma, indeed, used a campaign to bring the social entrepreneurship field to the attention of politicians to make competitors cooperate and share information with one another for the common benefit. In the networks of Alpha and Beta, as was the case for the cinematographers studied by Vernet (2012), competition was absent, despite the presence of potential competitors for members. Also in their case, this happened because they managed their network through a combination of *gaudens* and *iungens* activities. In the study of Vernet (2012), agents eliminated competition by rotating projects within the network to ensure working opportunities for each client. In the cases of Alpha and Beta, the use of a pervasive narrative stressing network unity and the even distribution of resources and attention across all network members made even potential competitors perceive each other only as collaborators.

Although the combination of *iungens* and *gaudens* strategic orientations works well to sustain the pursuit of complex projects, the findings of this chapter suggest that a broker adopting a “closed network” strategy might be more effective in creating direct connections among parties than one adopting an “open network” strategy. The existing literature has mostly focused on *iungens* brokers that are successful in generating benefits for the network as a whole or for the parties they connect (Collins-Dogrul, 2012; Garriga, 2009; Long Lingo & O’Mahony, 2010; Obstfeld, 2005; Vernet, 2012). Therefore, not much is known about the boundary conditions that might make a *iungens* broker more or less effective. The case studies of Gamma and Delta show instead that, even when an organization has the intention of connecting its network

members and of generating partnerships for the advancement of a common goal, it might not always be successful. Indeed, the adoption of an "open network" strategy generates a network too large and diverse for the broker to spot potential connections and makes members too detached from the network to be reactive in responding to the brokering efforts or to even perceive they are taking place. This implies that brokers adopting an "open network" strategy might have to be especially careful in monitoring their effectiveness in connecting members and in devising mechanisms that compensate for the shortcomings of their brokerage strategy.

This finding is partly the result of abandoning a strictly structural perspective (Ahuja, 2000; Burt, 1992; Obstfeld, 2005; Salvetat & Géraudel, 2012; Shi et al., 2009) in order to explore ways beyond the non-closure or creation of structural holes in which a broker can manage its network over time (see Chapter 2). This choice, beyond being in line with the latest literature on brokerage (Long Lingo & O'Mahony, 2010; Obstfeld, 2017; Obstfeld, Borgatti, & Davis, 2014), enables an in-depth analysis of the different activities that can compose a brokerage strategy aimed at the pursuit of a complex project. This, in turn, leads to a refinement of existing knowledge on the *tertius gaudens* and *tertius iungens* orientations and to the confirmation that these are often strongly intertwined.

For example, it is interesting to observe that, within both the "open network" and "closed network" strategies, the gathering of information advantages (Burt, 1992; Finlay & Coverdill, 2000; Obstfeld et al., 2014; Vernet, 2012) simultaneously benefits the broker and the network. Moreover, while the *gaudens* activities characterizing an "open network" strategy, such as the mediation between unconnected or poorly connected parties (Burt, 1992; Finlay & Coverdill, 2000; Shi et al., 2009) and the introduction of competition into the network (Pathak et al., 2014; Salvetat & Géraudel, 2012), match those identified by the existing literature, those characterizing a "closed network" strategy only partially do so. Indeed, the approval of network members had

already been cited as a *gaudens* trait (Salvetat & Géraudel, 2012), but the exercise of thought leadership, intended as the creation of a collective identity, had so far been attributed only to *iungens*-oriented brokers (Garriga, 2009). In the two organizations engaging in a "closed network" strategy, this activity was classified as *gaudens* because the organizations mostly adopt it to impose on parties their own view of the field, of the roles to perform inside it and to clearly define the roles and rules of interactions that keep the network under control and functioning effectively. However, it also undoubtedly helps their *iungens* efforts in the sense that it sustains a community feeling and a positive attitude towards collaborating with heterogeneous players.

With regard to the *iungens* activities constituting both an "open network" and a "closed network" strategy, this chapter confirms the importance of adopting a discursive approach to convince parties of their fit, shared interests, commonalities and opportunities to collaborate (Collins-Dogrul, 2012; Long Lingo & O'Mahony, 2010; Obstfeld, 2005, 2017). For example, the four agencies highlighted the strengths and achievements of their members and provided multiple reasons to join forces, stating them in a way that appealed to all the parties involved. Additionally, it supports the findings of Collins-Dogrul (2012) and Garriga (2009) about the importance of providing resources to the network (e.g. events, financial support, workshops, etc.) that favor network-building and of proactively engaging in community-building. Nonetheless, the differences registered between Gamma and Delta show that there are different conditions that might the make the lack of community-building more or less detrimental. Specifically, the fact that Gamma has often managed to create successful collaborations among heterogeneous stakeholders by acting as a proactive negotiator, means that community-building is not fundamental as long as goals and shared understanding among heterogeneous parties can be created by the broker on a case-by-case basis through other *iungens*-related activities. This was confirmed by the case of Delta, where its lack of involvement in supporting challenging partnerships has often led to their dissolution or to unhappy members.

What is surprising, with the regard to how the four brokering agencies behaved as *iungens* brokers, is that they are more focused on creating the right pre-conditions for cross-sector collaborations to be effective and long-lasting than on negotiating such relationships *ex post*, supporting them over time. This is in contrast to the behavior of the brokers described by Collins-Dogrul (2012), Long Lingo & O'Mahony (2010) Vernet (2012) and Crespin-Mazet et al. (2013). This chapter therefore enhances the literature on *tertius iungens* brokers by proving that the two different *iungens* strategies identified by Obstfeld (2005) — that of the broker letting parties manage their relationship after creating it and that of the broker remaining a central intermediary in the relationships created — can both be employed and be effective in the management of complex projects.

Finally, this chapter identifies four activities that have not previously been connected to a *iungens* strategic orientation but that constitute a core component of the two brokerage strategies observed. These are the special support of network members who might be at a disadvantage within the network; the creation of a network of *iungentes;* the fostering of an attitude of reciprocity and the provision of multiple opportunities for members to connect. These four activities emerged in this setting because of the specific requirements of social entrepreneurs and enterprises and of the heterogeneous nature of the networks analyzed. The tailored support and spotlighting of social entrepreneurs and ventures are useful to enhance their status — by making them look like powerful, knowledgeable and successful counterparts — and to transform them into a point of focus around which players from different sectors can converge. The creation of a network of *iungens*-oriented brokers ensures that members become connection multipliers, thus increasing the connectivity within a network and across sectors as well as the brokering agencies' reach in the social entrepreneurship field. Ebbers (2014), Garriga (2009) and Obstfeld (2005) mentioned that a *iungens*-oriented broker might benefit from members feeling the need to reciprocate the advantage received from being connected to a third party by introducing additional parties to the broker. In their

studies, however, this benefit was just a possibility, whereas by asking members to adopt a *tertius iungens* strategic orientation and, in some cases, an attitude of reciprocity when interacting with the network, the four brokering agencies ensure that this benefit always accrues them. The creation of an attitude of reciprocity and the provision of multiple opportunities to connect are also particularly relevant in cross-sector networks. According to Small (2009), the formation of social ties depends, among other things, on the presence of occasions for interactions, on their frequency and on the characteristics of the situation in which a tie is created. Therefore, these activities can be interpreted as enhancing the probability that connections will be formed. Besides, they are particularly useful when connecting stakeholders from sectors usually in conflict and not used to interacting with one another. In fact, clarifying that they are all expected to contribute and will receive something in return, creating themed events and inviting only certain members to join different networking opportunities help the brokering organizations highlight what parties have in common and bring together members from different sectors, which share an interest in a specific project or issue area.

To conclude, this chapter contributed to the literature on brokerage by describing two different, prevalently *iungens*, strategies that a broker can adopt to pursue a complex project, such as the maintenance of institutions in a fragmented field. These two strategies were labeled as “closed network” and “open network” respectively. By exploring the two different strategies adopted by the four organizations analyzed, the chapter refines existing knowledge on how brokers can manage over time the collaboration of heterogeneous stakeholders for the pursuit of a complex project by coordinating *iungens* and *gaudens* activities. Furthermore, it explains why combining *iungens* and *gaudens* strategic orientations is particularly important in these situations but also why combining them in a “open network” strategy might create issues in effectively connecting parties. Finally, by detailing the different *gaudens* and *iungens* activities that make up the two brokerage strategies, this chapter expands existing

knowledge on the ways in which these strategic orientations can be performed both individually and jointly. The next chapter describes how the two strategies observed contribute to the institutional strategy of the four organizations.

6. IMPLEMENTING AN INSTITUTIONAL STRATEGY THROUGH BROKERAGE

6.1 Introduction

The previous chapter analyzed the brokerage strategies of the four case studies — Alpha, Beta, Gamma and Delta. According to the findings, each of them performs a combination of *gaudens*-oriented and *iungens*-oriented activities, leading to two different brokerage strategies: a "closed network" one and an "open network" one. In both strategies, the *iungens* strategic orientation is helpful to legitimize and support the network with external stakeholders, to strengthen the negotiating position of social entrepreneurs and enterprises, to create an environment favorable to cross-sector collaboration and to connect network members. The *gaudens* strategic orientation allows instead the four agencies to control the boundaries and features of their networks and to gather information advantages. While *iungens* activities represent the core of both brokerage strategies, *gaudens* ones determine which strategy is pursued and the ways in which *iungens* activities are performed. Alpha and Beta mostly shape the boundaries of their network and the relationships inside it through a careful selection of network members and the exercise of thought leadership, and thus built a closed network. Gamma and Delta keep control of their networks by maintaining an intermediary role through the creation of diverse networks, of within-network competition and of an "inner-circle" of successful and well-endowed members, and thus developed an open network.

This chapter builds on these findings and analyzes in detail how each of the two brokerage strategies identified can be employed as an institutional strategy, i.e. to influence institutions within a field with the help of multi-stakeholder networks. For the

purpose of this chapter (and thesis), an institutional strategy is defined as "a pattern of organizational action concerned with the formation and transformation of institutions, fields and the rules and standards that control those structures" (Lawrence, 1999, p.167). All four agencies, beyond the goal of supporting social entrepreneurs and enterprises and the scaling of their impact, have specific institutional objectives that they (mostly) pursue through their brokerage strategies. For example, Alpha wants to affect people's attitudes towards social entrepreneurship and the meaning of this concept, while Gamma wants to shape policies and regulations and to create a market for social enterprises by assigning the role of customers both to businesses and to the general public. To explore how the two brokerages strategies have affected institutions within the social entrepreneurship field in England over time and have helped the four agencies achieve their institutional objectives, the chapter draws from the *tertius gaudens* and *tertius iungens* activities identified in Chapter 5 and looks at what institutions, such as meanings, roles and practices, they have helped to affect and how.

The findings of this chapter show that the *gaudens*-oriented activities adopted for controlling the network and its development impact what type of institutions the agencies are able to affect, how, and the extent to which the agencies can maintain the entire institutional arrangement that they desired without compromising. *Gaudens*-oriented activities that create information advantages are instead important to diffuse both within and outside of the boundaries of the network the institutions that the agencies sustain and to shape participants' perceptions of the field. Finally, in all four cases, *iungens*-oriented activities amplify the field-level impact of the *gaudens*-oriented ones, enhancing the legitimacy of both the brokering agencies and their network members and, thus, their potential influence. Overall, the "closed network" strategy enables Alpha and Beta to affect, without compromises, institutions such as meanings, roles, rules of interaction, practices and boundaries and to do so using their entire network as amplifier and diffuser of their message. On the contrary, the "open network" strategy enables Gamma and Delta to shape institutions such as regulations, practices

and policies by providing them with the necessary legitimacy and influence to affect these institutions "on their own".

The chapter proceeds as follows. Firstly, it describes how a *gaudens* strategic orientation can be used as an institutional strategy, by specifying the ways in which the combination of *gaudens*-oriented activities enable Alpha and Beta on the one hand, and Gamma and Delta on the other, to affect institutions both within and outside of their networks. Secondly, it does the same with regard to the *iungens* strategic orientation, in this case discussing all agencies at the same time, given that the *iungens* activities that they perform are similar. Finally, the chapter explains how the specific combinations of *gaudens* and *iungens* strategic orientations, constituting the "closed network" and "open network" strategy respectively, support one another and empower the four agencies to influence and sustain institutions within the social entrepreneurship field in England. This leads to considerations and explanations of how these findings contribute to answering the first research question of the dissertation and to the literature on brokerage.

6.2 *Gaudens* strategic orientation as an institutional strategy

6.2.1 The employment of a *gaudens* strategic orientation as an institutional strategy in a "closed network" strategy

Since its inception, Alpha has had clear institutional goals that it has achieved mostly through its building of networks in support of social entrepreneurs and enterprises. Its main aims have been the creation of a meaning for "social entrepreneurs" and for "social entrepreneurship" as a field of practice, the changing of practices in the education, public and no-profit sectors by means of social entrepreneurs and examples

of best practices derived from them, and the establishment of positive attitudes and conversations around social entrepreneurship. Similarly, a few years after its foundation, Beta decided to develop a strategy more complex and broad than "investing in social entrepreneurs". Its goals ever since have been to affect meanings and practices within the social entrepreneurship field worldwide, to foster the creation of knowledge on this field and to legitimize the field as a worthwhile area of activity.

Archival data from Alpha: *Alpha started with the mission of building and globalizing the professional field of social entrepreneurship by selecting and supporting leading social entrepreneurs, who we designate as Alpha social entrepreneurs. From the beginning, Alpha tried to build and define what it means to be a social entrepreneur, but now we have reached the tipping point of public consciousness and it is becoming more recognized as a term and professional identity.*

Member of Beta's network: *"So I think Beta was successful in their original objective, which was to legitimize social entrepreneurship. To get it in the road map, to have it be a known term, and now you can go to many schools and major in social entrepreneurship or take a class or have a specialization. That wasn't true fifteen years ago. So I think these are things that Beta has managed to influence but without a ton of data."*

The control-related brokerage activities adopted by Alpha and Beta (selection of members and thought leadership) as part of their "closed network" strategy, contribute to their institutional strategy both directly and indirectly by affecting the network's characteristics (selected quotes in Appendix 4: Tables A4.1, A4.2). The information-related activities provide them with exclusive knowledge that, on the one hand, helps them influence the conception of the field and the practices adopted by players involved in it and, on the other hand, enhances their reputation within the field itself.

The combination of controlling network access according to cultural fit and of repeatedly presenting the agencies' views on social entrepreneurship in publications and meetings enables both organizations to influence and align members' perceptions of the field.

Member of Alpha's network: *"Well it (the connection with Alpha) certainly expanded my view of social entrepreneurship. My goodness! Some of the projects that I learned about, I mean I'm so impressed by the commitment and the drive that these social entrepreneurs have and really, the way that they take on social problems with a creative mind that is so beyond what I ever imagined and I'm a social entrepreneur myself in my own work that I've done. I'm thoroughly impressed by that. It's really opened my eyes. To the way that a social entrepreneur, at least to the way that Alpha social entrepreneurs are, because they're really a unique group in that sense. They take on problems – they come up with answers and solutions to world problems that defy the normal, logical, linear way of taking things on."*

Following their alignment with Alpha and Beta's views on what social entrepreneurship is and how its field should be structured, members tend to adopt, even beyond the network, the role that they have within it and they tend to see other members in the field according to the roles that Alpha and Beta attribute to them. For example, Alpha often asks its business partners to support social entrepreneurs either with money and investment or with pro bono services. In some cases, following their involvement with Alpha, they created wider social entrepreneurship-related programs where the assets they offered were either funds or business advice. Similarly, the media partners of Beta that support its social entrepreneurs through media coverage and an inspirational narrative of their stories, often produce films, books, articles and TV series on social entrepreneurs even outside of Beta's network, adopting a similar narrative style. Additionally, as a result of their permanence in the network, social entrepreneurs often end up considering only people and ventures that they perceive as similar to themselves

and as matching Alpha and Beta's definitions of social entrepreneurship as peers and worthy of support. Sometimes, to reinforce their identity (as attributed by Alpha and Beta), they even speak in negative terms of other forms of social entrepreneurship.

Member of Beta's network: *"It's not a practical, it's like a, they, I don't think that if you had asked us at the beginning we would have necessarily said we are social entrepreneurs, we just did what we did, right? So suddenly you are given a language to explain what we do. We have always done it but we have never known how to describe it and that can be very helpful in the way that you articulate what you are trying to do, but also I think it then attunes you to what is becoming increasingly a specialism. So, you know, you learn how to do things better by being exposed to people doing the same thing and the same works for them"*

Member of Alpha's network:

Member: *"What I think a charity is, is an entity that helps people when they are in difficulty because the world goes wrong, either environmentally or socially. I think a social enterprise addresses the root cause of the problems that the world creates or has or the way things are done, and looks at how you address the root cause of that and change the way it's done… In social enterprise, you have to think about where the money comes from, how are you going to use it, where is it going to keep on coming from, the sustainability issues. And also, how are you going to not just address the root cause and come up with a solution but how are you going to keep up this fight with the status quo because it takes so long to make change?… I think that social entrepreneurship is a different thing from social enterprises because social enterprises can — I think that you can have something relatively, as it were, undisruptive like a coffee shop or something that uses fair trade and uses profits to do something good, or you can — which certainly has its place because it is a constant reminder to people that things can be done differently — or it can be really on a sort of massive issue, on some of the very big problems that the world has, either water or environment or health,*

education and so on…But I think the notion of social entrepreneurship embodies disruption, systems change, making money work, but really looking at really big problems and "how do we do this differently?" That's maybe too narrow a distinction but actually, if we're going to continue the word 'social entrepreneur' to cover such a large spectrum of ways of doing things, I feel obliged to make a differentiation between social enterprises and social entrepreneurship."

Besides shaping how members relate to the field, the combination of the selection of members and thought leadership favors the creation of a network of like-minded people and organizations that share the same vision of social entrepreneurship and the same ideals and beliefs (selected quotes in Appendix 4: Tables A4.1, A4.2).

Member of Beta's network: *"Also what I think they have done very cleverly is to build a network of similar kinds of people. I mean, they are very different, there are people who are very different, but they share certain characteristics and I think that's what binds the family, because there is a sense of similarity even though what people are working on is so different"*

The uniformity of culture within the network around the vision of Alpha and Beta delivers two benefits to the brokering organizations: one network-related and one field-related. The first is the sustainability of their *gaudens* strategic orientation. The second is that they can use the network as an amplifier of their views. The uniformity of values and views reduces criticism and tensions in the network. Members are aware that the two agencies are obtaining benefits for themselves and are pursuing a specific strategy to shape the network and the field, but they do not find their *gaudens* strategic orientation problematic. They believe that Alpha and Beta are doing a good job in supporting the development of the social entrepreneurship field and they are happy and proud to contribute to their success. The network members that were interviewed only seldom pointed out that these organizations were pursuing their own interest and, even

when that happened, they felt that contributing to realizing their goals meant doing something good for themselves, the network and the field as well.

Member of Alpha and Beta's networks: *"Well, it gives them the opportunity to show what they exist for and to get — I mean, the leaders of those organizations are certainly highly thought of because of the great work they've done. So as individuals, I'm sure they're very proud to be associated with those, but to know how much they've participated in enabling change, I mean as individuals. I'm sure that neither organization would embrace any organization that didn't fit with their strategy. So it helps them achieve their strategy. But also, it helps them prove that social enterprise, which they set out to support, is effective and can really make change in the world. So I think on a personal and organizational level, that's got to be what they get from it."*

Only one interviewee from Alpha's network advanced criticism of Alpha for pursuing its own interests at the expense of its network and of the field. However, this was an isolated case of a member who was also connected to other networks, which promote views of social entrepreneurship that differ from those of Alpha. Therefore, his criticism might be connected to the ideological tensions that he is subject to, because of his affiliation to multiple networks and his boundary-spanning position, which allows him to also perceive the impact of Alpha on the field from the point of view of outsiders and competitors.

The privileges and prestige that members derive from being associated with the network of Alpha or Beta make them even less sensitive to the brokering agencies' pursuit of their own strategy and reduces the potential negative impact on the network of the *gaudens* strategic orientation. For example, as discussed in the previous chapter, the combination of thought leadership and inclusion in the network of like-minded people makes most members unaware or unconcerned about the presence of potential competitors in the network (see 5.2.1). Furthermore, the sense of privilege and prestige

for being part of the network transforms members into a powerful amplifier of the institutions designed or supported by the brokering organizations. Members are well versed in Alpha and Beta's views and theorizations of social entrepreneurship, they embrace them and, consequently, they spread their message outside the network (selected quotes in Appendix 4: Tables A4.1, A4.2). When they write blogs and articles on different media, they support the views of Alpha and Beta and they describe their own work and the social entrepreneurship field with words that often match those that the brokering organizations would use. This supports the diffusion of such terminology as a means of describing the field and its players.

Additionally, members invite employees of the two agencies to speak at the events they organize and when they talk about them, either at these events or in other contexts, they usually talk in enthusiastic and grateful terms. This enhances the reputation of Alpha and Beta, both within and outside the social entrepreneurship field, and helps them propagate their definition of social entrepreneurship and their vision for the role of the field and of its members in the wider socio-economic environment more quickly, and beyond their direct network of influence.

Member of Alpha's network: *"They pick amazing people. Their staff are amazing — I mean, it's funny that they're very humble in the meetings. They always talk about the social entrepreneurs but actually, each of the employees they have, many of them have set up their own charities previously, done massively scalable things in the past. They have a network of fantastic people they bring in, just really high caliber. They are always talking about ideas that are big but scalable and demonstrably have been scaled. So they're a much later stage than just general cheerleading of the sector that something ought to happen. They pick out scalable interventions and they just take it to the next level."*

Member of Alpha's network: *"They have specific events that they ask me to go to and speak when they're, for example, showcasing the work of Alpha. I do that for them all the time because that's always a way — it's not only a way of supporting them and the great work that they do, but it's a way for me to meet and engage with new potential partners."*

Finally, members happily share with Alpha and Beta successful stories and anecdotal evidence that both organizations use to prove that their approach is effective and that their vision of the field is a promising and well-conceived one. Both Alpha and Beta encourage their social entrepreneurs and provide them with appropriate platforms to describe their achievements in a way that can inspire other people to follow their example or to support them, as well as other organizations producing social impact in a similar way.

Archival data from Beta: *Five storytelling fellows (filmmakers) were paired up with some Beta social entrepreneurs to help them develop story ideas and strategies that can accelerate the impact of their work.*

Archival data from Alpha: *At the 2nd Alpha event held last month in London, more than 150 successful entrepreneurs from both the business and social sectors came together to share best practices and discuss how their combined forces can create even more transformative action… Successful storytelling goes beyond a touchy-feely narrative and even beyond powerful imagery. To pack a punch in a crowded market, gripping stories need to be backed by hard stats and data. The best storytellers can also tell their stories simply. For example, Alpha's social entrepreneur A., speaking about his work, says: "the key for me was making a lot of people as excited about what we do." His start-up is creating innovative and financially sustainable ways to support young people in communities affected by crime and violence around the world.*

These stories, together with the knowledge gathered through their information-related activities (see section 5.2.3), put Alpha and Beta in an advantageous position for influencing the practices of prospective social entrepreneurs and supporters of the field and for attributing to their preferred meaning of social entrepreneurship a positive connotation. As mentioned in the previous chapter, both organizations publish most of the knowledge gathered from members in anecdotal form, using a narrative meant to generate awe and inspiration. This favors the creation of a positive view of the sub-field they have been crafting and of the players present in it. Furthermore, by publishing information under their brand, Alpha and Beta also build for themselves the reputation of being knowledgeable actors in the field and effective supporters of its growth. Together, these two benefits enhance the reputation of the two brokering organizations with external stakeholders and increase their chances of bringing new resources into their networks and new support for their own conception of the social entrepreneurship field.

Member of Beta's network: *"I think that Beta's comparative advantage — outside all the great things they do — their comparative advantage is they can see across all the organizations and they can see across sectors in ways that individual entrepreneurs will never see. And they are able to tie together bigger picture things than we will, than we can, and so I would like to see them actually be a little more vocal about what they're learning, what trends they're seeing, new investments they're going to make based on those trends."*

In conclusion, a "closed network" strategy is based on the careful selection of network members and on the exercise of thought leadership. These activities are used by Alpha and Beta as part of their institutional strategy both directly and indirectly. On the one hand, their combination defines membership criteria and players' roles in both the network and the field. In fact, network members tend to adopt in the field the role that the brokering agencies assign them in the network and to consider actors matching the

membership criteria of the two organizations as part of the field. On the other hand, it creates a uniform network of like-minded people that, in turn, becomes a natural amplifier for the change that the two brokering agencies desire to create in the field. For example, by narrating their stories and successes through blogs or at events, social entrepreneurs help the brokering agencies to inspire new people to subscribe to their vision for the field. Moreover, through their information-related activities connected to their *gaudens* strategic orientation, Alpha and Beta collect exclusive knowledge that they can publish under their own names. This helps to inspire new people and organizations to join the network or field and build for themselves a reputation as effective and knowledgeable supporters of social entrepreneurship.

Finally, the combination of selection of members and thought leadership is not only instrumental to the institutional strategy of the two organizations, but also increases the sustainability of their *gaudens* strategic orientation, because it reduces its potentially negative perception and impact on the network. Nonetheless, the mechanisms described above are not the only way in which a *gaudens* strategic orientation can be used as an institutional one. Activities other than those performed by Alpha and Beta can have a role in this sense and even similar activities can lead to different institutional effects. The next part of the chapter explores additional ways of controlling a network for field-shaping purposes by looking at the *gaudens*-oriented activities connected to the "open network" strategy of Gamma and Delta.

6.2.2 The employment of a *gaudens* strategic orientation as an institutional strategy in an "open network" strategy

Similarly to Alpha and Beta, also Gamma and Delta have had from their inception a set of institutional goals connected to the social entrepreneurship field in England. Gamma, for example, wants to raise awareness in the British society of the meaning and value of

social enterprises, to foster policies and regulations that favor the development of the social entrepreneurship field and to convince individuals, local authorities and businesses to undertake the role of customers of social enterprises. Delta, while also having some field-level goals, has been overall less clear in articulating them compared to the other agencies. Furthermore, it has gradually lost its focus due to its frequent strategic shifts. Nonetheless, in its early documents, Delta discussed its desire to shape the social entrepreneurship field, to enlarge it, to influence the practices and business models adopted by social entrepreneurs as well as what people thought about social entrepreneurship.

Archival data from Gamma: *Gamma works to influence the policy agenda to improve the environment for social enterprises, to promote and raise awareness of social enterprise, to spread best practice and to build the evidence base on social enterprise.*

Archival data from Delta: *We also work to develop the wider social entrepreneurs' support sector into an effective system for help...One thing we do is support other organizations develop skills and capacity to provide support...We also carried out research and work to shape policy, use our money to try stimulate other source of investments and innovate with new forms of support, learning and sharing our findings.*

The *gaudens* activities forming the "open network" strategy of Gamma and Delta only indirectly support the reaching of these institutional goals. The combination of maintaining a key role of intermediation and competitive tensions in the network and of treating members in different ways makes the *gaudens* orientation and the self-interest of the brokering organization evident to network members. This leads to stronger criticism and cynicism from some members towards Gamma and Delta, compared to that seen in the interviews of Alpha and Beta. Additionally, building an inclusive network, which anyone is welcome to join, favors the perpetuation of the ideological tensions present in the social entrepreneurship field within their networks. Indeed, it

implies that members can enter and remain in the network even if they disagree with the values and views of the brokering agency. This precludes in most cases the possibility to use network members as amplifiers of a given field vision.

Member of Delta's network: *"They've got their own agendas, really, and as I say they've got some very powerful backers"*

Consequently, the *gaudens* control-related activities constituting an "open network" strategy do not represent the core of the institutional strategy of Gamma and Delta, but are only one of the tools to implement it, in the case of Gamma, and a nice side-benefit in that of Delta. The control-related activities of Gamma contribute either to keep members within its network and sphere of influence or to obtain from them powerful resources for its institutional strategy (selected quotes in Appendix 4: Tables A4.3, A4.4). Its maintenance of an intermediary role and its exclusive access to potential resource providers or partners lock members into the network in order to enjoy contacts, information, and opportunities — such as the chance to influence government policies — that they would not otherwise obtain. Retaining existing members, whilst adding new ones through its yearly expansion, enhances Gamma's legitimacy in the social entrepreneurship field and its negotiating power with the business-sector and public-sector players that it tries to involve in it. Indeed, it can claim to represent a significant part of the field and to be the privileged gateway for accessing it.

Member of Gamma's network: *"So, with Gamma the advantages are simply… identifying with and being part of the social enterprise movement. I mean so in some sense we're not getting something out of that, we are giving to it… in order to help boost the profile of social enterprises."*

While the maintenance of an intermediary role favors the retention of members, the introduction of competition to the network and the creation of an "inner circle" make

members aware that to get better opportunities and information from Gamma, they need to offer it something in return. This can take the form of financial resources, support in growing the field, new contacts or exclusive information. What they provide, especially in terms of information, successful stories and financial resources, strengthens even further the legitimacy of Gamma and increases its means to influence the institutions governing the field.

Member of Gamma's network: *"We've spoken to a couple of investors or supporters both through the organizations that we've worked with. We're also fairly well connected politically, but we will swap notes on what different departments are looking to do and maybe work in partnership or understand why we're working against or bidding against each other. So it's a fairly constructive relationship."*

Member of Gamma's network: *"I get a feeling that Gamma is gradually building and gradually growing and doing more things and, as I say, this new initiative has got them out and about and they are getting more and more people interested in that scheme which is good…"*

In the case of Delta, *gaudens* control-related activities provide very little contribution, either directly or indirectly, to its institutional strategy. Indeed, its main way to attract and — in a few cases — retain members is the provision of grants (for social entrepreneurs and enterprises) or contracts (for field supporters) (selected quotes in Appendix 4: Tables A4.3, A4.4). Only the creation of an "inner circle" appeared to have a similar effect to that seen with Gamma, i.e. it prompted members to provide Delta with success stories, financial resources and exclusive information that it uses as part of its institutional strategy. Like Gamma, Delta bases its institutional strategy predominantly on the constant expansion of its network and on the fact that it increases its legitimacy and influence in the field, by virtue of the number of social entrepreneurs

and enterprises it has helped and the number of new supporters it has involved in the field.

The constant enlargement of their networks through the inclusion of different stakeholders contributes in two ways to the implementation of the institutional strategy of the two brokering agencies. Firstly, it provides them with an advantageous brokerage position — to be exploited through a *gaudens* strategic orientation — not only in the network, but also in the wider field. Government, local authorities, corporations and the like look at Gamma and Delta to find potential partners for their socially-related programs, because of their knowledge about the field and of suitable social entrepreneurs and enterprises. Meanwhile, smaller players trust Gamma and Delta to negotiate in their place for the benefit and growth of the field. In this way, the two brokering agencies have easily maintained their centrality in the field over time and have been able to influence the roles played by different players within it and the type of interactions occurring among them. Moreover, they have been able to favor certain organizational forms and conceptions of social entrepreneurship over others, thanks to the opportunity that their field-level intermediation has given them to direct the resources they obtain to different parts of the field.

Member of Delta's network: *"With corporate I think they do the same, as do Delta actually, so Delta and Gamma have good relationships with big consultancies, big banks, big law firms… a part of that, I think, is about legitimizing social enterprise in the corporate sphere, which I think is in many ways very, very helpful."*

Secondly, an institutional strategy based on the creation of inclusive and diverse networks has increased the ability of the brokering agencies to respond flexibly to changes in the field. Over time, the networks and networking strategies of Gamma and, especially, of Delta have changed according to the resource providers interested in the field, government priorities and the state of the field's development in England. For

example, as social enterprises were increasingly asking for customers for their products and services, Gamma has involved an increasing number of businesses and corporations in its network. Similarly, as the attention of the government and social investors has moved towards social enterprises that are able to scale up, Delta has started to attract organizations to its network which potentially match this requirement. This flexibility, in turn, has also contributed to their maintenance of a central role in the field and, thus, to their opportunity to continue influencing it. Especially in the case of Gamma, its flexibility in attracting the stakeholders that mattered the most at different stages of the development of the field, has enabled it to push forward its desired set of institutions over time, especially with regard to the conception of social entrepreneurship and to the practices and organizational forms to adopt within it.

While control-related activities connected to a *gaudens* strategic orientation only indirectly supported the institutional strategy, by providing the two brokering organizations with useful resources and with the chance to maintain their membership base (especially in the case of Gamma), their information-related activities have been fundamental for influencing practices and perceptions. On their websites, it is possible to read all the achievements of the top social enterprises and entrepreneurs present in their "inner circles," as well as those of the social entrepreneurship-related projects developed by their business-, public- and third-sector partners. As is the case for Alpha and Beta, this type of information helps them show that their views and approach to the field are successful and effective. Meanwhile, their surveys and research on the state of the social entrepreneurship field, produced with the support of their network members and discussing both current features of the field and what the critical issues faced by their members are, as far as the field is concerned, used by both organizations for lobbying for specific policies and interventions. The research published in the form of guides and the co-creation with network members of workshops and trainings are employed, instead, to orient the practices of social entrepreneurs and enterprises in terms of accounting procedures, legal forms and the likes. Finally, as was the case for

Alpha and Beta, for Gamma and Delta too the collection and recombination of information from members has contributed to their reputation as knowledgeable players, who are therefore entitled to voice concerns and opinions in the field.

To conclude, in the case of Gamma and Delta, the *gaudens* strategic orientation is used directly as an institutional one with regard to information-related activities, but only indirectly or very vaguely as far as control-related activities are concerned. The exclusive knowledge about the field and its players that Gamma and Delta gather from their members is shared with the rest of the field through reports, workshops, guides and news posts. These help the two agencies to shape the perception of the field and of their own success in it, and to influence some of the institutions governing it, such as the rules of interactions, legitimate practices and policies. On the contrary, their control-related activities only enhance the legitimacy, negotiation power and opportunity to engage in field-level brokerage and information arbitrage that they have obtained through the creation of an inclusive and diverse network. It is this latter activity that represents the core of their institutional strategy. Indeed, it makes their networks flexible enough to accommodate changing circumstances in the field, thus enhancing their possibility to remain central inside it, and it favors the constant creation of new structural holes in their network and in the field, thus sustaining their brokerage role in both.

Independently of the way in which the *gaudens* strategic orientation is used as an institutional strategy, or as an enhancement of the latter, in both a "close network" and an "open network" strategy, the *iungens* strategic orientation supports the agencies' attempts to shape the field's conception, boundaries and rules of interaction in several ways. How this happens is analyzed in the next section of the chapter.

6.3 *Iungens* strategic orientation as an institutional strategy

Thanks to the *iungens* strategic orientation present in both brokerage strategies observed, network members (or at least some of them) obtain nine types of benefits: five deriving from their support of networks and, in particular, of social entrepreneurs and enterprises; two generated by their creation of an environment favorable to cross-sector collaboration and two due to the connections they create.

The first benefit that many members reported, which stems from the support of the brokering agencies, is an increase in self-esteem (selected quotes in Appendix 4: Tables A4.5-A4.8). Being awarded or being able to show affiliation with respected organizations in the field, makes members feel that their project, skills or resources are valuable and that other people appreciate them. This makes them proactive in dealing with other players, in asking for help to support their initiative and in persevering in their efforts to generate social impact.

Member of Gamma's network: *"I think it was several things. It was a big boost to the confidence of social enterprises in our city…because we're quite a long way in the Southwest, there's often a sense that we're a bit behind the curve on things. It's not as exciting as it is in London. We don't have good transport links. Sometimes people feel like they're a bit behind things but actually being the first Gamma's certified city and getting that national recognition was quite important, I think. So it brought people to us. People who normally stay in London or Manchester suddenly came and visited us, which was good. So there was a bit of a boost in confidence, so I think that was quite important."*

Secondly, the four brokering organizations provide members with the reputation and endorsement necessary to operate legitimately in the social entrepreneurship field (selected quotes in Appendix 4: Tables A4.5-A4.8). According to members from

traditional sectors interviewed for this project, knowing that a social entrepreneur or venture has been approved by one of the brokering organizations, especially in the case of Alpha and Beta, reduces the risk of investing time and resources on them and therefore makes them more willing to engage. Additionally, members from traditional sectors themselves gain legitimacy in the field thanks to their affiliation with one or more of the brokering organizations. Since the latter are well-known and respected, being in their networks automatically certifies the desire to improve social-related practices and to become a point of reference for social entrepreneurs and enterprises that are in need of support.

Member of Delta's network: *"In all fairness, I think for me, the funding obviously was great. I think they have been champions for me and my organization, which even during the lighter year, over the past year or so, has proved really valuable. So I think in terms of the network, which is being connected slightly to their network, and then kind of being a champion for the work I have done has helped my business gain exposure and has helped my business get national recognition."*

For all types of members, the enhancement of their reputation in the field and their endorsement from legitimate and respected organizations facilitates the search and acquisition of project partners, customers and important resources and ideas to improve their social initiative. Especially for Alpha and Beta's members, obtaining the approval of the brokering agency is a fundamental acknowledgment, which opens doors to otherwise inaccessible partners and supporters and introduces them to an exclusive club who believe in what they do because Alpha and Beta have certified them as worthy. As far as Gamma and Delta are concerned, such an endorsement-related advantage is present according to some archival data and interviews but it emerged less consistently than in the case of Alpha and Beta.

Member of Beta's network: *"For the organization I think it raises the profile immensely; I think it opens up doors that were not open before; I think it gets the seal of approval, given the due diligence, that other donors will move much quicker with you because of all the work that Beta has done, I think they're exceptional at storytelling, and at helping you become a better storyteller as an individual and as an organization, and I think they give lots of organizations the courage to dare greatly"*

The third benefit arising from the brokering agencies' support is the acquisition of skills and knowledge (selected quotes in Appendix 4: Tables A4.5-A4.8). Attending workshops — delivered by the four agencies or by other network members —, obtaining strategic and professional advice and learning from the experiences of other people provide social entrepreneurs and enterprises with new skills to manage and develop their initiatives and to better structure their organizations. Similarly, getting in touch with social entrepreneurs and enterprises and with peers engaged in the brokering agencies' networks has helped some business- and public-sector members to make their internal practices more social entrepreneurial, to develop programs of support for the social entrepreneurship field and to include more social enterprises in their supply chain. Meanwhile, reading the newsletters of the four agencies and attending their events and seminars improves members' knowledge about the field, the players involved in it and the opportunities that might be available to them. This increases their chance to apply for or offer support, to understand the available ecosystem and to find their position in the field.

Member of Gamma's network: *"They were very good at providing an independent sort of evaluation, advice or help on the direction we might take and they also helped trained some of our staff in how they might support and add value to social enterprises."*

A fourth benefit, which, however, predominantly accrues to social entrepreneurs and enterprises, is enhanced exposure in the network and the field (selected quotes in Appendix 4: Tables A4.5-A4.8). Their stories and achievements are narrated on the agencies' websites, at their events, and are sometimes amplified by other online and offline media. This helps social entrepreneurs and enterprises to spread the word about what they are doing and to find people who are interested in collaborating with them or supporting them. This benefit emerged in a clear way only from the data on Beta, probably because it is the most active among the four organizations in providing opportunities for members to expose their work and impact to a wide audience. In the other networks analyzed, this benefit emerged only from archival data and not from interviews, showing that the other three organizations are either less good at generating interest for their social entrepreneurs and enterprises or that their members perceive this benefit to be less relevant compared to the others they obtain. Given the qualitative nature of the research, it is also possible that this difference is due to the interviewees selected.

Archival data from Beta: *At dinner in the networking tent, we met an NGO director from Pakistan. She had seen in the documentary how we use handheld gadgets for film-making. She asked D. if we could go to Pakistan and teach the skill to the children she works with. A journalist also spoke to us.*

Finally, the social entrepreneurs and enterprises involved in the networks of Alpha, Beta and Delta enjoy financial support from these organizations in connection with networking opportunities (selected quotes in Appendix 4: Tables A4.5-A4.8). In the case of Alpha, this benefit rarely emerged as relevant, either because the amount of funds is not significant —although this is also the case for most of Delta's awardees — or because the main added-value of Alpha lies elsewhere, for example in the connections it provides. This second hypothesis might be supported by the fact that the benefit of developing skills and knowledge was present in data on Alpha only rarely —

unlike the other case studies. For members of Beta and Delta's networks the impact of financial support varies from enabling them to continue their operations, to supporting an exponential increase in the number of beneficiaries or areas that they can reach with their work.

Member of Delta's network: *"It was invaluable really because when I started out, I didn't have any start-up capital. I didn't have any kind of fund, any money or anything to put towards my social enterprise that I've created. So obviously with their support, I was able to get some funding, I was able to get some capital to actually start the business, start the social enterprise. As we grow and lots of us received a few little bits of funding, as we kind of grow, it just helps us get to that next stage, really."*

Besides providing members with five potential benefits through their network's and members' support activities, Alpha and Beta also deliver benefits to their members through two of their activities related to the creation of an environment favorable to cross-sector collaboration. These activities are the creation of a network of *iungentes* and of a community sometimes considered even as a family (selected quotes in Appendix 4: Tables A4.5-A4.8). Interestingly, the creation of a network of *iungentes* is also present in the *iungens* strategic orientation of Gamma and Delta but the benefits that it delivers accrue mostly to Gamma and Delta, rather than to their network members. In no interview or archival data do members report a positive impact deriving from this activity. This can be explained by the fact that for Gamma and Delta the creation of a network of *iungentes* is relatively recent and geared towards the creation of local networks, making up for their lack of reach in many areas in England. Consequently, the benefits of this activity might accrue more to players in the field not already affiliated with these networks or to the brokering agencies themselves, in virtue of their increased reach in certain parts of the country. On the contrary, in the case of Alpha and Beta, the creation of a network of *iungentes* has always been an important part of their strategy and has always had the ultimate goal of providing additional

support to their social entrepreneurs and enterprises. In fact, by incentivizing all or some members to become *iungens*-oriented brokers both within and outside of their network, transforms members into multipliers of connections and generates for them new opportunities for growth, development and interesting meetings.

Member of Beta's network: *"From Beta radiate many other networks and relationships… One of the Beta awardees is C and we met her here, did her story. Reporting there, I became involved with the Philippine nurses' association of America; they put us in touch with their Middle-eastern counterpart and now I am going to the Philippines in a couple of weeks and the nurses' association put me in touch with the embassy in Washington, they put me in touch with... so it's all like a blooming tree but if you start at the root of this tree it was here (Beta event) and then I went there and then it blossomed"*

Feeling like part of a community and considering the network almost like a family or group of friends, always ready to provide support and understanding, enhances members' enthusiasm for being part of the network and of the field and energizes them to keep working hard to generate the social impact they desire.

Member of Alpha's network: *"Of course, we are all such great friends with each other so we can email each other when we want to, as in when we want to or need to."*

Finally, there are two benefits that members obtain in all four networks thanks to the connections that the brokering agencies make (selected quotes in Appendix 4: Tables A4.5-A4.8). These benefits are more strongly and frequently felt in Alpha and Beta's network, probably because networking is much more central in their overall strategy than it is for Gamma and Delta. Firstly, connecting members with one another provides them with ideas to improve their contribution to the social entrepreneurship field, makes them find new partners for their projects and guarantees them access to different

types of support and increasing amounts of it, beyond those directly provided by the four agencies.

Member of Alpha's network: *"We're also working with M, who's initiated a project, it's to try and increase people's awareness of the values of democracy. And so he's had a very successful launch of an app which generated quite a lot of response around the general election recently, and now we're gonna work with him to see how we can adapt the language of his site to suit younger children, to get them to think, okay these are the issues which motivate me, this aligns me in a particular way with this particular set of values and this group or this political party will be the place where I feel my values are most impactful."*

Thanks to the creation of these opportunities, several interviewees described the combination of multiple chances to connect and of the agencies' carefully thought-out matchmaking as instrumental in scaling their social impact, with the exception of Delta for which little data was available in this sense.

Member of Gamma's network: *"So they are joining the dots basically. Just telling people what's available, helping them meet up with people who might be able to help in whatever format. Yes, certainly they've pointed us in the direction of BA scheme, which we then became a member of and who have been really useful and helpful in terms of helping us develop. Yeah, I've always found them very positive and helpful people."*

Secondly, owing to their participation in these networks, members get access to peer-to-peer support, independently of their sector of origin. The presence of organizations working in the same environment or adopting similar types of social intervention provides the opportunity to share ideas and best practices, to find partners for projects and to find support when struggling with something.

Member of Beta's network: *"I guess the other benefit is often, it's just more about talking about succession planning, talking about hiring a certain kind of senior executive. We often trade notes on donors. "How did you get money out of those guys?"... "Wow, tell me how that happened. How can I avoid that happening to me if I get in there?" When you get the heads of no-profits together, a fraction of the conversation is about donor or board management."*

To summarize, the data showed the presence of nine different benefits that the network members of the four brokering organizations can potentially enjoy. The generation of these benefits appeared as stronger in the case of Alpha and Beta but, in several instances, the same benefit could be traced in most (or all) of the case studies, across multiple and diverse network members. Obviously, all or the majority of benefits do not accrue to all network members, because their reception and perception varies according to members' organizational characteristics, location in the network, length of time that they were involved in the network and reason for being involved in it. Independently of these considerations, however, each benefit, as well as their combination, empowers network members to be part of the institutional strategy of the four organizations in one of four ways (selected quotes in Appendix 4: Tables A4.5-A4.8).

The first way is by contributing to the scaling up of their social impact. This, indeed, allows the brokering agencies to present their network members, partnerships and network-wide projects as successful stories that prove the validity of the institutions they are sustaining within the social entrepreneurship field. This outcome is then leveraged by guaranteeing members high exposure in the field. The second way is by enabling members to influence practices at the field level, by training them and then increasing their self-confidence and perceived value, so that they feel entitled to diffuse to peers and partners the practices learnt and adopted through the network. The third way, predominantly emerging from the cases of Gamma and Delta, is by encouraging members to involve other people in the network, whilst enhancing their networking

skills. This grows the reach of the brokering agencies in the field exponentially. The last way, identified only in the case of Alpha and Beta, is by increasing members' reputation and legitimacy in the field. This, indeed, translates in increased legitimacy for the brokering agencies themselves.

The scaling up of social impact is a possible — although not automatic — result of most of the benefits described for social entrepreneurial projects and ventures. For example, growth can arise from the financial resources and partners that become available thanks to the endorsement of the brokering agencies and, where applicable (i.e. not Gamma), from the funds that these give directly. Interestingly, while in Alpha, Beta and Gamma's networks several interviewees cited the access to pro bono support and donations as one of the core ways in which they were able to scale up, the case of Delta did not confirm this possibility. According to the available interviews, the connection to the network helps Delta's members to rethink their practices but does not translate into organizational growth. An explanation might lie in the fact that the connections made by Delta are much more tentative than those of Alpha and Beta and, partially, than those of Gamma. This reduces the likelihood that pro bono support matches the needs of social entrepreneurs and enterprises and, consequently, that it helps them scale up their impact. Similarly, in both interviews and archival data, members described Delta's training as lacking a clear target and based on assumptions rather than on what is actually helpful for their members.

Archival data from Gamma: *Being a member of Gamma has helped us to win business from some of the UK's largest brands, by connecting us to fantastic companies who are committed to making a social impact.*

Member of Alpha's network: *"Then one thing I noticed recently is we just got back-to-back within six months — we got our first two different one million pound contracts and both of them at the stages where the customers are closing the contract went very*

deeply into the ethics and the ethos of the organization. And so, knowing and reading the Alpha web about the organization was critical in entrusting us with the data and entrusting us as a social enterprise with basically something that's really strategic for them. I mean, one of them is basically, they gave us — or in the next twelve months, they'll give us all the medical records for 2.3 million people."

In the networks of Alpha, Gamma and Delta, also the increase in self-confidence of social entrepreneurs and managers of social enterprises sometimes translates into social impact growth. For example, the enhanced self-esteem makes social entrepreneurs dare to expand their operations into new areas or become more vocal and determined in asking for help.

Delta's archival data: *The award has built my confidence in the feasibility of my business idea and helped me to see what sort of challenges we will face… It has also helped me in project design and management, and in budgeting and monitoring, and pushed me to tackle the areas in which I have previously avoided (like accounts). I now have the ability to articulate an idea and develop it to produce something tangible and usable and the ability to ask for and attract help and support*

One data point each for Alpha, Beta and Delta, presented a correlation between gaining new skills and knowledge from the network and the ability of organizations to scale up. The social entrepreneurs supported by Beta and Delta more often described the acquisition of skills and knowledge as impacting their ability to influence practices outside of the network than as supporting the growth of their organization. This suggests that the training and information provided by the two brokering agencies might be interesting for members and affecting their view of appropriate practices in the field, but not necessarily applicable and applied to an extent that allows organizations to grow.

Similarly, only one interviewee of Alpha's network discussed the possibility that facilitating the development of friendships within the network favors the scaling up of social entrepreneurial organizations, because of the sharing of contacts and help that takes place. In the case of Beta, this activity could only be connected to members' empowerment in influencing practices in the field. Alpha, however, strongly believes in this possibility: both its employees interviewed for this project and its online publications have stressed the importance of sharing connections and support within the network so that members' impact can grow beyond what could be feasible with the mere help of Alpha.

Member of Alpha's network: *"Well, part of the big benefit is that I have felt that I am a part of a bigger intention. I've likened it to, like, a wheel. There are all different spokes that come out so if you want to think of the core being the work of supporting social change in the world, then there are all these different ways that we can contribute. So there's the social entrepreneurs who are contributing and they are doing the direct, on-the-ground work. Then there's the organizations that are helping to support them in various ways, making connections for them, giving them financial help. Those kinds of ways. Then there's the people like myself, the business network, who do give financial support but also get involved and pass over their networks and try to make connections for the social entrepreneurs themselves and get involved to the extent that they can. So I think that's what the value is for me, it's that I get to be part of this wonderful organization, expansive, global organization that's doing such important work and I feel connected to that and that's exciting for me."*

When social entrepreneurs and enterprises mange to scale up their social impact or operations, they provide the brokering agencies with powerful success stories to prove the value of social entrepreneurship and the validity of their conception of it. Once these success stories are available in the form of reports of an increased number of people helped, of acres of land saved from destruction or of awards received by

network members from other organizations, their effect is leveraged by the exposure that network members and their projects receive thanks to the agencies' support. This, in turn, enhances the legitimacy of the four brokering agencies in the field and sometimes attracts new players into their area of influence.

Delta's archival data: *Among the young people invited to the launch was Delta Award Winner J who started X, a social enterprise project which supports excluded young people to develop their work ethic and interpersonal skills, while offering basic gardening at a low price for the community. J was a finalist in the National Entrepreneur competition, and pitched to P and the D among others. He has also been put forward for a Delta higher level award as he has plans to grow his enterprise in future. He has significant public speaking experience, having recently travelled the country inspiring young people to set up social enterprises in different colleges around England.*

As far as the ability of members to directly influence practices and views in the social entrepreneurship field is concerned, there are several benefits that empower members to contribute in this sense. Firstly, several social entrepreneurs and managers of social enterprises connected to Alpha, Beta and Gamma have reported an increase in their self-confidence. Thanks to a stronger belief in their importance and work, they dare more to challenge the *status quo* and the existing practices of the players they deal with. Additionally, they become eager to contribute to the social entrepreneurship field's expansion and improvement.

Member of Alpha's network: *"Yeah, definitely. It has increased my confidence. It has made me realize that some of the frustrations I've had with the sector and the way the sector is dealt with financially, that it might not be looking for the people to find those solutions for me. I've got to find them for myself. And I would never have seen that as my plans before Alpha. But now I'm thinking to myself, "Right. Okay. If next year we*

need to raise 500,000 GBP, I need to go direct to top corporate, top banks, top philanthropists and I'm going with the confidence to feel that they'd be interested in the project that I'm bringing, the social change I'm bringing." I think it has made me less willing to accept what I'm being told and more willing to kind of challenge"

Secondly, data on Alpha, Beta and Delta shows that the connection of members with one another, especially through sector-based and cluster-based events, can trigger reciprocal influence and sometimes members' adoption of new practices. A similar outcome is achieved by Beta and Gamma through the provision of training. Members learn new tools, strategies and business techniques from the network and export them to their organization. Additionally, they sometimes encourage their peers and other collaborators outside of the network to do the same. This is especially relevant with regard to business members, because they tend to be well-endowed corporations, which are leaders in their sector and are therefore in a good position to export social-related practices to their competitors as well, in virtue of mimetic institutional pressures. The data collected was not sufficient to establish how successful this transmission mechanism is, but suggested that there is the potential for it to happen.

Employee of Alpha: *"Then finally, the business part of Alpha is about connecting all these corporations that want to become more change-making businesses to the right people, to the Fellows that work in their sector, to any kind of people that could help them rethink the way they approach business."*

Archival data from Beta: *By supporting social entrepreneurs, we empower individuals to sow the seeds of positive change in their communities around the world. Their innovations are our best hope for a better world, says Beta's founder.*

Finally, for Alpha and Beta the creation of a community feeling inside their networks and the establishment of a network of *iungens*-oriented brokers are two means to

empower all types of members to spread and sustain their desired institutions in the sub-field and beyond. The presence of a tightly-knit and involving community makes it easier for members to be inspired by one another or by the brokering agency to adopt new practices and to embrace them up to the point of wanting to expand their application. By behaving as *tertii iungentes* they then export these practices outside of the network's boundaries.

Member of Beta's network: *"Then I start making these connections that either I can make for other people, "Hey it seems like you should look at these guys over here and see what they're doing. It might influence your program design or your social entrepreneurship intervention.""*

If Alpha and Beta use the generation of a network of *iungentes* as an institutional strategy by empowering members to bring new approaches, role conceptions and meanings from the network to the field, Gamma and Delta adopt the same approach to increase their direct reach and influence over the field. Because of this, their *iungens*-oriented activity of encouraging members to make new connections is the only one whose contribution to the institutional strategy does not arise through the benefits it provides members but directly through influencing members' behavior. This difference in using this activity as an institutional strategy between Alpha and Beta on the one hand and Gamma and Delta on the other is probably due to two key factors. Firstly, the way in which the *gaudens* strategic orientation is used as institutional one is different across the four cases and makes it possible only for the members of Alpha and Beta to be effective amplifiers of the institutions developed and established by the brokering agencies within their network. Secondly, both Alpha and Beta are very strict in admitting new people and organizations into their networks and, therefore, the *iungens* activity of their members mostly produces more ties within the network or the diffusion of its desired institutions outside of its borders, rather than new network members.

On the contrary, in the past few years, both Gamma and Delta have introduced the inclusion in their network of local *iungens*-oriented brokers in their institutional (and brokerage) strategy, with the explicit intention of increasing their own reach in areas where their presence is not high. In the case of Gamma, *iungens*-oriented members bring to its network new parties from their area and create cross-sector partnerships at a regional and local level that adopt the set of field-level institutions preferred by Gamma. This helps social entrepreneurship — as envisioned by Gamma — to thrive all over the country through the involvement of local authorities, citizens who might not otherwise get in touch with Gamma, and local businesses.

Member of Gamma's network: *"I think they're getting out about and networking in the regions and talking to people out in the rest of the country. I think that's really important... I get a feeling that Gamma is gradually building and gradually growing and doing more things and as I say, this program X scheme has got them out and about and they are getting more and more people interested in that scheme which is good... like to sort of — for example, we've got a really good deal here locally where they offered a membership deal to our members. It's so they can get more people in so they become stronger so I'm sure there's more they can do to promote their membership and get more members. I don't know how many members they've got."*

In the case of Delta, local partners identify new potential awardees, often involve them in their own networks and provide them with the financial and strategic support that Delta is not able to deliver on its own. Additionally, Delta often encourages them to recreate at the local level, the cross-sector partnerships and networks that it builds at national scale to support social entrepreneurs and enterprises. However, contrary to the case of Gamma where the creation of local networks is often a requirement for its *iungens*-oriented partners, in the case of Delta this is only the case for specific programs, where Delta even distributes funds for this purpose.

Employee of Delta:

Interviewer: *"So would you say that partners for Delta are sort of a way to connect more locally with social entrepreneurs?"*

Employee: *"I think it's partly about reaching more people but it's also about recognizing that the support needs to be provided locally. So it's not just about working with three partners to reach more people. It's reaching more organizations to be able provide that support in the locality."*

Interviewer: *"Okay, yeah. So it's like you're sort of training these different organizations and involving them in the program so that then they could be the ones who locally have access to the social entrepreneurs and support them along the way."*

Employee: *"Yeah, it's about building that, what we call an ecosystem of support. It's great for diversity in who's providing that support and where it's accessible and ensuring it's embedded in the local communities, not kind of parachuted in."*

Finally, in the networks of Alpha and Beta, the enhanced reputation of their social entrepreneurs automatically increases the legitimacy and influence of the two brokering organizations in the social entrepreneurship field, according to what some of their members defined as a symbiotic and virtuous circle.

Member of Beta's network: *"I think it's probably both maybe at some level. I mean I think it's probably a symbiotic thing in that a group like Alpha or Beta obviously builds a lot of its reputation by the fellows that kind of are underneath them. At the same time the social entrepreneurs are being helped a lot by kind of having the branding, of having some sort of affiliation, whether it is to Beta or Alpha. So it's probably a mixture. I wouldn't be able to say one or the other. I think both of them have a very strong brand at this point and so I feel like entrepreneurs seem to appreciate in general being affiliated with their brands so in that way I get it's both worlds."*

Table 6.1: Network members' benefits and contribution to institutional strategy

SUPPORT TO THE INSTITUTIONAL STRATEGY	MEMBERS EMPOWERED TO SCALE IMPACT				MEMBERS EMPOWERED TO INFLUENCE PRACTICES AND VIEWS IN THE FIELD				MEMBERS ENABLE LOCAL REACH		MEMBERS ENHANCE THE BROKER'S LEGITIMACY	
MEMBERS' BENEFIT	ALPHA	BETA	GAMMA	DELTA	ALPHA	BETA	GAMMA	DELTA	GAMMA	DELTA	ALPHA	BETA
Self-confidence	X		X	X	X	X	X					
Reputation and endorsement	X	X	X	X							X	X
Exposure		X			X	X	X	X				
Knowledge and skills developmer	X	X		X		X	X	X				
Financial support		X		X								
Network of *iungens*	X				X	X			X	X		
Community feeling	X				X	X						
Connections with the network	X	X	X		X	X	X	X				
Peer-to-peer to support	X	X	X	X								

In conclusion, this section described the benefits that the *tertius iungens* strategic orientation comprising both the "closed network" and "open network" strategies delivers to network members (Table 6.1). Brokerage activities that support the social entrepreneurs and enterprises present in it, increase members' self-confidence, enhance their reputation and exposure in the field, provide them — where applicable — with strategic advice and financial support and help their acquisition of new skills and knowledge. Brokerage activities that create an environment favorable to cross-sector collaboration, for example by fostering efforts towards community-building and the inclusion in the network of members with a *iungens* orientation, facilitate friendships and deep partnerships between network members, make them feel part of a supportive community and thus become "connection-multipliers". Finally, the creation of connections enables members to access different types of support from one another — especially peer-to-peer advice — and to develop useful collaborations.

Together, these benefits empower network members — especially social entrepreneurs and enterprises — to contribute to the institutional strategy of the brokering agencies in four different ways. Firstly, when social entrepreneurs and enterprises increase their social impact or grow their operations, they provide the brokering agencies with successful case studies that they can use to prove the effectiveness of the institutions that they support and to spread their conception of the social entrepreneurship field. Secondly, when members adopt the practices and organizational forms suggested by the

brokering agency or when they change their views of the field or of how to approach a problem following their contact with the network, they become seeds that can potentially spread the institutions developed or favored by the brokering agencies. Thirdly, when connecting with external stakeholders and introducing them either to the brokering agency or to the rest of the network, members spread practices beyond the network and increase the reach of the brokering agency over the field. Finally, in the case of Alpha and Beta's networks, whenever the two brokering agencies involve successful members in their networks and bring their stories to the attention of an external audience, their legitimacy in the field increases by virtue of their association with these individuals and organizations, who are believed to be having a positive impact in the world.

6.4 Discussion

6.4.1 Contribution to the research question

There are two research questions driving this research project: How can brokerage strategies be used as institutional ones? How does the presence of multiple brokers engaging in institutional strategies contribute to the formation and permanence of a fragmented field? The previous chapter described the two brokerage strategies that were observed in the four case studies, a "closed network" one and an "open network" one. This chapter builds on those findings and answers the first research question by analyzing how the two brokerage strategies are employed as institutional strategies.

In both the "open network" and "closed network" strategies, information-gathering activities connected to a *gaudens* strategic orientation produce publications in different forms and exclusive knowledge that the brokering agencies use to shape and sustain

several institutions within the social entrepreneurship field. Alpha and Beta predominantly publish information on the field and on their members as anecdotal evidence, to inspire others to follow their vision. Gamma and Delta mostly use the knowledge advantage obtained through their network to shape network- and field-members' view of the field and of appropriate practices. The knowledge about the field shared by the four organizations often appears to readers or audiences as objective, but in reality it is strongly influenced by them and by their attempts to build the field in a certain way. Additionally, it provides them with a reputation as "knowledgeable players" that favors their attraction of new stakeholders and field members into their area of influence.

On the contrary, *gaudens* control-related activities and their employment as institutional strategy varied considerably across the two brokerage strategies. As part of their "closed network" strategy, Alpha and Beta mostly keep control of their networks through the approval of new network members and by exercising strong thought leadership. These activities create a culturally cohesive, relatively small network, where members understand social entrepreneurship, their role and interactions within the field, according to how these institutions were elaborated by the brokering agency. Consequently, it is possible to observe that Alpha and Beta use their control-related *gaudens* strategic orientation as an institutional strategy in two ways. Firstly, they attribute roles and network/field membership criteria that tend to be reproduced by their members even outside the network. Secondly, they turn the whole network into a natural and far-reaching amplification of their conception of social entrepreneurship and of the norms, roles and rules of interaction that are appropriate to adopt inside it.

