

From Grassroots to Business Suite

How Sustainable Movements change the Ways of doing Business

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Synopsis:

This work describes the master thesis of the author on the fourth semester of the Entrepreneurial Engineering program at Aalborg University. Inspired by the climate protests of 2019, the thesis revolves around the intersection between sustainable movements and entrepreneurship. This research explores the parallels between entrepreneurship and sustainable movements and evaluates chances for co-operation.

The thesis investigates the relation of sustainable entrepreneurship and grassroots initiatives. Therefore, an empirical study was conducted, interviewing voluntary participants of four different sustainability-related movements, and entrepreneurs, as well as company representatives whose business' is linked to the movement's cause. The case partners are asked about their motivation, (voluntary) work, perspective regarding the movement or movement-related companies and attitude towards growth. The results are presented and compared with respective literature. Based on the results of the analysis and the literature review, recommendations are presented.

Preface

This Master Thesis is written by Carina Noëlle Schüssler in the course of the Entrepreneurial Engineering Master's program at Aalborg University. For the empirical study within the thesis, 14 participants have agreed to share their insights on their commitment for sustainability within their company or grassroots initiative. The participants are involved in one of the four movement categories that are analysed: Fair Fashion, Foodsharing, Repair Culture, and Zero Waste. The research goal is to discover parallels between grassroots initiatives and sustainable entrepreneurship engaging within the same field and to explore how cooperation can succeed. This question is additionally reviewed with the perspective on scaling, as this constitutes a significant change on the organisations impact.

Knowledge and methods for the thesis have been obtained through supervisor meetings, lectures, external literature etc. Throughout the thesis there are several references. These are compiled at the end of the report in a complete bibliography. The references will follow the standard Harvard model, so that the references are presented as so; [Surname, Year]. These references lead the reader to the bibliography where literature is submitted with author, title, edition and publisher, while web-pages are submitted with author, title, and URL. Web presences of the four movement categories and the respective case partners are presented in footnotes. Figures and tables are numbered according to the chapter, i.e. the first figure in chapter 5 would be numbered 5.1 and the second 5.2 etc. Explanatory text is displayed below the figures and tables. Acronyms are listed in the List of abbreviations in alphabetical order. German quotes from the case study have been translated and numerated. The translated version is presented in the analysis, the original quote can be found in the appendix.

Acknowledgements

First of all, I would like to thank the case partners of this study, who shared valuable insights on their knowledge, opinions, and hopes regarding their commitment for social and ecological matters. It was impressive to meet these dedicated personalities, who spoke passionately about sustainability and contributing to a better world, and their experiences by working on them day by day.

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Finally, I would like to thank all the participants of sustainable movements, as well as the genuinely social and sustainable entrepreneurs who slowly but steadily keep improving the mechanisms of our life on this planet.

Executive Summary

Sustainable movements intend to raise awareness for personal and structural changes that are necessary to take consideration of people and planet. While movements regularly form out of protest against companies practices, the collaboration with sustainable entrepreneurs sharing the same goal might actually be fruitful for both sides. In this thesis, the collaborative potential between movements and entrepreneurship is evaluated.

To analyze the relations, a case study is performed. The case study covers four sustainable movement categories, namely fair fashion, foodsaving, repair culture, and zero waste. In each section, case partners from grassroot initiatives and companies of different sizes are interviewed. The four categories intend to enable a comparison of potentially different forms of collaboration. The case partners are inquired in semi-structured interviews. Participating case partners were open to share their knowledge in a comprehensive way.

The collaboration holds following chances:

- **Chances for entrepreneurs**

Businesses have the possibility to pioneer in new markets and succeed under the changing conditions the movement develops. This prepares them to establish through disruption. However, with growing influence, original ideals have to be anchored in the company's structure, as otherwise the likelihood to abuse its power and eventually provoke the creation of new movements, is increased.

- **Chances for movements**

Businesses can support the movement in a complementary way, which helps the movement to overcome difficulties and last longer, and succeed. Support can be financially, through support in activism and lobbying, or by providing necessary infrastructure or products.

- **Chances for mixed forms of movements and entrepreneurship**

Grassroot initiatives with a business model stabilize the movement from within, giving them more autonomy and resources. If the movement succeeds, these grassroot initiatives can lay the groundwork for new industries.

Looking at the cooperation, the analysis has shown that it can take on different forms. Entrepreneurs should focus on understanding the movements well and offering complementary services. The cooperation can be supported by additionally focusing on the networking activities within the community. Further, grassroot initiatives might adapt practices of business modelling to stabilize their practices.

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List of Abbreviations

B2B Business to Business. 52, 69, 72

BSCI Business Social Compliance Initiative. 42

CASET Case Study Evaluation Template. vi, 35, 36, 38, 39

DACH Abbreviation for the Germanspeaking region of Germany, Austria and Switzerland. 60

DIA Discovery, Incubation and Acceleration. Steps from the entrepreneurial theory to build an innovative business.. vi, 67

GOTS Global Organic Textile Standard. 42

KPI Key Performance Indicators. 43

MVP Minimum Viable Product. 22

SDG Sustainable Development Goals. 8, 52, 60, 62

VVOW Verein zur Verbreitung Offener Werkstätten - German open workshop association. 51, 52

Introduction

1

The curiosity to play, experiment and improve things is innate to the human identity. That way, we have come to develop a complex society, which has produced exponential growth in many different areas. Today, the world is more connected than ever before, and the easy exchange of ideas leads to progress in technological and societal issues. The ingenuity, however, has its downsides as well. The exponential growth also resulted in the growing consumption of limited resources and the advancing extinction of species due to the climate change.

As this thesis is written in summer 2019, even in Europe one can feel what many other parts of the world have already been experiencing for years: the climate is changing. In recent time, summers have been getting hotter and drier, so far peaking with temperatures up to 45,9°C in June 2019, the hottest month in Europe since weather records began.

Fortunately, things are finally starting to change politically as well. Initiated by Greta Thunberg, the Fridays for Future movement has begun to rise globally, gathering young protesters in many different cities to emphasize the urge to act on the Paris Agreement. As a result, the spotlight has been put on sustainability in media headlines and politics. In Germany, the 2019 European Parliament election revealed that the voters think that “climate and environment protection are the biggest challenge for the future of the EU”, thus having the ecological party doubling its number of votes [Haynes, 2019].

It seems like the work forces for the next disruption should definitely be concentrated on the topic of sustainability, because otherwise, humankind will be disrupted by nature. However, more often than not, sustainability is treated like a PR-issue rather than a real chance for most companies so far, resulting in greenwashing instead of actual ecological innovations. On the other hand, entrepreneurship has the great opportunity to implement solutions to the challenges, often much quicker than through the steering wheels of politics or large corporations.

1.1 Motivation

During the preparations for my master thesis, I was wondering how entrepreneurship can help to tackle this problem. Movements, especially grassroot initiatives, seem to incorporate a lot of similarities to what I learned in my Masters study about entrepreneurship and innovation: They question what is already existing, they are visionary, and not afraid of failure, but rather experiment a lot. Most of all, they gather enthusiastic rebels who want to change the world. As I, the author of this thesis, am passionate about innovation and sustainability, the potential of this intersection caused a

lot of curiosity.

Therefore, this thesis analyses *the parallels between entrepreneurship and social movements and explores the chances for cooperation, especially when it comes to sustainable innovations.*

1.2 Structure of this Thesis

After having introduced the topic in this chapter, the research topic is going to be scientifically researched. The structure of the thesis is presented in the following.

Subsequent to the introductory first chapter, in chapter 2, the research design is outlined. After a short problem description, the research question is formulated and presented, along with a visualization of the research design and the limitations of this research.

Chapter 3, covers the literature study and therefore provides the foundation for the research. It is divided into two main sections. The first section introduces the reader to sustainable entrepreneurship. In the second section, movements and grassroots initiatives are presented and their historical ability to influence industries is explored.

The 4th chapter, methodology, sets the frame for the empirical study conducted. The chapter presents the framework for the data selection, and the four sustainable movement categories that were chosen for the case study. Following, the data collection and analysis method is presented. Finally, the study's validity is critically reviewed.

The Data Analysis (chapter 5) presents the case partners, descriptive data on those interviewed and results of the interviews. The results are divided along the different movement sections first, and then move on to the main subject areas of the interview analysis.

The results of the empirical study are then discussed with respect to literature in chapter 6, setting them into perspective.

Finally, chapter 7 wraps up the results and gives a short outlook.

Research Objective 2

This chapter provides an overview of the goal and structure of this research. The research question is presented and the conducted research is segmented into different aspects.

2.1 Problem Statement

Businesses and social movements might seem contradictory, considering how often the latter arise out of protest against practices of the former. Hence, they also tend to see the other as the enemy or at least as a tedious obstacle. However, looking at the topic of innovation, social movements could hold a big potential, as they do question the Status Quo and share great visions. Can those two different groups cooperate productively, and together even create something better? How would this look like?

2.2 Research Question

The research question analyzes the relation between the entrepreneurial process and social movements, while especially focusing on grassroot initiatives, and it reads as follows:

What are the parallels between entrepreneurship and social movements and how can a cooperation be possible and successful, especially when it comes to scaling sustainable innovations?

The research question splits up into different topic investigations. First, the realm of sustainable entrepreneurship is presented. This includes a definition, guidelines and the distinction to conventional entrepreneurship and other forms of entrepreneurship.

Second, social movements and especially, grassroot initiatives, are examined. Besides a presentation of those areas, research that already connects social movements or grassroot initiatives with either market change, innovation and entrepreneurship or sustainable change will be examined.

This lays the foundation for the empirical study. For the study, present movements that can be linked to entrepreneurial activities have been identified. It is examined how the different stakeholders perceive possible or existing cooperations and how these cooperations look like.

Finally, the results will be discussed. Thereby, a focus will be on scaling innovation, as this step of the entrepreneurial process (see chap. 3.1.9) is assumed to conflict most with the initial idea of the project. Also, exponential economic growth is a disputed topic within sustainability, while at the same time the goal of current entrepreneurship practice.

2.3 Research Design

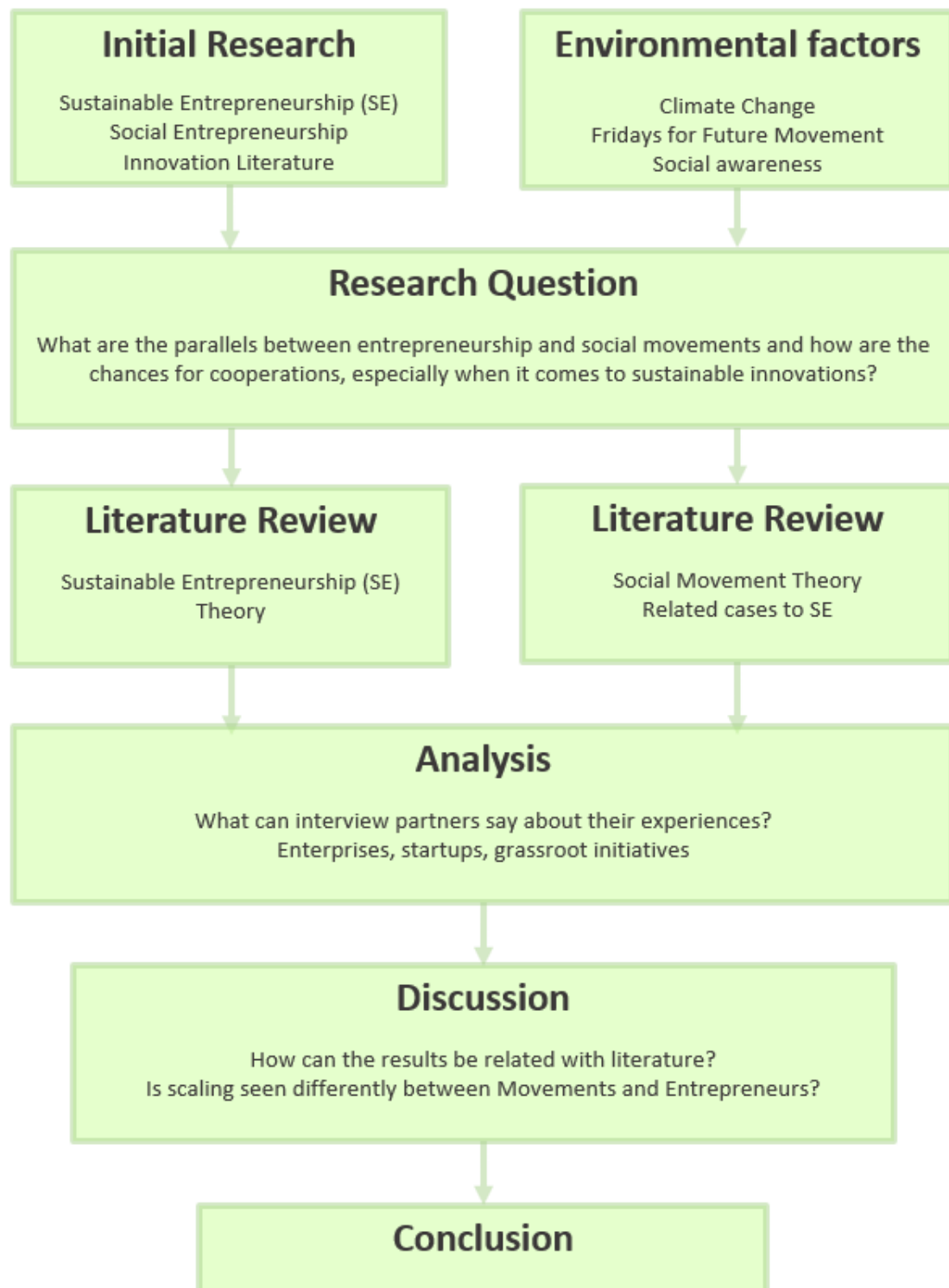


Table 2.1: research design of the master thesis

Figure 2.1 describes the research design. The research question was found after an initial research phase on the topic of entrepreneurship, innovation and sustainability. At the same time, the debate and involvement on climate action peaked, which led to a focus on grassroots involvement. Therefore, the initial research question was framed, followed by a literature review on sustainable entrepreneurship and social movement theory. The social movement theory was combined with a search for historical cases of grassroots initiatives, preferably in the field of sustainability, from which entrepreneurship, new markets or innovation arose.

To answer the research question, an empirical study was conducted. Four lines of present sustainability initiatives were identified, and relevant representatives of movements and companies were approached for interviews. For further inside on the methodology of the empirical study, see chapter 4. Semi-structured interviews were carried out with participants of different sustainable movements and companies that emerged out of the movement or the movement's cause. The results are evaluated and presented in the analysis. With the results of the thesis to that point, the discussion emphasises the topic of scaling in the context of sustainable entrepreneurship and movements. Finally, the research is concluded.

2.4 Limitations

As in all studies, the limitations of this research have to be acknowledged. First, it can not be guaranteed that all relevant work on sustainable entrepreneurship, social movements and their intersection is included. However, due to the transparent procedure of the systematic data collection, it is believed that the selection of literature reflects the current state-of-the-art.

Concerning the empirical study, there are several limitations. These limitations on the methodology can be seen in chapter 4.4. The study constitutes an exploratory study, and can be contemplated as a pilot study. This work lays the foundation for a large-scale study. A further validation of the results through quantitative or extensive qualitative studies is required. This work provides a useful contribution on grassroots sustainable innovation future studies may build on.

Literature Review 3

The literature review is divided into two main sections. The first one introduces sustainable entrepreneurship theory, whilst the second one provides an overview on grass root movements that have had an influence on innovation and the creation of new markets.

3.1 Sustainable Entrepreneurship

In this section, the state-of-the-art on sustainable entrepreneurship is presented as a foundation of this research. Together with the social movement literature, this will constitute the foundation of the research presented in this thesis.

