

NGO Implementation in the Hostel-sector

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Abstract

This project offers a Non-Governmental-Organisation (NGO) perspective on the questions of Tourism Social Entrepreneurships (TSE). The selection process undertaken taken to choose a destination utilised the cultural dimensions constructed by Geert Hofstede as tool for limiting options. To provide validity to the application of the Hofstede dimensions in this social science setting, they will be compared to the ones developed by Trompenaars & Hampden-Turner. The dimensional analysis, alongside criteria for a steady tourist flow, and a societal positive attitude to Social Entrepreneurship (SE), and volunteering, resulted in the destination of Edinburgh to be the suggested destination.

The theoretical background the project draws on Social Entrepreneurship both generally and in a specifically within Tourism Research. Recent publications by amongst other; Pollock (2016), Santos (2012) and Sheldon et al. (2017) calls for a new and more responsible attitude to tourism as well as generating an understanding of SE. Using a mixed-methods approach, empirical data has been collected via a quantitative questionnaire survey, and qualitative informal interviews from autumn 2016 to spring 2017.

The analysis and discussion section reveals that on the basis of tourist flow, and the Hofstede cultural dimensions it is possible to create a set off point for a valid selection process. Research related to the destination uncovered a vast network of funds, organisations and associations offering support to SEs in Scotland. These possibilities hold significant value for a non-profit TSE. Additionally, with a concept of localised volunteering in a tourism setting, it is suggested that the tourism industry ought to re-think the concept of NGO voluntourism. This can create a more responsible implementation of people with altruistic motives in development project. Lastly, as the project is rooted in the experiences, and strategy of Mellempfolkeligt Samvirke/ActionAid Denmark (MS/AADK), the project is suggested managed by this organisational department. This recommendation is presented on the basis of funds available for start-ups, organisation strategy on creation of new Global Platforms, and social entrepreneurial experience. However, as Edinburgh is located in the United Kingdom, ActionAid UK is intended to eventually take over the project and supervise the division of any profit generated to their development projects.

1 Introduction

Following the line of thought in recent tourism research, the relatively natural development of mass tourism has progressed and slowly reached its limit. According to pro-sustainable tourism scholars, “*business as usual is [...] uneconomic and unsustainable*” Pollock (2016:12). This statement highlights the essential point in the overall subject regarding implementation of a conscious and responsible attitude towards tourism. The active implementation of social entrepreneurial “agendas” within the tourism industry is argued as initiatives of a social aspect benefitting all stakeholders. These include, but are not limited to, business owners, employees, as well as visitors/tourists.

This project is thought out with an anchor in a case from Copenhagen, Denmark, where the NGO Mellemfolkeligt Samvirke/ActionAid Denmark (MS/AADK) has successfully incorporated a social business in a tourism context. The integration of NGO norms in a Tourism Social Enterprise (TSE) is in the case of Globalhagen, expressed as a volunteer driven, non-profit hostel. Any profit generated by said hostel, goes towards supporting development projects managed by the NGO.

The overall intention with this project is to undertake an investigative, yet exploratory approach to replicating the MS/AADK tourism social entrepreneurial project of Globalhagen, and recreate the concept under the ActionAid organisation in a different location. This is embarked upon to suggest an optimisation of the economic independence of an ActionAid department, alongside of introducing a generalised sustainable business opportunity within the hospitality sector. This is hypothesised to fuel a responsible and social attitude within tourism.

Based on the above statements, the project will answer the following research question: *How can the concept of Globalhagen, a Copenhagen based NGO-driven non-profit hostel, be adapted and implemented in Edinburgh, Scotland?* With the aims of 1) elucidating the aspects benefiting and/or hindering an NGO-driven social tourism business project and 2) propose a new approach to voluntourism through a new perspective on Tourism Social Entrepreneurship.

1.2 Project Motivation

Embarking on this master’s degree came as a very natural next step in my personal development. For the past 9 years, I have held various positions within the tourism industry. This period was

initiated in December 2008, in an industry slowly realising the effect of the financial crisis. My experience stems from various positions within; hostel administration, on-location guest service in relation to accommodation, as well as a tour guide on daytrips of both a social and cultural nature. These experiences have predominantly been within mainstream tourism at popular tourist destinations being; Alanya, Marmaris and Bodrum in Turkey, and Goa in India. They have contributed to a practical understanding of the impact mass tourism, including all-inclusive package deals, has on the destinations. Observing the local communities, and friends, being financially surpassed by financial gain, has fostered a sense of unfair distribution of resources due to the dominant shareholders in the industry. This idea has been backed by the recent educational direction of the master's programme, sparking my interest for Social Entrepreneurship (SE), and Community Benefitting Initiatives. These themes have also been the reoccurring subjects of semester projects written in the past four semesters at Aalborg University, campus Copenhagen.

Advancing intellectually in a controlled student environment, achieving new information and passionate inspiration, very much depend on the personal enthusiasm of the individual student. However, it can be massively influenced by the lecturing professors' involvement in current challenges present in the industry. The idea for this project was conceived after a presentation in my Global Development in Tourism class in the spring of 2016. The catalyst was two very passionate researchers for responsible tourism development, Anna Pollock, founder of Conscious Travel, and PhD student Luis Velasco ("École des Hautes Études en Sciences Sociales" Paris, France). These presentations supported the experience gained in Turkey and India.

With a fairly unspoiled and curious mind, these sources of inspiration influenced the direction of my overall choices regarding project topics and place of internship. In the autumn of 2016, on the 3rd semester, I completed a 5 month internship at Globalhagen, an NGO run hostel and café in Copenhagen, Denmark. The hostel is volunteer-driven, fair trade, and non-profit. Any profit generated from hostel guests and visitors, is directly infused into the NGO. The first DKK 300,000.00 earned is earmarked for a specific developing project¹, and any remaining profit generated supports other projects such as educational training, campaigns and events undertaken by MS/AADK.

¹ These projects have amongst others been in Kenya, Ghana, Palestine and most recently Zambia (2016, and 2017) (Mellemfolkeligt Samvirke, WEB2)

The active implementation of Social Entrepreneurship (SE) within a specific NGO, and the approach to the tourism industry has created a new and alternative way of using tourism profits for development projects. The angle utilised in the above-mentioned case supports developing projects without disrupting local communities at the destination with e.g. unskilled labour from young voluntourists. The possible negative outcome of voluntourism is discussed by Guttentag (2009) & McGehee (2008) amongst others, and is presented in section 4.3 below. This approach could implement a redesign and widespread sustainability in the tourism industry.

1.3 Project Intent and Structure

As the tourism social entrepreneurial project in Copenhagen is thriving after only 1 year of its' creation, one may wonder, if this business strategy could be equally successful elsewhere. A "sister"-project managed by ActionAid international, ActionAid United Kingdom (AAUK) or MS/AADK could help generate profit and financial independence to support future development work within the organisation.

As it is apparent from the research question above, this project strives to investigate the possibility of a well-functioning replica project at the destination Edinburgh, Scotland. The reasoning behind the choice of destination is based on personal interest combined with well-argued considerations in relation to cultural dimension theories, the presence of an ActionAid department, and a steady and substantial flow of tourists. All of the above mentioned factors are essential for a successful Tourism Social Entrepreneurship (TSE).

The subsequent project is made up by three main project elements: a presentation of the theoretical foundation for the project; a methodology section, where the methodological considerations are presented as well as the research approaches undertaken to gather empirical data; and an analysis and discussion of the project findings. These three project chapters are concluded upon in the final project conclusion in chapter 5 on page 47.

The theory section, chapter 2, is an examination of selected scholarly viewpoints of SE in general, but also specifically within the tourism industry. As there is a vast amount of articles related to SE and volunteering in tourism, the literature used is the result of a selection process based on

relevance but also taking critical viewpoints into consideration. The theoretical foundation is an amalgamation of nuanced literature reviews, which is actively used in a comparative manner to elucidate the relevance of NGO agendas and work processes in tourism.

Chapter 3 consists of the methodological reflexions, an academically sound argumentation regarding the utilised research methods, as well as the personal work processes and use of resources undertaken in the data-collection process. The empirical material for this project was expected to consist of the findings of the field work undertaken in March-April 2017, which was unfortunately not made possible. The data will comprise of material collected in the autumn of 2016, combined with personal experience and interviews and discourse analysis conducted in the spring of 2017.

The fourth chapter is an accumulated analysis and discussion of the empirical material gathered, with an anchor in the theoretical and methodological decisions presented in the aforementioned sections, which will be concluded upon in the fifth and final chapter.

2. Theory

This chapter is a presentation of the various theories utilised as the foundation for this project. The theories brought forward are related to the fields of Social Entrepreneurship (SE) as well as to the Hofstede cultural dimensions and NGO's use of volunteers in a tourism setting.

The first chapter section below, section 2.1, highlights the concept of SE in two different settings; firstly, as a general theory on sustainable and often innovative ventures creating social value in a community, and secondly, specifically in relation to implementation into the tourism industry. The following section relates to the theoretical foundation of cultural dimensions, and selected researchers representing the various attitudes published within academia on this topic. As tourism is by definition build upon mobilities and movement of people, cultures are constantly explored and interacted with. However, as Tourism Social Entrepreneurship (TSE) is open for outsiders to move in and start up a business anywhere in the world, culture is a vital part of TSE which ought to be carefully considered. The pro-cultural dimension stand is represented by Hofstede and Trompenaar & Hampden-Turner respectively. The researcher representing the critical attitude to the dimensions developed by Hofstede is Baskerville (2003). The third and final part of the chapter is the link between Non-Governmental Organisations (NGOs), and the creation SEs and the use of volunteers as a workforce in tourism.

2.1 Social Entrepreneurship

The concept of SE was, according to Sheldon et al. (2017), first introduced in the 1960s and 70s within the realm of business theory. SE has since been developed with several definitions emerging, however, none of them seem to have reached the ultimate and clear definition (Mottiar & Boluk, 2017; Santos, 2012). As is also the case with other "fluffy" terminology, each scholar work with their own take on what is, and is not included in Social Entrepreneurship (Peredo & McLean, 2006). With that being said, this project will build on an overall understanding of SE as a business which main purpose is to generate social development or social value in a community. This can be undertaken in various ways, but the social aspect, as highlighted by Boluk & Mottiar (2014), is an essential point to be conscious of, although without limiting it to one specific sector being public, private or non-profit.

As the concept of SE has expanded to cover several industries outside of the original ones i.e.; business, politics, anthropology etc., it has in recent years increasingly gained acceptance as a socially responsible business strategy creating economic growth (Boluk & Mottiar, 2014; Santos, 2012), which can be applied to other fields of social studies as for example the recent adaption into Tourism. This paragraph is immediately followed by an introduction of the concept of SE and its' development, succeeded by a presentation of the recent acceptance of SE in the field of tourism.

2.1.1 Definition and Opportunities

Peredo & McLean (2006) suggests that a definition of entrepreneurship must be the primary objective when one aims at clearly identifying and defining *Social* Entrepreneurship (italics intended). For this general entrepreneurship definition, they propose an amalgamation of aspects from scholars like Dees (1998), and Tan, William & Tan (2003) whom have in turn been looking to Drucker (1985) and Stevenson, Roberts & Grousbeck (1989) (all cited in Peredo & McLean 2006). They suggest the following components being central to this definition; *"recognizing opportunities, innovating in some way and displaying resourcefulness [... as well as] the capacity to endure risk"* (Peredo & McLean, 2006:58). When altering the definition to be applicable to SE, Peredo & McLean (2006) also draw on Mort, Weerawardena & Carnegie (2003) who adds, *"balanced judgement and steadiness of purpose"* to the list above (Mort et al., 2003 cited in Peredo & McLean, 2006). Not unlike the aforementioned quotes, Mair & Martí (2006) labels SE as an overall ambiguous and undefined term which relates to *"(...) a practice that integrates economic and social value creation [and] has a long heritage and a global presence"* (Mair & Martí, 2006:36).

As is apparent from the section above, the definitions of SE are multiple and often intangible.

For simplicity, this project will specifically follow the example of Santos (2012) who defines social entrepreneurship as *"(...) an innovation process in the economy that can happen in different institutional contexts, is based on value creation, and operates by its own rules and logic."* (ibid:350).

Only the term Social Entrepreneurship is abbreviated as SE throughout this project. Any other terms related to and/or containing similar main characters (S and E) will be spelled out to avoid confusion. For instance, someone acting out Social Entrepreneurship is a social entrepreneur, and this person establishes a social enterprise.

The purpose of SE is heavily focused on value creation, however, a social enterprise can also be categorised as a social business. The definition of a social business is equally as diffuse as is the case with SE, which brings about an additional layer of questionable clarity. Sheldon et al. (2017) highlight the fact that when enterprises identify themselves as being a social business, instead of a social enterprise, they might miss out on the supportive network offered to SEs (Sheldon et al. 2017:12). The support systems and networks created specifically for SEs are also brought to attention by Peredo & McLean (2006), who request that especially three aspects ought to be clarified in order to sharpen the definition of such a venture. 1) A SE should not be put under the same type of evaluation as other forms of entrepreneurship, 2) the possible implementation of a policy driven supporting network to help SEs thrive, and 3) an enhanced awareness on the types of managerial strategies which might work in a specific SE, and which might not (Peredo & McLean, 2006:56-57). The lack of co-identification between SE and social businesses, as presented by Sheldon et al. (2017), and the aspect of evaluation and management attitudes questioned by Peredo & McLean (2006) are both essential elements to consider when proposing a new SE. This seemingly excluding system is to be explored further in the analysis and discussion part in chapter 4 below.

2.1.2 Implementation of SE in Tourism

Tourism is a multi-billion dollar industry present in every part of the planet, universally recognised for creating jobs and economic growth in even the most remote destinations (Lyons & Wearing, 2008; Wearing & McDonald, 2002). The impact the business strategies undertaken within this industry has significant positive, as well as negative externalities. The past 25 years, since the Rio Earth Summit in 1992 (Pollock, 2016:7), there has been a heightened focus on creating a sustainable and viable tourism industry to assure the future survival of both the industry itself, and in the broader perspective - the planet (Buzinde et al., 2017). Several scholars have been, and still are, researching the field of so called sustainable tourism, however in this project I will not go into detail with what sustainability in a tourism setting entails, as that would be an entire project in itself. It is here simply to be understood as *viable*.

Buzinde et al. (2017) explicitly underline the fact that SE has not yet become a well-documented phenomenon within tourism research, and scholars are therefore not able to establish a best

practice. However, there are several methods realised in SE research from other research fields, which are source of inspiration in the current tourism studies.