As part of their "open network" strategy, Gamma and Delta control their network predominantly by maintaining an intermediary role inside it, constantly introducing new members and potential competitors and creating a privileged "inner circle". In the case of Gamma, the maintenance of an intermediary role locks members into its network

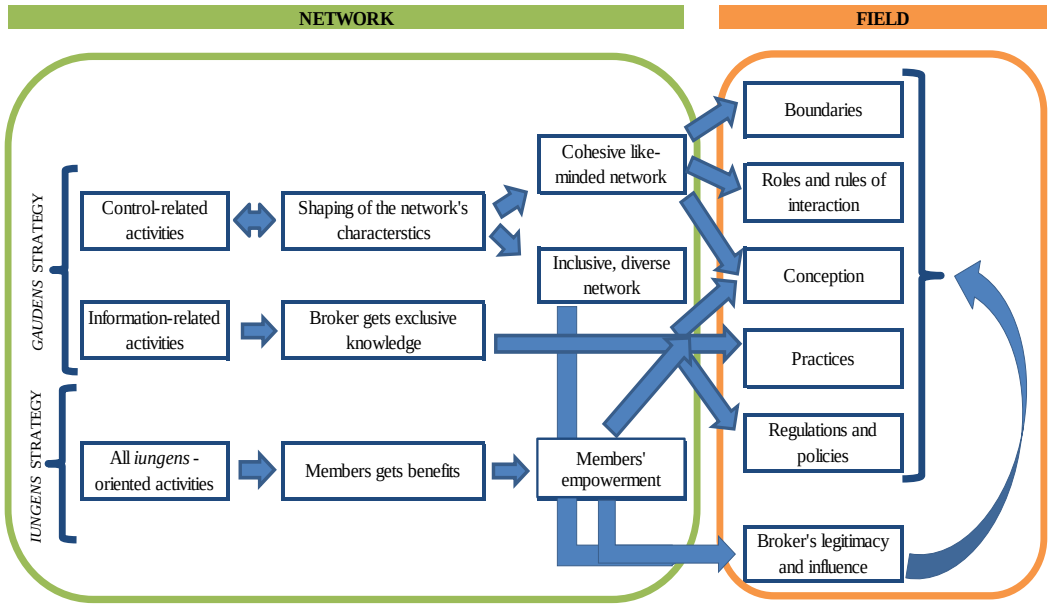
over time because its support and mediation are necessary to access opportunities and powerful players both in the network and in the field. In the case of Delta, its provision of funds mostly performs this same function, while its intermediation plays a relatively small role in that sense, mostly for its "inner circle". In both cases, their growing networks, resulting from the permanence of some existing members and the constant inclusion of new ones, enable the brokering organizations to obtain and often increase their legitimacy and influence in the field, as well as their negotiation power with key field influencers such as the government. Indeed, they can claim to represent and have supported an important slice of the field and, thanks to their diverse networks, to be aware of the complexities and core issues present in it. Furthermore, this advantage is leveraged through the additional resources, information and powerful success stories provided by their "inner circle". Consequently, it is possible to observe that the two brokering agencies, overall, use their control-related *gaudens* strategic orientation as institutional strategy only indirectly, to enhance the centrality and legitimacy obtained in the field thanks to their inclusive and diverse networks. The influence thus obtained and sustained allows them to shape resource allocation and interactions inside the field and, in this way, to affect rules of interaction, organizational forms, norms and regulations. Additionally, although in a counterintuitive way, their building of inclusive and diverse networks, by trying to attract constantly new players inside them, also influences the boundaries of the field, making them more blurred and ever-changing.

In both a "closed network" strategy and an "open network" strategy, the *iungens*-oriented activities of the brokering agencies perform four different functions (see section 5.3): they help them support their network members, strengthen their social entrepreneurs and enterprises, create an environment favorable to cross-sector collaboration and connect members with one another. Through these activities, the four agencies provide members with nine potential benefits (see section 6.2.3). These benefits do not accrue to all members in equal share, nor are they all obtained by the same members. Nonetheless, even the enjoyment of only one of them can empower the

member in question to participate in and contribute to the institutional strategy of the brokering agency in one of four ways. Firstly, by helping social entrepreneurs and enterprises to grow their social impact, the four organizations obtain new success stories that enhance the reputation and prestige of their own network, and thus its and their legitimacy. Secondly, by influencing the meanings and roles adopted by their members and by providing them with the tools (such as visibility and self-confidence) to encourage their peers to follow their example, they transform members in practice-diffusion mechanisms at the field level. This is especially the case for network members of Alpha and Beta. Thirdly, by encouraging members to adopt a *tertius iungens* strategic orientation both within and outside the network, the agencies increase their own reach in the field (Gamma and Delta) or the network's potential to diffuse their views, established roles and practices among its members or external contacts (Alpha and Beta). Finally, in the case of Alpha and Beta, by increasing the legitimacy and reputation in the field of their network members through media coverage and positive narratives, especially of social entrepreneurs and enterprises, they directly enhance their own legitimacy and reputation and, thus, their potential influence in the field.

Overall, based on the brokerage strategy adopted, the *iungens* strategic orientation empowers network members to contribute to the institutional strategy of the brokering agency by either acting as diffusion mechanism of its preferred institutions ("closed network" strategy) or by acting as legitimacy and reputation enhancer ("open network" strategy). The ways in which the combination of *gaudens* and *iungens* strategic orientations within both a "closed network" and an "open network" brokerage strategy can sustain institutions in a fragmented field are summarized in Figure 6.1.

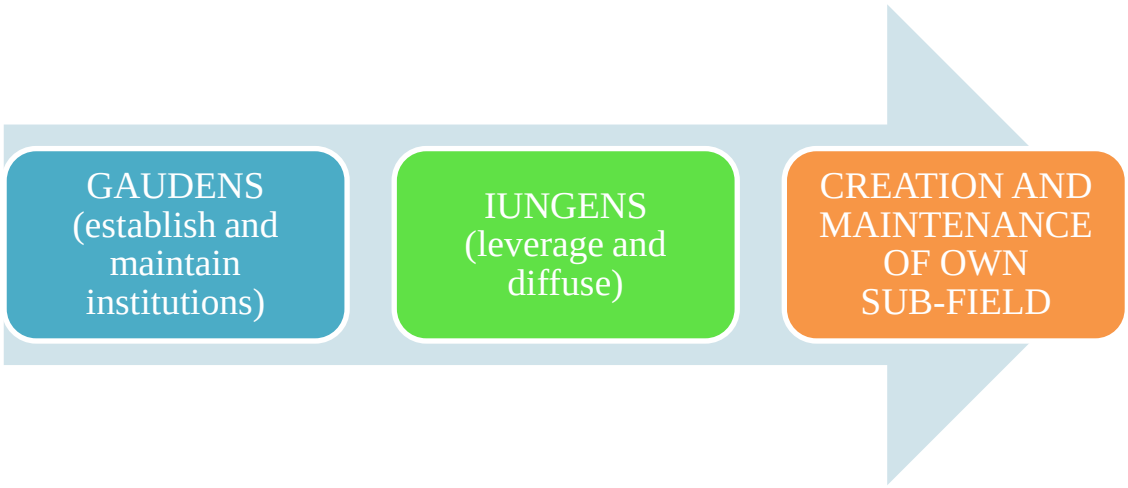
Figure 6.1: The impact of brokerage strategies on the field



Overall, this chapter contributes to the research question by concluding that the two brokerage strategies adopted by the four brokering agencies, with both their *iungens* and *gaudens* components, play an important role as institutional strategies (Figure 6.1). In a "closed network" strategy *gaudens* control-related activities transform members into an amplifier of the roles, rules of interactions and definition of the field elaborated and established by the brokering agency. Meanwhile, in an "open network" strategy *gaudens* control-related activities directly increase the potential of the brokering agency to influence resource allocation, rules of interaction, regulations and norms within the field because they enhance its power, field-level centrality and legitimacy. In both brokerage strategies, *gaudens* information-gathering activities enable the diffusion of the brokering agency's conception of social entrepreneurship, of the current state (strengths and issues) of its field, and of practices and rules of interaction to adopt inside it. This, in turn, shapes views of the field, practices in it, policies and the expectations of new field members. Finally, *iungens* activities reinforce the contribution of the *gaudens* ones to the institutional strategy of the brokering organizations by empowering members to become either a field-level diffusion-mechanism for the

institutions sustained through the *gaudens* orientation or an enhancer of the brokering agency's reputation, legitimacy and, in some cases, reach.

Figure 6.2: The combined use of a *gaudens* and *iungens* strategic orientation as an institutional strategy



Both the "closed network" strategy and the "open network" strategy have been effective, although to different degrees, in allowing the four brokering agencies to pursue their field-level goals, which ranged from establishing meanings and practices to legitimizing the social entrepreneurship field with stakeholders from the traditional sectors. The next sections explain how these findings contribute to the literature on brokerage and call for a stronger connection between it and the literature on institutional agency.

6.4.2 Contribution to the brokerage literature

This chapter contributes to the literature on brokerage in two ways: it describes how two different brokerage strategies can sustain desired institutions within a fragmented field and it creates a case for a stronger dialogue between brokerage theory and the part of institutional theory focused on institutional agency.

So far, the literature on brokerage has presented only cases in which a broker would inadvertently generate field- or societal-level consequences through the way it managed its contacts (Clement, Shipilov, & Galunic, 2017; Sgourev, 2015; Vernet, 2012). This chapter highlights instead two different brokerage strategies, both leveraging a mix of *gaudens* and *iungens* strategic orientations, that can help a brokering organization to craft a field in a desired way. These strategies are called "closed network" strategy and "open network" strategy respectively. In a "closed network" strategy, the *gaudens* strategic orientation transforms the network into a natural amplifier of all the institutions (meanings, roles, practices, rules of interactions) created by the broker, while the *iungens* one reinforces the ability of network members to act as influencers within the field. In an "open network" strategy, the *gaudens* strategic orientation enhances the field-level influence and reputation obtained by the brokering agency through other means and provides it with the tools to sustain certain institutions — although accepting to compromise others —, while the *iungens* strategic orientation amplifies the legitimacy that network members provide to the brokering agency. In each strategy, the *gaudens* and *iungens* strategic orientations reinforce each other and are instrumental in helping the broker to maintain and diffuse its preferred institutions in the field. Indeed, they create a virtuous circle through which the broker and its members repeatedly reinforce one another and, together, ensure a constant flow of resources and support for the institutional goals of the broker.

The fact that the two strategic orientations are strongly intertwined in the brokerage strategies observed sustains the claim made by some authors that the traditional distinction between altruistic motives (*iungens*) and egoistic motives (*gaudens*) and between generating benefits for the network (*iungens*) and for the broker (*gaudens*) is often over-emphasized. Like the brokers described by Obstfeld (2005), Shi et al. (2009), Long Lingo & O'Mahony (2010) and Vernet (2012), the four agencies simultaneously pursue a common goal and project, on the one hand, and their own survival and interest, on the other. Furthermore, through their brokerage strategies, they simultaneously

generate benefits for themselves and for the parties they connect and make these benefits reinforce one another. These findings support the observation of Long Lingo & O'Mahony (2010) and Capaldo (2014) that collective benefits can accrue from a *gaudens* orientation and contrast with those of Garriga (2010) and Collins-Dogrul (2012), who affirmed instead that a *gaudens* orientation is not compatible with the coordination of a collective effort. In this sense, they partially answer calls for research looking at how individual pursuit of network advantage can impact networks and organizations and contribute to the emergence of public goods (Clement et. al, 2017; Ibarra, Kilduff, & Tsai, 2005; Shi, Markoczy, & Dess, 2009). More broadly, however, these findings call for even further research exploring the co-existence in brokers of different motives and goals as well as the simultaneous effects produced by a brokerage strategy on the broker itself, its network members and the broader environment.

Connected to this point, the two brokerage strategies observed also pointed to ways in which a *gaudens* orientation and, more generally, a brokerage role, can be sustained over time even when parties are aware of the broker pursuing its own interest. Several authors stated that brokers' power cannot be sustained if the broker is perceived as pursuing a specific agenda instead of pluralistic interests (Fernandez & Gould, 1994; Fligstein, 2001; Padgett & Ansell, 1993) or if parties become aware of the presence of a structural hole (Hahl, Kacperczyk, & Davis, 2016; Ruebottom, 2013). The findings of this chapter contradict this statement. In the case of Gamma and Delta, several interviewees strongly felt that the brokering organization was pursuing its own interest with the creation and management of its network. However, the impression arising from their own words was that, sometimes, what was working for the brokering organization was also reinforcing the rest of the group. In the case of Alpha and Beta, criticism for the pursuit of their own goals and for their leading the network in a specific direction was basically non-existent, although members were aware of the two agencies pursuing their own interests as well as those of the network. These considerations suggest two different conditions that can make a *gaudens* strategic orientation sustainable even in

the absence of perceived broker-neutrality. The first is when belonging to the network provides members with benefits because *gaudens* and *iungens* orientations are intertwined. In the case of Gamma and Delta, the information advantage members could gain through their connection to the broker kept them in the network even when they were disappointed by the agency's behavior. The second condition ensuring the sustainability of a *gaudens* strategic orientation occurs when members feel that the power and knowledge gained by the brokering organization through a *gaudens* orientation supports and develops the field in the way desired by members as well. This is especially the case when the broker creates a network of like-minded people who share its own beliefs and values. The presence of this condition confirmed the findings of Hahl et al. (2016) regarding the possibility that parties might have an interest in remaining "brokered" even when they are aware of the presence of structural holes and of the possibility to connect directly with other parties, because the intermediation brings them benefits in itself.

The success of the four organizations in pursuing institutional goals over time also challenges the existing view that brokers need to be perceived as neutral and to synthesize competing claims, if they want to generate and mobilize collective action (Fligstein, 1997; Long Lingo & O'Mahony, 2010; Maguire, Hardy, & Lawrence, 2004; Padgett & Ansell, 1993; Ritvala & Salmi, 2010). Alpha and Beta framed their view of social entrepreneurship and then used it to gather a coalition of interested parties. In their case, perceived neutrality was not needed as a condition to attract supporters and, actually, it was precisely their clear goals that favored the creation of a coalition of heterogeneous stakeholders around their vision. Similarly, their framing of a conception of social entrepreneurship was not a consequence of the mediation of competing claims but was instead an opportunity to present actors with a new identity that fit them, their existing strategies and ideologies. Gamma and Delta, on the contrary, show a decoupling between framing a synthesis of competing claims and mobilizing a network. Neither Gamma nor Delta are particularly active in framing a univocal view of social

entrepreneurship and both are quite open to let anyone who feels connected to the new field join their network. Pursuing the strengthening and expansion of the field through their lobbying and funding activities, and showing members that their support increases the chance to reach such an objective, is enough to hold together a coalition even without framing a common view of the field that appeals to all members of the network.

Besides expanding the literature on brokerage, this chapter shows the importance of connecting it more with the literature on institutional agency. Thus far, the brokerage literature has prevalently focused on the impact of a broker on a network or in an organization (Chaskin, 2001; Clement et al., 2017), despite the potential of brokers to generate consequences also outside of the network or the organization's boundaries. The few scholars who paid attention to this topic looked at instances in which this impact was unintentional (Padgett & Ansell, 1993; Vernet, 2012) and, sometimes, even detrimental to the broker (Sgourev, 2015). On the contrary, within institutional theory, several scholars have analyzed the role of brokers in mobilizing collective support for the establishment or change of field-level institutions (Brown, de Jong, & Lessidrenska, 2009; Di Maggio, 1991; Fligstein, 2001; Ritvala & Salmi, 2010). Therefore, concepts and findings from this tradition could be used as starting point to analyze different strategies that brokers use to create impact in fields and society. The two brokerage strategies observed in the four case studies confirm this possibility by presenting several components that match existing knowledge on network mobilization and field-configuring events, which emerged from studies within the institutional theory tradition.

Firstly, the four organizations created a coalition of multiple stakeholders using a new banner — that of social entrepreneurship — that unites their interests and efforts by highlighting win-win scenarios. In this way, they have involved influential players from multiple sectors in their networks who can help diffuse their ideas beyond their direct reach and who can provide them with the resources (e.g. stories of social impact, financial support, media coverage) that they need to sustain the institutional change

they desire. This is a tactic used by several institutional agents that had to establish new standards, favor international agreements for public goods or dramatically change fields (Brown et al., 2009; Di Maggio, 1991; Levy & Scully, 2007; Perkmann & Spicer, 2007).

Secondly, by regulating network access (or refusing to do so), creating an "inner circle", giving awards to some of their members, and influencing practices through guides and training, the four brokering agencies have influenced the field's boundaries, organizational forms and practices through the two institutional strategies already identified by Lawrence (1999): membership and standardization. Indeed, publications, reports and awards represent implicit theorizations of existing problems and appropriate solutions (Greenwood, Suddaby, & Hinings, 2002; Perkmann & Spicer, 2007; Ritti & Silver, 1986), constitute the diffusion of seemingly objective knowledge that influences the perceptions of the field or of the issues in it (Anand & Peterson, 2000; Wijen & Ansari, 2007) and generate training opportunities and examples to solve issues perceived as urgent and significant (Brown et al., 2009; Di Maggio, 1991; Woolthuis, Hooimeijer, Bossink, Mulder, & Brouwer, 2013). At the same time, awards and publications allow the four brokering agencies to promote new practices, diffuse their conception of the field and create a positive opinion about the change produced by social entrepreneurship through enthusiastic narratives. For example, like the institutional entrepreneurs described by Woolthuis et al. (2013), all four brokering agencies used successful stories coming from their network to demonstrate the superiority and effectiveness of their approach.

Thirdly, looking at the information-related *gaudens* activities of the four brokering agencies confirms the findings of Anand & Peterson (2000) about how the possession of unique knowledge and its publication in specific formats can support the creation and perception of markets. In fact, the four case studies either employ information to increase their power in negotiations, using it as evidence of existing problems and

social entrepreneurship's ability to solve them, or publish it to support and spread meanings of the field matching their own.

Finally, the award ceremonies organized by Beta and Gamma as part of their *iungens* strategic orientation can be interpreted as field-configuring events. In fact, within the social entrepreneurship field, they play the role that the Grammy Awards ceremony and similar events have had in cultural, novel or disrupted industries (Anand & Watson, 2004). They focus the network's and external actors' attention on a restricted group of members: those that the two brokering agencies consider as especially worthy to be part of the social entrepreneurship field. In this way, on the one hand, they establish membership rules and criteria for success at both network- and field-level. On the other hand, they provide an opportunity for the media to talk about the social entrepreneurship field in a positive and celebratory light that influences the perceptions and expectations of field members and attracts the attention of external stakeholders who might contribute to its further development.

All these examples, and the fact that, in order to sustain institutions in a fragmented field over time, the four organizations combined different strategies and tactics used by institutional agents, suggest a strong overlap between brokerage theory and institutional agency theories and call for further research at the intersection between these two. This, in turn, could also benefit institutional theory. As discussed before, the study of the creation of networks and coalitions in support of an institutional innovation and change has been analyzed predominantly in contexts where this would require a one-off effort, although of variable length. This is not the case for fragmented fields, where multiple conceptions of the field and sets of institutions co-exist and only partially overlap with one another. In these contexts, institutional agents need not only to mobilize networks and coalitions to establish their own institutions in the first place, but also to maintain and repeatedly strengthen such networks over time. By looking at brokerage strategies that institutional agents can adopt, it is possible to explore this topic further and to

identify more ways in which institutional agency and its effects can be sustained over time, even in the presence of competition.

For example, the findings of this chapter show that in fragmented fields institutional agents have to simultaneously engage in forms of institutional work that Lawrence & Suddaby (2006) classified as creating, maintaining and disrupting institutions. Additionally they show that, if a broker curates the content of different types of events, both small and large, any networking event, and not only large conferences and gatherings, can become a field-configuring event (Anand & Watson, 2004; Garud, 2008; Hardy & Maguire, 2010; Oliver & Montgomery, 2008; Zilber, 2007). Finally, this chapter shows that brokerage can be a way for an individual or organization to place itself in a favorable position to become an institutional entrepreneur. Existing literature on social position has mostly focused on the *a priori* social position of institutional entrepreneurs (Waldron, Fisher, & Navis, 2015). For example, several authors stressed how the embeddedness of an individual with multiple sectors that are otherwise only weakly connected, can create the opportunity to behave as institutional entrepreneurs (Di Maggio, 1992; Dorado, 2005; Greenwood & Suddaby, 2006; Maguire et al., 2004; Ritvala & Salmi, 2009). Instead, the four organizations analyzed were not initially connected to all the stakeholders that are important for the survival and growth of social entrepreneurship (governments, businesses, academia, etc.) but started with a limited network and leveraged that to attract stakeholders from other sectors. However, by skillfully introducing and keeping in their networks powerful and resource- or information-rich representatives of all key sectors, they placed themselves in a good position to act as institutional agents. Looking at brokerage in the context of institutional agency, therefore, may reveal strategies that an actor can employ to create the right preconditions for its success at the field level.

To conclude, this chapter contributes to the literature on brokerage in two main ways. On the one hand, it describes two possible brokerage strategies that an organization can

adopt to generate and sustain desired consequences in its own field. On the other hand, it shows the importance of connecting the brokerage literature with that on institutional agency, in order to understand more in depth how brokers can intentionally impact the external environment by leveraging their networks. This connection, while being beneficial to expand knowledge on brokers and on their strategies, could also be important for advancing knowledge on institutional agency, especially within fields characterized by competition or fragmentation. The next chapter explores how the co-existence in the English social entrepreneurship field of multiple institutional agents using brokerage as an institutional strategy has created and perpetuated a fragmented field.

7. A TALE OF TWO INSTITUTIONAL STRATEGIES: MAINTAINING THE SOCIAL ENTREPRENEURSHIP FIELD AS FRAGMENTED IN ENGLAND

7.1 Introduction

According to the historical analysis (see Chapter 3), since its inception the social entrepreneurship field in England has generated debates around definitions, different interpretations of the role that players from traditional sectors should have in it and a changing focus on the specific typology of organizational forms and practices connected with social entrepreneurship. In several instances, these debates originated from meso-level intermediary organizations, among which are the four case studies, who have been very vocal in supporting a specific conception of several institutions that should govern the field. Institutional pluralism and debates on institutional arrangements are not surprising in the first phases of field formation. The interesting phenomenon is that in the social entrepreneurship field in England this debate gave rise to multiple sub-fields rather than to an ongoing contestation or to the reaching of a shared institutional arrangement. Part of the explanation, according to the existing literature, lies in the characteristics of social entrepreneurship, such as its multiple underlying institutional logics, and in macro-level factors, such as policies, culture and history. Another part of the story, however, might lie in the strategies and actions of the meso-level organizations that fostered the initial debate. This chapter brings together these different elements and, leveraging the findings on the two brokerage strategies observed in the four case studies, answers the second research question informing this project: how does the presence of multiple brokers engaging in institutional strategies contribute to the formation and permanence of a fragmented field?

This chapter draws on the history of the social entrepreneurship field presented in Chapter 3 and on the findings regarding the brokerage strategies adopted by the four case studies and their usage as institutional strategies, explored in Chapters 5 and 6. It combines the information contained in these three chapters by matching the potential impact on the field of the two identified brokerage strategies, "closed network" and "open network", with the descriptions on how the field evolved in the period 2010-2015, when it became fragmented. Moreover, it analyzes the interactions between the four brokering agencies to see how this contributed to several characteristics of the social entrepreneurship field in England, among which is its fragmentation.

The findings show that the co-existence of the four brokering agencies and of their differing brokerage/institutional strategies, while contributing to the growth, diversity and embracing of business logics of the social entrepreneurship field in England, sustained its fragmentation because it created four conditions. Firstly, the brokerage strategy of Alpha and Beta prevented them influencing a large part of the field, while that of Gamma and Delta precluded an open dialogue among field participants about field-level institutions. Secondly, the effectiveness of both brokerage strategies in attracting resources around a certain set of institutions enabled the survival of multiple sub-fields and led to further fragmentation along demographic and geographic dimensions. Thirdly, the superficial collaboration among the four agencies favored the creation of some shared institutions that kept the field together despite its gradual fragmentation. Finally, the narratives developed by the four agencies to sustain their survival and that of their networks presented in a positive light the fragmentation of the field, thus making it a feature encouraged by several field participants. These conditions, when combined with macro-level factors, such as the pluralism of institutional logics or the policies of the UK government, led to the fragmentation of the social entrepreneurship field in England.

The chapter proceeds as follows. Firstly, it briefly summarizes the development of the field focusing on its meso-level organizations, among which are the four brokering agencies. Secondly, it explores the role that the co-existence of these agencies and of their institutional strategies has played in supporting the growth of the field, its diversity and its embracing of business-related institutional logics as well as its fragmentation. Thirdly, it summarizes the strengths and weaknesses of the two different brokerage strategies observed, in light of the impact that they produced as institutional strategies on the social entrepreneurship field in England. Finally, the chapter explains how the findings address the second research question and expand existing knowledge about organizational fields and social entrepreneurship.

7.2 The development of the social entrepreneurship field in England from an intermediaries' perspective

At the very beginning, the U.K. government and political think tanks like Demos and the New Economics Foundation were the main determinants of the conception, boundaries and role within the broader economic and social environment of the social entrepreneurship field in England. According to some interviewees, these bodies found a good narrative and gave a new meaning to something that was already there, e.g. community initiatives, cooperatives and people and ventures combining business skills with the creation of social impact - and turned it into a political instrument to advance reforms impacting welfare delivery, equality and social inclusion.

CEO of social enterprise (external): *"I think it (what drove the beginning of the sector) was what was going on in the world, I think the government facilitated things, you know, it was a facilitator rather than an instigator."*

As the "social entrepreneurship" idea took off, many individuals and private organizations, which had already adopted practices that could fit its definition quickly joined the new field and started to advocate for it. For example, according to the data collected, several pioneering social enterprises — in most cases existing before the official birth and rise of the field — were instrumental in attracting support for it and in founding field-level intermediaries that could show and champion the relevance of social entrepreneurship. Most cited examples of such enterprises are Belu Water, the Big Issue, Divine Chocolate, Hackney Community Transport Group (HCT), Coin Street, Greenwich Leisure and the Eden Project.

CEO of social enterprise (external)*: "I think that the leaders of those companies recognized the benefits of coming together to boast, create networks, learning platforms, but also to advocate for the sector together. Ando so, although we were very diverse, working in incredibly different businesses, we recognized that there was something that we had in common, which was that we weren't just profit-maximizers, we were people who recognized that there were social problems and that business was one of the ways to solve those social problems… I think that those original people coming together meant you started to think of it like a sector and it meant that you could advocate for it, but also people like finance organizations recognized that it was worth creating financial instruments that were for the sector."*

The intermediaries that they helped create, as time progressed, became increasingly central in determining the development of the field and of its underlying institutions, i.e. conception, boundaries, power configurations and players' roles within it. Their impact was complementary to that of organizations either founded with the purpose of supporting social entrepreneurship or using their presence in a connected sector to contribute to the evolution of this new field. Picking from both groups of organizations, in her 2008 doctoral thesis, Paola Grenier listed seven intermediary organizations active in England as instrumental in the initial growth of the field: Ashoka, Community Action

Network (CAN), the Scarman Trust, the School for Social Entrepreneurs, the Schwab Foundation, the Skoll Foundation (through the Skoll World Forum and Skoll Center) and UnLtd. To this list, according to the information gathered for this project, should be added three more intermediaries active and effective in the period 1995-2006: the Institute of Community Studies (now Young Foundation), the Social Enterprise Coalition (now Social Enterprise UK) and Social Enterprise London.

All these private players have had different fortunes in the second decade of the field's existence (2006-2016). In general, most of the social enterprises that supported the initial rise of the field have flourished, whereas only a small number of the intermediaries mentioned in the archives are still considered to be influential nowadays. The majority of them either disappeared from the field – for closure or lack of interest – or lost their impact on it. For example, the Scarman Trust "went bust" — as one interviewee put it — and Social Enterprise London closed after the coalition government cut the grants given to social entrepreneurship advocates in 2010. The Schwab Foundation, due to its international focus and lack of local presence, is currently barely acknowledged as an existing participant by field members. Furthermore, even those organizations that are still active and somehow influential have mostly lost their relevance due to the rise of players situated in the social investment space. Indeed, with the progressive withdrawal of direct government's support for social entrepreneurship, at present the owners of financial resources predominantly have the resources to determine the development of the field and of its success criteria.

This changing landscape for intermediaries has affected the trajectories and relevance of Alpha, Beta, Gamma and Delta. Nonetheless, according to the data gathered, the four organizations have been achieving some impact over the last twenty years and, through their institutional strategies, have both kept alive their vision of the field and contributed to some of its current features in England. The next sections of this chapter firstly explore how their co-existence and the complementarities of their institutional

strategies contributed both to the establishment and growth of the social entrepreneurship field and to its fragmented nature.

7.3 Case studies' impact on the field – establishment and growth

According to many sources, the social entrepreneurship field in England is a growing and vibrant one. There are many social entrepreneurs and enterprises and their number keeps on growing every year. For example, statistics published by Social Enterprise UK in 2015 showed that around half of the social enterprises they identified in the U.K. were five years old or younger and that more than half of them had grown their revenues compared to the previous year (Villeneuve-Smith & Temple, 2015). The range of industries and welfare areas in which social entrepreneurs and enterprises operate has also increased, together with attempts to replicate successful models present in the sectors where social entrepreneurship was pioneered (e.g. food and retail). Additionally, a growing number of charities are entering the field or becoming interested in it in search of diversified revenue streams. Meanwhile, public bodies and businesses are increasingly supporting social entrepreneurs and (mostly) social enterprises by involving them in their supply chains.

CEO of social enterprise (external): *"You could really see the replication happening. So, if you take Greenwich Leisure, as one of the very first ones, the leisure sector in Britain is now significantly owned by social enterprises, so they are not the only player. There are now a number of leisure trusts who operate — both big and small — across the country and more than a third of leisure in Britain is delivered by social enterprises… if you take HCT, there are other community transport organizations, for transport routes, and running them really fantastically. I think if you look at the early people on health provision, there are now other people tendering for health contracts in all sorts of ways, in all parts of the country, looking at ways of delivering it."*

The field is also often described as a very diverse and inclusive one. Its members range from organizations earning millions of pounds every year, to small community initiatives; from public-sector operators, to private-sector ones, to charities and no-profits. Their diversity is also reflected in the variety of field supporters, comprising public bodies, corporate, traditional financial intermediaries, social investment intermediaries, local authorities and international organizations.

Employee of Gamma: *"I would still say in most cases, we're still very young. There are a small number of large and established social enterprises that have been around for a long time. But the real change in the last few years in business has just been this explosion of start-ups. There's thousands now. One in four is three years old or younger. That's a huge number of small new enterprises, which is fantastic and there's a real momentum in the sector at the moment. There's a real diversity in the movement as well, that maybe there wasn't a few years ago, it was more public sector focused maybe ten, twelve years ago. The challenge now is helping those organizations develop and scale and grow"*

Social entrepreneur (external): *"The social entrepreneurship sector in the U.K. always seems very healthy and relatively far advanced than most other places from what I can see. I mean, in terms of funding available, in terms of the breadth and number of organizations in the space, you know, it is interesting. This huge spectrum of organizations, all in different sectors, all the interesting stuff with Social Impact Bonds, you know, everything from what look like more regular charities to those that look a bit more like for-profit companies that are a bit more socially conscious, yeah so it is impressive"*

The data collected suggests that the co-existence of Alpha, Beta, Gamma and Delta in the field and the complementarity of their institutional strategies have contributed to both trends (growth and diversity) although, interestingly enough, none of these

organizations publishes detailed statistics and reports on their actual impact in England on a regular basis. Gamma has started only a few years ago to do so and Delta has included a few performance indicators in its annual reports. Nothing exists about Alpha and Beta. Sometimes, they mention positive results obtained by their members, but even in these occasions, the data provided is not sufficient to establish their contribution in that sense. This makes it difficult to prove beyond any doubt the specific role that each of them has had in growing the field and to isolate their contribution from that of other factors, such as the development of the social investment sector or the surge in crowdfunding opportunities and social impact hubs. However, it was nonetheless possible to discern several important ways, besides the benefits provided to network members discussed in Chapter 6, in which their brokerage/institutional strategies (and their co-existence) supported the growth and diversity of the field as well as their perception.

First of all, the four brokering organizations have favored the growth of social entrepreneurship in England through the creation of an enabling environment. For example, Alpha, Beta and Gamma have been credited with being among the first to build an identity for the field, around which different players could converge and pool their efforts (selected quotes in Appendix 5: Table A5.1). The ideation of a common identity — under the concept of "social enterprise" in the case of Gamma and of "social entrepreneurship" for Alpha and Beta — has made the attraction of stakeholders possible and has given social entrepreneurs and enterprises a label to distinguish themselves from existing business and third-sector organizations.

Social entrepreneur (external): *"I think it (the presence of Alpha and Beta) is helpful, it sort of created a sector out of nothing. I guess in terms of whether it has had the biggest impact, I think most of it happens at the ecosystem level, or being able to persuade government to be more interested, and other funders, you know, getting, creating a label through which these various players — as I said, many of them existed before —*

you know can identify with, as a badge. And I think getting young people interested as well."

More generally, by enacting their institutional strategy predominantly through a brokerage one, all four organizations have been among the builders of a whole ecosystem of support for social entrepreneurs and enterprises. An ecosystem of support is defined as "the alignment structure of the multilateral set of partners that need to interact in order for a focal value proposition to materialize" (Adner, 2017, p. 40). Indeed, as part of their *iungens* strategic orientation, they have attracted to their networks players from multiple sectors, often leveraging either their private contacts or their growing legitimacy in the social entrepreneurship field (see Chapter 6). Bringing new players and resources into the network has often translated into bringing new members, skills and endowments to the field as a whole. While Alpha, Beta and Gamma have attracted new funders, supporters, business professionals, media and academics, Delta has also played an important role in the past 15 years by constantly increasing the pool of actual and potential social entrepreneurs and enterprises (selected quotes in Appendix 5: Table A5.1).

Specifically, Gamma and Delta, by building inclusive and diverse networks and by encouraging the creation of local networks of *iungens* (see Chapter 6), have well placed themselves to include in their sphere of influence local and national authorities. Furthermore, thanks to the creation of an "inner circle", they could present success stories and sometimes even enjoy the direct support of their most prestigious members in the negotiation process. This has enabled them to frequently impact the political agenda and to obtain a regulatory framework in many ways supportive of the field and of its growth — for example through the provision of a legal form for social enterprises, funds and a favorable regulation for public tendering processes.

Archival data from Gamma: *The Act, which means public bodies are now obliged to*

consider 'social value' in commissioning practices, becomes law today. Together with our members, Gamma were instrumental in ensuring that the Bill became law, and have been recognized by the Third Sector Excellence Awards for our achievements, winning Big Impact of the Year Award 2012.

Additionally, Gamma and Delta have been very active in identifying both local and national supporters (e.g. entrepreneurship hubs and networks, academic institutions, customers) that could help the social entrepreneurship field to grow from the bottom-up. Even in this case, their ability to present themselves as the voice of many small social entrepreneurs and enterprises, coupled with the backing of their prestigious "inner circle" partners, has represented an important competitive edge.

Outside their brokerage strategies, Gamma and Delta have contributed to the realization of a supportive ecosystem for social entrepreneurial activity in an additional way. Gamma did it by working to create both a business-to-business (B2B) and business-to-consumer (B2C) market for social enterprises through training, networking, lobbying and campaigning. Delta, instead, fulfilled this additional role by making a significant amount of monetary resources available to the field, distributing it to thousands of individual entrepreneurs and small organizations interested in doing social good through entrepreneurial techniques. Meanwhile, Alpha and Beta, with their creation of an exclusive network characterized by shared values and excellence, have made the social entrepreneurship field attractive for business- and third-sector élites, and world-renowned academic institutions. The involvement of these top-level players, together with publications on multiple media outlets and partners, has generated attention and legitimacy for the field. This said, one interviewee also attributed to Gamma and Delta the attraction to the field of business élites, especially large corporate and law firms and several archival data supported his view. Therefore, it is possible to assume either that the creation of prestigious networks from the side of Alpha and Beta has been a favorable but not necessary precondition to élites entering the field, or that the efforts of

Alpha and Beta have created a favorable environment to other intermediaries, such as Gamma and Delta, to easily recruit top players.

Member of Alpha and Beta's networks: *"I feel like in Alpha's case it's more like kind of that sort of brand mechanism. In the Beta's case, you know they have this event that provides a lot of legitimization to the sector because there is a lot of high level individuals and representation there that kind of creates this sort of sense of it. I think the affiliation with a prestigious university and, of course, social entrepreneurship masters and other programs also help to kind of define social entrepreneurship itself as some sort of legitimate career path. The advocacy that these groups do you know in the event of publishing papers, articles in various forms also kind of helps in that space. And then of course bringing in investment I think is also a key component of both of these organizations to be able to serve as that broker or match maker between resource partners and social entrepreneurs"*

Furthermore, all the four organizations, by adopting *gaudens* information-related activities (see Chapter 5) have been able to publish data on the field and to generate knowledge for both members and the field as a whole. For example, Alpha, Gamma and Delta have diffused important information in the form of databases of players and resources available in the field and or of repositories and examples of best practices.

A second field-level consequence of their brokerage strategies, which has helped all four organizations to grow the field's diversity and relevance, has been the education of different social groups about the added-value of social entrepreneurship (selected quotes in Appendix 5: Table A5.1). All four organizations have been very active in spreading their message on social entrepreneurship through media, open events, and various initiatives. Furthermore, each of them has focused on one or more particular constituents. Alpha, Beta and Delta have expended significant effort to involve academic institutions and, in this way, have favored the entrance of young people and

professionals into the field. Gamma and Delta have educated the government and local authorities on the value of social entrepreneurship for the delivery of public services and community benefits, and Alpha and Delta have effectively fostered knowledge about the field in the corporate world. Finally, Beta has been extremely instrumental in attracting to the field international charities and donors. On the one hand, the education of key stakeholders has supported and reinforced the brokerage strategies and the institutional impact of the four case studies. Indeed, through educating people, communities, businesses and public-sector bodies about the existence, characteristics and role of social entrepreneurship, they have recruited new members into their networks and have enhanced the understanding of the field (as they see it) and of its relevance.

CEO of field intermediary (external): *"The label social entrepreneurship helps, it helps. And I mean, we do a lot of training for chief executives of charities that we sell, we do a lot of commercial training. And the chief executives of charities — charities that have been going for a hundred years, and their chief executives being there for 20 years — they really like coming to us because, even though they are not a social entrepreneur, they like to see themselves as kind of interested in trading and dynamic and so on... the label doesn't stop us, in fact it helps our sales the fact that we are called this, in selling into non-social entrepreneurial markets, which is interesting, because we kind of thought it might be a limiting tag, it's the opposite."*

On the other hand, in several cases the brokerage strategy made possible the education of external players and stakeholders. For example, Alpha and Beta have relied significantly on their media partners to spread their message both within the field and outside its borders and Delta has reached many young people and social-entrepreneurs-to-be all over England through its academic partners. Additionally, Gamma and Delta have often encouraged their corporate partners to create opportunities that foster the entrance of social entrepreneurs and enterprises into their sector of operation.

Employee of Alpha: *"I think we're doing a lot to get social entrepreneurship better known and recognized. Through media partnerships, I think it's having a lot of effects. We're posting a lot on forums on our media partner. So I think the more we collaborate with different pro bono partners and media partners, the closer we get into the world and being seen as a natural thing that overlaps with the corporate world. It's about feasibility and collaboration and breaking down the barriers between them. So we do that a lot and I think that is having a lot of impact on how social entrepreneurship is seen outside of the social entrepreneurship sector."*

Connected with the role of educating stakeholders and potential partners about the existence and added-value of social entrepreneurship, all four organizations have leveraged their networks to introduce social entrepreneurial practices into traditional sectors (selected quotes in Appendix 5: Table A5.1). Alpha and Delta, for example, have encouraged their corporate and education-sector partners to become more socially entrepreneurial or to think better about their employees' management. Gamma has supported its business members in transitioning from CSR practices to the engagement in sustainable core business activities.

Employee of Alpha: *"In the past thirty-five years where we've built a field of social entrepreneurship, it's always a hassle term. It's certainly well known in the no-profit world and a lot of corporate industries. So there is recognition it has a huge impact. I think our thought leadership around the need for innovation and the need for change making cultures has really taken off. So the companies are talking about how they can empower employees to be much more reactive to the way markets are going. Yeah, they've just seen the social entrepreneurship sector so that they can learn from it and that will influence their companies to be better."*

Finally, two isolated data points suggest an additional type of support to the growth of the field provided by Gamma and Delta: the creation of local networks for social

entrepreneurs and enterprises. The activation of local efforts has been one of the core policy objectives of first the coalition government and then of the conservative government (Rees & Rose, 2015). It is mostly thanks to the money, advice, incentives and support of Gamma and Delta that this objective translated into the birth and growth of several efforts at the local level to create an ecosystem for social entrepreneurial activities and projects to thrive (selected quotes in Appendix 5: Table A5.1). These efforts, according to some interviews and observations conducted in two of the areas where Gamma and Delta have contributed to the creation of local networks, are particularly important in developing local hubs and incubators. These, in turn, fostered peer-support networks of social entrepreneurs and enterprises, the delivery of training and opportunities for social enterprises of obtaining one-to-one business advice.

The social entrepreneurs and enterprises involved in local networks cited as main advantages the obtainment of a point of reference that understands their needs and area, and the possibility of getting to know available resources at the local level as well as the social entrepreneurial activities carried out by neighboring organizations. Archival data pointed out instead that having local networks and hubs might spur the creation of local initiatives, events and campaigns favoring the awareness and recognition of social entrepreneurship among the public and a more accurate mapping of the social entrepreneurship ecosystem present in that area.

Member of Gamma's network: *"I find it useful to connect to people but I do that with different groups so there is a lot around social care, a lot of social enterprises in North of England and we tend to get together, so THAT kind of group is good from a — we share knowledge, if you want to put forward something, if you want to work with another organization, also contractors, then you would do that through that set or group."*

At the same time, according to some interviewees, the generation of local networks at the expense of a nation-wide ecosystem of support might create some downsides. It widens the gap between regions and localities where support and proactive stakeholders are present and those where there is no infrastructure or interest for social entrepreneurship in place. Moreover, it favors a replication of efforts across regions and cities and, sometimes, the encountering of difficulties in identifying possible intermediaries and coordinators that bring together all the necessary resources in a given area. Finally, if a social project or venture actually manages to grow, the local-level support is often not sufficient to sustain its positive trajectory.

Besides helping the field to grow and maintain its diversity of players and activities, the institutional strategies of the four brokering agencies have been important in creating the idea that it is growing, diverse and successful. As described in the previous chapters, all of them have been very proactive in the last 10-15 years in describing the field in enthusiastic terms and in showcasing the best achievements of their network (see Chapters 5 and 6). Their actions in this sense have often created in members, as well as the external audience, a positive view of the field, even in the absence of quantitative data and statistics proving its success and growth. Indeed, since the government stopped publishing data on the field, there has been a lack of independent and "neutral" research checking the state of social entrepreneurship in England. At present, the only available data not produced by field intermediaries, such as the four under analysis, are the number of registrations of Community Interest Companies (CICs) and the Small Business Survey published by the government, in which information on social enterprises is also present.

Employee of Gamma: *"There is still an inadequacy of the way that data is collected about social enterprises, and the way that social enterprises are researched. There are official figures from a government small business survey, but I don't think that they're*

particularly reliable, really. But the one thing that is reliable, and that you can see very clearly, is the growth of Community Interest Companies"

Apart from these two official sources, which, for example, presented contradictory evidence on the growth of the field in 2014-2015, people interested in learning what is going on need to rely on reports and statistics published by multiple intermediaries. This means that, sometimes, they take such data as complete and accurate, forgetting that it is mostly based on samples and examples that these organizations gathered from their own networks, and that they often published with the intent of portraying a positive and specific image of the field.

CEO of field intermediary (from notes): *X. and Gamma reports are representative of the sector, you can get all the numbers and important information there*

To summarize, through their complementary brokerage and institutional strategies, the four brokering agencies have supported in several ways the growth and diversity of the social entrepreneurship field in England, independently of the help given directly to their members. Firstly, they have been among the creators of "social-entrepreneurship-related" identities that favored the convergence of resources from heterogeneous stakeholders. Secondly, through building their networks and encouraging and empowering their members, they have contributed to the creation of an ecosystem of support for social entrepreneurship at both the national (all) and the local (Gamma and Delta) level. Thirdly, they have played a key role by educating different stakeholders about the importance and existence of social entrepreneurship and by diffusing social entrepreneurial practices into other fields and sectors. Education, overall, appeared as a necessary precondition to successfully build their networks, and as important in favoring the legitimization of social entrepreneurship as a proper field. Finally, through their narratives, they created the perception that the field was growing and flourishing, sometimes making this a self-fulfilling prophecy.

Table 7.1: Case studies' support of the growth and diversity of the field

Characteristics	Examples (quotes)
Growth of impact	**Delta's archival data:** *The social entrepreneurs we support go on to create impact by providing services or activities, reaching an average of 100 beneficiaries per year, some reaching thousands or even millions each year. Based on the last two years of end-of-award surveys, the social entrepreneurs we supported created a median average of 2 jobs, 6 training opportunities and 36 volunteering opportunities.*
Creation of label	**Social entrepreneur (external):** *"I think it (the presence of Alpha and Beta) is helpful, it sort of created a sector out of nothing. I guess in terms of whether it has had the biggest impact, I think most of it happens at the ecosystem level, or being able to persuade government to be more interested, and other funders, you know, getting, creating a label through which these various players – as I said, many of them existed before – you know can identify with, as a badge. And I think getting young people interested as well."*
Creation of ecosystem	**Delta's archival data:** *We also work to develop the wider social entrepreneurs' support sector into an effective system for help. We know we can't do everything the social entrepreneurs need as with our estimates 280,000 people try to start a venture at any one time. We certainly can't help them all. One thing we do is support other organizations develop skills and capacity to provide support. At the moment we are working with universities, colleges, community organizations, housing associations and mainstream enterprise support agencies and use our experience to help them support social entrepreneurs. We also carried out research and work to shape policy, use our money to try stimulate other source of investments and innovate with new forms of support, learning and sharing our findings.*
Education on social entrepreneurship	**Gamma's archival data:** *What's really heartening with this campaign is to see government departments are seeing the value that social enterprises can add to society in general. Raising people's awareness of social enterprises is great, and if it encourages on person to buy fair trade or put their money into an ethical bank, that is a real result.*
Diffusion of social entrepreneurial practices	**Gamma's archival data:** *In February we became part of two consortia appointed by D. to increase the presence of social enterprise in education. Many of our members are doing innovative work in alternative education – providing opportunities for young people who are excluded or at risk. ... Our work with the D. includes events, publications and tools to help education organisations become more socially enterprising.*
Connection of England with the global movement	**Alpha's network member:** *"The UK is becoming increasingly insular. The UK is looking to itself to solve everything and then you've got Alpha looking outwards. It's so important as so many things in the UK are reducing and there's so much fear about what can happen around the world. We need people bringing solutions from the outside world and connecting us beyond our borders. ... We need to know and understand that throughout the world, people will come up with better solutions to the problems that we're facing and we might come up with better solution to some of the problems that they're experiencing. So I think the fact that Alpha is unashamedly global in its outlook is a key value right now in this country."*
Support of local ecosystems (Gamma and Delta)	**Delta's archival data:** *Local authorities are exploring new ways of delivering social value and helping communities to take control, unleashing the entrepreneurial energy of residents to meet local needs can increase community resilience, reduce future demand for commissioned services, and stimulate local economic growth. Delta recently facilitated a roundtable event bringing together leading local authorities with key stakeholders to explore how social entrepreneurs can be part of the solution*
Creation of positive perception	**Gamma's archival data:** *Social enterprises are transforming the way business is done. What this data (Gamma's data) shows is that they are continuing to expand, to do good and to change the lives of individuals and communities…. Of course there are challenges, but from these initial findings the sector is clearly in a strong and healthy position*

Additionally, despite their differences in conceiving social entrepreneurship and in enacting their brokerage strategy, the four organizations have contributed to the establishment of another trend in the field: its gradual drift towards the entrepreneurship and business side. By analyzing the discourse on social entrepreneurship over time in England, it is possible to trace an increasing use of "business-related" terminology, such as profitability, efficiency, competitiveness and the like. Moreover, following the financial crisis and the consequent reduction of both public and private funds available for the field, many social entrepreneurs and enterprises had to become as financially self-sustainable as possible. This, in turn, has created a cultural shift, whereby these players actually feel proud to be considered proper businesses, as shown also by the number of social enterprises that applied for, and obtained, the B-corp. status as soon as it was available. The CEO of a field intermediary interviewed for this project admitted with pride that when he attends field-level events, he is no longer scared to call all the attendees capitalists looking to do something good with their lives and money. Finally, with the rise of social investment as one of the core resource providers for the field, there has been an increasing focus on identifying metrics to measure both the social and financial impacts of these organizations and on scaling up successful projects and ventures.

According to most interviewees and archival data, this shift towards the business side of the field has been mostly generated by the economic crisis, together with the change in government priorities and the rise of the social investment sector. Nonetheless, the four organizations have supported and accelerated this change by embracing it and, in this way, favoring its transmission throughout their networks (selected quotes in Appendix 5: Table A5.2). All of them, independently of their conception of social entrepreneurship or of the ecosystem of support they have tried to build around it, have increasingly adopted a business-related language in their discourse (selected quotes in Appendix 7: Tables A7.1-A7.4). For example, out of 13 institutional logics that were traced in Alpha's discourses, 10 were business-related. Similarly, in Beta, Gamma and

Delta, the business-related institutional logics were 8 out of 11, 6 out of 10 and 8 out of 11, respectively. Institutional logics are defined here as "taken-for-granted beliefs and practices that guide actors' behavior" (Battilana & Lee, 2014, p. 402).

Member of Alpha's network:
Interviewer: *"How do you think Alpha is contributing to increase the credibility and influence of social entrepreneurs in other sectors?"*
Interviewee: *"I think probably the business sector is, and especially being it the highest rounds of the business sector, you know, people whom a big consultancy company works for, I think respect, it is very very well respected and that's because it speaks the same kind of languages as that world."*

Employee of Gamma: *"One is that, I mean we mustn't forget that social enterprises are businesses and they speak business language. Although there are different priorities within these organizations and occasionally things like social value and so forth, will not translate so well into the contracts of the sector but social enterprises don't struggle to speak in that kind of business language because they make money through trade and they understand the importance of the bottom line."*

In all four organizations, the social-related institutional logics were connected with the creation of social impact, the encouragement of collaboration among multiple stakeholders to generate social change and the care for people, be they social entrepreneurs, employees or citizens. On the contrary, their business-related logics ranged from asking their members, who are social entrepreneurs or enterprises, to adopt business models and strategies so as to scale up, to measure their impact and to develop a competitive attitude. Interestingly, while most of their discourses stressed the necessity of leveraging resources for and increasing the efficiency and effectiveness in the delivery of a given social impact, most of their training and support has focused on helping their members to become financially sustainable or to adopt business thinking

and tools. Little information was present in the archival data and interviews about their efforts to help their members to replicate or to favor the replication of their theory of change, or to generate additional social impact through an enhanced social focus. The only exception was Alpha, for which multiple data points suggested an attempt to favor the replication of ideas across its social entrepreneurs.

In addition to this increasing adoption of business-related logics, Alpha has also started in the last few years to accept in its network social entrepreneurs founding for-profit businesses, something that was against its original intent and that, according to one interviewee, required a long debate before being institutionalized. For a similar reason — the increasing focus on and support for for-profit businesses — Delta lost two of its founding partners, worried by its "mission drift". Moreover, Delta and Gamma have increasingly embraced the concept of social business as a synonym for social enterprise and Gamma has even been involved in the entrance of the B-Corp. movement to the U.K.

All four organizations have also recently increased their efforts to attract social investors into their networks, thus favoring their involvement in the field and the putting of pressure on social entrepreneurs and enterprises to match the requirements of these players in order to obtain funds. Only Beta, according to the available data, devoted similar time and efforts also to recruiting charities, foundations and private donors into its network, rather than mostly reaching out to corporations, financial and social investors. What is interesting about the overall support that these four organizations have been giving to the movement of the field towards business logics, is that all of them have embraced this trend rather than creating it and have supported it more with their discourses and with the inclusion in their network of social and financial investors.

Finally, the positive and enthusiastic narrative that all four organizations have created around social entrepreneurship, in order to support their work and that of their members, has been sometimes oblivious to its effects on the rest of the field. The promotion of success stories without the backing of impact measures and the exaltation of social entrepreneurship as the solution to both market-system and public-system failures (see Chapter 5) has led the four brokering agencies to develop a narrative implicitly (or sometimes explicitly — Alpha) critical of no-profit organizations. This narrative, thanks to the thought leadership or influence of these organizations, was progressively embraced by other players (selected quotes in Appendix 5: Table A5.3).

Table 7.2: Case studies' support of the switch of the field towards business logics

Characteristics	Examples (quotes)
Logics	Beta's archival data: *Our first foray into global commercial television, this series follows finance guru as he visits eight different social entrepreneurs around the world, probing their business models, examining the potential impact of their work and exploring the challenges to scaling their innovations.*
For-profits members	Alpha's network member: *"I mean, when they first got in touch, they were – one of the issues they had was, can they endorse the organization if it's a pure-profit company. The legal structure is it's a shareholder owned company and it is run for profit. So there was lots of internal debate amongst them of, "Can that be a social contribution?" And so by the time they elected me, they've resolved that."*
Social businesses	Delta's network member: *"What we should be doing, we should be saying to social enterprises, "You need to be market competitive in price and efficiency and quality." So actually, they don't need to be publicized as a social enterprise. They could be publicized as a true market player who can attract and compete in that market."*
Attracting social investors	Gamma's archival data: *Gamma is chair of a network of social investment and finance intermediaries (SIFIs) designed to help keep money flowing around the market and ensure it reaches the social enterprises on the ground*

To sum up, the brokerage strategies of the four agencies have jointly helped to grow the field, to make it very diverse and cross-sector, and to accelerate its recent drift towards business institutional logics. However, at the same time, they have also contributed to making the field a fragmented and ambiguous one. The next part of this chapter looks at the activities of the four agencies and at the inter-organizational dynamics that played a role in this sense.

7.4 Case studies' impact on the field – fragmentation

7.4.1 Encouraging a definitional debate

The four brokering agencies have significantly contributed to a characteristic that has set a key premise upon which social entrepreneurship became a fragmented and ambiguous field: the multiplicity of definitions of this phenomenon. Throughout its history, the social entrepreneurship field in England has been characterized by a definitional debate. According to the archival data and interviews collected for this project, this is still the case. There are at least three different conceptions of social entrepreneurship that have supported the creation and maintenance of three sub-fields, and there is a growing divergence among the proponents of the different conceptions of the term. Indeed, in many cases, the different views are not limited to the meaning of the terms social entrepreneur and social enterprise, but also extend to the role, practices and norms that different stakeholders should adopt within the field. In this sense, the multiplicity of definitions was a key premise for the division of the field into different sub-fields.

Academic field expert (external): *"Social enterprises are businesses trading with a social purpose and social entrepreneurship is a bigger, you know, social enterprise you could say is a subset of social entrepreneurship as you can have social entrepreneurship in all sorts of other organizations that might be entrepreneurial, but they might not be trading businesses… So you might find out social entrepreneurship within corporate or in the public sector as well as in no-profits that aren't trading as well"*

The first sub-field is centered on social enterprises, described as businesses trading for a social purpose. It is the most prominent one, thanks to the support of the U.K.

government, of several field intermediaries like Social Enterprise UK, NCVO, ACEVO, the Social Enterprise Mark, Co-ops UK, etc. and of influential social enterprises such as Belu Water, Divine Chocolate, the Big Issue or Greenwich Leisure Limited (GLL). Additionally, it can count on the endorsement of consulting companies such as Deloitte and PwC, of the British Council and of newspapers like The Guardian or The Independent. Within this sub-field, businesses are predominantly partners and customers for social enterprises, the main funder is the social investment sector, together with charities giving out start-up grants, and the views on what exactly social enterprise is are quite different.

For example, the CEO of a social enterprise pointed out during the interview that this sub-field should be further split into the one focused on delivering welfare and the one comprised of businesses operating in competitive markets but privileging the creation of social impact over profits. Additionally, people and organizations still disagree on criteria like the amount of profits that a social enterprise should be able to re-distribute, the amount of revenue that such a venture should be generating through trade and the thresholds for inclusion in the field of "traditional" small and medium enterprises or single-person businesses. Due to these ongoing discussions, this sub-field is still very diverse and has unclear borders with both other sub-fields of social entrepreneurship and the business and public sectors.

Member of Gamma's network: *"There's a very technical view, and a very philosophical view, and they're both important. Technically, social enterprises should be trade-focused, they should operate a triple bottom-line policy, they should have an asset lot where profits might be distributed. In terms of fitting to a range of legal structures, much commonly community interest companies, but it can range from community benefit societies, trading charities, social companies. It's very important to have those definitions because sometimes part of the private sector will tend to be social enterprises and part of the charity sector tend to be social enterprises, all of*

which has the danger of watering down the power of social enterprises as a transformational tool. That's important for people to understand as well. Having a very — creating a very rigid system of definition — the problem is, social enterprise, it's very innovative. It's always creating new ways of doing things and what we want to support are very good ideas. So I think a more philosophical view, on one hand, if you are a trading charity, then that's a social enterprise. On the other hand, if you're just a good business, I think it's important to be present in social enterprises and co-ops and all sorts of things in there. There's a big fuzzy blob in the middle which is all social enterprise and that's all mixed up and we want to encourage this."

The second sub-field consists of people and organizations interested in social entrepreneurs as agents of disruption and change, who describe social entrepreneurship as the application of entrepreneurial skills and mindset to the solution of social problems. This view is predominantly supported by international organizations like Ashoka, Echoing Green, the Schwab Foundation, the Skoll Foundation, multinational corporations interested in the field (e.g. Unilever, Guinness, Google) and media companies like the U.K. editions of Virgin Media or the Huffington Post. Additionally, it is a view often discussed in academic publications originating both from the U.K. and from the U.S. In this sub-field, social entrepreneurial ventures or projects are mostly incorporated as no-profits and, therefore, their main funders are charities and foundations. Within this side of the field, businesses mostly adopt the role of advisors or donors and the government is nor involved or interested.

This sub-field has been very homogeneous and cohesive over time, with most of its members agreeing on the definition of social entrepreneurship, its borders and its overall role in society. In the first decade of growth of the field, this sub-field had a strong presence in the public discourse around social entrepreneurship, especially due to the involvement of powerful and renowned philanthropists and media in it (see Chapter 3). However, at present, it is mostly limited to the "international" side of the field and to

its promoters, who are active in England. Very few people and organizations, outside those in touch with the international or American field of social entrepreneurship, mention this as an important part of the English arena.

Finally, there is a sub-field considering social entrepreneurship, both as individual and collective activity, as the realization of projects supporting the local community. These projects can take any form, from no-profit organizations to social businesses, from entrepreneurially-driven projects to group efforts. This field sees as prominent promoters the School for Social Entrepreneurs, entities partially embedded in the field such as Entrepreneurs UK Network, the Big Lottery Fund or the Young Foundation and organizations such as UnLtd and Nesta, which support this vision only up to a certain extent and alongside others. The roles of different players in this sub-field are much less defined than in the other ones, due to its diversity and blurred boundaries and meanings.

This sub-field was the original, and the most prominent, in the first few years of social entrepreneurship growth in England, since it directly derived from the cooperatives legacy and it was supported by the Labour government as well as by several think-tanks in the late 1990s (see Chapter 3). However, it was progressively marginalized with the transition from the Tony Blair to the Gordon Brown government and then even more with the arrival of the conservative-liberal democrat coalition. Indeed, the government's interest has progressively moved from social entrepreneurship as a phenomenon to revitalize poorer communities to an opportunity to create sustainable businesses and public services spin-offs. Furthermore, there have not been many very vocal organizations helping the presence of this sub-field in public discourse, like has been the case for the other two. However, although absent from, or marginalized in, public discourse, this part of the field is probably still the prevalent one on the ground, according to both some interviewees and to the available data. For example, according to the survey of Social Enterprise UK on the state of the field published in 2015, 82% of

social enterprises were reinvesting their profits in their communities (Villeneuve-Smith & Temple, 2015).

CEO of social enterprise (external): *"So I suspect the prevailing view of the social entrepreneurship sector is the community one. I suspect the average person knows nothing about the individual social entrepreneur and, again, in Britain it certainly doesn't get a brand. If you get an Alpha or S. award, you don't get press for it."*

Table 7.3: Summary of conceptions of social entrepreneurship in England

Definitions	Examples (quotes)
Social enterprises as businesses	Member of local network: *"Whilst technically definitions are slightly different in other countries, the general sense of what a social enterprise is, is it's a business that is primarily doing something socially useful. There's something going on about what happens to profits. They're not for shareholders or private gain."*
Social entrepreneurs as innovators and disruptors	Alpha's network member: *"I think a social enterprise addresses the root cause of the problems that the world creates or has or the way things are done... They just do it differently, also to highlight very specific areas of failure, the way the world works, where it is failing people and to identify a very specific problem and address it rather than do a very blanket approach of trying to help people by feeding them or clothing them or helping them or whatever it is on a temporary basis... I also think that it is a recognition in social enterprise about how to make the money work. Often in charity, money is almost a vulgar thing to mention. In social enterprise, you have to think about where the money comes from, how are you going to use it, where is it going to keep on coming from, the sustainability issues. And also, how are you going to not just address the root cause and come up with a solution but how are you going to keep up this fight with the status quo because it takes so long to make change. It doesn't happen overnight and people don't accept change overnight. So it's about making change but making long term change and making sure it can be paid for, that the people responsible can pay for it. It's a much bigger--- it's also about helping other people to look at the fact that you don't have to accept the way the world is."*
Social entrepreneurs and enterprises as community projects	Gamma's network member: *"I think social enterprises are fundamentally set up to benefit the people that they serve and the people that work within them as opposed to a group of shareholders and creating just shareholder wealth. It is about taking the perspective of the community versus the perspective of only patients care"*

In some ways, the three sub-fields co-exist, overlap and reinforce each other and their members collaborate for reaching joint goals, such as sustaining the importance of social entrepreneurship with other stakeholders, its representation of a "new way of doing things" and its opportunity to improve and innovate both the public and private sectors. In other ways, their respective members see the presence of other sub-fields as

generating negative consequences for social entrepreneurship in England. In particular, the sub-field focused on social entrepreneurs as agents of change has received frequent critiques from the rest of the field, since it is too "no-profit-oriented" for the people and organizations seeing social enterprises as businesses, and too individualistic for those supporting the community- and democratic-side of social entrepreneurship.

CEO of field intermediary (external): *"I mean, look at the model that business has given us of greed, inequality, wealth disparity, you know, we don't want your model, we are trying to do something different on purpose. That's why it is different, that is the whole bloody point, so whatever you do, don't come and bring your culture and your opinions and your tools and your methods and your — particularly your culture of mistrust, of behavior towards each other — to our sector. It is not the value-set that we are building. So there is battle for the heart and the soul of social entrepreneurship and social enterprise. And of course it is very different in the American model, because that is very much hero, you know, big people change the world and all that. Whereas ours is about 1,000 flowers bloom and it's a democratic system or trying to push power down in the communities and get people to understand the problem to offer solutions to the problem and grow that bottom-up. Which means that you are dealing with really complex, difficult people… So, our theory of change is about rich, and so our target market is the exact opposite of the meritocrats' target market. Our target market is poverty, their target market is functional markets."*

CEO of social enterprise (external): *"I think Alpha, Beta and Delta are all in different ways trying to support individuals and I less like their approach, which is about individual entrepreneurs, as opposed to social enterprise… I think their emphasis on individual entrepreneurs misses the point, because the point with social enterprises is that this is a group endeavor, where people are cooperating and collaborating, instead of competing. They are recognizing that there is a better way of doing business, which has multiple outputs and addresses inequality I suppose."*

As this last quote suggested, the co-existence of the four brokering agencies and their simultaneous push for different institutions such as meanings, practices, roles and organizational forms has contributed to the development of these three, only partially overlapping, sub-fields in England. Furthermore, it has influenced the ways in which they are structured, especially in terms of internal cohesion, roles, boundaries and allocation of resources.

First of all, by labeling the people and organizations they support as "social entrepreneurs" or "social enterprises", independently of how these actors saw or labeled themselves, the brokering agencies have favored the creation of multiple labels and definitions connected to the field. Alpha and Beta theorized on what social entrepreneurship was created to be and on what the characteristics of exceptional social entrepreneurs are. Consequently, they came up with a consistent definition of social entrepreneurs that they have then used to select who was entitled to become part of their networks (and the connected sub-field they have contributed to building). This, coupled with their careful selection of members and their thought leadership, has contributed to the creation of a very specific definition of social entrepreneurs as innovators, consistently adopted by most of the individuals and organizations present in their networks (selected quotes in Appendix 6: Tables A6.1, A6.2). Only in the network members of Alpha, who were also in touch with Gamma or Delta, was it possible to trace a hybridization of the definition, whereby they would define social entrepreneurship as something generating deep change through innovation but also through a business model or financial sustainability. The embracing of the definitions provided by Alpha and Beta often resulted in open criticism for those of other sub-fields (the business-related and community-related ones) (selected quotes in Appendix 5: Table A5.3).