3.1.1 Preparation and Analysis

To retrieve an overview of publications on sustainable entrepreneurship, a literature review was performed. The following search terms and combinations were used to identify relevant literature: Sustainable Entrepreneurship, Sustainopreneurship, Sustainability Entrepreneurship, Social Entrepreneurship Environment, Social Entrepreneurship Sustainability. The search was conducted using the internal library databases of Aalborg University and the Google Scholar database for studies published until mid-2019. In addition, literature and learnings from the Entrepreneurial Engineering studies were considered as well.

The review showed that although the research is still recent, there is already adequate information on sustainability entrepreneurship. This is mainly based on the foundation of the related disciplines of entrepreneurship, social entrepreneurship and sustainable development studies. Especially social entrepreneurship has a strong overlap with sustainable entrepreneurship, as it is an older and broader branch of entrepreneurship theory, and therefore was included in the research terms.

The variety of describing terms that have emerged simultaneously indicates the youth, but also the growing significance of this field. In this section, the reader achieves an overview on issue and emergence of sustainability entrepreneurship.

3.1.2 Definition Sustainable Development and Approaches

When it comes to ecological sustainability, the Brundtland Commission can be seen as the first to come up with a definition for sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" [Brundtland et al., 1987]. The commission further demands the enhanced collaboration of ecological care, social inclusiveness and economic performance.

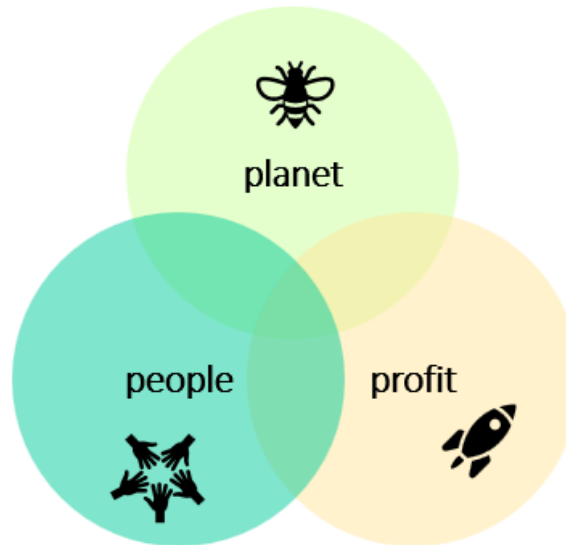


Figure 3.1: Triple bottom line approach

The definition of the Brundtland Commission has earned widespread recognition, and thereupon different concepts have been elaborated as guide for sustainability entrepreneurship. The most common is to describe sustainability entrepreneurship by following the triple bottom line approach (fig.3.2, left), considering people, planet and profit [Crals and Vereeck, 2005].

The first pillar, people, refers to the solving of societal problems. This can, for example, be by treating employees well and empowering them, such as in the fair fashion industry. The second pillar, planet, refers to measures that are contributory and restorative to nature, and hence help to sustain the very essence of the human need, a planet on which life is possible and pleasant. The third pillar, profit finally addresses the entrepreneurial nature, that strives to achieve a great business model, so the efforts can sustain themselves, grow, and be innovated. From the perspective of sustainability entrepreneurship, “entrepreneurs have a responsibility to their investors and shareholders but also to nature, society, and future generations” [Basu et al., 2008].

The concentric circle approach (fig.3.2, right) is very similar to the preceding model, with the difference that a hierarchy is implemented between the different aspects [Lehtonen, 2004]. Here, the economic circle is in the centre, around it lays the social, which is then again surrounded by the environmental circle.

According to Lehtonen (2004), “this reflects the idea that economic activities should be in the service of all human beings while at the same time safeguarding the biophysical systems necessary for human existence. The social would thus be in the command of the economic, but at the same time submitted to the ultimate environmental constraints”. The concentric circle approach states there cannot be an economy without a society, or a society without a healthy environment. In contrast, the three pillars of the Brundtland report are seen as equally important.

The one-pillar model argues that sustainability is based on the ecological aspect only, and

therefore distinguishes it clearly from social and economical matters. This is based on the urgency of climate change, and furthermore on the observations that the collaboration between the three pillars can instead be contradictory, as businesses are very much responsible for environmental damage and social scandals in the first place [Johnston et al., 2007; Dhahri and Omri, 2018; Paech and Paech, 2013].

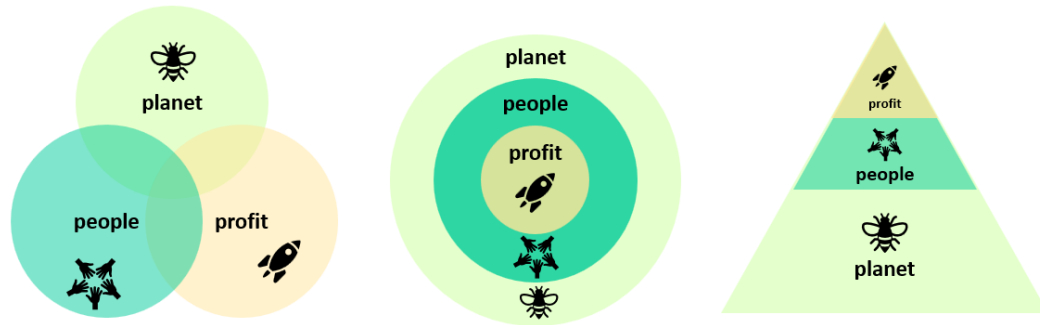


Figure 3.2: The three pillars of sustainability, left triple bottom line approach, center concentric circle approach, right one pillar approach

The main point is that green growth poses a contradiction in itself, as economical growth always relies on a growing use of resources, which is eventually harmful to nature. This stream of thought fits best to the ecopreneurship concept, if it can be connected to entrepreneurship research at all.

Among the three presented approaches, the tripple bottom line approach seems to be the most widespread, and is recognized to have emerged from the Brundtland report. This lays the theoretical foundation of sustainable economic activities, which are complemented by the more practical Sustainable Development Goals.

3.1.3 UN Sustainable Development Goals

Whilst the Brundland report has significantly contributed to build the foundation for sustainability entrepreneurship [Gast et al., 2017], the Sustainable Development Goals (SDG) of the United Nations, released in 2016, offer a more specific vision of a sustainable future [United Nations General Assembly, 2015].

The 17 goals (see fig. 3.1) of the “2030 Development Agenda” describe the desired outcomes concerning social (goals 1,2,3,4,5,6,8,10,11,12,16) as well as environmental matters (goal 6,7,11,12,13,14,15) and emphasize the importance of collaboration in order to achieve them (goal 9,17).

The SDG provide a framework for a worldwide interdisciplinary collaboration, which span from governance to markets up to individuals and see the goals as a holistic framework rather than realizing one at the cost of another [Schaltegger et al., 2018]. As a result, Schaltegger et al. call for intense collaboration in sustainable entrepreneurship, across sectors, governance levels, issues and with fellow entrepreneurs and other stakeholders sharing the same mission.



Table 3.1: The 17 Goals for Sustainable Development [United Nations General Assembly, 2015]

3.1.4 Sustainable Entrepreneurship

The topic of sustainability-oriented entrepreneurship has been addressed by various streams of thought, resulting in a vast variety of labels for this field of research, such as ecopreneurship, environmental entrepreneurship, sustainable entrepreneurship, sustainability entrepreneurship, sustainopreneurship, green entrepreneurship and social entrepreneurship [Schaltegger and Wagner, 2011; Gast et al., 2017].

Sustainable entrepreneurship overlaps with, besides entrepreneurship itself, two adjacent fields of research, being social entrepreneurship and ecopreneurship (see fig. 3.3). Social Entrepreneurship, also known as humanitarian or antroposophic entrepreneurship, is focused on designing revenue-generating strategies to directly serve the mission of delivering social value [Abu-Saifan, 2012]. As social matters are much older than environmental efforts, social entrepreneurship can thus be called the oldest of the three forms and could therefore probably be traced back to preindustrial times.

Being the most established form of the three, many businesses that are classified as social entrepreneurship are actually contributing their social value through ecological or sustainability actions [Blessing et al., 2018; Seelos and Mair, 2004]. Therefore, sustainable entrepreneurship could also be regarded as a subcategory of social entrepreneurship, especially as it is concerned with societal transformation for the sake of humanity, after all.

Ecopreneurship, or environmental entrepreneurship, in contrast, can be described as the field in which entrepreneurs tailor their activities with the goal of acting environmentally responsible [Volery, 2002].

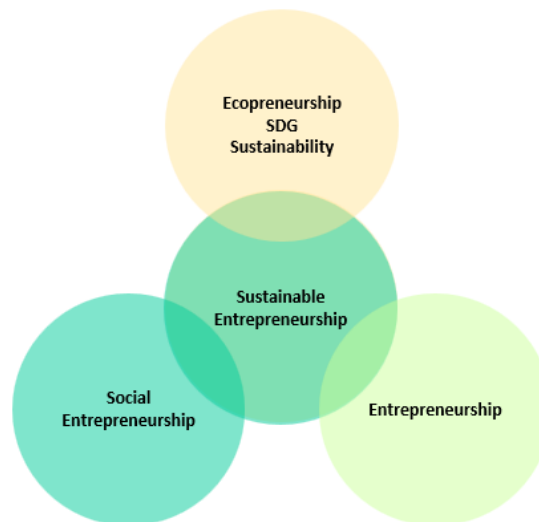


Figure 3.3: Sustainable Entrepreneurship illustrated along with its related domains

Choice of Term

Sustainability Entrepreneurship, finally, merges the entrepreneurial idea with the goal of improving social and ecological matters, thus being concerned with people, planet and profit, as will be further explained in the following section [Crals and Vereeck, 2005]. Similar terms are also Sustainopreneurship, which however, does not seem to be established in current research ¹. Therefore, for this research it was decided to choose the terms Sustainable Entrepreneurship or Sustainability Entrepreneurship when referring to sustainability-oriented entrepreneurship in this report, as the terms seem to be the most accurate, whilst being widely used, at the same time.

The sheer amount of different terms indicates how emerging and fragmented this field of research still is [Rodgers, 2010; Gast et al., 2017; Johnston et al., 2007]. However, when traced back to the roots of sustainability, it is revealed how the strings are connected, which helps to hence understand the synergies of the different streams.

3.1.5 Sustainable Entrepreneurs

Inspired by Schumpeter's definition of entrepreneurial activities, Schaltegger and Wagner (2011) claim that sustainable entrepreneurs "destroy existing conventional production methods, products, market structures and consumption patterns, and replace them with superior environmental and social products and services. They create the market dynamics of environmental and societal progress."

The factors that lead people to be entrepreneurs have been studied and can be traced back onto three traits, which are more common among entrepreneurs than others [Chell, 2008; Mathieu and St-Jean, 2013]. The first one is the locus of control, which describes whether people consider themselves to have control over their own destiny, and hence, their success. The second is the intrinsic need for achievement, solving different problems and linking

¹Sustainopreneurship achieves 130 results on Google Scholar, whereas the terms Sustainability Entrepreneurship and Sustainable Entrepreneurship achieve significant more (518000 respective 673000 results, last retrieved July, 24th 2019)

their success with happiness. Finally, entrepreneurs tend to be more open to risk-taking, and as Mathieu and St-Jean (2013) point out, traits of narcissism are also more common among entrepreneurs.

The research on the motivations of sustainable and social entrepreneurs is connected with the entrepreneurial personality, but nonetheless set apart, as financial goals are not the only aim, but the motivation is also closely linked to personal values [Kirkwood and Walton, 2010]. Gast et al. (2017) classify the entrepreneurial reasons of acting sustainably into micro-, meso- and macro-level drivers.

Micro-level drivers for sustainable entrepreneurs are related to the entrepreneurs awareness for entrepreneurship through their environment, creating the belief that their commitment produces real ecological and social benefits. On the meso-level, entrepreneurs who already have a running business might make efforts in sustainable business practices as a reaction to external pressures of their stakeholders or competitors. Thirdly, on the macro-level, firms might be pushed to act sustainably through regulatory frameworks of institutional bodies.

3.1.6 Sustainable Transition or Innovation

Opposite to the research on sustainable entrepreneurs stands the opinion of Seebode et al., who present sustainability entrepreneurship as the 6th long Konradiev wave. These describe economical cycles that show a long phased upswing caused by a radical innovation [Konradtjew, 1929]. Sustainability innovation has been speculated to be the sixth Konradiev wave among several other topics, like artificial intelligence or biotechnology [Seebode et al., 2012].

However, in contrast to other waves, sustainability is not a basic innovation or technology, but rather a precondition to human life and a problem to the current western lifestyle, which is expected to be somehow solved through innovation. Further, the presumption of sustainability being a Konradiev wave ignores the massive, yet still unforeseeable restructuring of systems and processes that might have to be realized privately and economically, while not immediately being connected with a new basic technology as a solution or innovation in the sense of monetizing ideas.

The science on sociotechnical system changes deals with the kind of transformation necessary for the societal transition towards sustainability. Savageta et al. (2019) have shown that unsustainable factors within existing sociotechnical systems are hard to change because of “mutually-reinforcing dynamics, encompassing for example technologies, policies and social behaviours”. In contrast to sustainable innovation literature, the transitions theory aims for sustainable disruption, leapfrogging unsustainable practices directly [Savageta et al., 2019; Geels, 2002].

The application on sustainable transformation has emerged just recently, although the term of sociotechnical systems was coined in the 1950s [Trist and Bamforth, 1951; Savageta et al., 2019].

Innovation management techniques and theory might be helpful to steer the complex sociotechnical dependencies towards greater sustainability. In an organizational context,

dynamic capabilities could be helpful to deal with the changing context by reviewing current routines and adapting them to the sustainable requirements [Seebode et al., 2012]. Dynamic capabilities describe the capability of an organisation to rearrange their resources in a flexible manner to fit them to the changing external conditions [Teece et al., 1997].

3.1.7 Success Factors and Barriers

Sustainable entrepreneurship faces different challenges than conventional entrepreneurship. Different studies have examined which barriers are especially challenging to sustainability-driven entrepreneurs and what could foster their success.

Financing

As with conventional startups, financial resources are hard to obtain [Blessing et al., 2018]. Compared to regular startups, it is harder to achieve funding, especially if it is only dependant on financial return. Common ways of funding are private funding, bootstrapping, angel investors and government funding [Gast et al., 2017]. Studies in Germany have shown that applications for government funding can be very time-consuming and bureaucratic, and therefore do not always reach social entrepreneurs [Unterberg et al., 2015; Blessing et al., 2018]. Proposed solutions by literature are often considering an improved funding overview and tailored financial solutions.

However, some social startups have also found unconventional, though effective solutions to this problem, such as being supported from the governmental sector as one of the first big customers [Blessing et al., 2018]. This supports not only the funding situation, but also helps to improve the reputation and visibility of the product.

Market Entry

Market entry is also a challenging aspect for sustainable startups. Gast et al. (2017) points out several reasons for that. Firstly, the entrepreneur's ethical reasoning might affect the business-model, leading to less revenue. This is even more likely, as the entrepreneurs educational background is still very seldom both rooted in sustainability and business knowledge. This could be prevented by fostering more interdisciplinarity, to compensate required skills and experiences, as has been shown with successful social innovations [Blessing et al., 2018].

Secondly, it seems to be hard to address a target group which is big enough to write black figures. The potential customers of green enterprises often do not fully understand the benefits green businesses offer compared to the competition. Therefore, the relevance of raising awareness for sustainability is very high for sustainable entrepreneurs [Blessing et al., 2018]. One approach to solve this could be the cooperation with social movements, as will be further explored in chapter 3.2.

Finally, a combination of different externalities, such as regulations, monopolies and inefficient use of resources make it hard to not only enter the market, but also be successful in it (also see chap. 3.1.6).