Mottiar & Boluk (2017) emphasises a few steps which they deem valuable for the concept development of SE within tourism. As is also argued by Pollock (2016) and Sheldon et al. (2017), Mottiar & Boluk suggest a need for re-creating tourism to being a more environmentally sustainable and socially responsible industry. With that said, all three aforementioned academic articles emphasises that alongside actively adapting to a more preservative attitude, possible critique points could be aimed at a suggested optimisation for the sake of profits, not planetary/environmental conservation (Mottiar & Boluk, 2017; Pollock, 2016; Sheldon et al., 2017). Bloom & Dees (2008) draw direct comparison between SEs and ecology in order to create a new development strategy, which in turn could be brought into a tourism perspective. This observation is supported by the studies conducted by Mottiar & Boluk (2017), as well as Buzinde et al. (2017). These reports lead our attention to a link there is to be found between creating social value, and the environmental aspect of sustainability as *“tourism enterprises must go beyond mitigation of negative social consequences and create social value.”* (ibid:25). Pollock (2016), like Bloom & Dees (2008), suggests a co-operation with Nature to further support the industrial development, instead of implementation of half-hearted and temporary fixes to boost the image. Pollock (2016) specifically highlight the phenomenon of cooperate CSR as one of the scenarios where the added image value overshadows the purity of the social or environmental responsibility. This phenomenon is by Peredo & McLean (2006) presented as *“Cause Branding”* (ibid:62).

Building on the implied financial gain connected to implementing a more responsible business strategy, Boluk & Mottiar (2014), Pollock (2016) and Sheldon et al. (2017), all suggest the presence of a triple, or even quadruple, division of focus related to the assumed core principles of SE and financial growth. The triple “bottom line” consists of economic, social, and environmental growth (Boluk & Mottiar, 2014; Sheldon et al. 2017), and the fourth aspect relates to technology (Pollock, 2016). Particularly Pollock (2016) has a unique way of approaching tourism. In a somewhat provocative fashion, she compares the mass tourism industry to an industrial machine, that negatively impacts the organic relationship between locals/employees, employers and guests (ibid, 2016). The overall argument for implementing SE as a high-esteemed tourism strategy, is the

enhanced focus on social as well as environmental factors alongside the usual expectations of economic growth.

2.2 Culture Dimensions

According to Hannam & Knox (2010), the tourism industry is to be understood “(...) *as a complex cultural phenomenon, tourism has social, cultural, political, economic and environmental impacts, and is based on complex relationships at a variety of geographical scales*” (ibid:176-177). Based upon this statement, tourism is identified as a “complex cultural phenomenon” (ibid), and it is with attention to this association that the cultural dimensions as presented by Hofstede, is considered somewhat relevant.

When looking into the theoretical background related to cultural dimensions, it is impossible not to come across the work carried out by Hofstede. Researching these dimensions, it is apparent that they are not widely accepted within the field of social science. Especially Baskerville (2003) has performed an extensive discourse analysis on the use of these dimensions in relation to social science, specifically anthropology and sociology (Baskerville, 2003). However, as argued by Hofstede (2003) in a response to the article by Baskerville (2003), Chapman (1997) argues that the use of the cultural dimensions is applicable, although not traditionally present in social science (ibid, cited in Hofstede, 2003).

As the six indices developed by Hofstede are presented as culture identifiers, the theory will only be utilised as a tool creating a numeric and easy comparison between the country of origin for the case study project, Denmark, and the selected country for replication project, Scotland.

In business and management studies, the Hofstede dimensions are accepted as a theoretical foundation for research within business related culture-studies, which in turn impact organisational structures. Certain lines of critique, here represented by Baskerville (2003), suggest that this particular matrix is not founded in cultural studies, but rather related to characteristics of nation states. The claims of the indices being too general, and therefore not applicable in social sciences, will be further discussed in the analysis and discussion chapter, chapter 4, below.

The Hofstede theory on cultural dimensions is only to be understood as a tool supporting the theoretical justification in the selection process of the project specific destination. The theory is developed by Geert Hofstede (Hofstede, WEB; Manktelow et al., WEB 1), and is supported by the dimensions outlined by Trompenaar & Hampden-Turner (Manktelow et al., WEB 2), which adds validity to the otherwise recognised characteristics used to identify the cultural dimensions. They are all presented separately below however, as they are not developed for the social sciences, not all of the paradigms are relevant in this particular setting. They will all be briefly presented, however, only the relevant aspects will be discussed further on in the project. It is as mentioned above, on the basis of these various cultural dimensions, combined with an organisational presence of ActionAid international, and alongside a personal interest that the geographical focus-area of Scotland, United Kingdom was decided upon for this project.

2.2.1 Hofstede

As presented by Smith & Dugan (1996), the dimensions fashioned by Hofstede were originally presented as four dimensions based upon fieldwork done within one company, IBM, in the 1960s and '70s. The dimensions were named: Power Distance Index (PDI); Individualism (IDV); Masculinity (MAS); Uncertainty Avoidance Index (UAI) (Hofstede, WEB; Manktelow et al., WEB 1; Smith & Dugan, 1996). The theory was later expanded upon with the last two dimensions known as Long Term Orientation (LTO), and Indulgence (IND) (Manktelow et al. – WEB 1). The six parameters are differentiated on 40 nation states where each of the various indices is identified by a numeric score. This is argued to help identify to what degree the culture in question display the dimension investigated (Baskerville, 2003).

As all of the paradigms are based on data collected periodically from 117,000 responses generated by more than 88,000 employees worldwide (Baskerville, 2003), the data has gained vast acceptance as a management tool, and especially within IBM. However, as the by Hofstede identified “cultures” were given numeric values, they give a momentary understanding of the business culture present within IBM in the 1960s and 70s, and does not allow for the “*dynamic and adaptive nature of the balance*” (Baskerville, 2003:8) of culture to be expressed.

These dimensions have by various scholars been assigned expressed pros and cons in relation to the applicability and relevance. Critics highlight the fact that as the paradigms were derived from

within *one* specific company, they are not separate from the business culture. Another line of criticism is the fact that the dimensions are too general, and are therefore not accurately displaying the nationally identified cultural dimensions (Baskerville, 2003). Advocates, on the other hand, states that the fact that the dimensions are general and broad, simply enhances their ability to identify culture variations in a professional manner (Hofstede, 2003; Hofstede, WEB; Manktelow et al., WEB 1).

The six dimensions are presented below with the definitions as presented on Geert Hofstede's website: Hofstede (WEB), and by Manktelow et al. (WEB 1).

Power Distance Index (PDI)

Hofstede identifies the PDI as an expression of what degree people accept the hierarchical divide between those in power, and those without power within a given society. A high score in PDI indicates acceptance of an elite and expressed power-holders, where as a low score indicates that an unequal division of power is not accepted in a society, nor in an organisation.

Individualism (IDV)

When cultures display a high level of individualism, people do not rely on interpersonal relationships outside of the next of kin, and is thus a version of "everyone for themselves". Low IDV is also identified as "Collectivism", where larger societal groups rely on, and take care of, each other.

Masculinity (MAS)

This paradigm indicates the so called "hard" versus "soft" values in a society. The hard values are identified as masculine and they highlight achievements, heroism, assertiveness, materialism, status and physical strength. In the opposite end of the spectrum low masculinity, also identified as "feminism", entails being cooperative, modest, compassionate and valuing quality of life.

Uncertainty Avoidance Index (UAI)

The UAI is meant to be an indicator for how adaptable people, and societies, are to unexpected changes and future prospects. Cultures identified with a high UAI score strive to avoid uncertainty

and ambiguity throughout their lives, whereas cultures with a low UAI score are noticeably more open-minded and relaxed in regards to their future.

Long Term Orientation (LTO)

This paradigm is also called “Pragmatic vs. Normative” (Manktelow et al., WEB 1). A high score in LTO, or being pragmatic in nature, is categorised by society’s sense of pragmatism, thriftiness, and striving to plan the future. A low score indicates loyalty to traditions and norms, and in some cases religiousness.

Indulgence (IND)

A high score in Indulgence is identified by accepting gratification of emotions and enjoying life. In cultures with a low IND score, society is more restricting in relation to behaviour and social norms.

The dimensions specifically relevant for this project is; PDI, IDV, MAS, and IND. UAI and LTO are not to be completely disregarded, but they are less relevant as this project is focusing on community participation and willingness to engage in non-profit, volunteer work. UAI and LTO both relate to how societies plan for future changes, which is not relevant in this stage of the project. The overall cultural attitude to Power and interpersonal relationships (PDI, and IDV), as well as the attitude to the social assets as cooperation, and gratification (MAS, and IND) are therefore the only dimensions suggested by Hofstede which will be discussed.

2.2.2 Trompenaar & Hampden-Turner

Trompenaar & Hampden-Turner have on the basis of several studies conducted in a large questionnaire survey, constructed their seven paradigms on cultural dimensions (Manktelow et al., WEB 2; Smith & Dugan, 1996). Smith & Dugan (1996), as well as Manktelow et al. (WEB 2), present the seven dimensions as an, in relation to Hofstede, equally valid and versatile method on identifying and adjusting to cultural dimensions. The reason for this is based on the quantitative nature of the studies, both having a far reaching, and therefore wide sample pool (Smith & Dugan, 1996).

The seven parameters used to categorise cultures in this theory are; 1) Universalism vs. Particularism, 2) Individualism vs. Communitarianism, 3) Specific vs. Diffuse, 4) Neutral vs.

Emotional, 5) Achievement vs Ascription, 6) Sequential time vs. Synchronous time, and 7) Internal direction vs. Outer direction (Manktelow et al., WEB 2). In contrast to the dimensions developed by Hofstede, Trompenaar and Hampden-Turner has not applied a numeric value to each dimension. Instead they created something seemingly inspired by the Likert scale rather than a graph. The identifiers are presented below based on the descriptions from Manktelow et al. (WEB 2), and Smith & Dugan (1996).

Universalism vs. Particularism

Universalism is described as a societal focus on rules and regulations as the predominant guidelines. *Particularism*, on the other hand, is described as a way of thinking where the personal relationships shape the rules within a society.

Individualism vs. Communitarianism

Individualism is identified as enhancing the achievements and personal freedom of the self-providing individual, whereas *Communitarianism* focuses on the group - the bigger pictures - above the individual. This can be related to Hofstede's dimension of Individualism.

Specific vs. Diffuse

Specific and *Diffuse* is related to the work-life balance. In cultures where the *Specific* attitude is dominant, it is believed to be unnecessary to have personal connections to the people one surrounds oneself with professionally. Meanwhile, in the *Diffuse* approach personal connections have a high regard for both in a private and a professional setting.

Neutral vs. Emotional

Neutral and *emotional* is related to the way people express emotions. In cultures where reason and logic rules, the emotional response is identified as *Neutral*, while cultures where emotions are spontaneously and explicitly expressed, are identified as *Emotional*.

Achievement vs. Ascription

Achievement and *Ascription* are two opposite ends of a scale on which status is weighed. In cultures where *Achievements* are in high regards, people are granted societal status based on their

performances and results. In cultures where *Ascription* dominates, status is often inherited and prescribed through titles and/or positions.

Sequential time vs. Synchronous time

As in the above mentioned paradigms, the name is self-explanatory. Cultures guided by *sequential time* values punctuality and plans executed according to schedules. In cultures relying on *synchronous time*, flexibility and sporadic plans and commitments are the norm.

Internal direction vs. Outer direction

These approaches relates to the attitude to the environment. *Internal direction* is where people believe they can manipulate nature to achieve results, whereas *Outer direction* is where it is believed that humans are directly impacted by nature, and the environment.

The dimensions from Trompenaars & Hampden-Turner which are relevant for the remaining project is identified as being: Universalism vs. Particularism; Individualism vs. Communitarianism; Neutral vs. Emotional; and Internal vs. Outer direction. Having personal experience with the NGO sector, the category of Sequential vs. Synchronised time is an important factor to include when it comes to the organisational structure, however, it does not hold significant value in relation to the explored cultural aspect. As this theory is used only as a tool to identify characteristics compatible with the suggested project, they are not relevant to actual the cultural dimensions present in a start-up phase in the destination. This is also the case for Specific vs. Diffuse. In relation to this project specifically, only the primary four paradigms are relevant, hence only these will be analysed and discussed in chapter 4.

2.3 NGO Social Entrepreneurship in Tourism

NGOs contribute with social agendas reaching into a lot of different regional as well as global projects, impacting governmental entities in addition to local communities through a palette of strategies. Due to personal engagement, alongside the initiative and development of the Globalhagen hostel, this project is only focused on the mission and vision of ActionAid

International, and the sub departments of Mellemfolkeligt Samvirke/ActionAid Denmark (MS/AADK), and ActionAid United Kingdom (AAUK).

The activist approach undertaken by MS/AADK in dealing with development projects, is something that has actively been adapted to the tourism industry in the Tourism Social Entrepreneurship (TSE) Globalhagen Hostel and Café MellemRummet. The specific SE and TSE theories by McGehee (2008, 2012), Mair & Martí (2006), Pollock (2016), Sheldon et al. (2017) amongst others, highlight the need for new and more socially responsible attitudes to the tourism industry. On the other hand, Buzinde et al. (2017:26) highlight a conflict within TSE, as the pre-defined essential social value creation in some cases have had an unintended negative impact on the local community. Especially the concept of voluntourism, which is portrayed as the most common contribution of NGOs to tourism, raises the question related to the level of community participation in addition to the involvement of locals and possible negative externalities (ibid., 2017; McGehee, 2008).

From a tourism point of view, NGOs with international ties have a unique approach to development projects, in both developing and developed countries. With heightened attention paid to development of the destination, a focus not solely on the community in general but also on integrating the local people in the process, is a key factor for success. This aspect is brought to our attention by Wearing et al. (2005) in their research paper *Building a Decommodified Research Paradigm in Tourism: The Contribution of NGOs*. Here, they support the requests of a new and alternative approach to tourism, which is also supported by other scholars of tourism research. The point on which Wearing et al. (2005) differ from the other related publications, is the outspoken wish for a decommodification of the industry. The use of NGOs to actively implement a more decommodified line of thought could be presented as a possible solution to the proposed issue regarding community participation with TSE in newer literature by Sheldon et al. (2017).