Member of Beta's network: *"You know, the biggest threat for me is that the social enterprise sector becomes a quasi-government sub-contracting group that are*

delivering goods and services but that are not changing the actual problem and for me the key of entrepreneurship is about driving new, innovative or combining approaches, it is about rocking the boat, it is about really promoting system change and governments aren't going to support system change, they are going to support you know, how do we do something better, you know, it's a threat, it's a threat."

On the contrary, Gamma and Delta, as part of their "open network" strategy, have mostly diffused their view of social entrepreneurship through the labeling of specific, practical examples rather than through a clear top-down theorization. Gamma has a definition of social enterprise but, according to its own employees, does not apply that into practice, except for when it delivers awards, and mostly allows any organization that desires it, to adopt such a label. Its official definition is strongly business-oriented, but those given by its employees and traced in its historical data also mention the community aspect of social entrepreneurship (selected quotes in Appendix 6: Table A6.3). Accordingly, members of its network mostly adopt a business-oriented approach, but also often include within the remit of social entrepreneurship the benefiting of a community.

Delta does not even have a specific definition in the first place and limits itself to naming "social entrepreneur" or "social venture" any individual or organization that manages to win its awards. Its archival data and employees described social entrepreneurship in many different ways — from the creation of social change, to the development of local solutions to social problems, to the operation through sustainable business models. Some employees even expressed their attempt to move away from the social enterprise concept, preferring to that the nomenclature "social business". This confusion over the meaning of social entrepreneurship was reflected in network members, who mostly focused on the business side of social entrepreneurship, but also incorporated community-related considerations or the impossibility of, or unwillingness to, define the concept altogether (selected quotes in Appendix 6: Table A6.4).

Employee of Delta: *"It's a question we get asked all the time (what is the definition of social entrepreneurship) and as you can tell, I don't have a snappy one-line answer to it so it's always, always a--- sometimes it feels like it would be nice to be able to say that this is what it is, but at the same time--- I don't know. I really like the part that we try not to really engage with the whole definition debate and it's more about, okay--- it's about, just supporting the person who's really wanting to do something, create positive change and then they will find a way to do that in a way that works for them. Sometimes, if you have a definition of--- particularly if you start to have like, "You have to tick these boxes. Ticking these boxes means you are a social enterprise and if you don't tick these boxes, it means you're not a social enterprise," that really strips away some of the kind of--- almost some of the essence of it. I don't know. It just doesn't feel quite right."*

From these data, it is possible to conclude that the "open network" brokerage strategy adopted by Gamma and Delta has allowed multiple conceptions of social entrepreneurs and enterprises to thrive in their networks and, consequently, in the sub-fields that they support. This, in turn, has negatively affected the reaching of clarity around the definition and boundaries of the community-based and business-based sub-fields, creating the opportunity for these to maintain internally a prolonged definitional debate and a high level of diversity. This was more the case for Delta than for Gamma. Indeed, Gamma — with its broad theoretical definition — has at least succeeded in establishing a widely shared conception among its members that social enterprises are businesses trading for a social purpose. Its members mostly keep diverging opinions mostly on the extent to which this definition should be inclusive or on the relative extent to which the profitability- and democratic-sides should be taken into consideration. On the contrary, in the interviews to members of Delta's network, it was impossible to distinguish a single trend in terms of defining social entrepreneurship and some members even hoped to get rid of "social enterprise" as a concept altogether.

Interestingly, the data implies that the presence or lack of a strong definition coming from the brokering agency affects how its members perceive other sides of the field. Indeed, only members of Alpha, Beta or Gamma were openly critical about the existence of other sub-fields and those of Alpha and Beta were especially so (selected quotes in Appendix 5: Table A5.3). Members of Alpha and Beta's networks frequently dismissed the concept of "social enterprises as businesses" as something either out of place and irrelevant, or as something actually dangerous and threatening for the field. At the same time, some of the members of Gamma's network looked at Alpha and Beta's thought leadership as something extremely negative, because it had attracted attention to financially unsustainable ventures and on individuals, thus clashing with the financially-sustainable and distributive/democratic characteristics of social entrepreneurship.

Member of Gamma's network: *"Because Beta and Alpha, and Delta have come very much from a social entrepreneurship point of view - and this has been my frustration all along — these guys will not — because politically, they want to blur the lines - it makes it really confusing for social enterprises, and it's very hard to work in partnership with organizations that just have their own views and won't work in partnership. They've got their own agendas, really, and as I say they've got some very powerful backers. ... Delta, Alpha and Beta have continually deviated away from the social enterprise message and to a very blurry vision, I think, which actually follows the individual rather than the organization. And I have a criticism of that, because it's unsustainable, and also it's not addressing where social enterprise originally came from, if you look at the history of where social enterprise came from, it came from things like the co-operative movement and the anti-poverty movement, but it's moved right away from that to glorify things like the individual social entrepreneur and I just think that that is unsustainable."*

Additionally, data shows that involvement in a network changes the perception of members regarding who influential players in the field are, and thus of their ecosystem of reference. For example, Gamma hardly ever emerged as influential in the data from interviews and archives related to Alpha and Beta, whereas it scored as a top influential player in interviews to its own members, those of Delta's network and field players not clearly related to the four agencies. Similarly, the relevance of players like the government/Cabinet Office, the Big Lottery, Big Society Capital, Co-ops UK and of social enterprises like Belu Water, Divine Chocolate or the Big Issue emerged only in the interviews to members of Gamma and Delta's networks and in those of interviewees external to the four networks. On the contrary, the members and archives of Alpha and Beta have often cited these two organizations as influential, although in some cases they recognized that their presence in England was very little at present.

This said, the four organizations have significantly contributed to the formation and stabilization of three, partially overlapping sub-fields, not only through supporting different meanings of social entrepreneurship through different brokerage strategies, but also through putting the survival and success of their network before the interests of the field as a whole. The next section explores how the behavior and inter-network dynamics of the four brokering agencies have also impacted the fragmentation of the sector as well as some of its current issues.

7.4.2 Affecting field-level collaboration and involvement

Due to their "closed network" brokerage strategy, Alpha and Beta rarely interact with players from other sub-fields and have generated networks whose cohesion often translates in an exacerbation of the ideological differences between their members and the rest of the field. This, in turn, led to a disconnection of their network members from stakeholders that are "out" of their circle. Meanwhile, Gamma and Delta, have mostly

focused on building connections for social entrepreneurs and enterprises with businesses and public bodies. With the exception of Gamma, which has consistently organized nation-wide campaigns to reach individuals and communities, relatively little effort has been spent by any of the four organizations in consistently engaging with individual customers and beneficiaries outside their networks or at the local/community level. While this was probably not in their remit or a necessary part of their institutional strategy, it meant that their ability to sustain their desired institutions has been limited to the parts of the field that they could reach through their networks.

This, in turn, prompted some people and organizations not to adopt the label "social entrepreneur" or "social enterprise" when dealing with potential partners or customers outside these networks, thus impeding their involvement in the social entrepreneurship field or their understanding of it. According to some interviewees, they find such labels useless in the best cases, because of their "fuzzy" meaning, and hampering in the worst cases, because businesses and financial investors do not trust anything preceded by the word social, and charities and foundations do not want to have anything to do with trade and entrepreneurship. Some entrepreneurs also refuse the label because they feel that by adopting it they reinforce the dichotomy between achieving financial results and social results. In their opinion, all entrepreneurs and all enterprises should go for both and not treat them as something to merge together with difficulty.

In general, the refusal for the label was stronger among the members of Gamma and Delta than among those of Alpha and Beta. This probably also reflects their different brokerage strategies. By creating a cohesive network with a shared understanding of what social entrepreneurship means, Alpha and Beta ensure that their members who are social entrepreneurs get in touch with a world of partners and supporters that understand and cherish their uniqueness (see Chapter 5). Therefore, they actually feel that being seen as a "social entrepreneur" makes a positive difference for them, because it facilitates their finding of the resources and advice that they need. On the contrary, by

creating inclusive networks with a broad diversity of views, and by transmitting these characteristics to the rest of the sub-field in which they predominantly operate, Gamma and Delta cannot offer such certainties to their members. Consequently, the latter are more likely to avoid the label and to modify their language, portrayed image and approach according to the typology of the partner or customer they are dealing with.

Member of Beta's network: *"People say, "What's the benefit of being a social entrepreneur?" Well, two. One, if I say I'm a social entrepreneur, I get more money. "Okay, great! I'm a social entrepreneur." The second one is, other people who get the label of social entrepreneur are the closest of my peers and I get a lot out of talking to them in terms of ideas and help and advice and connections and introductions. Wow. So for my standpoint, having the label has certainly helped my organization."*

Member of Delta's network: *"I think that in general, the whole sector is mis-selling social enterprise and I think Delta, also to some extent, could do a better job of selling the benefits of social enterprise. Because I find if I mention to businesses or potential customers that we are a social enterprise, half of them don't know what it means and the other half think we must be a charitable organization. Therefore, we're going to be more expensive and less efficient that their normal suppliers. So I tend not to mention to people we're a community interest company or social enterprise because I deal with them on an efficiency- and cost-basis as a commercial partner will do"*

Secondly, the four organizations have played a role in making the field London-centric (selected quotes in Appendix 5: Table A5.3). According to their network members and to the archival data collected, Alpha, Gamma and Delta have predominantly organized their events in London, forcing social entrepreneurs and enterprises to go there, and thus to spend a significant amount of money on transportation and accommodation, to really benefit from the opportunities given by their networks. Members of Gamma and Delta coming from outside the London area have also reported a sense of isolation even

when they do manage to attend the networking events put in place by the two brokering agencies. Indeed, not knowing other people and organizations and not being able to interact as frequently with the rest of the network as those based in London, they often find it is harder for them to approach organizations or to obtain introductions during events. This problem is avoided by Alpha, thanks to its smaller network and its proactiveness in ensuring connections and introductions among its members (see Chapter 5), and by Beta, which organizes its main event only once a year and not even in London, thus equalizing the situation for all of its members.

Almost all of the social entrepreneurs and enterprises operating far from London that were interviewed for this project expressed concerns about the field being London-centric and often forgetful of the social entrepreneurial activity happening in most rural areas. According to the archival data gathered, even in places where local networks have been activated, the awareness of the existence of social entrepreneurship among the public is low and the resources obtained by social entrepreneurs and enterprises are not matching those available to peers operating within reach of London. This, in turn, has favored the fragmentation of the field by making it reach different levels of development, interpretation and features in different areas.

Additionally, their creation of élite networks (Alpha and Beta) or "inner circles" (Gamma and Delta) made of powerful, successful organizations, contributed to bringing to the forefront of the field mostly white, well-educated people, solving problems they often did not experience. Indeed, these people have the skills, connections and knowledge to write business plans and to access support and resources providing a competitive edge already in the start-up phase. Due to this trend, some of the interviewees complained that the field has lost touch with the poorest and most neglected communities and with the social entrepreneurial projects created and driven by them.

Member of Alpha's network (from notes): *You know, I am generally skeptical with social enterprises, they are like smokescreen. You need a metric that tells you where do you work on the social scale, because it is not the same thing, whether you are working in education or with people with mental problems, because the difficulty of targeting those two populations is completely different. Most of them pretend they are protecting and helping their market but they can't really prove that they are really helping the most vulnerable people… There is this whole bunch of interceptors — they were all middle-class, white people with university degrees. There is now a whole industry created around something that should crack social classes. The real entrepreneurs and social entrepreneurs are people from a poor background, who lived the problem and they do the harsh on the ground job. And then the market, the industry come in, academia talks about it and they form a whole new thing that is white, rich and middle-class, and who has the real impact on the ground receives no focus or praise.*

Furthermore, data suggested that very little attention has been given to the impact that the rise and praise of social entrepreneurship has had on the welfare system and on third-sector organizations. At present, the third sector in England is often described as stuck between large but inefficient charities and innovative but incapable of growing social enterprises. Pushing for the latter has implied a progressive drain of resources for charities and no-profits that can't rely on trade-generated revenues or that tackle social problems for which financial sustainability is not easily achievable, unless support for beneficiaries is worsened. When interrogated on this trend, members of the social entrepreneurship field have more often than not declared themselves as not concerned with this trend or even supportive of it. Indeed, many of them fully embrace the view that only financially self-sustainable organizations engaging in some form of trading can actually thrive and scale up their impact, despite the lack of proofs in this sense.

CEO of field intermediary (external): *"The social entrepreneurship sector is introducing innovation, it's a window to refresh and renew the third sector, both by way*

of influencing change, innovation, bringing new talent and modernizing, refreshing the sector… So from that tiny re-start to where we are now, I mean it's like interchangeable and mainstream. You know, no one can ignore that in the third sector, it's, you know, any charity that's not thinking of its traded and earned income, and behaving a bit like a social enterprise, and who doesn't have leadership, which is behaving again in an entrepreneurial and flexible and innovative way, is in this climate stuffed."

Together, these trends and the clash between the field promoted by the strategies and narratives of the four agencies and the reality of many of its grassroots participants, have fragmented the field and have led to a progressive isolation in the public discourse of the community-based sub-field. Indeed, it mostly involves organizations (and their supporters) interested in projects favoring the involvement of neglected people and communities in the social and economic texture of the country through local projects, which rarely have an underlying business model or are meant to revolutionize an entire system.

Fourthly, the co-existence of the four organizations and their lack of collaboration — coupled with their different approaches to brokerage and social entrepreneurship — has hampered the creation of standard practices, isomorphic pressures and, thus, the coalescing of the field around a single vision. Furthermore, they have sustained the duplication of efforts, at both the meso- and micro-level and slowed down the replication of social entrepreneurial projects and ideas (selected quotes in Appendix 5: Table A5.3). For example, according to a few interviewees, the focus on the individual social entrepreneur, which is prevalent in Alpha, Beta and Delta, has favored the lack of scaled-up projects within the field. Indeed, an individual can grow and improve an organization only up to a certain extent, if operating on its own. Similarly, it can be argued that the need of Gamma and Delta to involve as many players as possible (competitors included) into their own network — in order to maintain their legitimacy and negotiation power in the field (see Chapters 5 and 6) — does not push for mergers

among social enterprises or their suggesting that one approach to tackle a social issue is more effective than another. Ultimately, this has hampered the sharing of ideas within their network and the creation of opportunities for peer-to-peer learning.

According to some interviewees, the general lack of learning within and across sub-fields, which they also impute to the excessive ego of social entrepreneurs, CEOs of social enterprises, and field intermediaries, has slowed down the adoption of successful projects and has favored instead the permanence of many different organizations tackling the same issue through different and often unproven models. In particular, one field expert sustained that the multiple networks available, which are supporting different types of social entrepreneurial activities, mean that many survive even if they are not impactful.

In relation to these considerations and to the connected impossibility of the field lobbying for resources and support through a unified front, a few external interviewees were also skeptical about the actual impact it created in its twenty years of existence (selected quotes in Appendix 5: Table A5.3). In fact, due to its fragmentation, in a lot of cases resources such as funds, information and support have hardly ever reached their targets (social entrepreneurs and enterprises) as some social entrepreneurs — especially those based in the North of the country — confirmed.

Member of Alpha's network: *"As a social entrepreneur in Britain today, if you ask me the question "Is there enough of the right kind of support?" I would say "no", there isn't."*

In the words of some interviewees, if the initial goal of the social entrepreneurship field was to increase equality and participation, then it has clearly failed. Inequality and exclusion have been rising in England as elsewhere and very few success and growth

stories have been created by the field despite the widespread and varied support offered to social entrepreneurs and enterprises.

Academic field expert (external): *"I think it's at the end of its first cycle. So it has moved from being new, exciting, experimental, to being established but confused. It has moved from spending all its time arguing about definitions. So the first cycle of its existence, it was spent very heavily in definitional debates – what counted, what didn't count, what was in, whether you can be a for-profit or whether they were invented new organizations that were pro-market but with no market and so on. I think what has shifted now is a different kind of anxiety, and the anxiety now is about "Why there have been so few instances of spectacular success?" "Why those successes that have been mostly widely talked about are looking increasingly ambivalent?… There is a lot of buzz around social enterprise generating public benefits but I haven't seen much evidence of that… There are more organizations in the sector. Is the impact going up? I doubt it"*

The lack of coordination among the four organizations under analysis and between them and other institutional agents has also favored the growth of a plethora of intermediaries and networks of support for social entrepreneurs and enterprises. Some interviewees, especially from Alpha and Gamma's networks, expressed their desire and conviction of the possibility for these two agencies to become a "network of networks" and to unite the field under a single umbrella pushing in the same direction (selected quotes in Appendix 5: Table A5.3). However, despite their successes as brokers across sectors and between traditional-sectors players and social entrepreneurs and enterprises, none of the four organizations has managed to adopt such a role.

CEO of social enterprise (external): *"There are too many of them, they are too much competing and also because, in a way, they then are fighting for the survival, they don't speak with one voice. I think that in a way Gamma has done a better job of that in*

Britain. But I do think that there hasn't been a critique of the way in which social investment has grown and that is a bit because people's self-interest comes first, so they end up going: "well if I can get some of that money, then it doesn't really matter if it is not very good". And so that sort of sense of "where does social enterprise come together and actually create better things?", "how does it have that one voice?", "can Gamma become the CBI of the social enterprise?" Because that is what it has to become if it wants to influence, say, the future investment packages. I don't think the others are trying… I think Gamma is trying to be the umbrella body for social enterprises in Britain, I don't think the others are and in some ways I don't think it competes with the others so it has an interesting position. I think the others do compete and I am not sure why."

There are mainly three explanations for this "failure". Firstly, all four organizations appear to be collaborating with one another and connecting in multiple ways (selected quotes in Appendix 5: Table A5.3). They share a few network members, participate in each other's events (especially Alpha and Beta and Alpha and Delta), promote each other's initiatives on their websites and publications and, in some cases, award the same people and organizations. For example, one of the most prominent social entrepreneurs of Alpha's network features as a case study on Gamma's website, employees of Alpha attend Beta's main event every year and business partners are shared between Alpha and Beta, Alpha and Delta, or Gamma and Delta. However, when talking to their network members and employees, it became apparent that their collaboration is more apparent than factual (with the exception of the relationship between Alpha and Beta, which are indeed closely collaborating and which, through their alignment and collaboration, managed to create a cohesive and stable sub-field around social entrepreneurs as agents of change).

On the one hand, the four agencies do not see the need to really integrate their efforts because they hold the belief that each of them is unique and that what other

intermediary organizations do does not matter or interest them, because it pertains to a different part of the field. This line of reasoning generally does not take into account that, in some cases, what they do is in many regards quite similar (see Chapter 5), and that, ultimately, they all see each other as participants of the same field. This is shown by their joint projects and by the attempts of some of their members to discredit the approach taken by other networks. On the other hand, they believe "the more the merrier". If there are multiple institutional agents creating different sub-fields and putting together a supportive ecosystem for each of them, this implies that social entrepreneurs and enterprises have different types of support at hand and can afford to take many different routes to create social change.

Employee of Alpha: *"So I think that all the different kinds of foundations and networks out there are a very good thing. It makes it sometimes that much harder for many reasons, but it makes it as well much more interesting because it means we're reaching much larger audiences and much larger pools of people that will slowly start getting interested in the concept of social entrepreneurship"*

Secondly, according to their network members and to some field experts, the four organizations find it difficult to really collaborate because they are all fighting for survival and competing with one another in that sense. Therefore, they are generally very territorial and constantly focus on the success of their own networks rather than that of the field as a whole (selected quotes in Appendix 5: Table A5.3). For example, Gamma contacted one of its members because it was trying to deliver in two regions a type of support that Gamma was already delivering at the national level and they were not happy with this clash between their activities.

Finally, each case study envisions the field in a different way and, consequently, engages in different brokerage/institutional strategies. The priorities of the four organizations under analysis often collide and make it impossible for them to find a

common ground, like the one that they help their members find (selected quotes in Appendix 5: Table A5.3). For example, a network member of Gamma criticized Alpha, Beta and Delta for blurring the lines to push forward their vision and for making it impossible to work with them due to their refusal to compromise. A network member of Alpha discussed instead his issues in having to juggle between different networks (Alpha, Gamma and Delta) and to be the one, together with some other members, trying to reconcile their diverging views and to create a bridge between them.

Member of Alpha, Gamma and Delta's networks: "*And in some of those networks, from a personal perspective, I sit there and go, "Why are we doing that?" We may be a part of that network, but that network is competing with this other network which we're also a part of around the same space… I'm quite comfortable that there are a number of networks. I think the difficulty that we have is that they do compete with each other. Because they are all promoting or trying to promote — well, okay, they are trying to promote their own interests — and I think you think about whether the networks are serving the greater debate and narrative around what the space is about or whether it's about servicing oneself. And that whole thing about, there's a mission drift going on here, it's about a network for network's sake. I think as a result, they compete with each other because actually, resources are fairly scant so there is some rationalization needed… I think any network has a right to live, a right to be. But I also think it's good that there is a broad church of networks. But, what's the purpose of the network? How do these networks begin to connect and the bit that we never get to in any sphere is, how do we collaborate more effectively? How do we co-create spaces through network, through which the richness of social innovation could be explored further. It has to be either this one or this one. It has to be Delta or it's Alpha. But why can't it be Alpha-Delta, you know, working much more collaboratively? Now I don't see that from the outside, and sometimes, the members of the network have to have that responsibility"*

The lack of a "network of networks" means that it is difficult for social entrepreneurs and enterprises to spot where to go for help or which sub-field and relative ecosystem of support is more suitable to their needs. This, in turn, increases the divide between those that are connected to players and networks that can provide them with the right resources, information and contacts, and those that struggle because they have to spend more time legitimizing themselves and looking for support rather than delivering social impact. Most importantly, the inability of any player to become the builder of a whole field is gradually reducing the actual impact that the case studies (and other institutional agents) are producing on the field as a whole. In fact, the more competing institutional agents are involved in a field and the more it becomes fragmented, the less each of these organizations can really influence competing sub-fields.

Almost all of the interviewees not connected to the four case studies, and unaware of their identity, stated that they do not believe that any institutional agent can really make a difference in the field, as it is nowadays. Even a few case-studies-related interviewees shared this view and the historical archival data showed a compatible trend, in the sense that the names of the four organizations appeared gradually less as the number of intermediaries and supporters increased over time. The CEO of one field-level intermediary even wondered whether anyone would notice or not, if any of the organizations that Paola Grenier listed as influential in the period 1995-2006 were to disappear. Indeed, if she had identified a handful of organizations that were instrumental in shaping the initial rise of the social entrepreneurship field in England, the archival data and interviews collected for this project gave a list of fifty-six players, despite the exclusion of several social investors that were named as a group rather than as specific organizations.

Alpha and Beta are rarely mentioned as influential and usually, when they are, the statement comes from players affiliated with their same sub-field or network. Delta, despite still being considered to be quite influential, is generally looked as less relevant

than it was a few years ago, mostly because of its unclear focus and frequent change of strategic direction. Only Gamma has managed to remain the player of reference for many field members, probably through a combination of being able and quick to adapt to macro-trends affecting the field, besides just focusing on shaping it, and constantly enlarging its network. Indeed, this favored the maintenance of its presence and relative influence in both the business-related and community-related sub-fields.

Academic field expert (external): *"Well Gamma is influential, and then, within the government, there would be the Office for Civil Society that has been very important, which moved from different government departments and has probably become less important in the last six months since it was moved out of the Cabinet Office into the Department of culture, media and sport. Otherwise, yeah… I'd say they are the two main organizations having the biggest impact. Then you have a lot of individuals making a bit of noise and letting people know about it"*

Table 7.4: Brokering agencies' contribution to the permanence of a fragmented field

Characteristics	Examples (quotes)
Definitional debate (avoiding definitions)	Delta's archival data: *I think in Delta, we deliberately focus on social entrepreneurship rather on social enterprise itself because I think that's a narrower term and maybe not everybody who has been described as a social entrepreneur would end up setting up a social enterprise*
Definitional debate (contesting other definitions)	Alpha's network member: *"With Alpha, the benefits are that it's great to have a connection with an organization that knows and understand social enterprise in the UK, because as you know, in the UK, social enterprises are quite a different thing from how we all see it in an international basis. So to have people to talk to, the wonderful people at Alpha, about international social enterprise, with the words that we all know and understand as opposed to the strange British social enterprise creature"*
Limited impact and scale	Sector expert from academia (external): *If anything, my worry about these actors is that there are too many. Because the barriers to entry are quite low, there are too many players in the field, and the effect is diluting rather than enhancing… I think this creates a problem of not having good market signals. The hurdle for existing is too low and the discipline for causing people to fail is too weak, which means that too many organizations proliferate and too few of them are effective. If you are a company and you are not good, you go bust. If you find a social enterprise platforms that locally likes what you do, you carry own. I think there is a lack of rigour and discipline."*
Low awareness among the public	Sector expert from academia (external): *I think there is still quite a lot of confusion around social enterprise. In part that's because it is hard to define, you know, it is not as clear as things like Fair Trade, which has a much greater public awareness, because it is a much easier story to tell. Social enterprise is something harder to explain. Also there are all sorts of definitions of social enterprises in different types and so there is the internal debate about what should be called a social enterprise and what shouldn't…so these debates and arguments haven't really cleared about the understanding of it."*
London-skewed	Alpha's network member: *"I wonder if there are more people who aren't in the eye of people in London that they could be discovering. I still think that as with more social sector networks, it's so London-focused and when you look at the UK social entrepreneurs, they're nearly all in London."*
Hampering of third sector	Social entrepreneur (external): *"In terms of benefitting directly social entrepreneurs, I don't think, sometimes, there is more talk than substance. You know Beta definitely has a big amount of money, but I think one of the things that was not so helpful… I think Beta and Alpha have been very big, very visible players for such a long time, there is a huge emphasis on the sort of the personality cult and I think that, actually, isn't always that helpful. I think that can play in sort of the tendency there is sometimes in the charity world that there is the most attention or recognition on the ones that tell the best stories, whereas, you know, telling stories is important but actually, you know, the world is made by lots of people who apply their time and energy, skills and not just the few in the limelight who happen to be the people who set up things and managed to take them forward"*
No helping of scale	Gamma's and Delta's network member: *"I think there is enough social innovation at the moment but nothing obviously reaches scale so that you can start designing a whole typology around it. I am not sure if these big networks present in the UK are actually helping scaling a sector that is now in its teenage years here"*
Multiplicity of players	Gamma's network member: *"There are so many powerful players and there are as many egos in the social enterprise sector as there are in the commercial sector or in the voluntary sector or in banking or wherever you'd like to think. So, you know, the leaders of various different social enterprise organisations and collective bodies have just as high an opinion of their excellence as you will find in business leaders. Or public sector leaders, or academics, or whatever. They're humans, after all. So they're not all going to agree on the right solution and they hold their opinion strongly enough, they'll say "oh actually I think I'm right, you're wrong, so I'm gonna do it my way". And that's fine. That's competition, and I don't - a part of social entrepreneurship and social enterprise is being comfortable with competition"*

To sum up, all four organizations, through their co-existence and simultaneous engagement in different, partially successful brokerage strategies, have contributed both to the growth and external legitimacy of the social entrepreneurship field in England and to its fragmented nature. On the one hand, the complementarity of the brokerage strategies has favored the attraction to the field of multiple, heterogeneous stakeholders that, together, have provided the field with the necessary resources and legitimacy to thrive. On the other hand, the incompatibility of the institutions supported by the four agencies has maintained in the field three, only partially overlapping, sub-fields.

Interestingly, opinions on the consequences of operating in a fragmented field varied significantly across its participants. Some people and organizations worried about this multiplicity of views and stressed how this had generated, for example, an ineffective distribution of funds, a persistently low awareness and recognition of social entrepreneurship in the public, a lack of scaled-up projects and ventures and the duplication of efforts to tackle the same social issue. On the contrary, other field members sustained that this multiplicity is fundamental to keeping the field inclusive and, as such, to facilitating its growth and innovativeness. Additionally, they praised the possibilities that it created for all types of social entrepreneurs and enterprises to find the resources to thrive at different stages of their involvement or development. Finally, some field members were just tired of debating the fragmented nature of the field and its definition and considered it irrelevant, either because it was too late and difficult to find an agreement anyway, or because they saw both the advantages and disadvantages of its presence and felt that, overall, they offset each other.

In light of these findings and of those described in the previous two chapters, it is possible to draw some conclusions on the relative merits of the two brokerage/institutional strategies observed and on their overall impact on network members and on the social entrepreneurship field. The last section of this chapter discusses how these conclusions contribute to answering the second research question

and advance existing knowledge about organizational fields and, in particular, the social entrepreneurship one.

7.5 Discussion

7.5.1 Contribution to the research question

The second research question of this project aimed to explore how the presence of multiple brokers engaging in an institutional strategy contributes to the formation and permanence of a fragmented field. To answer this question, it is necessary to summarize the brokerage strategies observed and their employment as institutional strategies and, finally, to clarify in which ways their co-existence has favored the creation and permanence of fragmentation in the social entrepreneurship field in England.

Both brokerage strategies that emerged from the findings consisted of a combination of *tertius gaudens* and *tertius iungens* strategic orientations, with the former differing across the four organizations, and shaping the overall configuration of the brokerage strategy, and the latter being quite standardized in all case studies (see Chapters 5 and 6). The brokerage strategy of Alpha and Beta is a "closed network strategy". It transforms network members into a natural amplifier of the set of institutions, such as roles, meanings and practices, preferred or established by the brokering agency. When pursued by several institutional agents involved in the same sub-field, it gives rise to a closed sub-field, increasingly detached and impermeable to influences from the rest of the field thanks to the commitment of its participants and to their strong and shared ideology. Indeed, this brokerage strategy hinders the desire of network members to enter in a dialogue with proponents of different views.

The strategy adopted by Gamma and Delta is instead an "open network" strategy. It helps the brokering agency in strengthening its centrality and legitimacy in the field, thus providing it with the opportunity to influence several institutions such as rules, regulations, practices and norms. It leads to the creation of heterogeneous, large networks that progressively encompass a significant portion of a field, leading to sub-fields that are diverse, sometimes fragmented even within their boundaries, but closely connected to the broader field. The diversity and institutional pluralism accepted in these fields impedes a field-level process of contestation and debate necessary to reach a shared understanding around a set of institutions.

Overall, the two brokerage strategies and their implications have contributed to the fragmentation of the social entrepreneurship field in England because they have created and sustained four conditions. Firstly, as explained above, they have limited the ability of each of the organizations analyzed to influence the whole field. Either the network that they created has become progressively homogeneous and disconnected from the rest of the field, or it has become too large to maintain its core ideology without compromises. Secondly, given that the success of both brokerage strategies has prompted competition between multiple institutional agents, each of them has focused on attracting enough resources to survive and sustain its influence, especially as the economic crisis worsened. As a result, each agency has increasingly devoted its attention to players based in the City, resourceful multinational corporations and/or third-sector organizations that were already successful and well-connected. In this way, the four case studies made their networks become London-centric, skewed towards white, well-educated males and increasingly governed by business-logics. This further fragmented the field both geographically and demographically as other players became critical about this approach and went on supporting the neglected parts of the field.

Thirdly, the superficial collaboration among the brokering agencies and between them and other influential players of the field has favored the emergence of a few institutions

shared by the participants of all the sub-fields (e.g. the prominence of business-related institutional logics, the creation of "professionals" such as social investors). However, by being just a "façade" collaboration in most cases, it enabled different sub-fields to develop and maintain their institutional specificity, resources and, thus, to survive. Finally, in an attempt to justify the need of their presence in the field and the duplication of activities among both them and their network members, all four agencies have developed a narrative that describes their co-existence as something positive for the field. Indeed, it ensures the permanence of its traits of diversity, innovativeness and inclusiveness. Following this narrative and the support it has received from many field players, none of them has really tried to become a "broker of brokers" but has instead focused on crafting a space for itself, its network and sub-field.

This said, the settlement of the social entrepreneurship field in England as fragmented was possible only because, as it emerged and evolved, different macro-level factors created the right premises for fragmentation. The multiplicity of institutional logics intrinsic in social entrepreneurship and the different schools of thought about this concept that emerged in different parts of the world, allowed institutional agents to develop multiple versions of the same institution. For example, in England, the government saw social entrepreneurship as a means to welfare reform, cooperatives as a way to foster organizational forms favoring democratic participation, some charities and think-tanks as a solution to social exclusion and some businesses as an opportunity to show the compatibility of profits and social impact. Furthermore, the economic crisis and the new policy for the social entrepreneurship field of the Coalition government that came to power in 2010, intensified the competition for resources and survival of all the players in the field. Moreover, it provided an advantage for certain versions of an institution, such as the definition of social enterprises as businesses trading for a social purpose, over others. The sum of these macro-level pressures enabled a multiplicity of institutions and influenced the behavior of institutional agents by favoring their division and isolation, rather than their productive confrontation.

While providing an answer to the second research question, the findings of this chapter also complement those of the previous two chapters by showing an important trade-off between the effectiveness of the two brokerage strategies with regard to supporting and influencing members and to impacting the field as a whole. In terms of the supporting and satisfying of network members, the "closed network" strategy is overall more successful. Although the generation of similar benefits for members was traced in the data of all the four brokering agencies, such benefits were reported more often and felt more strongly among the members of Alpha and Beta. With very few exceptions, interviewees from these two networks frequently talked about these brokering agencies in enthusiastic terms, were extremely grateful for having been included in their networks and for receiving their help, and supported in full their work and views. On the contrary, both Gamma and Delta, having decided to rely on diverse and inclusive networks to obtain legitimacy and influence in the field, dealt with networks too large to be properly known and managed and therefore were not effective in brokering fruitful connections (Chapter 5).

However, if the "open network" strategy of Gamma and Delta led to poorer results in terms of satisfaction and connection of members, data on the evolution of the social entrepreneurship field in England suggests that their brokerage strategy might have been the most effective as an institutional one over the long term. By creating closely-knit networks of members sharing the same views and values, Alpha and Beta have gradually reduced their interaction, and that of their members, with the field as a whole. This triggered in their network a negative perception of the part of the field that does not adopt their same institutions. Due to the joint creation of similar types of networks, to the high alignment among their views (Beta's conception of social entrepreneurship derives from that of Alpha's founder), and to their prevalent involvement in the international field of social entrepreneurship, these two organizations have progressively lost touch with, and interest for, what was happening in England. They have limited themselves to criticizing the local focus on social enterprises as businesses

or not-game-changing community projects and to ensuring the survival of their desired sub-field, by crafting for it a niche and attracting to it important resources and attention from the élites of different sectors. This means that, although they had been quite instrumental in the rise of the field in England and in its first development, they are currently seen by most field members as irrelevant or, even worse, as an annoyance. Indeed, they keep alive a view of social entrepreneurship that does not match with what is happening at the grassroots level and with the available ecosystem of support.

Gamma and Delta, on the other hand, thanks to their inclusiveness and openness to compromises, have managed to keep a high influence and centrality in a large chunk of the field, despite their members rarely diffusing the institutions that they developed, such as meanings or roles, as they originally intended them. As long as they keep increasing the number of members, whilst maintaining the exclusive resources and success stories provided by their "inner circles", they remain points of reference for field participants and external players and considered as good representatives of the field. Among the two, Gamma has been the most successful in keeping and increasing its relevance. This is because, besides generating institutional impact thanks to its brokerage strategy, it has also devoted significant time and efforts to reaching out to the public and in accommodating in its strategy the trends taking place in the field, whenever they were larger than the influence it could exercise. For example, when the government moved its attention to the social investment sector, Gamma immediately activated to include in its network finance intermediaries and corporations that could provide alternative funds and growth opportunities to its members. Furthermore, contrary to Delta, Gamma created at least a broad definition of social enterprise, which, even though not adopted in practice, shaped at least a basic understanding within its network and in the field, about what its institutional goal and overall direction is.

Overall, the findings of this chapter highlighted four mechanisms through which the co-existence of brokers engaging in institutional strategies can lead, given the right macro-

level premises, to a fragmented field. Firstly, the co-existence of complementary brokerage strategies geared towards sustaining competing sets of institutions makes it impossible for any broker to influence the entirety of a field and/or for a productive dialogue to take place between field participants. Secondly, the success of multiple brokerage strategies in terms of attracting enough resources for a sub-field to survive, simultaneously enables the thriving of multiple sub-fields and an ongoing competition for resources and legitimacy among the organizations sustaining them. Thirdly, the mostly superficial collaboration among the brokering agencies creates a few shared institutions while making an open confrontation to resolve their differences tougher. Finally, as part of their fight to make their networks and institutions survive, each brokering organization develops a narrative depicting in a positive light the co-existence of multiple approaches and versions of the same institution.

The identification of these four mechanisms answers the second research question. Meanwhile, the analysis of the impact of the two brokerage strategies specifically on the field of social entrepreneurship in England shows how each of them presents significant trade-offs. The next sections explain how answering the second research question contributes to the existing literature on institutional agency and on social entrepreneurship.

7.5.2 Contribution to the literature on institutional agency

The findings of this chapter contribute to institutional theory by looking at the role that institutional agency can play in generating the fragmentation of an organizational field. This, while being interesting and relevant on its own given that the majority of studies focuses on how institutional agency triggers competitive convergence rather than fragmentation (Ansari et al., 2013; Greenwood et al., 2002; Hargrave & Van de Ven, 2006; Maguire et al., 2004; Wijen & Ansari, 2007; Zietsma & Lawrence, 2010; Zilber,

2007), also highlights implications for studying institutional agency in any type of setting.

The findings of this chapter specify three characteristics of the institutional agent or of its strategy that might prevent the coalescing of all the participants of a field around a shared understanding. The first is the ability of an institutional agent to isolate itself (and the coalition it sustains) from competitive pressures thanks to its ability to attract heterogeneous resources. Both Alpha and Beta, thanks to their "closed network" strategy, could afford not to compromise the institutions that they established and to make them survive at least in a sub-field, because they attracted enough legitimacy, reputation, financial resources, media coverage and success case studies. The second is the necessity of an institutional agent to compromise its views so much, in order to maintain its influence, to impede a productive dialogue between competing views that could lead to a shared synthesis. This was the case of Gamma and Delta, whose "open network" strategy forced them to accept the persistence of multiple conceptions of social entrepreneurship, roles and legitimate organizational forms, to be able to sustain other institutions such as regulations and practices. The third is the creation from the side of competing institutional agents, in an attempt to guarantee their reciprocal survival, of a narrative that sustains fragmentation by depicting it in a positive light.

This complements the findings of Zietsma & McKnight (2009), who described as a pre-condition for the emergence of competitive convergence among institutional agents the gradual adjustment of their "proto-institutions" based on the moves of their competitors, by showing conditions or strategies that might impede this adjustment. Moreover, it suggests that the success or failure of an institutional agent in sustaining institutions or in generating competitive convergence depends not only on what it does, but also on what competing institutional agents do, if they exist. For example, it is possible to hypothesize that, in fields where institutional agents adopting a "closed network" strategy, such as Alpha and Beta, exist, no other institutional agent would ever be able

to unify the field under a single set of institutions, as long as these were not matching those sustained through a "closed network" strategy. This reflection, coupled with the finding that the fragmentation of the social entrepreneurship field in England was a result of the joint effects of two complementary institutional strategies, suggests that future studies should pay more attention to competitive dynamics between institutional agents. For example, these considerations confirm the need, already hinted by Hampel, Lawrence, & Tracey (2015), to simultaneously analyze multiple institutional actors present in the same field and engaging in competitive institutional strategies, rather than focusing on a single successful actor or coalition. Indeed, only the combination of the actions and moves of different agents would fully explain the development of a field and the results achieved by each of them.

Moreover, since macro-level factors also affected the consequences created by institutional agents in the social entrepreneurship field in England, the findings of this chapter also highlight the importance to investigate further the relationship between institutional agents and the environment they operate in. Indeed, the development of a field, as well as the success or failure of an institutional strategy, might be the result of external factors as much as of the intrinsic qualities of the institutional agent. Several studies looked at how, the way in which institutional agents translated and adopted macro-level shocks, influenced dynamics and determined institutional change and maintenance in organizational fields (Ansari et al., 2013; Brown, de Jong, & Lessidrenska, 2009; Greenwood et al., 2002; Lawrence & Phillips, 2004; Smets, Morris, & Greenwood, 2012; Van Bockhaven, Matthyssens, & Vandenbempt, 2015). In all these studies, institutional agents were proactive in turning a macro-level condition or shock to their advantage and in leveraging it to establish institutions that fit their practices and/or desires. The findings of this study, however, show that in some cases institutional agents might actually decide to ignore the shock, and still see their institutional project survive, although in a smaller part of the field. For example, the passage in 2010 of the U.K. government from Labours to a coalition of Conservatives

and Liberal Democrats changed the main public resources given to social entrepreneurs and enterprises from grants to investments (see Chapter 3). Alpha and Beta, thanks to their independence from government funds, simply ignored this change and maintained their sub-field unaltered for a long time. This choice enabled their institutional arrangement to survive intact, despite unfavorable environmental conditions, but also contributed to their gradual isolation and neglect within the field.

Conversely, the ways in which Gamma and Delta responded to the change in government, showed how institutional strategies, like competitive ones, are the result of a combination of planned and emergent traits (Mintzberg & Waters, 1985). Given the resonance of this change with its view of social entrepreneurship as business, Gamma embraced it, transitioned to a revenue-based business model and pushed its members and part of its sub-field to do the same. On the contrary, Delta appeared not to fully embrace this change, but gradually and almost subtly incorporated this policy shift into its network and in the sub-fields it influenced, by creating an "inner circle" of profitable social enterprises and by proactively involving in its network new funders that could support social entrepreneurs unable to quickly develop a business model to attract investments. This complements and supports existing findings on how institutional agents can manage to adapt their features and strategies to their environment, while still influencing it (Lawrence, 1999; Wijen & Ansari, 2007; Wright & Zammuto, 2013), and calls for further studies analyzing the learning processes of institutional agents to observe how they effectively reconcile planned and emergent strategies in order to sustain their influence. This would require the undertaking of longitudinal studies looking at the reciprocal influence between institutional agents and the macro-conditions of the fields they are trying to shape.

Finally, given the importance of macro-level conditions in creating the premises for fragmentation in the social entrepreneurship field in England, it is possible to hypothesize in which settings fragmentation is more likely to happen, provided the

presence of competition between institutional agents. The first type of setting are issue-based fields (Hoffman, 1999; N. Phillips & Hardy, 1997), transnational fields (Ansari et al., 2013; Collins-Dogrul, 2012) and fields trying to reconcile multiple institutional logics (Hardy & Maguire, 2010; Zilber, 2008). Indeed, in these settings, there is the possibility for different institutional agents and stakeholders of devising contrasting definitions and goals for the field and to support them long enough to establish them, alongside competing ones. The second type of setting are fields where there are multiple, influential information-providers. In their study of the music industry, Anand & Peterson (2000) showed that the diffusion of information shapes the perception of participants about the market where they operate and creates the opportunity for the emergence of niches. Therefore, in the presence of multiple information-providers considered to be objective and reliable, there might be a chance that the perceptions of the field will remain extremely heterogeneous and that multiple niches will form and persist. Further research should explore this possibility and identify the role of macro-level pre-conditions in affecting the impact of institutional agency on the features of an organizational field.

To sum up, the findings of this chapter advance scholarly knowledge within institutional theory by specifying characteristics of institutional agents or of their strategies that might lead to the fragmentation rather than consolidation of an organizational field as it matures. This complements existing knowledge of how institutional agents trigger competitive convergence and suggests new directions for future research by highlighting some of the pitfalls of the current way of looking at institutional agency. Moreover, by signaling that fragmentation in the social entrepreneurship field in England was the result of a combination of macro-level factors and the joint effects of complementary institutional strategies, this chapter refines existing knowledge on the relationships between agency and the environment and suggests further research even in this regard. The next and final section of this chapter

explains how the findings of this work also contribute to the literature on social entrepreneurship.

7.5.3 Contribution to the literature on social entrepreneurship

With regard to the literature on social entrepreneurship, this chapter combines in a coherent framework the existing knowledge about the conditions leading to the fragmentation and ambiguity of the social entrepreneurship field and shows that these characteristics might have more nuanced consequences than the either fully negative or overly positive often discussed by scholars.

So far, the literature explaining the rise of the social entrepreneurship as a fragmented field has predominantly discussed macro-level factors. For example, on an international basis, several authors described the differences in the development of the social entrepreneurship field across countries with historical, political and economic factors (Defourny & Nyssens, 2010; Hazenberg, Bajwa-Patel, Roy, et al., 2016; Kerlin, 2013). Others have pointed to the complexity of the concept derived from its attempt to incorporate multiple institutional logics. According to their views, this led to an opportunity for different stakeholders to interpret it in different ways and to shape its meaning through their actions and discourses (Battilana & Lee, 2014; Dey & Steyaert, 2010, 2014; Dey & Teasdale, 2016; Lehner & Kansikas, 2013; Nicholls & Cho, 2006; Santos et al., 2015). Specifically for England, the macro-factors that have contributed to the ambiguity and fragmentation of the definition of social entrepreneurship and of the boundaries of this field have been the involvement of the government — and the changes over time of its goals and interest for the field — (Hazenberg, Bajwa-Patel, Roy, et al., 2016; Teasdale, 2012) and the cultural and political tradition of England, influenced by both the U.S. and the European Union, which provided fertile ground for

the development of multiple conceptions of social entrepreneurship (Sepulveda, 2015; Teasdale, 2012).

However, several authors have also suggested the possibility that meso-level and micro-level factors, such as institutional agents, intermediary organizations, powerful stakeholders and social entrepreneurs themselves, have played a role in this sense (Chliova & Vernis, 2015; Dey & Steyaert, 2014; Dey & Teasdale, 2016; Hazenberg, Bajwa-Patel, Mazzei, et al., 2016; Nicholls, 2010; Teasdale, 2012). For example, Hazenberg et al. (2016) hinted at the possibility that the types and range of stakeholders present in the field in England, coupled with the power dynamics among them, has contributed to its fragmentation. Similarly, Dey & Steyaert (2014), Huybrechts & Nicholls (2012), Nicholls (2010) and Ridley-Duff & Southcombe (2012) suggested that it was the presence of multiple influential players, both private and public, that contributed to the creation of a fragmented field in England. Dey & Teasdale (2016) proved instead that the actions of social entrepreneurs and managers of social enterprises contributed to the ambiguity of the term because they played with its multiple meanings to attract resources.

The findings of this chapter build on these works and produce an explanation of the fragmented state of the social entrepreneurship field in England incorporating all of them and refining some of the existing findings. Indeed, this chapter starts from the premise that meso-level organizations played an important role in the fragmentation of the field. It shows how the co-existence of four meso-level organizations, influencing the field through their brokerage strategies, catalyzed the potential fragmentation created by the macro-, meso- and micro-level factors and made it real. The effects produced by the brokerage strategies of the four organizations were significantly influenced by the priorities and changes within the U.K. government. This confirms that the government played an important role in influencing the conception and ambiguity of social entrepreneurship in England (Hazenberg, Bajwa-Patel, Roy, et al., 2016;

Teasdale, 2012) and that institutional agents who remained in dialogue with it, such as Gamma, enjoyed a competitive edge in remaining influential in the field (Teasdale, 2012). At the same time, the same brokerage strategies were strongly influenced and, in some cases (Gamma and Delta) even initiated by micro-level actors interested in pushing forward their own conception of social entrepreneurship and related institutions. This highlights the important role of micro-level agents by adding to the findings of Dey & Teasdale (2016), the role that micro-level agents can play in fragmenting a field when building meso-level organizations.

This chapter also points out that the ambiguity of the field's conception and boundaries and its fragmentation might not necessarily be negative. So far, scholarship on the topic has described the lack of clarity around the meaning of social entrepreneurship as a problem. Indeed, it hampers the development of a dedicated literature and academic profession, it complicates the research agenda for it (Austin, 2006; Lehner & Kansikas, 2013; Mair & Martí, 2006; Nicholls, 2010) and it can lead to issues such as the lack of an impact measurement system for social entrepreneurs and enterprises or difficulties in attracting talent (Peredo & McLean, 2006). The findings of this chapter, however, partially challenge this view. They do confirm that the lack of clarity around the field and the permanence of multiple sub-fields within it give rise to difficulties for social entrepreneurs and enterprises in the obtaining appropriate financial and non-financial support, in raising awareness of the field among the public or in scaling up of successful projects. However, they also confirm the hypothesis of Chliova & Vernis (2015) and Nicholls & Cho (2006), that the fragmentation of the field might actually be a strength. Indeed, it enables the field to maintain its traits of experimentation, innovativeness and to keep on growing through the attraction of multiple types of organizations, resources and support.

At the same time, while all of its proponents, independently of their school of thought, have described social entrepreneurship in enthusiastic terms (Dey & Steyaert, 2014),

the reflections of practitioners operating in the social entrepreneurship field in England provided a less optimistic picture. Some of the people and organizations contacted for this project worried that the field of social entrepreneurship in England has not achieved much social impact or scale in the past twenty years. They lamented high duplication of activities, the difficulty for social entrepreneurs and enterprises to access the right funds or support, the permanence of ineffective projects and ventures and the lack of a real system-level change. Comparing this situation with the findings of Hoogendoorn, Pennings, & Thurik (2010) and Lyon & Ramsden (2006) shows that the field has actually not moved on in the past decade. According to these scholars, until 2010, social entrepreneurs in the U.K lacked the resources, support and information to thrive. This chapter shows that this is still the case, especially for social entrepreneurs and enterprises not based in London and not connected to powerful networks, and that the institutional strategies of the agencies analyzed are partly to blame for it. Indeed, by frequently publishing only successful, inspirational stories from their networks, they have given the impression that the field is thriving, creating significant social impact and successfully tackling issues that no one else can (see Chapter 6), thus hiding its actual state and reducing the likelihood of finding solutions to its problems.

To summarize, this chapter contributes to the literature on social entrepreneurship by providing a framework integrating and refining existing knowledge on how the social entrepreneurship field in England developed and stabilized as fragmented. Additionally, by investigating the consequences of such fragmentation on the field's participants, it provides a more nuanced picture about the results achieved by social entrepreneurship. The next and final chapter summarizes the overall contribution of the dissertation to the literatures it draws on and suggests opportunities for future research.

8. CONCLUSION

8.1 Theoretical contributions

Overall, this dissertation contributes to three different literature traditions: institutional theory, brokerage and social entrepreneurship. With regard to institutional theory, the findings of the dissertation refine existing knowledge on institutional agency in fragmented fields, by highlighting how institutional strategies can lead to fragmentation rather than to isomorphism and competitive convergence as a field matures. On the one hand, the findings show the necessity of looking at multiple institutional agents and strategies to properly understand the dynamics of fragmented fields. On the other hand, they explore the bilateral relationship between an institutional agent and its environment. This, in turn, suggests the relevance of including environment-level considerations when evaluating an institutional agent or strategy. Furthermore, discussing the importance of adopting a coherent strategy rather than disconnected tactics or work to succeed in competitive fields such as fragmented ones, this study brings back to the forefront of institutional theory the concept of institutional strategy. This is something more systematic, coherent and thought-out than the performance of practices that might have an institutional impact (institutional work) or than a one-off effort to support institutions' emergence or change (institutional entrepreneurship and collective institutional entrepreneurship).

With regard to the literature on brokerage, the dissertation expands existing knowledge in three main ways: it shows two different brokerage strategies that can be successful in sustaining the development of a complex project over time, it explains how these can be used as institutional strategies, and it supports a stronger connection between the literature on brokerage and that on institutional agency. The "closed network" strategy and the "open network" strategy identified in the data of the four case studies confirm

that complex projects, such as institutional or creative ones, require a combination of *gaudens* and *iungens* strategic orientations, and show that these can take place simultaneously, affecting and reinforcing one another. Moreover, the fact that these brokerage strategies allowed brokering organizations to pursue their institutional goals implies that brokers have the potential to impact the surrounding environment in a strategic way and details two ways in which this can happen. So far, scholars have described instances in which the broker, when pursuing a specific network or individual goal, unintentionally generated consequences outside of the network boundaries. On the contrary, in the four case studies, the creation and management of networks simultaneously served both network-related and field-related purposes. These findings confirm the overlap between the literature on brokerage and that on institutional theory and, by showing how several of the activities performed by the four organizations match tactics used by institutional entrepreneurs, suggest ways in which brokerage theory could be developed through the consideration of studies on institutional agency.

Finally, by using the social entrepreneurship field in England as a research setting, this project joins the academic conversation on the fragmented and ambiguous nature of this field and explains it through a framework that integrates existing knowledge on the topic. This study shows, indeed, how the presence of intermediary organizations using brokerage as an institutional strategy catalyzed the micro-, meso- and macro-level premises for fragmentation identified by the literature and, in this way, contributed to make the social entrepreneurship field in England permanently fragmented. The involvement of the government in the field, the multiplicity of institutional logics, the cultural proximity of England to both the U.S. and the European Union and the behaviours of social entrepreneurs provided the premises for fragmentation. The presence of multiple brokers engaging in institutional strategies, and the complementarity of these strategies, contributed to make the fragmentation permanent. Additionally, this dissertation provides a more nuanced picture of the consequences of the fragmentation of the social entrepreneurship field in England on its participants than

the one currently proposed by the existing literature. The findings suggest the possibility that, contrarily to what is predominantly assumed by the existing literature, the fragmented nature of the social entrepreneurship field in England might be an advantage for its development and for its participants, rather than just a liability. Indeed, even if it hampered resource allocation, clarity and the scaling-up of specific projects, it favored the growth, diversity, cross-sector legitimacy and innovativeness of the field. At the same time, however, the findings highlight that the generally positive and enthusiastic view of social entrepreneurship presented by scholars is often too optimistic and, as such, might benefit from a more critical perspective.

8.2 Practical implications

Besides presenting several theoretical contributions, the findings of this thesis also have practical implications. Increasingly, the study of strategy has paid attention to the attempts of organizations to not only find their optimal location in a competitive environment but also to affect it. Hoffman (2001) explains how, for managers developing strategies in periods of change and uncertainty, contestation and pressures from heterogeneous stakeholders are among the main challenges. Showing how four organizations have successfully sustained a network of heterogeneous stakeholders to pursue their institutional goals can provide managers of different types of organizations with ideas for managing difficult stakeholders over time, so that they will contribute to the desired strategy.

Secondly, the analysis of the brokerage strategies of four organizations that have been successful within the social entrepreneurship field in England might also help other networking organizations to understand how they can play a role in it, given their overall strategy and key resources. In particular, by explaining the benefits that the

different *iungens* activities afford to members, and by showing that there is no automatic correlation between performing a specific practice and the generation of social impact, this study enhances the understanding of the different network-related ways to support social entrepreneurship. This might prove helpful information for individuals and organizations setting up networks to foster social impact, both at the local and the national level. For example, the findings suggest that effective networks should give members information on the field and on available resource providers, promote peer-to-peer support, and foster knowledge about the value of social entrepreneurs/enterprises among potential funders, partners and customers. In this sense, the alignment among the *iungens*-oriented activities performed by the four case studies, despite their differences in terms of goals, origins, resources and networks, implies that the *iungens* strategic orientation is a fundamental part of any brokerage strategy aimed at supporting social entrepreneurs and enterprises. More precisely, it details four specific conditions that a broker might want to create if it desires to effectively enhance social impact. These conditions are: the development of legitimacy for the network and its projects, the strengthening of the negotiation power and reputation of social entrepreneurs and enterprises vis-à-vis resource providers from traditional sectors, the realization of an environment favorable to cross-sector collaboration and the establishment of cross-sector connections and partnerships.

Furthermore, the differences encountered in the brokerage approaches of Alpha and Beta on the one hand and of Gamma and Delta on the other, and their relative resilience and success in the field show that there might not be a "one size fits all" with regard to network support for social entrepreneurship. Indeed, managing a relatively small network might be preferable to connect and create useful partnerships and support, whilst managing a large one and using it to shape regulations might instead create favorable macro-conditions for social entrepreneurship to thrive. Similarly, such data implies that social entrepreneurs and enterprises might be better off approaching the right broker or network, based on their necessities, rather than trying to be good

networkers themselves or passively accept to be incorporated in a network that cannot provide them with what they need

Finally, the potential correlation between field fragmentation and experimentation and innovativeness suggested by the findings of this work might prompt policy-related studies to confirm this. If such a correlation did exist, it may be relevant for elaborating policies aimed at the creation of entrepreneurial and creative ecosystems. Indeed, those types of settings could then benefit too from the permanence of fragmentation and ambiguity.

8.3 Limitations of the study

As discussed in Chapter 4, this study presents some limitations due to the qualitative methodology adopted and to the chosen setting and sample. Qualitative methods are unavoidably affected by the researcher's understanding of the context and phenomenon under analysis. Furthermore, by relying on one or few case studies, they do not necessarily lead to generalizable findings.

Besides suffering from the limitations common to all qualitative studies, which I tried to counteract as much as possible during data collection and analysis (see Chapter 4), the findings of this thesis might also have been affected by the only partial access to the brokering agencies and their networks. The data predominantly consists of interviews and documents, which do not fully reveal the daily routines enacted by the four organizations, nor case-by-case differences in the way they approach and connect with their individual members. Indeed, only ethnography could have provided such information. The best I could do was to reach as many participants as possible and to discuss the findings with some of them and with other experts. The fact that the

saturation point for interview collection was reached in all four case studies, made me more confident about the fact that the lack of access to the organizations themselves might have been compensated by a sufficient coverage of the people involved. Nonetheless, the typology of data I used likely had an impact on the work.

Finally, given the complexity of the setting analyzed and of the multiple cross-influences coming from its macro-, meso- and micro-levels, it was hard to isolate the impact of the four case studies from that of other players or macro-trends, such as the drift of the whole third sector towards business logics described by Powell et al. (2017). In this sense, this work also suffers from the practical infeasibility of studying all the organizations that have been instrumental in creating and maintaining the different sub-fields of social entrepreneurship still existing in England. By choosing four among the most prominent intermediary organizations and by interviewing members of other key field-influencers about the historical development and current state of the field, I hope I reduced this limitation as well. In any case, the unavoidable persistence of some limitations also opens new avenues for future research.

8.4 Future directions

Future avenues for research stemming from this thesis are several and concern most of the literature traditions employed in this work. With regard to institutional theory, as already explained in Chapter 7, this dissertation calls for more studies looking at multiple institutional agents operating in the same field, especially if fragmented, and at the bilateral relationship between institutional agents and the surrounding environment. In this sense, it also support the undertaking of a less deterministic view of institutional agency, favouring studies that analyze its development over time, and as such its combination of planned and emergent components. In turn, the co-existence of planned

and emergent strategies underlines the importance of considering also unsuccessful attempts to build coalitions of stakeholders, institutions and sub-fields. Indeed, even if ultimately failing, these attempts might nonetheless have an impact on the final field configuration and on the strategies adopted by successful institutional agents.

Concerning the connection between brokerage and institutional strategies, it would be interesting to explore other case studies or fragmented settings where brokerage is used as an institutional strategy. This would verify the extent to which the findings of this work are generalizable and to develop a set of boundary conditions that make brokerage more or less effective in creating and sustaining sets of institutions. For example, given that Alpha and Beta use a strong ideology to control their network and to direct its impact on the field, similar studies could be conducted in political and religious contexts, or in social movements. The four case studies revealed several strengths and limitations of different approaches to using brokerage as an institutional strategy. More cases, maybe of brokers that failed to leave a mark on their field, would be helpful in refining the knowledge on what combination of brokerage activities makes for a successful institutional strategy and in which types of fields. In this sense, it would also be informative to analyze fields in which the presence of multiple brokers, successfully building coalitions for the emergence, change or maintenance of institutions, led to competitive convergence rather than fragmentation.

With regard to the literature on brokerage, it would be helpful to study the four case studies through a structural lens, rather than a practice-based one, in order to understand if the maps of their ego-networks match the qualitative descriptions given by their members. If this was not the case, this could alter some of the findings of this study and could open up an avenue to explore how a brokerage strategy can have field-level consequences through the perception of its network that it creates rather than through the network itself. The adoption of a structural rather than practice-based lens on the four case studies would also enable stronger claims to be made about the relationship

between networks' structure and its potential to sustain institutions in a field. Finally, the findings of this work call for more studies exploring brokerage from the perspective of network members, rather than that of the broker. This consideration prompts a reflection on the usefulness of adopting case-study designs, rather than just social network analysis or ethnographies as prevalently done by the existing scholarship. Indeed, the employment of interviews and archives from different sources creates the opportunity to understand a given brokerage strategy from multiple perspectives, rather than just from that of the broker and, thus, contributes to findings on brokerage effectiveness, impact and perception. More broadly, as discussed in Chapter 6, further studies on brokerage adopting a qualitative lens might be helpful to better explore the underlying motives of both brokerage strategic orientations and the possibility of each of these orientations to simultaneously generate consequences for the broker, the network and the broader environment.

Finally, as far as the literature on social entrepreneurship is concerned, it would be interesting to perform a quantitative study to track if the four *iungens*-related functions observed in the case studies are common across multiple networks and, if not, what the consequences of different approaches are. For example, given that in the four networks the combination of supporting and connecting is prevalently responsible for the empowerment of members (and not even in all cases), it would be interesting to compare these findings with those from networks where only one of these activities is performed. This, indeed, could confirm and specify how intermediary organizations can support the creation and growth of social impact, a topic that is currently highly debated. Furthermore, it might be important to analyze the level of fragmentation and development of social entrepreneurship in other countries to refine the understanding of how the interaction of macro-, meso- and micro-level factors is shaping this field.

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APPENDIXES

Appendix 1: Participant Consent Form (CUREC)

Study title

Brokerage as a Means to Shape Field Formation: Strategies of Social Entrepreneurship Field Builders

Researcher Details

This research is carried out by Tanja Collavo, DPhil (PhD) student at Saïd Business School, University of Oxford (Park End Street, Oxford, OX1 1HP tanja.collavo@sbs.ox.ac.uk)

Purpose of the study

The research will analyze the networking strategy of 4 organizations in the field of social entrepreneurship in England to determine how they connect different actors in the field and how making these connections changes the appearance of the field and the relationships within it. The part of the study in which you are involved looks at the social entrepreneurship sector in England, at its evolution in the last twenty years and at how it has been affected by the four organizations analysed in the previous part of the project.

To be filled in by the participant (Please place an "X" in the box if the sentence applies to you)

1. I have read the information sheet, have asked questions and received satisfactory answers. ☐

2. I understand that this project has been reviewed by, and received ethics clearance from, the University of Oxford Central University Research Ethics Committee. ☐

3. I understand that my participation is voluntary and that I am free to withdraw my data or myself at any time, without giving any reason, and without any adverse consequences. ☐

4. I understand who will have access to personal data I provide. ☐

5. I understand how personal data will be stored, e.g. according to the Data Protection Act; and what will happen to the data at the end of the project ☐

6. I understand how research will be written up and published (according to what is specified in point 8 of the participant information sheet) ☐

7. I understand how to raise concerns or make a complaint ☐

8. I consent to being audio recorded ☐

9. I consent to parts of this interview being quoted in the final thesis or article and reported as anonymous contributions of "member of organization X" or "member of the network of organization X" or "academic expert" ☐

10. I understand that transcriptions of audio recordings and/or notes taken during the interview, once anonymized, will be used in research outputs, e.g. project website, academic conferences, journal publications, research archives ☐

11. I agree to take part in the study ☐

Name of Participant: _____

Signature: _____ Date: _____

Name of researcher: _____

Signature: _____ Date: _____

Appendix 2: Interview schedules

A2.1: Interview schedule – Field current state and historical development

I. How would you describe the social entrepreneurship sector in England if you had to take a picture of it now?

II. How has it evolved in the last 15-20 years?

III. Whom would you name as influential organizations in the social entrepreneurship sector in England?

IV. An article on the social entrepreneurship sector published in 2006 reports several influential organizations:

i. CAN
ii. Ashoka
iii. The Scarman Trust
iv. The School for Social Entrepreneurs
v. UnLtd
vi. Schwab Foundation
vii. Skoll Foundation
viii. Social Enterprise Coalition (now Social Enterprise UK)

How familiar are you with these organizations? Do you think they have been influential in the last decade? How? Do you know what happened to the ones that are not influential anymore?