Tailored Education

These two barriers, financing and market entry, indicate that solving sustainable issues well through entrepreneurship require a different set of skills. Even though the demand for innovative sustainable solutions is rising, sustainability and entrepreneurship are usually taught separately in business schools [Lans et al., 2014]. Research has shown that combined programs could both prepare sustainability-driven entrepreneurs better and attract new, opportunity-driven, scholars [Gast et al., 2017].

By learning and combining skills within the field of sustainability and business creation, scholars do not only learn to integrate the complexity of sustainability well, but also discover a more holistic perspective to business-making [Bonnet et al., 2006]. Suggestions for programs have already been outlined [Basu et al., 2008; Bonnet et al., 2006].

Overall, the studies suggest better tracking of the correspondent startups, to be able to improve research, understand and support them. This could also lead to an improved collaboration between social/sustainable projects and businesses, thus leading to more startups.

3.1.8 Sustainable Practices between Greenwashing and Green Innovation

Due to the complex nature of holistic sustainable practices, the fact that sustainable actions are not automatically profitable, it is difficult to draw a line between products and services that truly contribute to the cause (green businesses) and those who want to use the the cause of sustainability to support their own products (greenwashing).

The best contribution to real sustainable actions is achieved when it is part of the core business strategy [Blessing et al., 2018; Schaltegger and Wagner, 2011]. The goal is that these innovations have a significant influence on the mass market and society and ideally, create a suction effect. This can both be possible through intra- and entrepreneurship [Brinkhurst et al., 2011; Gapp and Fisher, 2007].

3.1.9 The Entrepreneurial Process

The entrepreneurial process in respect to sustainability is often identical to the ones described in regular entrepreneurship. Through entrepreneurship research and experiences, models have been developed to support future entrepreneurs navigate through the initial phase. The DIA-Model, for example, helps them to advance through the uncertainties of developing something new [Arteaga and Hyland, 2014]. DIA stands for Discovery, Incubation and Acceleration. Within the study of the Entrepreneurial Engineering programme, it works as a general framework to make sure the students get to know a holistic view of entrepreneurship.

The first phase, Discovery, deals with creating and identifying opportunities on the market, by improving an existing business or creating a new one. The Incubation phase then concentrates on the experimentation with different solutions of realizing this idea, in order to find a new business that delivers new value to customers. Finally, the Acceleration phase deals with developing the business to stimulate growth and therefore to scale up,

meaning to increasing the revenue unproportionally to the investments. The ideal would be exponential growth.

When it comes to sustainable entrepreneurship, supplementary insights and information are helpful. As has already been mentioned in section 3.1.7, additional practice and education support entrepreneurs when it comes to cope with the complexity of acting sustainable in a holistic way, as well as acting profitable.

Scaling up sustainably

According to the previous section (chap. 3.1.9), acceleration is the final step of a startup on the way to success. The act of scaling seems to be the most important one in the current entrepreneurship literature, as it determines the range and influence of the startup, and thus the potential revenue. The scaling of a small sustainable startup is a welcome development, however, in the longterm, it is gaining in importance.

As could already been seen in chap. 3.1.2, sustainability research is divided between “green growth” and “zero growth”. The green growth advocates argue that while the conventional economy should decrease, the amount of sustainable solutions has to be increased significantly in order to implement old and new solutions to sustainable consumption [Greyson, 2007].

The zero growth advocates on the other hand, including the famous 1972 report of the Club of Rome, which was the first report that predicted the climate change, demand a state, in which no further limited resources are exploited and consumption is reduced radically, leading to an economic equilibrium [Meadows, 1972; Paech and Paech, 2013]. Even if they appear contradictory, however, these two scientific movements can complement each other in so far as the zero growth describes the ideal, which can be aspired through an efficient growth of green innovations.

A guide about the practical and specific steps that have to be taken has not been established yet. What is clear is that this can only be achieved through an ambitious interplay of different political, economic and private regulations and behaviours, as the UN sustainability goals emphasize.

3.2 Grassroot Movements

In this section, the state of the art on grassroot movements or social movements in the context of entrepreneurship, innovation and new market creation is presented as a foundation of this research. Together with the sustainable entrepreneurship literature, this constitutes the basis for the empirical study in the course of this report.

3.2.1 Preparation and Analysis

For the review on movement theory in general and at the intersection to entrepreneurship and economical development, following search terms and combinations were used for the research: Grassroot Movements, Entrepreneurship, Innovation, Social Movements, markets as outcomes of social movements, activism, frugal innovations, maturation of movements. The search was conducted on databases of the the internal library of Aalborg University and the Google Scholar database for studies published until mid-2019. Additionally, the Book “Market Rebels” by Hayagreeva Rao was included in the research, as well as literature and learnings obtained from the Entrepreneurial Engineering studies.

The results of the review show a still quite fragmented, but emerging field of research. Although research has been done on the intersection of entrepreneurship and movement theory, it is still emerging and hence one search term leads into many different directions, such as the Bottom of Pyramid Entrepreneurship, Niche Innovation, or Intrapreneurship theory.

Compared to the entrepreneurship and movement theory, the related intersection between organisation and social movement theory is much better aligned. As both research areas seem to be located with sociological disciplines, they have been developed in parallel for a long time, and come to great similarities without knowing. In the recent years, these have more and more been discovered [Evans and Kay, 2008; Campbell, 2005]. This also supports the current study to a certain extent, as some findings of the organisation theory can also be applied to entrepreneurship and businesses. The relevant results are presented in the following.

3.2.2 Terminology

Social movements have been defined in very different ways, however, “there is in fact limited consensus in the literature on collective behavior about what constitutes a social movement” [Weber et al., 2008, p.531]. Della Porta and Diani [2006] classify three types of social movement organizations.

The first are professional movement organizations, such as classical NGOs like Greenpeace. They are usually bureaucratically organized with full time staff within the top of the hierarchy, while members are largely supporting the organization financially.

The second two are participatory movement organizations, which also compose the focus of this review, one of which are mass protest organizations. They combine a formalized organization with attention to participation.

Finally, the third type of social movement organizations are grassroot organizations. These

are based on a “strong participatory orientations with low level of formal structuration” and depend on “their members’ willingness to participate in their activities” [Della Porta and Diani, 2006].

Seyfang [2009] describes grassroots initiatives as "networks of activists and organizations generating novel bottom-up solutions [...] that respond to the local situation and the interest and values of the communities involved", these grassroots initiatives "operate in civil society arenas and involve committed activists experimenting with social innovations as well as using greener technologies".

In this report, grassroots initiatives are hence seen as a subcategory of social movements, and compose the main focus of these categories. Nonetheless, social movement theory is included in the review as well, as the research here seems to be more established and provides helpful insights.

3.2.3 Entrepreneurship as a Social Movement

Entrepreneurship itself has been interpreted as a form of grassroots movement [Mair and Marti, 2006; Alvord et al., 2004]. The visionary aspect of entrepreneurship often includes societal transformation, which is especially emphasized in social and sustainable entrepreneurship, but can also be part of technocratic visions, such as Elon Musk's SpaceX project [Musk, 2017].

The transition from mainframe computers to the personal devices we have today was initiated by the personal computing movement. Here, hobbyists and technical enthusiasts rebelled against established firms such as IBM. By experimenting with technology and sharing the knowledge through magazines, they developed new ideas on computing. Through the vision of making personal computers available for everyone, the movement was at the same time very entrepreneurial. This connection of experimentation and entrepreneurial spirit laid the foundation for companies such as Apple. Hobbyist movements with connection to entrepreneurship have also been observed in other fields, as in the micro-brewery movement. [Rao, 2009]

In relation to sustainable entrepreneurship, "entrepreneurs are actors changing existing consumption and production patterns on the basis of individual initiatives" [Schaltegger and Wagner, 2011]. Through the overlapping concerns of social movements and entrepreneurial visions, the study of social movement theory is highly relevant for social entrepreneurship, such as understanding the motivation, similarities between fields and transitions from one to the other.

3.2.4 Mechanisms within Social Movement

Campbell [2005] presents crucial mechanisms that shape social movements. These are divided into environmental and cognitive mechanisms.

Environmental Mechanisms

Environmental mechanisms describe the outer conditions within which the movement takes place. These constrain the possible actions and the strategy of the movement.

Environmental mechanisms can be related to the structure and organisation of a system, possible allies, information channels, but also cultural factors.

The ultimate success of social movements is highly dependent on the understanding and corresponding handling of environmental factors. As an example, Campbell [2005] describes the movement against commercial nuclear power, whose success was dependent on the adaption of the strategy to each political system and culture of discussion.

Cognitive Mechanisms

While environmental mechanisms are responsible for the success of the movement for a certain cause, cognitive mechanisms allow the movement to grow in the first place. Campbell [2005] presents framing as the most important one. Framing is about communicating the issue in a way which creates resonance among possible supporters. This composes a sense of community, united by metaphors, language or symbols, together shaping a common ground.

Framing has the power to connect groups by creating a shared perspective, and fostering certain emotions. Campbell [2005] mentions the suffragette movement in the United States, which was more successful when the benefit of women voting was framed as a possibility for women to protect their families, therefore reinforcing traditional gender roles rather than changing them.

Other mechanisms are diffusion, translation and bricolage, which can be regarded as elements that enhance the concept of framing. Diffusion describes the contagion of a successful strategy on other movements, just like it happened with the Arab spring. Translation refers to the modification that takes place to make the inspiration fit to the current case. Bricolage, finally, deals with combining different elements in a way that suits the movement.

3.2.5 The formation of Social Movement

In his book *Market Rebels*, Rao [2009] conducts his research about the influence of social movements on radical innovation. In contrast to the view of disruption as a shock to the market, he argues that there has to be a critical mass of supporters who are willing to support changes in the market.

For a movement to succeed he identifies two relevant stages of successful movements that had the power to significantly influence the market, so called market rebels. The first is called the hot cause, which then has to be followed by the cool mobilisation. This analysis, as well as the temperature analogy is based on the three-phased model for social change by Kurt Lewin, which consists of unfreezing, meaning preparing the group for change, moving to the new state, and finally freezing again by consolidating the new state. Rao links these phases with a description of what actually motivates people to join the change.

Hot Cause

The hot cause describes the reason why people join the movement. A new idea addresses the emotions of individuals, which motivates them to break out of the busyness of their

daily lives and make time for the hot cause.

The cognitive mechanism used to overcome the initial inertia is framing. As described in the section above, it helps to trigger new beliefs, so a situation is perceived in a certain way that attracts a group of people to take action. Possible participants of a movement feel powerful or angry, a motivation to act and gain locus of control, a feeling that their action will be useful. These shared emotions for or against the cause are enforced by the reciprocal emotions that the participants of the movement develop for each other.

Cool Mobilization

Once people have decided to join the movement, it is time to take action. Cool mobilization means the generation of shared experiences and community building. It provides a possibility to channel the raised emotions constructively for the cause, as people can start together to work towards the solution of the problem.

Cool mobilization requires active participation, a step of commitment that, if taken, also raises the identification with the cause. According to Rao, “diffusion of emotion requires face-to-face contact” [Rao, 2009], which means that the social experience realized through actions and experimentation are key to strengthen the established beliefs.

Within the book, radical innovations that have been stimulated by social movements are presented, such as the automobile, the personal computer or the slow food movement. Rao points out that market rebels do not only have the ability to “create new identities and underlie the emergence of new markets, new niches in mature markets, and new styles in markets for creative arts, but at the same time [...] can arise to protect besieged identities and curtail markets by pushing for new laws, thwarting technological change, and limiting executive discretion”.

3.2.6 Historical cases of Sustainable Movements fueling Innovation

Just as the car played a key role in one of Rao’s earliest documented cases of movements that fueled new industries, it surprisingly also does when it comes to sustainable innovations. While innovation is traditionally expected in science and industry, grassroots innovations are most often neglected, but nonetheless existent. In an insightful study that will be recapitulated in the following, Ornetzeder and Rohrer (2013) reveal three cases of successful grassroots innovations in the realms of sustainability, namely the birth of car sharing in Switzerland, the collective formation of wind turbines in Denmark, and the continuous improvement of solar systems in Austria. These cases have not only achieved to produce sustainable innovations by grassroots, but document the development of new sustainable markets.

The Birth of Car Sharing

The organized sharing of vehicles allows people to own less and use resources more efficiently, which is both cost efficient and good for the environment. In Switzerland, the two first car sharing initiatives worldwide started in 1987 — independently of each other — in two different Swiss regions. “Both initiatives started as private forms of car sharing among existing circles of friends” [Ornetzeder and Rohrer, 2013], but soon “wanted to

facilitate the adoption of their model by other communities” [Truffer, 2003]. Both systems emerged similarly, expanding the system step by step. What started with some people sharing a car, through word of mouth and continuous improvement, finally developed into a company.

With the creation of the companies, “early users played a crucial role. On the one hand they gradually developed and improved the system, starting from simple informal agreements while, on the other hand, promoting their innovation. In the beginning, to manage the start off, the development was mainly financed by its users”, like membership fees and micro-loans [Ornetzeder and Rohrer, 2013]. Eventually, they merged into the Mobility cooperative. Similar initiatives were started in other countries, and car companies have used the idea to expand their business models towards service mobility [Mittermaier, 2019].

The Danish Winds of Change

The development of wind energy is home to Denmark and has been thoroughly researched by Danielsen and Halkier [1995]. The hot cause started in the early 1970s, as a result of the societal conflict towards the planned construction of a nuclear energy plant as a consequence of the OPEC oil embargo, which had the oil prices rise in 1974. As a form of cool mobilization, grassroots activists quickly founded the Organisation for information about Atomic Power (OOA), which concurrently “promoted and supported the development of alternative energy technologies to show that practical energy alternatives are within reach” Ornetzeder and Rohrer.

To prove that there are better alternatives, a subgroup of the OOA, the Organisation for Renewable Energy (OVE) was founded. Activists were meeting in local groups, and then regularly exchanged their knowledge and experiences on bigger meetings with other groups.

After the first meeting on the topic of wind power technology, an informal network on the topic developed, involving people of different professions, such as craftsmen, teachers or engineers. The research built up on a long tradition with wind mills and quickly emerged to a number of prototype windmills spread over the country. Early prototypes had been developed by Poul la Cour in the Askov Højskole (1891), to supply the increasing agricultural demand for energy, during the Second World war due to the lack of energy by F.L. Smidth (1940-45), and finally by Juul, a former scholar of La Cour, within his work at SEAS (1947-58/67) [Quistgaard, 2009; Karnøe, 1990].

All efforts peaked in the Tvind Mill project, initiated by enthusiasts of the Ulfborg folkeskole and volunteers from all over the country, being 40 to 100 times more powerful than the typical energy production of windmills at that time. This low budget bottom-up initiative, which produced electricity from 1978 to 1993, finally demonstrated that “wind power was able to contribute to the production of electricity and thereby beating the arguments against wind power of the electricity companies” [Danielsen and Halkier, 1995, p. 65].

With their ingenuity and passion, grassroots activists set the foundation for the industrial development of wind technology within only four years. In 1978, the first national research program for wind energy was launched, professional interest groups were established and

larger companies, such as Vestas, now the leading wind turbine manufacturer, shifted their business model towards wind energy. The further development was nonetheless supported by the people at the grassroots. This consisted of significant contributions to research and technology, but also by raising the acceptance of the technology through the democratic principles of local groups, ensuring an honest and private discussion and eventually opening the domestic market for wind energy.

Solar Collectors in Austria

The same first OPEC oil embargo that triggered the alternative energy movement in Denmark, made solar heaters more attractive in Austrian households. However, at the time, the offered products were of poor quality while being costly. After the second oil crisis in 1978, the demand increased one more time, but as the oil prices evened out, the market on solar collectors collapsed, leaving only a few producers.