Wearing et al. (2009) present four perspectives for decommodification of tourism; Feminism, Eco-centrism, Community Development, and Post structuralism (Wearing et al., 2005). When analysing the mission and vision of MS/AADK, these strategies are very much in line with the attitudes the NGO actively use in their daily practice of TSE (Mellemfolkeligt Samvirke, WEB - Mission/Vision). These four perspectives can also be related to the six principles suggested by Pollock (2016).

Pollock (2016) advocates for a change in the way sustainability is perceived throughout the tourism industry via her Conscious Travel approach.

2.3.1 Decommodification in Tourism via NGOs

MS/AADK is a Danish Non-governmental organisation dating back to the 1940s, and only recently started cooperating with the international organisation ActionAid International. The mission and vision of MA/AADK is therefore more detailed described on the Danish version of the website as referred to in (Mellemfolkeligt Samvirke, WEB - Mission/Vision), however, it does correlate with the mission and vision of ActionAid International (ActionAid International, WEB).

They strive to eradicate poverty, educate children and adults alike, as well as helping women fight for equal rights. This is argued as being relatable to the perspectives suggested by Wearing et al. (2005). These perspectives will be presented below as they are defined by Wearing et al. (2005), and related directly to the terminology and strategy expressed by MS/AADK.

Feminism

Wearing et al. (2005) present feminism as the notion that females, regardless of ethnicity, experience a culturally established institutionalised oppression. This is with regard to differentiation in personal experiences, and related to NGOs the tolerance and inclusion of diversity (ibid:430). MS/AADK as well as AAUK and ActionAid International implement an empathic and inclusive attitude to any venture or project (ActionAid International, WEB; Mellemfolkeligt Samvirke, WEB - Mission/Vision).

Eco-centrism

In relation to the perspective of eco-centrism, Wearing et al. (2005) focus on the environmental aspect of nature preservation. It is conveyed to be understood as the notion that Nature ought to be taken into consideration, and the overall emphasis should be shifted away from humanity-fixation, and onto sustaining the planet (ibid. 2005). This is actively expressed in the MS/AADK focus on sustainability i.e. their canteen as well as the products sold in the Globalhagen Hostel and Café (Mellemfolkeligt Samvirke, WEB1).

Community Development

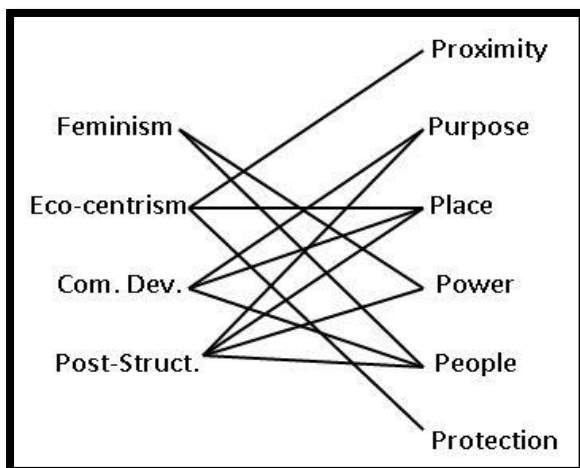
As the name indicates, Community Development is defined by Wearing et al. (2005), related to change created within a community, but specifically generated by the community. It is however not clarified what specifically defines a community. MS/AADK can be associated to this perspective through their idea of community participation and creation of social value through education and construction of facilities for said education (e.g. a computer lab in Zambia, financially supported by the Globalhagen hostel & café (Mellemfolkeligt Samvirke, WEB1)). There can be found additionally theoretical support in the work of Sheldon et al. (2017) amongst others.

Post-Structuralism

According to Wearing et al. (2005) “*tourism is a fiction, a cultural production and academic story of social meaning.*” (Urry, 1990 cited in Wearing et al. 2005:433). This is understood as the tourism discourse is lucid and should be inspired to adopt practices from other fields, i.e. Social Entrepreneurship. This is exactly the case of the TSE project of Globalhagen, where inspiration has been taken from NGO practices, and social business strategies.

2.3.2 Six Principles of Conscious Travel

The six principles by Pollock (2016) are fairly self-explanatory and all relate to a specific aspect of tourism development. *Proximity* relates to the destination, and focuses on any tourism activity should benefit the local community. *Purpose* is mainly directed at the Destination Management Organisations (DMOs) and the destination itself; what motivates them and what their drive is. *Place* also relates to the destination, the location, but this aspect is more directed at creating a notion that the place (the destination) is more than part of the travelling package - it is a living “organism” that needs to be cared for and loved. In this case, *Power* is not to be understood as dominance, but as enthusiasm and motivation to engage. *People* are everywhere in tourism, it involves us all regardless of whether we are employers, employees or consumers. *Protection* is the sixth principle and relates directly to environmental protection.

FIGURE 1

As is apparent from the description above, the four perspectives of Wearing et al. (2005), and the six principles of Pollock (2016) are somewhat relatable. This comparison offers additional claim to the argument that an NGO like MS/AADK is compatible with the overall development of TSE. As displayed in Figure 1 opposite, the Feminism perspective by Wearing et al. (2005) overlap with the Power and People principles of Pollock (2016).

The three remaining paradigms by Wearing et al. (2005) each relate to three or more of the principles presented by Pollock (2016): Eco-centrism overlap with Proximity, Place and Protection; Community Development correlates with Purpose, Place and People; and one can draw parallels between Post-Structuralism and Purpose, Place, Power, and People.

In tourism literature NGO tourism is often equated with voluntourism, young westerners traveling to a developing region to preform altruistic activities (Wearing & McGehee, Volunteer tourism: A review, 2013). Volunteering is in scholarly research documented to being guided by various motivations. Findings from the questionnaire survey conducted in Globalhagen in 2016, have similar results as those of Butcher (2010), and Butcher & Einolf (2017), who suggests three aspects which factors into volunteering. These are categorised as; Resources, Motivations and Social Networks. Resources is to be understood as the physical capability which needs to be present i.e. time and in some cases also physical strength. Motivations are related to the personal characteristics as well as emotional and moral obligation. This category is connected to a social understanding of inequality or to political/religious believes (ibid:11). Social Networks is identified as volunteering as a result of having an extensive network which fosters mutual expectations of participation through external norms (Butcher & Einolf, 2017:11).

An NGO utilising volunteers wishing to become part of the tourism industry, is dependent on the good-will of people wanting to help out a developing country. However, in order to avoid the often criticised approach to voluntourism, which is often equated with taking time out to travel to

e.g. Africa to build a school, or to Latin America to work in an orphanage, the suggested decommodification and conscious travel approach invites a new line of thought connected to NGO voluntourism.

This could be done by re-inventing voluntourism, to get people to invest time in a project, in their local community, not to make the area more pleasing to the eye (as Tidy Town Associations), or to support one's children in their extra curriculum activities (Sports clubs, or music endeavours), but to foster altruistic motivations.

Part Conclusion

The concept of Social Entrepreneurship (SE) is portrayed as academically unspecific and intangible, which makes it difficult to create or identify a clear definition. According to Buzinde et al. (2017), when approaching SE from a tourism perspective, the social aspect becomes significantly more difficult to identify. However intangible Tourism Social Entrepreneurships (TSEs) might seem, multiple scholars agree that in order to renew tourism as an industry and sustain the planet, certain measures need to be taken.

In relation to both SE and TSE, the established overall purpose is to create social value. However, this does not necessarily have to originate from an actor from within the community. As long as the social value is apparent, a social entrepreneur from outside the destination is just as eligible to create a social enterprise as anyone else. An enterprise created by an outsider can severely impact cultural traditions, which therefore ought to be considered carefully in order to create a successful TSE project. With that being said, of the revised material, only Sheldon et al. (2017) mentioned that cultural dimensions are important factors in TSE. Research into the specific connection ought to be undertaken in order to create a more versatile concept.

The above section regarding NGOs and TSE makes it evident that the general attitude of NGOs, as presented by Wearing et al. (2005), correlates with the requested focus on conscious travel as proposed by Pollock (2016). Furthermore, the diversity accepting NGOs seemingly offer fruitful grounds for an emphasis on cultural dimensions to be implemented into an NGO TSE concept.

3. Methodology

This chapter is a description of the methodological considerations and decisions which have shaped this project. Not all initial ideas regarding methodology turned out to be possible, and some were possible, but did not turn out to be favourable. The chapter is divided into three subsections. The first section is a brief description of the initial thoughts related to data collection. The second section is devoted to a presentation of the theoretical parts in methodology. The final and third section, is a description of how the aforementioned line of thoughts have been utilised specifically in this project.

3.1 Project Preconceptions and Ideas

As mentioned in the introduction, it was the intention to undertake fieldwork in Edinburgh in the months of March and April of 2017. Unfortunately, due to numerous applications, I was not awarded a traveling grant which would have made this study trip possible. As this was my intended means of gathering the majority of the empirical data, methodological adjustments had to be made in the collection of data.

In adjusting my own thought process in relation to the collection of empirical data, I reviewed the data gathered for the semester project constructed on semester 9 in winter 2016. This project was concerned with mapping the volunteer motivation in the social business of Globalhagen, the Café and Hostel, run by the NGO Mellefolkeligt Samvirke/ActionAid Denmark (MS/AADK) in Copenhagen, Denmark. This already processed information is used as part of the empirical material to support the claim for this innovative use of volunteers in a TSE setting. Even though this data was not collected for this particular project, it is still useable as an indicator for motivational concepts, and it also holds validity in the aspect of cultural dimensions. This is especially of relevance when hypothesising a recreation of a non-profit NGO-driven social business based on voluntary work, in order to generate as much profit as possible for development projects. To answer the current research question, the empirical material is additionally consisting of face-to-face interviews conducted in an informal conversational manner, personal experience within the organisation, as well as virtual interview (email correspondence) with the ActionAid department in the United Kingdom.

The empirical data collected in 2016 assist in creating a foundation for understanding the daily run, and possible pitfalls for an NGO driven social enterprise. It furthermore helped me get in-depth knowledge of the organisational structure, as well as helped me gain confidence in the overall project of Globalhagen. Additionally, the familiarity gained with the Globalhagen project inspired the idea of replicating the project in a different destination.

3.2 Methodology in Tourism Research

In the materials revised for the theory chapter, especially the theory related to Social Entrepreneurship both generally speaking and in relation to tourism, the methodological tendencies seemingly favour the qualitative over the quantitative approach. The two approaches will be (highlighted and) differentiated in the section below.

The qualitative approach used in tourism research appears to be predominantly discourse analysis. Interviews and focus groups, which are both to be found in the field of qualitative research, are strategies in social sciences, which are often used to collect data. This is very much in line with the recommendations proposed by Hannam & Knox (2010) relating to tourism research. They explicitly state that the qualitative research method ought to be favoured in tourism research. This is argued to be undertaken in order to create relationships which consider the complexity of cultures and geographies within the tourism industry (ibid:175). A few of the revised articles related to cultural dimensions utilised the quantitative approach in their collection of data. Specifically Bloom & Smith (2010), and the research on cultural dimensions performed by Hofstede (Hofstede, WEB; Manktelow et al., WEB 1) and Trompenaar & Hampden-Turner (Manktelow et al., WEB 2).

Qualitative versus Quantitative data collection

The use of qualitative versus quantitative research is in this project to be understood as relating to the manner of which data is collected. Data is either of a qualitative nature, where the researcher is dedicating attention to establishing indebt research, or quantitative in nature, where focus is on getting information in bulk (Rasmussen et al. 2006a; 2006b). The latter refers to for example questionnaire surveys, where one can gather a lot of information in a relatively short period of time. Qualitative research is ethnographic in nature e.g. participation observation, interviews and

focus groups, or discourse analysis (Hannam & Knox, 2010:180). This manner of collecting data relates more to the experience and opinion of the individual. According to Hannam & Knox (2010), the research method should reflect the field in which the researching is carried out, as it affects the nature of the end result. Certain sciences, e.g. natural science, predominantly make use of the quantitative method to gather vast sample piles to support hypotheses. As is evident from the article by Hannam & Knox (2010), as well as the predominant favouring in the other articles revised, tourism in particular utilises the qualitative method. This method can be carried out overtly as well as covertly, depending on which tourism aspect the scholar wishes to investigate.

Points of criticism related to the research and material reviewed, revolves around the restriction of methodology being directly guided towards only using the qualitative approach. This might be favourable within the tourism research in order to establish a relationship with the informants, but it might also hinder other and new types of results to be unearthed in tourism. Certain aspects therefore might benefit from implementation of different methods. Hofstede, Trompenaar & Hampden-Turner, as well as Bloom & Smith all performed research utilising questionnaires as their empirical data collection method. This specific approach might be a disadvantage in relation to collecting accurate data in relation to displaying culture, as it does not take into account that culture is ever-changing and constantly influenced by external variables (Baskerville, 2003). The quantitative approach could in the cases, studying culture, have caused the quality of the study to be questioned. It has nevertheless, offered a very broad sample group of "country specific" identifiers which do offer a foundation for country comparison, however misrepresentative it might be related to classic anthropological studies.

After adjusting the data collection for my own empirical material, I decided on using the mixed methods approach - where both quantitative and qualitative methods have been practised. The majority of the data is primary data, only the questionnaire survey conducted in November 2016, is secondary data collected by fellow student Thorhauge (Questionnaire Survey, 2016). The results generated by the questionnaire survey, and a semi-structured group interview both contributed to map out the volunteer motivation in Globalhagen. These results did not offer in-depth information on specific personal motivation, but it did give an overview on motivations without disrupting the work day as volunteers, and taking up their personal time outside their voluntary work. The

empirical data is presented below, and the specific responses can be found in Appendix 2 and 3. All additional Interviews conducted in the course of spring of 2017, have been conducted informally and are built on personal experience within MS/AADK. One point of criticism of the study conducted by Hofstede is, as presented by Baskerville (2003), the question of observation from within versus from without (Baskerville, 2003:8). Hannam & Knox (2010), as well as Barbieri, Santos, & Katsube (2012) theorises, as well as display, how participant observation relates to tourism and the research. Being part of the organisation, I am not regarded as an outsider, and I have therefore had more information available to me.

Epistemology v. Ontology

According to Hannam & Knox (2010) epistemology is defined as the theory of knowledge, and ontology as the theory of existence (ibid:177). As suggested in the previous section these are important considerations for any researcher; what we can know, and how we identify concepts. This project is defined by an epistemological approach.