V. What do you think is the impact on the sector of the presence in it of several influential organizations?

VI. How would you define social entrepreneurship? And social enterprises?

VII. What do you think is the prevailing vision of social entrepreneurship in the sector in England?

VIII. Do you think it is a widespread and understood concept in the business and citizen sectors?

IX. Do you see the label social entrepreneur or social enterprise as a support or as a burden for your/an organization? (if applicable)

X. Does the presence of multiple definitions help or hamper the development of the sector in England?

XI. How is social entrepreneurship changing the third sector in England?

XII. How would you describe the respective influences between the social entrepreneurship sector in England and the international one?

XIII. Anything else you would like to add on the topics discussed?

A2.2: Interview schedule – Employees of the four case studies

I. What does your role entail?

II. What are the goals of your organization?

III. How would you describe the network and networking strategy of your organization?

(i) How do you recruit new members and partners? And how do you select them?

(ii) How do you connect them with other members?

(iii) How do you encourage free connection of network members?

(iv) Is there a precise network strategy?

(v) Is your organization more focused on creating new connections or strengthening existing ones?

(vi) How do you favor dialogue between members from different sectors?

(vii) What instruments are there in place so that members can freely connect with one another?

(viii) How do you manage conflicts between members?

IV. What are the benefits your organization obtains from its network?

V. And what are the benefits that its network obtains from your organization?

VI. How does your organization legitimize itself and its network as a whole?

VII. How does it legitimize social entrepreneurship with players from other sectors?

VIII. What is the role your organization can play in the social entrepreneurship sector in England?

IX. What is the impact of your organization on the social entrepreneurship sector in England?

X. How do you create a common language for the sector?

XI. What is the role of academia in the social entrepreneurship sector?

XII. Whom would you name as powerful players and organizations in the social entrepreneurship sector in England?

XIII. How would you define social entrepreneurship?

XIV. Does the presence of multiple definitions help or hamper the development of the sector in England?

XV. How would you describe the social entrepreneurship sector in England?

XVI. Anything else you would like to add on the topics discussed?

A2.3: Interview schedule – Network members of the four case studies

I. General information about their organization and work

II. How did you first get in touch with organization X?

III. How would you describe the goals/objectives of the organization X?

IV. And of its networking strategy?

V. What are the benefits of the networking activity of organization X for your organization?

VI. How would you describe the networking activity of organization X?

(i) What activities does organization X perform to connect you with other members?
(ii) How does organization X support collaboration in the network?
(iii) How frequent interactions do you have with other members?
(iv) Which types of organizations do you get connected to?
(v) What access do you have to other members? Can you contact each other freely?
(vi) Does being a member facilitate your partnership with other organizations?
(vii) What is the role of organization X in the projects you develop with other members?
(viii) Does organization x help you solve issues with other members?
(ix) What could be improved?

VII. Do you feel organization X's actions influence your view of the potential to collaborate with players from different sectors to deliver social projects?

VIII. How is it possible to become a member of the network? Is it a demanding process?

IX. How does organization X legitimize itself?

X. How does it legitimize the network as a whole?

XI. What is the role played by organization X in the social entrepreneurship sector?

XII. Why did you choose to be a member of organization X's network? What is special about it?

XIII. What kind of benefits does organization X get from its network?

XIV. Has being part of organization X's network affected your vision of the social entrepreneurship field?

XV. Whom would you name as powerful players in the social entrepreneurship sector in England?

XVI. How would you define social entrepreneurship?

XVII. Does the presence of multiple definitions help or hamper the sector in England?

XVIII. How would you describe the social entrepreneurship sector in England?

XIX. Anything else you would like to add on the topics discussed?

Appendix 3: Codes for brokerage strategic orientations

Archival data are in italics and new activities are in yellow

Table A3.1: Examples of coding on Alpha's *gaudens* strategic orientation

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON ALPHA / FIRST ORDER CONCEPTS
CONTROL	**1. Approving network members** (Identified as *gaudens*-oriented activity by: Salvetat & Géraudel, 2012; Vernet, 2012)	(They legitimize themselves) By choosing--- doing a lot of due diligence on the organizations they support so that each and every social enterprise speaks well of the organization itself but also of Alpha or Beta. … I'm sure that neither organization would embrace any organization that didn't fit with their strategy.
		Alpha's global nominator network (partner organizations, businesses, social entrepreneurs, and community leaders) proposes leading social entrepreneurs as potential fellows, and each candidate is evaluated according to five selection criteria
		Well that's because the Alpha social entrepreneurs are not just any social entrepreneur. They go through a very, very difficult and innovative system of selection. They're selected after about a year. When they prove what they are about, that their ideas are about actually at work when they started. So they are no longer just people with ideas and some money. They are people who have already done something that's got marketplace proof
		We had to prove the embeddedness of social entrepreneurship to get the accreditation from them as change maker campus
		I'm sure that neither organization would embrace any organization that didn't fit with their strategy. So it helps them achieve their strategy. But also, it helps them prove that social enterprise, which they set out to support, is effective and can really make change in the world. So I think on a personal and organizational level, that's got to be what they get from it.
		They identify them through a rigorous process of application and interviews and so on, to really make sure that the potential fellow is doing work that's aligned with the values of Alpha
		The way we select business leaders is completely different because they are usually our funders. So we usually tend to find business leaders that have a common interest in using business as a force for social change. That is in itself, a very tough selection criteria
	2. Introducing competition for existing members (Identified as *gaudens*-oriented activity by: Salvetat & Géraudel, 2012)	*They introduce in the network social entrepreneurs working in similar areas that might end up fighting for the same funds and support besides of helping each other and sharing ideas. No party seems to be noticing the potential conflicts of interest inside the network though. Additionally, they have started to organize pitching events in the last year*
	3. Maintaining coordination and information-transmission role (Identified as *gaudens*-oriented activity by: Burt, 1992; Shi et al., 2009; Vernet, 2012, Obstfeld et al., 2014)	When we reach out to networks like Delta and Alpha, we find that usually, there isn't really that much information online that already exists. There really isn't such a thing as a database with the right contact details and so on. So it tends to be us getting in touch with the country director of the local Alpha or Delta office and establishing a relationship them and then having them personally introduce us to the right contacts in the industry in that country
		Wednesday March 27th saw Alpha hold its first breakfast roundtable at its partner's office. We were thrilled to be joined by 14 of the most prominent figures in healthcare who contributed to a stimulating exchange of ideas.

Table A3.1 (continued)

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON ALPHA / FIRST ORDER CONCEPTS
CONTROL	**4. Exercising thought influence on the network**	Alpha introduced me to other social entrepreneurs and mentors, without whom my thinking would be much less developed. I soon realised that our grassroots model should be part of a change of the system nationally
		We have a lot of media partnerships that we plug our social entrepreneurs' stories into, and plug our school stories into, we plug our own thought leadership into... But a conversation that we have with a lot of our corporate partners, is about structuring how the organization works, how they can have a culture of change making... and an innovation culture within their companies. So the impact is also going on to our pro-bono partners and corporate partners.
		So we ask all social entrepreneurs to sign up to our mission and to be ambassadors for "our mission" world.
		I mean one thing I found about Alpha which I haven't seen in any other social enterprise supporting organizations is, their founder basically--- I mean, in terms of thought leadership, he created--- the sector of social entrepreneurship, he invented the term for a start. So in terms of educating people that this is a different sector, it has massive implications for society, they've been great.
		Also the strict criteria they adopt to elect fellows shaped a lot my idea of social entrepreneurship
		So in lots of ways, they've influenced us
KNOWLEDGE	**1. Extracting knowledge from the parties and recombining it** (Identified as *gaudens*-oriented activity by: Burt, 1992, 2004; Finlay & Coverdill, 2000; Vernet, 2012)	*By beginning with the work of Alpha social entrepreneurs, the tool provides a quality base of information and insights driven by on- the-ground work... Each cell of the resulting table maps specific solutions to particular problems*
		Three top social entrepreneurs shared how they make best use of social media, which was perfect timing to coincide with Alpha's sparkling new social media plans!
		They learn from seeing what we've done in the past.
		We have partnered with P. to discuss the future of education. Through a series of conversations, P. educationalists interview Alpha social entrepreneurs and partners to undercover new trends in the sector.
		Together, Alpha and Beta have the ability to take the most powerful new universal principles that cut across our social entrepreneurs' individual innovations and, by working together, use them to flip whole fields globally. And, over the next three years, Alpha and Beta will further help the field see and spread these principles
		We don't believe in sitting in the audience and listening, so do not expect to be a passive participant. We believe everyone can contribute with good ideas, so be ready to participate and collaborate
		Well I suppose it (the membership) helps it grow, it probably gets, it probably helps to keep it intellectually alive in that new ideas would pass in and out of it.
BENEFITS	**1. Money, status, and power** (Identified as benefit of *gaudens* strategy by: Shi et al.,	They are trying to promote their own interests — and I think you think about whether the networks are serving the greater debate and narrative around what the space is about or whether it's about servicing oneself. And that whole thing about, there's a mission drift going on here, it's about a network for network's sake.
		In general, Alpha's mission is definitely to position Alpha in the UK as the leading organization and the expert organization in systems changing social entrepreneurs

Table A3.2: Examples of coding on Beta's *gaudens* strategic orientation

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON BETA / FIRST ORDER CONCEPTS
CONTROL	**1. Approving network members** (Identified as *gaudens*-oriented activity by: Salvetat & Géraudel, 2012; Vernet, 2012)	I think maybe it is like that sort of niche or small kind of like audience that they somehow filter and identify participants – that kind of creates at least that aura among external folks that, you know, to be part of this community is to have an ability to be, you know, in a circle of folks who are really focused on trying to make an impact and who are focused on working together and are somehow seen at least by the external world as some of an example for others to aspire to.
		You know, Beta, we do a lot, we work very very hard on due diligence to pick the right kind of people, whether it is people coming to the event or whether it's people we partner with and intersect with or whether it's people we fund. We work very hard to make sure that they are primed and ready and appropriate to help legitimize this network and to help scale the field of social entrepreneurship.
		I think the due diligence that they do is taxing, but why wouldn't it be? So, again, I am sort of the view that that level of due diligence, and that level of investigation, even though it's frustrating, has long term benefits because others in that philanthropic space understand how complex it is, so, again, if we got through it, then other organisations, other foundations in particular, are less difficult because they basically say, well, if Beta did this, I'm good.
		The Beta applies a multi-year sourcing process for the Beta awards for Social Entrepreneurship. Our goal is to save organizations valuable time and effort, while identifying the most highly-aligned social entrepreneurs. To that end, the Beta only accepts nominations from our network of partners and does not accept unsolicited nominations.
		So by assembling this particular team they can point to, we pick these guys when they were small and now they're the leading organization in their field or their intervention is influencing the way people deal with this social problem... I mean, if you get a Beta award, other donors assume that you've been through a considerable vetting process and so giving a grant to a Beta grantee is less risky than giving a grant to someone that is new and you don't know how good they're going to be.
		Each year, demand to attend the event far exceeds our capacity. Our delegates are hand-selected and we curate invitation lists to match programming.
	2. Introducing competition for existing members (Identified as *gaudens*-oriented activity by: Salvetat & Géraudel, 2012)	*We just launched the Challenge, designed by our partner. Twenty-one recipients of the Beta award will be participating in the Challenge and will have the opportunity to win $250,000 in prizes from Beta, in addition to our partner's prizes. All participating Beta awardees are highly effective social entrepreneurs. Check out the participating awardees and support your favorite cause!*
		The organize crowd-funding competitions and introduce in the network social entrepreneurs working in similar areas that might compete for the attention of funders, local government and partners.
	3. Maintaining coordination and information-transmission (Identified as *gaudens*-oriented activity by: Burt, 1992; Shi et al., 2009; Vernet, 2012)	I mean, the only reason I'd go to Beta is if I couldn't find the email of somebody and say, "Could you please give me their email?" But there's a--- because we're a peer network, it would be different if I ask Beta for an introduction to a major donor at their partner, I probably would ask for an introduction. But to approach other social entrepreneurs, there's not a barrier there.

Table A3.2 (continued)

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON BETA / FIRST ORDER CONCEPTS
CONTROL	**4. Exercising thought influence on the network**	So for example, when we think about some of the winners of the Beta awards, they are clearly I would say social innovators who are very interested in looking at the systems impact of what they're doing and how they can achieve a disequilibrium in the current system to get us to an ideal new future state.
		I think the affiliation with a prestigious university and other programs also helps to kind of define social entrepreneurship itself as some sort of legitimate career path. The advocacy that these groups do in the form of publishing papers, articles in various forms also kind of helps in that space. And then of course bringing in investment I think is also a key component
		I love to believe in Beta definition of social entrepreneurship
		Just one year later at the 2010 Beta event, I am no longer concerned with such questions about my own belonging, or anyone else's for that matter. In the past year, my consciousness and concerns around social entrepreneurship have shifted by leaps and bounds... now I see a burgeoning movement of tens of thousands of ordinary people with extraordinary convictions... I'm now concerned with tearing down that wall of exclusion for the rest of the world
KNOWLEDGE	**1. Extracting knowledge from the parties and recombining it** (Identified as *gaudens*-oriented activity by: Burt, 1992, 2004; Finlay & Coverdill, 2000; Vernet, 2012)	It's fascinating because even though we sit in an office in the US, whether it is online conversation and the ideas that we surface there or the people through our global partnerships that we meet, or recruit and meet at the event, the due diligence we do...we are helping to shepherd a community but we are also learning from it, we are also a customer of our own market place and it's a wonderful place to sit because we can be exposed to new ideas
		So you mean for Beta itself...I think it's massive intellectual capital, isn't it? I mean the equivalent of this vast patchwork of experimentation and insights that they get to hand select and, I mean, you know, it's like creating your own laboratory of change. If you are a good scientist you can extract exactly what you want there
		I think that Beta's comparative advantage outside all the great things they do, is that they can see across all the organisations and sectors in ways that individual entrepreneurs will never see. And they are able to tie together bigger picture things than we will, than we can, and so I would like to see them actually be a little more vocal about what they're learning, what trends they're seeing
BENEFITS	**1. Money, status, and power** (Identified as benefit of *gaudens* strategy by: Shi et al., 2009; Collins-Dogrul, 2012)	So, over the years we have worked hard to cultivate networks of people who can help us meet that sustainable change and whether that is in government or in the corporate world or in media, we try at all angles to find the best position people and organization to help us accomplish our goal
		I think what they get is probably some brand development by kind of being connected to all these kinds of fellows that they bring together. You know sometimes there is that sort of attribution thing – like how much did the entity, the networker or the fellowship program contributed versus how much did the fellow contribute? – I think it's much a symbiotic thing as I mentioned.
		For them, if you think what success looks like, it is creating impact in the world and also raise the profile of social entrepreneurs... you know, the successes of the people are part of their success and you know part of their branding and them being a core part of this community, that's all part of their success
	2. Reinforcing the unique position of the broker (Identified as benefit of *gaudens* strategy by: Burt, 1992; Long Lingo & O'Mahony, 2010; Salvetat & Géraudel, 2012)	*Beta staff members now have a comprehensive view of their network, including Beta-sponsored event attendance, referral history, grant history, and meeting notes. The customized solution for capturing conversations and meetings enables staff members to be aware—in real time—of progress, challenges, and opportunities presented by its network*
		What a good question. I think they certainly are legitimizing themselves but I think there is real value in having a strong and powerful voice who is represented at all the right tables.

Table A3.3: Examples of coding on Gamma's *gaudens* strategic orientation

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON GAMMA / FIRST ORDER CONCEPTS
CONTROL	**1. Approving network members - in inner circle** (Identified as *gaudens*-oriented activity by: Salvetat & Géraudel, 2012; Vernet, 2012)	We have a small number of major business partners who we run quite involved programs with, kind of procurement-related programs
		There's lots of usual suspects, people who know people and people who know organizations. But if you're outside of London, if you're not from a similar kind of background then it looks really difficult to navigate Interviewer: Even if you become a part of these networks? Yeah, based on anecdotes and feedback I've heard. I mean, I wasn't in that situation myself. From anecdotes and feedback I've heard from others, then yeah, it's quite difficult.
	2. Introducing competition for existing members (Identified as *gaudens*-oriented activity by: Salvetat & Géraudel, 2012)	I mean, we have members that compete and do the same thing. But the social enterprises are operating in the market and they're meant to compete. That's not a problem. I don't know if there are many tensions. There's — yeah, no I think — not a huge amount.
		I hate beauty parades. The dragon's den is that. You can get £25,000, you pitch your idea to this group of specialists, give me a break. I don't want to have to be in a beauty parade to get investments into an idea that's just a good one. Come and have a look at how businesses go, "If you like it, you like it. If you don't, you don't." So yeah, all those beauty parades and having to make yourself look sparkled. It's just a real turnoff for me. And I'm afraid that's the whole Delta and to an extent also Gamma, they're promoting that sort of way forward and yeah, not impressive.
		They did a great job for example with that campaign because they put together very different groups of organizations that normally wouldn't collaborate. They found the funding partners and then they created the manifesto focusing on the points that everyone agreed on. Once the manifesto was ready they opened the initiative to organizations who shared that view, so that they would all focus on what they agreed on. Also, they asked for different contributions for the membership and gave it for free or for very little according to what the different organizations could afford
		The competition that celebrates the work and achievements of people and organisations in the UK's growing social enterprise movement is now open. New categories have been introduced to recognise the development and diversity of the sector, with a total of 14 categories open to applicants - more than ever before.
	3. Maintaining coordination and information-transmission role (Identified as *gaudens*-oriented activity by: Burt, 1992; Shi et al., 2009; Vernet, 2012)	It's been more around talking to them individually, if you like, for policy purposes and all that and they'll help me with whatever way they can, whether it's "I'm trying to shape policy," this kind of thing. And then occasionally, with meetings but no on the corporates and I guess not so much on central government minister level
		Yeah, it's essentially that to be honest. One of the platform support we offer for our membership is helping them with being a larger platform for them and pushing out messages. So it's a mix to be honest between stuff that want to say, our messages, and then the messages of our members. We're barely reactive to that. So they'll come to us and say, "Can you put this?"
		Gamma provides members with newsletters, events, information about other members – you tell them if something is going on and they will pass the information to other members and to medias through their website.
		So we have a marketing network for marketers from social enterprises across country. We have a network for finance people around these sorts of things. We're looking at specific job roles that cuts across the sector
		They remain the interface for big contracts and they manage the latter closely because they need to ensure the satisfaction of members.

Table A3.3 (continued)

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON GAMMA / FIRST ORDER CONCEPTS
KNOWLEDGE	**1. Extracting knowledge from the parties and recombining it** (Identified as *gaudens*-oriented activity by: Burt, 1992,	We ended up doing a paper with them in relation to business rates and how social enterprises can use them
		We're one of the largest investors in social enterprises and charities so they probably get access to knowing us and whether we fund organizations that they represent or have start-ups funded.
		They benefit from networks in government, amongst the media or amongst corporate, as partners, as people who champion social enterprise and so on. So they have multiple networks, which I think they take good advantage of to carry out research, to influence decision-making
		It is really important to work closely to organizations such as Gamma because they are the people with the networks, they are the people with the links, they get how the system works at the moment and public services need to use their knowledge to really get a grip on what they need to do to deliver social value
		We've joined forces with X and Y to gather some baseline data to assess the implementation of the Act on the ground, from the perspective of social enterprises, charities and local authorities.
BENEFITS	**1. Money, status, and power** (Identified as benefit of *gaudens* strategy by: Shi et al.,	They are quite an elitist type of organisation and that's one of the reasons why we couldn't work with them... So I think that they could maybe be a better partnership worker and more open to doing greater social good for the purpose of the social enterprise sector rather than the greater glorification of Gamma.
		If there wasn't a network, I don't think they could exist.
		So I'm assuming there's lots of examples to point to whether it needs a political example or that kind of thing but also I guess with its corporate partners and whatever deal they have with that... I imagine being able to showcase or introduce... It's having ready and willing participants ready to make that connection
		First of all there is a financial help that they need to support their infrastructure but it's more about how important Gamma can be and how much voice it can have given how many members there are and how credible they are
		I think part of the challenge is that they try to be quite high profile themselves...They've got their own sustainability, survivability to worry about and that sometimes comes ahead of actually, the organizations and people they're trying to support. So it feels like sometimes, organizations are doing more for them that they do for the organizations, apart from money.
		All the powerful players are the people with the money, which is why Delta is powerful. Gamma need its members a bit more to create it. I think it's done a better job over the last few years. It was actually doing more for the sector. But powerful players become all the finance industry... And that's why these guys involve all these networks to do that.
		Gamma I think do benefit from their membership network in as much as it's an income, it's their business model... they need social enterprises to pay, but they benefit from the shared experience and from the ideas.
	2. Reinforcing the unique position of the broker (Identified as benefit of *gaudens*	This new scheme has got them out and about and they are getting more and more people interested in that scheme which is good... for example, we've got a really good deal here locally where they offered a membership deal to our members. It's so they can get more people in so they become stronger
		The campaigns, the things that we can help to bring together and also... bringing together central government and big business... That landscape is quite complex — an individual member may have a good understanding of their government and a couple of businesses around them but not the overall picture and so we provide that guidance and leadership position as well. It is important.
		Attendance to the political meetings are by invitation only, providing Gamma members with a platform on which to meet with parliamentarians and influence debate.

Table A3.4: Examples of coding on Delta's *gaudens* strategic orientation

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON DELTA / FIRST ORDER CONCEPTS
CONTROL	**1. Approving network members - in inner circle** (Identified as *gaudens*-oriented activity by: Salvetat & Géraudel, 2012; Vernet, 2012)	*We are keen to find partners who share our vision, working for a world where good and relevant help is accessible to every new social entrepreneur, wherever they live, whatever their goals*
		From the 27 who applied, we looked for housing associations with values strongly aligned to Delta's, a commitment to continue the work beyond the life of the programme, and passionate representatives with the potential to influence change within the organisation.
		We have developed criteria, so we are looking for people or institutions that share our values, that is the biggest thing. So we look at whether or not our values are aligned with their values as an institution, we look at what their level of capability was to support people at that point, we look at their development potential, at whether our support is going to add up to what they have to offer.
		A year or two ago, we changed our criteria which meant that we had to make sure that we only targeted certain Delta award winners. So for example, we no longer work with start-up organizations, which obviously is a bit of an issue for Delta because most of their winners tend to be very early stage. So we no longer support those early stage entrepreneurs, which means that they really only invite their more established award winners to join us, which is great
		There is a difference at Delta of course, and I'm sure you're familiar with it, two programs, for example, are year long programs with only thirty social enterprises, forty social enterprises on each at any one time, so of course those 30 - 40 social enterprises and social entrepreneurs do get to know each other and Delta facilitate that with their launch event and drinks events, and workshops, and so on... with the hundreds and hundreds and hundreds of others of entrepreneurs, they probably never meet each other, because they are local people ... you know, there just isn't the program there isn't a structure to the program to help them meet, particularly
		There's lots of usual suspects, people who know people and people who know organizations. But if you're outside of London, if you're not from a similar kind of background then it looks really difficult to navigate Interviewer: Even if you become a part of these networks? Yeah, based on anecdotes and feedback I've heard. I mean, I wasn't in that situation myself. From anecdotes and feedback I've heard from others, then yeah, it's quite difficult.
		We will spend four months scouting for high potential social ventures, filtering through hundreds of applications, interrogating the most impressive via a panel of expert judges to select a cohort of the very best, most investable opportunities.
	2. Introducing competition for existing members (Identified as *gaudens*-oriented activity by: Salvetat & Géraudel, 2012)	*If sleeping in tree houses (like this one below) or sitting by the campfire, learning new things and making new connections sounds like your kind of thing - sign up now! Only four days left to pitch your project or idea and run a sessions for young #Socents at the biggest festival of 2014 for young social entrepreneurs.*
		There were some limitations on what we could do with Delta because they were working with our key competitors.
		One has almost accused us of talking collaboration but walking competition at Delta. I still think there's an element of that in there. But it's a competitive market so that's--- I'm not really worried about that.

Table A3.4 (continued)

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON DELTA / FIRST ORDER CONCEPTS
CONTROL	**3. Maintaining coordination and information-transmission role** (Identified as *gaudens*-oriented activity by: Burt, 1992; Shi et al., 2009; Vernet, 2012)	Delta wants to own and control its network, they even pay people to be in their group. They organized a youth forum but once they started to not like what was being said and to feel that they were not in control, they shut it down.
		Each university has a partnership support manager and that is their conduit to connecting to other universities, connecting to the wider world, connecting to the award winners in other areas, connecting to other social enterprise investment and support agencies, connecting them internationally through our international network
		My experience, and I haven't done this for a long time, so it might be out of date now, but my experience was always I tend to have a conversation with whoever my current contact at Delta was to explain what I was trying to find out or do or achieve. They would then advice me on where they thought I could find that information, which might be the contact they had, it might be referring me to somebody else, it might be to an accredited association or something.
		When it's about getting them in contact with the social entrepreneurs, that tends to be via us.
		It still tends to be Delta in the middle because unfortunately we don't have a sophisticated enough technology or platform that would allow what you just described. I mean, we've got a LinkedIn group, we've got a really active Facebook group. Those are perpetually places where people can connect without us but they're not really designed for certainly, they don't have people's profiles, for example, where you'd go and have a look
KNOWLEDGE	**1. Extracting knowledge from the parties and recombining it** (Identified as *gaudens*-oriented activity by: Burt, 1992, 2004; Finlay & Coverdill, 2000; Vernet, 2012)	It's been an opportunity for Delta to work with a different kind of organization... I think we were probably the first public body that they partnered with. So I guess for them it's getting used to the way a public sector organization works and how we have to account for our funding... And I also think it gave them an opportunity to pilot working with partners on the basis they were working with us. They have looked at how to work with the housing sector and their larger body to widen their net, in that way we were sort of a guinea pig for how they can work with other organizations, like how they may change systems and the like
		This model is complemented by learning and influencing – gathering the rich experience of the world's largest cohort of social entrepreneurs and using this to improve both our own practice and the wider environment in which people work.
		You will be kept up to date with all the latest news from the cohort and our learnings on which social ventures are raising investment and scaling most rapidly and why.
		The latest findings from the quarterly R. Tracker, in association with Delta, show there is a growing appetite for social enterprise amongst burgeoning entrepreneurs, with a fifth (19%) of people aiming to start up their own business and a higher proportion (22%)
		So what we often do would be to partner with these organizations to produce guides or research that those organizations can use to advocate for change, to change policies to make it easier for social entrepreneurship to exist. For example, we've worked with Delta to produce a legal structures guide for social entrepreneurs in the UK and we've done the same thing in the US as well.
		H. programme in collaboration with Delta has developed a toolkit that is designed to help social entrepreneurs. The toolkit offers a comprehensive guide to developing a social enterprise business.

Table A3.4 (continued)

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON DELTA / FIRST ORDER CONCEPTS
BENEFITS	**1. Money, status, and power** (Identified as benefit of *gaudens* strategy by: Shi et al., 2009; Collins-Dogrul, 2012)	They need to be alongside others in order to access some of what they're doing. To give one example of a work that we've been doing with them and other two partners, which we wanted to do as a pilot program and new ideas that you come across power to change. So a £115 million lottery fund... If Delta will go knocking on the door by themselves, they wouldn't have gotten there, but working with us and others as a partnership of three, we could win that together because we represented different parts of the sector for them to experiment with. So like us, they need those networks both strategically and operationally to help expand what they're doing.
		They've got their own agendas, really, and as I say they've got some very powerful backers
		It is obviously challenging but I think what all these organizations really need is money for them. All these organizations are quite selfish
	2. Reinforcing the unique position of the broker (Identified as benefit of *gaudens* strategy by: Burt, 1992; Long Lingo & O'Mahony, 2010; Salvetat & Géraudel, 2012)	Delta. make a very good use of corporate, pro-bono networks, so there's a big law firm that's probably given, I don't know, hundreds of thousands of pounds worth of pro bono time to them, for example, so they make good use of that and similarly, networks amongst intermediary type of riders like my company, so the social impact advice, the social investment type of advice, and so on, they clearly know all of the main providers of that kind of stuff and can bring that in at the right time. So I think they make a good use of their network, less so of their award winners or of their alumni award winners, if you like.
		So I guess, if there were connections to be made, absolutely, Delta do have the ability to call on those connections. ... So the University one tomorrow is very much through a connection we had through someone at the design council who was doing work with them. So it's slightly more, we've made our own connections. But certainly, with the rest of Delta, we could do that if need be.
		We're sort of a trusted name within the space I guess. We have the ability to call on and lean on our contacts and networks when we're required. We then actively move into markets like we do a lot of work with universities, we do a lot of work with housing associations. All the time just building up these networks, these contacts... We're doing that internationally as well. So I guess we're really proactive in doing that but I think always leaning on the back of Delta is a well known brand. We have a set of pro-bono network team that we can call on.

Table A3.5: Examples of coding on Alpha's *iungens* strategic orientation

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON ALPHA / FIRST ORDER CONCEPTS
NETWORK SUPPORT	**1. Organizing activities to legitimize and promote the network and its projects** (Identified as *iungens*-oriented activity by: Salvetat & Géraudel, 2012; Shi et al., 2009)	*The EE is a series of events that has been created by Alpha, Delta and their partner with the aim of bringing together the most pioneering educators and creators from both inside and outside the classroom.*
		M. and I were lucky to attend B.'s event. M. spoke about the value of corporate partnerships to boost our core message. One of our social entrepreneurs spoke passionately about why he created his enterprise to serve the 3/4 million disabled children in the UK.
		There are other schools, we've all met up on a number of occasions now, but then also the social entrepreneurs who were elected at the same time as the schools were elected, were celebrated at the same time, so everybody felt - certainly, I was quite humbled by the fact that they'd achieved a lot, these guys, and we were just at the very beginning, really
		Wednesday saw an unveiling of the newest intake of Alpha social entrepreneurs. 100 guests met and mingled with some of the UK's most inspiring entrepreneurs, who each shared their vision for changing the world.
	2. Continuous strengthening (and repairing) of the network (Identified as *iungens*-oriented activity by: Collins-Dogrul, 2012)	So the team representative in each country has a very good relationship with the social entrepreneur and cultivates those relationships.
		So the idea is to connect people and of course, to facilitate that relationship. So Alpha at many levels is always a part of that discussion and that relationship. It's more because we're good facilitators and that's part of what our expertise is. We connect them and if they ever need us again, we're always there and we're always a part of the growing conversation.
		We want to increase the number of pro-bono partners we have in certain areas, but I'd say more of our staff time I think is going on intensifying relationships, building more close work between the support network and the social entrepreneurs, more opportunities for social entrepreneurs to meet each other, and more formal relationships with pro-bono partners
STRENGTHENING OF SOCIAL ENTREPRENEURS/ENTERPRISES	**1. Tailored (and untailored) support for social entrepreneurs and enterprises**	I think if we had a question within the Alpha network, they would try and find someone who could help us, who want to learn a little bit more how things actually happen in schools then we're very happy to give them an opportunity to come here, we're working already with a couple of social entrepreneurs.
		It was an opportunity to create a tech app for the organization. They got together a circle of investors for me and we raised around an investment.
		So they invest a lot more in researching who they're going to support and really put their support behind the social entrepreneur. … I know each of them so I know when they're sending me something, it's relevant and it's interesting, and it feels like it's a bit more curated and thought through
		So if I have a problem, they can connect me to someone in Germany or someone in Uganda that's a year further on working on the same issue.
		The organisation has developed supports to address each stage in an entrepreneur's life-cycle. It provides personal stipend support over three years and organises for mutual help from the other social entrepreneurs at the launch stage, when a little means a lot. It provides action frameworks, collaborative mechanisms and consulting help from Alpha's strategic partners during the scaling period, so that the sector meets the sophisticated needs of this stage.
		One of their top employees used to be a finance investment official so he gave me lots of advice on structuring the legalities of a social enterprise so it becomes for-profit but also has a mission. So just lots of things like that.
		There's loads of opportunities that come out, fifteen years after election, we're still working in for example, specific skill programs for social entrepreneurs when there's the right fit
		Then on the other hand, Alpha has been extremely supportive of my organization. Financially there was stipend of 20,000 GBP but really beyond that it's about having support and helping to raise our profile, helping us in terms of people from the corporate and business communities through the business network, in creating partnerships with other social entrepreneurs.
		They're very un-judgmental. If you to go them and say, "We've hit that. It's a really difficult problem."… They just listen to you and figure out how they can help.
		Whenever I'm stuck on something, I just contact the person they've assigned for me....And last week, she actually came all the way to our office to say, "Tell me what you need." So just whenever I need them, they're there and also proactively come to me and say, "What can we help with?"
		Alpha had suggested some large funding streams that I wouldn't have applied for, one of which we've just recently been successful in... They said to me, "This is perfect for your organisation" And I was thinking, "Oh, we're a small organization. They're never going to give it to us." There's a national fund round and we did it... If there may be something that they think would be especially useful, they might follow an email. Kind of, "Have you looked at this? This is fantastic for you.

Table A3.5 (continued)

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON ALPHA / FIRST ORDER CONCEPTS
STRENGTHENING OF SOCIAL ENTREPRENEURS/ ENTERPRISES	**2. Spotlight on social entrepreneurs (and schools)**	Alpha is about the social entrepreneurs program and promoting these exceptional social entrepreneurs who have affected real social change.
		We want to identify the pioneers in co-creation in Europe and highlight their work, support them so they can go even further, and of course inspire others to start co-creating as well.
		The purpose of the designation is to recognize colleges and universities that have embedded social innovation as a core value and showcase the ways in which they have built supportive environments for change making across the entire institution – from admissions through the curriculum, career services, all the way to community and alumni engagement.
		They bring us as people who have got the solutions to society's problems and we are equal if not elevated above those who have resources to solve those problems and that's a very, very, very refreshing way of bringing people together.
		I think what Alpha does is, it presents the social entrepreneurs and their work as solving. And if at the same time you've got this people who are facing these huge global problems and have no answers, and they present kind of thirty UK faces that are potentially the answers to those problems, it changes the dynamics of that engagement, completely changes it. So I find that people's interest in my work isn't philanthropic, which it has been traditionally, but far more, "Okay, what are we going to do? What can we do together to work this out?"... People are interested in you and interested in what you bring and there is an urgency as a part of seeing you as solving huge social problems.
		From invitations to speak at public, corporate and internal events, through to opportunities to write articles for partner websites, through to sharing what I'm doing with the global network of social entrepreneurs, Alpha has been my most trusted partner over the past few years
		We have 10 exciting and diverse education partners in the UK. Over the next 10 months we will be running a campaign where we will showcase the innovative and inspiring work of each
		They pick amazing people. Their staff are amazing. It's funny that they're very humble in the meetings. They always talk about the social entrepreneurs but actually, many of the employees they have, have set up their own charities previously, done massively scalable things in the past.
CREATION OF FAVOURABLE ENVIRONMENT FOR COLLABORATION	**1. Community-building** (Identified as *iungens*-oriented activity by: Collins-Dogrul, 2012)	Once you become a member, you're a member for life. You're part of the community for life.
		With Alpha, their strategies are very clear. You become a member, you're part of this very tight-knit family, you're invited to events. There's so many ways that Alpha stays in touch.
		It's been amazing because they have a very close-knit network and they organize events in London, they organize events internationally and I feel very close to the Alpha team here in London.
		The Alpha community is a very diverse and cross-sector community.
		Alpha is very effective in promoting that relationship just because we only connect people that we have good relationships with. So it's usually just a very friendly and good way of connecting.
		Our relationship with Alpha is really exciting and quite different from the traditional corporate hand-out of funds. Instead, it is about creating a deeper partnership between people who share a common goal
	2. Promoting cooperation (Identified as *iungens*-oriented activity by: Obstfeld, 2005; Salvetat & Géraudel, 2012)	They asked for social entrepreneurs who had specific problems come and present the problem and see if someone was interested in helping you.
		Where there is interest and capacity to deepen the commitment, we encourage support members and Alpha social entrepreneurs to build long-term partnerships.
		These men and women are ideal operating partners for one another. Alpha provides frameworks and supports that encourage all these levels of collaboration, community, and social entrepreneurship.
		They've put us on the radar of people who might not have known about us otherwise.
	2b. Creating a network of iungens	We're really empowering every social entrepreneur to collaborate with other social entrepreneurs and to have a joint mission with all the other social entrepreneurs.
		So you have those two designated days but what they really encourage in, is that you form informal networks with each other.
		Along your career, you have no doubt built an extensive network of potentially strategic connections for Alpha or its social entrepreneurs... Whenever business network members identify these links, we encourage them to facilitate the connection
		It is not possible to reach every elementary school in the UK, but the trick is to create a small number of self- multiplying dynamic environments, which eventually tip the system.
		So it's about matching resource with our own network but then connecting and stepping back so that our capacity doesn't limit how much can happen within the network. So we try to create leveraged partnerships basically where we have put a small amount of time, but then a lot of time happens outside of Alpha staff time.

Table A3.5 (continued)

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON ALPHA / FIRST ORDER CONCEPTS
CREATION OF FAVOURABLE ENVIRONMENT FOR COLLABORATION	**3. Helping organizations transcend political, social and institutional boundaries** (Identified as *iungens*-oriented activity by: Collins-Dogrul, 2012; Garriga, 2009)	*The goals of the summit are to build bridges between diverse entrepreneurs, to strengthen the Alpha support network and create convergence... between the private and citizen sectors.*
		Retreats aim to bring together Alpha social entrepreneurs and staff, as well as the entire local business network cohort, to socialize in a friendly atmosphere and celebrate the accomplishments of Alpha, the social entrepreneurs and business members. The retreats are designed to introduce new social entrepreneurs and business members, as well as to create working spaces where business members can provide inputs into Alpha's or the social entrepreneurs' work. During these days, new Advisory Boards or Alliances might be formed and strategic connections might be identified
		We help people connect and understand each other even if they're not always on the same page.
	3b. Setting expectations (Identified as *iungens*-oriented activity by: Garriga, 2009)	The effectiveness of how the network works is dependent on each individual as well. The more you put in, the more you get out. And we tell people about what to expect and we tell the support network members that and we tell our social entrepreneurs that and we take a long term approach with all of our partners so pretty much, without exception, they get more and more engaged as time goes on.
		Successful partnerships involve the careful alignment of interests, values and strategies, as well as the development of deep personal relationships across organisations
		So in terms of staff time, there's more active connection making in the first two to three years. Then after that, there's an expectation that they'll navigate it slightly more by themselves.
		It's made quite clear that you don't have to take every opportunity, for example.
	3c. *Do ut des* approach	I mean, everybody who helps me, and I'm very grateful to them in the Alpha network, is getting something back from it.
		While often these partnerships are solely focused on social return, we are increasingly engaging with businesses with a shared value proposition, combining our comparative advantages with those of the private sector for higher impact, as well as addressing the needs and aspirations of our partners.
		Even if you think you know the "right people," approaching corporations has to be done strategically, with a clear idea of what the corporate partner will gain from the relationship.
		The benefits do not flow only one way; support members consistently realize social, financial, and personal returns through their engagements with Alpha social entrepreneurs. ... they fully apply their creativity, energy, and connections to realize shared value
		For business leaders, I think it's having access to the leading social innovators in the world. So if they ever want to invest in social entrepreneurship... they have access. They can also give back some of their time. They're usually people who have done very well for themselves and they're happy to start giving some time to philanthropy or any kind of cause... We assure those business leaders that whatever they do or contribute, either their time or their money, it's worth it
		I think that but I also think that in some senses, Alpha's wish with their corporate partners is to make sure that they, the corporate partners, get a lot out of it.
	4. Creating a positive view of cross-sector collaboration (Identified as *iungens*-oriented activity by: Collins-Dogrul, 2012)	Our way of working is across sectors because we think that's how you can create the right ecosystem for a world where everyone can become a maker of change
		Our social entrepreneurs and members of the business network are equally capable, thoughtful and ambitious as each other, therefore it shouldn't be surprising how amazing change can happen when they are brought together, yet it always is.
		The Alpha business network envisions a world where there will be no more walls between the citizen sector and any other sector. A world where leaders from all fields and social entrepreneurs work together to solve society's most pressing social problems.
	5. Describing issues in a way that appeals to all parties and pointing out the common ground (Identified as *iungens*-oriented activity by: Obstfeld, 2005; Long Lingo & O'Mahony, 2010)	*During this time with the social entrepreneur, the executive tackles a challenge that is critical to the social entrepreneur's ability to scale their impact. Simultaneously, by working with the world's leading social innovators, the executives bring back lessons learned about new innovations, emerging markets, and leadership techniques*
		Alpha's strategy is to get four very different products/services quickly to the point where the customers, businesses, and citizen groups are all benefiting enormously from the new cooperative value-added chains.
		As an example shared value, through our partnership with B we are identifying and supporting 50 new social entrepreneurs in the field of health, allowing our partner to access and apply the insights and innovations of this community into their business.
		It is about creating win-win partnerships where companies access new markets while social entrepreneurs can scale up and accelerate the social impact they seek
	6. Negotiating between network members (Long Lingo & O'Mahony, 2010; Obstfeld, 2005; Salvetat & Géraudel, 2012)	So this was probably a small crisis. I had to call Alpha and explain and they were very supportive and we reached out to the network and individually, we explained to each of the investors what happened and they were all extremely understanding and most of them converted the investment into a donation.

Table A3.5 (continued)

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON ALPHA / FIRST ORDER CONCEPTS
CONNECTION	**1. Introducing parties with common strategic interests** (Identified as *iungens*-oriented activity by: Obstfeld, 2005; Long Lingo & O'Mahony, 2010)	We've been thrilled really by the response we've had from Alpha. First of all just by welcoming us into the network and introducing us to some very exciting people who've initiated projects around the world, so getting the chance to sit down with them and show them ideas, listen to them...
		This week the Alpha office launched a board bringing these key organisations together to collaborate more closely on supporting high-impact new ideas. We hope the board will be a fruitful forum to discuss high-potential social entrepreneurs from across the UK and support key innovations throughout their life cycles, by establishing closer partnerships
		Alpha business network members have the opportunity to form or join global workgroups and work closely with Alpha staff and social entrepreneurs on specific topics that align with members' interests and skill-sets.
		Alpha continuously makes a range of senior introductions to thought leaders, funders, business entrepreneurs and others to help social entrepreneurs scale their impact.
		So we met then with 6 or 7 Alpha social entrepreneurs who they brought along to showcase their work and most of it had some impact on education, and then also there were all the other schools from across Europe that Alpha had already begun to work with as well, so there was a huge gathering to share ideas with each other.
		So for example when they organize events, they try to bring people who share interests together but then very much let things happen organically.
	1b. Providing multiple opportunities to connect	I am not aware of it as a, as it were...I am just aware of it as a set of experiences that I have had rather than a strategy or anything like that.
		The Alpha business network presents its members the opportunity to join a range of gatherings every year.
		Alpha has an extremely diverse networking strategy. They have the campus – which gives both recognition and the opportunity to collaborate with each other and easily spot like-minded institutions. Then there are many other programs and people, basically they have different networking strategies for the different parts of their network. They also organize conferences.
		So the role of a network is to connect people to increase impact. We do that by connecting physically people. We do that by connecting them virtually. We do that through programs that we create and basically, we have a whole range of approaches to connect the right people together so that they can work together and have a greater impact.
		They're always offering opportunities to get the social entrepreneurs together once a year, but also through the exciting events, there's a lot of sharing happening.
		So I feel like there are a lot of opportunities.
		That they'll put lots of things in your way, you might be far too busy to take all those opportunities and you might choose not to.
		But they've created the opportunities for people to meet and then organically build partnerships.
	2. Matching the right people (Identified as *iungens*-oriented activity by: Obstfeld, 2005; Collins-Dogrul, 2012; Vernet, 2012)	*These connections can be facilitated by Alpha Staff based on criteria identified with the support member and social entrepreneur*
		This one seems much more like they called up to the support network, I think it was this way round, to say "Who of you would give a particular type of help to particular people". A number of support network members have come forward and then they have tried to match us up in some way, I don't know how, but I just know that that network person told me: "I have asked to work with you".
		They go to a lot of trouble to create opportunities for our organization or all their awardees or social entrepreneurs by building connections with banks, with recruitment agencies, with all sorts of different kinds of businesses, legal companies and lawyers and so on, and connecting you in appropriate ways, usually with those organizations either wanting a partnership or to offer pro-bono services.
		They've connected us with kind of corporates and financial experts to come and work with us
		I specifically asked them to introduce us to charities because we do the funded work, it's very important that patient charities understand what we're doing and explain what we're doing... it's just a completely new different way of working so they're doing these introductions first.
		Once in a while, we're able to be introduced through those networks to other big players in the industry, particularly if we're trying to expand into a new country... They are often able to help us connect with the right players, whether that is within the government, or within big business, or other social enterprise intermediaries.

Table A3.5 (continued)

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON ALPHA / FIRST ORDER CONCEPTS
CONNECTION	**2. Matching the right people** (Identified as *iungens*-oriented activity by: Obstfeld, 2005; Collins-Dogrul, 2012; Vernet, 2012)	So we assess all of the social entrepreneur's needs on a yearly basis, we identify which of those needs are the most strategic for changing the system in their plans, and then we match make with experts that can help them.
		So if I wanted someone who has a legal background, or an HR background, or have got a large company, they've introduced me to them and I've just--- just talking to them for an hour I find useful… So just their partner which is on the healthcare side in the UK has been a great introduction and it's a deep relationship
		If you identify what the needs of your organization are, they will have a connection somewhere else in the world or in the UK, and they can connect you instantly.
	3.Hands-off approach (Identified as *iungens*-oriented activity by: Obstfeld, 2005)	What's primarily the case is it has several face-to-face meetings which we call summits, which I attended and helped design. That's why you need people and if you are somebody who cultivates relationships, then the rest is up to you.
		They actually do keep them informed and they do check in and say, "How is that going?" but no, they treat you in a very adult way.
		But once we've made some connections, once they've gotten a taste for how powerful the network is, then they can become very active and make it work for them.
		But no, there's utter freedom to be in touch with anyone you want to be in touch with
		We are not providing members with a programme to implement, but rather recognising and supporting the work that they are already doing.
		So once we are introduced to the social enterprises through Alpha and Delta, they will need to apply separately anyway and from then on, the relationship is really between us and the social enterprise.
		Being part of the network will give you the opportunity to get to know some of your country's or field's most exciting solutions to social problems, and the women and men behind them. The rest is up to you. We expect and guarantee complete independence.
BENEFITS	**1. Contributing to the overarching goals of the system** (Identified as *iungens*-oriented activity by: Collins-Dogrul, 2012)	Another thing that, in my mind at least, helps give not only credibility but opens up new ways of us working with those organizations, is the fact that they're trying to promote social entrepreneurship not just on the grassroots level but on all levels.
		Alpha strives to shape a global, entrepreneurial, competitive citizen sector: one that allows social entrepreneurs to thrive and enables the world's citizens to think and act as change makers.
		Our driving interest is seeing a world where everyone has the skills, self-permission and resources to make the changes we need. We see our greatest challenge yet in inspiring more people at all ages, and in all walks of life, to see themselves as 'makers of change'.
		Really pure. I mean, you can say a lot of things about Alpha's founder, but he's entirely committed to this. I spent a lot of time with them. He completely believes it and he lives and breathes it and eats it, anything about social entrepreneurs. Alpha's founder is like--- that is the man who's got this plan and he's using every possible angle to--- he's using every possible resource to create big social change. That's what he wants to do. He wants to make the world a better place, without doubt.
		Alpha is much more about inspiring change and showcasing where change has happened.

Table A3.6: Examples of coding on Beta's *iungens* strategic orientation

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON BETA / FIRST ORDER CONCEPTS
NETWORK SUPPORT	**1. Organizing activities to legitimize and promote the network and its projects** (Identified as *iungens*-oriented activity by: Salvetat & Géraudel, 2012; Shi et al., 2009)	So I think we've had a great influence as thought leaders, and just as importantly I think our media work... it's shining a light on solutions, and the people who have dedicated their lives to bringing those solutions to the world
		The event aims to: Showcase leading innovations in the supply of finance to social change work advocacy groups and non-profits, but also social businesses, and public sector and corporate activity where it prioritises social value; Demonstrate the ways social entrepreneurs use a diverse array of assets to manifest social or environmental value and drive social change; Enable a growing community of people developing the capital markets crucial to social change work to review the state of the field and identify ways to scale their efforts
		S. is the global online community of Beta where social entrepreneurs and other practitioners within the social benefit sector connect to network, learn, inspire and share resources.
		The event unites acclaimed social entrepreneurs with essential partners from the social, finance, private and public sectors. Each year, the event attracts distinguished attendees, including renowned world figures
	2. Continuous strengthening (and repairing) of the network (Identified as *iungens*-oriented activity by: Collins-Dogrul, 2012)	*Beta... announced today a field-building partnership with Alpha... This partnership builds on the success of a previous relationship which began in 2003 when Beta made a grant to Alpha to create its academy*
		Outside of the event, I believe that it is us producing the videos for the social entrepreneurs and we do have a team dedicated to keep relations with the non-social entrepreneurs that we call "family friends"
		It's very simultaneous, it's very much calculatively, engineering-wise thought because you do want to sustain the momentum and the enthusiasm and the trajectory of what is working in the world. At the same time you want to bring in people who need to be influenced or who can influence and help and so, you know, one actually helps push the other in a virtuous cycle, as we found. So, we have about 50% new attendees each year and 50% who are returning in different various forms, whether as speakers, or as just simple attendees or sometimes as social entrepreneurs and so, in that way, we have been able to create, as I mentioned, a virtuous cycle of bringing new people into an environment that's very culturally appropriate and that's why it takes so long to figure out who could be invited each year depending on our content and what we are trying to accomplish. But, it's both expanding and reinforcing because they actually work wonderfully well together.
		Well I guess, I still think it's a nascent field so the network is kind of, you know, somewhat nascent but it just keeps getting bigger every year or more connected every year. People come back to the Beta event year after year after year, there you can see, they are coming to visit old friends or a fair working on something in Indonesia, something is working in something India, they just don't get the chance to compare notes multiple times in a year you know face to face and sit down. You can clearly see at the Beta event... they pick up ideas and inspiration from one another.
		Beta has been a partner for us for more than eight years and we know them all so well
		During the year they offer many opportunities for us to be part of things like the A festival or whatever it is, where they'll call together a bunch of people from the Beta network and we'll go – they are in constant contact with us, they do fundraising things with our organisations, they're great
STRENGTHENING OF SOCIAL ENTREPRENEURS/ ENTERPRISES	**1. Tailored (and untailored) support for social entrepreneurs and enterprises**	*Beta has backed R. several times over the years in ways that reflect the organization and market's particular need and opportunity.*
		"We have structured this program to combine direct financial awards and consulting services because we believe in tailoring support to the needs of each organization," explained the CEO of Beta. "With the help of a consultant, the social entrepreneurs will be encouraged to participate in a mutual learning community, where they can grow through collaboration"
		One of our long-term, key partnerships has been with Beta, who has been an integral player in our organizational growth and development, investing in every facet of our work. Our partnership dates back to 2003 when Beta took a risk on us to support the launch of our "new" program. Over the next ten years, our partnership grew to include investing in our program quality and sustainability, monitoring and evaluation efforts, strengthening our volunteer chapter network, and expanding our work into new countries of operation.
		We've created an Orientation Video for newcomers with important information to help you in pre-planning for the event and to give you insights into how to make the most your time once you are at the event.
		If I have a difficulty or problem with something, I pick up the phone and talk to one of my close colleagues at Beta. I might do that long term. As I say, we've been partnering with them. We've had some very successful partnering opportunities. They underwrote a loan that we borrowed from a bank for a very successful program.
		That's how they've helped us scale. But also through their conversations with them and their networks, they've helped in a myriad of ways both in terms of--- in helping us understand our business, our strategy, how to raise our profile, who to connect with, developing our networks, enabling us to tell our story better, all those things.

Table A3.6 (continued)

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON BETA / FIRST ORDER CONCEPTS
STRENGTHENING OF SOCIAL ENTREPRENEURS/ ENTERPRISES	**2. Spotlight on social entrepreneurs**	*While the early years revolved around issues of definition and building the field, the event has increasingly become a showcase to highlight the large scale impact social entrepreneurs are having on the big challenges facing the planet*
		M, cofounder of online micro lender, still gushes about how great it was for his then-nascent no-profit to be featured on the TV show in 2006 — thanks to Beta, which funded the production. The onslaught of microloans from people who saw the show was so great that it crashed the organization's servers for three days.
		Beta's main event has now become a really big deal – and getting celebrated there is a big deal for social entrepreneurs and connecting them with one another, we keep hearing from them that that's really important and in fact we are trying to do lots more of that by connecting them together in bigger projects
		On Beta's community web page each awardee is profiled with a video; a description of what the organization does and of its achievements/impact; a bio of the entrepreneur receiving the award; the business and social model and the key partnerships; the list of people affiliated with the organization that are part of the Beta community; the Twitter feed of the organization and a selection of the latest article on it
		We... invest in media partnerships, global platforms, and marketing strategies that drive awareness of and investment in the work of our grantees.
		I think Beta is extremely humble and probably needs to be a little louder. So, no, I think all they do is for the network and to support the individuals within the network. I think that the challenge a lot of foundations have, and I wouldn't say Beta is alone in this, is that they always seem to struggle a little bit with this idea of their own identity, and their own cloud and so they often think, "well, I gotta be quiet, because if I talk too much, or if I get loud that'll drown out the entrepreneurs, or the grantees, or whatever it is". And I think that's insane.
		Thank you to everyone at Beta, as well as each of the amazing interviewees. Solving the world's most pressing problems starts with sharing the stories behind them, as they unfold. Social entrepreneurs and those who support them are sharing best practices, talking about what works, and rewriting the future. We are so glad to be able to shine a spotlight on them
		The session offers attendees a rare opportunity to learn from the world's most senior and celebrated social entrepreneurs. These engaging presentations showcase leading innovations in healthcare, environment, education, community development, market transformation and partnering with business and government.
CREATION OF FAVOURABLE ENVIRONMENT FOR COLLABORATION	**1. Community-building** (Identified as *iungens*-oriented activity by: Collins-Dogrul, 2012)	I steward and shepherd a community of people who, at the core of that community, are social entrepreneurs around the globe who are trying to change the status quo of powerful interests and others to help benefit those who have not benefited from our economies and our systems.
		What I think they have done very cleverly is to build a network of similar kinds of people. I mean, there are people who are very different, but they share certain characteristics and I think that's what binds the family, because there is a sense of similarity even though what people are working on is so different
		It's about creating a community, it's about saying that, you know they want to be seen as a sort of bespoke, you know a sort of central hub and bespoke of all these different conversations...well not as a hub, I don't want to say that because they don't want to control the conversation.
		We hope it (the programme) gives you the opportunity to renew your existing networks, and introduce yourself to like-minded people. Feel the strength of the social entrepreneurship community as we bring everyone together to hear leading thinkers and practitioners speak on social innovation.
	2. Promoting cooperation (Identified as *iungens*-oriented activity by: Obstfeld, 2005; Salvetat & Géraudel, 2012)	*"Together, these 13 organizations comprise a portfolio that is more powerful than the sum of its parts," said the CEO of Beta. "We are proud to support their good work, as well as help them work together toward systemic changes that benefit communities."*
		Convening at the festival, Beta's own event, the summit, and related gatherings have led to the creation of a network of learning and professional exchange for documentary filmmakers, change-makers, and their stakeholders. On Tuesday, Beta announced a $1 million grant to continue the initiative through 2013.
		Beta and its partner today announced the winners of a unique set of grants—totalling US$1 Million—that will enable partnerships between social entrepreneurs and agencies, funds, and programs designed to drive impactful social innovations.
	2b. Creating a network of iungens	*You are a vital member of this network of innovators…together we can multiply the power of this network*
		It is our hope that this partnership will be the impetus for many other collaborations, especially those between filmmakers and social entrepreneurs who can access this funding and extend the reach of their impact
		As one of the few geek social entrepreneurs, I'm a rare pipeline for my friends in the network. By hearing from dozens of CEOs and founders about their tech needs, I've been connecting the dots. I connect some groups that have similar needs and that should be talking together. Some organizations I can point to solutions that exist and are worth evaluating.

Table A3.6 (continued)

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON BETA / FIRST ORDER CONCEPTS
CREATION OF FAVOURABLE ENVIRONMENT FOR COLLABORATION	**2b. Creating a network of iungens**	So Beta have helped me network to S. through putting on that session and the S. guys will help us network to other people like important film-makers, so as you said, it's all multiplication
		We were awarded by Beta because we have several partnerships with both the private and public sectors, we have a holistic approach and we are able to engage civil society and all range of stakeholders
		I like meeting people ... I met this guy just randomly who was in a panel and I talked to someone else who does big networking things... I just saw this guy and he wanted some promotions and things and I just thought, so last night I was at an event and I just met somebody who works for her and I said, you should really meet this guy, he has a cool social business and he could come talk at your conferences...and I mean, I am a natural networker, I like connecting people
		They do so many networking events and in the pre-events like signing up or whatever, or the online system, that if you are going to Beta with the interest of meeting others and reaching out, they make it very easy. I've never been to a networking event as Beta where I couldn't just walk up to someone and introduce myself or have someone else introduce me. And I've introduced hundreds and hundreds of people to others at Beta... Social entrepreneurs and those that help them are natural connectors.
	3. Helping organizations transcend political, social and institutional boundaries (Identified as *iungens*-oriented activity by: Collins-Dogrul, 2012; Garriga, 2009)	*This session will explore a range of different examples of how social entrepreneurship operates at the intersection of the public, private, and third sectors. Different country contexts illustrate how the local culture and political economy can shape hybrid opportunities for social innovation in institutional voids.*
		This year's event will engage the world's most influential social entrepreneurs, social investors, and thought leaders from all sectors in critical discussions, debates and work-sessions designed to create partnerships, networks, knowledge and collaborative pathways between the social, policy, academic and private sectors.
		It is a boost of adrenaline rush and it is great to be able to directly speak to government so they understand what is needed to really support social initiatives... The event is great to make different stakeholders understand how they can work together and what is going on
		During the session we explored five factors in building great partnerships: 1) Search for common ground. "Business and the social sector speak a different language" is a common gripe I hear. As a social entrepreneur or NGO approaching a large corporation or government it is often easy to get stuck on focusing on the differences between the organisations rather than the areas of mutual interest. The sooner you can focus on the areas of collaboration and what each party can bring in tackling a particular problem the better.
		What is really nice about the Beta network is that they bring together people from across disciplines and sectors, including academia, and I think this is meant to reduce the blind spots of each member because there is total freedom to contradict each other in this network and to point out if you disagree with someone else's view and this is fundamental. It makes the most out of the network diversity and since each experience in each sector brings in a different perspective, this network becomes a great opportunity to view things in a different light, to question what you are doing and to improve it
	3b. Setting expectations (Identified as *iungens*-oriented activity by: Garriga, 2009)	I think this is not a network that is pretending to put people together for any day of the year, it's about coming in, having conversations on certain things at certain times and being quite clear about the purpose of what it is and that's great
		NEW IN 2011: Facilitated conversations designed for small group learning, engagement and networking. Contributors will start conversations, but be prepared to join the discussion.
		You know, I think it's just to look at solutions, I think that's what our role is. Our role is to let people know what the problems are in the world and some of the things that people are doing about them
	3c. *Do ut des* approach	*The Beta Awards are designed for leaders whose experiences in social change allow them to contribute to a peer network committed to continuous learning and shared expertise*
		We do not take a attendee's choice very lightly, because as we introduce new people in the community they have to be of value and they have to be able to derive value.
		All submissions will be reviewed to identify attendees who are best positioned to contribute to, and benefit from attending the event.
		Message from my session at the event: donors need grantees as much as grantees need donors' I encourage NGOs to make demands.
	4. Creating a positive view of cross-sector collaboration (Identified as *iungens*-oriented activity by: Collins-Dogrul, 2012)	*And with networks coming together in time and space, like the event network of innovators and partners working across all sectors, we can all do our part in creating the future*
		Partners bring a wealth of capabilities to bear—from storytelling, funding and strategy, to sourcing and support of innovators globally. By aligning our assets and capabilities, we invest in a collective effort that can lead to sustainable systems change—impossible had we gone it alone.
		The event convenes social entrepreneurs with policymakers, business executives, media players, philanthropists, financiers, academics and others because their collective pursuit of change is far more powerful than any single entity's.