A few years later, an ecological co-housing project started to assemble a larger group of people who wanted to build solar collectors themselves. Within a short time, the activities went viral, first interested neighbours started to join, then, after local newspapers reported about it, groups started out in the whole region. Participants from the earlier groups were invited to starting groups, “to share their experiences and give technical and organisational support” [Ornetzeder and Rohrer, 2013].

With the emergence of new groups, materials like tools and technical descriptions were exchanged, developed and professionalized. Eventually the groups disseminated all over Austria. This aroused indignation among the few producers left, who saw their business even more endangered. Instead, however, the grassroots initiatives augmented the market by raising awareness for solar technology with lecturing activities [Ornetzeder and Rohrer, 2013]. It further showed that selfmade solar collectors attracted different groups than the conventional producers and were especially suited as an introductory model, which again benefited the market.

Lastly, the collector model developed by the grassroots initiative was simple, highly reliable and cost effective, and had been constantly improved over 10 years, and therefore became the market-dominating model. Improvements of the grassroots in different areas were copied by market leaders, which have become very successful worldwide. The full detail of the development and activities on do-it-yourself solar collectors is documented in [Ornetzeder, 2001; Ornetzeder and Rohrer, 2006, 2013].

Insights

From the three cases, Ornetzeder and Rohrer (2013) deduct different insights. According to them, the motivations for the grassroots innovations are not driven by financial aspects, but by the desire of a more sustainable use of energy. Thereby they describe the existence of a problem to which the initiative grows as an answer, which supports the hot cause - cool mobilization analogy of Rao (see sec. 3.2.5).

While the innovations were helpful to sustainability, the grassroots initiatives invited individuals into a place where they could experiment, learn and enjoy community. It seems that people with different motivations, such as technical or economical or miscellaneous

personal interests joined the same movement and used it to their benefit, while at the same time bringing the whole movement forward. Ornetzeder and Rohrer “make the case that diversity in pioneering networks is an important pre-requisite for further growth, development, and learning. And, we may assume that it needs both problem-solving and mission-oriented types of participants for grassroots activities to persist as a space for innovation” [Ornetzeder and Rohrer, 2013, p. 16].

The relevance of external mechanisms (chap. 3.2.4) is emphasized by the fact “that in all three cases a number of similar activities started at about the same time” [Ornetzeder and Rohrer, 2013]. Further, the authors accentuate the importance of environmental mechanisms in the three cases, that were based on local or national structures, traditions and interpersonal networks. This also explains the growth patterns of the networks. The innovation culture is “based on democracy, openness, diversity, practical experimentation, social learning, and negotiation” [Ornetzeder and Rohrer, 2013].

3.3 Summary

This literature review has provided an overview of the current state on the thesis’ field of research.

In the first section on sustainable entrepreneurship, the theoretical foundation on sustainability and entrepreneurship was provided. The origins of the term were explained and factors that influence sustainable entrepreneurship, such as the entrepreneur’s mindset or external factors were displayed. Furthermore, relevant discussions on the intersection of sustainability and economy were introduced.

Sustainable Entrepreneurship connects different disciplines to a new field. Accordingly, they face a different set of challenges. The people involved can be intrinsically motivated, but also pressured by market changes or institutional requirements. Sustainability and consumerism are a delicate topic, as they often contradict themselves completely. This requires more ingenuity for sustainable entrepreneurs and innovations than for conventional products and services.

In the second section, grassroot initiatives and their innovative potential were explored. After an introduction to social movement theory and grassroot initiatives, where the two terms were arranged in the context, the relationship of social movements towards innovation was explored. Based on these insights, the potential of grassroot initiatives has been outlined by looking at past successful cases.

Social movements have shown to be able to affect markets. This does not only happen as a corrective measure to unwanted developments, but also as a significant driver of innovation. Especially in the field of sustainable innovations, grassroot initiatives could accelerate by improving and adapting inventions as well as opening the market through educational work. The people being involved in these initiatives have a bandwidth of different motivations and therefore constitute a fertile ground for experimentation, combining knowledge in new ways.

Looking at the results concerning the research question, a significant parallel between the

work of grassroots initiatives and the discovery phase of the entrepreneurial process can be observed. As the first step of the entrepreneurial process, it is crucial to experiment on the product and quickly test if there is a market for the developed product, using methods such as the Minimum Viable Product (MVP). This step constitutes the basis of a successful entrepreneurial venture, and is perfectly complemented by the work of the grassroots initiatives.

However, while the work of grassroots initiatives has been analyzed already, the transition of the idea towards entrepreneurship and the interaction between the two groups is less clear. Do the entrepreneurs come out of the movement or do they rather come from outside? How do they identify with the cause, do they perceive themselves as part of the movement? How can the relation between movement and companies, but also between the different emerging companies look like? The empirical study sheds light on these questions and is introduced in the following chapter.

Methodology 4

To answer the research question, an empirical research was conducted. The study is best described as an explorative study, also known as a pilot study.

This methodology presents an explorative study, as it deals with an issue that has been subject to little research upon the time the thesis is written. The goal of an explorative study is to find fundamental hypotheses, which provides a good foundation for a more complex main study. In the main study, findings are validated in a more representative manner. Of course, the pilot study builds upon existing theory as well, as has been done here in chapter 3, and combines insights of different adjacent disciplines. The preferable research method in explorative studies is qualitative. Qualitative interviews are a recommended form, especially expert interviews, since experts are considered to be people who through their experiences on the field possess special knowledge. They help to gain access to the group of interest and their opinions, which do respectively steer their acts eventually [Friebertshäuser et al., 2013]. The form of a qualitative interview is rather unstructured, to be open for unexpected discoveries. [Diekmann, 2007, p. 33 ff]

Coming from the field of engineering, qualitative methods are a rather new form of research for the author. Indeed, qualitative and quantitative methods have developed as the two prevailing approaches to academic research. However, the two approaches are based on profoundly different philosophies, which make it hard to understand and appreciate each approach on its own and in combination.

Quantitative methodology stems from natural sciences. Based on a deductive methodology, it bases on the positivistic understanding that reality can be objectively measured. Dismantling the complex into different smaller components, the greater puzzle can be solved through understanding each little part. It is the goal to achieve a picture of reality that is as clear as possible, which is why the usage of standardised procedures and repeatable conditions is desirable. Observed phenomena are investigated to find causalities, from which eventually universal laws can be deducted. [Mayer, 2015, p. 83 ff]

Qualitative methodology, in contrast, is based on the position that reality does not exist independently, but is rather shaped by the view and social interactions of each individual. Reality is a subjective experience and might be different depending on the situation. Qualitative research wants to understand the subjective perspective from within and through this understand the greater picture. Therefore it is a connected theory-building approach, which projects theories, gathered from the sampled data, onto greater correlations. This is called inductive logic. [Mayer, 2015, p. 85 ff]

While qualitative research originates from the social sciences, especially philosophy, health

and nursing science and psychology, it is becoming more established in other disciplines as well, such as human geography, marketing or business [Kvale and Brinkmann, 2009, p. 12]. However, the choice of methodology is self-evidently not depending on the personal taste, but on the circumstances and goal of the research. New phenomena do rather require qualitative approaches, especially when the phenomenon is meant to be solved from a subjective perspective, as it is the case in this thesis. To verify existing theories, and find out about quantitative correlations, percentages of approval or usage, the quantitative methodology is suited best. In most disciplines outside the natural sciences, the quantitative and qualitative school can be used complementary, to ensure the research is pursued with the best suited methodology. [Mayer, 2015, p. 107 ff]

After an examination of the research field, question and methodology, the author decided to serve the investigation research question best with a qualitative approach, leading interviews. Therefore, experts from grassroot organisations and companies of different sizes, dealing with the grassroot's cause, have been interviewed systematically in four subject areas.

Kvale and Brinkmann present the seven stages of qualitative interview research [Kvale and Brinkmann, 2009]: Thematising an interview project, research design, interviewing, transcribing, analysing and verifying and reporting. The subject of the interview project has been presented in the prior paragraph and is further presented in the data selection (chap. 4.1). The research design has been outlined at the beginning of this chapter and is presented in-depth in the following sections. The interviewing procedure is described in the data collection (chap. 4.2), along with methods applied. The analysis section (chap. 4.3) describes the handling of transcription and analysis, whereas the validity presents critically reviews the methodology in the last section (chap. 4.4). The reporting of the results finally takes place in the following chapter (chap. 5), and is discussed in chapter 6.

The detailed methodology for each phase of research is presented in the following.

4.1 Data Selection

The data source consists of interviewed participants of movements, CEOs and employees of movement-related startups, as well as employees of more established companies. As they have spent a lot of time with the corresponding movement and/or business, they can be considered as experts in their field. The experts were asked for their opinion and experiences on the correlations between movements, innovation, sustainability and entrepreneurship.

The choice of suited participants has been based on a research on relevant topics concerning sustainability and a corresponding search for solutions, offered by grassroot initiatives, startups or companies. For the choice of these topics, approaches that receive awareness in the media, especially in the sustainability oriented community, but partly also reach into the mainstream, were chosen. Some of these current causes have been trending lately, some have been raised in the recent years, but the boundaries are fluid here, as they take time to take enough attention to finally cause collective action.

As a matter of course, subjects were only chosen when they involved a constructive solution.



Figure 4.1: Criteria for selected sustainability themes

The grassroots aspect is hereby required in three different aspects (figure 4.1). First of all, the solution has to be initiated by an individual or a community that has been founded for this reason, not by a preexisting institution. Secondly, the solution has to be solved through a community approach. Reducing meat-consumption for example, does not necessarily require any networking to realise it personally. Finally, the research focuses on movements that try to be part of the solution themselves. The Fridays for Future activists, for example, were not included into the research for this reason, even though the movement is definitely important and has managed to raise awareness for climate action like no other movement so far. As it calls for governments to act upon the Paris Agreement, there is no collective responsibility demanded (as a side effect participants may get encouraged to act more sustainably themselves, though). Hence, the solutions have to be provided by people outside the movement, in a rather top-down manner.

For the interviews, participants of movements, entrepreneurs and members of larger companies, all within the field of sustainability, were carefully chosen. Entrepreneurs in the section smaller companies are sometimes also formally organised as association, which is why “organisations with a business model” was added. All participants are located in Germany, which facilitated the comprehension of the given cultural, infrastructural and political environmental factors. In contrast to the cases of the literature review, the participants are all currently involved and not analysed in retrospective. This perspective may allow a new set of insights.

Each movement is defined by an individual set of motivations, participants and techniques. To achieve an overall understanding of current movements, four movement categories were identified: the zero waste movement, the foodsaving movement, repair culture and the fair fashion movement. The common denominator of all fields was the relation to consumer behaviour. In the cases, this connects the personal with the societal realm, and requires a change in thinking both on a personal and political level.

The amount of the movement categories is similar to the organisation categories, thus allowing a comparison in two dimensions: Between organisation types with different categories and the relation of all organisations within one category. Through cross-validation, this comparability is intended to support the drawing of a more differentiated picture (sec. 4.4).

The topics were chosen after an initial research on the existence of sustainable themes with active movements to the time of the research. Further, topics that trended in public interest at the time of research were particularly considered. Another precondition was the

Movement	grassroot initiative	smaller company / organisation w. business model	established company
Fair Fashion			
Foodsaving			
Repair Culture			
Zero Waste			

Figure 4.2: Framework of the study

existence of movements as well as startups in this field. The existence of more established companies was a plus, but not a necessary requirement, as it comes with the subject of research that their involvement is quiet rare. Figure 4.2 shows the set up of the study, which is further explained in the following.

4.1.1 Sustainability Categories

The different movements covered by this research are presented in a short overview, the order is alphabetical. What all have in common is to contribute to lower emissions in order to still achieve the two-degree scenario of the IPCC report [Metz et al., 2007]. Further, all categories seem to offer both grassroot movements, as well as having emerging companies in the field, as has been figured out after an initial research.

Fair Fashion

The clothing industry is one of the major industries worldwide, and simultaneously, one of the biggest polluters, as well. In 2015, the textile industry produced “more CO₂ than all international flights and maritime shipping combined”, and “if the industry continues on its current path, by 2050, it could use more than 26% of the carbon budget associated with a 2°C pathway.” [Morlet et al., 2017]. With a significant increase of products in recent years (the annual production doubled from 2000 to 2015), clothing is seen as a way of individual expression, rather than a necessity [Morlet et al., 2017]. These amounts self-evidently intensify the amount of pollution, which exists on different stages of a garments life cycle. Starting with the fibre production, which is mainly based on cotton (highly water intensive, but grown in dry regions) and oil based synthetic fibres, it continues with the chemically hazardous and again water-intensive production of the garments. After a product is bought, it continues to harm the environment. With each wash cycle, plastic-based textiles disperse micro plastic that eventually enters the ocean and affects the whole ecosystem. Finally, “Less than 1% of material used to produce clothing is recycled into new clothing”, and most garments eventually end up in landfills [Morlet et al., 2017].

Not only is the fast fashion industry a decadent polluter, but it is also catastrophic regarding social aspects. On all stages of the production, people are exposed to hazardous chemicals during work, but also in their communities. Labour is usually hard and badly paid, and modern slavery as well as child labour take place [Morlet et al., 2017]. The poor working conditions have been exemplified in the Rana Plaza tragedy, where around

1200 people died in the collapse of a garment factory [Labowitz and Baumann-Pauly, 2014]. Along with the communication of the working conditions, the fair fashion movement began to emerge, focusing on the production of socially and ecologically acceptable clothing. Even though ecological fashion has been realised by some niche companies for a long time, this constituted a new wave. With organisations as Fashion Revolution¹, bloggers and small innovative companies all over the world, starting to rethink the unsustainable business model of fashion. From outside, the fair fashion movement is built on a intricate connection between entrepreneurs and influencers. The connection might be valuable for the understanding of this relation in the context of sustainable movements.

Foodsharing

It may be overproduced, show signs of ripeness or simply not have the conventional shape: There are many factors that trigger supermarkets to throw away edible food. However, the production costs a lot of energy. And just as with fair fashion, the emissions are not only based on the production, factors as the change of land usage, methane emissions from ruminants keeping, chemical fertiliser production, but also include transport, cooling and waste processing of food [Metz et al., 2007, p. 105]. The problem, however, is not only to blame on supermarkets, consumers have a major influence on responsible food choice and processing. Unfortunately, the waste continues at home [Jörissen et al., 2015]. Overall, around 1.8 million tonnes of food are thrown away in Germany yearly - but more than half of it could be avoided [Noleppa and Carlsburg, 2015]. The problem exists worldwide and is responsible for a overuse of resources, such as water, and the production of greenhouse gases. At the same time, the destruction of food keeps the prices on the world market up and leads to the starvation of many people, who cannot afford it [Noleppa and Carlsburg, 2015].

As a result of supermarkets throwing away edible food, different consequences have developed. Food that is not sold has a political and an economic perspective. Organisations as the German “Tafel” pick up food from supermarkets and give it to people in need. For the food that is still left, the illegal practice of dumpster diving evolved, where individuals search for edible content and use it. To voice the political aspect of this practice, as well as enable a legal way for individuals to contribute to food saving, the platform foodsharing was initiated. The food saving movement in Germany is largely organised on this platform, which allows grass root activism and simultaneously coordinates regional actions nationally. The established organisation existed prior to most current startups in the field, which makes it interesting to see how business models are possible when the challenge is already tackled by a well organised movement.