Social Constructivism

Social Constructivism is an ideology where knowledge is understood as a co-construction of the social “education” an individual has received (Berkely Graduate Division, WEB). To experience the world alongside researching will always be anchored in the personal background of the individual. According to Steyaert & Dey (2010), who quote Law, *“Research draws on ... a distinctive hinterland, a contribution of tacit knowledge, computer software, language skills, management capacities, transport and communication systems, salary scales, flow of finance, the overtly political and economic agendas”* (Law 2004:41 cited in Steyaert & Dey 2010:233). A researcher must therefore be aware of their own personal preconceptions, interpretation, and knowledge of technology.

Inductive vs. deductive

In line with epistemology being the theory of knowledge, as described by Rasmussen et al. (2006c), knowledge can be gathered in two different ways. One way is to experience various phenomena which are then interpreted and systematised in order to construct e.g. a theory. This is known as the inductive approach. The second option is to base expectations on a theory, which will then be tested out in a deductive manner to confirm or disprove a pre-constructed hypothesis

(Rasmussen et al., 2006c). Following the line of thought on research design presented by de Vaus (2001), this project has been executed in a deductive manner. Based on the already established theories on Social Entrepreneurship and Cultural Dimensions presented in chapter 3, the theory testing approach explores the hypothesis of implementing of an NGO in a specific hospitality setting within tourism.

3.3 Applied Methodology

This project is crafted in a deductive manner. Based on the theories on Social Entrepreneurship and Cultural Dimensions, quantitative as well as qualitative methods is utilised in a mixed method approach. As following other research tendencies within tourism, as well as the suggestion from Hannam & Knox (2010), the empirical data is collected predominantly through qualitative methods, mainly interviews of various structures. The quantitative data collection is in the shape of a single questionnaire survey which is used to map out the attitudes and motivations amongst the volunteers. The project is constructed with empirical data of a primary as well as secondary nature. The terms primary and secondary refers to the third point in Hansen (2014), *“the relationship to the researcher using them for a specific project”* (ibid:28).

3.3.1 Quantitative Data Collection

The quantitative data collection took place in the winter of 2016 by the student helper in Globalhagen Thomas Thorhauge (Questionnaire Survey, 2016). We were several interns and one student helper, all creating projects revolved around the motivation of volunteers/volunteering. Two of the students decided to gather as much data with as little disruption and inconvenience to the sample group as possible. The questionnaire is therefore crafted by Thorhauge, and used in this project as secondary data with permission. As the questions were not crafted for this project, not all of the questions are of equal relevance. The project-relevant questions provide information on the motivation amongst the volunteers, and thereby help creating a hypothesis for a volunteer setup in a different location taken into account the cultural dimensions on said destination.

The questionnaire is composed of the following seven questions; 1) *How old are you?* 2) *Gender?* 3) *How did you hear about Mellemrummet and its volunteer-driven ideology?* 4) *What motivated you to start as a volunteer?* 5) *What keeps you happy and ensures that you continue as a volunteer?*

6) *What do you think about the level of promotion in terms of volunteer recruitment? Do you have any suggestions?*, and 7) *Having volunteered for “x” amount of time, can you list 3 points of success & 3 points of common issues/challenges you have experienced at the Cafe?* (Questionnaire Survey, 2016).

The questionnaire had 20 respondents, all in the age group 18-50+. In relation to this project specifically, questions 1, 2, 4, and 5 are of relevance. Question 1 and 2 determine the demographics of the sample group. Question 3 and 6 are directed at the marketing and PR aspect of Mellemrummet (the Globalhagen café), not necessarily vital to this project at this point in time, and will therefore not be discussed further. Question 4 and 5 are relevant because the replication of a volunteer driven hostel need to take volunteer motivation as well as culture into account. Question 7 relates to the daily run of the hostel and café, which is also not relevant for this project at this given point in time. If one day the project is realised, all three questions (3, 6 and 7) will become highly relevant in order to attempt preventing issues experienced in the daily run.

Survey Results

There were 20 respondents: 12 women and 8 men. The group was divided into age groups of 18-29, 30-39, 40-49 and 50+. There were 8 women and 4 men in the group 18-29, 1 woman and 2 men in the group 30-39, and lastly, 3 women and 2 men in the final group of 50+. There were no respondents in the group of ages 40-49 (See Appendix 2).

In relation to questions 4 and 5 on motivation, the atmosphere and the cause were the main motivations for half of the sample group. Additionally networking (by the interviewees identified as CV enhancing skill creation, socialising and supporting the cause) was pointed to as another primary motivational factor for getting engaged in the project in the first place. 3 respondents had “extra time on their hands” (in form of retirement or unemployment) and joined on the base of that, as well as for the atmosphere in the café/hostel. 2 volunteers had joined for a purely personal connection to the physical location, while the cause and networking were identified as added bonuses, not the primary motivators.

In line with the statements in the previous section, the motivational factor which keeps the volunteers engaged are; Socialising (33%), the atmosphere in the place (31%), the cause (15.5%), the team (11%) and the feeling of being appreciated (9%) (See Appendix 2).

3.3.2 Qualitative Data Collection

On the basis of McGehee (2012), the qualitative data in this project is compiled through informal, semi-structured interviews. The first was a semi-structured group interview conducted in the winter of 2016 (Group Interview, 2016). Due to the time constraint of the interviewees, other interview setups include brief conversational informal interviews conducted over lunch in the organisation of MS/AADK, documented in notes and research diary, and personal experience from working within the administrative department of the Globalhagen concept of an NGO driven hostel and café.

Semi-structured Group Interview

The notes and responses from the semi-structured group meeting can be seen in Appendix 3. The interview was conducted on November 28th 2016, as data collection for a different project. Therefore, not all of the questions hold equal value in relation to this project. Only question 2) *Why do you want to volunteer? And what do you wish to gain from it?* Is in line with the information needed for this project and the information gained from the questionnaire survey presented above. It supports the thoughts and foundation for the concept of a volunteer work force. The data is to be understood as primary data.

At the semi-structured group interview 10 participants were present; 5 women and 5 men. The age group is estimated to be between 18, the minimum age for volunteering, and late 20s. The results from this interview resembled the result generated from the questionnaire survey carried out by Thorhauge (Questionnaire Survey, 2016). The primary motivation was identified as altruistic in nature, specifically phrased as the wish to “help out” (Group Interview, 2016). Only two of the meeting participants were aware of the specific beneficiary project², however, the majority knew of the mission of the organisation MS/AADK and the work they perform in developing countries. Additional motivational factors also include networking (CV enhancing skills, and socialising creating new friendships) (Group Interview, 2016).

² In 2016 and 2017, the Global Platform in Zambia receives financial support to create a computer lab.

Informal Interviews

Interviews conducted in MS/AADK have been conducted informally with key actors within Globalhagen and MS/AADK. These conversational interviews have been conducted at the Globalhagen office and in the canteen during lunch. Notes were taken in a research journal.

I deliberately did not conduct formal interviews, as the people with relevant knowledge of MS/AADK and Globalhagen are often booked for meetings or participating in seminars. Therefore they had limited time, and so I took advantage of my presence in the office and at the lunch table. These methodological decisions have had both benefits and disadvantages. The disadvantages have predominantly been in relation to not getting the 100% focused attention from the interviewees, as well as not having a recording and transcription of the interview to refer to in the body of the project. The advantages have been the ability to structure my own time as well as the possibility of keeping a casual interview environment getting inputs on my project because there is an actual interest in the subject due to organisational ideas of expansion. Furthermore, my own personal work experience and knowledge about the organisation has contributed to an in-depth understanding of the administrative, as well as structural, challenges and advantages of realising another ActionAid TSE. These points are all conscious choices made on the bases of the possible limitations to interviews, as presented by McGehee (2012).

Open-Ended Questions to AAUK

When contacted in the initial phase of the project, AAUK responded that it is not part of their normal practice to co-operate with master thesis students. However, as I am an employee of AADK, they would like to assist as much as possible. They forwarded me several links and the annual report from 2016 which I have extracted information from. As the project progressed it became clear that the information needed for this project could be extracted from the various web-pages and the report I was provided with. Any information related to AAUK, is therefore the result of a discourse analysis of the report and the webpages.

Discourse Analysis

In an attempt to gather information to support the argument for using the tool of the Cultural Dimensions by Hofstede and Trompenaar & Hampden-Turner, a discourse analysis of NGO presence in Scotland was carried out. Additionally, a discourse analysis on volunteering in local communities has been added to further support the claim that volunteering, implemented in the tourism industry, does not necessarily have to be the often occurring, and possibly invasive, implementation of volunteers in the developing country benefitting from a development project.

The analysis of the information provided from AAUK, revealed interesting information related to the funding of AAUK. The majority of the funding for AAUK is based on private donations, and financial support from foundations and governmental grants. The receding governmental funding to AADK, has provoked new methods to generate funding through socio-economic tendencies. AAUK rely heavily on donations, and only a very small part of the funding comes from the grouping identified as "other", including profit generated from tuition fees and affinity credit cards etc. (ActionAid UK, WEB). They are therefore understood as being financially dependent, which in the near future, could have severe consequences for the organisation.

4. Analysis/Discussion

This chapter analyses and discusses the findings in the empirical material on the basis of the theoretical background presented. It is divided into four subsections which thematically structures to the queries of the project. Firstly, this chapter deals with the subject of cultural dimensions. It presents the initial process of selecting the destination, and the reasoning for choosing Edinburgh in Scotland over other possible locations. Furthermore, the validity and critique points of the theories are discussed to underpin the association to this project. Second chapter section is a run-through of the possibilities for a hopefully successful non-profit SE in Scotland. This section is devoted to an analysis of the conditions theoretically required for a SE start-up and the presence for NGOs in general in Scotland. Furthermore, it is in this section also discussed to what extent this particular project could be realised in the organisation. The third section investigates how this new approach to volunteering in a tourism setting, could affect the industry, and how it complies with the suggested theory on the subject of TSE. The final and fourth chapter section focuses on providing a suggestion on the ownership of the project, whether it would be optimal for MS/AADK to run the hostel, or if AAUK ought to be the managing agency.

4.1 The Cultural Premise for an NGO Social Entrepreneurship

The premise for using the cultural dimensions is based on the functionality of limiting the focus area. As suggested by Hofstede, cultural dimensions vary from nation state to nation state. By appointing each nation a numeric identified valued, each cultural composition is scaled in accordance to the, by Hofstede identified, dimensions. This tool has been applied solely to map out possibilities for this hypothesised project. With that said, this chapter-part consists of two subsections; the process and argument supporting the application to the destination selection, and the criticism as presented in social science publications. These are predominantly aim at the lack of following accepted research procedures, and additionally not displaying the concept of culture accurately as understood in sociology and anthropology settings. The opposition to Hofstede is represented by Baskerville (2003).

4.1.1 Selection Process of Destination.

The inspirational sources for the project are the Globalhagen Hostel and Café in Copenhagen. Denmark is therefore regarded as the comparison country in the Hofstede dimensions. The

selection process was initiated by comparing various countries to the values appointed to Denmark. The countries perceived as possible destinations on the basis of tourist flows, and personal interest, can be found in Appendix 1. Based on the definitions outlined by Hofstede, it is assumed that indices similar to the ones appointed to Denmark ought to be a sign of social context benefitting SEs. This specifically relates to aspects related to volunteering and social responsibility. As identified in the theory chapter above, the dimensions deemed relevant indicators are; Power Distance Index (PDI), Individualism (IDV), Masculinity (MAS) and Indulgence (IND) (see section 2.2.1 above).

A community where a project of this nature is expected to being able to thrive, is theoretically assumed to be identified by a low score on the PDI, a low to medium score on IDV, a low score on MAS, and a high score in IND. It is by this scholar-student, realised that Denmark in fact is identified with a high level of IDV, which contradicts the previous theoretical statement. This is however, justified through one of the critique points presented by Baskerville (2003), and angled in favour of the project. As the theory present nation states, regional or, in the case of Globalhagen, organisational variations will not be present in the matrix. As MS/AADK is an outspokenly left-winged organisation in relation to Danish politics, certain identifiers are not identic with the overall nation state, which creates a shift in values. This could be seen as an explicit weakness in the theoretical base, yet here it is presented as evidence that a flaw in the tool does not necessarily make it invalid. Compatibility can still be rendered applicable, as long as there are regional or organisational factors present outside the spectrum of the nation state, which can be awarded a slightly different value. IDV is therefore still considered an important indicator for the overall expected community attitude, although with attention to the fact that a regional or organisational approach can overrule the nation state value. A low score on MAS, or what is understood as a high score in Feminism, is suggested as an indication that the overall country-attitude is more susceptible to engaging in an NGO project aimed at supporting developing countries. The final dimension thought of as having impact on the attitude affecting a possible TSE within an NGO framework is IND. The higher level of IND a nation is identified with, the looser the attitude a nation is anticipated to have towards engaging in a dedicated project of this nature.

Table one below, indicates the numeric values awarded to each of the six dimensions characterising a nation state. The values are colour coordinated in order to give an overview of the relation they have to the values deemed suitable in this project context. Denmark is also listed for comparison. The values are, for the sake of creating an overview, categorised as; **Low** (0-30), **Med-low** (31-50), **Med-high** (51-70) and **High** (71-99). The colour added to the dimension-identifiers in the top row, signifies the proposed categorisation found in the optimum destination. The colour awarded to the country names, signifies the theoretical compatibility with the project and the resemblance to Denmark. **Green** countries exhibits best compatibility, **yellow** ones have 1 anomaly, and **red** ones have two. IDV has not been included in the latter categorisation, as none of the countries here explicitly exhibits the low-med categorisation expressed as being favourable, however, Germany, Ireland, Norway and Spain holds the most compatible values. Additionally, considerations into the historical background, and cultural heritage, Scotland, being Gaelic, could be understood as a combination of the Irish (also Gaelic), and the UK parameters. However, this angle is not explored any further.

TABLE 1 – Possible destination index by Hofstede³

Country	PDI	IDV	MAS	UAI	LTO	IND
Australia – 1 (mas)	36	90	61	51	21	71
Canada – 1 (mas)	39	80	52	48	36	68
France – 2 (pdi, ind)	68	71	43	86	63	48
Germany -2 (mas, ind)	35	67	66	65	83	40
Ireland – 1 (mas)	28	70	68	35	24	65
Netherlands*	38	80	14	53	67	68
New Zealand – 1 (mas)	22	79	58	49	33	75
Norway*	31	69	8	50	35	55
United Kingdom – 1 (mas)	35	89	66	35	51	69
Spain* - 2 (pdi, ind)	57	51	42	86	48	44
Sweden	31	71	5	29	53	78
COMPARISON COUNTRY - Denmark	18	74	16	23	35	70
Low – 0-30 Low-Med – 31-50 High-Med – 51-70 High – 71-99						

³ (Hofstede, WEB)

According to the table above, compiled on the basis of information extracted from Hofstede (web), Sweden, Norway and the Netherlands would theoretically be the best suggestions for a destination to re-create the Globalhagen hostel project. All of the native English speaking countries being; Australia, Canada, Ireland, New Zealand and United Kingdom all scored a medium compatibility dimension-wise. And the main-land European nations; France, Germany and Spain all scored the lowest compatibility score, based on the Hofstede cultural dimensions.