Table A3.6 (continued)

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON BETA / FIRST ORDER CONCEPTS
	5. Describing issues in a way that appeals to all parties and pointing out the common ground (Identified as *iungens*-oriented activity by: Obstfeld, 2005; Long Lingo & O'Mahony, 2010)	Helping those social entrepreneurs we realized twelve years ago that we needed other friends or actors to help the social entrepreneurs achieve their goals and that, otherwise, they would really just be social service providers, helping people with meals or with housing... So, we started to bring together in this community, in the Beta community, people who are involved in policy making, in either the local, national or even global level, academics who had specific theories that may or may not work in the field and wanted to make sure that wanted correct, who wanted to interact with social entrepreneurs to see if they were practicing at the best that they could, funders who were interested in taking the leap beyond social service or typical non-governmental organizations non-profits, for which there is a real role for that in the world, but we were looking to sort of take a different approach to sustainable change in these different areas.
CONNECTION	**1. Introducing parties with common strategic interests** (Identified as *iungens*-oriented activity by: Obstfeld, 2005; Long Lingo & O'Mahony, 2010)	*At this year's event we hope to broker a new conversation among an incredibly energetic and eclectic group of individuals and institutions innovating around the supply of finance for projects and organisations engaged in work that is primarily committed to social objectives.*
		They really are looking for collaboration between players within, as they would describe it, specific ecosystems. So in our case in terms of health, they're looking for people who can collaborate with each other, with other social entrepreneurs within our group, and also to find ways of harnessing the energy and finances of other organizations whether they're donors or social entrepreneurs, to make change together. It's very much about systems change.
		The whole event is scheduled to let people have a balanced mix between time for networking and attendance to sessions..., which are also a way on their own to connect people with similar interests. In fact, at the end of each session, the speakers remain in the room and are reached by all the people interest to network with them. In less popular sessions speakers even remained to interact with one another. For example, people interested in more ethical supply chain, went to the relative panel and both networked in person at the end with the speakers and introduced themselves with relative questions during the Q&A part of the session.
		We have worked with I. this year to come up with a really undisguised networking opportunity but the focus working on youth unemployment globally so they put on a workshop that had people work in small groups and in that way those people could get to know each other in a more of a content-oriented environment as opposed to a story-telling environment
	1b. Providing multiple opportunities to connect	I think the information they send out in advance of the online system – the sort of getting to know people, people sign up and share their information. I think profiling the award winners gives us a chance to learn more about each of them. I think that the networking session, that sort of speed dating thing that's really helpful. There's so many opportunities for networking
		They curate extremely well who comes to the event, how social times during the event are organized so you have the perfect mix of sessions, free networking, guided networking, also the physical set up of the event is simply perfect with the sofas area for networking which is welcoming, other more silent areas where you can have longer meetings, the meals...everything is meant to make you both network with people you planned to meet with and to randomly meet people around so you can make unexpected encounters
		Networking and testing new ideas has always been an important part of the event. But last year you told us you wanted more opportunities to meet others with shared interests. The O. Programme offers a series of satellite meetings hosted by attendees from around the world. Topics range from state- of-the-art approaches to accountability, to research findings on the ways social ventures grow and replicate
		Networking is one of the top reasons to attend the event. Use the mobile app to schedule appointments or attend networking session like attendees-led discussions, speed-dating and formal networking dinner and receptions.
		From themed sessions, to in-depth analysis of issues, to social finance, to best practices in organisational design, the event provides an atmosphere of learning, leverage and collaboration. attendees can select from a range of formal sessions or generate their own round table discussions through our new Connect and Collaborate open space discussions.
		Well you bump into people, you know they've got all these networking events, you go...ehm, you sit at these dinners that they have, then when I chair panels I get to know people on my panel

Table A3.6 (continued)

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON BETA / FIRST ORDER CONCEPTS
CONNECTION	**2. Matching the right people** (Identified as *iungens*-oriented activity by: Obstfeld, 2005; Collins-Dogrul, 2012; Vernet, 2012)	*The show did a half-hour documentary about The Team which came out of the fact that we sat next to the executive producer at the S. dinner at the Beta event. It was a SH/CM special, 'the introduction.' That's one reason we come here is to make those kinds of connections. It was quite useful. What it's done is put our work out to probably a million people.*
		When you have a donor conversation, you want to know what are they interested in, who else has they given to, how much do they give, what success for the donor looks like, and Beta is very sophisticated about those things. They tend to tell you, "This is why they're doing it, this is what they're interested in, these are the issues that they're interested in." So I mean, part of the introduction is that they've also done more than half of the research that you would have otherwise need to do. It's still common for us to do some more research because we might find something else that's much more relevant to us than Beta would have picked up on.
		So, there is this stuff (the event) obviously, beyond this stuff there is, ehm, if you go to them and say: we are trying to do this so, if you can be quite specific, about what you need, so for example for us, we had a dinner on X where we were trying to bring together people who could have different ways of telling the X story, and so we were interested in which journalists could come. So they helped us come up with some ideas within their network who might be able to come. Or, if, so for example I think they are very good at helping us connect with other people, likewise, if you say I am grappling with this, if you say like, I don't know what it would be with the organization, succession planning or something, they say: oh, three people have just gone through that, here they are, so they'll point you in real time to learning opportunities
		The opportunity for networking happens mostly at the annual event. There are also other instances during the year in which Beta helps to network but it is on a need-basis and I believe it should be done in a more organized way... If you need something, you just tell them and they put you in touch with whom you need even if this partner is outside of the Beta network.
	3.Hands-off approach (Identified as *iungens*-oriented activity by: Obstfeld, 2005)	In the case of Beta, they gather a community together, put us all together at the annual event and ask us to make our own connections but they create many--- they raise your profile as high as possible and then get you all to connect with each other whether it's with business, with other social entrepreneurs, whether it's with universities, with academia, or whatever it is. But it's up to you to make those connections and build on them.
		No, I think if it was between two award members, they care about what are the interactions between us, but if it is just someone from the event, no. And they shouldn't take care, that would be a waste of their time and I think they are good at just saying: this is your relationship, you do with them what you want and there are some times in which they want to know what is happening but they are not territorial about that, which is good because then they can grow organically
		I think it's more on us. I think they're very interested in knowing outcomes partly because that justifies the investment they make in throwing a event. So I think they're always interested in data and they collect it... I'm sure that they would act as a reference for us but they're probably act as a reference for us in making the introduction. So I kind of feel like they put their political capital out there and it's our job to follow through.
		So having someone like Beta who is willing to put money into media, without putting any pressure, I mean, they have never told us what to do...they can say: "hey did you hear about this person" but they don't do it a lot. They just assume that we will find the people and tell their stories and then of course if at the end of the year they didn't like what we did they won't renew
		Say, for example, A. — it's their prerogative to use the event to help further shared goals and they look at the attendee list and they look at who would be appropriate for that meeting and they would, say, invite everybody who seems to be working for that cause... we are a platform, we are a event for other people to, you know, move their, you know ultimately we want everyone to be as productive as possible so, you know, it's their event and if they want it to be open that's wonderful, if they want to take a group of six people that they can move a piece of business for, that's wonderful too.
BENEFITS	**1. Contributing to the overarching goals of the system** (Identified as *iungens*-oriented activity by: Collins-Dogrul, 2012)	*By selectively working with high quality storytelling partners across multiple platforms, Beta can drive broad awareness of social entrepreneurs and their innovations, engage influential audiences, spur conversation, and drive action—and thereby accelerate large-scale impact*
		Well, Beta is there to enable and celebrate social entrepreneurs to tackle problems and challenges in the world in a way that is truly transformational. They want to be getting changes, they want to move the needle, they don't just want to do small boutique carping, they want to create change which disrupts and distorts unequal, unjust, inequitable systems in a host of different ways which will then have a ripple effects to cause more significant changes.
		Our mission is to accelerate the impact of the world's leading social entrepreneurs by uniting them with essential partners in a collaborative pursuit of learning, leverage, and large-scale social change.
		Bottom line: we need to summon and be serious about the evidence on what's working, how well it's working, and what we all can do together to accelerate impact

Table A3.7: Examples of coding on Gamma's *iungens* strategic orientation

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON GAMMA / FIRST ORDER CONCEPTS
NETWORK SUPPORT	**1. Organizing activities to legitimize and promote the network and its projects** (Identified as *iungens*-oriented activity by: Salvetat & Géraudel, 2012; Shi et al., 2009)	We have a political meeting where social enterprises and other members of Gamma will come not just to network among themselves but also potentially with members of government.
		So that was quite important, and then we also did an annual awards for social enterprises - again, kind of bringing people together for an evening of networking and celebrating some of the best social enterprises, and then kind of publicising the winners and things in the national media
		At local level, it's not just local authorities obviously but our interest is across anyone spending local money. So that's CCGs, housing associations, police and crime commissioners, anyone really. We have in some cases specific networks for accessing those organizations. For instance, in the health sector such as CCGs and other NHS spenders, we are on a number of specific roundtables and networking bodies where we represent our views
		We're pretty well--- our position means we get good access and network across lots of different places. I suppose if you think of social enterprises as being in the middle of business, government, and charity sectors, we get invited to all of those things. We get good exposure to what we're doing
		The awards recognise organisations for their business excellence and contribution to society, as well as the achievements of those working at the heart of the social enterprise sector. This year the event will be held in November in the beautiful Grand Connaught Rooms. We are thrilled to have the Rt. MP, Speaker of the House of Commons, and the Minister for Civil Society presenting awards to some of the winners. The Awards ceremony is the biggest celebration of the social enterprise sector in the UK. Tickets to this event sell out quickly.
		Our aim is to help celebrate the excellent work taking place across the county, promote its successes and support its growth by raising awareness. Across the UK, we are looking to network our X program recognized locations, to bring them together to share the learning and help build markets for social enterprise at local and national level."
		We also organised visits of different politicians to specific social enterprises, so that they can understand better about the different models and the issues involved.
		Each drive has included a high profile event to bring the sector together and to help raise the profile of social enterprises in the area and provide a significant networking opportunity... All events have been very well attended usually attracting 70-100 people. Members have been at the heart of the drives which we have sought to promote via social and traditional media. We have invited members to events and provided speaking opportunities. We have also organised 'social safaris' to showcase members and hear more about their success and challenges.
		Bringing together more than 400 organisations to campaign for a more social economy; creating a one stop shop online to help people find and buy from more than 10,000 social enterprises; holding practical events attracting more than 1,000 delegates - these are just some of the highlights from Gamma's new Social Impact Report, launched today.
STRENGTHENING OF SOCIAL ENTREPRENEURS/ ENTERPRISES	**1. Untailored (and tailored) support for social entrepreneurs and enterprises**	*We will also be working to provide better-than-ever services for members, partners and supporters. Not just through our programmes aimed at supporting leaders, growing investment readiness and the ability to achieve scale among our leading social enterprises. But the practical services we provide every day – access to the best advice, support and services; discounts that mean membership of Gamma pays for itself again and again; getting more inter-trading going on between social enterprises of all descriptions, helping social enterprises get into more and more supply chains, getting more mainstream businesses to understand social impact, measure it and improve their own to help realise our vision - of social enterprise as the usual way of doing business.*
		The support provided by Gamma has been continuous through several stages of winning the business. They have supported our professional dialogue with their partner, helped us build the relationship, and offered valuable insights into each business on either side of the equation. This support and constructive pressure has been fundamental as we have worked toward identifying suitable projects
		We provide support, services, networks, tools, information and services to social enterprises.
		They could win contracts through our networks and be able to do big contracts. It could be partnerships that they forge through meeting other members. It could be profile, we could help to get them into newspapers or magazines or help to give them a platform at an event or to speak at something or to talk about what they do. It could also be guidance. So if they need legal advice, we can help to do that. If they want advice on their business strategy and direction, it could be some of those more practical things. And in demonstrating to their customers that they are a social enterprise through our logo, through our branding, through our materials
		Gamma has a policy of always buying from social enterprises wherever possible – currently this includes our insurer, our HR provider, all venues and catering for events, design and print, water, coffee, chocolate and much more. When we are buying a new product or service, we first look to see whether it is possible to buy it from a Gamma member. If that's not possible then we look across the broader social enterprise movement, before moving to the broader marketplace for goods and services. We don't compromise on quality, and we are always looking for the best social impact our spending can achieve.

Table A3.7 (continued)

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON GAMMA / FIRST ORDER CONCEPTS
STRENGTHENING OF SOCIAL ENTREPRENEURS/ ENTERPRISES	**1. Untailored (and tailored) support for social entrepreneurs and enterprises**	I think they key thing is, from a pure broker's perspective in terms of the supply chain and so on, it's about demonstrating the social enterprises as credible businesses who can deliver. Who, as well as creating fantastic social impact and doing great things, can operate as great enterprises as well.
		Gamma have launched a new webpage with all the latest funding opportunities listed in one place. This new service, for members only, will list all the most up to date funding opportunities, contact details and closing dates.
		I imagine--- we're doing an event in the Southwest and they will warm out their Southwest database and get it out through their networks.
		So I got in touch with them, said, "Yeah we'd like to become a member, and by the way, we'd just won this international beer award. Can you help us spread the word?"... They published a little article on their blog and did some tweets and stuff like that.
	2. Spotlight on social entrepreneurs and enterprises	*But then there might be other cases when we have meetings and we would take members along with us or members would go instead of us, so we facilitate that kind of meetings (words I can't understand), so that they can go and represent their interests or go and be our voice*
		We've just launched an online TV, an online hub for video from the social enterprise world. Check out our first video featuring the CEO of social enterprise X, who gives advice and tips on how to build your brand and run a successful consumer-facing social enterprise.
		They certainly helped with the media coverage. They've supported us with publicity materials and such and have come along as keynote speakers and to support events as well
		We've benefitted from media and comms support, with features in X magazine, Y and Z newspapers. We have also featured in the main campaign, in its supply chain guide for private sector businesses, an animation, and Christmas promotions. The comms team are always happy to chat on the phone when we need advice; this 'open door' approach is something we're very grateful for.
		Our event website goes live. The website showcases 50 consumer-facing social enterprises and a map showing events taking place across the UK... Local councils are being invited to get involved and help rally groups and communities to get people through the doors of social enterprises within towns, cities and villages up and down the country
		Every year in November we celebrate social enterprises as part of Global Entrepreneurship Week. This year we launched a campaign in the run-up to the day, to put social enterprises around the UK at the forefront of championing the social enterprise message
	2. Promoting cooperation (Identified as *iungens*-oriented activity by: Obstfeld, 2005; Salvetat & Géraudel, 2012)	*We provide a range of opportunities for private sector organizations to engage with social enterprises and get involved in the social enterprise 'space'. The guide gives advice on how firms can bring social enterprises into their supply chains and use their purchasing power to benefit society*
		So what our members want is to trade. They want business, they need business in order to grow and have more social impact. What we do is act as a broker. We associate relationships. We look to build ways in which we can help to grow the market by helping businesses or organizations to navigate the social enterprise space and find ways to work with it in the most suitable way.
		At the event, commissioners and social enterprise leaders involved in the project discussed ways that social enterprises can build relationships with commissioners in CCGs in local authorities.
		The event has been a great opportunity for corporate buyers to meet social enterprises in the creative sector. Whether it's photographers, filmmakers, web-designers, printers or event management, there are social enterprises out there which not only offer a great service but create a positive social impact whilst doing so. Our Campaign is all about challenging the way businesses spend their money and to make that money go further. We hope that both buyers and sellers came out of the having both made new contacts and hopefully some new deals.
		For instance, if I can take our strategic priority, one of the key element of that is not just the public will buy more from social enterprises, but one thing we're quite clear on is that social enterprises need to be the frontline of that and they need to include social enterprises in their own supply chains. We know from our research that actually, the sector doesn't tend to, or not as much as we'd hoped, buy from itself. That is true in the charity sector as well. The third sector as a whole doesn't sufficiently buy from itself, if that makes sense, to buy from social enterprises or charity. So there's a real opportunity for within sectors to work better together, be aware of one another's products and services and how it can contribute to each other's mission.
		Gamma and its partner are hosting the first national conference to bring social enterprises and housing associations together. ... The event will showcase and create opportunities for partnership working between housing associations and social enterprises to increase social and economic contribution to local communities.

Table A3.7 (continued)

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON GAMMA / FIRST ORDER CONCEPTS
CREATION OF FAVOURABLE ENVIRONMENT FOR COLLABORATION	**2b. Creating a network of iungens**	*Since their inception, Gamma has worked to support regional and local networks, and social enterprises themselves, to engage with and to help LEPs in each area to achieve their objectives*
		As a member of the program P. is committed to growing social enterprise communities across the county by bringing together the city councils, businesses, charities, budding social entrepreneurs and local people.
		We tend to empower the sector when we can to have those conversations themselves.
		Mainly some of the network organisations that were part of the coalition, obviously they did lots of networking activities amongst their members, so the DT, or S, or C, all had their own sets of ways of getting people to work together.
	3. Helping organizations transcend political, social and institutional boundaries (Identified as *iungens*-oriented activity by: Collins-Dogrul, 2012; Garriga, 2009)	*The town drives are organised generally over a week, who helps getting the key stakeholders in the area behind the campaign and engaging the local and national media. This usually helps achieve real impact in a short space of time.*
		I go to events where they bring people together from different sectors to make them understand each other's issues and I believe they are quite successful. Specifically, they ensure that other sectors understand the benefits of social enterprises.
		I think something that was born from Gamma was something called S., which was the collaborative lobbying piece of work that we all got together before the election. I don't think that would've happened three or four years ago. I don't think all would us would have trusted each other to do it. So I think we've sort of all matured a bit. That was an example where we all worked together on an extremely important stuff very, very collaboratively.
		The Summit, co-produced by I. and Gamma, brings together leaders from across sectors to share practice, insight, and learning in relation to all things social value; and to continue to build cross-sector networks and partnerships.
		The sessions have been astonishing. I have never seen commissioners, the VCSE and councillors coming into a room and talking as equals, it's been so wonderfully open.
		We deliver training for procurement teams on what social enterprises are, here's how they can help your business, here's why you'll want to look to work with them, here's some initial ideas on where you want to look, and then they leave to go and do that.
		To raise awareness and understanding of social enterprise in government, the Gamma team are hosting a series of roundtables and workshops... Along with our members, Gamma will be speaking with a number of civil servants and politicians, to find out how social enterprise and entrepreneurship can support the government's agenda for economic growth.
	4. Creating a positive view of cross-sector collaboration (Identified as *iungens*-oriented activity by: Collins-Dogrul, 2012)	*What is excellent to see is that LEPs are really recognising the contribution that social enterprises can make in local areas – not only towards achieving their social inclusion objectives but also across key themes like competitiveness, innovation, skills and employment. We look forward to working with our members, local and regional partners, and the LEPs themselves to putting these plans into action.*
		S. is a way to promote the work of social enterprises and how social enterprises, local councils, the private sector are working in partnerships to show a new way of delivering businesses and services
		As the need for new and better ways of doing business becomes ever more apparent, the potential for relationships between social enterprises and more traditional businesses has arguably never been stronger.
		Buying from social enterprises is a simple and effective way to make a positive social contribution in communities. Many social enterprises operate locally and employ people and procure goods locally. They can often help businesses to keep the money they spend within the local economy, which is good news for everyone.
	5. Describing issues in a way that appeals to all parties and pointing out the common ground (Identified as *iungens*-oriented activity by: Obstfeld, 2005; Long Lingo & O'Mahony, 2010)	They did a great job for example with the S. because they put together very different groups of organizations that normally wouldn't collaborate. They found the funding partners and then they created the manifesto focusing on the points that everyone agreed on. Once the manifesto was ready they opened the initiative to organizations who shared that view, so that they would all focus on what they agreed on. Also, they asked for different contributions for the membership and gave it for free or for very little according to what the different organizations could afford.
		The programme will work in up to 12 regions, offering an opportunity to develop a learning programme designed to maximise the potential of collaboration between CCGs and local voluntary and community and social enterprise (VCSE) organisations to improve health in local communities. Outcomes from the pilot programme have demonstrated how the bespoke and practical approach has had a real impact on the local approach to health commissioning.
		It's about finding the right hooks for these persons. It's about understanding what a social enterprise can offer for them as their business or their function around government that might be what this particular government... It can be about supply-chain diversity. It could be about how they look to operate as a sustainable business... working with a social enterprise, you can have a joint venture with whom you can trade with... There's a real business driver to them being able to demonstrate the social impact they're having and working with social enterprises is a strong way of getting to that and getting some competitive advantage as well.

Table A3.7 (continued)

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON GAMMA / FIRST ORDER CONCEPTS
CONNECTION	**1. Introducing parties with common strategic interests** (Identified as *iungens*-oriented activity by: Obstfeld, 2005; Long Lingo & O'Mahony, 2010)	*Like your area to become a certified area but don't have the resource to do it alone? Register your interest in being involved and we will connect you with others in your area who feel the same.*
		It's more about facilitating. For instance, we're hoping to get a good profile. They talk about us and promote our work. We are able to contribute to how they formulate their program. They put us in contact with different people... it's a network that helps networks grow together.
		You need--- if it's all just social enterprises, healthcare organizations talking to themselves, we do a bit of that too. We have kind of a community of interest where they can talk about their issues as healthcare bodies. But what's most useful for them is for them to speak to commissioners, for them to speak to policy makers, for them to speak to thinkers in this space and that's what we're always trying to build into those events. Those people are there because that's what gets the best conversations.
		Earlier this week, we co-hosted a dinner with D. to bring together leaders from a number of companies who are pioneering in the field of buying social: procurement and sustainability experts from several corporations and D. itself. The objectives were to share good practice, learn from others, understand the key barriers and build a network of peers.
		We have a project, which aims to bring together groups of social enterprises to bid at large scale for government contracts. Now the reason we do that particular networking support is because of a recognition that government contracts tend to be offered at a certain size, a certain scale which social enterprises by virtue of the fact that they're small businesses often find themselves unable to do it because they're too large and they package up a range of different types of delivery. That example is a very specific reason for bringing social enterprises together.
		Gamma will be helping its partner to identify relevant social enterprises, broker deals and promote its partner's procurement opportunities across the sector
	1b. Providing multiple opportunities to connect	*We had X, Y, the S conference, the awards, Z, the 10th anniversary of our partner, and our annual general meeting and council meeting. November is increasingly becoming 'social enterprise month'. We didn't even have time to grow moustaches, which is probably not a bad thing. That procession of events has brought about a whole lot of conversations and networking, and one thing has kept coming up: yep, you guessed it - social investment.*
		We run a number of different things for our membership directly. Both general networking events that we do throughout the year. Connecting them virtually through our director of communications through social media, and also increasingly through different--- not just sector but also by discipline generally. So we have a marketing network for marketers from social enterprises across country. We have a
		With our membership organizations, we often push out an opportunity and then sort of receive the address, and then whoever is interested will come talk to us. With other things, there is a bit more of a priorities approach where we know the organizations we'd like to get involved. We host quite a number of events throughout the year and I'd say the majority of them tend to be quite responsive and those
		They're always offering opportunities to meet and go to various events. Again, typically, I think they're in London. They've probably got their--- again, I get confused about which organizations are organizing which conferences, but I'm sure I went to the Gamma conference this year and their awards dinner which I was also--- we were also shortlisted for. And yeah, their newsletters are all very interesting, providing information whether it's about lobbying on a governance issue or whether it's just providing information about what the other organizations do.
	2. Matching the right people (Identified as *iungens*-oriented activity by: Obstfeld, 2005; Collins-Dogrul, 2012; Vernet, 2012)	*Gamma identified B. as a social enterprise capable of providing construction services directly to its partner. We arranged site visits to B. to foster understanding of their social enterprise model. The relationship has led to W. and B. partnering on other projects*
		I'm sure if someone rings Gamma, they would hopefully promote their members and say, "Why don't you go and talk to I. or talk to our member in city X who's doing this sort of work?". I think a little bit of that has happened because I've had some contacts with people who have gone through Gamma and have been given my name to have a chat to
		In other instances, it's perhaps a little bit more strategic or policy focused. For instance, the work we do with government in trying to get social enterprises represented in policy processes. For example, when Gamma as an organization is invited to attend a policy dialogue or a round table, often, rather than attend ourselves, we'll use that as an opportunity to broker relationships with specific social enterprises to government trying to get their views represented as part of that policy dialogue
		By direct introduction but also by sending information or by various events that they would put on. So it's a combination of all really, it's mostly informal, there isn't a formal structure but it's just "I need to know about this, who shall I go to speak to" and they would introduce me or various network events or platforms I got to go to speak about what we did.
		Gamma is available to help members seeking social investment by brokering introductions or helping to signpost them to relevant resources and support.
		We help companies find social enterprises directly from our membership and can develop pre-approved supplier lists to meet your company's specific needs. And we refer companies to local and regional networks of social enterprises in their area as appropriate, and put specific calls out via our social media channels.

Table A3.7 (continued)

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON GAMMA / FIRST ORDER CONCEPTS
CONNECTION	**3.Hands-off approach** (Identified as *iungens*-oriented activity by: Obstfeld, 2005)	We'd intervene, if we were asked, I think, if people wanted us to. I don't think we'd proactively go out and try to tell them to sort it out. I think it would be up to them. We're very clear on the brokering piece. For example, if J comes and they want a stationary provider, we will list the ones that are our members and do that but we won't tell them which one to go with. That's up to them.
		In member to member relationships they just introduce potential partners and then leave it to them. For example, the CEO checks good connections and then sends introductory emails
		They told us about A, we met with A, and our relationship with A has been really good. So I think we might have said to them, "Thanks for the introduction. It's going well" but aside from that, we haven't really needed to talk to them further about that relationship.
		For example, recently we went to a Camden market event that was hosted by one of the members of Gamma. Each company is basically free to do their own kind of stuff and supported by the Gamma. Those opportunities are definitely there and I think that is really helpful and it gives you a lot of independence. You can--- electronically, there is always that opportunity but if you can organize something on your own, then that opportunity is also existent and Gamma is very supportive of that one.
		They make the initial connection. I think that's their role but I think they can do more of that. I wouldn't see their role as being to see through what is the outcome of that connection. That will be asking too much of them. But if they can do more of the initial task of bringing people together, I think that's what really helps.
BENEFITS	**1. Contributing to the overarching goals of the system** (Identified as *iungens*-oriented activity by: Collins-Dogrul, 2012)	Gamma I say is the umbrella championing body, the voice, the aggregated voice of social enterprises around the country.
		So their goals and objectives would be to support social enterprises to be sort of the voice of social enterprises, help them grow, and bring them together, and then use the collective forces to basically achieve more for everyone.
		Gamma is here to promote social enterprise as a concept and campaign for policy change and help provide information for the sector, represent the sector with key bodies based in the UK and nationally and internationally, I think that's largely its remit, and sort of help organizations understand where to go for different sort of supports, etc.
		We do have specific activity which aims to be a specific kind of support for members. For instance, setting events for members and so on and so forth wherein they'll meet people. But our work also aims to support the sector. At a high level, there's no stuff we're not interested in if it helps social enterprises. But the number one priority, at least certainly for the next three years and it has been for the last two years as well is about market building. So the number one support that we aim to give to social enterprises is simply to get more customers to their doors, whether that customer is government buying contracts or whether that's a member of the public, at high level, our number one type of support we aim for social enterprise is to increase their amount of income through trade.
		So I think very much on the side of public policy and making sure social enterprise is accepted as a way of acceptable form of business and also a very important one to see them as essentially a lobby group. I'd say lobbying for our interests as members. I have to say that when I think of them... Now I know they do lots of other stuff but from my kind of experience, I find them very, very good at that and they invite me along to things to get involved with and to meet other people in terms of trying to create change and that sort of thing. I think that's very valuable from that point-of-view.
		Gamma aimed to get more people to buy from social enterprises. The campaign targeted three audiences: social enterprises themselves, private firms and consumers. Social enterprises were encouraged to support each other, companies were informed about the difference they could make through their procurement policies and consumers were encouraged to "unleash their spending power" to make a difference in the world.
		Gamma will continue to work with government and others to build a social investment market which is accessible and inclusive for all social enterprises

Table A3.8: Examples of coding on Delta's *iungens* strategic orientation

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON DELTA / FIRST ORDER CONCEPTS
NETWORK SUPPORT	**1. Organizing activities to legitimize and promote the network and its projects** (Identified as *iungens*-oriented activity by: Salvetat & Géraudel, 2012; Shi et al., 2009)	*The E.E. is a series of events that has been created by Delta, Alpha and their common partner with the aim of bringing together the most pioneering educators and creators from both inside and outside the classroom. ... Not only does this allow the social entrepreneurs to tweak their models to better suit the needs of their customer base, but also allows forward thinking education practitioners to help mould both the content and way in which subjects are taught.*
		The Festival was the perfect place to launch our inaugural award. More than 100 people joined us to celebrate young social entrepreneurs, their projects and supporters in a special ceremony
		The celebration event is being held in Westminster London. Over 100 awardees are travelling to the capital to celebrate and share with other awardees what they are doing in their areas, and the difference they are making. The Minister for Civil Society, other MPs, funders and other social enterprise supporters will be at the event to celebrate with awardees.
		Delta disseminates our research and knowledge and allows us to show what the university is doing. It also enables us to participate both as attendees and as speakers to conferences, seminars and workshops and it provides a forum to showcase our new tool.
		It is also important that we keep the sector on the radar of all stakeholders in our economy and continue to attract the interest and pro bono work from corporate partners, helping to mentor and build the social enterprises of the future.
	2. Continuous strengthening (and repairing) of the network (Identified as *iungens*-oriented activity by: Collins-Dogrul, 2012)	So there is teams within our organization that are business developing and also seeking to widen the reach and impact and there are people working at that that angle and then there are people who, when we are working in partnership, are seeking to both strengthen that and seek to do cross-program partnership working.
		And there is the final phase. Phase Three was then about Delta supporting again the universities and their different projects that had created partnerships and so support from the project lead directly or the actual networks.
STRENGTHENING OF SOCIAL ENTREPRENEURS/ ENTERPRISES	**1. Untailored (and tailored) support for social entrepreneurs and enterprises**	*The award support includes strategy development, business and financial management, replication/ growth models, organisational structure and governance as well as introductions to investors, commissioners, successful entrepreneurs and corporate partners.*
		We'd had different things. One is the money. They do give you other support. I just find it's not very tailored. It's quite generic and not really helpful.
		As the ecosystem of support for social entrepreneurs develops, new challenges emerge. With more sources of support on o er, a key issue is how new social entrepreneurs can navigate the system... We launched a collaboration in 2012 to map the landscape of support for social entrepreneurs in the UK and create a data stream of key information.
		In addition, Delta offers a range of support services, including 1-to-1 mentoring, business incubation, networking and practical support. It works directly with investors seeking to make social investments and connects social entrepreneurs with professionals who can provide specialist pro bono support.
		Delta is about specific direct support to individual entrepreneurs and social enterprises, so you know, work on their business plan, or marketing or sources of investment
		They give me great advice and great help. I think having the business manager that I did, I was very lucky. I had a great relationship with him. It worked out very well and he provided additional advice and support. If you're somebody who didn't know much about business but wanted to start a social business and didn't have a lot of contacts, Delta would be a fantastic place to go to.
		I did actually. I went with one of their projects account. I can't remember how was called a couple of years ago whether we're getting 25,000 GBP worth of support and some business enterprise support. So a sort of business help support. We got down to that shortlist and we actually got interviewed in London by a few people but didn't get taken any further. So I had quite a lot of support from them prior to that process. I had a couple of people who came and mentored me and talked about what the plans were and how to put it across, etcetera.
		Aside from the grant Delta gave me, the Delta award manager was an amazing asset. More like a coach, coaching me through. A critical friend, thinking things through logically..." Reflecting on his award, J said that his confidence, skills, networks and contacts had improved, and that the award was a positive learning experience. He said that running the project had made him think di erently about his future employment options.
		The financial help was fantastic but the opportunities I have had beyond that are priceless. The best thing is having someone to talk things through with and to share the good and bad times. Knowing that the support was constant was crucial for me… the Delta team believed in me 100% every step of the way.
		From all the public speaking platforms, opportunities to network and being able to meet worldwide entrepreneurs to meeting other like-minded people, my experience of working with Delta has been unlike any other

Table A3.8 (continued)

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON DELTA / FIRST ORDER CONCEPTS
STRENGTHENING OF SOCIAL ENTREPRENEURS/ ENTERPRISES	**2. Spotlight on social entrepreneurs and enterprises**	*Meet the Delta entrepreneur: O. is the founder and CEO of company F, an up-cycling production and learning hub for the training, support and inspiration of London's most disadvantaged residents to create desirable furnishings for London's trendsetters*
		The link to the YouTube channel leads to several videos divided in different sections: L. section – where awardees are shown in 8-10 minutes video explaining their venture on a stage at an Delta event with lots of people listening to them sitting on the floor/grass (the atmosphere is very easy-going and informal; people speak in realistic terms, presenting ups and downs); Other awardees -1-2 minutes video in which awardees introduce who they are and their organization in the same setting and ask investors to get in touch with them to support their projects for scaling up, probably Delta office
		So for the program that I mentioned, there's another running in town H, they've done outreach events, celebrating social entrepreneurship, showcasing people's ventures and in that way, we seek to engage with communities and encourage people to apply.
		Updated regularly, our clever map contains information about each program S winner and their project. By selecting the different categories in the key beneath the map, you can also see the types of projects that are local to you, and their distribution across the UK.
		We are so excited to be unveiling the 30 ambitious social entrepreneurs who have been selected to take part in the Program X 2013 at a showcase in Central London today.
		In 2012 their Facebook page was mostly job postings and congratulations to award winders who made it to national media or won other recognitions/awards
CREATION OF FAVOURABLE ENVIRONMENT FOR COLLABORATION	**2. Promoting cooperation** (Identified as *iungens*-oriented activity by: Obstfeld, 2005; Salvetat & Géraudel, 2012)	*The purpose of the awards programme is to encourage a movement of people who wish to share with one another for greater collective impact. We welcome ideas for tools and resources which can be created to support a community of peer leaders.*
		Delta role was to help support those groups, institutions and most partnerships. So they had a mix offer of one-to-one advice to organize an event and possibly also have an hand in linking with some other partners. So it was a whole mixture of their support of networks, which I think Delta do quite well.
		Our project which has secured funding from Delta is a partnership between the University and C. to explore how social enterprise principles can be used to ensure the sustainability of arts and creative businesses and to create an ecosystem to provide the necessary support.
		And actually at the moment I've got some funding from one of the streams of their program, which is to organise study visits between different people who support social enterprise. So we've got people from the North East, from the South West, from Oxford, from London, and from the far South West, and they've been visiting all sorts of other places, and they've been to Godstow, and Scotland, and each of the people who's on the program has taken a specific topic that they want to study. And they then get expenses to go and visit other people who would have something to say about that
		I guess often we are an interface. A lot of it is around people's talent capacity and the introductions. I think one of the ways we try to encourage more peer to peer support is through the X Awards... Awards were available for people who had an idea of how to provide support to social entrepreneurs and we've encouraged networking through that means as well. That was more peer to peer, I guess.
		We know the journey can get tricky at times, so we want people to come along to our event and learn from each other – what works for them, the challenges, the insights gained in finding and supporting social entrepreneurs. The know-how generated by supporters at this event will help everyone to innovate and enhance the effectiveness of their support.
	2b. Creating a network of iungens	*In 2013–14, we worked with nearly 120 delivery partners, including 77 higher and further education institutions, 15 social housing providers, and 16 voluntary and community*
		So we own an award program but we work alongside mainly two significant delivery partners. One is X, who have a social angel market, so social investing angel, sort of pool of angels they can call... We also work with a company called Y, who are there on the program specifically to deliver on networks... Its networks in terms of the founder and the entrepreneur around leadership styles and mentoring. It's around building up the ventures bought-in governments and it's around focusing on routes to market and potential customers. So that's very much Y remit is to connect organizations or the ventures in the program to individuals or to companies. We've got a strategic partner who does that work.
		We can't do it alone. We believe there are many people out there who can help break down the barriers faced by social entrepreneurs, to help many more reach their potential to create serious social impact.
		We encouraged a peer learning network for housing associations to share successes and learn from each other's challenges and experiences.
		So they worked, I guess, starting the project was about creating most partnerships and how they would work together to try to maximize the benefit that they could offer to social entrepreneurs within their, wider in their locality or in their cluster area or in a specialist area.
		I brought X and Y university together and they were successfully a cluster and they approached us with what is a really interesting cluster because X and Y universities and then pretty much every agency there: so we have a couple of housing associations, enterprise support agencies, we have the local CBS, chamber of commerce, it was the ideal partnership for what you would want to see in the locality, it was all these things trying to support social entrepreneurs, it was a real good example.

Table A3.8 (continued)

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON DELTA / FIRST ORDER CONCEPTS
CREATION OF FAVOURABLE ENVIRONMENT FOR COLLABORATION	**3. Helping organizations transcend political, social and institutional boundaries** (Identified as *iungens*-oriented activity by: Collins-Dogrul, 2012; Garriga, 2009)	*Delta developed the programme to collate evidence about social entrepreneurs and their impact, and to provide opportunities for social entrepreneurs to meet policy makers and key stakeholders, to articulate their views and explain their work and the barriers and opportunities they encountered*
		Come and network at this FREE event with colleagues from across the public, private and charity sectors to increase your awareness, connections and opportunity to do business for good
		Mentors do not have time or energy to mentor everyone. The best ones have the least time. They are only interested in investing in people who will actually apply the suggestions and return with further questions... It is worth remembering that you are absorbing valuable time and expertise. You need to acknowledge that and you should pay, or at least offer to pay
		So I think the whole experience of working with someone one-to-one and just having a human relationship with them really, really enables that learning on both sides about the language, if that needs to be spoken, and being able to kind of explain yourself in a coherent way. Sometimes, our entrepreneurs specifically, they are interested in doing business with say, the local authority, or they might like to sell their services to schools for example, and they don't know how to do that. They don't know how to navigate that world, not knowing the language. Then if we happen to have the right sort of mentor, for example, who does come from that background, then that would be the sort of match we would make
		This roundtable brought representatives of eleven local authorities, three national government departments and three local government networks together with social entrepreneurs, local support organisations and other stakeholders.
		We work to understand the needs and language of both social investors and social entrepreneurs. Through this deep understanding we are able to bridge the gap and connect the right social business opportunity with the most advantageous source and style of social investment.
	3b. Setting expectations (Identified as *iungens*-oriented activity by: Garriga, 2009)	*Delta's guide specifies what both social entrepreneurs and mentors should and should not expect from one another, e.g. " The social entrepreneur should recognise that the mentor's time and energy are precious, and should be used wisely"*
		HELPING PEOPLE GROW Do you want to work with social entrepreneurs? What do they value? How can you help them grow? These guides will help you as you begin to forge working relationships with people who run social ventures.
	4. Creating a positive view of cross-sector collaboration (Identified as *iungens*-oriented activity by: Collins-Dogrul, 2012)	And often, for social entrepreneurs, what that means is they understand their social impact and are very driven by that, But they need a bit of support with their financials and SROI whereas I suppose I would be--- the other way around without corporate volunteers for example, what I really hope is that they take away is learning and applying profit skills and developing those but also getting some sort of sense of what is their role in terms of social and environmental impact in the work that they do.
		A vibrant mix of young people, partners and supporters from all over the country came together to share ideas and inspiration, and give their time to connect and help each other.
		The Networks: Introductions to co-investors and strategic partners in public, private and social sector. Cross-sector, cross-departmental networking events and mutual-mentoring programmes help build stronger understanding across these worlds.
		So the way I sort of frame that in my mind is that we're actually here to--- so both sides have got a lot to learn from one another and by bringing the two together, we start to create the sort of responsible leaders that we need today and tomorrow. That would be the bigger sort of purpose.
		In order to create a fully functioning ecosystem we recognise the value of convening our partners and social entrepreneurs to share knowledge and learning through and with each other
		Delta's employee says: "We're going to hear from lots of entertaining and interesting people at the event – Funders, senior politicians, local government representatives and experienced practitioners will also be contributing to the learning exchange."
		So that was kind of the starting point and I'd say the broader aim or goal objective of that is the people who volunteer their time, whether they're the corporate volunteer or whether they're the individual, they are there to learn as much as the entrepreneurs are.
		Within universities you have creativity, enthusiasm, passion and very well networked people. Those people can help social entrepreneurs by opening doors and by bringing people with different interests and skills sets together.
		We believe that social entrepreneurs and 'traditional' businesses have a lot to give to one another and that bringing the two together results in better businesses on both sides.

Table A3.8 (continued)

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON DELTA / FIRST ORDER CONCEPTS
CONNECTION	**1. Introducing parties with common strategic interests** (Identified as *iungens*-oriented activity by: Obstfeld, 2005; Long Lingo & O'Mahony, 2010)	*The program will run themed and regional cohorts every year in order to build deeper, more relevant strategic support networks around each cohort. In 2015 our themed cohorts will be in two sectors and we are building a dedicated network of supporters that may include commissioners, policy makers, corporates and specialist investors. Our regional cohort will be across the X region, where we will build a diverse network of key influential stakeholders ranging from local authorities, housing associations, and social organisations to local businesses, investors, and professionals.*
		The first day of the event will be a working session for G members only with around 40 people discussing common challenges and learning from each other.
		So the North-East, they were already talking but we were able to facilitate conversations, to bring all the North-East universities together and they worked together on that.
		Although we don't do direct international work, we are the founder member of the international knowledge sharing network of agencies that support early stage social entrepreneurs.
		So think about scale and growth, for the ones that really want to take it seriously and want to work to develop their own investment strategies or build high growth social ventures, they all went down that channel and we connected them, we put them all into this program and then we did that and we physically emailed, put them in touch with another.
	1b. Providing multiple opportunities to connect	*I know some of us are wondering where the months have gone. Yet we packed so much in… There was a festival, new programmes of support, political conferences, residential weekends, and ground-breaking reports offering some fascinating and encouraging insights*
		So networking is also at the heart of the event: parties on the Thursday and Friday nights, lots of open spaces, points designed to connect people, a cafe in the centre of the venue, and opportunities to build relationships in 1:1s and workshops
		We sometimes invite the policy makers to run a workshop in which case, we'd all have to obviously manage all of the logistics side of that and get them to come and do that. In addition to those sorts of things that we very capably coordinate, we then also do organize some networking events that are much more informal. Those would be opportunities for people in the network just to come along and just to come and meet us and us to facilitate the evening and for mentors, to be able to meet other mentors and to meet social entrepreneurs without it being a sort of support offer as it were.
		It enables us to participate both as attendees and as speakers to conferences, seminars and workshops
		We get involved in many events, including award ceremonies, launches, roadshows, large scale conferences and workshops.
		So we have done that with an individual contact, and we have done that through conferences and events that have been opportunities when we can engage and brought people together through debates and panels and discussions, workshops
	2. Matching the right people (Identified as *iungens*-oriented activity by: Obstfeld, 2005; Collins-Dogrul, 2012; Vernet, 2012)	I know they have an application process for potential mentors and award winners who are interested in being matched with an external mentor. Again they can request that and we have a process where they identify what it is they want to get out of that relationship. So they key for that is identifying a specific purpose, so what is it that the award winner is hoping to get out of that mentor relationship and then we help them to match to people who can help them achieve that
		I've had it in the past where they have personally connected me to people one-on-one. So it's all these businesses that we may as well have a kind of synergy with.
		We work with partners to connect social entrepreneurs with business professionals and experts who can provide specialist pro bono support.
		Once in a while, we're able to be introduced through those networks to other big players in the industry, particularly if we're trying to expand into a new country. It's very useful to get in touch with the likes of the local Delta or Alpha office. They are often able to help us connect with the right players, whether that is within the government, or within big business, or other social enterprise intermediaries.
		There's two ways route, both sort of the informal way of our role to speak to the potential connection, to talk them through what the ventures are about and see if they might be interested in doing some work with them or if they could be a potential route to market, or as a potential person on the board, for example. There's an informal nature of what we do and just having this conversations. We also do events... we do some sort of client specific dinners around just getting — let's say we have three or four organizations who are kind of selling into the NHS, or we have three or four who are all selling into schools within London, so very specific needs. We might arrange a dinner or some drinks or quite a formal action learning-set type of session and bring along those networks within that as well
		Another interesting one was when we brought together partners that had never been working together before. Basically I spotted that, was at X University and Y University, both universities were working in a rural area, they came up with this theme but then we brought them together ... and so we got it both in an individual level, in bringing people together, connecting them through emails, bringing them together at social meetings and just let them have a bit of a free fall out of that
		Delta's CEO told me that Delta were pursuing much the same idea as a way of supporting the people and projects involved in their own network of social entrepreneurs. He put me in touch with their website developer, who was able to point me towards several existing examples of websites that were pursuing a similar strategy.

Table A3.8 (continued)

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON DELTA / FIRST ORDER CONCEPTS
CONNECTIONS	**3.Hands-off approach** (Identified as *iungens*-oriented activity by: Obstfeld, 2005)	We do lightly monitor what happens and we try to also do a bit of an evaluation at the end, of the learning. I mean, nothing too in depth, I have to say.
		Our funding and support doesn't come with fixed ideas on how we think your organisation should grow. We want our support to help in whatever way is most appropriate for the social change you are delivering.
		But I think for me, it would have been nice to maybe have some strategic meetings saying, 'Well actually, you should do this to help your business grow. Don't waste money buying 10,000 leaflets and only giving a hundred. Actually use this money to hire some space and test the idea with people, or to run more strategic marketing campaigns." Everyone inevitably, in that first funding, they're going to buy themselves some tee-shirts and some leaflets and some pens. They just spend on merchandise really, which is nice but that's not going to help your business grow. So obviously in the early days, I didn't know that but looking in hindsight, I think it would be better to have that strategic guidance.
		So we will induct the mentor policy in the network. We have a conversation with them. We offer some training. If they want to take that up, they can. It's not compulsory.
		Partners take responsibility for the assessment and funding of social entrepreneurs and will manage their own Pot. Delta will also work with partners to develop the range of skills and infrastructure needed to independently deliver social entrepreneur support.
		We help people find their own way reach into this, so make their own sense of that. We don't get hung up particularly on the jargon, we don't. We have the luxury of building programs on our own and especially in building the support program we have been facilitating, we have created the space and time for people find their own root, voice, area of interest, area of expertise, emerging need for this.
		One key aspect Delta got right was allowing the institution to make its own decisions about how to deliver the programme but with enough case studies and paper work about how it had been run before to make informed decisions.
BENEFITS	**1. Contributing to the overarching goals of the system** (Identified as *iungens*-oriented activity by: Collins-Dogrul, 2012)	*The aim is to establish a national movement of people from social enterprise that will pass on skills, knowledge and experience to those who look to promote social good in their communities.*
		But we are certainly trying to, through all the work that we do, trying to influence the — sort of create awareness I guess and influence different sectors, trying to create general awareness about social entrepreneurs through our communication about what they are, about the difference that they can make, and promoting them.
		So the way I sort of frame that in my mind is that we're actually here to — so both sides have got a lot to learn from one another and by bringing the two together, we start to create the sort of responsible leaders that we need today and tomorrow. That would be the bigger sort of purpose. Create leaders in business who understand their responsibilities.
		We want to bring social entrepreneurship into the mainstream and we don't believe that you can do it by saying "there is only one side and it has got to be this". We talk in the language of people on the street, we talk in the language of people in the public sector, we talk in the language of entrepreneurs, we try to adapt the way that we communicate.
		One of the key aims of the H. program was to help develop the ecosystem for social entrepreneur support. As such there has been a strong emphasis throughout the programme on facilitating cross-institutional collaboration and knowledge sharing as a key indicator of social entrepreneur support being developed and promoted at a sector level.
		Local authorities are exploring new ways of delivering social value and helping communities to take control, unleashing the entrepreneurial energy of residents to meet local needs can increase community resilience, reduce future demand for commissioned services, and stimulate local economic growth. Delta recently facilitated a roundtable event bringing together leading local authorities with key stakeholders to explore how social entrepreneurs can be part of the solution.

Table A3.9: Examples of coding on conditions hampering Gamma's *iungens* strategic orientation

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON GAMMA / FIRST ORDER CONCEPTS
NO SPOTTING OF CONNECTIONS	**1. Waiting for members to be proactive**	There is not like a huge interface with Gamma. I get the email update but I don't really go to any of the interactions with them. So they are particularly proactive and to my part, as a member, a while ago I had a call from their employee saying "We are going to be your liaison, we are going to keep in touch every so often" but he only phoned me once, you know he never phoned again. I mean he seems a decent guy but they seem to change approach quite regularly, which to me, you know, I am not to use them for that purpose but some people who wanted to do that, you would have to be proactive yourself
		The connections within the network have been important too, I hope that it will lead to partnership working in the future
		As well as bespoke one-to-one broker support, we have a number of different ways in which we aim to create connections between sectors in a more sector-wise relationship level. For instance, we run an online directory of social enterprise services and products that businesses can access to find different types of organizations for different types of services. That's quite a passive thing we do. That kind of exists in its own right and we don't really know or track the kind of connections that may or may not have been made through that platform. It's just an online platform. It's one of the many services we provide to be that space between different types of organizations
		With our membership organizations, we often push out an opportunity and then sort of receive the address, and then whoever is interested will come talk to us
		I don't think they troll through their data list and say, "Right. We need to speak to this one, this one, and this one." I think they sort of do it on a more blanket coverage point-of-view but at the same time---good to have individual conversations on a more informal level
	2. Not only brokering	*We will also be working to provide better-than-ever services for members, partners and supporters. Not just through our programmes aimed at supporting leaders, growing investment readiness and the ability to achieve scale among our leading social enterprises. But the practical services we provide every day – access to the best advice, support and services; discounts... getting more mainstream businesses to understand social impact, measure it and improve their own*
		I think going in terms of collaborating and connecting, I find Gamma very useful in terms of supporting us as a group or body and being a lobby group. When it comes to connecting locally, I find them not as valuable
		It's been more around talking to them individually, if you like, for policy purposes and all that and they'll help me with whatever way they can, whether it's "I'm trying to shape policy," this kind of thing. And then occasionally, with meetings but no on the corporates and I guess not so much on central government minister level if that makes sense
		So, with Gamma the advantages are simply identifying with and being part of the social enterprise movement. In some sense we're not getting something out of that, we are giving to it, and Gamma makes the most of our modest membership fee, and so on in order to help boost the profile of social enterprises. So, I think they do that very well. With Gamma I think we do feel quite connected to the events and resources ... though they're all quite broad ways, they're not - we haven't really gained a specific client or earned any particular income really through Gamma, it's more about being part of a movement and feeling connected to that, and inspired by that. I think they do that really well
	3. No good knowledge of network	So I think I come back to where I think their strengths are and where I find them most is kind of bringing us together to lobby for a change. So could it possibly be improved? Yes but I can see how they have a lot of members and I couldn't expect them to focus on my needs as opposed to the other ones. Potentially, there's I guess a scope of somehow widening that ability
MEMBERS DO NOT TAKE ADVANTAGE OF OPPORTUNITIES	**1. Disconnected members**	I met their employee quite a few years ago and so I get a feed about the works that they do and chatting with him I have been to things they did, I have been to the conference, but it was a long time ago so now I am not very familiar with what they are up to
		Oh. Umm, well all that I know is that they don't do events as much as they used to because it's expensive... and they do networking on particular themes but beyond these things, if we need to we pick things up from their newsletter, yeah, I mean that's probably the, I get on well and I meet their CEO occasionally, but yeah, I don't really have a perception of their networking strategy, I would say
		We have a lot going on in both our day jobs and our social enterprises so I kind of flick through the emails rather than always reading them in great detail. I think they run events with other industries and things like that but I have to say my knowledge wouldn't be detailed without looking back
		Just being a sort of remote, virtual member doesn't really give us that opportunity to interact with other people and really get their advice
		That would be a good idea for Gamma to actually have a directory for the use of all their members. And if such a directory already exists, to actually let all the other members know about it
		They have a huge database there of people that I'd be interested in talking to, if that makes sense, then yes, I think that could be improved. But is it easy for them to do? I'm not so sure about that
		I feel that Gamma doesn't play such a strong part as it once did in gathering its members and others, although it does, it still through regional thematic events which I think it does very well

Table A3.9 (continued)

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON GAMMA / FIRST ORDER CONCEPTS
MEMBERS DO NOT TAKE ADVANTAGE OF OPPORTUNITIES	**3. Not useful for networking**	I could look at their website and find out the names of the organizations. I think sometimes it's useful to have the introduction if you think you needed it. I could ask Gamma, "Could you make an introduction for me to this person? I'd like to talk to him about something." I think that for certain is there if you need it but I would probably do it myself to start with, and if I wasn't successful them maybe ask Gamma for help.
		I can log on to Gamma's website as a member and get information from that database as well so I think that's all there. But yeah, as you say, I'd probably Google it as well
		No, I'm already well aware of people locally and I'm already a network member in a number of organizations related to social enterprise, which is a bit about my little snarky comments in my email about Gamma being far too south-centric. The internet's a wonderful thing. If I want to find out about organizations nationally, I just look for them
		We have our own local ─ I'm a board director of a local partnership. So in my region, I'm already involved in quite a lot of social enterprise. So when it comes in networking opportunities for further networking, I don't need Gamma for that
		Well, we usually have our own contacts. They've got things like the online directory, so if we wanted to we could use those, but we've got quite an extensive database ourselves so we don't then spend all our time looking at Gamma's members, and actually, our target audience – part of them are within the Gamma network, and some of them aren't, so we are trying to push the boundaries, so we're trying to find social enterprises that aren't part of the general social enterprise community, if you like, so actually, other networks are better for us than Gamma, because those organizations tend to be the ones that are already plugged in
		They're talking about sharing knowledge and stuff like that that's happening from around the UK and I think that would be useful for users of our spaces for example, social enterprises that are trying to get started, etcetera. So I think it sounds like it's building but at the moment, I wouldn't necessarily turn to them for my greatest need which I guess is connection ... Now I have a massive need to go and talk to all of these corporates who have excess space and we're wanting to roll out a similar thing but I don't necessarily turn to Gamma. I probably should because I know they're partners with international banks and things like that. I don't immediately think of them to do that but I know they have that various kinds of connections in there which could be very useful
		I have to say that we haven't done because we had other people who we could turn to for those specific problems. But I do think that they would've been able to--- they would've been happy to help if we'd have come to them. I get that impression, for sure
		Certainly, I could imagine that they might want to do a bit more around like, grouping different social enterprises together. So for example, we've recently become involved with a social enterprise catering company, for example, who was working with us and about five or six other social enterprises involved in food and drink. We've all formed a little partnership together which works really well for everyone's benefit. So there might be the opportunity for them to play more role in brokering those partnerships to begin with
		It is not so expensive that I'd pull away from it but neither do I particularly get a huge amount of value for it, other than what I said at the start, it helps with everybody on the outside to show our initiative and attach a kind of importance to it
EFFECTS	**1. No good connections**	Interviewer: Is there any way in which their networking activities have put you in touch with potential funders, authorities...? Interviewee: No, it hasn't.
		Yeah I think there are all those types in there. I think they try and be there for their members but I'm not sure that that happens very effectively
		Most of the people that we work with come directly to us or through some of the other more localized routes. We don't get recommendations ─ because they're working in very different worlds within there. So they're not really a sort of client to us because we can't get throughout the world where our clients come from. So that's not strength of theirs
		I don't think I actually get any particular benefit as a company from being a member
		Interviewer: What are the benefits for you and what are the benefits for your organization to be involved in these networks? Interviewee: Not much, really. ... You don't need the network. ... They're not adding anything there. Interviewer: So was there any occasion in which either Delta or Gamma helped you build a partnership or gave you an opportunity to build a partnership that you wouldn't have had otherwise? Interviewee: ..ehm... No

Table A3.10: Examples of coding on conditions hampering Delta's *iungens* strategic orientation

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON DELTA / FIRST ORDER CONCEPTS
NO SPOTTING OF CONNECTIONS	**1. Waiting for members to be proactive**	*Another way to find a mentor is to explore your personal network – former bosses, people you meet through professional associations or networking groups and so on*
		This approach ensured that those universities engaged with the programme and communicating with the program managers received the required support, but there was some uncertainty over its effectiveness with those that were less engaged
		If you want to go out and find your network and find people, Delta will help massively to do that… There's some review but at the end of the day, if you are the Delta potential awardee, then it's up to you to make sure that whatever you want to do or try to do, happens. Delta can't make you do stuff that you can't be bothered to do
		We have invested resources to create events and points of contact but then it is up to the individual energy to make things get and keep going
		They could much more proactively make connections with their networks and their members. So they should get to know all the different businesses to try to understand what they need and then say, "Do you need to connect with anyone? Do you need--- can I make those connections for you?"
		They get emails and we also have our research team check in with people from time to time, trying to get kind of longitudinal studies about what happens to the people we work with, and then invite them to some events, and offer certain support and opportunities for them as well. But I'd say it is quite light and that's an area that we are trying to develop a bit
		We can't be engineers here, it is not what we do, only a little bit... I would say in the first phases it was just let's connect those skills, let's let them learning and sharing with each other in a different environment... we just let them learn from each other, get different types in the room to see what happens, what appears
	2. Not only brokering	If I'm being honest, when I got the funding, for me a lot of it was about the funding because I already have quite good networks in place. Other than that, they did provide opportunities and there have been things that are going out, like invitations to certain events etcetera.
		They are there to help largely individual social entrepreneurs flourish in their entrepreneurial journey, and to support them financially and/or with other advice or networks or resources
		I mean I don't think they would ever claim to really be a networking organisation for social entrepreneurs, if not explicitly, but of course they recognise the value of that. So they do have, Delta do of course participate very actively, either directly or indirectly, delivering workshops and seminars and events and discussion groups, you know, they are pretty busy people and more often than not representing Delta at other conferences run by other organisations
		Networking is core, it is core to us for spotting trends, making sure our money goes to the right places, making sure we build the right partnerships, making sure we can connect our award winners. There is lots of useful money sitting there that we can distribute to people. That is the bonus but when people come to us they say it is the support that makes all the difference
	3. No good knowledge of network	When it's general advice, I've not really found that useful because typically, we've found that we've built up our own network of advisers ourselves so we don't really need their advice. We need them to help bring in — to deliver things that we can't afford to do
		The venture developed rapidly and is now trading but the award winner felt that the support was often a little generic rather than tailored to his needs
		They do make some links but often those links are tentative in some ways. They give you a name and sometimes they take you and introduce you on open days but sometimes it's a little bit tense
		Even if you get in touch with them, it is not sure that they are going to meet your needs and in general I believe there is not enough networking between sectors
		Because there's such a range of people there though, not all the teaching was applicable to our level. Some of it was above where we are now and some was basic. … I've [been to some events and] got less out of it than some of the other events I've been to. That's probably because that event hasn't really been targeted at me
		Several Award Winners commented when asked what could be improved on the need for more networking opportunities... there is a clear desire for more and di erent networking... Some Award Winners also wished for more expertise networking or advice that was specific to their social venture and leaning needs
		I think there are all those types in there. I think they try and be there for their members but I'm not sure that that happens very effectively
		So there were opportunities that I took but I think there's quite a few that I didn't take. So I think it may be worth looking at that networking side and making sure that those events are actually of value. I think it's nice meeting other social enterprises that have had funding and stuff but for me, for most businesses, when they want to grow their organization, they want to meet people that are being successful and have done it, as opposed to just people in the same situation as you... So actually making sure that these networks have value and use as opposed to it just being a nice thing to do
		I think there's some positive stuff there but also there's some negative stuff. They do make some links but often those links are tentative in some ways
		One of the things I spotted with a couple other people who are in the program, they were in awe with some of the people they were put in touch with. Therefore, they didn't get as much out of it as they could have done... There ought to be a bit more matching. It might not be Alan Sugar but it could be somebody in this organization who they see which is not quite challenging to somebody who hasn't got the confidence to have those conversations. So a bit more matching might be better

Table A3.10 (continued)

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON DELTA / FIRST ORDER CONCEPTS
NO STRATEGIC MANAGEMENT OF NETWORK	**4. Short-term focus**	This isn't ideal – you don't get a coherent system of support in place for all the entrepreneurs. It is chop and change and stop and start. They're not able to peer-to-peer learn from each other. You want them to spend a longer period of time together, so that they're able to work with each other, they're able to look at complementary areas and work together to strengthen both organisations
		In the early days, like the first few years, I was quite an active member of the network. They would organize training events, they would bring some of the other award winners to get together, they would give us each a grants manager who supported in areas where we needed support... That was really good but then it kind of went quiet. Since the last five years, I haven't had much contact with Delta at all which is quite a shame actually because it's a powerful network... over time, they've dropped off their radar so they don't do any long-term cultivation of alumni. I know the CEO and sometimes they ask me to speak at events but it's not in any way, like I don't get an update from Delta. I don't know half of the things they do. It's a real shame because actually, their operating in a space that's similar to us and we could do a lot more together. But I feel that there's a huge missed opportunity there in terms of the strategy because if they use their alumni more strategically, they could probably have more impact themselves
		Interviewer: Is it like, one you're long and then you're gone? Or do they keep you in the network? Interviewee: I've not had any. We've not had any follow on. Interviewer: So at the end of the year, you did your job and you're done? Interviewee: At the end of the transaction, we were done. We didn't really have anything after the transaction, nothing happened.
		Delta I think don't make a very good job of retaining and making the most out of an alumni network... Because they have a huge alumni database, if you like, of former award winner database, I think they make something of that but I don't think they do it a lot, partly because they're just too busy, they work with so many people and they just have to go from one program to the next
		Interviewer: What are the benefits of the networking activity of Delta? Interviewee: Limited as we are no longer an active awardee
		After the twelve months, we still sort of very lightly stay in touch with them... – actually we are hoping to get much more structure about how we continue to stay in touch with the entrepreneurs
	5. No clear networking strategy	Within Delta, the strategy in the early years was to support the start-up social enterprises by creating events that brought people together. But it was quite unorganized. I didn't think it was particularly strategized or structured
		There were too many helpers. So, there was a lack of...it was good, in the sense that you get money and one of the things social enterprises need more than anything else is structured investment... There were one or two people involved in that who were absolutely excellent in the whole process but there were so many partners who were meant to be bringing different areas of expertise and I am sure all of them were being paid by the fund to do that expertise but actually were not helpful, wasting our time
		Our role in the X program is very, very small. It's sort of monitoring of the investees after a certain point. So there's not a lot of imagination or spirit of creativity in what we execute forward in that respect. So we're involved as much as we should be. I think we've given straight, kind of strong feedback from what we think the X program cut through should look like, which I think has largely been...discounted, but that's their prerogative. It's their program
		They (Delta) want to create and they go and create and they run lots of different projects and they do a lot of really good work, but... I think it's a less visceral approach (than Alpha) and it's a less committed approach. I mean, I wouldn't be surprised if Delta one day sort of did something different or stopped running the network and—it's not so committed to the bigger picture
		They talk about a process and I'm not sure whether it's a robust process. It's more of a series of interactions heading towards an end goal. Don't get me wrong, it was very testing, which was positive. Just sometimes, there was a need for more clarity
		At the same time, Delta experimented with new ways of structuring peer support networks. It set up an annual study and exchange programme to India, a partnership with a social networking website, and on-line 'ideas bank' - all of which provide different sorts of opportunities for social entrepreneurs to network with one another
		Delta probably tries to help individuals inspire each other. I'm not sure if they do much network in Delta. I don't know. They probably try to help share ideas
		I'm not sure how much we can say that's (networking) a deliberate policy or just what we found works best… But then again, we don't bend through because we've got the B event in January and we've got G. event in an international level. So I would say, I guess we're trying to be on all fronts at once

Table A3.10 (continued)

AGGREGATE DIMENSIONS	SECOND ORDER THEMES	SELECTED QUOTES AND ARCHIVAL DATA ON DELTA / FIRST ORDER CONCEPTS
NO STRATEGIC MANAGEMENT OF NETWORK		I'm not sure if I'd call it a networking strategy … I wonder... I mean, there's always, obviously, it's always a work in progress, for sure … I guess it's always about fine-tuning the offer of, how do we use the volunteers? How do we define the engagement with them so that it offers the maximum learning for the entrepreneurs? But also, increasingly, what I'm interested in is how do we define it in such a way that it results in maximum learning for the volunteers as well?
		Ehm…there are some of the things that could be improved…possibly timing, scheduling, sort of a lot more forward planning. It is difficult to kind of get institutions involved in things with a very short notice, so if they don't have a lead, you know, a reasonable lead time, you won't get the numbers at events or contributing. And I guess that's one of the main areas…possibly more around sustainability and long term development
		(Our network) is like a big master plan, a rainbow of colours wall or I don't know. I think, if you could talk to our chief executive or if you could talk to a director in our organization, they might draw it more neatly, more clearly than me. I think I kind like the sense of chaos in the sector, I think that is where innovation lies. I don't see it as a neat, ordered thing... we have lots of pretty diagrams that make it look accessible and ordered and I have made and I have designed a lot of them myself but the reality on the ground is a bit like, it's a crackling, live, ongoing thing
		They are currently on the process of developing and implementing new strategies in the organization. But under their last strategy, the network part of our work was very prominent
		When we started about seven years ago, with this network, it was of course, you just went out and you just try to find almost anyone who wanted to engage, whereas now we have definitely reached a point where we have a bulk of people with particular expertise and we're starting to be a bit more strategic about it... It's a bit more targeted
		I'm putting on a sales skills master class and we've just opened it up to anyone, everyone who's been awarded by Delta, and it will be interesting to see what kind of mix of people we'll end up getting. I mean, we sort of try to be as clear as we can in pitching it... we put the ball in the entrepreneur's corner. If you feel that this is relevant, then please come along
	6. No common language	They find their own, you know, we are not here to force a common language, to put a locker around what everyone is saying, this is the way social entrepreneurship is. Part of our learning is that we help people find their own way reach into this, so make their own sense of that. We don't get hung up particularly on the jargon, we don't
		There is no set language in the sector and every – you just have to be, you have to clarify what you meant by language in terms of certain words, you know... and that I think, it was part of the initial "getting to know you partnership" work with these projects, with these organizations. So they worked that out among themselves and I guess for them to also work out the culture of the organization that they were working with, that was a kind of hard at the beginning of the process. So as they continued their journey on, they kind of, they reached an understanding
EFFECTS	**1. No good connections**	Interviewer: What are the benefits for you and what are the benefits for your organization to be involved in these networks? Interviewee: Not much, really. ... You don't need the network. ... They're not adding anything there
		Interviewer: Do you participate in events that they organize? Do they contact you often? Interviewee: Not really, no.
		From my experience, they don't broker links. They don't like suggest, "You should get in touch with these people." I've heard of people asking them for, "Hey, can I reach out to other people?" and they've not been able to do that
		We had assumed, from the London briefing and the application prospectus, that we would have full access to Delta connecting platform... We've since found out that our access to Delta platform is limited and far less then we feel we had been lead to believe
		I don't think Delta do a very good job of helping their award winners, social enterprises, actually meet up with each other in order to explore things like trading with each other, and I think that's a bit of a gap. One which I think would be quite a powerful thing to do
		People who have been around in business, they've often got distant or old contacts, which a lot of the time you can call on to replace some of the Delta people. For example, they introduced us to a team of solicitors up in Manchester. We're in Northampton. Whilst we could phone and use computers to communicate, we actually knew some solicitors down near where we were, where we can drop in, have a chat... So we opted with somebody who – I could jump in on my car, drive round, and sit in their office if I have to

Appendix 4: Codes for use of brokerage as institutional strategy

Archival data are in italics

Table A4.1: Alpha's *gaudens* strategic orientation as an institutional strategy

NETWORK CHARACTIERSTICS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Sense of privilege for being part of an exclusive and exciting network	Alpha's member interview	I think the power of the brand is it's a trusted brand. So therefore, they can connect you to a lot of higher level opportunities. I've also realized that becoming an Alpha social entrepreneur means that I have an--- my work--- I have someone important vouching for the quality and the veracity of my work.	**Contributing to the legitimacy and reputation of the broker outside of the network** 	There's a kudos to being linked to Alpha which I hadn't realized before, but there definitely is. I realized I can walk a bit taller in a room when people realize that I'm an Alpha social entrepreneur. I think that their work is endlessly diverse. So I think that the fact that they can be talking about people and planets and the environment one day, and potential (word I can't understand) the next day, and connect all these different threads is fascinating, which allows them to kind of publish work that everyone's interested in reading. I think Alpha should do far more kind of research, think tanky work to be honest.
	Alpha's member interview	Yeah. So Alpha's business network members vary from the people in the business community, to people from working in big multinationals, to consultants. I've mostly met those kind of people. And through them I've made some friends, I've made some supporters for the organization, I've been able to increase our pool of major donors, but also I've had a lot of pro-bono support. So it's been really useful. What else? I engage with the social entrepreneurs which is something I love. I love spending time with other social entrepreneurs because they're amazing social entrepreneurs and everybody's working on something different. And then they connect me with different audiences. They also like, they've connected me with different interesting businesses.	        	They have specific events that they ask me to go to and speak when they're for example, showcasing the work of Alpha. I do that for them all the time because it's not only a way of supporting them and the great work that they do, but it's a way for me to meet and engage with new potential partners. They had a gathering of Alpha social entrepreneurs a few years ago. They always have events all over the world that they invite some social entrepreneurs to, depending on the social entrepreneur's interests, etcetera. So I feel like there are a lot of opportunities. You don't have to obviously take them all. Basically, the shortcomings of Alpha have been down to lack of resource and leadership, and for a while, the team was changing, and now they're in a very good position and they're really investing in the things that matter. I think they're a really strong team and so I think if there was a crisis to manage, they would be the first to do it. And they're a very fair organization. They have to strike a fine balance because they are out there trying to bring in money from the corporate community but at the same time, they need to showcase us to bring in that money. So that's delicate. So certainly, they need to make you feel as a social entrepreneur that you're not just kind of doing a publicity stunt for them, but that also you're getting a lot out from them. And certainly, to me they've managed to do that really well. I think they're smart because they're using their network to create a much bigger systemic change, right? To kind of say, "Right. We've done social entrepreneurs. Now we're going to do the schools and universities so that every young person is a change maker." So the Alpha vision is so driven by social change like at such a pure level that really, they're saying, "How are we going to use our network of amazing change makers and the businesses that are behind it to create bigger systemic change?" That's the vision, the purity of it... There are a lot of things that don't particularly work. It's a very founder-centric organization, there are a lot of critiques about it and I'm sure you've probably heard a lot but there's a purity in the desire to change the world and they're making use of the network to do that in a very smart way.
	Alpha's member interview	When they first got in touch with me to ask me about it and to talk to me to see whether I was a suitable candidate and so on and I have begun to research them to see who they were, I was amazed to realize that it was this sort of massive global network and so I suppose my sentence could be: it makes me very proud that the organization's work is recognized as part of a world wide network of people who are trying to change the way humanity conducts itself. I am glad to be part of a global enterprise.	  	I think Alpha celebrates almost like the individuality of people who come up with those game changing ideas and I think that's partly why the business community respects it very much, because one thing the world of business does know is that entrepreneurs are very very valuable creatures and rare. And I think in the world of social care, that's not so well understood, so I think the fact that Alpha concentrates on sort of choosing and celebrating and supporting individuals is very important. No one else in this space does that, well, no one else that I have met.