Repair Culture

While until the last century, it was natural to repair things that broke, the paradigm has changed towards throwing away and rebuying [Rosner and Ames, 2014]. Sometimes, because of status interests, sometimes because of illiteracy on how to repair, or because reparations do not even make sense economically. This is the case with different consumer goods, like clothing, but also especially with communication technology. Through the

¹<https://www.fashionrevolution.org/about/>

complexity of our devices at a very small space, the practice of glueing rather than screw fitting technological devices and a loss of warranty upon opening, self-repairing of technical devices has become quite a rarity. But the production conditions of our smartphones are usually neither socially nor ecologically acceptable, with people working in sweatshop production and in mining of rare earths [Fairphone, 2017]. Further, the missing transparency about the build-in technology in devices we carry around all day is also concerning the topic of surveillance.

A few approaches to develop sustainable devices have emerged so far (Fairphone, Shiftphone), but with the competition in a red ocean market and the supply-chain complex, it is a long and difficult way towards sustainable information and communication technology. On the other hand, the fixer movement endeavours to make repairing a matter of course again. In the technical field, it therefore overlaps with the hacking and maker scene, though the aim of repairing covers all areas of our lives. With the introduction of Repair Cafés in 2011, the movement has received over 1000 physical meeting points [Charter and Keiller, 2016], just like early grassroot initiatives (see. chapter 3.2.6). Therefore, it is of special interest to understand the cooperation of movement and entrepreneurship.

Zero-Waste

Recycling does not always work as planned, and even if it does, much energy is invested in the manufacturing of objects that serve a one-time-usage only, be it packaging material or plastic cutlery [King et al., 2006]. The idea of zero-waste is therefore to produce as little waste as possible. This is realised by a reduced and conscious buying behaviour that focuses on quality and avoids packaging. The focus hereby lays especially on the avoidance of plastic, which triggered most attention as a polluter of the oceans and a cause of death for many animals [Wabnitz and Nichols, 2010]. While the Zero-Waste international alliance was founded in 2002, the blogger Bea Johnson played a significant part on the emergence of the movement and published her influential book on the topic in 2013 [Zero Waste International Alliance, 2019; Johnson, 2013]. In Germany, the first package free store “Unverpacktladen” was founded in 2014, and the idea was followed up by many [Schöntauf, 2016]. In 2019, the movement is starting to arrive in the mainstream [Blees, 2019].

As all movements eventually have the common goal of taking measures to increase sustainability, they are influenced and inspired by each other and may partly overlap thematically. However, every movement is tackling a different issue and is thus regarded individually.

4.1.2 Organisation Types

To better understand the ecosystem in which the different stakeholders act, interview partners were searched from three different categories, namely grassroot initiatives, emerging companies, and established companies.

The first type were active members of grassroot organisations. This could be leaders or active members of initiatives. While leaders often have a more thorough overview of the

past and current developments of the organisation, their view might be professionalised and not provide a good impression of what happens at the basis, which is eventually the heart of the grassroots initiative. Active members, in contrast, are enrolled in the basic and sometimes also more advanced activities offered by the grassroots initiative and both show a good understanding of the movements motivation and goals as well as being able to tell from their practical experience of their commitment. Therefore, organisation leaders were only chosen as interview partners in the case of smaller organisations, while active members were allowed in any case.

The second type of interview partners consists of leaders of emerging companies (startups). These companies were up to five years old upon the time they were interviewed, some were even started a few months prior to the interview. These companies were expected to be close to the movement's motives, yet, they are clearly distinguished by their business aspect. The company types range from digital businesses to physical shops. This is also the case for the next category.

Lastly, the third category consists of rather established companies within the field of sustainability. These could be companies that are at least five years old and have started to scale their business. The aim of these companies is to understand how the motivations and practices evolve with the company development. However, it has to be mentioned here that the border to the second type is not clearly defined, but rather set in context compared to the other organisations within each theme. This is also indicated by the dashed line in the displayed setup of the study (figure 4.2, figure 4.3). The framework intends to provide a rough orientation of the relation between the organisations. The companies were arranged in relation to their direct neighbours.

Movement	grassroot initiative	smaller company / organisation w. business model	established company
Fair Fashion	Madeforhumanity -- eyd	Loveco	comazo
Foodsaving	Foodsharing	Raupe Immersatt	
Repair Culture	Repair Café Stuttgart	Hobbyhimmel	iFixit AfB
Zero Waste	Fasting Plastic Initiative	Tante M Unverpackt Schüttgut	Einhorn

Figure 4.3: Research framework including participating organisations

4.1.3 Case Partners

As a result of the thorough creation of the framework, organisations that fit the search criteria were investigated. In the following, 24 different organisations were contacted in order to request an interview. Thereby, for each category, one expert for a grassroots organisation was looked for, as well as one from a smaller company and one from a more established one.

The organisations were chosen corresponding to the sustainability categories and their size. Further, close-by interview partners were preferred, as personal conversations are preferred over calls. The found grassroots-initiatives were mostly located in the same

regions, which made a personal meetup easy to realise locally. Initially, it was expected that the corresponding companies had to be spread all over the country and be quite scarce, and it was suspected that Berlin would constitute an important location, as it is known for its entrepreneurial scene within Europe as well as offering alternative, sustainable approaches. However, it turned out that there are far more promising eligible companies than initially thought, and many are actually located in the Stuttgart area, or close-by. As a result, most interview partners were based in the German state of “Baden-Württemberg”, and few others were held in Berlin, which was visited once to conduct interviews.

Of the requested organisations, 14 were willing to participate, resulting in 14 interview partners. However, of these, one interview was representing two related organisations (made for humanity e.V. and eyd), while another organisation kindly made two experts available for the interview. Unfortunately, in the field of food saving, very few organisations were willing to participate, even though the most requests were submitted in this section.

Figure 4.3 shows the participating organisations within the framework of the study, thus presenting the structure of the empirical study.

4.2 Data Collection

This chapter describes how the selected data was collected. The empirical data collection was performed by qualitative interviews, which was complemented by a desk study. In the following, the details of the data collection are presented.

4.2.1 Qualitative Interviews

For the data collection, semi-structured interviews were conducted. The objective of these interviews was to gather insights about the ecosystem between movements and related companies.

The interview duration was set to 45 minutes. The duration was estimated to give the experts enough time to answer the questions in depth and it was at the same time a still acceptable duration to ensure a good rate of participants. The test interview, which was performed with the interview questionnaire, took 38 minutes. All interviewed experts were interested to share their insights comprehensively, which often lead to longer interviews than pretested. The used language was German, as the participants felt most comfortable in this language. As usual, the experts were informed and asked for participation before the data collection. The participation was voluntary and anonymous, and the experts filled out a declaration of consent (see appendix A) and information for descriptive data (see appendix B, third page) prior to the interview. The participants further consented to the recording of the interview, which they also confirmed written in the declaration of consent. When the interview took place in person, the location of the interview intended to be at a place where the interviewees felt comfortable. In the company cases, the meeting point was at the company, with members of grassroots organisations, a neutral place was agreed on.

To be able to compare the given answers, a uniform questionnaire was prepared. This was made with the intention of ensuring a certain comparability between the different types

of organisations. Through these questions, addressed both to grassroots initiatives and companies, parallels in their thoughts about the general topic could be extracted.

The questionnaire dealt with the following topics:

- Attitude towards several topics around the movement's cause
- personal connection to the movement
- estimation of the movement
- future development and growth of movement/company
- attitude and expectations towards companies within the movement
- general attitude towards sustainability

Even though the questionnaire was designed for all participants, it was necessary to take consideration of the specific perspectives of movement members and company members. Therefore, the questionnaire shows two columns, offering the same or similar questions worded to the specific group. The parallel structure allows to compare the questions directly. To ensure a comprehensive understanding of some company-specific topics, the following questions were added for companies:

- relation to the movement at the time of company formation
- estimation of the company's contribution to the movement
- relation to competitors and towards movement

Through these questions, the following subject areas were intended to be extracted with regard to the research question (see chap. 2):

- *Movement making, and general attitudes* towards sustainability, the movement and its cause, motivation to join a movement/found a company or transition the company to the movement's cause. These attitudes were significant in comparing the underlying motivations and views of participants
- *Estimation of the future development*: What ambitions do the case partners have, how are these different to conventional entrepreneurship theory, how are they related to the original values? These attitudes were focusing on the aspect of scaling.
- *Thoughts on the ecosystem*: How does the relation to other organisations look like? Are there signs of competition or networking? Do case partners have critic towards other forms? Through the thoughts on the ecosystem, chances for cooperation were explored.
- *General questions* on sustainability and finances. These questions had the intention to create space for miscellaneous thoughts. As financial aspects are a relevant distinction between companies and grassroots initiatives, they were added to the general questions.

The questionnaire can be found in appendix C (German version: appendix B). The questionnaire was reviewed by the supervising Professor, Prof. Frank Gertsen. Further, the questionnaire was successfully pretested. After the pretest, the comprehension of the questions and miscellaneous feedback was evaluated by interviewer and test participant.

The questionnaire for the semi-structured interview was planned to serve as a guideline for the conversation. Not every question was necessarily needed to be answered, rather, a general comprehension of the experts opinion on the topics raised above was intended. Therefore, the questions were sorted by topic and visually separated through table fields. If possible, a personal meeting was arranged, otherwise conversations could alternatively take place on video-chat or over the phone. In preparation for the interviews, [Kvale and Brinkmann, 2009] was taken as a major source of information for methodology.

Prior to the interviews, the declaration of consent and descriptive data were filled out. The interviewer shortly presented the research and invited the participant to ask questions. With the setup of the recordings and the first question, the interview started. The participants were invited to talk freely, which was in some occasions supported by the anonymity of the conversation. Throughout the interview, participants were mostly eager to present their opinions and stated reflected as well as detailed answers. Most interviews (ten of thirteen) were realised in person. One interview was performed via video-chat, and two over the phone. While the long distance conversations tended to be slightly shorter than the personal ones, the quality of conversation did not suffer, in contrast, the interview was still performed in similar manner of a pleasant ambience and openness. The conversations often lasted longer than the initial planned 45 Minutes, and participants showed a high interest in sharing their perspectives and experiences thoroughly.

4.2.2 Desk Research

The qualitative interviews were complemented by a desk study, which took place before and after the interviews were conducted.

Prior to interviewing, the desk research was utilised in order to find the partners, estimate their fit for the study and to prepare adequately for each interview. As the participating organisations are very heterogeneous, the additional research was meant to assure the research captures the particularities of each case. This was usually realised by visiting the web presence of the organisation or company, and comprehend the extent of their actions towards the subject of this research. While the interviews were conducted with an identical questionnaire, as described above, the additional search made sure all relevant topics were discussed within the limited time or to help the participant to get back to the topic, when straying too far from the subject.

In follow-up to the interviews, complementary information was looked up to back up the information provided by the participants and fully comprehend newly introduced topics. This could be through literature, web sites, or in one case even other interviews the participant gave publicly. Further, provided facts were validated through additional research as far as possible.

The desk study turned out to be a useful addition to the interviews. Most of the participating organisations possess a well maintained web presence, sometimes even more information was available through articles and interviews. As the internet constitutes an important resource for the company's and organisation's work, the interviews could be complemented well.

4.3 Data Analysis

For the qualitative data analysis, two factors play a crucial role: One is the collection of sufficient and adequate data, the other is the “creativity in the process of analyzing the data” [analogous translation, Mayer, 2015, p. 238]. The concrete form of evaluation can be as diverse, always firmly correlating on the circumstances and the goal of the research. The goal is hereby to find a customised solution that meets the requirements of the topic and collection method. In the following the author describes how analysis was designed to fit the demands of this study. [Mayer, 2015, p. 238]

The descriptive data was processed in a quantitative way. Participants gender, role within the organisation and duration of membership in the organisation were collected and processed statistically to perceive an raw impression of the interviewed experts. This serves as an introduction to the data analysis.

4.3.1 Data Processing

Prior to the analysis, the data is processed to prepare it adequately. The usual way to go here is the transcription of the communication. This is a time-consuming process, in which the interview recordings are documented in a written form. However, it was suggested by the supervising professor to skip this step. This was explained by the following reasons. As the transcription is a very laborious task, which requires many timely resources for its completion, the usual scope of conducted interviews is correspondingly very low, containing between two to six interviews. Therefore the decision fell in favour of a greater number and duration of the interviews. These are as well very time consuming, as adequate participants have to be elected, contacted, appointments arranged and finally the interview has to be performed. Further, the researcher had to pay attention to keep a balance of finding appropriate experts in the different fields, a difficulty which became visible with the foodsaving movement. Moreover, the duration of the conversation was not as restricted due to the missing transcription, which allowed spontaneous prolongations of the conversations whenever the experts had information and insights to share.

Other reasons were more practical: It is important to mention that the researcher had very few prior experience with qualitative research and has not been formally instructed in the course of the studies in this field. Therefore, the realisation of the thesis included a comprehensive self-study on qualitative research methods and best practices. To ensure a good quality and significant research results, it was decided to limit the scope of the thesis at this point. Finally, the interviews were conducted in German, as this was the native language of the participating experts, however, this thesis is written in English. The transcription process navigates the data analysis closer to a linguistic level. This could be obstructive in this case.

Instead, the recorded interviews were listened to for several times and relevant sections were highlighted with markers, to be able to navigate through the interviews. For further steps, conventional data gathering methods provided initial guidance [Mayer, 2015, p. 243]: Familiarisation, coding and breaking down categories, synthesis of the interviews in a schema of categories and understanding the connections. In the first step, the researcher familiarised herself with the collected data through listening to the recordings

repeatedly. Important sections were marked, and in some cases additionally written down with reference to the timestamp of the recording.

In the first step of the analysis, the different cases were evaluated along their movement section. This provides the reader an initial overview of the differences between the movements and laid the foundation for the analysis referring to the interview subjects.

The further steps were derived from the analysis method “analysis referring to questions” [Mayer, 2015, referring to Morse et al., 1998]. This approach is especially suited for the evaluation of semi-structured interviews, as is the case here. As described in the section above, the interviews are composed of distinct subject areas that are treated in a similar fashion with all experts. This allows a better comparability within the heterogeneous group of participants, nonetheless, each expert had the possibility to respond to the question personally and of different depth, through the open questions asked. These subject areas provide a strategic focus, as they indicate the main categories of the analysis. The procedure is as follows:

1. Create main categories of the subject areas
2. Familiarize with interviews through listening
3. Assign interview statements too the main categories
4. Highlight these interview statements (paraphrase or through key points)
5. Extend to the creation of further categories if needed

Each interview is processed following this procedure. When synthesising the different interviews, overlapping information is summarised and the categories will be further differentiated and correlated. The more thought through the subject areas are in the beginning, the easier is the categorisation afterwards. The final step, creation of further categories, is crucial to ensure the appropriate inclusion of unforeseen discoveries.

4.3.2 Supporting Documentation

In order to prove the analysed results, quotations of the interviews are inserted to the analysis. This is performed as an alternative to the transcribed codes. However, as mentioned earlier, the interviews were conducted in German. For the thesis, the quotes were translated by the author to the best of her knowledge and belief. However, the translation has not been validated by an official translation agency. Therefore, the following notation was determined:

Quote Number The quote translated - English version

The English translation of the quote is displayed with its quote reference number. In Appendix D, the original quote of the interview section in German is presented, with the corresponding quote number. As the English version is the relevant one for the reading flow, it is displayed in the analysis. The German original is optional to read, for the case that the reader is able to do so, and therefore filed in the appendix, to ensure a comparison of the translation. This way, it is possible to verify the translation when this research is reviewed, and possible misunderstandings are easy to discover.

For the analogous translation, fillers (uhm, and like,...) and redundancies were reduced when they didn't contribute to the meaning. Moreover, as the citations were anonymous, names that could lead to the person's identity were removed. Explanatory comments by the author are presented in brackets (). Some passages (e.g. long explanations) are skipped, which is indicated with square brackets [...]. Dialects or sayings were only translated to an extent that was relevant for the meaning.