The reasoning behind specifically choosing Scotland was based on the information extracted alongside a personal interest. It would have been obvious to choose a destination within the green category, yet the Scandinavian countries and the Netherlands, seemed too similar for this project to hold any interesting research value. Therefore, I decided to focus on the yellow category of countries. As the NGO MS/AADK is very concerned with sustainability, locations with an outspoken focus on nature preservation seemed appealing for the project, and this category offers possibilities in this aspect. The red category, including Germany which was a suggested destination from Jeppe, the Globalhagen Team Leader, did not theoretically match the expectations generated, neither did France and Spain.

Hofstede, as well as Trompenaar & Hampden-Turner, use nation states as country identifier. As mentioned in the theory section 2.2.1, questions related to the various ethnic characteristics within the nation are to be considered. In the UK variations between Wales, England, Scotland and Northern Ireland ought to be reflected upon. The choice of Scotland, and Edinburgh in particular, was based on the number of tourists arriving yearly (The City of Edinburgh Council, 2016), and the attention paid to bio-diversity and sustainability by already established NGOs and SE (Just Enterprise, WEB; SENSCOT, WEB; Smith S. , 2016).

The Hofstede dimensions (Hofstede, WEB), can be somewhat supported by the data generated by Trompenaar & Hampden-Turner. The UK is identified as significantly Neutral, understood as relating to logic and rationalising, which is opposite of emotional responses. The other relevant categories are; *Universalism*, identified as a western-world characteristic, as is *Individualism* and the *Internal direction*. From the definitions offered by Trompenaar & Hampden-Turner, the UK (here synonymous to the Western World) is identified as a nation state with a high regard for logic

and rational behaviour, governed by clearly defined rules and regulations, offering personal freedom to take charge and create their own fortune. Linking this to Hofstede terminology, the UK is characterised by individualism, which accepts indulgence and power distance. When analysing the dimensions characterised by Trompenaar & Hampden-Turner, the concept of Masculine versus Feminine approaches is not explicitly expressed. Nevertheless, the aspects of empathy, cooperation and modesty could be argued present in the dimensions: Neutral versus Emotional (managing emotions and sticking to the point versus *opening up to people to build trust*); Achievement versus Ascription (*being a good role model* versus relying on titles and positions.); and Internal versus Outer direction (*Allowing people to develop their own skills*, versus taking control and responsibility) (Manktelow et al., WEB 2).

4.1.2 Critique and Validity of the Hofstede Cultural Dimensions

As the Hofstede cultural dimensions were a tool used in the selection process of the destination, it is crucial for the integrity of the project to display a healthy sense of critical thinking. Especially Baskerville (2003) highlights a few of the issues regarding the study-methods and results generated by Geert Hofstede. She specifically aims her criticism at three overall concerns; 1) The equating of nation with culture, 2) The quantification of culture, and 3) Research performed as an insider or outsider? (Baskerville, 2003:1). These three topics is in the following project section analysed and put in perspective to this project, as well as the response from Geert Hofstede in Hofstede (2003).

4.1.2.1 Equating Nation with Culture

One of the main issues encountered when utilising the dimensions is, as made apparent, the ability to distinguish one possible destination from the other. The use of nation states as context for one singular cultural identity is not deemed accurate according to sociology and anthropology (Baskerville, 2003). It is in this project realised in the outline that Scotland is merged and identified as part of the United Kingdom. As it is very apparent from the history of conflicts between England, and the other nations within the United Kingdom (Wales, Scotland and Northern Ireland), each nation have their own historic background. As Scotland recently held a referendum on the question of separation from the United Kingdom, the unique characteristics of Scottish culture must be assumed different than the English, and therefore also different than the one of the United Kingdom. This separation of national-identity is however not apparent from the collective dimensions offered by neither Hofstede nor Trompenaar & Hampden-Turner. Baskerville (2003)

highlights studies conducted by Murdoch, and Scheuch amongst others, to point out the implications connected with disregarding the concept of ethnicity. As it is presented in the cultural dimensions, national heritage is not anthropologically equivalent to culture (Baskerville, 2003).

Identifying nation states as equal to cultural identity is highlighted as creating complications not only in relation to the overall understanding of the nation states, but also for the general understanding of the concept of culture (Baskerville, 2003). The response from Hofstede to this point of criticism, simply put boils down to the theory not being intended for cross-disciplinary use; *"Most accounting researchers couldn't care less about what anthropologists call what - as little, by the way, as anthropologists care about accounting research."* (Hofstede, 2003:811). Whether or not this argument accurately deals with the criticism at hand is debatable. However, in order to support the claims for applicability – and extending the use of this dimensions - Hofstede (2003), turns to anthropologist Malcom Chapman who provides credibility to the dimensions as *"academic dealing with cultural matters in the business and management arena"* (Chapman, 1997:18 cited in Hofstede, 2003:812). The argument is ultimately concluded by Hofstede (2003) in a statement declaring that it might not be an optimum quantifier, however, it is characterised as the only foundation for comparison which ultimately is *"better than nothing"* (Hofstede, 2003:812).

Related to the argument of validity in the case of this project, the overall justification for its' use is more or less based upon the same line of arguments as presented by Hofstede (2003), although not necessarily as ostentatious. Due to the very natural approach to the dimensions, the numeric values, the matrix does offer a platform upon which comparison is undoubtedly easy. Furthermore, it is purely used to create a foundation for a destination selection, and not intended as having an active influence on the business strategy, nor the management style. The criticism is taken into account, but not judged as a force undermining the way the tool is applied in this project, as personal interest, paired with the notion of the organisational nature of ActionAid, also had impact on the final decision of destination.

4.1.2.2 Quantification of Culture

The numeric value awarded each of the indices is the very aspect of this specific model which allows the basis of comparison. However, this is also a point of criticism by Baskerville (2003). As the selection process relied on this basis, the critique of the quantification holds significant merit.

The criticism on the quantification of culture is rooted in the anthropological understanding that culture is fluid and ever-changing. Baskerville (2003) presents anthropological studies giving credit to the subjects Hofstede has investigated, however, she does not validate the way the information is collected, nor the process through which it was shaped and presented. In the article where Hofstede (2003) is responding to the criticism from Baskerville (2003), he is neglecting to comment directly to the question on the use of a numeric system, and simply jumps to the reference to the lack of replication of the study (Hofstede, 2003).

The argument that culture can be quantified is not supported in social science. With that said, in the case of creating a foundation for comparison, the need for tangible information is understood and as long as it is not used actively to guide the management strategies, it is perceived as an acceptable sacrifice of research integrity.

4.1.2.3 Researching from Within or Without

Hofstede was hired by IBM to create a tool upon which management could adapt to the cultures present in the various nations with IBM departments. Baskerville (2003) argues there is a discrepancy between the methodology used within mainstream social sciences (cultural studies) and the one actioned by Hofstede. As is the case with the section above, Hofstede (2003) does not respond directly to the critique of his identified "Malinowskian dilemma". Baskerville (2003) highlights that the accepted fieldwork approaches for social sciences are not guided by a dilemma, but that Hofstede simply disregards research traditions (Baskerville, 2003:9).

The Hofstede dimensions was not conducted, nor initially intended, as part of the social science field even though it branches into it with the attempt to define cultural dimensions. The methodological critique points are not of direct relevance to this project, again as the model is not used to define key elements of the business set-up simply a preliminary tool.

Part Conclusion

The choice of destination was made with an anchor in the model on cultural dimensions by Hofstede, coincided with the attitude of the NGO MS/AADK and personal interest. On the basis of Hofstede (WEB), certain nation states offered a better cultural setup than others. The research

carried out for the model has been heavily criticised, especially within the field of social science. This criticism is here represented by Baskerville (2003). The question which has the largest influence on the idea of relevance to this project is related to the paralleling of nation states with culture by Hofstede. As Scotland is a country within a union, the information specifically related to this cultural heritage is not present in the model. And can therefore not be clearly identified in relation to the grounds for a TSE. Specifically separating the Scottish identifiers from the one of the United Kingdom, would be entering into the political debate on the Scottish independence, which is not the focus of this project. Baskerville (2003) does highlight valid critique points of the matrix, yet it is nevertheless deemed a useful tool, with no effect on the business strategy. However, the application of the model is not, as argued by Hofstede (2003), to be understood as evidence of the validity generally within social science. It is very much dependent on the manner of how it is utilised.

4.2 Non-profit TSE in Scotland

The analysis of the conditions and opportunities offered to non-profit ventures and SEs in Scotland, alongside the NGOs already working in and for (a better) Scotland, indicates that an NGO TSE could succeed given the opportunity. This chapter is focused on two different subjects related to the possibilities seemingly available to a non-profit TSE in Scotland. The first subsection is dedicated to the SE networks, and the second one highlights the specific circumstances which might benefit or hinder this specific type of TSE.

4.2.1 Supporting Networks for Scottish SE

Investigating SEs in Scotland, a simple Google-search was carried out in May, 2017. The search criteria were "Social Entrepreneurship in Scotland", and generated 721,000 results in 0.47 seconds. The organisation SENSCOT (SENSCOT, WEB) was displayed on the first page, not a paid placeholder position, and on page 3 Just Enterprise was found (Just Enterprise, WEB). SENSCOT is an abbreviation of Social Entrepreneurs Network for Scotland, a network of associates which aims to support social entrepreneurs in starting up, maintaining and developing their businesses (SENSCOT, WEB). Just Enterprise is a programme, receiving governmental funding to assist social entrepreneurs in the third sector to flourish (Just Enterprise, WEB). Both of these associations are but two of a lot of different possibilities for social entrepreneurs to benefit from.

The support system offered to social entrepreneurs in Scotland, appears to be an already implemented solution to the situation described by Sheldon et al. (2017) and Peredo & McLean (2006). The identifier *Social Entrepreneurship* is seemingly an open door to a supportive network, which does not appear to be present for other types of entrepreneurships. The article by Peredo & McLean is from 2006 and therefore predates the Scottish implementation of SE in policy documents in 2007 (Roy et al., 2014). This publication specifically highlights the need for supportive legislation to enhance the use of SEs. In the 11 years that has passed, research in SE has become further explored, yet the 2017 article by Sheldon et al. claims that social entrepreneurs “are often working in isolation and do not recognize themselves as being social entrepreneurs” (Sheldon et al., 2017:12) and therefore do not benefit from knowledge-sharing and support offered through hubs, networks and organisations. That might in fact be the findings by Sheldon et al., however, a quick google search (limited to Scotland) will bring several opportunities forth, also if the search criteria “social business in Scotland” is used. The fact that Scotland offers such an extensive support system is explained in the report by Roy et al. (2014). The interconnected agencies supporting SEs is here defined as an ecosystem (Roy et al. 2014:19), based on the number of organisations, funds and networks offering financial as well as informational support, not only limited to SENSCOT and Just Enterprise. In fact Roy et al. (2014) highlights more than 15 different entities, which might also have contributed to creating the fertile conditions resulting in more than 3,000 social entrepreneurs registered in Scotland (Roy et al., 2014:25).

As is apparent, the governmental structure as well as the “*distinct ... social heritage*” (Roy et al. 2014:6) made it possible for the Scottish government in 1999 to regain control of the third sector in the country, creating a system separate from the one of the United Kingdom. With such a strong governmental control, the sector is expected to have clearly defined guidelines and requirements however, there exists no legal definition of SE (Roy et al. 2014:6). With that said, there seems to be a wide agreement that the social value creation ought to be the focal point of SEs, not for profit generation. Additionally, SENSCOT offers an operational definition which concentrates on a fair and sustainable distribution of funds, time, and responsibility. As well as building on mutual respect and assistance in within the third sector (Roy et al., 2014).

As there is no overall limiting definition, the Scottish system seems highly advantageous and including of businesses with a social perspective. Furthermore, as the aspect of profit generation according to SENSCOT is to be invested in a beneficiary community or project, support to a development project would be possible as the community is not defined as having to be local. One of the social entrepreneurs highlighted by (Smith S. , 2016), specifically generates funds to a project in Africa. The other SEs presented focuses on supporting the local communities in Scotland through: housing and homelessness support; education and work experience for young people and people with disabilities; and health (ibid, 2016).

The supportive network and possibilities for ventures and entrepreneurs wishing to start a SE in Scotland seems extremely favourable. The points of concern presented by Sheldon et al. (2017), focused on the lack of self-identification as a SE subsequently leading to self-exclusion, seems significantly irrelevant in the case of Scotland, as the SENSCOT calls for an open and including attitude to business.

4.2.2 Realistic Project Assessment

Looking at the by SENSCOT suggested understanding of SE, the sole focus lies on their business set-up. The ownership of the SE is not determined which means that NGO work is not highlighted as a possibility, but nor is it explicitly excluded. The work of ActionAid focuses on the areas of education, poverty elimination and equality, specifically aimed at communities in Africa and Latin America. The work of “Power a Life” supports African children in their education, by providing solar powered lights to help them study at night (Power a Life, 2015). When researching the NGOs working and being present in Scotland (predominantly through job advertisements and Google searches), the results generated were of organisations predominantly focused on nature preservation through bio-diversity, human rights (LGBT and refugee rights), and education (poor people in the local communities, adults as well as children) (indeed - Edinburgh, WEB; indeed - Scotland, WEB)⁴. The aspect of innovation, and limited competition mentioned by SENSCOT does offer an actual possibility for creating a new SE even in a setting so accommodating as the Scottish one appear to be.

⁴ Saved in references on May 21st 2017 – possible other results in relation to job postings, and organisational presence.

Part Conclusion

The supportive network set-up in Scotland offers unique and fertile opportunities to SEs. The third sector is managed by the Scottish parliament, and is therefore not regulated by rules applied throughout the United Kingdom, which could have limited the positive opportunities present today. With such a high number of social entrepreneurs (+3,000) operating in Scotland, the network and funds available to entrepreneurs have an immense knowledge bank, and supporting system in place.

As it is the wish to further developing this system, internal competition and individual profit generation is not part of the Scottish SE understanding (Roy et al., 2017). A project like an NGO non-profit driven SE within the Tourism sector therefore seemingly has a realistic possibility for success.