Table A4.1 (continued)

NETWORK CHARACTIERSTICS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Sense of privilege for being part of an exclusive and exciting network	Alpha's member interview	I think it's known at high levels. On the other hand, I have been surprised that some people really really really really recognize it and rate it and are delighted to hear that I am involved with it, so I guess that has to do with the kind of worlds Alpha operates in. It's a high level world.	**Contributing to the legitimacy and reputation of the broker outside of the network**	
	Alpha's archival data (video)	*A social entrepreneur says that being elected means a huge amount, it means recognition of the work done as well as the social barriers broken. Another social entrepreneur says that she feels really lucky to receive the support from the Alpha network. A third one says that every day he is introduced to someone or has a new opportunity to work with new people thanks to being a member of the network*		
	Alpha's archival data	*The institution has been internationally recognised for its commitment to social innovation and social entrepreneurship by being designated a member of Alpha – the global association of the world's leading universities supporting social entrepreneurs – and was the first in the UK to be awarded this honour.*		
	Alpha's member interview			I think Alpha would get their legitimacy from the fact that actually, they've got this process and all these great people and supporters. So I think the networks that they're part of — and I think in so many levels — networks in terms of members of their networks which are social enterprises, by the fact that they're there become a marketing tool for a social enterprise
	Alpha's member archival data	*Alpha has a solid track record of identifying impressive social entrepreneurs, leading extraordinary initiatives and delivering social change across a wide range of issues. Our partnership with Alpha is a key enabler of our ambitious corporate citizenship goals.*	**Roles from network to field** 	*At G. we passionately believe in the power of people to unlock their, and their community's, potential. Our project champions and supports those around the world who strive for the extraordinary, the people who roll up their sleeves and make great things happen. These people are the believers, the thinkers, the dreamers, the innovators and the doers who lay the foundations to build stronger communities for tomorrow's generation.*
	Alpha's member interview	When I first joined the Alpha network and I turned up on their meetings, I was a bit taken aback because the scale of what some people are doing in the network is really humbling. I mean, they're just operating across so many countries, affecting so many people's lives--- and just millions--- it was a bit overwhelming in the beginning. How did they get there? How did they manage to do it? So I found it so useful to just sit, listen, learn and just knowing that it was possible was a big thing for me.		And then watching them engage with governments, watching them change to engaging in schools and just changing their curriculum, I started really thinking about what we should be doing internally. So should we develop our staff in the same way?
	Alpha's archival data	*Alpha are building an elected community of journalists, photographers, film makers and other creative professionals, working independently or in publishing houses, enabling them to be high impact storytellers for change. Being part of this network will give you the opportunity to get to know some of your country's or field's most exciting solutions to social problems, and the women and men behind them.*	**Amplification of brokering organization's view on the field** 	*As a volunteer storyteller, you will: Publish at least one piece on the Alpha event; Actively use social media during the event, using the hashtag #Alpha Event; Have an opportunity to interview our 5 top speakers, plus members of the Alpha, and partner networks; You will need to be: Have your own media connections to ensure your article is published; Experienced in online blogging, social media and / or photo journalism; Confident, with good interpersonal and communication skills; Timely – make sure you publish your work within a week of the event*
Uniformity of culture and beliefs	Alpha's member archival data	*Alpha's business network is an initiative of Alpha, the world's largest network of social entrepreneurs. Building on Alpha's vision, the Alpha's business network is a global community of successful leaders in their own fields - men and women with a passion for creative and entrepreneurial change - who share Alpha's understanding that entrepreneurs are the primary engine for economic and social development.*	**Amplification of brokering organization's view on the field** 	*The Alpha's business network envisions a world where there will be no more walls between the citizen sector and any other sector. A world where leaders from all fields and social entrepreneurs work together to solve society's most pressing social problems... ... Alpha's business network offers its members the unique opportunity to contribute to significant social impact by supporting Alpha and social entrepreneurs with strategic advice, fresh perspectives, access to new markets and networks and much, much more.... Alpha's business network members become ambassadors for Alpha and its social entrepreneurs*

Table A4.1 (continued)

NETWORK CHARACTIERSTICS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
	Alpha's employee interview	So we ask all the social entrepreneurs to sign up to our mission and to be ambassadors for "our" world. But they'll do that each in their own ways.	**Amplification of brokering organization's view on the field** 	But actually, we're trying to create a networking strategy where we empower people within our network to interact with each other and have much more impact than Alpha could directly have. So that's our overall strategy. What that means for something like our social entrepreneurship program is we're really empowering every social entrepreneur to collaborate with other social entrepreneurs and to have a joint mission with all the other social entrepreneurs. So we ask all the social entrepreneurs to sign up to our mission and to be ambassadors for "our mission" world. But they'll do that each in their own ways. There's so many layers to this.
	Alpha and Beta's member interview	Well, it gives them the opportunity to show what they exist for and to get--- I mean, the leaders of those organizations are certainly highly thought of because of the great work they've done. So as individuals, I'm sure they're very proud to be associated with those but to know how much they've participated in enabling change, I mean as individuals. I'm sure that neither organization would embrace any organization that didn't fit with their strategy.		So it helps them achieve their strategy. But also, it helps them prove that social enterprise, which they set out to support, is effective and can really make change in the world. So I think on a personal and organizational level, that's got to be what they get from it
	Alpha's employee interview	The benefit for the social entrepreneur is we really help them embrace the identity of the social entrepreneur. Many of them don't know before that what box to put themselves in. They don't have peers and they're just seen as someone weird and passionate that people can't relate to. So building a sense of community and identity for our social entrepreneurs again and again is very helpful for helping them stay committed and feel really good with what they're doing and achieve more. That's an impact of just Alpha being here but also in how we bring our social entrepreneurs together and things, how we have been recognized publicly and have built this concept. I think people find that useful. Then access to transformative skills, accessing expert's thinking, access on their own, and then helping them to collaborate with others and problem solve together. People call social entrepreneur's day a breath of fresh air, and inspirational and, you know, you suddenly are able to step away from your day-to-day work and look at a much bigger picture. Most engagements that social entrepreneurs have with Alpha, that's what they say the impact is, thinking about the bigger picture. So that's the key impact we would have. And ultimately, helping them achieve system change through encouraging their commitment and helping them with their strategy and helping them with specific skills that they need to get there		In the past thirty-five years where we've built a field of social entrepreneurship, it's always a hassle term. It's certainly well known in the non-profit world and a lot of corporate industries. So there is recognition it has a huge impact. I think our thought leadership around the need for innovation and the need for change maker cultures has really taken off. So the companies are talking about how they can empower employees to be much more reactive to the way markets are going. Yeah, they've just seen the social entrepreneurship sector so that they can learn from it and that will influence their companies to be better. Then on the social entrepreneurship sector itself, we've built up this ecosystem where, we know we couldn't support every stage of social entrepreneurship ourselves. But we've built up the awareness of the sector and we've created the ecosystem so that other players could be involved and support pilot stage, support scale-up, boot camps, all this. So we created a wave of interest in recognition and the right ecosystem for players to pop up and also do complementary parts of the puzzle for encouraging social entrepreneurship and helping social entrepreneurs reach scale and change the system
	Alpha's archival data	*Ideas have been hatched, visions expanded and some reigned in – but all taking place because a group of people like each other, they believe each other and the shared vision and story.*		
	Alpha's member interview			I think it has helped to educate my view, to put it that way. Before doing--- before launching this initiative, I already had a pretty good idea of what social entrepreneurship was and so on. But what it's helped me personally is to really educate me on, first of all, how social entrepreneurship varies around the world. When you say social entrepreneurship, social enterprise in the UK, it's got a very different meaning than in China or in India, for example. So the different countries will have a different idea of what social entrepreneurship is, and it helped educate me also on how each country has a different stage of development in promoting social entrepreneurship. It's also helped educate me I suppose, on how different organizations will define what a social entrepreneur is, and how different organizations will have different types of support. Actually, Delta and Alpha are two very good examples because I'd say the vast majority of Delta social entrepreneurs would not qualify for an Alpha fellowship, for example, because they simply approach the issue from completely different angles, it seems like.

Table A4.1 (continued)

NETWORK CHARACTIERSTICS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Uniformity of culture and beliefs	Alpha's member interview			If our schools members can demonstrate--- and always all of these things take time, it's about four or five years. If they can demonstrate that there's another aspect to education that needs to be included and that education is about how to behave in society and the emphasis that education should based on principles of teaching leadership and empathy, and working as a team leader and so on rather than the topic, the subject matter, then there is a very good chance that education could be re-organized. So I think that's their role, to show the way.
	Alpha's archival data			*We were delighted to be invited to the 15th year celebration at the Business School of the S. scholarship – providing scholarships to MBA students from the not for profit sector. Alpha is keen to work with the Business School to support their great work in this sector*
	Alpha's member interview (from notes)		**Roles from network to field**	I would like to stress that the main added value of Alpha is that they are really good at identifying what different people can bring to a social entrepreneur. They now have a world wide network, so they basically have access to everybody in the world and also the expertise to recognize what people can be used for in order to help social entrepreneurs. Social entrepreneurs could have never got in touch on their own with these people if it wasn't for Alpha.
	Alpha's archival data			*We want to identify the pioneers in co-creation in Europe and highlight their work, support them so they can go even further, and of course inspire others*
	Alpha's member interview			With Alpha, the benefits are that it's great to have a connection with an organization that knows and understand social enterprise in the UK, because as you know, in the UK, social enterprises are quite a different thing from how we all see it in an international basis. So to have people to talk to, the wonderful people at Alpha, about international social enterprise, with the words that we all know and understand as opposed to the strange British social enterprise creature.
	Alpha's member interview			I don't think we can discount how important in-kind support is. You can get a lot from L. who we work with, for example, and they're engaging their lawyers to provide pro bono legal assistance to so many social enterprises through our network. That may not be cash flowing from one organization to another, but it's equally valuable. Some of these lawyers charge hundreds of pounds an hour and these social enterprises are getting top-notch advice entirely free of charge. I know other organizations do the same. Social entrepreneurs need help on a variety of issues: they need management consultancy advice which they will often get from M. or B., for example. They need PR, comms advice, which they very often get from PR companies like E. for example, who we work with as well. So in-kind support is also incredibly important to social enterprises, especially in the UK, I think
Cooperation instead of competition	Alpha's member interview	Alpha, however is good, because it gives you the opportunity to see cool people doing cool things around the world and this is really inspiring. Being an entrepreneur is a very lonely place, your vision and drive can often be misunderstood and at Alpha you look around and you meet your tribe		
	Alpha's member interview	I've never experienced tensions within the network.		
	Alpha's member interview	I've never met an Alpha social entrepreneur that isn't seriously committed to their work, that isn't seriously committed to their social cause. They have dedicated a big part of their lives to it and done some really cool stuff. It's amazing and such a privilege to meet these people and to be part of this organization. It's very sharing and I don't come across much it in the way of competition or people backstabbing each other. It's a very friendly community. For me it's a massive privilege and seriously, one of the things I enjoy most is spending time with Alpha social entrepreneurs. It's like a joy.		

Table A4.2: Beta's *gaudens* strategic orientation as an institutional strategy

NETWORK CHARACTIERSTICS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Sense of privilege for being part of an exclusive and exciting network	Beta's archival data (newspaper article)	*We are thrilled to have received an invitation to be among the handpicked participants of this prestigious event ... Social entrepreneurs are pioneers and game changers makers, using innovative and financially sustainable models to create social change*	**Contributing to the legitimacy and reputation of the broker outside of the network**	*The Beta event will provide valuable networking and partnership opportunities for our organization, and an inspirational platform to learn how private, public and social sector organizations worldwide have addressed a multitude of social challenges*
	Beta's member archival data	*Today, we are proud to share that we have joined with them to participate in their initiative -- an inventive way that Beta is supporting the global non-profit community. The initiative features 57 of the world's most forward-thinking non-profit organizations, and we are honoured to be included in this exclusive group.*		*This campaign is a great, easy way to share our work and to see the creative ways in which Beta is supporting the social entrepreneurs who are changing the world. ... Spread the word! Re-tweet and re-post our Facebook and Twitter announcements of the initiative progress and donation match opportunities.*
	Beta's archival data (newspaper article)	*Beta CEO cited this line from my book when she introduced me at the global awarding ceremony. The quote became a recurring message, and one of the most tweeted, in the week-long gathering at the Beta event of nearly a thousand of the world's poverty-busters and freedom fighters who came to share heroic victories after failing and falling many times, and stubbornly, standing up again... In the last decade, Beta has honoured common men and women who had the freedom of spirit to fly uncommon ideas for the common good, normal people doing the abnormal because the old normal no longer worked. Somebody referred to this global event as a gathering of small people with big deeds. To be in the company of game-changers and disruptors who are not afraid to turn the world upside down is a big honour... After the hectic days at Beta event, I'm now trying to piece my story about the incredible journey of ordinary dream-builders from the slums who have found their way to this world stage.*		*It is to all our caretakers, cohorts, collaborators and comrades in this peaceful revolution for change that awards like this belong to. We have a long way to go to our audacious dream of helping end poverty but an important global recognition like the Beta award brings us closer to our goal. It turns sceptics into optimists, by-standers into doers and deepens the faith of believers that it can be done. The problem of poverty is so massive our response cannot be small. But in solidarity with government, business and civil society - we can lick it.*
	Beta's member archival data	*One great delight for me at the Thursday ceremony was watching my successor give the acceptance speech straight from the heart. It was a magical moment to witness how a young engineer from my home province, who joined me at the beginning of my journey, could speak spontaneously before a global audience of great achievers.*		
	Beta's member interview			I think they're legitimizing it by choosing successful social entrepreneurs to show that there are new ways of doing things and show that those new ways of doing things have an impact. I think there's quite a lot of resistance in both the corporate and public world to social enterprise. I think they think it's almost like homeopathic drugs or something, a bit sort of suspicious of this rather new-fangled and it's not a tried and tested private or public world. I suppose there's a resistance because whether it's (word I can't understand) or whether they think it's a new-fangled thing that simply won't work. But I do think that Beta in particular have chosen some pretty powerful and successful social enterprises that really do legitimize social enterprise and I think they've done that by very carefully choosing the people they support. We've all in social enterprise, got a long way to go with legitimizing this sector
	Beta's member interview			Well, it gives them the opportunity to show what they exist for and to get--- I mean, the leaders of those organizations are certainly highly thought of because of the great work they've done. So as individuals, I'm sure they're very proud to be associated with those but to know how much they've participated in enabling change, I mean as individuals. I'm sure that neither organization would embrace any organization that didn't fit with their strategy. So it helps them achieve their strategy. But also, it helps them prove that social enterprise, which they set out to support, is effective and can really make change in the world. So I think on a personal and organizational level, that's got to be what they get from it

Table A4.2 (continued)

NETWORK CHARACTIERSTICS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Sense of privilege for being part of an exclusive and exciting network	Beta's member interview	These tend to be the most innovative organizations that are changing the way people are doing different kinds of social sector innovations. They're often influencing the big international NGOs. Sometimes that's good, sometimes that's less good but that's the nature of the big guns. It also gets me connected with--- I think Beta particularly connects me better to the international social entrepreneurship network. ... It's a different crowd so I appreciate getting to the international groups partly because they tend to be more ambitious. It's interesting to me to see these different innovations that are happening in say, South Asia where people tend to be working with hundreds of thousands or millions of people instead of hundreds or thousands of people. So that's really quite exciting.	**Roles from network to field** 	Beta put its framework, it's looking for groups at an inflection point, equilibrium change. They built a theory of social entrepreneurship and what their role in it was as they went along. ... So I've certainly watched a lot of groups go through the current process and I know enough about Beta to say, "Can you make a case for equilibrium change? Can you make a case that your organization is at an inflection point?" There's an awful lot of great non-profit groups that are not going to score in the Beta framework but that's typical of any major donor. If they're clear about what they'll fund, hopefully people who are going to have a chance aren't spending a whole lot of time trying to make the case. Certainly, I nominated groups become Beta award winners and I get approached frequently by the nominated groups and I have to be very careful because there are lots of groups that I like but I don't think I want to be their nominator. So I need to be kind of careful to distinguish those things.
	Beta's member interview			I think the really great social entrepreneurs are the ones who sit back and say "part of the reason that we do this is because the system is broken, and we are going to unrelentingly drive towards fixing that system". And I think that's a very small pool in the social entrepreneur community. It doesn't mean the other ones are bad, or they're less important, it's just – they don't interest me as much, frankly
	Beta's member interview (from notes)			My network surely changed after I joined Beta's network. I dropped a few partners. Being in this network gives you an idea of what your priorities should be, whose partners are strategically relevant and enhance your activity and whose who is nice to have, because they are nice people, but are not really useful. If you are really expanding you need to be strategic and you can't just waste time feeling good (with partners that are not strategic)
	Beta's member interview	I think it is to assemble that network of top social entrepreneurs where we get to speak to one another. I mean, many of the innovations that are shaping social innovation are pioneered by a given social entrepreneur that's been doing this for five years and now we're just figuring out what they're doing, why it is so cool	**Amplification of brokering organization's view on the field** 	and then we go, "Hey, we can do that." There are so many trends that go on. Trends like crowd sourcing or--- I think in terms of technology, so things like crowd sourcing, but right now there's a swing towards involving the community that you serve, the beneficiaries by some definition in the shaping of your programs or how you're actually going to operate your program. Most social entrepreneurs tend to operate much more in partnership with the communities they serve as opposed to bestowing charity or government aid upon them.
Awe and inspiration from attending the event	Beta's member archival data	*It was exciting to be back in England for the 2015 event. To be amongst many of the world's leading change makers is a week to be remembered! We were inspired by conversations that revolved around social good, and electrified by the impact that will no doubt result from a powerful week of stories, ideas, handshakes and new friendships. ... The theme of this year's event resonates for our organization on so many levels. We believe in the power of young people to drive change in the world through the engine of social entrepreneurship. We believe in the strength of partnerships to accelerate impact around the globe. We believe that we're starting to see tangible, measurable results from our work. We believe that much more can be done. We believe that we should never stop innovating. Indeed, we viewed our week at Beta event through the lens of innovation. We were inspired by the creative approaches to social change that we encountered.*	**Amplification of brokering organization's view on the field** 	*The Beta event is also a time to celebrate the progress we've made with our distinctive partners.... We're excited by what's in store from our existing and potential partners, and by the role we can play in helping accelerate their efforts. So, on behalf of our organization, let me now extend my thanks to all the incredible people and organizations we met at the Beta event. Thank you for reminding us why we do this work. Thank you for reminding us how much more we have yet to do—you have invigorated us to work harder and smarter. Thank you for affirming our belief that lasting change is possible. We look forward to seeing you at next year!*
	Beta's member interview (from notes)	Beta event is an exception in this sense, it is like a big family. We think in the same way. I am a huge fan of this event, despite the fact that there is too much stuff going on. It would be important to integrate and not overlap interesting initiatives, to create intertwined networks.		

Table A4.2 (continued)

NETWORK CHARACTIERSTICS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Awe and inspiration from attending the event	Beta's member archival data	*Every April since 2006, I've made the transatlantic pilgrimage to England, to attend Beta's event. And what a week it is! The event is an amazing opportunity to engage with and be inspired by some of the world's most dynamic innovators, creative disruptors and social-change agents. The entire experience — from seeing old friends, to meeting new change makers, to the unexpected conversations that plant the seeds of bigger ideas — is always exhilarating*		
	Beta's member interview (from notes)	I will try to come every year to Beta's event, there is energy, good people thinking about good things for the world: there is strength, there is belief and there is recognition of your work. Additionally, I think that the awards bring the agenda forward		
	Beta's member archival data			*As I type now I am sitting at the Heathrow airport about to board my flight back home. Will I be back next year? Darn right I will! Congrats to the Beta team for a job incredibly well done, and for ALL the work they do in support of social entrepreneurs everywhere. Truly incredible! And if you are looking for incredible organizations to support, spend some time on the Beta website to read about their many awardees. I think you will be hard-pressed to find a better list of amazing non-profits that are worthy of our support.*
Cooperation instead of competition	Beta's member archival data	*When the community collectively raises $500,000, Beta will contribute $250,000 to be distributed equally among all the participating organizations. The same is true for a collective total of $1 million and $1.5 million, resulting in a total of $750,000 matching funds to be distributed!*		
	Beta's member interview (from notes)	In general we need to share more and this is why the Forum is really important as there is no competition and a big concentration of attention.		
	Beta's archival data (newspaper article)	*F. is working with five others he met at the forum. Says A., cofounder of health care non-profit X, a 2006 awardee: "Sometimes we think we should just fundraise for these other amazing people."*		
	Beta's member interview	There is the obvious stuff like you get all of your stuff to be talked about in front of these exceptional people doing incredible things, but part of it is the culture, just the culture of let's help each other work out how to, like, improve things, and I think it is a very cooperative, collaborative kind of no-ego group actually, considering how effective and successful everyone is and I think they deserve a huge amount of credit because it means you can come in and you can just be yourself and be there, use it as a way of solving problems and getting better rather than feeling it being a big performance exercise and then the other thing is I think it's really inter-generational, I don't think there are many networks where you have people in their twenties and people in their seventies and I think that is very special, it is something that has been lost in the world and it is increasingly international, which is a good thing.		
	Beta's member interview	I would say it opened up connections with other sectors we probably wouldn't have had, and within the sector we work, water and sanitation we tend to be much more aligned with our counterparts who are water and sanitation winners as well. Which is good, healthy.		
	Beta's member interview	We had such a lot of time to get to know each other and become great friends and supporters of each other in the early days, as it were, when there were very few of us social entrepreneurs. Then gradually, with Beta, there were more and more. You tend to make friends with the people who either have a similar focus on what you have, or you simply just get on with some people better than others		

Table A4.2 (continued)

NETWORK CHARACTIERSTICS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Uniformity of culture and beliefs	Beta's archival data (newspaper article)	*We are thrilled to be partnering with Beta in this critical area. Our work with major companies and financial institutions continues, but we see huge potential in social entrepreneurship. Our interests and priorities converge with those of the Beta on many fronts, but most particularly in our shared belief that social entrepreneurs have the potential to drive positive, large-scale social change.*	**Amplification of brokering organization's view on the field** 	*This new partner is uniquely positioned to leverage its 20 years of experience and its global network to share the stories, the impact and the potential of social entrepreneurs with the global business community, said the CEO of Beta. "Having someone of this stature and experience advancing social entrepreneurship underscores the global reach and success social entrepreneurs have demonstrated in promoting sustainable, positive change in both developed and emergent economies."*
	Beta's member interview	Interviewee 2: I mean I think the reason we are partners is because we both follow the same topic. But we are not producing for them ... Interviewee 1: ... I mean ours is a limited resource-based partnership. They give us money, they enable us to report on issues that otherwise would be difficult to and they help expand our coverage and richness		Interviewee 2: And I assume for them, and I mean this is our value for them, because they want people to know social entrepreneurs exist and that the problems exist in the world Interviewee 1: I think that's a shared goal, to raise the visibility of the issues that you know the social entrepreneurship world is trying to deal with
	Beta's employee interview	I think one of the most valid criticisms that we get over the years is that we are actually talking more to ourselves and not bringing in enough people with different opinions into the mix and so I think that's really bad and we need to bring challenging people into the community to either influence them or have them to move our ideas and positions forward. ... You know, he has, there were quite a few people who emailed me and asked me why we would invite someone who doesn't believe that investing in climate change has a healthy return and, you know, he has very interesting sound opinions, maybe not necessarily in the issue areas that you are focused on, but he has incredibly valid points on healthcare delivery or education or in child work development and there is a good example of us trying to bring diverse opinions together.		
	Beta's employee interview	I mean, a lot of these partnerships and a lot of these relationships are formed year round, as you can imagine it takes a long time to, you know, to get to know the right kind of people that you want to introduce them to your family, your grantees and even your community but once you do that it kind of creates that special mix of people that attend Beta event each year round and ready for partnerships or for interesting shared practices or a lot of funding opportunities happen as well. So that's how it translates to the Beta event each year, it's the one time, it's a week long sort of boot camp, how social entrepreneurs can access all these different leverage points to help their own enterprise move forward ...		
	Beta's member interview	So certainly, Beta network is much more my peer network than going to a technology conference or going to a disability conference or by doing human rights conference, which are all fields that we're active in. But in terms of outlook and attitude and the challenges they're facing, we have much more in common with other Beta social entrepreneurs even though we don't work mostly in the same fields.		
	Beta's member interview	Also what I think they have done very cleverly is to build a network of similar kinds of people. I mean, they are very different, there are people who are very different, but they share certain characteristics and I think that's what binds the family, because there is a sense of similarity even though what people are working on is so different	**Roles from network to field** 	I think for us it gave us a whole new network actually. And it has also helped us think about our own work in a different way. It's not a practical, it's like a, they, I don't think that if you had asked us at the beginning we would have necessarily said we are social entrepreneurs, we just did what we did, right? So suddenly you are given a language to explain what we do. We have always done it but we have never known how to describe it and that can be very helpful in the way that you articulate what you are trying to do, but also I think it then attunes you to what is becoming increasingly a specialism. So, you know, you learn how to do things better by being exposed to people doing the same thing and the same works for them so

Table A4.3: Gamma's *gaudens* strategic orientation as an institutional strategy

NETWORK CHARACTIERSTICS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Big, diverse and growing network	Gamma's employee interview	Membership for Gamma is actually not limited to just social enterprises. We've been very flexible and open our doors to organizations that are supporters of social enterprises as well as social enterprises themselves. Within our membership, we have for example, other intermediary or support agencies. We also have a number of private organizations, private businesses that nevertheless have a particular aim or desire to be supporters of the social enterprise sector or be in another way, plugged into this sector... because obviously, we're not funded by the government, we're a private organization ourselves. We seek to make our own profits and one of the way we do that is though membership fees. So the core deliverable for our organization is to grow and increase the size of our membership base. That's a specific interest and we're not — I wouldn't say we're doing that instead of the other option you gave but it's a kind of specific overt priority for us to increase our membership base	**Enhancing the legitimacy of the organization when dealing with external players**	There's a degree of legitimization as well through the fact that we are quite a bit larger than a number of different organizations. We have just this week announced that we've absorbed X... and we've done that not on the virtue of being more important but on the virtue of being bigger than them and being able to buy them out. So there's a degree of legitimacy by virtue of that. If I'm honest, one of the ways that we have been allowed to position ourselves in that way is by virtue of being more flexible and more inclusive than other organizations... So by casting our net the widest, we've been allowed to grow into a national large role, whether for right or for wrong. In some cases, we have increased our slot because for instance, our membership, as I said, doesn't just include social enterprises but also include support organizations that want to support social enterprise. It also includes organizations that say they're social enterprises and we don't do any sort of auditing or checking of that membership. If an organization comes to us and says, "We're a social enterprise. We want to join you," we're inclusive in that sense. We've had a bit of criticism over that because membership of Gamma ought to be a sort of accreditation to some degree or ought to be a badge of honour
	Gamma's employee interview	If you think of the — we have over a thousand members but they're operating in every business sector, literally kind of crate to crate, B2B, B2C basically national, local, international. We are looking for everything to help them thrive and do better but what that looks like when you're an individual who set up a social enterprise six months ago versus a healthcare member that turns over 400 million and has 2,000 staff are very different things.		We're still expanding at the moment. The history of Gamma is that we, although we were — have always been — have a membership element to what we've done, we were set up by a bunch of regional bodies who have their own memberships so we didn't look to take over their members as well. Most of those are gone now. So there is both a gap in which people haven't got that networking framework and also an option too for us and important for us as a national body in terms of our credibility in front of government and so on to increase our number of members further while obviously doing more with them as well. And a strong business case around that too.
	Gamma's archival data	*Our members come from across the social enterprise movement – from local grassroots organisations to multi-million pound businesses. All are committed to our vision of a world where social enterprise is the usual way of doing business. We also have members from the private and public sectors who are committed to supporting social enterprise.*		
	Gamma's member interview			Gamma potentially could only be in the position it's in because it can say "We represent 20,000 social enterprises," or whatever it is they do. ... Gamma can legitimately say, "We have consulted our entire network members, which is currently 16,000 or whatever, around this change in government policy and what they're telling us, the fact that only three responded to it..." So I think it's that legitimacy through numbers.
	Gamma's member archival data			*Gamma has placed those people – the ones working in and using social enterprises – at the centre of its new brand. Each visual manifestation of the brand is an image of one of those people, holding a stencil of the new Gamma typography, communicating the organisation's belief in and support of individuals, and, in turn, the work those individuals do for their organisations. The stencil motif brings out the concept of transparency and the way in which social enterprise can connect business to communities. "The stencils frame each person in a really innovative way," comments B. "It's a transformative identity, and it brings out the overall message of Gamma, which is about bringing value to society as a whole, rather than just shareholders. The portraits add conviction to the inclusive message of the organisation, since each photograph showcases a success story from social enterprise, whether the subject is from a small community-based business, or a global organisation. The identity was inspired by society – just as Gamma is."*

Table A4.3 (continued)

NETWORK CHARACTIERSTICS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Big, diverse and growing network	Gamma's member interview	I think any network that is legitimate has got a good membership base. So we're part of the local network here and that works because it's got a good membership base... So Gamma is doing that same thing across the country, which is why I say that it's really important that it does reach out to all parts of the UK and you know, corners and that gives it a sort of mandate to talk on behalf of social enterprises of this country... they try to get more people in so they become stronger, so I'm sure there's more they can do to promote their membership and get more members	**Information provision** 	I think it's insight into what's really going on and what the issues are on the ground for social enterprises. So they would get a really good feel for local issues and how that — the reality of business on the ground for social enterprises. So there are common themes there that come up. Things like access to finance and marketing and commissioning. But then they kind of see that across the whole country. And also they can see where things are different so they can see patches, so they can say, "Well, what's really strong in one part of the country isn't happening somewhere else." So they can use that intelligence to advocate better and better policies nationally that are influencing more uniformly... I think it's just they get the ability to be legitimate by listening to their members and that gives them the insight on what really matters to us here on the ground.
Co-opetition	Gamma's member interview	I think it's just to keep in contact with what's going on, in some ways they do compete with us, so it always pays to make sure you know what's going on, so really that's the main benefit for us is keeping an eye on what's going on.		
	Gamma's member interview	I think it's a mistake to look at networks as in, "What do I get, what do I give?". This is a community of organizations that are working together. It's not all on a purely commercial basis. There's an ideological bond between all these organizations — there may be tensions at time but we all try to work towards the same goal.		
Not-connected and passive network	Gamma's member interview	I think, if I am honest, we don't engage as much as we'd like because we now deliver a big range of services in the healthcare sector and we tend to get very taken by the day to day. We are a quite small and lean organization so it's quite hard to engage as fully as we would want to but I think the principle of being part of Gamma is really important and it's just good to kind of being part of their network in that respect	**Enhancing the legitimacy of the organization when dealing with external players** 	It is kind of the national protector of social enterprise and I think what they do is quite useful... We review memberships every year at the organization but Gamma is not one that we think to withdraw from... I think it's a statement in a way, it's what we are and I think that to me it is really, it's important for the service we deliver but fundamentally it is important organizationally and I think to say we are in Gamma ─ the world knows we are a social enterprise and that is important to us
	Gamma's member interview	We have a lot going on in both our day jobs and our social enterprises so I don't — I kind of flick through the emails rather than always reading them in great detail. I think they run events with other industries and things like that but I have to say my knowledge wouldn't be detailed without looking back.		Basically, social enterprises in the UK, it's a fairly new but growing sector. It's one where there's a lot of small businesses, people with limited resources who are trying to do the best that they can and trying to support good causes and make social change, but often limited, in terms of their resources and the support that they have. So given that these people are out there trying to make a societal difference, then it feels right for them to be supported as best as they can, and be given the best chance to succeed because... then society will benefit from it. So yeah, it just kind of makes sense that there will be a body out there trying to support social enterprises and make connections and, hopefully, try to make an impact at a governmental level so that support could be made from there as well, kind of top-down as well as bottom-up I guess... Well a network is nothing without its members, right? So it needs members in order to exist. I guess that — obviously — they can use us as a story that can hopefully inspire other social enterprises
	Gamma's member interview	I get the email update but I don't really go to any of the interactions with them. So they are particularly proactive and to my part, as a member, a while ago I had a call from an employee saying "We are going to be your liaison, we are going to keep in touch every so often" but he only phoned me once, you know he never phoned again. I mean he seems a decent guy but they seem to change approach quite regularly, which to me, you know, I am not to use them for that purpose but some people who wanted to do that, you would have to be proactive		I think people are still prepared to be members because it's... not so expensive that I'd pull away from it but neither do I particularly get a huge amount of value for it, other than what I said at the start, it helps with everybody on the outside to show our initiative and attach a kind of importance to it. I don't think they make a massive impact but that's just because I don't see it really.
	Gamma's member interview	There are some tangible benefits, member-to-member benefits but to be honest, we don't really use those as much as we probably could. … There's conferences and stuff. We've not been to any of their conferences but I'd like to see — if for example, a conference in Bristol or a conference in Plymouth, that would be good. I know there's kind of the membership directory, which to be honest, we haven't really used but I know it's there if I need it.		We think it's important to contribute to the national policy debate and policy discussions... If we get more and more people into Gamma, together as a voice, they have a stronger voice for government and national partners. So we think it's kind of really important to be a part of that. It's important to have a chance to have our say, and also the involvement in the national events. It's really good to go to the parliamentary group and to be part of the scene, to be part of the national projects and schemes

Table A4.3 (continued)

NETWORK CHARACTIERSTICS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
	Gamma's member interview			To be honest, it's more of a personal and company ethic that we want to support the whole concept of social enterprise becoming more acceptable, becoming more of a norm. To be honest, I don't think there is a lot of people out in the outside world that really understand what a social enterprise is or does. So I don't think there's a great deal of actual benefit to us being a member of Gamma apart from supporting their lobbying and supporting their development of the marketplace
Creation of inner-circle of influent partners and success stories	Gamma's member interview	The relationship now has sort of trickled to other people within our business and other people within Gamma, so other people within Gamma talk to other people within our business that I don't know about, and to people in my previous company that I don't know about. So there are connections -the really big strong connection is between me and one of their top employees. And I have a reasonably strong connection to their CEO.	**Information provision** 	As members, we've made the relationship what we want it to be rather than - we're quite active, activist members, so we're not a - some people might just join and expect to be given stuff, or supported in particular ways, we joined for a different reason... I think they've been a really strong advocate for the sector, I think they've helped the sector grow and mature, in a way that without them it wouldn't have done, I think it's created a collective mass, I think that's quite important, I think they've aggregated data, they've collected information about the sector, they can tell you how big the sector is, how much money it turns over, how many jobs are employed in it, what sort of things happen. They are a repository of information, so when people say "we're a social enterprise", when people put social enterprise into Google, which is the most powerful thing in the world, they probably get Gamma
	Gamma's member interview	Most of the events I've been to, I've been invited to. It feels like a personal invite, if that makes sense, which does really work.		But at the moment, that hasn't kind of — it's been more around talking to them individually, if you like, for policy purposes and all that and they'll help me with whatever way they can, whether it's "I'm trying to shape policy," this kind of thing
	Gamma's archival data	*Gamma are looking for social enterprises interested in filling two coveted political partner slots. Gamma has a brilliant track record when it comes to influencing the policy agenda. We do it with the help and support of our political partners: X, Y, Z and W. They are part of our parliamentary team, and voice their experiences and positions to Government and Shadow Ministers, MPs and senior civil servants*		*Between us we represent the best interests of social enterprise in the political arena. If you want to raise your political profile, have a story to tell and want to get involved in the campaign for social enterprise, we'd love to hear from you.*
	Gamma's member interview		**Amplification of brokering organization's view on the field** 	Insights into the sector that help to grow it, and the ability to amplify their message and create changes in policy, both government policy but also in the way in which corporate and other businesses behave. So it's about amplifying their view or message.
	Gamma's employee interview			So when we're speaking to government and we say, "Social enterprises are wonderful," the government says well, we have to say that. But when a huge business says to government, "Social enterprises are wonderful," then that's different. It's a different voice. When the local authority, housing associations say, "Social enterprises are wonderful," that's a different voice. So we're creating channels because so they see the value in what the sector can deliver.
	Gamma's member archival data			*The award was something we created a couple of years back, partly just to invite applicants and find out how many social enterprises there are out there. We sponsor it because it also allows us to promote to the broader public what a social enterprise is.*
	Gamma's member archival data			*We expect the enterprises adopting the mark to include some of the very biggest brand names in social enterprise. It will move from quite a small scale to something that will be commonly used by social enterprises.*
	Gamma's archival data			*We'd like to thank our members for helping make this award possible. The success of the campaign is down to their efforts to spread the message and commitment to buy from other social enterprises... This is helping to grow the social enterprise sector and bring more business to the doors of our movement. Gamma will work hard alongside its members to ensure this trend continues.*

Table A4.4: Delta's *gaudens* strategic orientation as an institutional strategy

NETWORK CHARACTIERSTICS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Big, diverse and growing network	Delta's employee interview	So us working with maybe a thousand entrepreneurs each year, I feel like we are certainly not just talking about the sector and just talking about what people need but we actually have a real, kind of grounded lived experience of that because we work with people day in and day out. The fact that we work with people at all stages, so we are not just kind of working with what one might call the super start-ups or the really high potential and the winners	**Enhancing the legitimacy of the organization when dealing with external players** 	But what I really like with Delta's approach and I think that gives us a lot of credibility is that we work with people right from the beginning. We back individuals and we take risks and trust in people and then just go on a journey with them rather than just pick out the kind of who look like the winners at the end of the process. So there is that.
	Delta's archival data	*We were keen to get a spread of different types of universities involved from which there would naturally be a variety of processes and structures in*		
	Delta's member interview			They survive through their networks, their network legitimize them and thus provide sustainability. Besides, they allow them to see innovations and to transfer them across geographies and to constantly improve both their practices and the support that they give. Their networks can be a self-fulfilling virtuous circle
	Delta's employee interview			I think in terms of our policy contacts, the number of social entrepreneurs that we support and work with over the years, provide weight to that kind of policy-level engagement. There's that grassroots connection.
	Delta's member interview			Ever since I've known them, they've had that credibility and they've had that legitimacy. I suppose they continue to develop that by expanding – so they keep growing to more cities and having strategic partnerships... Obviously, they legitimize themselves every time they help someone that is successful. I've grown my social enterprise and now I consult to people about it and the fact of the matter is that Delta is part of that journey. That's their credibility right there, when I have a successful social enterprise and they have played a part in make that happen
	Delta's employee interview			Delta is known within the space to be--- we're sort of a trusted name within the space I guess. We have the ability to call on and lean on our contacts and networks when we're required. We then actively move into markets like we do a lot of work with universities, we do a lot of work with housing associations. All the time just building up these networks, these contacts. So I guess there's an element of that.
Co-opetition	Delta's member interview	That was an example where we all worked together on an extremely important stuff very, very collaboratively. So I don't think that was the case with Delta but probably the qualifications they've got working very collaboratively. One has almost accused us of talking collaboration but walking competition at Delta I still think there's an element of that in there. But it's a competitive market so I'm not really worried about that.		
	Delta's member interview	Delta do seem to antagonise quite a lot of people - some of the personalities in Delta - this is quite a personality driven sector, a bit like the voluntary sector is... So there are people that don't like each other who don't get on, and therefore they don't work very well together, they don't play nicely.		
	Delta's member interview	We've spoken to a couple of investors or supporters both through the organizations that we've worked with. We're also fairly well connected politically but we will swap notes on what different departments are looking to do and maybe work in partnership or understand why we're working against or bidding against each other. So it's a fairly constructive relationship		

Table A4.4 (continued)

NETWORK CHARACTIERSTICS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Not-connected and passive network	Delta's member interview	I find it slightly more difficult to get my mind around the way that Delta engage, because of the fact that they engage at the individual level. And it's not clear to me how - they themselves believe that there is a very clear path that social entrepreneurs develop along or, to be fair, they'd say that there are a number of different paths that people can take, but they nonetheless see it as a developmental journey. And the community that they have is those people who are involved in that journey. What I'm not so certain about is the extent to which people who have had funding from Delta necessarily feel that they are part of that community	**Enhancing the legitimacy of the organization when dealing with external players**	
	Delta's member interview			Well, I think Delta are certainly one of the, if not the leading organization of its kind that does link people. So it's important to be in the best. It's important to be associated with a recognized brand and quality of — They are like a brother who's moved abroad. You may not have contact with them all the time but in case you need to speak to him, you can speak to him. I must say, what I don't like is the latest changes where you can't get the same information from the web that you used to be able to. You now have to enter data into the form and load it up before you can even get to speak to anybody. That's a retrospective move. I don't think that's a good idea and I think that will put people off. But having said that, overall once you get past those barriers, they're an effective organization. They do a good job. That's why it's important to be involved with
Creation of inner-circle of influent partners and success stories	Delta's member interview	Delta disseminates our research and knowledge and allows us to show what the university is doing. It also enables us to participate both as attendees and as speakers to conferences, seminars and workshops and it provides a forum to showcase our new tool. Finally they ask the university to identify innovative ideas and it intervenes to support these ideas when the university funds and expertise are not sufficient anymore.	**Enhancing the legitimacy of the organization when dealing with external players** 	They do so with beneficial partnerships and relationships. We wouldn't be part of their network if we didn't think that they were adding value to what we are trying to do. Also, for Delta they have their alumni network which provides them both financial resources and successful case studies to support the claim that their activity and contribution is valuable.
	Delta's member interview	One is when you're certainly on X and Y programs, you get together on a fairly regular basis with all the people in your group, in your cohort... There were 28 organizations that achieved the opportunity to go off Y program and so you met lots of people... So whilst you may not find an exact match for your market segment, you actually find people who are going on a more similar journey but it a different industry. And basically, you have the same sort of issues and concerns so it works pretty well.		
	Delta's archival data	*We back around 1000 people each year to start their own ventures for social or environmental benefit... We then support around 50 per year to get to scale, with more intensive support.*		
	Delta's archival data			*Delta Program X winners continue to grab the limelight, having won a string of awards, recognition and funding over the past weeks*
	Delta's member interview		**Information provision**	We all know each other very well so informally they might help us in different programs and vice versa. So it's not just--- you'll be absolutely wrong to look at our relationship with either of those as a purely contractual one. It's contractual in the qualifications but we're three organizations trying to grow the same market place.
	Delta's archival data			*This landmark report from our partner in collaboration with Delta will make key arguments on how government needs to restructure in order to reach and better support community entrepreneurs around the UK*
	Delta's archival data			*With S program in it's third year now, one thing that has made it distinct within the social enterprise sector has been that it gets people involved, in many different ways. This is no conference where you take notes, you're more likely to take photos or videos if anything. This is very much true of the two sessions I've been to this morning. Both have tapped into the crowd's knowledge - asking attendees here at S program to help each other rather than assume that the knowledge stems from the speakers.*

Table A4.5: Alpha's *iungens* strategic orientation as an institutional strategy

MEMBERS BENEFITS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Self-confidence	Alpha's member interview	What I like about Alpha is the fact that I'm working with them and we have quite a small scale idea but they clearly see potential for this in transforming many, many more lives than perhaps I'd realized when I'd staffed it myself. … And I think, I've always seen what I do as a regional —I'm responding to regional need. Poor children in the northwest of England, and through working with Alpha, I realize that actually, my project could work in Brazil. My project could work in Chile, it could work in Uganda.	**Network members empowered to scale impact** 	It's not that I'd never thought that was possible. I'd never even connected that really, it's the same issue and I'm just coming up with the methodology to help solve a global issue as opposed to a regional issue.
	Alpha's member interview	Partnerships that I wouldn't have had but also I think it's validated what I do and who I am as a leader, which sounds very grand but it's true because I work in a small city and maybe there's not that many people who are starting things up and dreaming of global social change... What Alpha has done has made me realize that all large social change starts with some crazy lady somewhere so I don't feel as solitary as I did before.		
	Alpha's employer interview	Another thing that Alpha does a lot is by connecting people, they also give some degree of confidence to social entrepreneurs who sometimes are very much lost in the work they do because it's quite a lonely path to be a social entrepreneur and to give up everything for a cause. So on top of just connecting the — connecting them has a double impact.		It has a direct impact of, of course, practical working together, investing but it has a second impact which is all about feeling part of a network, feeling part of a larger family that will support you no matter what. And that kind of support is also very invaluable to our social entrepreneurs.
	Alpha's member interview	Yeah, definitely. It has increased my confidence. It has made me realize that some of the frustrations I've had with the sector and the way the sectors is dealt with financially, that it might not be looking for the people to find those solutions for me. I've got to find them for myself. And I would never have seen that as my plans before Alpha.	**Network members empowered to influence practices in the field** 	But now I'm thinking to myself, "Right. Okay. If next year we need to raise £500,000, I need to go direct to top corporates, top banks, top philanthropists and I'm going with the confidence to feel that they'd be interested in the project that I'm bringing, the social change I'm bringing." I think it has made me less willing to accept what I'm being told and more willing to kind of challenge
	Alpha's archival data	*By being elected, social entrepreneurs view themselves as leading social entrepreneurs, see the transformative potential of their idea and seek to change norms in their field, at a national or continental scale.*		
	Alpha's member interview	When they first got in touch with me to ask me about it and to talk to me to see whether I was a suitable candidate and so on and I have begun to research them to see who they were, I was amazed to realize that it was this sort of massive global network and so I suppose my sentence could be: it makes me very proud that the organization's work is recognized as part of a world wide network of people who are trying to change the way humanity conducts itself. I am glad to be part of a global enterprise.		
Reputation and endorsement	Alpha's member interview	Back-to-back within six months we got our first two different one million pound contracts and both of them at these stages where the customers are closing the contract went very deeply into the ethics and the ethos of the organization. And so, knowing and reading the Alpha web about the organization was critical in entrusting us with the data and entrusting us as a social enterprise with basically something that's really strategic for them.	**Network members empowered to scale impact** 	I mean, one of them is basically, they gave us — or in the next twelve months, they'll give us all the medical records for 2.3 million people... So them understanding that we're a social enterprise, mission, theory of change and that Alpha had done all that due diligence. They read that and found that very useful in the process of contracting with us.
	Alpha's member interview	I think also that Alpha — for me personally, Alpha is a brand name that's recognized in the world, that is respected. So when you say you're in Alpha, there is an added kudos that comes with it.		I'm at the moment considering retiring from my money-making career and therefore Alpha opens up a whole new world for the 25 or so years that I still have left in me

Table A4.5 (continued)

MEMBERS BENEFITS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Reputation and endorsement	Alpha's archival data	*The support of Alpha has strengthened our business in every way.*	**Network members empowered to scale impact** 	*From opening doors, to spreading the word about what we do, to giving us a like-minded network of social entrepreneurs who we can trade and work with.*
	Alpha's member interview	There's a kudos to being linked to Alpha which I hadn't realized before, but there definitely is. I realized I can walk a bit taller in a room when people realize that I'm an Alpha social entrepreneur.		
	Alpha's member interview (from notes)	Alpha provides impact. For example, the stamp of member is a recognition of the values and the actual impact achieved by the university	**Members contribute to the legitimacy and reputation of the broker** 	And therefore our results can be used by Alpha to prove its point and the validity of its assessment.
	Alpha's and Beta's member interview			I think it's probably a symbiotic thing in that a group like Alpha or Beta obviously builds a lot of its reputation by the fellows that kind of are underneath them. At the same time the social entrepreneurs are being helped a lot by kind of having the branding, of having some sort of affiliation, whether it is to Beta or Alpha. So it's probably a mixture. I wouldn't be able to say one or the other. I think both of them have a very strong brand at this point and so I feel like entrepreneurs seem to appreciate in general being affiliated with their brands
	Alpha's member interview			What fellows give Alpha is the back for its brand, we are its staple, whereas what Alpha does for the fellows is that it validates their social impact.
Knowledge and skills development	Alpha's employee interview	And then we have online, we connect our social entrepreneurs with different media partners. We have newsletters where they can follow what's happening, what are the events they should be talking at, what they should be doing, who they should be talking to	**Network members empowered to scale impact** 	That's a program where we help social entrepreneurs rethink their business model to become investment ready and then we connect them with social investors that would be interested in helping them scale their impact.
	Alpha's member interview	So for me it has worked in the sense of it has being very educational for me to meet some of the members of the Alpha business network, very high net-worth individuals, very hugely well-connected... people I would never ever had met in my normal experience.		
	Alpha's and Delta's member interview	Before launching this initiative, I already had a pretty good idea of what social entrepreneurship was... but what it's helped me personally is to really educate me on, first of all, how social entrepreneurship varies around the world. When you say social entrepreneurship, social enterprise in the UK, it's got a very different meaning than in China or in India, for example. So the different countries will have a different idea of what social entrepreneurship is, and it helped educate me also on how each country has a different stage of development in promoting social entrepreneurship. It's also helped educate me I suppose, on how different organizations will define what a social entrepreneur is, and how different organizations will have different types of support		
Exposure	Alpha' s employee interview	*One is through showcasing the leading social entrepreneurs and helping them to achieve systemic change so that we have the best case studies we possibly can of social entrepreneurship,*	**Network members empowered to influence practices in the field** 	*That will inspire others and change systems so that we'll get closer to everyone a change maker world*
	Alpha's archival data	*We aim to showcase innovative hybrid financing solutions that combine both philanthropy as well as commercial investment.*		*The ability to blend these different forms of finance successfully is exceptionally rare and is a key impediment to the development of a successful social investment sector.*
	Alpha's archival data			*If you need some inspiration – you can check out the videos of our own Alpha social entrepreneurs on the website who will tell you what they are doing to tackle these difficult challenges and give you a few words of advice on how to do it*

Table A4.5 (continued)

MEMBERS BENEFITS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Network of *iungens*	Alpha's employee interview	I think the overarching strategy is we are always trying to activate our networks or some of its parts so that it is a smart network where the people in our network start activating between each other and collaborating between each other, not just collaborating with Alpha. That means Alpha is not just a centre of the network doing all of the interactions, all of the management.	**Network members empowered to scale impact** 	But actually, we're trying to create a networking strategy where we empower people within our network to interact with each other and have much more impact than Alpha could directly have.
	Alpha's member interview	Additionally ,B has supported M's efforts to promote our services amongst GPs, by providing their sales representatives with our promotional materials.		This has given us access to a huge sector of healthcare workers that we otherwise would have had extreme difficulty in approaching.
	Alpha's archival data	*Using his professional networks, A introduced B to people who could spread the word about the project, resulting in a website, and an award-winning film.*		*A's support in launching the X project in another borough was crucial. Not only did it provide the encouragement, connections and financial support much needed to a first scale up, but also helped prove its replicating power and therefore its wide social impact potential.*
	Alpha's member interview	How can I explain, it's much more as it were underlying about my leadership or more generally strategic thinking or planning. I mean, one of the business network set me up with a relationship with someone who works in a very high level recruitment firm and that person, you know, so I now have a mentor who works in a sort of world class environment, who gives me all kind of business advice		
	Alpha's member interview		**Network members empowered to influence practices in the field** 	They just consistently get in touch with people and as part of that they work with each other, they reinforce each other and so on, and they also expand the network of people who are aware of that good work because a big part of innovation is not innovating something. It's adopting innovations. ... Increasing our awareness is a means to increasing adoption.
Community feeling (culture of sharing)	Alpha's employee interview	The benefit for the social entrepreneur is we really help them embrace the identity of the social entrepreneur. Many of them don't know before that what box to put themselves in. They don't have peers and they're just seen as someone weird and passionate that people can't relate to. So building a sense of community and identity for our social entrepreneurs again and again is very helpful for helping them stay committed and feel really good with what they're doing and achieve more. That's an impact of just Alpha being here but also in how we bring our social entrepreneurs together and things, how we have been recognized publicly and have built this concept... Then access to transformative skills, accessing expert's thinking, access on their own, and then helping them to collaborate with others and problem solve together	**Network members empowered to scale impact** 	Most engagements that social entrepreneurs have with Alpha, that's what they say the impact is, thinking about the bigger picture. So that's the key impact we would have. And ultimately, helping them achieve system change through encouraging their commitment and helping them with their strategy and helping them with specific skills that they need to get there.
	Alpha's member interview	Well, part of the big benefit is that I have felt that I am a part of a bigger intention. I've likened it to, like a wheel. There are all different spokes that come out so if you want to think of the core being the work of supporting social change in the world, then there are all these different ways that we can contribute. So there's the social entrepreneurs who are contributing and they are doing the direct, on the ground work. Then there's the organizations that are helping to support them in various ways, making connections for them, giving them financial help. Those kinds of ways. Then there's the people like myself, the business network, who do give financial support but also get involved and pass over their networks and try to make connections for the social entrepreneurs themselves and get involved to the extent that they can		

Table A4.5 (continued)

MEMBERS BENEFITS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Community feeling (culture of sharing)	Alpha's member interview	No, one or two days a year but with a couple of them I sort of made friends with them and so, for example, both the person in the business network and a fellow, both of them sometimes put me up at their house when I go to London, instead of staying in a hotel, which is both a financial saving and a lovely way to spend an evening rather than being in a hotel, where we just talk about work or other things. So, a couple of people I have actually made good friendships with.		
	Alpha's archival data	*Our social entrepreneurs belong to a trusted community that shares experiences and gives them unconditional acceptance.*		
	Alpha's member interview	Of course, we are all such great friends with each other so we can email each other when we want to, as in when we want to or need to.		
	Alpha's member interview	So it feels much more that they're going to manage and nurture these relationships. I think that their changes in structure recently have been to accommodate that because they don't want to become an organization where every year, they get another five social entrepreneurs going through with another five corporates and then on we go.	**Network members empowered to influence practices in the field** 	In order to create lasting change, they need to make sure that these things are embedded
	Alpha's archival data			*Alpha has chosen a strategy of openness as way to leverage its community and the knowledge generated by that community in order to increase the rate and scope of social change.*
Connections with the network	Alpha's member interview	We're also working with M, who's initiated a project, it's to try and increase people's awareness of the values of democracy. And so he's had a very successful launch of an app which generated quite a lot of response around the general election recently, and now we're gonna work with him to see how we can adapt the language of his site to suit younger children, to get them to think, okay these are the issues which motivate me, this aligns me in a particular way with this particular set of values and this group or this political party will be the place where I feel my values are most impactful.	**Network members empowered to scale impact** 	So we're working with him and hopefully, if we can devise the right framework for him and the right language, the vocabulary which works for children, then that app could reach a much bigger audience and introduce people from a much younger age. That's the idea.
	Alpha's employee interview	For example in the UK, A. is working to bring financial education into classrooms. She is partnering with our schools to deliver financial education and a lot of our social entrepreneurs are collaborating with the schools. X and Y from our network train each other's staff members and work with their approaches. One works on mental health issues with young at-risk youths; one works on legal issues and human rights with young at-risk youths.		So they train each other so they have a more balanced set of skills they can draw on for working with at-risk youths.
	Alpha's archival data	*See the announcement from our social entrepreneurs N and M who are doing their best for patients…*		*Sufferers of a rare genetic disease are for the first time taking control of their medical records, thanks to a pioneering partnership between A, a patient advocacy group founded by Alpha social entrepreneur N, and B founded by Alpha social entrepreneur M, the world's first patient-controlled electronic medical records system.*
	Alpha's member interview	They were aware of this organisation called N. and we're going to be using the N. resources at school from September, and this is a resource which we can also share with our academy schools		so it'll be the vehicle for both schools to be able to get staff to meet each other, for children to work together, break down some of those social barriers which we're trying to overcome through the academy
	Alpha's employee interview	That kind of program we offer our social entrepreneurs, is exactly the kind of thing that a network can do because we are a network and we have all these different kinds of people that can help each other. So connecting people and being a network is of course in line with our overall strategy because that's the way we believe you can change the world.		People can change the world and if you connect the right people together, then you will do something and have an impact. ... People share best practices, people share great ideas, ideologies, and they grow stronger. So yeah, connecting people is the main thing

Table A4.5 (continued)

MEMBERS BENEFITS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Connections with the network	Alpha's archival data	*Alpha's program connects social entrepreneurs who have ready-to-scale innovations with business network members, social and business entrepreneurs, and thought leaders to develop their strategy. This takes place over a period of six to eight weeks leading up to a summit, where social entrepreneurs attend Accelerator Panels to share and discuss their plans.*	**Network members empowered to scale impact** 	*The process enriches each social entrepreneur's strategy for achieving global scale with the insights of the world's leading global entrepreneurs, as well as input from the broader public. More information about the program and upcoming summits can be found at the website*
	Alpha's archival data	*Alpha's support helped us multiply. Their partner organisations donated time and expertise to train our staff. Business network members have introduced us to new customers.*		*These are amazing resources for a new business to have access to, and they accelerate our international growth.*
	Alpha's member interview			It's like you get to see — you're exposed to different levels of wisdom and different levels of experience and that's been incredible because that shapes you, your aspiration, your vision. It helps you kind of start paving your own way.
	Alpha's employee interview	Our overall mission is to create a world where everyone contributes to change and we do that in two primary ways at the moment. ... The second part of that is working through education to empower everyone to make change. So we have a schools program where we identify the leading examples of forward-thinking schools who have really embraced creating a culture of change making in their schools and teaching soft skills like empathy, creativity and entrepreneurship within the curriculum.	**Network members empowered to influence practices in the field** 	So the idea with that program is that by recognizing the leading examples of schools, getting them to work together in a global network of change maker schools, basically, we're helping them influence the conversation of what education should be about and to influence the whole sector, the whole system.
	Alpha's archival data	*Through Alpha's business supporters, I have come across an increasing number of business entrepreneurs who have been challenged by social entrepreneurs to discover a new way of looking at a problem, a value chain, a consumer base, a product or service. Social entrepreneurs often hold the key to understanding people and their eco-systems better than anyone else.*		*At a typically rainy and muddy Glastonbury, the company's CEO was exposed to the reality of the disabled people attending the music festival who were pretty much locked in their tents for long periods of time while the grounds were flooded – completely unable to move. This triggered an idea and the drive to understand and solve a problem which he could apply to his own company.*
	Alpha's employee interview	The business part of Alpha is about connecting all these corporations that want to become more change making businesses to the right people, to the social entrepreneurs that work in their sector, to any kind of people that could help them rethink the way they approach business		
Peer-to-peer support	Alpha's member interview	Alpha actually forces me to look out, look around what other people are doing. And it's also connected me to all the other social entrepreneurs, especially the UK social entrepreneurs, who are an amazing resource to fall back on. I'm someone who has realized that I'm a bit of a pioneer in the work that I do and that can feel very, very isolated and very lonely. Although I love my work, constantly starting to look new initiatives and battling for funding, it becomes very draining and you can start to lose your belief	**Network members empowered to scale impact** 	And that has been overturned by meeting with the other UK social entrepreneurs because I recognize myself in each of them and you realize actually you're a type of leader, not a crazy thing but a type of social leader, and that for me has been very nourishing. It's been very, very important and it's given me more energy to continue my work that I probably had a year ago.
	Alpha's member interview	Yes, I think being elected as a fellow raised my game. I didn't really realize that there was a whole world of social entrepreneurs. In fact, when they first contacted me I think I even said to them, you have got the wrong sort of person... So, I think that kind of learning that there is a world of people doing this stuff has been useful and helpful to me and I have seen some fantastic examples of it and you can then copy or cannibalize in your own way. So I think it has lifted, it has raised the temperature.		
	Alpha's archival data	*This is, however, not a role solo entrepreneurs are well placed to serve. What is needed is a team of the world's best social entrepreneurs in an issue area that has become ripe entrepreneuring together.*	**Network members empowered to influence practices in the field** 	*That is the most powerful engine available to keep the world's systems moving in the right direction.*

Table A4.6: Beta's *iungens* strategic orientation as an institutional strategy

MEMBERS BENEFITS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Self-confidence	Beta's member interview	Well, because in the case of Beta, they do something completely unique. A.) They trust you; and B.) Their grants are for core funding, and nobody gives core funding, and nobody gives you that without that sort of trust that Beta gives it. It also means you have people who understand your field to talk to, who don't look at you as if you've gone completely crazy... It makes you feel less of a freak. It gives you a lot of encouragement and it gives you a lot of confidence.	**Network members empowered to influence practices in the field** 	It enables you to think carefully about what social enterprise is and I think it's important to contribute to the movement of social enterprise as well as doing your own work. So I think it legitimizes each and every one of us and makes us feel legitimate rather than people addressing something that nobody else would touch in a million years. So I think it's incredibly — I couldn't tell you how important Beta and I'm sure eventually Alpha, has been and will be to our organization.
	Beta's archival data	*The Beta award has been phenomenal: re-inspiration, re-motivation to keep working, increased confidence, meeting new people approaching them because they are Beta awardees*		
	Beta's member interview	And when I go to Beta, it's an opportunity to learn... like the first time I was completely in awe, I think I was much in awe because I now have a better sense of perspective. I now understand much more about the field and so I could ask more critical questions, I think I'm a better contributor because I have a whole different set of my own knowledge that I can bring now, whereas at the beginning, it's quite glitzy with the awards and D. on the front and all those wonderful things. But I do think that I'm approaching that much more in a levelling way now so it's not like, big awe but really I see it much more in a, "I have this much to contribute as is the person sitting next to me in the audience, as the person on the front of the stage does."		
Reputation and endorsement	Beta's member interview	If you get a Beta award, other donors assume that you've been through a considerable vetting process and so giving a grant to a Beta grantee is less risky than giving a grant to someone that is new and you don't know how good they're going to be.	**Network members empowered to scale impact** 	So everyone is going to make that kind of investment in constantly raking over the latest generation of new stars and re-examining groups that they've deferred a couple of years ago — I have to assume that that's what Beta was established to do.
	Beta's member interview	The Beta connection has enabled us, together with our own efforts and their efforts, to be very well known in the social enterprise environment and also helped us to build our profile. You know what we do... is not a sexy thing... But Beta has helped us make it sexy, to make it very high profile		
	Beta's archival data (video)	*Benefits of award: feeling of coming home, the opportunity to be part of a group of people who share passion, tenacity, humility and who are still excited to celebrate each other for exactly who we are... Stunning year: meet new people, work with astounding staff, credibility that wasn't there before for the organization but most of all the chance to launch a new program at the event and this meant that Beta backed them and they needed someone to say "I am with you, let's figure this out together"*		
	Beta's member interview	I think it (the award) raises the profile immensely, I think it opens up doors that were not open before, I think it gets the seal of approval given the due diligence that other donors will move much quicker with you because of all the work that Beta has done. I think they're exceptional at storytelling, and at helping you become a better storyteller... and I think they give lots of organisations the courage to dare greatly.		
	Beta's member interview (from notes)	The Beta event brings success to its members varying from organization to organization.	**Network members empowered to influence practices in the field** 	It also provides them with an opportunity to actively participate to the field and to its activities and development.