4.4 Validity and Reliability

In this section, the relevant actions that were taken to ensure validity and reliability are presented. An overview is presented at first. Thereafter, the consideration of limitations is presented. To ensure rigor and transparency, the validation was evaluated through the Case Study Evaluation Template, which is substantiated in the final section.

The data selection framework was designed to ensure a cross-comparability between different movement categories. As different movements have their own characteristics and hence, different relations between different organisations can evolve, this was intended to ensure the understanding of a greater picture. Moreover, possible similarities between similar organisations of different movement categories could also be discovered this way. The choice of organisations was performed under the application of carefully chosen criteria, described in detail in the data collection.

A uniform semi-structured questionnaire was prepared to facilitate the comparability. The questionnaire was enhanced to address the specific peculiarities ideally, nevertheless, each interview shared the same basis therefore. The questionnaire was reviewed and approved by the supervising Professor Frank Gertsen.

The questionnaire was pretested to ensure the comprehension and quality of the questions, as well as to test the duration. The pretesting was performed with an independent tester, who did not participate as interviewee. The result of the pretest was positive and the questions could be validated for comprehensibility successfully. Further, the duration matched the estimated amount. Experts gave their written consent to their participation. During the interview, the conversation was recorded with two devices, to prevent outages and ensure a high audio quality. A communicative validation took place with the participants in the course of the conversation. Participants affirmed their stated results.

For the analysis, with respect to best practices of qualitative methodology, an attempt was made to tailor it to the content of the study. For this, the initial framework from the data selection was taken as a basis and was then extended with respect to the interviews. The presented results were connected to existing literature in the discussion.

4.4.1 Consideration of Limitations

In the search for organisations, the distribution could not be achieved as harmonious as intended. Instead of three organisations in each of the four categories, a distribution of four organisations in every section except for the second one was reached, which achieved two. The search process required parallel requests, as it was hard to estimate how much

positive feedback would have been received, and long response times had to be calculated in, which explains the further organisations in the three sections. The second section did unfortunately receive very little feedback from company side. Nonetheless, the equal distribution in the other sections allows a comparability of the results, while the analysis of the second section has to be considered specifically.

The importance of environmental factors has been outlined in section 3.2.4. Hence, it is important to say that this study contains geographical limitations. All interview partners are from Germany, which automatically results in cultural biases but also systematical conditions that could produce different results in other countries or regions. On the other hand, the environmental factors are therefore more similar as it would have been in an international survey, which allows a focus on other factors.

The consequential linguistic barrier in the translation of the results for this report constitutes another limitation. It was tried to alleviate them through displaying the German original alongside with the translated quote, as documented in the previous section (sec. 4.3). However, the analysis might be blurred through the translation.

The interviews were not transcribed, and consequentially not coded. The motives behind this action were presented in the previous section (sec. 4.3), as well as the measures taken to compensate for it. Nonetheless, this constitutes a major limitation of the empirical study.

4.4.2 Case Study Evaluation Template

The Case Study Evaluation Template (CASET) has been developed to objectively assess articles of explorative studies in innovation management [Goffin et al., 2019]. To examine the quality of this thesis, it was decided to evaluate it with the CASET-scheme. This allows a good overview on the study for external reviews, and objective quality criteria. Therefore, it serves as the main validation method utilised. This work has achieved to fulfil eight of the ten points. The overview of the CASET evaluation result can be seen in table 4.1. In the following, the decision for each evaluation point is explained in detail. Further relevant information on validity and reliability that has been considered in the research, but not been addressed through the CASET, is included afterwards.

The Case Study Evaluation Template covers four main categories, namely research design, data collection, data analysis and post-hoc. The first category, research design, covers the first three criteria, theoretical foundation, pilot study and theoretical sampling. Concerning the data collection, triangulation, review and validation of the evidence and the transparency of the data collection process are evaluated. The data analysis is checked by the critical points of inter-coder agreement, case presentation and case interpretation. Finally, the post-hoc category contains the last evaluation criterion, assessing the reflection on validity and reliability.

The measure of the theoretical foundation is "Was a clear explanation given of why the case method was the most appropriate method to adopt?". The choice of methodology has been thoroughly explained in the introduction of this chapter. Here, it has been explained why a qualitative approach was chosen, why the explorative study was chosen and why expert interviews are believed to be the best method (see introduction to chap. 4). The

section data selection (sec. 4.1) further explained the motives behind the design of the empirical study. Therefore, the question could be clearly answered with yes, resulting in a point for the evaluation.

The next point examines whether a pilot study proceeded the main study. This evaluation point is a little difficult, as this study is an explorative study, which could be suited as a pilot study itself. A main study is not planned yet. Mayer defines pilot studies as studies which “serve the preparation and introduction of further studies”. According to Mayer, pilot studies can be utilised to:

- serve the better observation and description of the research area
- substantiate a research question or research problem
- develop hypotheses for quantitative research

The literature review refers to several sources of the grassroots study (chap. 3.2), which, especially [Ornetzeder and Rohrer, 2013], provided a good foundation for this research. Just as in [Rao, 2009], the discoveries on the possibilities of movements on changing industries were shared. Additionally, Ornetzeder and Rohrer focus on sustainable grassroots initiatives and innovations. Laying this foundation, this literature can be perceived as a pilot study for this research. The innovative potential of sustainable movements has been revealed, and the influence towards the industry has been indicated. This study composes a more comprehensive report with a stronger focus on the entrepreneurial aspects of sustainable grassroots innovations, containing more cases and interviews. Additionally, it brings a new perspective, as the innovation phase is not completed, but is in the middle of the process. Hence, the second evaluation point can be positively answered with yes.

The final point of the section on research design concerns theoretical sampling: “Was an explanation provided of which cases were chosen and why?” Section 4.1 provides a detailed explanation of the foundation on which the interview partners were chosen. The framework outlines the conditions the organisations had to meet, as well as local factors that influenced the search of interview partners.

The first criterion concerning the data collection is triangulation, dealing with the question whether the research was “based on multiple sources of data.” This can clearly be answered with yes. As can be seen in the data collection (sec. 4.2), the conducted interviews constitute the main source of data, which was complemented by a desk research.

Following Mayer, triangulation describes the addition of a second method, source of data or theory, which helps to obtain an additional perspective on the research topic, hence expanding it by a further dimension. The research subject hence rests not only on the initial methodology, but also the additional method, which enhances the quality, visually stabilizing the research (see fig. 4.4). Triangulation is differentiated between triangulation internal to the research method (e.g. two qualitative approaches), and cross methodological triangulation, combining a qualitative and a quantitative approach. With the latter form, researchers have to be aware of combining the two methodologies responsively, as the different underlying philosophies, the consistency of each approach could be hampered. In this research, the methodological internal triangulation was chosen, combining the

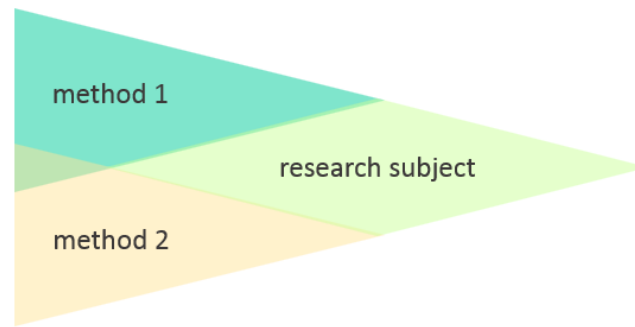


Figure 4.4: Triangulation, according to Mayer, 2015, p. 105

qualitative interview practice with the desk research. [Mayer, 2015]

The next point covers the review and validation of external parties. This review covers two possible points: First, the validation of the interviewee through feedback sessions or by fellow researchers who were not involved in the primary data collection. The interviewing phase took three months in total, starting from the first requests to the final appointments. This indicates how difficult it was to obtain appointments with many interview partners in the first place, as they were very busy. The feedback session would have not been feasible with most of the interviewees. As this thesis is an individual research project, and the project was not transcribed, the validation by fellow researchers was hardly implementable. Hence, this research does not comply with the CASET criterion of “review and validation of evidence”.

In contrast, the data collection process was well processed. Interview form, content and underlying motives were presented in the data collection chapter (sec. 4.2), and the corresponding documentation is attached in the Appendix (Appendix A, B and C). Further circumstances were also reported, so that replication can be possible.

The data analysis section checks the transcription, case presentation and interpretation. The inter-coder agreement could not be fulfilled, as the data was not coded. For the case presentation, presented in the next chapter, a good comprehensibility of the results was focused on. Therefore, the cases were presented initially to give the reader a possibility to get an enhanced grasp of the explored movements. Citations were used to emphasise and prove how the empirical data enabled further conclusions. Whenever reasonable, visualisations were utilised to create a better understanding of the results.

In the discussion chapter (chap. 6), the cases were interpreted with regard to their relation to and existing literature. The interpretation of the cases contained the formulation of new propositions which have to be validated in future studies. The last two aspects of the evaluation of the data analysis have therefore passed successfully.

The final point covers the reflection on the validity and reliability. This has extensively been dealt with in this chapter, including a general reflection on validity and reliability, a consideration of limitations and eventually the caset validation. This concludes the validation of this study, which scores a CASET-score of 8/10 points.

Evaluation criteria	Explanation of measure	Anchoring Statements	Score (0/1)
Research Design	Theoretical foundation	Was a clear explanation given of why the case method was the most appropriate method to adopt?	0 = "No": no explicit argument was given for why the case method was adopted in the research. 1 = "Yes": there was an explicit argument for why the case method was adopted in the research.
	Pilot study	Was there a pilot study preceding the main study?	0 = "No": there was no pilot study. 1 = "Yes": a pilot study was conducted before the main study.
	Theoretical sampling	Was an explanation provided of which case(s) were chosen and why?	0 = "No": no explicit argument was given about how the case(s) was / were selected. 1 = "Yes": case(s) were selected for theoretical purposes, example ranges from a discussion on why case(s) were chosen to a discussion on the selection of a polar extremes where cases exhibited extremely high or extremely low value on the constructs of interest.
Data Collection	Triangulation	Was the research data based on multiple sources of data?	0 = "No": the research was based on only one source of data. 1 = "Yes": the research was based on more than one source of data.
	Review and validation of evidence	Was the evidence reviewed and validated by external parties?	0 = "No": the evidence was not reviewed and validated. The article did not explicitly state if the evidence is reviewed and validated. 1 = "Yes": the evidence was reviewed and validated by the interviewee and/or the company (e.g. through data feedback-sessions); or by fellow researchers not part of the primary data collection.
	Transparency of data collection	Was it made clear how the data collection process was conducted?	0 = "No": the data collection process was not clear and transparent because there was no sufficient information about the origin and the contents of the data collected (in terms of areas, topics, themes or constructs), which would allow replication. 1 = "Yes": the data collection process was clear and transparent because interview themes, questions and/or research instruments such as research protocols specifying data collection circumstances were reported, which would allow replication.
Data Analysis	Inter-coder agreement	Were the data coded by multiple investigators?	0 = "No": the data were not coded by multiple investigators independently, or there was no information about how inter-coder agreement was achieved. 1 = "Yes": the data were coded by multiple investigators independently, and there was an explanation about how an acceptable inter-coder agreement was achieved.
	Case presentation	Were findings and empirical evidence presented in a way that made it clear how the author(s) reach their conclusions?	0 = "No": The way which the author(s) reached their conclusions based on the case data was neither clear nor documented. Their focus was on "telling the story" and not "showing the evidence", and any quotes used were selected to support the authors' conclusions. 1 = "Yes": the article was explicit and clear in demonstrating how the empirical data were used to arrive at the conclusions, providing a clear "trail of evidence" (through the use of approaches such as tables, data displays, coding schemes and other visual aids).
	Case interpretation	Did the case analysis move beyond descriptions and conceptual ordering?	0 = "No": the results from the case analysis were mostly descriptive and/or simply consisted of condensing data into patterns and concepts. 1 = "Yes": the interpretation moved beyond description and conceptual ordering, to the generation of meaning and of the conceptual significance of the case facts. This was achieved by, for example, developing a conceptual framework or model from the case(s), formulating propositions to be tested by future research, and/or systematically discussing results in relation to existing literature.
Post-hoc	Reflecting on validity and reliability	Was there a discussion about the quality of the research?	0 = "No": there was no explicit discussion about the quality of the research. 1 = "Yes": there was an explicit discussion reflecting on the quality of the research (either in the section on research design stage or in the consideration of limitations), which covered one or more dimensions of validity and reliability, showing that authors were aware of the need to ensure rigor.
Overall quality score (out of 10)			8

Table 4.1: Case Study Evaluation Template (CASET) [Goffin et al., 2019], filled out for this study

Analysis 5

This section presents the findings of the study. It starts with the presentation of case partners. Thereafter, the descriptive data of the participants is evaluated, before presenting the qualitative results of the study.

The qualitative study was evaluated after the analysis referring to questions, as can be elaborated in the last chapter. The analysis referring to questions showed three categories:

1. Movement making and general attitudes
2. Thoughts on the ecosystem
3. Estimation of future development

Movement making and general attitudes is covered mainly through the framework categories presented in section 5.3. Further, the first section of the Analysis referring to questions (sec. 5.4) provides a cross-cutting contribution on the topic.

Thoughts on the ecosystem are covered in the two consequent sections, covering the relation to competitors and general thoughts on business modelling and financial independence.

The third category, the estimation of the future developments presents an analysis on thoughts on growth, as well as ways of structurally ensuring corporate responsibility.

Finally, further categories that have emerged out of the case study are presented. These cover movement organisation between digital and analogous life.

5.1 Preanalysis

Movement	grassroot initiative	smaller company / organisation w. business model		established company
Fair Fashion	Madeforhumanity -- eyd	Loveco		comazo
Foodsaving	Foodsharing	Raupe Immersatt		
Repair Culture	Repair Café Stuttgart	Hobbyhimmel	iFixit	AfB
Zero Waste	Fasting Plastic Initiative	Tante M Unverpackt	Schüttgut	Einhorn

Figure 5.1: Participating Organisations within the Research Framework

5.1.1 Presentation of Case Partners

The participating organisations are presented in the following. The order of presentation is aligned to the research framework (fig. 5.1), going in Latin reading direction, presenting from left to right inside a line, and then from top to bottom to the next segment. Further information about the framework can be retrieved in chapter 4.1.

Made for Humanity

Made for Humanity e.V. is an association founded to educate people about human trafficking and modern slavery, with a focus on sexual abuse and forced prostitution. This happens through educational and preventional work at seminars and events within Germany. The organisation further supports victim rehabilitation programs, at the time of this study mainly the Chaiim foundation in India, which deals with supporting trafficking victims through reintegration ¹.



Made for Humanity was prior known as Glimpse e.V. and was founded along with [eyd]. The two organisations are connected through their joint efforts against human trafficking. The connection to the sustainable clothing company [eyd] was what made the association interesting for this case study ²

eyd



[eyd], phonetically pronounced as aid, is an acronym for the company's motto, "Empower your Dressmaker". The self-titled humanitarian clothing company sells sustainably produced garments with the goal of empowering survivors of human trafficking. In the charitable workshop of Chaiim, which is embedded to the rehabilitation programme of the Chaiim foundation, survivors produce clothes from ecological fabrics at

a fair wage. 25% of [eyd]'s profits are donated to the affiliated organisation Made for Humanity. ³

Loveco

Loveco is an online shop for "eco & fair" fashion, based in Berlin. Founded in 2014 as a store with vegan fair fashion and shoes, it has grown to three stores in Berlin and an online shop for sustainable, slow fashion. On their web presence, Loveco further



hosts a guidance section, which educates about things to know on ecological, fair and vegan fashion and fabrics. Also, loveco offers a magazine section, which gives insights about the company culture and values and gives advice for the transition towards slow fashion. ⁴

Comazo

¹<http://www.chaiimfoundation.org/>

²Source Information & Logo: <http://madeforhumanity.org>

³Source Information & Logo: <https://www.eyd-clothing.com/en>

⁴Source Information & Logo: <https://loveco-shop.de/>



Comazo is the oldest company in this case study. Founded in 1884, it is the only company which was founded before the 21st century.