4.3 TSE Re-branding Voluntourism

As Mottiar & Boluk (2017) argue for the use of SEs in a tourism setting, they highlight that there is a distinct difference to be found between a social entrepreneur and a social *intrapreneur*. According to the definition an intrapreneur is someone “*who create or motivate existing firms to generate social value via innovation*” (ibid, 2017:123). On the basis of this definition, the Globalhagen project seems to having been social intrapreneuring, not entrepreneuring, as this set-up was a completely new strategy for generating funds to the development projects supported by MS/AADK. Depending on the ownership of this replica project it might be either a SE, or a social intrapreneurship. To limit the possible confusion, the project will still be categorised as a SE, however, this new category helps generating validity to the creating of TSE, as these underline the importance in destination as well as industry development (ibid, 2017).

This chapter section will further investigate the probability of NGOs moving into the tourism industry which is discussed in the first sub-section below, and the use of volunteers away from the beneficiary-destination which is discussed in the succeeding section.

4.3.1 Perspective on NGO Implementation in Tourism

Whether or not NGOs in general ought to enter into the tourism industry might be impossible to answer. As there is a wide variety of NGOs, each with very different focuses and approaches to their individual missions. Only NGOs focusing on community development work through volunteering, is the type of NGO which is referred to as NGOs in this project-section.

Based on the theoretical principles presented by Wearing et al. (2005), the above mentioned NGO attitude offers a unique possibility for creating a new approach to tourism. The comparison of principles from Wearing et al. (2005), and Pollock (2016) as seen in figure 1 on page 18 above, is here used as a supporting argument to the request for a new and more sustainable attitude to the tourism industry as suggested by Lyons & Wearing (2008), Murphy & Price (2005), Sheldon et al. (2017) amongst others. It is predominantly through means of alternative tourism that a responsible and sustainable approach to the industry is realised. In the articles revised eco-tourism and voluntourism, the latter being especially relevant to this project, is evidentially popular choices for non-mainstream tourism strategies. Lyons & Wearing (2008) present voluntourism as a phenomenon which has gained significant market share in the tourism industry. This can arguably have negative as well as positive impact on the local communities, which is highlighted by McGehee (2008), Li (2006) and Wearing & McGehee (2013) through very different angles on voluntourism. The question on whether implementation of NGOs through voluntourism ought to be executed from a distance, or within the beneficiary community in a developing country e.g. Africa and Latin America, is where the discussion ought to be focused.

Guttentag (2009) and McGehee (2008) are highlighting some of the possible negative aspects to voluntourism. These include, but are not limited to; neglecting of the locals needs and desires, disappointing outcomes of the (often unskilled) work, and hindrance of local work opportunities. On the other hand, Li (2006) argues against one of these suggested negative outcomes; the lack of community engagement in the decision making process. Depending on the project, the lack of community participation is not necessarily equal to lack of financial gain (Li, 2006; Tosun, 2000). In regards to the other possible critique points and negative outcomes of voluntourism, the argument for actively inviting NGOs to enter into the industry would be to present a way of volunteering which theoretically eliminates as many of the negatives as possible.

With volunteering taking place outside of the beneficiary destination, the possibility of volunteers taking jobs, and providing unskilled labour with poor results in local communities, as referred to by Guttentag (2009) will significantly decrease. The entire premise of the Globalhagen project is that the volunteering takes place in the profit generating country, and the beneficiary country only receives the money and support. They are themselves hereafter responsible for the follow-through of the project to an accepted quality.

4.3.2 TSE Sustainability

Sustainability is to be related to not only the business performance, but also the manner of industry engagement. On the basis of implementing NGOs in a sustainable way in tourism, the volunteering is suggested to take place outside of the beneficiary country, creating a conscious split between the host, and the beneficiary entity. One way of doing this is in the form of an NGO utilising the hospitality industry through a non-profit driven hostel. In order to minimise the costs of running such a hostel, the set-up would have to draw on voluntary work. The geographical disassociation from the developing country creates a unique setting of opportunity. A developing country is here being understood as one in Africa or Latin America as is the focus of ActionAid international & MS/AADK.

Based on Butcher & Einolf (2017) there are a wide variety of volunteer categories. As is very apparent from the preceding section, the volunteering intended for this type of venture would be identified as volunteering for social networks, but naturally based on personal motivation and inclinations. The volunteering is to take place within the local community of e.g. Edinburgh, by people wanting to support a developing country, but still remain in the comfort of their own developed western country. The volunteers are in this case able to continue their own lives in terms of work, study programmes, family and friends, yet still support an organisation and a specific project benefitting a developing country. The possibility for this set-up to be realised can be further supported by the motivational factors identified in the volunteers from Globalhagen; the organisational cause (altruism), the atmosphere in the café/hostel reception (social comfort) as well as the being able to network (socialising, self-enhancement). The latter was in the questionnaire survey identified as being the predominant explanation, or enticement, for staying (Group Interview, 2016; Questionnaire Survey, 2016).

Even though Butcher (2010), and Butcher & Einolf (2017) struggle to find ONE definition of volunteering, there seems to be consensus in the two selected variations constructed by the UN Volunteers and the ILO. Volunteering is generally speaking identified as; unpaid work benefitting something or someone other than the volunteer, and undertaken of the own free will of said individual (Butcher, 2010; Butcher & Einolf, 2017). When combined with a tourism social entrepreneurial concept, the social character of the volunteering is not the only vital focus-point, the financial prospects also need to be taken into consideration. Santos (2012) highlights SE as “(...) *an important economic phenomenon at a global scale*” (ibid:335), which leads attention onto the economic aspect of not only SE, but also tourism as an industry. Yet, according to SENSOT, SE ought to strive for generating profit for a greater good, and with tourism being understood as a universal profit-generator, a TSE should support a project with a social component.

Besides the obvious financial gain a TSE ought to have in order to be a successful venture Murphy & Price (2005), Santos (2012) as well as Pollock (2016) highlight two additional dimensions to be included if it is to be a success yet sustainable business; Environmental and Social. This on the other hand raises the question of who in reality benefit from the SE, and what the actual motivation of the social entrepreneurs is. Taking away the motivation for generating a personal fortune, only altruistic motivations are left. The motivations of the social entrepreneurs is discussed in various text, and in line with the motivations described in connection to volunteering, creating social value and helping out less fortunate members of society (locally as well as globally) is the primary driver (Boluk & Mottiar, 2014).

Part Conclusion

With the right type of NGO and the right TSE, use of volunteers can take place outside of the beneficiary country to limit any negative impact on the local beneficiary community. NGOs seem to have options available to them to develop a thoroughly sustainable and responsible tourism industry. With tourism social entrepreneurs striving to generate social value via environmentally sound businesses, and donating any profit to a developing country or project, it would theoretically be an optimum solution to the conditions criticised in the articles by McGehee (2008), Murphy & Price (2005), Pollock (2016), Wearing et al. (2009) amongst others.

4.4 MS/AADK and AAUK

Mellemfolkeligt Samvirke/ActionAid Denmark (MS/AADK) is a semi-public NGO. This is to be understood as an NGO which receives governmental funding as part of their fiscal expectations. However, within the past decade, the organisation has lost a sever percentage of the funding from governmental entities, and have had to develop new forms of profit generating activities to support the continued existence of the organisation. This is where the Globalhagen venture came into play, as an attempt to generate funds to development projects in Denmark as well as in developing countries in an alternative fashion.

Looking into the way ActionAid UK (AAUK) rely on financial support from public grants, funds and private donations (ActionAid UK, WEB), the amount of money generated from within AAUK in 2015, was according to the records shown on the webpage was less than 0.5%. In comparison MS/AADK in 2015 had 5% of their funding coming from the category identified as “other” (profit generated within MS/AADK) (Mellemfolkeligt Samvirke, WEB- FAQ).

TABLE 2 – AAUK income in 2015 in percentage.

Committed Giving	50.38%
Appeals, individuals, legacies	10.71%
NGOs, Trusts, Companies	8.88%
Disasters Emergency Committee	6.58%
Government & EU	23.43%
Other	0.15%

The possibility of losing some of the future funding to the AAUK department, could be in the form of losing sponsorships, grants and private donations. MS/AADK, being of the political opinion it is (Danish left-wing), has suffered this decrease in support, and with the recent political developments in Europe, as well as on an international scale, AAUK could fall victim of the same crucial lack of future funding. A TSE, as evident of the Globalhagen project, could be one such venture limiting said dependency on external financial grants. According to the statistics of Edinburgh, the number of tourists in 2014 was about 4 million (The City of Edinburgh Council, 2016), and with a tourist location drawing in millions of visitors every year, there is an entire market which AAUK have not yet tapped into. Besides the visitor numbers, Edinburgh and

Scotland have additional benefits in terms of the unique approach to social entrepreneuring. As evident on the material presented, SEs are often guided by regulations and financial benefits which either enhance or hinder the use of SE in business. Buzinde et al. (2017), as well as Sheldon et al. (2017), argue for the importance and availability of such regulations. Buzinde et al. (2017) specifically state that *“socially driven business endeavors benefit from the existence of policies that favor a social value driven entrepreneurial climate (Hall et al., 2012). However, the existence of such policies does not necessarily yield nor foster growth of social enterprises”* (ibid:26). As is apparent from the argument in section 4.2.2, this might very well be a valid in the general theory, and is definitely something worth considering before embarking on a SE. Nonetheless, with the indicated support network and possibilities offered social entrepreneurs in Scotland, the nurturing attitude to SEs dominating the Scottish approach would be extremely fertile for this, admittedly theoretical, project.

As hypothetical as this project might be at this time, MS/AADK has recently developed a new organisational strategy, which includes the proposed opening of an additional 50 Global Platforms (educational centres/knowledge hubs) around the globe. The specific structures and set-up of said platforms has not yet been determined, and would be an interesting opportunity to realise this project. The specific goal from MS/AADK gives this project a realistic prospect in relation to socio-economic development projects. In the first draft of the new strategy as provided for this project, it is phrased as follows: ***“Point 4.Expanding internationally through the AA and GP networks – Scaling social-economic concepts, units, knowledge, and networks to a global level.”***⁵. Such an international knowledge is here suggested as a replica-project of the Globalhagen Hostel, only located in Edinburgh. However, as this opportunity is a possibility through the MS/AADK strategy and not AA international nor AAUK, the question of ownership, daily management and responsibility for delegating any profit generated to a development project is the next step to be considered.

The opportunity for re-creating the TSE is made possible by the MS/AADK strategy. The Danish strategy is in line with that of ActionAid International, yet this project is specifically focused on a geographical area technically under the governance of AAUK – Scotland, which has a slightly different vision than MS/AADK. With an anchor in the SCALERS suggested by Bloom & Smith (2010), a social entrepreneur has to be aware of specific aspects when attempting to expand a

⁵ **Udvide internationalt gennem vores AA og GP netværk** – Skalere socialøkonomiske koncepter, enheder, viden, netværk til globalt niveau. (Original text from first draft strategy from MS/AADK p. 17)

project. The SCALAERS model is an acronym for; Staffing, Communicating, Alliance-building, Lobbying, Earnings-generation, Replicating, and Stimulating market forces. Based on the line of thought suggested by Bloom & Dees an eco-system analogy highlight how social entrepreneurs “must leverage complex systems of interacting players in rapidly evolving political, economic, physical, and cultural environments” (Bloom & Dees, 2008:48). The SCALERS model offers a somewhat structured checklist to follow when looking to expand a SE. The intricate relationship between the business, political changes and customers/recipients is in this suggested replication essential. The Staffing will have to be, as is the case with Globalhagen, paid staff in essential positions – Manager, an administrative assistant, a volunteer coordinator, and volunteers to cover the shifts. Communicating the vision and mission of the organisation of ActionAid is vital to draw in volunteers. Alliance-building and Lobbying are both important, as this would not only strengthen the business, but also the concept. Co-operating with other social entrepreneurs looking to help young people into work could be one possible opportunity. The Earnings-generation would be through the paying guests and customers at the hostel. The Replicating aspect would be in terms of the know-how already generated from Globalhagen, which would hopefully limit issues. In terms of Stimulating market forces, the hospitality sector is well developed in the destination, however, this new take on it might bring positive attention and thereby generating customers.

Part Conclusion

This theoretical work is undertaken with an anchor in the newly presented strategy of MS/AADK, where new socio-economic concepts are to be explored on an international scale. As AAUK exhibits lack of financial independency, a TSE to generate profit from tourists in Edinburgh is suggested as a solution. However, as MS/AADK has proposed the opening of 50 new Global Platforms, and also holds practical knowledge of running a TSE, it is suggested that MS/AADK initiate this project, with the intention that AAUK, eventually takes over, and reaps the financial support generated as well as establishes co-operations with other SEs.

5. Project Conclusion

Various scholars highlighted throughout this project, have called for a change of attitude in the tourism industry. The “business as usual”-strategy is slowly being phased out and replaced by a more responsible approach. This is encouraged to happen through e.g. social entrepreneurship in a tourism setting. These does not only attract attention to socially responsible attitudes as a given, but are also expected to generate environmental as well as financial sustainability in the sector.

ActionAid is an NGO specifically promoting universal equality, adequate education and poverty alleviation. These agendas are highly compatible with the theoretically expected intention of a Tourism Social Entrepreneurship (TSE). Traditionally NGOs are identified in tourism as the organisers of voluntourism, where people, often of the western world, engage in advertised altruistic activities in a developing country. However, as tourism research have documented, not all volunteer activities have had the intended positive outcome. In order to maintain a positive development, i.e. fostering independence and self-sufficiency, the use of volunteers in an NGO TSE is proposed to maintain in the western world. With the disassociation from the beneficiary community, financial support can be generated without creating negative results on the destination.

On the basis of the cultural dimensions by Hofstede, the United Kingdom, and thereby Scotland, seemingly have characteristics specifically favourable for a TSE fulfilling the social aspect through charity work. The analysis uncovered a unique condition present in Scotland, consisting of an official support system for Social Entrepreneurships, paired with a presence of various charities and Non-Governmental Organisations. This suggests a tradition for voluntary work, significantly auspicious for NGOs like ActionAid.

It is, based on the findings of this project, argued that an NGO driven TSE aiming at assisting universal poverty alleviation and equality in developing countries, would thrive in the unique setting present in Edinburgh, Scotland. The NGO hostel in Scotland is thought to be a means for AAUK to become more financially independent. However, realistically MS/AADK is expected to initially take ownership of the project, only later on to act as a consulting unite, and eventually hands over the project to AAUK.