Table A4.6 (continued)

MEMBERS BENEFITS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Knowledge and skills development	Beta's member interview	They really have helped us broaden our network, they have helped us learn a lot, they have helped us have breaking conversations about evaluation through the network	**Network members empowered to influence practices in the field** 	I think for us it gave us a whole new network actually. And it has also helped us think about our own work in a different way.
	Beta's member interview	You become more inspired, it opens a lot of knowledge, you will see the world differently.		The learning you have thanks to this network is really amazing and you then can apply it in your own reality.
	Beta's member interview (from notes)	Beta takes organizations out of their normal neighbourhood and in this way helps them adopt a broader and more systemic thinking.		Both are mirroring a need that the field has in terms of players to involve and connections needed rather than building the field but they are putting a structure to the field that wasn't in there before.
	Beta's archival data	*EVERGREEN SESSIONS are developed around topics of perennial and practical interest to social entrepreneurs worldwide and address areas such as leadership, finance, replication and scale, impact assessment, partnering with business, engaging with policy makers and marketing. SKILLS WORKSHOPS are designed to ground theoretical concepts discussed at the Beta event in social entrepreneurial practice. Each workshop is lead by experts in the field and provides practical tools, skills, and techniques that can be applied to your growing venture*		
	Beta's member interview	Also team development. I get to bring one or two other ORG Y staff members and it's pretty much the best conference in the social innovation space internationally. So it gives — whether it's our vice president for engineering or our president — it gives them insights into this.		
	Beta's archival data			*By supporting social entrepreneurs, we empower individuals to sow the seeds of positive change in their communities around the world. Their innovations are our best hope for a better world, says Beta's founder.*
	Beta's archival data		**Network members empowered to scale impact** 	*At the time of its Beta award in 2010, X was serving 23,000 families and growing rapidly. By open-sourcing the analyses and rigorous documentation of outcomes and impact generated during the award process, and engaging as a key voice and learning case through the Beta event, the Beta community helped X secure larger commitments from existing donors, and significant new support from many others.*
Exposure	Beta's archival data	*M, cofounder of online micro lender X, still gushes about how great it was for his then-nascent non-profit to be featured on the show Frontline in 2006--thanks to Beta, which funded the production.*	**Network members empowered to scale impact** 	*The onslaught of microloans from people who saw the show was so great that it crashed ORG X's ser-vers for three days.*
	Beta's archival data	*At dinner in the networking tent, we met an NGO director from Pakistan. She had seen in the documentary how we use handheld gadgets for film-making.*		*She asked D. if we could go to Pakistan and teach the skill to the children she works with. A journalist also spoke to us.*
	Beta's archival data	*I am so excited to be publishing our first partnership book with Beta in a series on and by social entrepreneurs. The idea is to highlight the work Beta entrepreneurs are doing to the widest possible audience. We knew then that Beta was a kind of seal of approval for impact out there in the world. If they were Beta entrepreneurs, they were making an impact, by definition. We also felt like the best way to make their work visible is to tell stories*		

Table A4.6 (continued)

MEMBERS BENEFITS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Exposure	Beta's archival data	*Back on the mountain, both C and K were featured on X TV for an increasingly curious and engaged audience of Y storytellers. And behind closed doors, teams of social entrepreneurs and filmmakers spent the week developing specific strategies for amplifying the impact of their work.*	**Network members empowered to influence practices in the field** 	*Story matters, and it will take the best storytellers on the planet to galvanize the change we need in the world. It's time we recognized the critical role filmmakers and social entrepreneurs play on the global stage, addressing issues that ultimately affect us all.*
	Beta's archival data	*Back on the mountain, both C and K were featured on X TV for an increasingly curious and engaged audience of Y storytellers. And behind closed doors, teams of social entrepreneurs and filmmakers spent the week developing specific strategies for amplifying the impact of their work.*	 	*Story matters, and it will take the best storytellers on the planet to galvanize the change we need in the world. It's time we recognized the critical role filmmakers and social entrepreneurs play on the global stage, addressing issues that ultimately affect us all.*
	Beta's member interview	Interviewee 1: Social entrepreneurs are by very nature two things that make great aid to producing television. Number one they are very strong characters, very driven, and so, in most cases, very good communicators, which means they make good television; and number two they have got some traction and some success in tackling the issue that we are covering... You don't want to come home at the end of the day or tune into something that is going to make you miserable, and this gives you a more solutions oriented narrative... that's why I have always gone to this kind of people and it was long before the term social entrepreneur came into parlour Interviewee 2: That said though, sometimes, Beta is actually by virtue of their investment in the space, they are finding a lot of people for the world and in general and so the Beta event has become a real source for us	  	Interviewee 1: Yes, I mean we will come here and we meet somebody, you know, we are sort of always on the lookout. I won't look at their awardee page but I am here to listen to people talk and if that person is really good...
	Beta's employee interview	But, to answer your other question on each year we get many people who come to us asking to use the event as a platform as to express their solutions and their innovative approaches through speaking and this year, for example M asked us to do a session on climate change because we are right smacked in the middle of basically the disagreement from Paris	 	and we wanted to use this as an opportunity to highlight where we come on climate and where we are going so that aspect was a no brainer and you know climate change is affecting every single human being on this earth and we need to address it pretty much every year anyway and so for her to ask for that platform was wonderful..
Financial support	Beta's archival data	*Our big news today: We're advancing the Global Goal to Eliminate Paediatric AIDS with a $2.5 Million award to X who will use the grant to expand their amazing model and protect the health of mothers and their babies. (link to organization page on Beta's website)*	**Network members empowered to scale impact**  	*Since 2001, X has reached more than 1.2 million HIV-positive mothers in nine countries. They have expanded their work to provide education, support, and referrals on a wide range of health issues, including TB, cervical cancer, nutrition, neonatal male circumcision, gender-based violence, malaria reproductive health, and family planning.*
	Beta's member archival data	*"Beta has supported I. since 2010 because of its leadership in reversing deforestation in places like P, an area once considered the epicentre of Amazon destruction," said the President and CEO of Beta*	 	*With this grant from X and Beta's own investment in the initiative, I. will scale their efforts in the Brazilian state of Y, an area three times the size of California.*
	Beta's member interview			Well, partly because of connecting us with other people but also in the case of Beta, because they invested in the core of our organization rather than in projects and programs. That's how they've helped us scale.
Network of iungens	Beta's member interview	Then I start making these connections that either I can make for other people, "Hey it seems like you should look at these guys over here and see what they're doing."	**Network members empowered to influence practices in the field** 	"It might influence your program design or your social entrepreneurship intervention."

Table A4.6 (continued)

MEMBERS BENEFITS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Community feeling (culture of sharing)	Beta's member interview	Ehm...long pause...well there is a few answers I can come up with, which, I mean, there is the obvious stuff like you get all of your stuff to be talked about in front of these exceptional people doing incredible things, but part of it is the culture, just the culture of let's help each other work out how to, like, improve things, and I think it is a very cooperative, collaborative kind of no-ego group actually, considering how effective and successful everyone is	**Network members empowered to influence practices in the field** 	and I think they deserve a huge amount of credit because it means you can come in and you can just be yourself and be there, use it as a way of solving problems and getting better rather than feeling it being a big performance exercise
	Beta's archival data	*Surprises are always fun. Unbeknownst to us, last year's Beta Awardees created a "reflections" video for us at the most recent Beta event. In it, they share the impact the honour has had on their lives, what it means to be part of the Beta "family," and the credibility they have gained because of the Beta Award. Their words are touching and inspiring.*		*"You are willing to dream and think big," said N. R said that being part of the Beta community helps remind her that "even though the work is impossibly hard, we are on the road with people who genuinely want to stand with us."*
	Beta's member archival data	*As I receive this award, I embrace the connections between social entrepreneurship and movement building, culture change and equilibrium change. I am honoured to be a part of this global community of disruptors and change-makers and to bring the issue of gender-based violence into the world of social entrepreneurship.*		*Our shared belief that "even the most intractable problem offers an opportunity for change" is a mantra that I hold onto every single day. I remain deeply committed to building a world where all beings can thrive. This award expands my sense of partnership and companionship on this journey.*
	Beta's member interview	I think there's a convening every year where we all get together, and that's where we reconnect and have fun. Out of the group of 91 winners, there's probably 15 who I stay in close contact with during the year, and that's because of common interests, common personalities, common challenges, things like that. But if I have a problem and I know that someone else in the community can help, I reach out		
	Beta's member archival data	*Humbled by the achievements and stature of those around me, I struggled to understand my own relative contribution and place... I am in the presence of giants, and I feel small in comparison...I don't yet know how I fit in...And yet under it all, there is a voice from inside that tells me that I do in fact belong."*		
Connections with the network	Beta's archival data	*Just as social entrepreneurs need to move people to understand and act on the issues, documentary filmmakers need to ground their stories in actionable solutions that can be executed at scale.*	**Network members empowered to scale impact** 	*For example, when X connected with filmmakers K and C to amplify their relentless efforts to improve the health of poor and marginalized people, little did they know the duo's resulting film would be nominated for an Academy Award. They also could have never anticipated that Rwandan Minister of Health would enthusiastically make eradication of Rheumatic Heart Disease a health priority for her country following the film*
	Beta's member interview	I find out about really wonderful things and I assess whether or not those really wonderful things can be brought to my country to support our entrepreneurs. So for example, one year I met some people from S in the UK and I ended up working with them and bringing that program to my country. Then I met J. and he wrote an article		And because I met him at Beta event, I wrote to him and said, "I think this is a great article and I would like to Canadianize it, so make it available to our entrepreneurs. So I worked with a couple of lawyers and we wrote an article based on his work that is now available and is my most popular document
	Beta's member archival data	*Going forward, I believe I would tap into the connections I got at the Beta event for the benefit of my organization*		*I would use my contacts to accelerate positive change in Africa by learning and exchanging ideas on development from the practitioners on the ground on an ongoing basis.*
	Beta's archival data	*Over and over again, we hear that new connections have been forged, new deals struck, and big ideas hatched. G, for example, came up with his idea to capitalize piped water for poor communities with microfinance at the very first Beta event back in 2004.*		*That breakthrough catapulted his organization to a whole new level of effectiveness.*

Table A4.6 (continued)

MEMBERS BENEFITS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Connections with the network	Alpha's member interview	I first went to the Beta conference, that was my first experience, really, of what social enterprise was, and I met a number of people there one of whom introduced me to J's projects and so we were discussing ideas with people who were working with J's team at the time, so I met with L and T, who were both working with J. Just to see what this was all about, and that's really where I started learning,	**Network members empowered to scale impact** 	and then I started thinking "okay, why can't we try and translate some of these projects into things we do at school?" so then I attended the next few Beta conferences and just gathered ideas from people like I and S. And other people who were at that conference, and it is remarkable that you can meet X and Y, and all those guys, and so gathering ideas as I go along
	Beta's member interview	We have been connected to organisations and people focussed on impact in new ways, like M, we have come into contact with potential funding partners, from foundations and corporations and individuals, we have engaged in a wide range of different foundation-led initiatives, even if they're not from Beta, so I've done things through R that I probably wouldn't have done if I didn't have the connection to Beta. And that's not a funding relationship. And then they open up huge opportunities in publishing, so I've published in things like Y and Z, and all of that, because of Beta		
	Beta's employee interview	So, what we found in over a year was that money is helpful of course, and necessary and needed, but as the foundation grew in influence we also realized we had more resources at our disposal to be able to help leverage the work of social entrepreneurs beyond just the donation, the grant. So, with our partnerships, that is one area where we had significant growth, where we have attracted and basically recruited partners to help us with many of our entrepreneurs.	**Network members empowered to influence practices in the field** 	So, for example, we have a long lasting relationship with S who funds documentaries on many of our social entrepreneurs or other entrepreneurs in the world – they don't have to be our grantees – they highlight the struggles and successes that they had by using a strategy that is more than a single person trying to move a mountain, you know, they are using a collaborative approach and you know, I can't get you the exact number but it's been dozens and dozens of films that have been made and that have helped these organizations spread their message around the world.
	Beta's archival data			*The aspect of never giving up in life was reiterated by M, who says she even won't give up until every girl child gets to school. Such energy is what I wanted. I remember, leaving one of the events. I told myself, Yes I am going to accelerate my resolve to make a positive change.*
Peer-to-peer support	Beta's archival data (video)	*They want to help each other with their knowledge, add to each other's work and collect ideas from other people so that they can transport it to their country. …*	**Network members empowered to scale impact** 	*They are looking for contacts who can help them scale, mostly through investment and to networks with whom to share knowledge to solve social problems around the world together.*
	Beta's member archival data	*There's a reason so many awardee partnerships come out of the Beta event; folks come knowing they will have the chance to meet peers.*		*Last year, for example, G and F ordered thousands of eyeglasses from V*
	Beta's member archival data	*Many conversations about deep and meaningful topics took place during the Convening, in small and large groups. This is the part that really fed my heart. Our peers are grappling with many similar challenges around leading social field organizations, and there is immense comfort in sharing these worries—and your experiences—with people you trust.*		*I always walk away with new ideas from my fellow social entrepreneurs.*
	Beta's member interview	The biggest benefit has been being surrounded by other people who are social entrepreneurs and who, you know, I mean I think we generally feel alone quite a bit. And so being part of a broader community matters. And I think there's an immense amount of support for us, kind of co-support for each other.		
	Beta's archival data	*For example, P is talking with M and S about using their organization to support community workers in Rwanda and elsewhere. C and G are drawing a closer link between female education and the environment. C also has been working with K, I, G and others to teach rural women in Zambia. F has become a microfinance partner for V…. The list goes on.*		

Table A4.7: Gamma's *iungens* strategic orientation as an institutional strategy

MEMBERS BENEFITS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Self-confidence	Gamma's member interview	It was a big boost to the confidence of social enterprises in our city... Because we're quite a long way in the Southwest, there's often a sense that we're a bit behind the curve on things. It's not as exciting as it is in London... Sometimes people feel like they're a bit behind things but actually being the first Gamma's certified City and getting that national recognition was quite important I think. So it brought people to us. People who normally stay in London or Manchester suddenly came and visited us, which was good. So there was a bit of a boost in confidence, so I think that was quite important.	**Network members empowered to scale impact**	Actually since then, membership has continued to grow and grow and I think being part of something bigger, the certification, has contributed to that confidence that the network is worth belonging to even if they have to pay a little bit to do so.
	Gamma's member interview	For the city, it gave our council staff a better sense of mission and confidence to support more social enterprises because it gave them a lot of very good public recognition, a lot of good media support, which translates into political support so they can do more for social enterprise. It widened the idea, more people understand and recognize the greater intelligence and knowledge about social enterprises.		So it allowed them to do things that might have been considered more risky, like having a social enterprise investment fund. It just raises the level of confidence: more people realized the importance of social enterprise, more members joined the network... Therefore, the city is able to support us more. We have received loan funding because again, we're also part of obviously the program. They've helped us with our national profile.
	Gamma's archival data	*It's given me reassurance and confidence that we're going along the right lines, and provided tools and materials that will help with our impact measurement. Personally it has been useful to think about my development and the future for me.*		
	Gamma's archival data	*The award brought unprecedented recognition to the hard work of our staff and volunteers and the role they play in supporting local families and people who need support to meet their financial commitments. Winning the award really gave the whole team a boost. We've been given the confidence to embark on new activities and to reach out to new people.*	**Network members empowered to influence practices in the field**	*News of our award win travelled and provided us with opportunities for networking and influencing. We were delighted when the outgoing Right Honourable the Lord Mayor of Belfast, hosted a lunch to celebrate our win and Enterprise Minister also welcomed our treasurer. And we were invited by the Department of Social Development and the Department for Trade and Industry to talk to groups embarking on social economy enterprises. These occasions gave us the opportunity to highlight the work of our credit unions.*
	Gamma's archival data	*Her achievement was recognised last week when she was declared Social Enterprise Women's Champion at the 16th Gamma awards, sponsored by Gamma's partner. ... "I was completely and utterly shocked," she said. "I saw the shortlist of people and thought the idea of me winning is as far off as the man on the moon." "I was, and still am, lost for words, but of course I'm humbled."*		*The success of the organization resulted in the Government asking the awardee for advice on devising its early-years childcare legislation. She has also been praised by Unicef for campaigning to improve child welfare policy.*
Reputation and endorsement	Gamma's member interview	Increasingly, our work is very visible in the city. There are many big projects, they are social enterprises and people recognize them. Certainly within the business sector, the public sector, everyone understands we're a certified City and it's something that's based with that and it's something that is very good for economic growth, but also then for communities and social value and helping people and the environment.	**Network members empowered to scale impact**	So again, being a network, having the recognition of being a social enterprise space, it's a little added value to that. It allowed us to do more bigger buildings and bigger work.
	Gamma's member interview	It's a boost for the people who actually went to the award ceremony because they were very proud and it was a very good occasion. But also for the organization, we have used and are still using the badge on our website and we put that in the documentation that we hand out and we think it gives credibility to our new services that we won an award for and it is really helpful to get credibility for that.		I don't think that it helped, I don't think that people approached us as a result of this but I think that when we approach them we use it as a positive reason why they should engage with us

Table A4.7 (continued)

MEMBERS BENEFITS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Reputation and endorsement	Gamma's member interview	It has also given us a lot of credibility, having the Gamma badge. If we as a company just say we're a social enterprise, people do ask questions. So the fact that Gamma — we've bought the Gamma badge and in fact, even in our products now, we're beginning to use the Gamma badge on that. So that does speak volumes about us as a social enterprise. People do sort of recognize that immediately.	**Network members empowered to scale impact** 	It does. It helps with customers. Many customers — I mean, there are customers who just buy our products on the basis of their quality. But there are some who want to know about the social enterprise angle. So to satisfy them, I think the logo and the fact that we're a member of Gamma definitely adds credibility to our story.
	Gamma's member interview	Gamma runs the major awards of the sector and so it sort of stands for kind of quality in the sector, I guess.		
	Gamma's archival data (newspaper article)	*X has been announced as one of the first "social enterprise cities" in the country. The benchmark, granted by the national body for social enterprise, Gamma, reflects the extent and quality of social enterprise business activity in the city. In order to be certified by the national scheme, towns and cities must achieve a set criteria which includes engendering local awareness and support for local social enterprises. Profits generated by a social enterprise's business activity support the cost of fulfilling the organisation's community-focused aims.*		
Knowledge and skills development	Gamma's archival data	*The one on one coaching, and the personal development plan that has come out of it is going to be really useful for my own development. For the organisation, it has helped all of us to learn how to be a different kind of organisation, not an NHS organisation and given an understanding of the risks and threats to not changing.*	**Network members empowered to influence practices in the field** 	*It has given us focus and made us realise why we need to be different, if we don't do anything we won't survive, and if we do change there are plenty of opportunities available to take advantage of. Would you recommend taking part to others? Yes, definitely, because it gives an overall view of leading a social enterprise, why it is different and how it can add value, not just economically.*
	Gamma's member archival data	*Partnering with Gamma on our social innovation programme has given us real insight into, and access to the social enterprise sector.*		*Our work with Gamma is now developing beyond the programme, with Gamma helping provide guidance to our business on areas such as social value procurement.*
	Gamma's member archival data	*Over the next year we will continue to work with Gamma and our other common partner to develop specific measurement tools, targets and milestones for social value reporting... The impact framework and calculations were designed and completed by our common partner, experts in social impact reporting. As members of Gamma, we have also found their support invaluable in setting out the options available to us as a business as we engage with the social element of our business's mission*		
	Gamma's member interview	They were very good at providing an independent sort of evaluation, advice or help on the direction we might take and they also helped trained some of our staff in how they might support and add value to social enterprises.		
	Gamma's archival data	*Gamma are launching a series of free to attend webinars with its business partner as part of the partner's initiative. The series will look at a number of hot topics from across the social enterprise space and be delivered by Gamma with expert contributions from its business partner staff in a series of hour long, interactive sessions. The first webinar will look at "Start-up Essentials". This will cover the key considerations for any new or prospective social enterprise including business planning, pricing and financial management.*		

Table A4.7 (continued)

MEMBERS BENEFITS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Exposure	Gamma's archival data	*We think it's a really good way of promoting our business as well.*	**Network members empowered to influence practices in the field**	*So yeah it's more of that kind of networking and influence.*
				We hope the guide will engage your interest and enthusiasm, particularly if you are: a potential social entrepreneur, a community or business leader, a local councillor, a public sector official, a trade union member; a housing association, a development agency, a service provider, a neighbourhood renewal professional; a banker, a financial institution, a corporate organisation, a small business, a business support provider. We hope you will see that these social enterprises are not just fantastic stories. As the Prime Minister says, they are real opportunities – for you, for business, for society, for partnership.
Network of *iungens*	Gamma's member interview		**Network members extend broker's reach**	We've been running a program of events, as I said, and on average we've probably had 20 or 30 people who are either running social enterprises or trying to set them up attending those events. Some of those are people who are linked to the university, quite a lot of them are not, or at least they're linked to the university only in the sense that they've maybe used the hub or they've been to events at the business school
	Gamma's archival data			*On Saturday two councils are teaming up to host a networking event with keynote speeches, which aims to raise awareness about the impact social enterprises are creating in the community among local residents*
	Gamma's member interview (from notes)			Gamma is now investing in local networks and is trying to bring the board out of London to meet the social enterprises and this is a good thing as there are many good things happening out of London that is worth knowing and for local organizations it might be too expensive to go to London to showcase.
	Gamma's employee interview			We have put out to people to come and apply to us if they think that they have the right characteristics. In order to do that, we expect them to have a steering group that's made up of multiple partners. So we don't want just a local authority or just one social enterprise coming up and saying, "We think we're a place because we're here." It needs to be a mix of partners so we want to see a representative from a local authority, or several different social enterprises and a clear plan on how they are going to develop social enterprise activity in their area.
Connections with the network	Gamma's archival data	*B., the social enterprise which hands all of its profits to the charity W., has won a £100,000 contract to supply dining rooms, canteens and select committee meetings at the House of Commons and House of Lords.*	**Network members empowered to influence practices in the field**	*The move could be seen as a further sign that the establishment is taking on the concept of social enterprise in a climate of anger about big businesses with dubious records on paying tax.*
	Gamma's member interview			Now I know they do lots of other stuff but from my kind of experience, I find them very, very good at that and they invite me along to things to get involved with and to meet other people in terms of trying to create change and that sort of thing. I think that's very valuable from that point-of-view.
	Gamma's archival data			*Social enterprise leaders put to the Ministers several ideas to enable social enterprise to maximise its impact on the recession.*

Table A4.7 (continued)

MEMBERS BENEFITS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Connections with the network	Gamma's member interview	They do a lot of — predominantly it's about reaching to find the potential beneficiaries across the lot. But it's — the one thing that I'm sure most people tell you in this market, it's very hard to find people to give money to.	**Network members empowered to scale impact** 	So Gamma probably got one of the best outreach networks by a long way.
	Gamma's archival data	*Being part of X supply chain for the past 5 years has really helped to raise our profile. We have a fantastic relationship with onsite staff and this really helps to ensure standards and quality are achieved for the client.*		
	Gamma's member interview	So they are joining the dots basically. Just telling people what's available, helping them meet up with people who might be able to help in whatever format. Yes, certainly they've pointed us in the direction of BA scheme, which we then became a member of and who have been really useful and helpful in terms of helping us develop. Yeah, I've always found them very positive and helpful people.		
	Gamma's archival data	*Being a member of Gamma has helped us to win business from some of the UK's largest brands, by connecting us to fantastic companies who are committed to making a social impact.*		
	Gamma's archival data			*The programme intended to help social enterprises directly grow: this has certainly been the case, with a remarkable 45% of Alumni stating they have won contracts as a direct result of the programme. These wins have not least been with D's own supply chain*
Peer-to-peer support	Gamma's member interview	Okay, so benefits would be once again to meet other social enterprises because for most social enterprises that are there, most of us are quite young in the very, very early stage, so the start-up phase, and most of us tend to be working in silos and not very sure what we are doing and how we are doing.	**Network members empowered to scale impact** 	So it's good to have that anchor, that sort of supporting organization, which is the voice of the sector that you're involved in. If you have doubts or queries, you can go to them and there's also this mutual support.
	Gamma's archival data	*One firm taking part is restaurant and social enterprise B. The eatery has teamed up with several social ventures to create a three–course menu and cocktail, with proceeds going to X.*		

Table A4.8: Delta's *iungens* strategic orientation as an institutional strategy

MEMBERS BENEFITS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Self-confidence	Delta's archival data	*The award has built my confidence in the feasibility of my business idea and helped me to see what sort of challenges we will face…It has also helped me in project design and management, and in budgeting and monitoring, and pushed me to tackle the areas in which I have previously avoided (like accounts).*	**Network members empowered to scale impact** 	*I now have the ability to articulate an idea and develop it to produce something tangible and usable and the ability to ask for and attract help and support*
	Delta's archival data	*"J., it doesn't matter what it looks like now, it matters what you're going to do with it and what you're going to achieve'… We're investing in you as a person because we believe you'll be able to do this." That has stayed with me three years on, that first conversation gives you that confidence and reassurance that what you're doing will work and that other people can see the potential that you also can see".*		
	Delta's member interview	So Delta gave us a little bit of financial support which at the time was crucial because it was the first support that we got, and we weren't considered a charity… it made me feel like, "Okay somebody believes in this and I can do this." And at the time I didn't have a legal status so it was very hard to get funding from other entities but they believed in the seed of the idea and the project and they invested in that.		
	Delta's member interview	I think for people who are unable to build their own networks, then Delta is fantastic and it does a lot to help them do that, give them confidence to build networks.		
	Delta's archival data	*The award had a positive e ect on the applicant's confidence and motivation. "Receiving the award was encouraging and I also feel more confident to approach other people even if just for mentorship given that we now have a more fromal collaboration with Delta." Being successful in their Delta application prevented them from losing belief in the idea. "I feel more confident and excited to keep this going because we did apply for many sources of funding and you do need that little bit to get things going so definitely I just believe in the idea a lot more."*		
Reputation and endorsement	Delta's member interview	In all fairness, I think for me, the funding obviously was great. I think they have been champions for me and my organization, which even during the lighter year, over the past year or so, has proved really valuable… and then kind of being a champion for the work I have done has helped my business gain exposure and has helped my business get national recognition.	**Network members empowered to scale impact**  	Having that link with big organizations like that. I think having that relationship with them helped me in other things. So for example, like I mentioned, I'm a Trustee of that leadership organization I mentioned earlier. Having the link with Delta I'm sure helped me get that role because it was a strategic link for the leadership charity.
	Delta's archival data	*Delta's support in getting our organization investment ready has been invaluable. So many additional opportunities have arisen due to winning this extraordinary accolade that it has often left us playing catch up…*		*…the appetite from the market to invest in us would never have happened at such an extraordinary pace, without the endorsement of Delta and their panel of judges*
	Delta's archival data	*Delta has helped hugely with increasing awareness of our work, increased access to funding and access to support.*		*The organisation has begun to grow beyond my expectations and I have been able to develop as an entrepreneur…*
	Delta's employee interview	A number of these partners have been able to use the program as a root of promotion, as a root for raising their profile and then, you know, there has been a lot of adding value opportunities through what we did in this program, as well as universities themselves being recognized as, you know, a few years ago it was just X and Y that were getting talked about and now we have got A, B, C, some in the North-East	 	We got to the sector, we got to Gamma, we got to X, we got to Y, we got to Z, we got to really many different agencies that work in the sector or in social entrepreneurship, we forced them to notice, we forced them to look at how they can think about or improve their work or how they can reach and connect with universities.
Knowledge and skills development	Delta's archival data	*Our work develops people's skills, confidence and ability to act for social benefit. Our recent survey of former Delta award winners found that 89% say they feel able to create social change and the majority of these said the Delta award played a role in this. 76% are still running their ventures after 3 years.*	**Network members empowered to scale impact**  	*Social entrepreneurs' work generates a diverse range of benefits for society, the environment and the economy, from in depth work with young offenders like X to Y, social entrepreneurs are coming up with innovative ways change lives. Most ventures are local but some of them grow to scale and the combined impact is substantial. Between them, Delta award winners support over £1 million people each year.*
	Delta's member interview	Well, it consists of completely reviewing your organization, your business and re-engineering parts of it. So looking at the finances, checking how the finances are reported and managed. Reviewing and putting other things to ensure a robust financial position. Looking at the business itself. Looking at pipelines for business. So it's fairly complex.		

Table A4.8 (continued)

MEMBERS BENEFITS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Knowledge and skills development	Delta's archival data	*Even though I'm not fully fluent in 'investment speak' or 'bank speak', now I certainly understand what's being said to me and I'm beginning to be able to converse back a little bit in their language.*		
	Delta's employee interview	Typically it has been about six to ten days of experiential learning, knowledge sharing, peer learning, workshops bringing in experts and it took a while for agencies to operationally improve what they do, how to make the processes more interesting, outreach and communication, and assessing whether or not social entrepreneurs had got some traction in their social behaviours... So this system of support we have for award winners, we are attempting to provide this same kind of support to universities just as they are either building the net capacity, building their awareness or building their momentum.		
	Delta's member archival data	*Both corporates and social ventures take significant value from these partnerships. Following some initial research, we spoke to our partner Delta, the leading provider of support to social entrepreneurs in the UK, and seven social entrepreneurs and corporates collaborating, to map out the benefits and future trends. The feedback? We found two key ways social entrepreneurs and businesses are collaborating at present: buyer-supplier relationships and larger businesses delivering their CSR strategies through partnering with social ventures.*	**Network members empowered to influence practices in the sector** 	*Strong partnerships are built on aligned values – the social issues that smaller-scale enterprises are tackling, coupled with their innovative approaches, makes working with them an attractive proposition for larger businesses with more traditional business models. Working with social entrepreneurs allows corporates to demonstrate their commitments and grow their social impacts in areas that matter to them.* *Sustainable partnerships are mutually beneficial – both corporates and social ventures take significant value from these partnerships. Access to resource, skills and expertise is a key draw for social enterprises. While corporates gain access to innovative approaches, financial returns, are able engage their employees and raise the profile of their business.* *Partnerships amplify social impacts – by supporting social entrepreneurs, large businesses grow positive social impact. Cases we identified prove that quantifiable increase in social impact can be linked to these partnerships.*
	Alpha's and Delta's member interview	I think it has helped to educate my view, to put it that way. Before doing — before launching this initiative, I already had a pretty good idea of what social entrepreneurship was and so on. But what it's helped me personally is to really educate me on, first of all, how social entrepreneurship varies around the world. When you say social entrepreneurship, social enterprise in the UK, it's got a very different meaning than in China or in India, for example. So the different countries will have a different idea of what social entrepreneurship is, and it helped educate me also on how each country has a different stage of development in promoting social entrepreneurship. It's also helped educate me I suppose, on how different organizations will define what a social entrepreneur is, and how different organizations will have different types of support. Actually, Delta and Alpha are two very good examples because I'd say the vast majority of Delta social entrepreneurs would not qualify for an Alpha membership, for example, because they simply approach the issue from completely different angles, it seems like.		
	Delta's member interview	It's definitely helped shape my view of social enterprise. Before I got funded by Delta, I didn't really know what social enterprises or social entrepreneurship was. So without them, I probably wouldn't have the same level of knowledge that I have now. So yes, I think it's definitely helped me to understand the space a lot more... I've got quite a lot of opinions about how — the role of social enterprises in society and I think having this experience with Delta has helped define that view.		
Exposure	Delta's archival data	*Among the young people invited to the launch was Delta Award Winner J who started X, a social enterprise project which supports ASBO order individuals and excluded young people to develop their work ethic and interpersonal skills, while offering basic gardening at a low price for the community. J was a finalist in the National Entrepreneur competition, and pitched to P and the D among others. He has also been put forward for a Delta higher level award as he has plans to grow his enterprise in future.*	**Network members empowered to influence practices in the sector** 	*He has significant public speaking experience, having recently travelled the country inspiring young people to set up social enterprises in different colleges around England.*

Table A4.8 (continued)

MEMBERS BENEFITS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Exposure	Delta's member interview	You've got promotion. Delta having strategic partnerships, having this network, it means that stuff can get promoted. So just me having been funded in the past, I will tell other people about Delta and I will say to them, "Check this out. It's quite a good pot of money to target if you are setting up a social enterprise."	**Network members empowered to influence practices in the sector** 	You've got a word of mouth, you've got those champions that will shout about what you do and help promote your message that will obviously lead to more people signing up. The knowledge. I don't think I had a mentor but people that do get mentors and they needed mentors, it's that knowledge to help the social enterprises succeed, which obviously has a positive impact on Delta because the social enterprises are one of Delta's organizations, babies I suppose. So they want them to succeed so they provide mentoring support. It does that. I think for branding as well. Not just promoting the actual message but just that brand awareness and just making sure that people understand and know what Delta is. That's really valuable as well
Financial support	Delta's archival data	*W's business is growing every day. With her recent award from Delta, W. is able to focus entirely on growing her organization while her living expenses are covered.*	**Network members empowered to scale impact** 	*She has a growing number of staff and is planning to expand on her one day workshops and run week long intensive workshops for her clients. W. is using the medium of film to promote her financial tips and her short film has appeared on SKY, Virgin Media, BT Vision and BBC iPlayer.*
	Delta's member interview	It was invaluable really because when I started out, I didn't have any start-up capital. I didn't have any kind of fund, any money or anything to put towards my social enterprise that I've created. So obviously with their support, I was able to get some funding, I was able to get some capital to actually start the business, start the social enterprise. As we grow and lots of us received a few little bits of funding, as we kind of grow, it just helps us get to that next stage, really.		So I think in the first instance, in the early days, it was all about — it was the little bits and pieces that didn't really mean that much, you know leaflets or — they also helped us with our branding and making sure we had a brand, we had a logo, we had to set up a website, etcetera. So the funding has been invaluable really. It's been crucial in helping us grow the business.
	Delta's archival data (from video)	*A initially received a start up award for through Delta's E programme to set up P. Then she successfully competed for a further £30,000 to make her venture sustainable.*		*She is now looking to replicate her P workshops, which bring young and old together, in different parts of the country*
	Delta's archival data	*The award has allowed us to develop M in ways we'd only dreamt of. It has been crucial in allowing us to move towards sustainability through trading. The award allows us to offer children the uniforms and kits they need to participate in their school and other chosen activities without their parents worrying about high cost.*		*Over 50 children are wearing our school uniforms this academic year and many more uniforms and kits have been diverted from landfill.*
	Delta's archival data	*I'm finding my mentoring support extremely useful. It has been incredible to have someone to bounce ideas with and to make sure that my communication with the world is consistent.*		*I have seen the number of our followers on social networks more than Triple since I have teamed up with my mentor. Having someone to work with also keeps me accountable and focused.*
	Delta's member interview	Delta had been a lot more — they've given me more mentoring that I've made use of. Because they approached me at an earlier stage and their intervention has been more financial because they gave us some grants when cash really, really mattered. Then they put us in touch with investors that we made use of.		
Network of iungens	Delta's employee interview	The idea is to work with voluntary and community organizations that are already embedded and networked within their communities and to support them to develop their capacity to support local entrepreneurs locally… So we're supporting Q's doing that and we've got six of the local community organizations from within T who are participating in that at the moment. The idea is that some of them will go on to continue to support social entrepreneurs.	**Extend broker's reach** 	Interviewee: I think it's partly about reaching more people but it's also about recognizing that — the support needs to be provided locally. So it's not just about working with three partners to reach more people. It's reaching more organizations to be able provide that support in the locality. Interviewer: Okay, yeah. So it's like you're sort of training these different organizations and involving them in the program so that then they could be the ones who locally have access to the social entrepreneurs and support them along the way. Interviewee: Yeah, it's about building that, what we call, an ecosystem of support. It's great for diversity in who's providing that support and where it's accessible and ensuring it's embedded in the local communities, not kind of parachuted in.
	Delta's archival data	*Partnerships are key to our strategy and we work with them to develop the ecosystem of support for social entrepreneurs.*		*We provide our partners with support and/or resources, to reach areas of society that we can't. These areas could be geographic, demographic, or online.*
	Delta's archival data	*Delta and its partner are also looking to support the emergence of local hubs which will act as a platform for existing social enterprise networks to come together and share their ideas, events and initiatives.*		*This ensures that each hub will support each other, reaching out to those who look to support their local communities and propose new frameworks for social enterprise.*

Table A4.8 (continued)

MEMBERS BENEFITS	SOURCE	SELECTED QUOTES FROM DATA	NETWORK SUPPORT OF INSTITUTIONAL STRATEGY	SELECTED QUOTES FROM DATA
Network of iungens	Delta's employee interview	So program S was a bit of a game changer. When we knew that we were going to put this course out, we very encouraging to universities to think about making collaborative partnerships to sustain this work and then joining resources together or joining because they have got shared value or joining because of the specific thematic area.	**Extend broker's reach** 	They approached us with what is a really interesting cluster because X and Y universities and then pretty much every agency there... it was the ideal partnership for what you would want to see in the locality, it was all these things trying to support social entrepreneurs, you know, it was a real good example. It has had its challenges in trying to operate and it is quite an interesting support partnership but that is one in which where you have all the spokes in the wheel that you need.
	Delta's employee interview	Again, that's about building support and we also work with local partners and these are individuals or organizations within the B areas who work with us in a range of capacities. Some of them we go and find partners so they are predominantly people who are just very well-connected, or organizations that are very well-connected and they are kind of good at spotting people who have an idea for a venture and need encouragement and support to apply. We also have those who work more in a support capacity and again, that's what they're providing, the more one-on-one support to social entrepreneurs, helping network social entrepreneurs in their areas.		And with these partners we found that in some cases, being very embedded in their area and involved in the wide B program has been beneficial and has enabled them to really connect award winners and social entrepreneurs into the work at the partnership and the kind of wider regeneration that they're seeking in their area.
	Delta's archival data			*Our partners also recruited heavily from the north of the UK, where Delta has had less success directly.*
Connections with the network	Delta's archival data	*This was my first event and to be honest, I didn't have a clue what to expect. I thought it would just be a fun, networking event with some interesting conversation over yummy canapés. I couldn't have been more wrong! The event brought together social entrepreneurs, funders, teachers for an evening of passionate debate and insightful enquiry.*	**Network members empowered to influence practices in the sector** 	*I learnt so much from the discussion and took away a number of tips that I will use to ensure that E, the social enterprise I run, has maximum long-term impact on schools and students alike. The event was an invaluable opportunity to take a step back and truly think outside the box with the individuals who will no doubt help shape the education of the future*
	Delta's employee interview	So, for example, with L, part of the way that program is designed is that they have network learning meetings. I think they are quarterly in that program. So all the partners involved in delivering that meet, and it's facilitated by Delta.		It's about learning what challenges are they facing in providing support, how can we address these challenges and not just how can Delta address these challenges but how can the partners in the room share what they've learnt, their best practices. Maybe some of them have skills in social media and engaging network and sharing it with other organizations that are not up-to-speed with that kind of thing.
	Delta's member interview	I've been to events and I've met people that are being funded by Delta. It's definitely a conversation starter really, something to talk about. I also think there's a lot of social enterprises out there that have been funded by Delta. I think it binds us together a little bit, it brings us together		
	Delta's member interview	The guy that I met, he gave me very specific and very useful information. So actually it wasn't something that —it did feel like quite a forced relationship because obviously, he was kind of being paid by the university to be there but at the same time, I did get a lot of value from him because he was giving me very specific tips and advice that genuinely has helped my company.		
	Delta's archival data			*And this is what the series of events is all about. If all the people who are taking practical steps to push to new heights education and learning for pupils from all walks of life are talking to each other and working together, we will have the opportunity to start defining a new set of standards and criteria that goes way beyond what OFSTED asks for.*
Peer support	Delta's member interview	It allows me to feel financially supported but also feel part of a group, and to meet other social entrepreneurs through this network and certainly meet people who were supporting social entrepreneurs to give me good ideas as to how to use the money.	**Network members empowered to scale impact**	
	Delta's archival data			*The opportunities to network with other entrepreneurs and organisations have been very important and have proved crucial for development.*
	Delta's archival data			*Peer-to-peer experiences have proved extremely valuable in extending trading and networking opportunities, increasing their skills and confidence as social entrepreneurs.*

Appendix 5: Codes for case studies' impact on the field

Archival data are in italics

Table A5.1: Example of codes for case studies' impact on growth and diversity

CASE	FIRST ORDER CONCEPTS	SECOND ORDER THEMES	AGGREGATE DIMENSIONS
Alpha	*Popularized by intermediaries such as Alpha, the label "social entrepreneur" is embraced by a growing community of practitioners. They think of themselves as social entrepreneurs, because this identity makes sense in the light of their experience and way of doing business. ... Conversations with actors in business and civil society suggest that social entrepreneurship is as much about the changing self-awareness and identity of leaders in the social sector as it is about the way their organizations operate. In fact, many individuals who would be considered social entrepreneurs by leading identifiers of social entrepreneurs such as Alpha, S. or Beta never thought about themselves in this terminology.*	Creating a label	Creation of identity
Alpha and Beta	I mean, I think it is helpful, it (the presence of Alpha and Beta) sort of created a sector out of nothing. I guess in terms of whether it has had the biggest impact, I think most of it happens at the ecosystem level, or being able to persuade government to be more interested, and other funders, you know, getting, creating a label through which these various players – as I said, many of them existed before – you know can identify with, as a badge. And I think getting young people interested as well. There seems to be a bit of a rise in the number of universities offering social entrepreneurship as a course, which is, I think it is a recognition of some of that…to the degree of what the Beta centre were instrumental, that was probably a good investment.		
Beta	So I think Beta was successful in their original objective, which was to legitimize social entrepreneurship. To get it in the road map, to have it be a known term, and now you can go to many schools and major in social entrepreneurship or take a class or have a specialization. That wasn't true fifteen years ago. So I think these are things that Beta has managed to influence but without a ton of data.		
Gamma	I think they try to create identity in the sector. They try and do campaigns. They have a campaign which was quite helpful. They helped create a bit of identity	Creating an identity	
Alpha and Beta	I mean I think enhancing the brand of a small band of organizations like Alpha and Beta is worthwhile for the sector in general. There are so many social enterprises in the world, it's good to have some sort of unified entities that are able to, one, kind of bring the sector together and find stuff with itself, but obviously to kind of go outside of the sector so people are excited about coming into it, brining resources in it, advocating for policies and governments and elsewhere. There might be sort of partly the need of an enabling environment to kind of help the sector continuing to grow and that's what they gain out of it but that's helpful to everyone under their umbrellas... and at some level they are like lobbyers - and the private sector in general has no shortage of lobbying firms - and it's nice to have at least these types of groups you know advocating and lobbying for more of this type of work	Favouring other players' involvement	Creation of the ecosystem of support
Alpha and Delta	Another thing that, in my mind at least, helps give not only credibility but opens up new ways of us working with those organizations, is the fact that they're trying to promote social entrepreneurship not just on the grassroots level but on all levels. They're trying to get corporations involved. I think that's very important for corporations to provide in-kind support and to provide cold, hard cash support. They're involved with government as well, with the Cabinet Office for example. Delta does quiet a lot of work with the Cabinet Office. And so they try to work in all levels of society to try to bring this movement to the forefront in order to have an even bigger impact.		

Table A5.1 (continued)

CASE	FIRST ORDER CONCEPTS	SECOND ORDER THEMES	AGGREGATE DIMENSIONS
Alpha	Then on the social entrepreneurship sector itself, we've built up this ecosystem where, we know we couldn't support every stage of social entrepreneurship ourselves. But we've built up the awareness of the sector and we've created the ecosystem so that other players could be involved and support pilot stage, support scale-up, boot camps, all this. So we created a wave of interest in recognition and the right ecosystem for players to pop up and also do complementary parts of the puzzle for encouraging social entrepreneurship and helping social entrepreneurs reach scale and change the system. Also in the social entrepreneurship sector, we've been very influential on having an unrelenting purpose on systemic change and some organizations do embrace this idea, I think an increasing number.	Favouring other players' involvement	Creation of the ecosystem of support
Alpha	Alpha's work has heightened awareness of the value of social entrepreneurs and inspired the creation of many venture philanthropy organisations internationally investing in and supporting social entrepreneurs.		
Beta	Part of the high leverage is creating a - not creating but - speeding the development of a movement so that lots of other funders with their resources will dedicate more of those resources to social entrepreneurship than they used to and new people, I mean there are very wealthy people especially in the tech field, which our founder knows very well, you know deciding to turn themselves to philanthropic ends and we would like them to support social entrepreneurship too		
Beta	Their funding is unrestricted because they see that as the R&D of social enterprises and they keep lobbying for more organizations to do that while also lobbying for more money to be given to philanthropy... Their event is great to provide data to capital markets so that they will enter the social entrepreneurship space.		
Beta	*Beta anticipates its campaign will generate new giving circles of friends and neighbours with a global focus… Beta is taking an innovative approach by promoting House Parties and distributing hundreds of free DVDs that feature select segments of the program (on social entrepreneurs). Through these informal events, groups of people-such as neighbours, family members, friends, co-workers, students, or church members-come together to watch the documentary, engage in a discussion, and pool their resources to make financial contributions to the projects.*		
Beta	*The relationship with a business school has allowed Beta to provide formal business education to people who might not ordinarily have been able to experience it... They (Beta's scholars) started to get their classmates interested in social progress, and some of the people who had been planning to go back to McKinsey or Goldman or whatever, have gone off on a different path and got involved with social enterprise*		
Gamma	We now talk across a lot more to big business, to departments, to local authorities, but also much more out and down. So we're working much more with members in those sectors, in those areas that are critical. We help grow those areas much more than we used to.		
Gamma	*Our work has included: social value conferences in Bristol and Devon; a national survey to track take-up amongst commissioners; direct support to local authorities; a dedicated programme to work with commissioning groups locally; thought leadership reports*		
Gamma and Delta	So I think Gamma is much more of the lobbying and championing work and Delta is actually getting people to do stuff		
Delta	*Over £1m of co-investment has been lined up by ten of the winners to apply for our match-funding... 75% of this co-investment is from investors who are new to the social venture sector including 13 Angels who have never made a social investment before*		

Table A5.1 (continued)

CASE	FIRST ORDER CONCEPTS	SECOND ORDER THEMES	AGGREGATE DIMENSIONS
Delta	I think Delta needs to exist because ultimately, social enterprises are creating a good in the world. They are having a social impact. So we should be encouraging as many people to not just set up companies but just ignite and think about what social enterprise is. So Delta serves the purpose of actually making it easy for people to explore that space. Getting one or two thousand pounds helps you set up and it is categorically enough to set up a small social enterprise. Some people might get the money and not enjoy social enterprise. But at least they've experienced it and hopefully create some social good	Favouring other players' involvement	Creation of the ecosystem of support
Alpha, Gamma and Delta	Their role is to help the government I think in any way they can, to promote social entrepreneurship, to make it easier for social entrepreneurs to exist, to help push through things like the Social Investment Tax Relief... essentially, influencing government and helping government to promote social entrepreneurship as well, that's also part of their role.	Impacting the political agenda	
Alpha	*Over 80% of Alpha social entrepreneurs see working with public policy and institutional norms as an important part of their work. On average, over 50% of Alpha social entrepreneurs have achieved changed in national policy and/or industry within five years of election.*		
Gamma	*In 2003, when Gamma wrote its launch document, the Government was focused on growing social businesses to complement public services, filling in gaps in local provision. Compare this with the Government's social enterprise plan launched in November 2006, which effectively reshapes the national welfare agenda around social enterprise. In only a few years, social enterprise has become central rather than peripheral to the Government's plans*		
Gamma	*The Act, which means public bodies are now obliged to consider 'social value' in commissioning practices, becomes law today. Together with our members, Gamma were instrumental in ensuring that the Bill became law*		
Gamma	Its role is to advise and lobby government on policy, build networks between social enterprises, champion them in the media, and grow new business opportunities for the sector	Advocating for the sector from the bottom-up	
Gamma	So they've got voice with the government. They've got voice in authorities in business. We have a level of access that our members don't have into big business, into places that they wouldn't be able to get to otherwise.		
Gamma	In terms of, what do they do for the sector, I think they've been a really strong advocate for the sector, I think they've helped the sector grow and mature, in a way that without them it wouldn't have done, I think it's created a collective mass, I think that's quite important		
Gamma	I think under the current CEO leadership it has done well, it is not scared of taking on a fight, you know, when S. started saying that they were a social enterprise, Gamma took on S. and won that fight... for what resources they get, I think they have a good fight. I think they do influence well in government, I think they are not scared to speak the truth to power, which is really essential for that type of organization		
Delta	*We have already started work in developing social entrepreneur support through partners in a number of sectors. Higher education: we worked with our partner to back 200 social entrepreneurs in higher education with excellent results... Disadvantaged communities: We carried out pilot projects during 2011 in disadvantaged areas in England as part of our partner's Challenge. We are now building on this, supporting local organisations to build their own social entrepreneur support programmes as partners. Rapid, high growth: we are delivering a program with support from a financial partner– a high profile, intensive scheme for the social entrepreneurs with the highest potential to achieve major impact through attracting social investment*		

Table A5.1 (continued)

CASE	FIRST ORDER CONCEPTS	SECOND ORDER THEMES	AGGREGATE DIMENSIONS
Gamma	I think that Gamma has done an incredibly good job of engaging with big corporates and getting them to commit some of their procurement budget of working with social enterprises and I think that has been a very successful approach. So an example would be, they worked very closely with X and they made it commit publicly to spend a big budget on true social enterprises and that has manifested itself in all sorts of ways. It has created opportunities that wouldn't have been there for smaller social enterprises otherwise... The same would be true on waste contracts. So that sort of sense you are evening up the playing field, which then enables social enterprises to compete.	Creation of a market for social enterprises	Creation of the ecosystem of support
Gamma	*We kick-started the year with the launch of S. programme. Swathes of the country are being recognised as hot spots for social enterprise...Within those areas, new markets are being built for social enterprises, encouraging trade between social enterprise businesses, charities, local*		
Gamma	*B., a social enterprise, will provide water to Parliament for two years... The contract is a boost to Gamma's campaign, which is encouraging consumers and businesses to choose ethical companies that are either not-for-profit or use their profits for environmental or community benefits*		
Delta	So yes, still very influential…nice - you know, inevitably they are a leader in the sector, if you have that money, you can have six policy research people, if you see what I mean, you have got a responsibility to play nicely in the ecosystem and I think their new leadership is showing some hopeful signs in terms of a responsible approach.	Deploying well money to support the sector	
Delta	They've always wanted very much to keep the on the ground work that we're doing to provide that capital to social entrepreneurs that allows them to test their ideas and products... okay there are other funding available but we're still one of the largest in terms of building, giving capital to social businesses to start up		
Alpha	The highest rounds of the business sector, people whom the top consulting company works for, I think respect it (Alpha). It is very very well respected and that's because it speaks the same kind of languages as that world.	Reaching élites	
Beta	I think that Beta sort of having this high standard and sort of the academy awards of social entrepreneurship is a nice peak at the top of the pyramid if you will. But that doesn't say that having action at a lower level, where more people get awarded for doing smaller things, maybe in due course that will help them becoming bigger and bigger... I think we would say that the reason that we haven't gone in at that level is this sort of need to create more higher order public awareness. Like heading a bunch of other foundations show up at the Beta event and say: "we want into this too"		
Beta	Beta…well, it surely hugely internationally popular, it doesn't do so much in the domestic in general. They had a great team in their local partner and so, I mean, I think it will continue... people slug it off because it's so élite, you know, and it's, their event is so Americanized, but we need places that are élite and that draw attention to things and have the best quality thinking in the world. You know, people might jar with them, they kind of, it doesn't sit too well with grassroots social entrepreneurship going on in poor communities but it's a necessary part of the ecosystem and we have got to have organizations that have that might and that intellectual sort of respect in order to get the mainstream to take us seriously.		
Gamma and Delta	With corporates I think they do the same, as do Delta actually, so Delta and Gamma have good relationships with big consultancies, big banks, big law firms. So there's - a part of that I think is about legitimising social enterprise in the corporate sphere, which I think is in many ways very very helpful		

Table A5.1 (continued)

CASE	FIRST ORDER CONCEPTS	SECOND ORDER THEMES	AGGREGATE DIMENSIONS
Alpha	*Alpha has been building a vibrant global community and ecosystem around social entrepreneurship, and we are proud to see the UK becoming a global leader in this field... Alpha have prepared this resource pack to direct ambitious social entrepreneurs who may not be eligible for its network membership towards additional sources of funding and support, connecting you with sector partners which may be more suited to your current needs. ... The platform pools the best available opportunities and support available into categories across the board from accelerators and incubators, competitions and awards, education, training and qualifications, events, networks, clubs, funding, mentoring, online communities, pro-bono services, resources and jobs.*	Database on the sector	Creation of the ecosystem of support
Gamma	I think they've aggregated data, they've collected information about the sector, they can tell you how big the sector is, how much money it turns over, how many jobs are employed in it, what sort of things happen. They are a repository of information		
Gamma	(Connecting with Gamma) it's probably about learning what other types of social enterprises are out there, which I think is another good thing because you don't really, you don't necessarily understand someone's social aims or who they are or what they're doing.		
Gamma	*Gamma and C. have teamed up to publish data for the first time that enables people to track money spent by local authorities and central government on social enterprises... "It will be a game changer for our members because, for example, they can identify and target markets that are increasingly using social enterprises."*		
Delta	Our research team I guess is working to disseminate learning about what works and I guess we're looking at the reach and how is the sector as a whole reaching social entrepreneurs and what's the breadth of ambition out there of doing social entrepreneurship? We're looking at what works, what kind of support, at what time, what ways? We're looking at quality. How does the support we provide compare with the support that other partners are providing? Where could we improve and where could they improve? We're looking at, how do you get the ecosystem support, like, are there tipping points? Are there points where enough of the culture has developed that you can step out and it will be self-sustaining? Basically those kinds of questions that as a research team, we're trying to explore. And I guess we hope we'd be of value for the wider sector.		
Alpha and Delta	I think their role on one hand is to promote the movement, to make sure that more people on the mainstream are getting to know what a social enterprise is, what a social entrepreneurship is... Their role is of course to try to find the best social entrepreneurs but also to make sure that there's a pipeline of social entrepreneurs, so that this movement continues growing and in order to do that, both of those organizations are increasingly getting involved with university initiatives and even hopefully, also at secondary school level too, in order to educate people about what social entrepreneurs do, what they are, and also to help those people start their own social enterprises. So they want the mainstream to know about the movement	Educating young people	Education on the existence and value of social entrepreneurship
Alpha	*Alpha's own event in collaboration with its partner gave students of the city an opportunity to connect with two Alpha's social entrepreneurs. Although they work in different cultural environments, both L. and Q.'s work is based around education and issues surrounding young people. This therefore provided a lively and fruitful dialogue with the students.*		

Table A5.1 (continued)

CASE	FIRST ORDER CONCEPTS	SECOND ORDER THEMES	AGGREGATE DIMENSIONS
Gamma	What's really heartening with this campaign is to see government departments are seeing the value that social enterprises can add to society in general. Raising people's awareness of social enterprises is great, and if it encourages on person to buy fair trade or put their money into an ethical bank, that is a real result.	Educating the government	Education on the existence and value of social entrepreneurship
Delta	And they've been great. They started at an earlier stage in the social enterprises growth and then they created a financial accelerator for enterprises that hit scale and they've been greatly educating the UK government on the importance of this sector.		
Delta	Partly it's access to government and connections with other types of organisation that help to shape national perceptions of the value of social enterprise.		
Delta	*The evaluation also sought to identify evidence of wider institutional change; over half (24, 53.3%) reported that knowledge of social entrepreneurship had been developed 'a lot' and 51.1% (23) that their interest in working with social entrepreneurs had developed 'a lot'.*	Educating universities	
Alpha	I think we're doing a lot to get social entrepreneurship better known and recognized... So I think the more we collaborate with different pro bono partners and media partners, the closer we get into the world and being seen as a natural thing that overlaps with the corporate world. It's about feasibility and collaboration and breaking down the barriers between them. So we do that a lot and I think that is having a lot of impact on how social entrepreneurship is seen outside of the social entrepreneurship sector	Educating corporates	
Delta	But we are certainly trying to, through all the work that we do, to create awareness I guess and influence different sectors, trying to create general awareness about social entrepreneurs through our communication about what they are, about the difference that they can make, and promoting them. But then also, yes, through the corporate we work with, we engage them and try to get more of them to support the sector and to learn from the sector.		
Alpha and Beta	I think they're legitimizing it by choosing successful social entrepreneurs to show that there are new ways of doing things and show that those new ways of doing things have an impact. I think there's quite a lot of resistance in both the corporate and public world to social enterprise. I think they think it's almost like homeopathic drugs or something	Educating the community	
Alpha	I mean, in terms of thought leadership, their founder created — the sector of social entrepreneurship, he invented the term for a start. So in terms of educating people that this is a different sector, it has massive implications for society, they've been great... You can't make the change happen that you need in the way that non-profits operate and so educating people on that way of thinking, that it's not about, "Oh this is a non-profit," I think is key to getting the change that we need.		
Beta	*Since its founding, Beta has been instrumental in supporting and popularizing social entrepreneurship. It has done that the traditional way, by providing financial and logistical support to hundreds of social entrepreneurs. But it's also gone about it in a unique manner, through storytelling—a sophisticated program to popularize social entrepreneurship that includes underwriting documentaries, broadcasts, feature-length movies and blogs on its media partners' platforms*		
Gamma	*Last Sunday, Gamma's CEO took part in a panel discussion on BBC 5 radio show to explain why social enterprise is the future for UK business.*		

Table A5.1 (continued)

CASE	FIRST ORDER CONCEPTS	SECOND ORDER THEMES	AGGREGATE DIMENSIONS
Gamma	*The UK's first national day-long event organized by Gamma took place in September, calling on the nation to unleash its spending power and buy from social enterprises. We engaged politicians, and mobilised communities and groups to raise awareness of social enterprises within towns, cities and villages. The campaign reached millions on social media and events were held across the country to celebrate the day. Social enterprises that took part in the day saw a marked increase in sales.*	Educating the community	Education on the existence and value of social entrepreneurship
Gamma	I think it has raised public awareness on social enterprise. One of my colleagues tells me that he was at an event. It was a university lecture that he was giving but it was a public lecture, it was open to the public. He said, "Raise your hand if you know about social enterprise," and everybody raised their hand. "Or if you know what a social enterprise is," and everybody raised their hand. The awareness of what a social enterprise is has been part of that Gamma-awarded badge		
Gamma	They were very successful, and the UK now has a thriving, growing social enterprise movement and social enterprise is better understood		
Delta	It's been good to help people see social enterprise as a real enterprise; lots of people still think that it is just giving away money to charity. I think we have changed the culture a little bit		
Delta	*We also need to engage more with investors – philanthropists, the public sector, as well as commercial investors – bring them exciting and uplifting opportunities and educate and provide them with metrics around social impact.*		
Alpha	In the past thirty-five years where we've built a field of social entrepreneurship, it's always a hassle term. It's certainly well known in the non-profit world and a lot of corporate industries. So there is recognition it has a huge impact. I think our thought leadership around the need for innovation and the need for change making cultures has really taken off. So the companies are talking about how they can empower employees to be much more reactive to the way markets are going. Yeah, they've just seen the social entrepreneurship sector so that they can learn from it and that will influence their companies to be better.	Change practices in corporates	Diffusion of social entrepreneurial practices into other sectors
Delta	*This model is complemented by learning and influencing – gathering the rich experience of the world's largest cohort of social entrepreneurs and using this to improve both our own practice and the wider environment in*		
Alpha	So now they're using social entrepreneurs to bring — for example, in my case, because I work in education, I'm supporting them in this new venture which is making some universities change makers campus.	Change practices in education	
Beta	*This free syllabus uses Beta's CEO book as the backbone textbook to a post-secondary course that looks "under the hood" of social entrepreneurship. Each class dives into the underlying theories to explain how social entrepreneurs enable change in the world... This course is intended to highlight who social entrepreneurs are and how they think.*		
Gamma	*In February we became part of two consortia appointed by D. to increase the presence of social enterprise in education. Many of our members are doing innovative work in alternative education – providing opportunities for young people who are excluded or at risk. ... Our work with the D. includes events, publications and tools to help education organisations become more socially enterprising.*		
Gamma	*Gamma is running an event for people working in charities interested in social enterprise on 31 October. Click here for more information and to book*	Change practices in third sector	