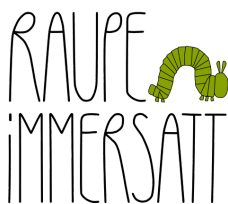
The family business is located in the rural south of Germany and produces foremost underwear, but also sleep-, home- and sportswear. The production line “comazo earth” offers fairtrade-, BSCI- and GOTS-certified garments. Comazo earth garments and the company itself also hold other sustainable certificates and communicate them on their web presence. The high quality wear is designed to be discreet and ageless, so that the garments aren’t disposed prematurely because they don’t fit a trend anymore. The production is to a large extent located in Germany and eastern Europe. Comazo’s products are presented by their employees, advocating for body positivity as part of their company culture. ⁵

Foodsharing

Foodsharing is the central platform of the foodsaving movement, through which individuals can collect food from restaurants, supermarkets and private persons, which would otherwise be thrown away. Besides the coordination of these tasks, the platform also serves for the members to connect and act in other ways against food waste. This can be educational or political activities against food waste or other sustainability-related issues. All activities of the members are free of charge and unpaid: People who collect the food, called foodsavers, can do this for free and participate voluntarily. With the collection comes the responsibility to act reliably and to distribute all food in a way that no additional food waste occurs. The platform is organised by the corresponding association, “foodsharing e.V.”, and developed open source. Centered in Germany, Switzerland and Austria, it has spread to other European countries. ⁶



Raupe Immersatt



Raupe Immersatt is a special kind of café, located in Stuttgart, Germany. It intends to create a space where the spirit of the foodsharing movement can be experienced. The food is free for everybody to take, rescued and donated from foodsharing members or private persons. This makes foodsharing tangible, and opens the place for people with different economic possibilities. The selection of beverages is carefully chosen considering regionality, quality and sustainability. Prices are “pay as you want”, consumption is optional, turning it into a welcoming

place for interaction, deceleration, and fun. Cultural events and activities can be proposed by everyone. The founders want to raise awareness for foodsaving in particular and sustainability in general. With Raupe Immersatt, they’ve designed a project that builds on trust and seems fragile seen from an economical perspective, but might show how new economic ways could look like. ⁷

⁵Source Information & Logo: <https://www.comazo.de/>

⁶Source Information & Logo: <https://foodsharing.de/>

⁷Source Information & Logo: <https://www.raupeimmersatt.de/>

Repair Café

Repair Cafés are voluntary meetings where participants can repair their broken things alone or with the help of others. The organisers of the repair café offer necessary tools for reparations. The initial idea came from Martine Postma, who organised the first event in Amsterdam in 2009. In 2011, Postma founded a initiative to spread the word, resulting with Repair Cafés emerging all over the world. The promoters of Repair Cafés underline that they don't want to compete with professionals in reparation business, but instead raise awareness for the culture of repairing and discourage people from replacing their belongings directly, once they show a little flaw.⁸ The Repair Café Stuttgart was founded in 2014. The local association was interviewed to gain a better understanding of the initiative.⁹



Hobbyhimmel



If you extend the idea of Repair Cafés, give them a facility which is open all year around, you get the Hobbyhimmel. It is an open workshop, which offers the use of tools against a small fee and has a welcoming community. Large and small reparations can be realised there with high quality machines that would otherwise cost the user a lot of money and space. Hobbyhimmel is a part of the association for open workshops¹⁰, but unlike the other workshops, it is the first workshop that is not based on public donations, but is financially independent through a combination of usage fees, memberships, courses, events and long-term donations. Not only does their business model run well, but it lays the foundation for scale through Hobbyhimmel's own social franchising concept. The vision is to spread the sustainable, entrepreneurial model for public benefit, and improve jointly. Further, Hobbyhimmel is certified from the economy for the common good¹¹, which developed a KPI system that is oriented on human and planetary well-being instead of profit.¹²

iFixit

iFixit is a company with the designated goal of empowering individuals to repair their belongings. Therefore, the web presence hosts a wiki for repair guides, which can be freely created by everyone, resulting in a vivid digital iFixit community. The focus of the repair guides lays on digital technology, which is usually hard to repair by amateurs. To counteract, iFixit has developed the teardown format, where the disassembling of technical devices is documented, so individuals know what is to be considered when disassembling their own device for repair. The teardown, usually a video and/or a text with images, is documented step-by-step and all parts of the devices



⁸Source: <https://repaircafe.org/de/>

⁹Source Information & Logo: <http://repaircafe-stuttgart.de/>

¹⁰<https://www.offene-werkstaetten.org/>

¹¹<https://www.ecogood.org/en/>

¹²Source: <https://hobbyhimmel.de/>, Source Logo: <https://www.i-share-economy.org/atlas/hobbyhimmel>

are identified. At the end, iFixit awards the repairability, which is graded on a scale of one to ten. Additionally, iFixit sells repair kits, specialised tools to repair certain products. iFixit was founded in 2003 in California. The European subsidiary, which participated in this case study, was founded in 2014, and is located in Stuttgart, Germany.¹³

AfB



AfB is the largest non-profit IT-company in Europe. With a focus on IT-Remarketing and IT-Refurbishing, the company accepts discarded hardware of other companies and restores them, including a professionalised data deletion process. If the devices are still usable, they are resold with a warranty, otherwise the hardware is disassembled ecologically, which guarantees a exemplary recycling process.

AfB however is not only ecologically important: The core of the company are its employees, who are people with and without disabilities, working together on the IT-services. AfB is dedicated to live inclusiveness on a high standard, always endeavoured to enable good working conditions for each employee. With their inclusive and resource-friendly business model, AfB has won many awards in the field of sustainability and innovation. AfB has scaled its business to five European countries so far.¹⁴

Plastic-fasting initiative “Bitte ohne Plastik”

Bitte ohne Plastik, in English “please without the plastic”, is an initiative to fast plastic for a sustainable lentening season. Everyday, one tip to avoid plastic as a form of waste is presented. Individuals can participate in the plastic fasting and spread the word online using the hashtag “#bitteohneplastik”. Further, different organisations committed to be part of the plastic fasting action and spread the word, so that the initiative would grow further. Within Germany, different plastic fasting initiatives have started independently of each other, and contribute to the zero waste movement, which is very present in social media and online.¹⁵



Tante M Unverpackt



Package free stores are a corner stone to the Zero-Waste/Low-Waste community. Tante M Unverpackt is the second package free store in Stuttgart and opened a few months prior to the case study. Set in a rather remote area in Stuttgart, it doesn't only serve as a store but is also a café at the same time. Through this, it composes a important meeting point in the district and raises awareness for the topic of waste reduction with unrelated visitors. Tante M Unverpackt

¹³Source Information: <https://eustore.ifixit.com/>, ifixit.com, Source Logo: Rerialc - Eigenes Werk, Gemeinfrei, <https://commons.wikimedia.org/w/index.php?curid=67273421>

¹⁴Source Information & Logo: <https://www.afb-group.de/>

¹⁵Source Information & Logo: <https://bitteohneplastik.org>

cooperates with local initiatives to avoid long transportation routes and support local retailers and startups.¹⁶

Tante M Unverpackt was chosen as a very young company, which has already become popular in the region. Compared to Schüttgut, they were chosen for the combination of store and café, and to find out a additional perspective on this concept.

Schüttgut

Schüttgut is the first package free store in Stuttgart and was founded in 2015. The store sells food and products from the region, which are selected by the criteria of ecology, fairness, regional, seasonal and without disposable packaging. As in other package-free stores, customers bring their own packaging and can select the quantities they want. Schüttgut supports the slow food movement and is part of the association of package free stores. It tries to be a calm, friendly and sustainable alternative to hasty supermarkets.¹⁷



Schüttgut was chosen for this case study as a representative of the package-free stores that are an important pillar to the zero-waste lifestyle. As the store is already a few years old, it was interesting to learn from the experiences and about the further development.

einhorn



Einhorn is a startup from Berlin, which sells condoms and period products, and try to combine fairness and sustainability in their products. Within their period product department, which was focused in this case study, einhorn offers a variety of period products made of organic material, produced in a sustainable and transparent supply chain. The main focus lays on the menstruation cup, which can lead to an immense waste reduction over the years. Aside of creating new and sustainable products, they try to educate and entertain people about the topic and improve the reputation of period products in communicating it with design and humour. The latest examples to this point is the participation in lobbying for lower taxes on period products, which was successfully brought into the parliament this year. Einhorn's is part of the Entrepreneur's Pledge¹⁸, and is certified as a B-Corp^{19, 20}.

Even though einhorn doesn't qualify as an exemplary member of the zero waste movement, it was chosen for two reasons. Firstly, the company is related to the topic in the way that they try to find sustainable alternatives to conventional products or additionally avoid waste. Secondly, the company has engaged in activism for menstrual rights and therefore constitutes an interesting combination of movement and company for this thesis.

¹⁶Source Information & Logo: <https://tanjem-unverpackt.de/>

¹⁷Source Information & Logo: <https://www.schuettgut-stuttgart.de/>

¹⁸<https://www.entrepreneurspledge.org/pledge>

¹⁹<https://bcorporation.net/>

²⁰Source Information & Logo: <https://einhorn.my/>

5.2 Descriptive Data

This section presents the descriptive data on the case study. Of the fourteen participating companies, thirteen cases were deducted, as one interview partner was covering two very related organisations (madeforhumanity/eyd). Another organisation brought two interview partners, which resulted in fourteen interview partners.

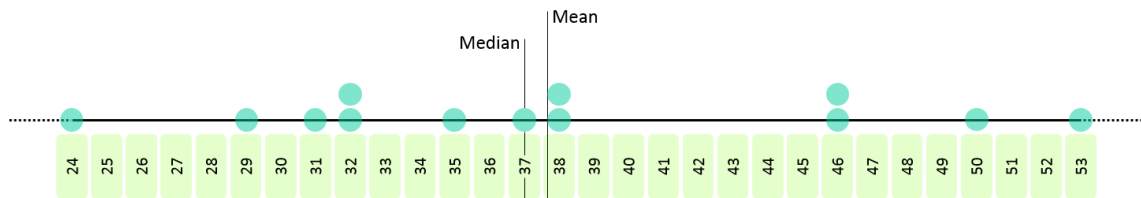


Figure 5.2: Age distribution of the participants

The participants average age was 37 years (37.76), spread between 24 years for the youngest, and 53 years for the oldest participant. The average expert from the movement's side was 36 years old, from company side 38 years. One of the participants did not disclose the exact age.

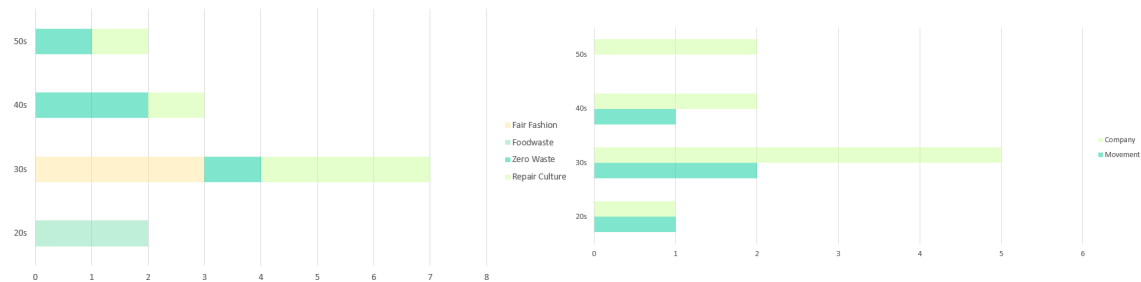


Figure 5.3: Involvement of the participants by age ranges, distribution on companies and movements by age ranges

Eight of the participants were male, and six female. The distribution of gender showed a gender ration of 6/4 (female/male) on the company side, while the participants on the movement side were all male. The first section had more female participants, and the second and third section more males, while the zero-waste section was equally distributed.

Of the fourteen participants, nine were founding members. Two who weren't founding members, grew up with the family business. The earliest active involvement was from

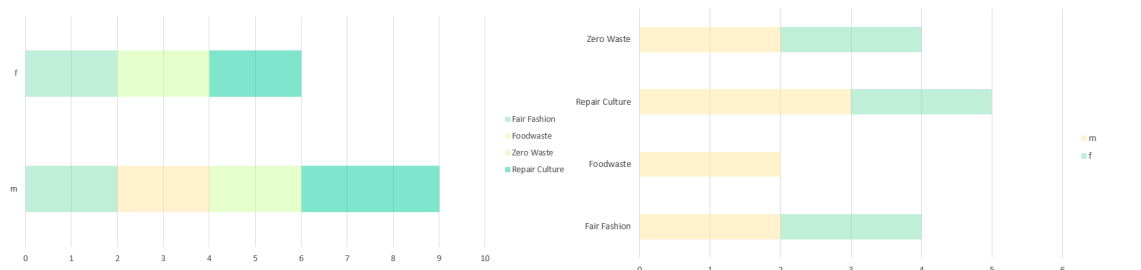


Figure 5.4: Involvement of the participants by gender

2008, the latest started in early 2019. On average, the experts were actively involved for four years, which was similar with movements and companies. The zero waste movement seems to be the youngest, with an average involvement of 2.25 years. Of all participants, six described themselves as part of a company movement, four as part of a movement and four believed that both was applicable. Participants had the option to declare themselves part of a movement, a company or both.

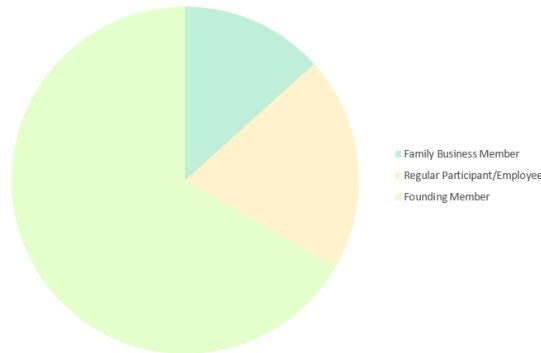


Figure 5.5: Involvement of the participants in founding of the companies or movements

Of the participating organisations, all except for one were founded in this millennium. The exception, comazo earth, which participated in the role of an established company, was founded in 1884. The organisations founded in this millennium were on average founded in 2013, six years prior to the interview.

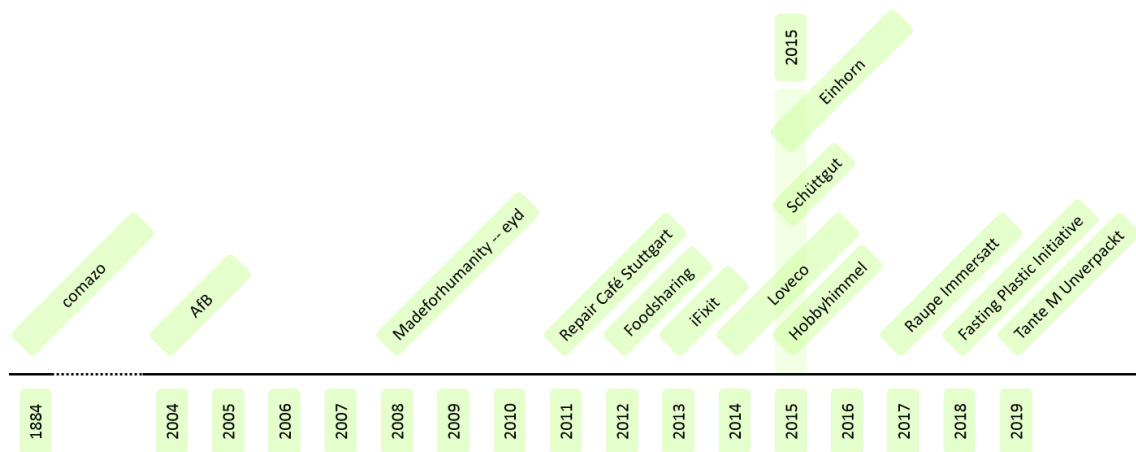


Figure 5.6: Timeline of foundations of the companies or movements

Area	Zero Waste	Foodwaste	Average	Repair Culture	Fair Fashion
Average time participated	1.75	3	4.4	4.6	7.5

Table 5.1: Average participation time within the organisation in years

The financing was not inquired in the survey for descriptive data, but usually came up in conversation with company case partners. The vast majority have financed themselves

through bootstrapping, some helped with bank credits, crowdfunding or awards on the idea. This was mainly traceable to the will of developing the founding idea independently, free from the interests of external investors. Only one company was financed by external investors. This happened after the initial founding, which was, too, bootstrapped, in a restructuring phase. The company explained this decisions with an intention for professionalisation and an increased demand of security, as the organisation was already employing several positions at the time. Bootstrapping, however, was the most popular way of financing among the case partners.