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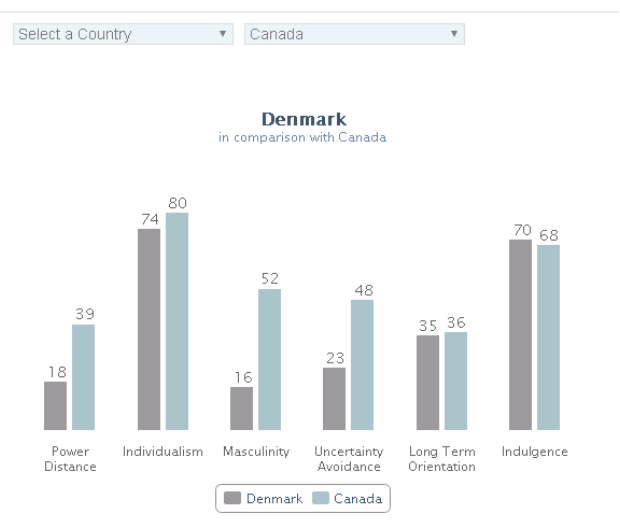
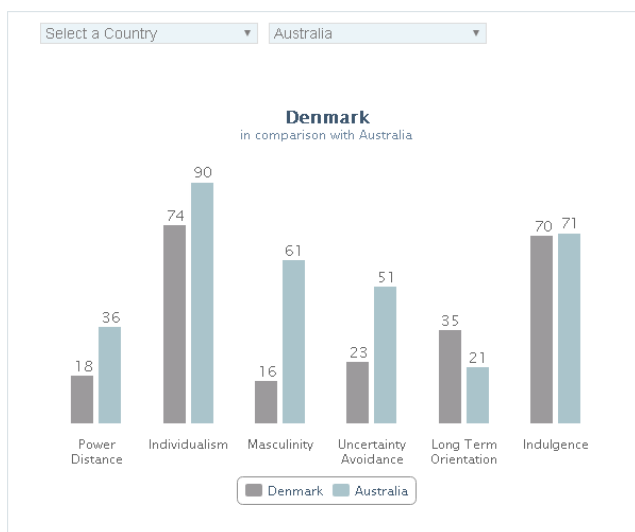
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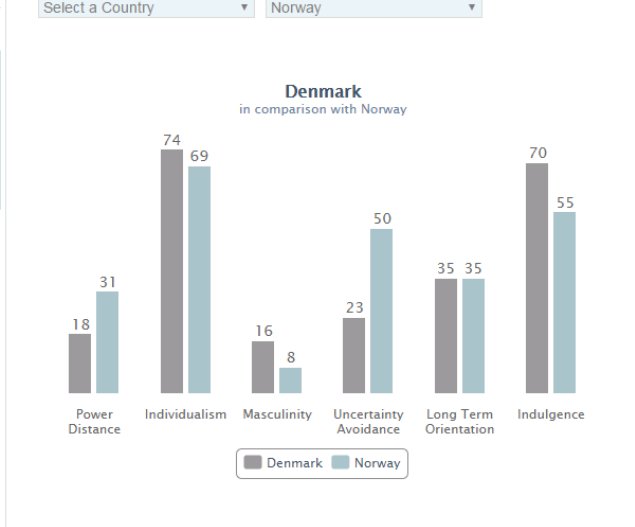
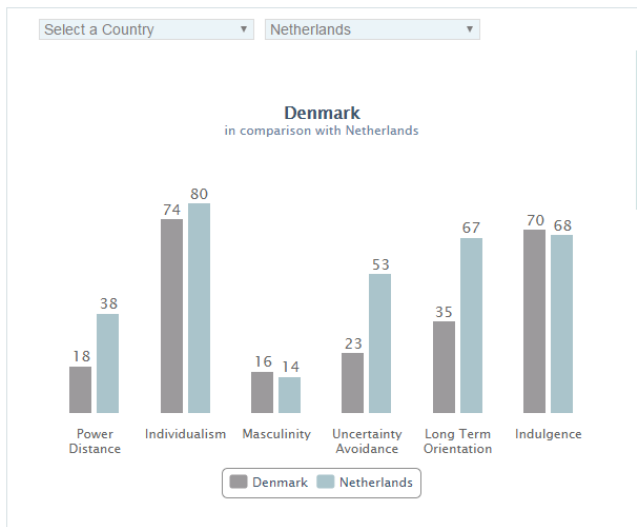
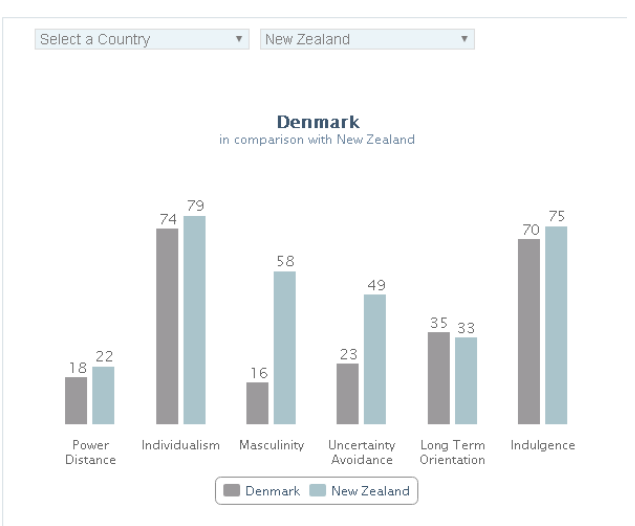
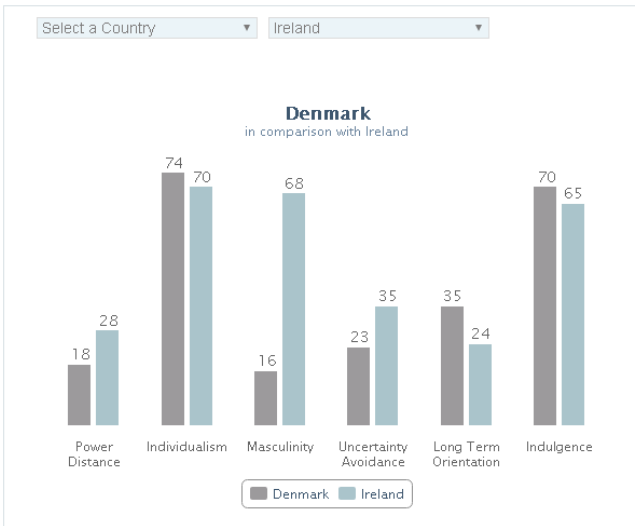
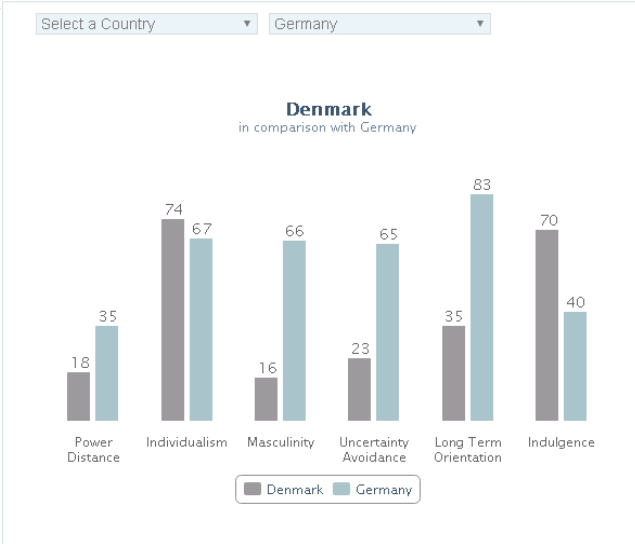
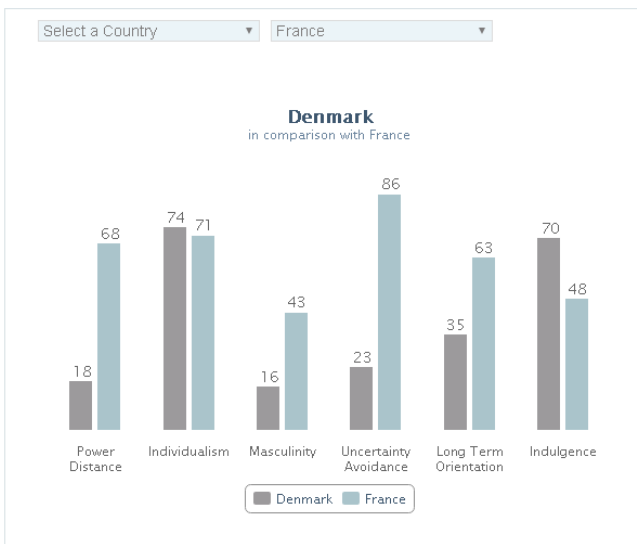
Appendix

Appendix 1

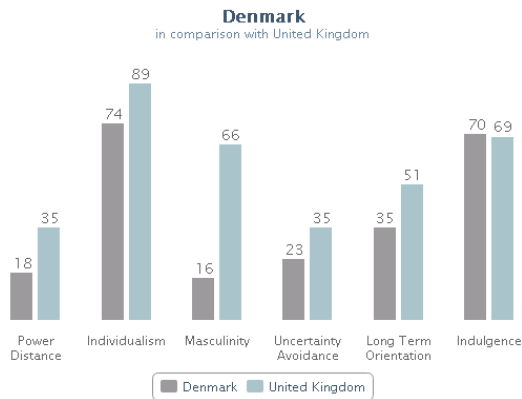
Country	PDI	IDV	MAS	UAI	LTO	IND
Australia – 1 (mas)	36	90	61	51	21	71
Canada – 1 (mas)	39	80	52	48	36	68
Germany -2 (mas, ind)	35	67	66	65	83	40
France – 2 (pdi, ind)	68	71	43	86	63	48
Ireland – 1 (mas)	28	70	68	35	24	65
Netherlands*	38	80	14	53	67	68
New Zealand – 1 (mas)	22	79	58	49	33	75
Norway*	31	69	8	50	35	55
United Kingdom – 1 (mas)	35	89	66	35	51	69
Spain* - 2 (pdi, ind)	57	51	42	86	48	44
Sweden	31	71	5	29	53	78
COMPARISON COUNTRY - Denmark	18	74	16	23	35	70

Low – 0-30 Low-Med – 31-50 High-Med – 51-70 High – 71-99

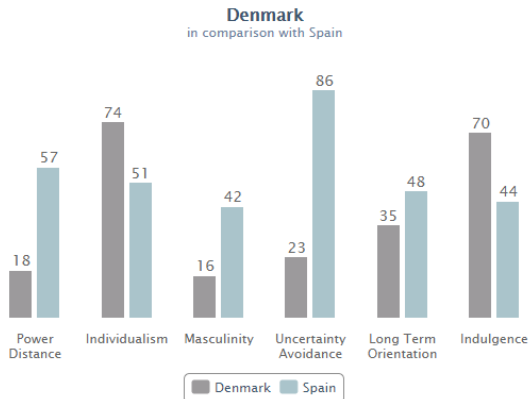




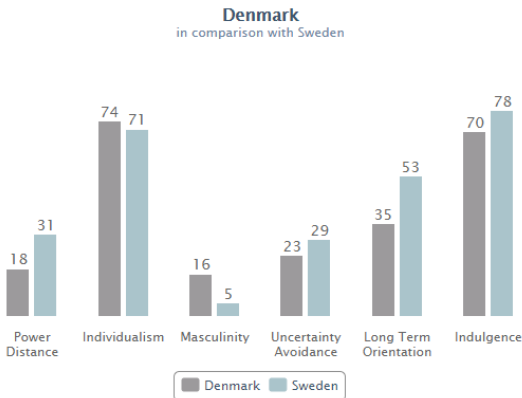
Select a Country ▼ United Kingdom ▼



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Appendix 2

Volunteer survey 1:

1. How old are you?
2. Gender?
3. How did you hear about Mellemrummet and its volunteer-driven ideology?
4. What motivated you to start as a volunteer?
5. What keeps you happy and ensures that you continue as a volunteer?
6. What do you think about the level of promotion in terms of volunteer recruitment? Do you have any suggestions?
7. Having volunteered for "x" amount of time, can you list 3 points of success & 3 points of common issues/challenges you have experienced at the Cafe?

Responses to survey

Respondant 1

#1 18-29

#2 Female

#3 I went travelling with MS and therefore visited the café a few times. One day one of the volunteers on shift told me that it was volunteer driven. (MS knowledge + word-mouth)

#4 I had plenty of time during my summer break and I loved the atmosphere at the café, so I decided to give it a go! (TIME AND ATMOSPHERE)

#5 That the atmosphere in the café and hostel is warm and welcoming for everyone. When I've had these great shifts where I balance perfectly between working hard and having so much fun. And when I feel and see that my work is actually valuable and appreciated. (ATMOSPHERE & VALUED WORK)

#6 Maybe we could paint small "facts" on the walls or on posters about the café and its ideology.

#7 I've been here for six months, and the two points of common issues I can think of right now, would be when I feel that some volunteers try to take advantage of being at the café (for example trying to make us on shift give them free drinks or whatever), when volunteers don't do their job properly (doing the cleaning too fast) - and forget that we actually sell food and beverages and therefore need a certain standard of hygiene. (VOLUNTEERS TAKING ADVANTAGE AND NOT DOING THINGS THOROUGHLY)

The three points of success would be when customers are surprised (and interested) when they hear about the volunteer ideology, when you just get the best friends from all over the world and

nationality or background doesn't mean a thing and everyone wants to work hard for a good cause which just creates an incredible vibe, and when I drop by the café for 15 minutes but end up staying there for 3 hours because I just don't want to leave! (CUSTOMER SATISFACTION WITH CONCEPT)

Respondant 2

#1 50 and above

#2 Female

#3 I am a member of MS and got a mail, sent to +55 years old members. It was inviting us to be volunteers in Mellemrummet (MS MEMBERSHIP)

#4 The Cafe is cozy and the volunteers has interest for global issues (ATMOSPHERE AND CAUSE)

#5 The atmosphere in the Cafe and the possibilities of close connection to MS's activities (ATMOSPHERE AND CONNECTION TO MS)

#6 It has improved within the last year

#7 Success:

1) Opening the hostel

2) More volunteers who are from other countries

==> (INTERNATIONAL ENVIRONMENT)

Common issues:

1) Volunteers do not know enough about MS, Action Aid and where our money goes.