Table A5.1 (continued)

CASE	FIRST ORDER CONCEPTS	SECOND ORDER THEMES	AGGREGATE DIMENSIONS
Alpha	I think we provide the global network element of it to spread social innovations spread beyond the country borders.	Social innovations across geographies	Connection of England with the
Alpha	The UK is becoming increasingly insular. The UK is looking to itself to solve everything and then you've got Alpha looking outwards... We need people bringing solutions from the outside world and connecting us beyond our borders... We need to know and understand that throughout the world, people will come up with better solutions to the problems that we're facing and we might come up with better solution to some of the problems that they're experiencing. So I think the fact that Alpha is unashamedly global in its outlook is a key value right now in this country.		
Alpha, Beta, Gamma and Delta	There definitely is some cross-pollination going on... Just to take the example of the leisure centres, maybe they are doing stuff overseas, but I guess probably not. They are in their own UK bubble and it must be giant by now but they are not looking overseas. So there are these organizations that have a bigger view and are fomenting a bit of exchange between some countries but it doesn't feel like an awful lot for the time that it has been happening		
Gamma	*The event will also cater for those working in the public, private and voluntary sectors interested in moving into the social enterprise sphere. Delegates are expected from Canada, Australia, USA and Finland, who want to find out what makes the UK the world leader in social enterprise.*	Showcasing England abroad	
Delta	*We've developed a vibrant ecosystem of hundreds of supporters in the UK and across the globe.*		
Delta	I think they (Delta) have done a big push to social enterprises and they've moved to social investing with big suppliers for capital. I feel like they are at the centre of the social enterprise ecosystem in the UK for sure. I know they've replicated it. They've got a program in India and one in China.		
Gamma and Delta	The local hub wanted to apply for some funding through Delta to extend the work that they'd been doing supporting students who wanted to become social entrepreneurs. And because the program they wanted to apply to was for universities... they needed a partner in the university, who could help them with this. So we helped them to put in a bid for funding from Delta and as the Delta program developed, it went through a number of phases, and the last phase, phase three, which was just completed, was looking at building clusters of people who support social enterprise… So we all got together and created this thing that is designed to run networking events… And at the same time as we were developing the Delta program to try and create a network of social entrepreneurs, the local LEP had another initiative, funded by social government… So, we ended up with quite a nice little bundle of people who were involved in supporting social enterprise one way or another. And from that, we decided that it was important that we managed to make contact with as many social enterprises as we could throughout the rest of the region. And we decided that the best way to do that was to link in to the Gamma program. So we put in a bid	Distribution of money at local level	Support of local ecosystems
Delta	*Local authorities are exploring new ways of delivering social value and helping communities to take control, unleashing the entrepreneurial energy of residents to meet local needs can increase community resilience, reduce future demand for commissioned services, and stimulate local economic growth. Delta recently facilitated a roundtable event bringing together leading local authorities with key stakeholders to explore how social entrepreneurs can be part of the solution*	Local events	
Gamma	*Social enterprises are transforming the way business is done. What this data (Gamma's data) shows is that they are continuing to expand, to do good and to change the lives of individuals and communities…. Of course there are challenges, but from these initial findings the sector is clearly in a strong and healthy position*	Providing data on the sector	Creation of positive perception

Table A5.2: Example of codes for case studies' impact on shift towards business

CASE	FIRST ORDER CONCEPTS	SECOND ORDER THEMES	AGGREGATE DIMENSIONS
Alpha	When they first got in touch, one of the issues they had was, can they endorse the organization if it's a for-profit company. The legal structure is it's a shareholder owned company and it is run for profit. So there was lots of internal debate amongst them of, "Can that be a social contribution?" And so by the time they elected me, they've resolved that. And because they've resolved it and proceeded then cleared up a whole bunch of things for me with other people who might have been sceptical.	Opening to for-profit social ventures	Encouragement of shift towards business
Delta	*In a joint statement by N and Y, the organisations said: "There was an erosion of the not-for-private-profit principles from 2008 and, by 2012, it became clear that a significant number of awards were made to structures without asset locks." X and Y said that they had meanwhile continued to operate the Scotland branch of Delta "according to the founding principles"*		
Gamma	*Gamma sat on an early steering group discussing the introduction of B Corps to the UK. It now sits on the B Corps Policy Council. It continues to seek to work strategically with B Corps UK to avoid any unnecessary competition and confusion; and to support a broader movement of businesses operating more ethically and to a triple bottom line*	Preference for social businesses	
Gamma	*We believe it is time for a real business revolution. My vision for Gamma is that it will eventually transform how and why everyone does business. That means not only taking a more ethical and inclusive approach, but also rethinking the entire point of doing business at all*		
Delta	*There are thousands of "angel investors" in the UK who provide investment and expertise in early stage enterprises like these, usually through taking an equity stake – taking a share in the business. That's normally only possible if the enterprise is set up as a company that can distribute shares and distribute profit... Delta is working with partners exploring the development of this area in order to help social entrepreneurs make the right decision for them. We have recently worked on an international standard for profit with purpose business*		
Delta	We should be saying to social enterprises, "You need to be market competitive in price and efficiency and quality." So actually, they don't need to be publicized as a social enterprise. They could be publicized as a true market player who can attract and compete in that market.		
Alpha	*One of Alpha's goals now is to expand and institutionalise its work in the social investing arena. It is encouraging leading for-profit financial institutions to enter the market, bringing with them their entrenched competitive spirit and in turn availing of the varying mixes of economic, social and personal engagement returns.*	Attract financial and social investors	
Alpha	That's a program where we help our social entrepreneurs rethink their business model to become investment ready and then we connect them with social investors that would be interested in helping them scale their impact		
Beta	*In 2017, we invited partner organizations to independently host Ecosystem Events as part of the yearly event. These Ecosystem Events covered topics such as global education, impact investing, measuring social change, leveraging international development, corporate partnerships, and pandemics*		
Beta	*Session in 2016: INVESTING FOR IMPACT: Catalysing an emerging industry... Going far beyond the negative screens of 'socially responsible investing', this session will explore opportunities and trends among investors that actively seek to place capital in ways that can provide a scale of solution that purely philanthropic interventions cannot reach.*		
Gamma	*Our social investment programme is growing fast to meet the growth in the market. Our job is to make sure that social enterprises are able to take investment and that the products and services that develop meet their needs and deliver real social value. It is also to keep promoting social enterprise as the investable alternative and the future of mainstream business*		
Gamma	*Gamma is chair of a network of social investment and finance intermediaries (SIFIs) designed to help keep money flowing around the market and ensure it reaches the social enterprises on the ground.*		
Delta	*Bringing more and more new investors to the concept of 'investing for good' helps to build the ecosystem for social entrepreneurs in the UK and the ultimate social progress that will result*		
Delta	We're connecting corporate funders, we're connecting investors. In terms of our W. Program, that's usually focused on bringing new investors into the social investment marketplace. So that would be a large part of that		

Table A5.3: Example of codes for case studies' impact on fragmentation

CASE	FIRST ORDER CONCEPTS	SECOND ORDER THEMES	AGGREGATE DIMENSIONS
Gamma	*Social enterprises are for innovation in public services. They're for collaboration. They're for maximizing social value; co-production; disruptive change. People powered change. All these are lovely concepts and their practical application beautiful to behold. But as well as shouting about what we're for, sometimes it's important to shout about what we're against*	Inclusive definition	Support of within-sector debate
Delta	I think in Delta, we deliberately focus on social entrepreneurship rather on social enterprise itself because I think that's a narrower term and maybe not everybody who has been described as a social entrepreneur would end up setting up a social enterprise		
Gamma	We don't have an in-place definition of what is and what is not social entrepreneurship. To be honest, social entrepreneurship is more often thought of as a verb rather than as a noun, so it's a way of doing things rather than you are or you are not a social entrepreneur. I don't think that we would find it helpful to draw specific premises around what is and what is not social entrepreneurship	Avoiding definition	
Delta	I had a conversation with someone who works at Delta... they made a conscious decision to not call the businesses they support social enterprises. They call them social ventures. Because at the moment, social enterprise, it's weird. I think for people that are very business minded, it does feel quite a very Mickey Mouse word. I think people having their interpretations of it is really good. I just think we need to make sure that the connotations around it are still strong, that these are businesses that should be taken seriously.		
Delta	I move away from the language of social enterprise, even the term social ventures. I sort of tend to use SMEs but with a social purpose. I think that breaks down some barriers and I am going to get into that and it will happen eventually in sort of, five to ten years' time. The idea of talking about a social enterprise is complete nonsense. We should be talking about SMEs but with a social purpose and that's actually what we're doing		
Alpha and Beta (from external)	I think Beta and Alpha have been very big, very visible players for such a long time, there is a huge emphasis on the sort of the personality cult and I think that, actually, isn't always that helpful. I think that can play in sort of the tendency there is sometimes in the charity world that there is the most attention or recognition on the ones that tell the best stories, whereas, you know, telling stories is important but actually, you know, the world is made by lots of people who apply their time and energy, skills and not just the few in the limelight who happen to be the people who set up things and managed to take them forward	Supporting a definition not liked by other players	Creating different sub-sectors
Alpha, Beta and Delta (from Gamma's network)	Also, because Beta and Alpha, and Delta have come very much from a social entrepreneurship point of view - and this has been my frustration all along - these guys will not – because politically, they want to blur the lines - it makes it really confusing for social enterprises, and it's very hard to work in partnership with organisations that just have their own views and won't work in partnership. They've got their own agendas, really, and as I say they've got some very powerful backers. ... Delta, Alpha and Beta have continually deviated away from the social enterprise message and to a very blurry vision, I think, which actually follows the individual		
Alpha and Delta	Mmm, I don't know. For me, it's a very political question, really, that. There are some vested interests, I think, and there always have been, in keeping the term very very broad, so what we've done has actually been quite controversial, although we did do a lot of consultation. We roughly – we agree with the same definition that Gamma has, it's just that we would – you know, there may be some areas of slight difference, but essentially we believe in the same thing. Where it's been more blurred has been where there's been influences from outside, in some cases outside of the UK, and you get a very different approach to social enterprise and social business... and the reasons for that is because there's some quite powerful influences, and I'm sure you're aware of this, with the social entrepreneurship movement and we always hear about the people like Alpha and Delta, and blahblahblah, and various different organisations. ... So I think there's some vested interests, to be honest, in not coming together for a definition of social enterprise		
Alpha (from Alpha's network)	*Is Alpha still relevant in this climate? All you do is hero worship! This was a surprising question/comment made at dinner last night really made me think about what is the most important task for Alpha to carry out its mission*		
Beta (from Beta's network)	My problem is that all of the social entrepreneurs that Beta selects are non-profits and we for us, we are a business school... we believe that is not necessarily the case. You know for us the legal structure is not an issue, for them it is and I think that that is simply legal, you know, Beta, I don't know...but this has been an interesting point of divergence for quite a while		

Table A5.3 (continued)

CASE	FIRST ORDER CONCEPTS	SECOND ORDER THEMES	AGGREGATE DIMENSIONS
Alpha and Beta (from Gamma's network)	There is a cultural slide of the hero entrepreneurship, so people kind of put people on a pedestal for doing individual heroic things when actually underlying there is a lot of people working. So I would actually say there is a need for social enterprises to connect more clearly and directly with local communities and individual people on the ground... there has got to be more collective awards or awards for people working together to deliver great change or communities coming together to bring great change rather than individual organizations or individual entrepreneurs themselves. So that kind of "entrepreneur of the year" is what I am worried about, I prefer talking about organizations or collaborationsbehaviour I think	Disagreeing with other conceptions	Creating different sub-sectors
Gamma and Delta (from Alpha's and Beta's network)	With Alpha, the benefits are that it's great to have a connection with an organization that knows and understand social enterprise in the UK, because as you know, in the UK, social enterprises are quite a different thing from how we all see it in an international basis. So to have people to talk to, the wonderful people at Alpha, about international social enterprise, with the words that we all know and understand as opposed to the strange British social enterprise creature		
Gamma (from Beta's network)	I think social entrepreneurship's just become a big – it's not clear what it means any more. I think at the core it's kind of understanding markets and governments in different ways, and understanding the roles they should play and creating energy and new ideas around those roles, and I think that's important... I think there's something around the systems change part of it that is very – frankly, seems to be more US and frankly African-based. And I think Europe is behind		
Gamma (from Beta's network)	You know, the biggest threat for me is that the social enterprise sector becomes a quasi-government sub-contracting group that are delivering goods and services but that are not changing the actual problem and for me the key of entrepreneurship is about driving new, innovative or combining approaches, it is about rocking the about, it is about really promoting system change		
Gamma (from Beta's network)	Social enterprise and social entrepreneurship are two different things. For me social entrepreneurship is an approach, as I said, that combines innovation, opportunity and resourcefulness. Social enterprise, you can be a manager of a charity or a no-profit and you can call yourself social enterprise but you are not changing anything		
Alpha	I wonder if there are more people who aren't in the eye of people in London that they could be discovering. I still think that as with more social sector networks, it's so London-focused and when you look at the UK social entrepreneurs, they're nearly all in London.	No nation-wide reach	London-centric
Gamma	To be honest, I don't blame them at all. I think they do as much as they can, apart from what I keep on saying, they need to reach out to the regions better		
Delta	What I'm not so certain about is the extent to which people who have had funding from Delta necessarily feel that they are part of that community. And I think to a large extent whether they do or not will depend on their personal experience of support, and my impression is that the support network that Delta offers is better in some parts of England than it is in others		
Delta	So we tend to be quite focused on the urban kind of bigger urban cities understandably, because that's where people are, but Delta works with entrepreneurs in all corners of the UK, so that can be a little bit of a challenge.		
Alpha	I absolutely agree that the sector is London-centric. I hadn't really noticed this until I started to get plugged into this kind of networks (Alpha) and now I notice it all the time. So when I started to try to go to things, an example is: very often people will have meetings at 9 o'clock in the morning in London, so that for me means I either have to pay £300 on train to get on the early train or stay overnight in a hotel the night before. You know, so I think things like when people are planning things they could be thinking not only we will invite someone from the north of England, but also, either we'll pay their train fare or we'll put it on at 2 o'clock in the afternoon. So things as simple as that would be helpful. So, most meetings take place in London. They don't have to	Tough to join events in London	
Gamma	So my experience over the last 4, 5 years working in this sector, that to start with, Gamma felt bit London-centric and they weren't networking out further than that… I'm sure they could better run more networking sessions or meetings further afield. I'm conscious that a lot of their stuff is in London but I guess that's the best place to access for everyone ... I'd like to see more kind of more regional conferences or more regional events. I think the stuff they probably do in London is high quality and it's good for work, but there are travel arrangements and costs		
Delta	I live in Bristol and I always need to go to London to get something done for social entrepreneurship		

Table A5.3 (continued)

CASE	FIRST ORDER CONCEPTS	SECOND ORDER THEMES	AGGREGATE DIMENSIONS
Alpha, Beta and Delta	What struck me about it is the sort of people (Alpha, Beta and Delta), so social entrepreneurs are also shared through them all and so they all give them small grants to help them and that is also not terribly useful either. I don't think it is useful that people go through all of them like they go through credit cards... there seems to be a relationship between a number of these organizations and the entrepreneurs that they work with, which means "they give me a bit of help here, and now I have to go somewhere else". As an example that I could use, there are some social enterprise that went down last year, one was called B. and one W. and I thought they were both two wonderful social enterprises. Both of them have had their work acknowledged by a number of these organizations, who had supposedly supported them, and both of them went down... And I think both of them were actually good. So I think they failed by letting them fail.	No data on failures outside of networks	Overstating social entrepreneurship success
Alpha and Beta	In terms of benefitting directly social entrepreneurs, I don't think, sometimes, there is more talk than substance. You know Beta definitely has a big amount of money, but I think one of the things that was not so helpful… I think Beta and Alpha have been very big, very visible players for such a long time, there is a huge emphasis on the sort of the personality cult and I think that, actually, isn't always that helpful		
Beta	How much impact have they had? That's hard to know, which leads me to one of the two reservations that I have about Beta. Some of their grantees do a rigorous job of measuring their impact; many do not. They don't have public, time-based goals against which they can be measured. Nor does the foundation employ third-party evaluators, and — like most foundations — it does not make its evaluations public. This is a missed opportunity for learning		
Beta	I think they're trying to come up with more of the impact case which I think is a process that they've started relatively recently... I expect to hear back from Beta on more of their impact and data case for why the investment they made on social entrepreneurs has been a good one		
Beta	And one thing that we are committed to do more is to find areas of complexity where there are not simple answers. One of the dangers of these stories is that they make these issues seem more facile than they are. These are not magic bullets and many of these enterprises has, I suspect, failed in many ways... Well, how sustainable have they been? We don't put that. We don't say it failed, if it did.		
Alpha	What I think a charity is, is an entity that helps people when they are in difficulty because the world goes wrong, either environmentally or socially. I think a social enterprise addresses the root cause of the problems that the world creates or has or the way things are done, and looks at how you address the root cause of that and change the way it's done… rather than to help people by feeding them or clothing them or helping them or whatever it is on a temporary basis... I also think that it is a recognition in social enterprise about how to make the money work. Often in charity, money is almost a vulgar thing to mention. In social enterprise, you have to think about where the money comes from	Criticizing charities approach	
Beta	How does a social entrepreneur get media coverage? Some insights from a successful one: "We don't do charity to the communities we work with. We work in partnership for social change"		
Gamma	Social enterprises are di erent from the voluntary sector The profile of social enterprise turnover is closer in size to that of the UK's small businesses, and comparatively larger than the voluntary/charity sector with which it is often confused or conflated.		
Delta	Half of the people come from more charity type world and are moving more to sort of the business space and it's those types of individuals that actually — it becomes more challenging to engage with corporates. A lot of what we do is how to change the language and how to engage with these individuals. We're doing some work now with someone who's doing exactly that. She comes from a very charity background... The work we're doing now with her is how to hook that person in the bank, what is the language she should be using. Again, my opinion is we should talk about it in a commercial context while we have that sort of social mission locked in as well		
Delta	"I wanted to say that you don't have to be a charity to do this – there's a different kind of business that can survive and become sustainable. I didn't see why you couldn't do good and bake it into the business model." So says one of a growing number of social entrepreneurs who are choosing a for-profit legal form for their social ventures		

Table A5.3 (continued)

CASE	FIRST ORDER CONCEPTS	SECOND ORDER THEMES	AGGREGATE DIMENSIONS
Alpha	I think that is part of that continuum of behaviour where, in a way, Alpha is at the very sort of tip of the arrow and others follow along sort of in a development way behind that tip. I think you do have to support individuals, I think it's brilliant that Alpha supports individuals, but, you know, there is only so much support that anybody could individually give me, before I actually need the way Liverpool and Manchester councils operate to begin to change also. It is not just individual entrepreneurship, but I think they both co-exist and that do at the moment. Could they work together more closely? Probably.	Focus on individuals	Not helping scale
Alpha, Beta and Delta	I think what is confusing about the individual approach is. Are these people going to be useful people for setting up social enterprises, are you creating talent for the bigger social enterprises, which are working in the sectors I have been talking about? Or are you creating lots and lots of small social enterprises, which doesn't create the same sort of impact? Because the problems are urgent and so, one of our frustrations with S. and one of the reasons we closed it down, was we felt there had been an overemphasis on supporting start-ups and we felt that if we could do more to support businesses in the next stage or the stage after, we would have had more backfield bugs.		
Delta	Delta are looking at social entrepreneurs and one of the difficulties that I have with the Delta model is that because they focus on individual entrepreneurs it's actually quite difficult for us because there isn't a good way, working with them, to ensure continuity of an enterprise once the founder wants to move onto something else... A lot of them, when they set up their social enterprises it's to do something locally, and when they move away they also stop doing whatever they were doing ... and for Delta that's not a problem because they're interested in what happens to that person next, and if they don't do anything that is social entrepreneurial for the next ten years but then come back to it, they still think they got a good investment. I find that more problematic, because the money that we've invested, we won't see any return on		
All	I think that one of the threats can be innovation. You've got lots of different people innovating constantly around the social sector and everyone thinks that their ideas are better than the ones that came before and they're not necessarily working with those people who already have the ideas. They're just innovating over it. Sometimes what's necessary is to stop and research and plot what's already out there... I do think that the social sector has been very rubbish. There's so much talk of it as if it's just this basket-case thing that hasn't been efficient, it hasn't been this, it hasn't been that.	No encouragement of replication	
Beta	You do know that in the corporate world, most mergers don't work. And I think there is some evidence that the same is true, because there are often -while there may be strategic imperatives, and there may be efficiencies to be captured, there are realities of culture. And so not every consolidation actually will work or make sense, but do I think in general there ought to be much more discipline around aligning for greater impact? Yes I do... And we see that over and over again with social entrepreneurs.... It is very hard generally for social entrepreneurs to engage effectively with big organisations - they try and they try, and they work very hard at it but those organisations are very difficult to change, and often the cultural dissidence, the bureaucracy and the entrepreneurial and more nimble way of working by social entrepreneurs can create a lot of tension		
Gamma and Delta	I think there is enough social innovation at the moment but nothing obviously reaches scale so that you can start designing a whole typology around it. I am not sure if these big networks present in the UK are actually helping scaling a sector that is now in its teenage years here.		
Alpha	I think the biggest issue that we face is it's not a unified sector. It's a collection of voices and the key thing that Alpha can help with is having a sector voice and a national sector voice as well	Seen as those who can unite the sector	Still no network of networks
Beta	I think I mentioned to you my big, big hairy goal, my big dream that there would be a matching platform available. I think that would be a huge improvement. There's so much that we have to learn from each other and we keep reinventing things.		
Gamma	And so that sort of sense of "where does social enterprise come together and actually create better things?", "how does it have that one voice?", "can Gamma become the CBI of the social enterprise?". Because that is what it has to become if it wants to influence, say, the future investment packages. I don't think the others are trying…I think Gamma is trying to be the umbrella body for social enterprises in Britain, I don't think the others are and in some ways I don't think it competes with the others so it has an interesting position		

Table A5.3 (continued)

CASE	FIRST ORDER CONCEPTS	SECOND ORDER THEMES	AGGREGATE DIMENSIONS
Gamma	We also had an aim of trying to stop people reinventing the wheel in every little corner of the UK and to connect people up about things that were happening	Seen as those who can unite the sector	Still no network of networks
Gamma	But I think there is a branding issue and I think it is really Gamma who need to give clearly the shape of the sector on that.		
Alpha	No single Social Entrepreneur's journey is the same, but each will graduate through different awards and memberships. Matching the appropriate support to in the right moments is crucial for a successful journey. To aid this journey we developed an open resource. This list of organisations is a great first port of call for people unsure where to turn to for support…. This week the Alpha office launched a board, bringing these key organisations together to collaborate more closely on supporting high-impact new ideas. The board is Alpha's search and selection process to source new social entrepreneurs... so we are pleased to welcome nine leaders in the sector onto our board. Members include representatives from some of the top organisations in the UK's social entrepreneurship sector such as Delta, I. and Gamma, along with charitable funders such as E. and F.	Appearance of collaboration	
Gamma	I mean, it's no secret that there are too many social enterprise intermediary bodies. That's just a fact. There are a lot of organizations duplicating activity. I'm sure we can name a number of organizations within the sector including ourselves, S., M., the various different regional bodies including the devolved nations and a number of bodies in Scotland that directly duplicate activity. It's not clear that they're all providing different services or indeed all need to exist. I mean, that would be my honest answer. There hasn't really been any sector-wide thinking which kind of aligns everyone's work. So although we do meet with other sectors — we have a good relationship with C., we have a good relationship with people at Delta, L., S. We work well with them and they are our friends. Other organizations, we're not so friendly with but I mean, we're all officially doing the same work. And actually, it's quite ad-hoc the degree to which we agree to specific priorities		
All	The leaders of various different social enterprise organisations and collective bodies have just as high an opinion of their excellence as you will find in business leaders. Or public sector leaders, or academics, or whatever. They're humans, after all. So they're not all going to agree on the right solution and they hold their opinion strongly enough, they'll say "oh actually I think I'm right, you're wrong, so I'm gonna do it my way". And that's fine. That's competition, and I don't - a part of social entrepreneurship and social enterprise is being comfortable with competition	Each is unique	
All	They are all offering different forms of support, I suppose, and many of them, for example Delta, they might be focusing on their area of support, and then various intermediaries basically trying to selling their product and so they are trying to do that. In terms of lobbying, so pure representative bodies, you have Gamma and S., they are very important as well		
Alpha	There are many, many networks but they all function differently. They all have a different approach. With Alpha, the difference is it's a more global approach. It's not only a sole social entrepreneurship view		
Beta	I'm very proud of the fact that as much as I believe we are leading, I also see us very much as players in an ecosystem for - and this is a really important example - when we started, more than 15 years ago, we mapped the space very early in our life and at that time Alpha for example was supporting early stage social entrepreneurs. S. was supporting more mid tier social entrepreneurs but not providing any money. E. was focussed on US social entrepreneurs. So we looked at who the actors were in the space of social entrepreneurship and we said, we don't want to replicate any of that. … So we really tried to - and we stayed true to this - we've tried to say, there is a niche here that nobody else is filling		
Gamma	Around social entrepreneurship, so individuals setting up social enterprises, the two important bodies are Delta and S. We work with both of them and they're both members of ours. We're interested in their businesses as corporates rather than as individuals. What we're looking to do is help them grow in markets once they've been through — like Delta and S…. In terms of competitors, there's not really anyone doing what we're doing nationally. There's some of the local bodies that I mentioned who are doing some interesting things. Yeah, there's not really anyone else covering the same breadth of activities that we have or that have anything like our membership or scale.		

Table A5.3 (continued)

CASE	FIRST ORDER CONCEPTS	SECOND ORDER THEMES	AGGREGATE DIMENSIONS
Gamma	I don't know if you have already spoken to Delta. They are interested in the individual entrepreneur, we are interested in the organization so we have come to a sort of arrangement where they talk about social entrepreneurship while we talk about social enterprise	Each is unique	Still no network of networks
Delta	So a lot of the work that's being done at the moment with Delta is this sort of profit for purpose. So people like Gamma, for example, have different mindsets in terms of they will only see charities and CICs, Community Interest Companies as a social enterprise.		
Delta	It's very strange. There are lots of network organizations at the top. Then there's lots of small organizations at the bottom, but there's very little in the middle. So if you're looking for network organizations similar to Delta, you'd have to look for people like Gamma and things like that. But they're not the same □		
All	Competition among influential organizations is generally good and with all this competition going on I think social entrepreneurs get approved by society	Multiplicity is good	
Alpha	*A Social Enterprise Sector with many organizations is able to ensure that individuals find what they need. That way no individual or project is left without tailored support, and a wide range of expertise is captured and interlinked.*		
Alpha	So I think that all the different kind of foundations and networks out there are very good thing. It makes it sometimes that much harder for many reasons, but it makes it as well much more interesting because it means we're reaching much larger audience		
Gamma	*The Social Enterprise Sector in the UK is flourishing precisely because of the variety of support available. Competition keeps organizations alert – and the vast amount of expertise also allows for excellent collaboration.*		
All	But even though that organization in the Northwest wasn't in any way connected to Gamma, there's quite an antagonistic relationship. And then the S. I think was a part of that other organization at first and then it separated off. So yeah, I think the market is really, really hampered by its own people trying to say it first	Territorial	
Gamma	Gamma has got in touch with the university in 2011. We launched that program in two regions (and now nation-wide) and they perceived that as a clash with their activities. They approached us and we explained that there was not competition and that we just wanted to support social enterprises while they are more focused on policy development and therefore now they are more supportive		
Gamma	And they're competitive, and that's good! They want to be the leader, and if somebody else comes along who wants to try and steal their turf, they're quite assertive about saying "no, actually, this is our territory. Bugger off"		
All	There has been too much of a fixation by many of these intermediaries in the UK with public sector service provision and state procurement practices and nowhere near enough time and energy spent developing cross sector collaboration… The social enterprise scene in the UK is highly contested and a messy work in progress. It suits the leadership of our intermediary bodies and consultancies to talk it up and not dwell too long on the ambiguities and strongly held differences of opinion. Don't let them!	Diverging interests	
All	I think I feel if you are in different tribes and the tribes don't mix all that often and, like I would say, even in the international space people would describe themselves as social entrepreneurs or social enterprises don't necessarily talk to the other people who are trying to create some social impact		
Alpha, Gamma and Delta	It has to be Delta or it's Alpha. But why can't it be Alpha-Delta, you know working much more collaboratively? Now I don't see that from the outside, and sometimes, the members of the network have to have that responsibility. They're the bees that fertilize ideas across. But how much can you influence those networks?... Yeah, and in the end they duplicate... and actually duplicating their effort so then they can have a competitive advantage over another network. Delta, that issue about, "Why was Delta the contracting body to deliver the higher education social enterprise program?" It makes no sense at all. The HE sector should have come together — and we're just as much to blame — and then go, "No, give it to us and then we'll contract a methodology that we want to apply,",,, And now it's died because there's been no capacity built down the line. So I think it's a real problem. ... My first part of the diagnostic was, "Are you still needed and are you still fulfilling your social mission and are you fulfilling your own commercial mission? Are you trying to scale your job or are you trying to actually further the field?" And that's a tricky one.		

Appendix 6: Definitions of social entrepreneurship

Table A6.1: Examples of definitions of social entrepreneurship from Alpha's network

Network	Examples of definitions	Sub-sector 1 (businesses)	Sub-sector 2 (innovators)	Sub-sector 3 (community)
Alpha's archives	All social entrepreneurs are essentially changing systems to create a new equilibrium where more people have more ability to participate in making positive social change		x	
Alpha's archives	Social entrepreneurs are individuals with innovative solutions to society's most pressing social problems. They are ambitious and persistent, tackling major social issues and offering new ideas for wide-scale change		x	
Alpha's employee	Alpha defines a social entrepreneur as the founder behind an idea that's very innovative, and someone with strong entrepreneurial credentials, who's very creative, very ethical, very driven... Someone with a very innovative idea that they are actively pursuing with an on-the-ground strategy		x	
Alpha's network (education)	I think what we tell the children is that you need to be imaginative, you need to be creative, you need to be ingenious, you need to be resourceful. If you have all of those things then you may be able to create something which could create a profit... you can take your profit and then perhaps donate it, so the straightforward philanthropy, but could you start to think "with this business or this idea how can I help other people at the same time?", so they learn that there's a... triple bottom line	x	x	
Alpha's network (social entrepreneur)	Social entrepreneurship is about running an organization that has a social purpose and doing it in an entrepreneurial and professional way... So I apply my entrepreneurial skills to a social issue and that's what excites me. How I do it is not important. It's just about doing it		x	
Alpha's network (social entrepreneur)	So social entrepreneurship is, to me, it's making a change in society when the primary motivator for you is not the financial returns. It's seeing the society change and improve. And the social enterprise is a corporate vehicle, a sustainable organization that does well by doing good, where the more change and improvements it makes to society, the more resources it has to grow and scale up that change further. And it's the sustainability of their business model that differentiates it from a charity	x	x	
Alpha's network (social entrepreneur)	I think a social enterprise addresses the root cause of the problems that the world creates or has or the way things are done, and looks at how you address the root cause of that and change the way it's done. They just do it differently, also to highlight very specific areas of failure, the way the world works, where it is failing people and to identify a very specific problem and address it rather than do a very blanket approach of trying to help people by feeding them or clothing them or helping them or whatever it is on a temporary basis		x	
Alpha's network (business)	So it focuses on social issues and social topic but the outcome is very much the same as with entrepreneurship in general, which as you know is defined by either inventing a new way of doing things up to a new product or a new industry		x	
Alpha's network (business)	I would define social entrepreneurs as individuals who have a great deal of passion, ingenuity, and innovation and use those skills in order to create a model that not only has a positive social or environmental impact, but usually also, is to a certain degree, self sustainable financially	x	x	

Table A6.2: Examples of definitions of social entrepreneurship from Beta's network

Network	Examples of definitions	Sub-sector 1 (businesses)	Sub-sector 2 (innovators)	Sub-sector 3 (community)
Beta's archival data	While the successful commercial entrepreneur will compete fiercely in order to establish and maintain market dominance, the successful social entrepreneur will collaborate just as intensely, engaging those with the greatest stake in the change as essential partners — citizens, governments, and business. In other words, social entrepreneurs are defined not only by their determination to effect social change, but by the way they work: in common cause with those they serve and through high-leverage partnerships with enlightened governments and businesses. Their ultimate objective is social transformation, and their modus operandi is social as well		x	
Beta's archival data	To defeat poverty, injustice, and environmental degradation, social entrepreneurs don't impose their solutions. Instead, they work with those they serve, building the scaffolds to shared prosperity, self-determination, and sustainability		x	
Beta's employee	At the core of Beta community are social entrepreneurs around the globe who are trying to change the status quo of powerful interests and others to help benefit those who have not benefited from our economies and our systems		x	
Beta's network (business)	Social entrepreneurs are pioneers and game changers makers, using innovative and financially sustainable models to create social change		x	
Beta's network (social entrepreneur)	It (the definition of social entrepreneur) does come down to is somebody who innovates, so looks at a new way of tackling an existing problem which is to social benefit, so I don't, because there is a debate about whether that innovation then needs to be ehm revenue for example and all this stuff but I think that really, what matters, is that it is somebody who innovates – this is why I like the Beta definition of system change		x	
Beta's network (education)	I can define it (social entrepreneurship) immediately. It is the process of combining innovation, opportunity and resourcefulness to come up with solutions to address some of our greatest challenges. And these organizations can be for-profit, no-profit. The idea is that their aim is system change and not just delivering goods and services		x	
Beta's network (non-profit)	So I think it's just about saying that thinking about new ways of going about business, regardless whether its for-profit or not-for-profit, that makes social change and social impact kind of possible		x	
Beta's network (non-profit)	I think about social entrepreneurs more as social innovators who are trying to achieve systemic change. ... So for me, it's okay that people call them social entrepreneurs all the way along the spectrum. So from those very systems-oriented social innovators all the way to non-profits or for-profits that are trying to achieve a double or triple bottom line	x	x	

Table A6.3: Examples of definitions of social entrepreneurship from Gamma's network

Network	Examples of definitions	Sub-sector 1 (businesses)	Sub-sector 2 (innovators)	Sub-sector 3 (community)
Gamma's archival data	Social enterprises are businesses trading for social and environmental purposes. Rather than maximising private profit, their main aim is to generate profit to further their social and environmental goals	x		
Gamma's archival data	Increasingly, communities are calling on social enterprises to address the most critical issues facing society—from the revitalisation of cities to the transformation of public services, to the strengthening of civic, cultural, and social institutions.			x
Gamma's employee	Social entrepreneurs are people who are not willing to watch their communities and the people living in them suffer. They use business acumen to tackle the issues head-on	x		x
Gamma's employee	Lots of social enterprises are small to medium sized businesses that operate locally and so what might be a relatively modest spend for a corporate can make a very big difference to a social enterprise and their impact on a local community	x		x
Gamma's employee	We have a very clear definition of social enterprise which is our membership criteria. It's a business that trades for social purpose and we have five criteria around membership and trading and profit investment. So that's our definition of social enterprise. Social entrepreneurship is about the individual looking to create a social enterprise as far as I'm concerned	x		
Gamma's network (non-profit)	What we're seeing is a growth in the number of social enterprises...a business that's producing an income for them but it's not about getting rich necessarily, it's about putting something back into the community and being about people	x		x
Gamma's network (social enterprise)	I think social enterprises are fundamentally set up to benefit the people that they serve and the people that work within them as opposed to a group of shareholders and creating just shareholder wealth. It is about taking the perspective of the community			x
Gamma's network (social enterprise)	Social enterprises are asset-locked businesses trading for a social purpose. Sustainable businesses reinvesting their profits into furthering their social mission. Business solutions to social problems. Social entrepreneurs are capitalising on market failure or business solutions to create social equality	x		
Gamma's network (social enterprise)	Social enterprises should be trade-focused, they should operate a triple bottom-line policy, they should have an asset lot where profits might be distributed... It's always creating new ways of doing things and what we want to support are very good ideas	x	x	
Gamma's network (business)	So I would say the definition is broad for me, it's about a sense of a purpose, which is all about the social impact, but with underlying the strength of a business model, allowing people to make a profit in that kind of context	x		
Gamma's network (business)	Social enterprise is a kind of continuum... and I spend quite a lot of times sitting in rooms with politicians, having to say to them, "sorry, there is a continuum here", and at the enterprising end of social enterprise it's about creating profits and then doing something beneficial with those profits so not only do you have a social mission in terms of your business ... So, social enterprises as far as I'm concerned are businesses with a social mission	x		
Gamma's network (education)	So I think social enterprises are predominantly focussed on a social and/or environmental goal…I do think of course they have a financial mechanism to sustain themselves which is to earn an income through trading, selling goods or services	x		

Table A6.4: Examples of definitions of social entrepreneurship from Delta's network

Network	Examples of definitions	Sub-sector 1 (businesses)	Sub-sector 2 (innovators)	Sub-sector 3 (community)
Delta's archival data	There are a range of business models and legal structures available. These include voluntary groups, mutuals and co-ops, charities, social enterprises, and also companies which are committed long term to social benefit (known as "profit with purpose businesses")... We focus our efforts on helping social entrepreneurs to create organisations that have social impact as their number one purpose now and into the future	x		x
Delta's archival data	Social entrepreneurs are constantly striving to create change with limited resources. This can best be accomplished through innovation and creativity		x	
Delta's archival data	Delta awardees come from diverse backgrounds... what they have in common is a desire to change the world. That doesn't mean they necessarily develop complex, global solutions to large-scale issues; often, social entrepreneurs simply take a problem in their own community and make a commitment to tackle it		x	x
Delta's employee	The idea of talking about a social enterprise is complete nonsense. We should be talking about SMEs but with a social purpose			
Delta's employee	We unleash the potential of people who want to change the world for the better. That is people we call social entrepreneurs		x	
Delta's employee	A social entrepreneur is someone who is setting up a company to create social or environmental change and to run that company in a responsible way. So... to create particular, positive change in the world. And, in addition, they sort of understand their impact more holistically as well. So they run their business in a conscious, responsible way	x	x	
Delta's network (business)	They are a new way of doing business and you would find that more and more people who are going to self employment will set up their business in this way	x		
Delta's network (business)	Alpha would define a social entrepreneur as being someone who is not just having a local impact but changing the entire system whereas Delta, if the social entrepreneur only has a local impact, then that's perfectly fine with Delta			x
Delta's network (business)	I would define social entrepreneurs as individuals who have a great deal of passion, ingenuity, and innovation and use those skills in order to create a model that not only has a positive social or environmental impact, but usually also, is to a certain degree, self sustainable financially. So it's got a revenue generating model	x		
Delta's network (education)	I would say that a business is a social enterprise if it has the intention of operating on a business model... where there are additional social outcomes	x		
Delta's network (education)	I guess people who use their…their skills and knowledge to, to create and develop…and ensure…their social…I guess question…yes. Kind of tricky to define			
Delta's network (social entrepreneur)	Delta should be focusing on endowing organizations or people with ideas that could develop into businesses that will make the world a better place for the community in general	x		x
Delta's network (soc. ent.)	A social enterprise should be, in my view, a business that operates for the benefit or to advance the community	x		x
Delta's network (soc. ent.)	Social entrepreneurship is the active creating of a business or---yeah it's creating business but businesses that have social impact	x		

Appendix 7: Institutional logics traced in the four case studies

Table A7.1: Examples of institutional logics in Alpha

Case	First order concepts	Second order themes	# quotes	Aggregate dimensions
Alpha	Not only does this allow the social entrepreneurs to tweak their models to better suit the needs of their customer base, but also allows forward thinking education practitioners to help mould both the content and way in which subjects are taught.	Business model	3	Business institutional logics
	Alpha does not accept funds from governments, as a means to retain our independence and to foster our ability to understand the real needs of the markets in which we operate.			
	Business plan competitions, according to Alpha, are a powerful way to help non-profits turn ideas into sustainable commercial ventures and encourage collaborations.	Competition	6	
	Alpha strives to shape a global, entrepreneurial, competitive citizen sector: one that allows social entrepreneurs to thrive and enables the world's citizens to think and act as changemakers.			
	The first part of the tool, still in its early stages of implementation, measures short-term impact, and is conducted via biannual reports submitted by the social entrepreneurs themselves on progress made against benchmarks mutually agreed upon at the start of their membership	Impact measurement	4	
	Alpha plays a key role identifying, strengthening the capacity, and building the community of social entrepreneurs around the globe. The new grant will help Alpha develop a more robust knowledge sharing platform, as well as promote the organization's work to develop standardized methods to measure impact in the field of social entrepreneurship			
	While Alpha has continued to identify and assess social entrepreneurs using tried and true methods, the organization has also begun to experiment with new approaches to leverage the knowledge of these social entrepreneurs to attract other innovators.	Innovativeness and entrepreneurialism	23	
	According to Alpha, a social entrepreneur is a visionary who changes the pattern of how society operates. They have the same qualities of a business entrepreneur: vision, creativity, pragmatism, innovation, determination			
	It invests in innovators whose ideas can leverage small cash investments into large and self-sustaining improvements in a nation's social fabric.	Leverage	5	
	We try to create leveraged partnerships basically where we have put a small amount of time, but then a lot of time happens outside of Alpha staff time.			
	We need new thinking to ensure that funds are directed to those investment ideas that have the potential to create significant social impact.	Maximization of efficiency and effectiveness	7	
	They've focused on---from the seventies--- when I hear the old lectures--- from the seventies, he's talking about the fact that the non-profit sectors' rate of productivity growth is one to two percent whereas the private sectors has leaps in magnitude greater than that. And so, the third sector needed the productivity improvements of the private sector and that's when social enterprises--- that's when they actually really come into their own.			
	By combining the bottom-up power of crowdsourcing with the top-down knowledge of experts, Alpha's competition helps generate innovative ideas more quickly and select the ideas that have the best chance of succeeding.	Meritocracy	12	
	Well, I think from the very fact that what they do is they put a lot of rigor around seeking out those people who are not just trying to change something small but affect systemic change and then bringing them together.			
	They are always talking about ideas that are big but scalable and demonstrably have been scaled. So they're a much later stage than just general cheerleading of the sector that something ought to happen. They pick out scalable interventions and they just take it to the next level.	Scale	8	
	Create a coalition of innovators to scale your idea. After a successful pilot comes the process of scaling up.			
	Cross-sector partnerships, in which the relationship between the corporation and citizen sector organisation itself becomes the strategic asset, are now the preferred means of modern corporate benevolence	Strategic partnerships	8	
	Business-social collaborations which activate the power of partnerships in creating real social change will be the only way to survive in an age of conscious consumerism.			

Table A7.1 (continued)

Case	First order concepts	Second order themes	# quotes	Aggregate dimensions
Alpha	At Alpha, people welcome you and enable you to develop your role according to your skills and your personality ...., we work with inspiring, curious and smiling personalities who care for each other and we have our meetings with the boss walking around the park	Care for people	4	Social institutional logics
	We must strive towards a world in which every young person, when asked to talk about their school, will lean forward enthusiastically, sitting bright eyed on the edge of their seat.			
	We call this an EACH world: one where people have the skills and self-permission needed to tackle the biggest social, economic and environmental challenges.			
	You will change the system and support new frameworks that enable large numbers of citizens to participate in —and drive —social change	Social change	13	
	From our conversations here I think an organisation like Alpha has never been more relevant – there are 3000 Alpha social entrepreneurs globally all tackling pressing social issues and there power of Alpha is to join up this thinking to create compelling reasons for change and know how to execute these findings to create greatest impact.			
	Alpha's Director of Strategy said: "We share a mission to put social good and social change at the heart of everything we do. Working with a global brand such as B. is a hugely exciting alliance for us - an alliance that will further unleash the power of social entrepreneurs to pursue unique solutions, deliver measurable, scalable results, and inspire entire communities to join the movement"			
	Social entrepreneurs, however, cannot fix the planet alone. It will require the collaboration of every player in society, from families to global institutions and everything in between, to create lasting change.			
	The Alpha vision is so driven by social change like at such a pure level that really, they're saying, "How are we going to use our network of amazing changemakers and the businesses that are behind it to create bigger systemic change?" That's the vision, the purity of it.			
	Since those early days, we have helped lead the global movement of social entrepreneurship into a new era	Social movement	15	
	We believe that an 'everyone a changemaker's world is within our grasp. To achieve it, the roles of citizens and workers need to integrate. Businesses must see universal strengths in teamwork, initiative, leadership and the foundational skill of empathy.			
	We hope the Board will be a fruitful forum to discuss high-potential social entrepreneurs from across the UK and support key innovations throughout their life cycles, by establishing closer partnerships between organisations.			
	Alpha is not isolated from the networks of other players in the Social Enterprise Sector. In fact, our greatest strength across this sector is that we have a common goal: a better world in which individuals are empowered to solve society's most pressing problems			
	They are becoming a movement with great potential for good.			

Table A7.2: Examples of institutional logics in Beta

Case	First order concepts	Second order themes	# quotes	Aggregate dimensions
Beta	Beta awardees typically exhibit many of the following characteristics: led by a visionary, effective social entrepreneur serving as a spokesperson for their issue area; strong leadership team and board; clear and unwavering focus on mission; sound business model, scalable for impact; strong, strategic partnerships; commitment to measurement, evaluation, and learning; diversified and mission-aligned funding sources	Business model	9	
	Our first foray into global commercial television, this series follows finance guru as he visits eight different social entrepreneurs around the world, probing their business models, examining the potential impact of their work and exploring the challenges to scaling their innovations.			
	The CEO of Beta says the founder's aim has been to "enlighten, inform and take past the tipping point" innovative ideas, harnessing the power of markets and helping the initiatives of those he supports to become sustainable.	Financial sustainability	8	
	We hope to see a future in which more funds flow to investments seeking the generation of social and/or environmental value in conjunction with some level of financial performance.			
	At the same time, like other idealists, social entrepreneurs look at the world through rose-coloured glasses, but they never forget the green eyeshades of the accountant – measuring return on investment, measuring results and finding new ways to scale up their sustainable social impact.	Impact measurement	11	
	Measurement is no longer optional. Measurement had its big coming out party at Beta this year as the foundation announced its first attempt at portfolio-level measurement. The language and references this year were different too. In past years, there was always talk of “effectiveness” and “accountability,” but this year, I heard more about “returns,” “moving the needle,” and measuring “value.”			
	Both the entrepreneur and the social entrepreneur are strongly motivated by the opportunity they identify, pursuing that vision relentlessly, and deriving considerable psychic reward from the process of realizing their ideas.	Innovativeness and entrepreneurialism	13	
	Just as entrepreneurs have changed the face of business, social entrepreneurs act as the change agents for society, seizing opportunities others miss and improving systems, inventing new approaches and creating sustainable solutions to change society for the better.			
	Another way to maximize leverage is through collaboration. In tough times, social entrepreneurs can gain a lot from working with each other.	Leverage	13	
	Selecting innovative social entrepreneurial leaders, helping strengthen their organizations through core operating support, and celebrating their success is a highly leveraged use of philanthropic resources. The progress these organizations have made is our evidence of impact.			
	If society is serious about positive change, we must examine the most effective ways to achieve it. Innovation in the allocation of capital for social change is needed if existing vehicles are falling short of accomplishing our objectives.	Maximization of efficiency and effectiveness	7	
	I think it is more powerful for U. spending however much money they spend through M. than giving grants to charitable organizations like the Red Cross, like Unicef, some good organizations, it is not that that would be a bad idea but... I think for humanity the former is going to be more effective than the latter			
	The prize funding will go to the groups that raise the most through the challenge. The top fundraising organization will receive $50,000; the runner-up will receive $40,000; and the organizations in third place through fifth place will receive $30,000,$20,000 and $10,000 respectively. Plus, an additional $100,000 in bonus prizing will be awarded throughout the Challenge.	Meritocracy	4	
	In this year’s event, I sensed a strong undercurrent of feeling that scaling impact need not be the same thing as scaling the organisation. Partnerships, franchising, scaling through influence and encouraging imitation: These were all strong themes that emerged in many conversations. Whether this was a response to a reduced funding environment or a strategic choice based on new more effective ways of delivering impact, there was real optimism about the new models emerging.	Scale	15	
	So we try to accomplish that, we try to accomplish it by the how, not the what, so it’s how one approaches that sustainable change and that’s what Beta is interested in: funding and spreading and connecting, helping to put to the surface and then push forward and scale.			

Table A7.2 (continued)

Case	First order concepts	Second order themes	# quotes	Aggregate dimensions
Beta	What's at the heart of the Beta are social entrepreneurs solving the world's most pressing problems. Rather than making a binary choice, either to be about social entrepreneurs or about issues, we opt to see them as integral, two halves of a whole.	Care for people	7	Social institutional logics
	So we look very carefully at their teams, whether they are complimenting themselves, they're aware of their own strengths, limitations; we look at their governance structures, their boards; we look at their partners. We travel into the field to really get a very clear sense of how they work with the communities they're supporting, whether the values of respect, of solidarity, of community, are evident. And so for us the social entrepreneur really is a - almost a way of capturing and synthesising and distilling the values and the strategy of the organisation.			
	The Beta event creates unique opportunities for social entrepreneurs to find the partners and tools they need to drive their impact forward. It's about helping those with the best ideas and most effective organisations accelerate their impact. At the event, every participant counts. Every one of you has something to contribute to help catalyse solutions to the big challenges we face.	Social movement	7	
	They really are looking for collaboration between players within, as they would describe it, specific ecosystems. So in our case in terms of health, they're looking for people who can collaborate with each other, with other social entrepreneurs within our group, and also to find ways of harnessing the energy and finances of other organizations whether they're donors or social entrepreneurs, to make change together.			
	In a nutshell: we're in this together. We work to deliver value to our community of change makers in order to accelerate the change they're driving in the world. That's the value proposition of Beta's event—to bring key ecosystem players together in order to accelerate their progress.			
	The goal of Beta is to support — to identify and support and, as I call it, celebrate so make more famous, organizations and individuals who are addressing systems change, who are destructive to the status quo and can have the possibility of making long-term systemic change to a particular issue area.	System change	10	
	So, within any given sector, whether it is health or education or conflict or whatever else, what are the innovations that are changing the way things are done, which means that the system delivers to the people who are less powerful in it, so it's a kind of system change piece and they are looking for the individuals or the organizations who in their words are kind of disruptive and able to change the system. But I think what they are trying to do ultimately is make the world better.			

Table A7.3: Examples of institutional logics in Gamma

Case	First order concepts	Second order themes	# quotes	Aggregate dimensions
Gamma	One is that, I mean we mustn't forget that social enterprises are businesses and they speak business language. Although there are different priorities within these organizations and occasionally things like social value and so forth, will not translate so well into the contracts of the sector but social enterprises don't struggle to speak in that kind of business language because they make money through trade and they understand the importance of the bottom line	Business model	14	
	To understand more about the basic elements of business planning, go to our website or to that of our partner. The latter has lots of general information for start-ups and should give you some food for thought.			
	Social enterprises operate in almost every industry and sector in the UK, from retail to recycling, employment to sport, housing to education. They're in our communities and on our high streets – from coffee shops and cinemas, to pubs and leisure centres, banks and bus companies. As with all businesses, social enterprises compete with other companies in their area to deliver goods and services.	Competition	7	
	I mean, we have members that compete and do the same thing. But the social enterprises are operating in the market and they're meant to compete			
	Measuring your social impact will help you understand, manage and communicate the social value that your social enterprise creates in a clear and consistent way	Impact measurement	11	
	Social enterprises often provide multi-faceted social, environmental, and economic benefits. Impact assessment tools enable social enterprises to define and demonstrate, and advertise these benefits when bidding for contracts, or selling their goods and services. This information provides substance and strength to contract bids, informing commissioners and partners of the added or increased benefits of social enterprise, increasing their influence success			
	By improving the market conditions we know that social enterprises can do better. Many of our members are delivering world-class services to the public and they are doing it while reinvesting their profits, creating social value, and having a positive effect on the markets they're working in	Maximizing efficiency and effectiveness	3	
	The best way to be a high- impact social enterprise is to be an e ective business			
	Why scale-up an established social enterprise? To improve existing products and services, as well as develop new ones. To compete more successfully in the market; to reach a wider customer base and access contracts. To improve sustainability and diversify income streams. Create efficiency through scale. To maximise social and environmental impact and innovation. To allow scale while remaining sensitive to (and more embedded in) local context	Scale	5	
	The challenge now is helping those organizations develop and scale and grow. That's why a lot of government business focus is on that. So how do you — they've got a great model and it's very interesting, but how do you help them get to that next step? I think our view would be that needs patience, first and foremost, unless you're a tech start-up that can scale very quickly, most businesses take time to grow. ... So we're — the important thing for us is keeping it on the agenda, keeping that momentum going and moving forward			
	Whether it's changing a few suppliers or designing a high-profile national programme, working with social enterprise can help your business deliver substantial social impact alongside core business objectives	Strategic partnerships	1	

Table A7.3 (continued)

Case	First order concepts	Second order themes	# quotes	Aggregate dimensions
Gamma	This means Gamma pays all directly employed staff the London Living Wage	Care for people	1	Social institutional logics
	Gamma believes that all social enterprises should consider their environmental impact seriously, in conjunction with their social impact	Environmental impact	2	
	We hope the campaign will be taken up with enthusiasm by the champions of social enterprise who are multiplying fast across the UK. Together, we believe that social enterprise is our best chance of creating a fairer world and protecting the planet			
	Whether you are an Executive Assistant, a Marketing Manager, a CSR Director, a Head of Procurement, or working in HR, you can create positive social impact and make a real difference depending on the type of business you buy from.	Social impact	4	
	I suppose ultimately we believe that Gamma and social enterprises themselves are not interested in social enterprise for its own sake, we are interested in it because we believe it transforms people's life for the better			
	We are also pressing ahead with activity within the movement. A meeting of key figures in the social enterprise movement agreed on 8 May 2009 to go forward with a project to raise awareness and understanding of social enterprise. We are also in the process of developing our manifesto asks for the next general election. We will be consulting widely with the movement on this work.	Social movement	20	
	There are lots of ways you can get involved with the social enterprise movement: buy from social enterprises, work for them, invest in them, commission their services in your workplace, learn more about the movement.			
	This event is all about celebrating and raising awareness about our growing movement			
	What we do have are many supporters and a powerful movement that has united in the past when the stakes have been high. Two years ago our collective might fought off mega-corporation Salesforce and their attempts to trademark social enterprise. Last year we united to help get the world's first social value law through the UK parliament. Now we need to join together again to mount a high-impact campaign that can rival big business' lobbying power.			
	The aims of Gamma are: To build capacity and quality through information sharing. To encourage co-operation. To promote the social enterprise sector. To provide a strong voice for the sector			

Table A7.4: Examples of institutional logics in Delta

Case	First order concepts	Second order themes	# quotes	Aggregate dimensions
Delta	The majority of angel investors did not invest primarily for social impact, although they saw it as an added 'advantage'. Instead, the decision was motivated largely by the expectation of a financial return and the angel investors saw these social ventures as o ering a viable business proposition	Business model	29	
	The financial circumstances of any enterprise have a fundamental impact on its success. For commercial organisations, success is measured very directly by financial return alone. For a social enterprise, its financial situation will be a key enabler for it to achieve its social mission			
	A marketing plan should contain details about the customers you are targeting, how your product or service meets their needs, how you are going to communicate with them, and how you are going to assess the effectiveness of your work	Business strategy tools	8	
	Using strategic management tools At this stage, it may also help you to use some of the well established strategic planning tools to help in one or more of the areas introduced above			
	The program run by Delta and supported by the its partner offers more than £1.2m of capital investment to the winners of the three stage competition. In stage one, 25 winning entrepreneurs will receive funding of £25,000 and intensive business support. Of these, the best ten ventures will receive a second round of £50,000 with a final two which demonstrate the fastest growth receiving an additional third round of £100,000.	Competition	4	
	If the driver for a charity or particularly a social enterprise for using volunteers is that they can't afford to pay people then it means they are admitting that they cannot compete with other organisations. If a competitor's product or service is so much better than yours and the only way you can compete is by using free labour, then you do not have a sustainable position in the market			
	Our success story will be that they understand and assess social impact as well as they do financial metrics and the parameters around success or failure in commercial investments. We have to become skilled at assessing, valuing and making future projections of social impact, whether in the form of a "social return on investment" or another calculation	Impact measurement	13	
	A social enterprise must demonstrate more than simply commercial success; it must also prove the viability of its social model by demonstrating its social impact			
	We have £700K of match funding which is split into 10 x £50K and 2 x £100K grants, designed to leverage in loan or equity from co-investors	Leverage	4	
	We act as first loss and expect to achieve leverage of around two to one with our match finance			
	There are typically three types of value proposition: 1. E ciency: delivering your product/ service at a better price than the competition. 2. Leadership/ Innovation: delivering a unique or leading product/ service to the target audience. 3. Audience Intimacy: creating an intimate relationship with your target audience, beyond that of the competition	Maximizing efficiency and effectiveness	4	
	Stakeholders will need to be continuously convinced that the social enterprise delivers what it says it does, that it does this effectively, and that its activities are accountable to the wider community			
	Delta and S., working in partnership, are providing support to ambitious social ventures with future high growth potential; and intensive acceleration services for ventures that are ready to scale up rapidly	Scale	22	
	The two day event was all about helping people to grow their venture to the next level. People with the beginnings of an idea had the chance to think about getting their venture started, and those with established ventures had access to advice about scaling up			
	A sustainable business model is an often-cited objective for social enterprise, as it is for any organisation. Sustainability relates to the extent to which your income generating activities cover your on-going costs	Sustainability	13	
	For both commercial and social organisations sustainability is vital			
	We put people at the heart of what we do, backing people first and projects second. We support people on their own ideas and passions. We reach out and find people who can tackle the key issues facing society			

Table A7.4 (continued)

Case	First order concepts	Second order themes	# quotes	Aggregate dimensions
Delta	NOTES FROM DELTA VIDEO: Key learnings from this decade of work: putting the person before the project is important because a good entrepreneur can improve even a bad business plan; entrepreneurs' key assets are resourcefulness and passion; be flexible to match entrepreneurs' own circumstances; appreciation that learning from reality is more useful than learning from curriculum	Care for people	4	
	Our job is to reach out and unleash the energies of people who can transform the world in which they live. We call these people social entrepreneurs			
	A social enterprise exists to trade and to make a positive impact on a defined community. It is important therefore that this community is aware of what you are doing. For some social enterprises, it may be important that the community is seen to have some active / formal input into what you are doing and how you are doing it.	Social impact	13	
	Social enterprises exist to make positive changes to people, communities and the environment. Their funding and support is based on this understanding. It is therefore important for them that they can demonstrate good governance to the stakeholders that they serve, work with or support			
	We want to find highly creative and ingenious people who want to do something for society. The award is cash and training and support and once we get you we never let you go			
	Backing social entrepreneurs on their own ideas not only leads to social impact, it develops social leadership in society, strengthening and deepening social progress. Our charitable purposes are a balance of education through developing social leadership and community benefit through delivering a wide variety of social impacts			
	After listening to young social entrepreneurs, partners, supporters and reviewing our work we realised it was time to grow in a new direction, developing our vision for the future.	Social movement	27	
	Delta will be submitting a formal response to the consultation and would really value your views, which will help shape our response. This is a great opportunity to help shape the proposed tax relief and make sure it is appropriate for investors and social sector organisations			
	Delta and its sector intermediary partner want to make sure that social entrepreneurs are at the heart of this process. Together with other social entrepreneurship partners, we are inviting social entrepreneurs to contribute to a shared vision for social entrepreneurship in 2020, and to explore what it will take to get there			
	In 2010 we started to share our model with a range of partners with the aim of reaching far more people than we could alone, building a strong "ecosystem of support"			

Appendix 8: Glossary of key terms

Brokerage: "behaviour by which an actor influences, manages, or facilitates interactions between other actors" (Obstfeld et al., 2014, p.202)

Brokers: intermediaries who ease exchange and information transfer between individuals or organisations that are disconnected or that lack the necessary trust to start an interaction autonomously

Collective institutional entrepreneurship: "the process of overcoming collective inaction and achieving sustained collaboration among numerous dispersed actors to create new institutions or transforming existing ones" (Wijen & Ansari, 2007, p.1079)

Fragmented fields: organizational fields characterised by the established co-existence of multiple sub-fields with divergent institutions, because no coalition is able to prevail, nor to reconcile (or suppress) different views

Ecosystem of support: "the alignment structure of the multilateral set of partners that need to interact in order for a focal value proposition to materialize" (Adner, 2017, p. 40).

Emerging fields: arenas in which two or more actors are oriented towards each other but whose interactions are still predominantly uncoordinated and not governed by agreements over basic conditions and meanings

***Gaudens* brokerage strategic orientation**: strategic orientation where the broker manages its network or contacts so to gain an advantage

Institutional entrepreneurs: highly interested, motivated and resourceful individuals, who mobilise actors to obtain the necessary legitimacy to have an impact at the field level

Institutional logics: "sets of material practices and symbolic constructions" (Friedland & Alford, 1991, p. 248)

Institutional strategy: "a pattern of organizational action concerned with the formation and transformation of institutions, fields and the rules and standards that control those structures" (Lawrence, 1999, p.167)

Institutional work: "the purposive action of individuals and organizations aimed at creating, maintaining and disrupting institutions" (Lawrence & Suddaby, 2006 , p.215)

Institutions: set of interconnected standards and taken-for-granted rules and behaviours that reduce environmental uncertainty and influence actors' practices and interactions

***Iungens* brokerage strategic orientation**: strategic orientation where the broker increases the collaboration among its contacts or within a network to push forward a common project and benefit all or most of the parties involved

Legitimacy: "generalized perception or assumption that the actions of an entity are desirable, proper or appropriate within some socially constructed system of norms, values, beliefs, and definitions" (Suchman, 1995, p.574)

Mature fields: fields characterised by a dominant logic that is established and relatively stable, and by a hierarchy ensuring the respect of related rules and norms, even if conflicting logics still exist at the periphery of the field with the potential to trigger future field change

Organizational fields: constellations of relevant actors that frequently interact with one another and whose interaction is governed by a set of institutions

Social entrepreneurship: any action that has a focus on a mission centred around the creation of social value, a certain degree of innovation, and that uses entrepreneurial techniques and models – including, sometimes, a profitable business model (Austin et al., 2006; Bacq & Janssen, 2011; Corner & Ho, 2010)

Structural holes: reciprocal unawareness, lack of communication and lack of opportunities for bridging