LACK OF KNOWLEDGE REGARDING THE CAUSE, NOT ENOUGH INFO PROCESSING

Respondant 3

#1 18-29

#2 Male

#3 Friends (word-mouth)

#4 network, CV, cause, interaction (ADD TO CV, SOCIALIZING AND CAUSE)

#5 Friends and Coffee (ATMOSPHERE, SOCIALIZING)

#6

#7

Respondant 4

#1 50 and above

#2 Male

#3 Got a mail as a member of MS (MS MEMBERSHIP)

#4 Would like to do something extra

#5 Serving and talking with other people and being together with other volunteers no (BEING A PART OF THE TEAM + SOCIALIZING)

#6 No

#7 Happy guests when finding out about the concept

Respondant 5

#1 18-29

#2 Female

#3 By stumbling across it on a night out. (Come Across)

#4 I rented some space above the cafe before it was a hostel, so when I moved I didn't want to say goodbye.

#5 Respect is the most important thing for me, so as long as I feel appreciated I will continue. (FEEL VALUED)

#6 I do not see much other than the fairs and posters in the cafe. Perhaps we could use social media more and promote via facebook.

#7 - Very welcoming

- Accommodates all skill sets, has something for everyone

- Holds some very diverse events

Issues:

- A bit disorganised, there is a difference between saying you want something to happen and actually getting it done. (ORGANIZATION)

- A small sense of hierarchy, where they think the rules 'don't apply' to the older volunteers.

- No more non alcoholic beer ;)

Respondant 6

#1 30-39

#2 Female

#3 I was a volunteer at Roskilde Festival many years ago and met some of the people that help start the cafe. Also I've known Maja Gregersen for many, many years. (KNOWS MS PERSON (WORD MOUTH) ROSKILDE FESTIVAL PARTNERSHIP)

#4 Both because I needed it to get into a school, but also because of my interest in stand-up. And now it's been more than 4 years! (PERSONAL NEED)

#5 The other volunteers/friends and the atmosphere in the cafe. Everyone is always welcome. But of course also that the stand-up Mondays are a success. (SOCIALIZING)

#6 There are flyers in the cafe but I'm not sure that people notice what they say. So maybe making posters to put on the toilet doors could be an idea. But it's hard when there's currently only two people in the PR-group. (POOR - FLIERS WHICH PPL DON'T LOOK AT & 2 PPL IN PR-TEAM)

#7 I love that we, the volunteers, have so much to say about how we want to run the cafe, and that people still/constantly come up with new ideas for improvement. But people should also listen to the experiences the people that have worked at MR for years have made so that things that don't work aren't repeated again and again.

Through out the years I've met many different people with different backgrounds. The thing with MR is that everyone is always welcome as long as you have a good attitude about being there. It can only be a problem if people that have a bad attitude, steal, doesn't clean up for the next people on shift etc get too many chances. I know it's difficult to fire people that are volunteering but there has to be a limit. The social life in the cafe means a lot. When you like the people that you work with it's way more fun. And for example the Christmas party (tonight) is one of the biggest events of the year. Everyone does a lot to dress up in great costumes and it's just a lot of fun.

Respondant 7

#1 18-29

#2 Female

#3 Through Global Contact that I travelled with in 2015 as a volunteer for Mellempøkkeligt Samvirke. (MS INVOLVEMENT)

#4 The possibility to help the platform in Palestine + the atmosphere and social life in Mellemrummet - also the shifts and the freedom to choose is awesome. (ATMOSPHERE AND CAUSE)

#5 The other volunteers. It is always nice to come down to the cafe and meet all of your friends. Also, the cafe is just cosy - both to study and party. (ATMOSPHERE AND SOCIALIZING)

#6 I think that it is nice that Globalhagen is promoting via Facebook and the booking sites, but I also think that MellemRUMmet could be advertised better both via Facebook and Instagram

#7 I have volunteered for almost a year now and I have almost only experienced good times and successes. First of all, I have met some of my best friends - I have already travelled with one of the other volunteers twice to Berlin and Cracow, and soon we'll leave for Barcelona. Secondly, I have met so many different people. Coming from a small town in the Northern part of Jutland, it has been a huge change to come to such a welcoming and multicultural place such as MR. Last time I had a shift, I was working with a guy from New Zealand, a German intern, a British hostel worker and then Pancho from Chile came down - it is amazing how many different people and cultures are represented at the café and it is such a great opportunity to learn about these other cultures, to get inspired to travel and so much more. I just love MR <3

Respondant 8

#1 50 and above

#2 Female

#3 MS Membership

#4 To do some meaningful activities after retirement. (CAUSE, KEEPING BUSY AFTER RETIREMENT)

#5 That I meet a number of different people, who like the place! (SOCIALIZING & BEING PART OF A TEAM WITH THE SAME CAUSE)

#6 I do not know

#7 Successes:

High commitment among all volunteers behind the bar

Good descriptions of common procedures

???

Common issues:

Level of knowledge about MS is low among a number of volunteers

???

Respondant 9

#1 50 and above

#2 Male

#3 I found it on Jobindex (ONLINE JOB AGENCY)

#4 All the things that Mellemfolkeligt samvirke Stads for + The great intro meeting. (CAUSE)

#5 Responsibility, ownership of the cafe, good colleagues, influence. (FUN, SOCIALIZING)

#6 I'm actually one of the persons, that have intro meetings, and yes, I think we can do it better. We need a good flyer/poster that describes MS, the hostel, MR, all the groups and all the things that is actually possible to do, if you want to get involved. We need a great team that can take care of all the intro meetings, and we could share the flyers/posters on all the various universities and colleges. (LACK OF CLARITY)

#7 1. I can involve myself so much I feel like in MS, MR and hostel.
2. It's a great place to get new friends/meet new people. 3. That you actually makes a difference (right now we are sending money to Zambia).

1. There is no synergy between MS, the hostel and MR and that's a big problem. 2. Projects and ideas disappear into thin air. (There can be many reasons).

3. Transparency in the groups, and how they work. How long can you sit on the throne!!! Is it possible for a new volunteer to change things that already happens or try to do it better!! (We have always done this since we started).

Respondant 10

#1 30-39

#2 Male

#3 Mellemfolkeligt samvirke (MS KNOWLEDGE)

#4 Sense of social responsibility (CAUSE AND ATMOSPHERE)

#5 Good working conditions (ATMOSPHERE & FUN)

#6 There isn't enough emphasis put on the quality of volunteers e.g Thomas :-)

#7 Not enough space

Respondant 11

#1 18-29

#2 Female

#3 My friend was a volunteer. He had heard about it through his older brother. (WORD-MOUTH)

#4 I love the atmosphere of the café, and I wanted to be a part of that (ATMOSPHERE)

#5 The nice and wonderful volunteers I work with (SOCIALIZING)

#6 Maybe go out to schools and promote it (lack of clarity)

#7 not really. If there is an issue we fix it right away

Respondant 12

#1 18-29

#2 Female

#3 Through two friends from my previous school. One of them worked at the café and the other in the MS Aktivistgruppe and she had heard great things about the café. (WORD-MOUTH)

#4 First of all I was in a bad place in my life and needed to get "back on track" and meet new people and make new friends. I needed a social arena where I could be the real me. Second, I've been a volunteer in other projects and love the feeling of giving to others, so I thought MR would be a good place for me to do that. (GETTING ON TRACK, SOCIALIZING, CAUSE)

#5 The amazing volunteers who have the best spirit and energy. Drinking tickets. The events we do together as volunteers when we're not at work. (SOCIALIZING & ATMOSPHERE)

#6 I think it's okay. It could be better, but on the other hand we get new volunteers all the time so recruitment doesn't seem to be a problem. BUT we could, when advertizing for the job as a volunteer at MR, say that all people who are (for example) "energetic, willing to help and cooperate, keep their duties and take it serious to take three shift pr. month are more than welcome" - just to let people know that everybody are welcome, but there are a few demands. So people are aware of, that they can't just 'slack it off' as a volunteer. (it is ok but promotion of seriousness could keep unserious volunteers away)

#7 Succes: new great friends, a social community where I feel safe and welcome, making the guests feel welcome.

Common issues: people "slacking off" on the job (fx not doing their duties, drinking beer with their friends more than helping in the bar, not meeting in on time), not closing at the right hour but keep partying, some people in the café feel like they have "more to be said" and feel like they have some sort of authority to take charge even though were all in this together, which can be a bit uncomfortable.

Respondant 13

#1 30-39

#2 Male

#3 Through my internship at globalhagen

#4 Meeting various types of interesting people (social)

#5 A good work environment with highly motivated volunteers (ATMOSPHERE & PEOPLE)

#6 Not really, just need more diversity

#7

Respondant 14

#1 18-29

#2 Male

#3 Friends, who are/were volunteers, brought me to the café as a guest. (WORD-MOUTH)

#4 The café quickly became my go to place to go out, thus I was organically entered into the herd. (INITIAL LIKING TO THE PLACE AND NUMEROUS EXPERIENCES THERE)

#5 The people there. Knowing that I can always come by and see friends. (SOCIALIZING)

#6 N/A

#7 I have been there on/off for little more than a year. A few good things, The hostel, great for business. The recent increase in "contact" from the platform in Zambia, as it makes the result of our efforts more tangible. The mix of old and new faces, as well as increased number of nationalities. Also, the timeplan often seems quite full.

The bad, the transition between no hostel and hostel was less than smooth. But I also feel like the learning process around this has been exemplary. One last thing I noticed, is a decreased level of professionalism from the café volunteers. Often relying or pushing responsibilities unto others, especially the hostel staff. (I have no idea how real this is, I just get the expression from time to time)

Respondant 15

#1 18-29

#2 Female

#3 I came here because of Tatort

#4 I wanted somewhere to hang out and a place to party. And then it's a plus that it's for good causes (cause social)

#5 Good parties and events once in a while. Nice friendly people who are open to knew people. International environment.

#6 Hmm. Maybe campaigns once in a while. Or just more events, that could attract people and then they might start volunteering

#7 Common issues: Lack of knowledge/information sharing among the volunteers. People are on shift and don't know stuff because they didn't see it on FB. Lack of leadership of the volunteers (though I think it works quite well most of the time). People drinking for free (though I'm not sure how common or "bad" it is). Success: People help each other, even if they are not on shift. People are good at inviting new people in. Good with Schedules and laminated recipes to ensure the appropriate quality and knowledge.

Respondant 16

#1 18-29

#2 Male

#3 Through a friend volunteering

#4 The cause is great and the opportunity for a new social environment (Cause social)

#5 The new friends I have made and the same reason I started

#6 I'm not sure, they have some meetings but not much promotion that I know of

#7 Good: 1) Atmosphere, 2) volunteers Bad - Different training for new volunteers means different understanding, standard and performance

Respondant 17

#1 18-29

#2 Female

#3 I came to Mellemrummet with some friends and heard about the concept from the volunteer who served us

#4 When I heard of the concept and that it was for a good cause I became interested (cause)

#5 Contributing to a good cause and meeting people from different countries

#6 Well I walked in and had no clue until I was told, so I guess it could be better?

#7 Good: Environment of the work, people and guests.. Bad: I don't really know much about MS. I think there are some different "performance" levels - some people seem to be more lazy and not know what to do making work harder for the other person on shift

Respondant 18

#1 18-29

#2 Female

#3 From a friend who is a volunteer

#4 The cause, and I thought it would be nice to be in a new team with new people (cause Social)

#5 the cause we work for and the volunteers

#6 I don't really know much about it

#7 Good: Atmosphere Bad: The management of new volunteers is not so good. Once there was a new volunteer and the other cafe person on shift was on his second shift so he couldn't really help much

Respondant 19

#1 50 and above

#2 Female

#3 MS membership

#4 To keep active and be a part of a good cause (cause)

#5 Being around young people makes me feel younger! Atmosphere and commitment from the volunteers

#6 I'm not too sure about how others found out, I know from another volunteer my age that she also heard about it through MS membership

#7 good - Everyone's commitment to a good cause, atmosphere.. Bad: people get trained on different days by different people, some are a lot better at doing the work than others

Respondant 20

#1 18-29

#2 Male

#3 Through a classmate and friend

#4 the chance to meet new people, and the cause (cause Social)

#5 I have made friends here and shifts are usually actually fun!

#6 We have a small advertising board outside promoting event, there's a small section regarding volunteering but probably nobody reads it

#7 Good: I have not come across someone who wasn't there for the wrong reasons, I think most people seem committed to the cause and also having fun Bad: Even though everyone is committed, there's always people with different knowledge and skills

Appendix 3

Group interview/volunteer intro meeting at café Mellemrummet 28.11.2016

At the intro meeting for volunteers-to-be (vtb), on Monday the 28th November 2016, I used the setting to gather some data for the project. We had 10 people participating in the meeting. The gender division were 50/50: 5 men, and 5 women, of varying ages from 19-end 20s. After a brief introduction round the intention of the questions were clearly stated, and the participants were promised complete anonymity. Furthermore, if they did not wish to take part, they were more than welcome to refrain from answering. As the questions were not of a personal nature, all participants answered the questions, some in more depth than others.

The majority of the interested vtb expressed altruistic motives.

The questions asked where:

1. Where/How did you hear about Mellemrummet and Globalhagen?
2. Why do you want to volunteer? And what do you wish to gain from it?
3. Have you volunteered other places before?

Question one was answered in various ways: some had friends who already worked as volunteers for Mellemrummet, or directly for MS/AADK in the Campaign or People4Change departments; others were looking for a volunteer position but in a different setting than some of the other places in Nørrebro (one mentioned Retro); and a couple of people had come across the café while researching hostels for friends coming to visit.

All vtb answered the second question with regards to “helping out”. Only 2 were aware of the designated beneficiary project the café supports in 2016 and 2017 being Zambia, but others knew the reputation and image of Mellemfolkeligt Samvirke/ActionAid Denmark (MS/AADK) and their mission, and wanted to lend a helping hand, for the “greater good”. Aside from altruistic motives, the vtb also expressed a desire to gain additional work experience, and skill sets in café/bar work. The work as a volunteer does not require any experience, and this was clearly expressed as a motivator to try out Mellemrummet, while also supporting the project. 2 of the vtb were foreigners. Both have been living in Denmark for a longer period of time, but felt that the volunteering was a great way to meet new people.

The third question was meant as an indicator of the authenticity of the altruistic motivation. If the vtb had been volunteering before, the desire to “help out” seem more profound. Half of the vtb had previously volunteered, locally as well as internationally, where the other half wanted to try out the field of volunteering before committing to e.g. “going abroad and help out poor people”.