5.3 Framework Categories

In the following, insights of the different movement categories are presented. Interestingly, the movement categories are related to each other through sustainability. As the case partners have been uttering concern for sustainability in general, the different categories happened to appear in other interviews. Fair fashion companies are concerned with their waste management, package free stores are in exchange with the foodsharing scene, and the open workshop supports new sustainability projects of different areas. Even if the case partners are majorly associated with one category here, the different movements are often well connected. In daily life, the categories blend together, with many others, in their commitment of living and doing business sustainably.

5.3.1 Fair Fashion

The fair fashion companies that could be interviewed for this case study were very heterogeneous and showed the diversity of organisational forms. The first company for example, [eyd], donates to the voluntary association Madeforhumanity, which was created to fight against human trafficking. Madeforhumanity does educational work in Germany, and donates to the Chaiim foundation in India, which helps women to reintegrate through a holistic education which includes learning how to sew.

When the seamstresses advance in their training, they work at the company side of Chaiim in the production of clothes. After the programme, the majority moves on, starting to shape their lives by pursuing a career in their field of interest, moving back to their family or start their own family. Even though Madeforhumanity is not a classical representative of the fair fashion movement, it does represent the opposite of the fast fashion industry: To empower people through the production of textiles.

The fair fashion movement is an example of entrepreneurship as a movement. Of course, many different groups of interest play a role here, certification organisations, consumers, influencers, journalists and many more, but fair fashion entrepreneurs are at the heart of the change. In the long run, the elaborate process of creating an ethical production line requires financial resources, which has to be accepted by enough customers.

The founders see themselves as part of the movement and want to contribute to change. Thereby, there is a constant conflict between realising ambitions and the necessity to sell enough to survive. One case partner therefore decided to launch a sustainable line, and expand it congruently to the customers demand. At the same time, the whole production could be criticised for contributing to overproduction, as an important pillar

of the movement is reduced consumption. However, one case partner explained how she sees the relation between fair fashion and some second hand practices:

Quote 1 Our customers don't say 'Oh god, I can't buy this', they enjoy to buy new things. And many say 'Well, finding second hand jeans is super difficult'. Then the demand can't be completely covered, and some just don't like to buy second hand. And what I criticise about second hand is that fast fashion is often supported indirectly. The product that I buy has probably not been used for a long time and the person selling her stuff is confirmed in her or his behaviour. If we'd say for example, ok, we only sell things that have been produced until 2000, then it would make sense. But like this, with so many tons thrown away, the topic of second hand isn't perfect, either.

The change in perspective for responsible consumption can be enabled through fair fashion, as the next quote shows. The higher price (compared to second hand or conventional fast fashion) is an additional factor that contributes to a more conscious buying decision and therefore a behavioural change.

Quote 2 We especially try to avoid seasonal trends, because this is practically treated like a disposable commodity, and it is clear that it won't last longer than two years. Instead of using extreme colors, patterns or print, we want to sell long-lasting things, which you will still wear in three years because they are clean enough to still be worn after the season. [...] Even if we join a trend once in a while, I realize that this doesn't work as well, as our customers decide very consciously: 'Do I buy this piece now? Will I still wear it next year? If I don't, then I can't afford to buy it'. The buying decision becomes more rational, also because it becomes a financial decision. And I think this is why this works, because customers in fair fashion say 'ok, I'll buy less, but pay more for it and wear it longer'

5.3.2 Foodsaving

In the search for case partners, organisations and companies were asked to participate as representatives of a movement. This resulted in positive feedback from both organisations and companies, except for the foodsaving section. Here, the result of interview partners was rather scarce and coming from the organizational side, including an active member of Foodsharing and a representative of the Raupe Immersatt, which is located between movement and company, as the organization shows signs of both sides (the founders have experience with the project in the startup scene, but it is organized as an association).

In the conversations, the members, who had shared different experiences about foodsaving, stood firmly behind the foodsharing ideal. Aware that foodsharing only takes food that is not needed elsewhere (foodsharing always lets charitable organisations go ahead, and only picks up if no one else would save the food), the community fills an important function and prevails there. Even though the goal of foodsharing is to become redundant, the interviews

showed that classical startups in the foodsaving scene are rather seen critically. To explain this, one foodsharing principle should be further presented: The foodsharing community works money-free. What counts, is the appreciation for the rescued food, which is shown by using it or redistributing it to people who can use it. A price for the saved food would neither give every person the possibility to save the food, nor represent the real value of the food.

In contrast, the default business model in the entrepreneurial foodsaving scene lets company and customer profit from the lower price of the product, which would have been thrown away otherwise. However, this monetisation finally leads people to focus on the cheaper price, rather than the importance of eliminating food waste. Comparatively, foodsharing has already developed a professional and well-functioning model. In the opinion of the case partners, these business models don't represent the same goal and are therefore respected, but not seen as a part of the movement.

Quote 3 Do you know this slogan? From (a german supermarket): "We love food" - and then you see the perfect apple (in the advertisement). That's not reality. If I really feel love for food, then I also love it when it doesn't look perfect.

The case partners were also confronted with the argument that people might use foodsharing to get food for free. This was confirmed to be a possible motivation to join the movement. However, the experience of regularly saving incredible amounts of food would usually raise awareness for the sheer dimension of industrial food waste, and eventually bring people closer to the philosophy of the movement. To achieve a significant change, the case partners see a need for cultural change in handling food and respective political decisions.

Quote 4 If you walk through the city and have a lot of rescued food with you and spread it among the people, the typical reaction is 'Let me give you something for it', and the people take their wallet and want to pay. And then we say 'No, we don't take money'. And that hurts the people, and they say 'Come on, take it', but we say 'No'. (talks about examples where this happened)[...] And the first few times are really tough and you really understand why you do it, because exactly that thought 'I give you something and don't want anything in return - for now, from you to me - but I expect, if you want to do this, that you rethink your buying behaviour, or get creative somehow'. That's what I like to say then.

This case shows that a good relation between movements and companies does not come for granted. Entrepreneurs who want to contribute, need to understand the movement's goal holistically and deal with the underlying ideas. Further, they need to create value not only for their business, but make an contribution to the movement's cause. It could well be that the business models which are not accepted by the foodsaving movement in Germany, might be celebrated in other places, where no foodsharing infrastructure is prevalent.

5.3.3 Repair Culture

Quote 5 It is a simple concept, everyone can do it: You need a toolbox, a coffee machine, and a cake. And you don't need many people or much preparation time. Everyone has something broken at home, so when you've come once, saw all the things that can be repaired and maybe even were successful yourself - then you go home and see things to fix everywhere. And that's the perspective we want to change.

The case partners within the repair movement complement each other to a coherent puzzle, each partner contributes a different element to the same ideas - starting a civil culture of repair and fighting for a right to repair²¹. The Repair Cafés, usually taking place once a month, create open spaces to regularly meet on the topic of repair on a grassroots level, attracting tinkerers and makers, people interested in sustainability, people interested in community, and last but clearly not least people with broken things they want to repair. The communities create awareness of the broad spectrum of things that can be repaired, give tips on further professional repair infrastructure and open workshops, and besides strengthen the local community. Repair Cafés provide guidance and community on repair, and are therefore an ideal entry form.

Quote 6 One person for example (talks of complex repair project) [...], and she didn't do it because of an ecological awareness, but because she had fun with the challenge of getting it running again and to understand: How does this work? To deal with such a raw technology. [...] And that's what I think is so exciting about this, it brings together people from different scenes, the ecological-oriented, normal people, older people with a sense of moral obligation to value their belongings and care for them.

Hobbyhimmel and iFixit continue the idea of the Repair Cafés in different directions. If people in the Repair Café Stuttgart need more extensive tools, they are sent to the Hobbyhimmel. Here, for a small user fee, they can use different machines for larger repair work. Hobbyhimmel is part of the Verein zur Verbreitung Offener Werkstätten - German open workshop association (VVOW), but among these is the first workshop running on a business model instead of only donations, and is open for everyone, not only for club members. Just as a Repair Café, it attracts many different people and becomes a melting pot for different views. In contrast to them, it is open everyday of the week. Upon founding and set-up phase, Hobbyhimmel was owner-managed, but has then been turned into an independent association for public benefit, to ensure consistency with the values of the organisation. The vision for Hobbyhimmel is to create further workshops through a social franchising, and therefore providing an widespread repair infrastructure, where learnings can be turned into joint optimizations. The VVOW is operating on grassroot level, as well. Hobbyhimmel is therefore a logical continuation of the Repair Cafés.

²¹Further reference: <https://www.ifixit.com/Right-to-Repair/Intro>, <http://en.runder-tisch-reparatur.de/>

iFixit on the other side, hosts the repair community in the virtual world. Hosting repair guides and tips, which are partly posted by the community, but also by iFixit, people can look up how to repair their things online. While a large proportion lays on micro electronics, helping people to repair their smartphones and notebooks, the concept is open and used for all kinds of repair. Additionally, iFixit sells tools and spare parts. With the teardown format, iFixit contributes to more transparency and directs attention to the repairability of devices, which is scored at the end of the teardown. This connects iFixit with their political commitment for the right to repair. Together with other organisations, iFixit is involved in the discussion of how repair activities can be facilitated structurally.

AfB finally has a greater focus on the Business to Business sector. Within the refurbishing sector, they offer ready solutions for business clients. AfB is very professionalized, which affects both their business-making and corporate social responsibility positively. The sustainable benefits of their work are linked to the Sustainable Development Goals, scientifically evaluated [Scheumann and Becker, 2014] and communicated to customers. The company seems less attached to the repair culture movement, which also makes sense to the extent that the “do it yourself” approach is not central to their business. This perception could however be biased too, as all other organisations in this section were located in the same city, except for AfB. Finally, AfB lives inclusiveness on different levels in an exemplary way, and due to their pioneer work need more resources in this area. When a cooperation with the repair movement makes sense though, as in refurbishing the modular Shift phones, AfB is a strong partner.

It is interesting that every case partner contributes to the repair movement in a different way, so the various players are not competitors, but profit from a good cooperation. In this case study, an excellent network within the movement could be observed. Therefore, the Anstiftung²², which has been mentioned in several interviews, has to be mentioned as the last important player. Anstiftung is a charitable foundation which supports both Repair Cafés and the VVOW in Germany, through web representation and networking events. Together with iFixit and others, Anstiftung fights for the right to repair. The foundation plays a role for the networking, thus creating a base for joint projects and experimentation.

5.3.4 Zero Waste

The zero waste movement has the youngest organisations among the case partners. Yet, the case partners don’t see themselves as part of the zero waste movement, even though the package-free stores do compose a important part of zero-waste living. Interestingly, the ideal seems to be to far away from what they believe they can reach within their everyday lives. Instead, most case partners would see themselves as part of a low-waste movement. This correlates with the belief of the case partners that it is not important to be perfect, but to start the process:

Quote 7 We always tell our customers: Just start, at any place! Because many tell me ‘But it doesn’t make sense to visit your package-free store by car.’ Then I say ‘Yes, but does it make more sense to go to the discounter

²²<https://anstiftung.de/>

by car and produce a pile of garbage? Just start somewhere, it doesn't have to be all at once.' And I think that's the transition we need that people just start and develop from there. That's why I don't consider myself as part of the zero-waste-movement, because I'm in the process, too. I offer possibilities. And ideas.

A good point to start the change is the focus of the "Bitte-ohne-Plastik"-initiative. For the lent period, one tip was posted on the project's website and on social media each day, and the resonance in the region was big. While the change of lifestyle happens offline, the zero-waste movement is to a great extent located on social media, sharing best practices. The Tante M Unverpackt store also reported good experiences with social media. Through the usage of instagram, many local cooperations came into existence.

The other important aspect of the movement are the package-free stores. In both cases, the founders had an discovery phase prior to the founding, and visited other package-free stores to learn more about the concept. The first founder of a package-free store gives advice to people who are interested to start one themselves, just like many other package-free stores, who are open to share their experience. This has similarities to the founding of grassroot organisations.

Quote 8 I wanted to make it (the store) as regional as possible [...], it also depends on what I find here, like now (a regional ecological beverage). We also have same new things, too, the people just approached us - like one who sews coffee filters - they approach us via instagram, showing that they offer products, and are interested in sustainability and zero-waste. I really underestimated Instagram, I was against it in the beginning (laughs).

At Schüttgut and Tante M Unverpackt, the shopping experience is very personal. Both emphasise that the relation to the customers is very important, and includes more than selling only, but giving information on a waste-reduced lifestyle and the product quality, and especially communicating a welcoming and appreciating atmosphere. The exchange includes a diverse set of customers, composed of people in the neighbourhood, and others travelling longer to shop for themselves or out of curiosity. Local cooperations and new ideas are brought in by customers, motivated staff and others, turning it into more than just a store (see sec. 5.4.1).

Quote 9 We've made friends here, with customers, with people, and that is something I do value a lot, what I would have never expected, especially the appreciation. I told that to my wife then, and she said 'You and your appreciation, the people want to buy cheap things!' - and then, two to three months later she said, she would have never thought this worked out. The people really come here, value the appreciation and give so much back to us.

The atmosphere is enabled through the familiarity of the stores. Correspondingly, case partners consider this in their growth plan. If at all, branches are only planned to an

extent that can guarantee a personal care of the founders and flat hierarchies, to still be approachable.

Quote 10 If I'd had the time, I would like to expand. But there are principles that I have as entrepreneur, like I don't want to have more than five branches, because that's what I can still manage. [...] And it still has to be owner-managed, meaning, I have to be for at least half a day per week at a branch, to show presence and give people the opportunity to ask questions.

At einhorn, the case is a little different, as they are producers. Here, a scalability is easier to realize conceptually. Nonetheless, exchange with the customers is very important, and realized via social media. The exchange, with all case partners, is covering both business questions and movement related questions (sustainability, waste reduction and in einhorn's case additionally periods).

5.4 Analysis referring to Questions

As mentioned at the beginning of the chapter, the analysis following questions is oriented on the semi-structured interview, which was developed to answer the research question. Just as the presentation of movement categories in the section before, the following section deals with the nature of movements.

Thoughts on the ecosystem are covered in the two consequent sections, covering the relation to competitors and general thoughts on business modelling and financial independence. Finally, in the last category, the estimation of the future developments presents an analysis on thoughts on growth, as well as ways of structurally ensuring corporate responsibility.

5.4.1 Personal Connection towards Sustainability

Quote 11 And then you can build it on your own [...] or if you bring material, here in an open workshop. Because this are real melting pots for the development of open source hardware. You go here, can do things on your own, experiment.

Both participants from companies and movements are dedicated to improving sustainability through their means of movement. The degree of personal sustainable life-style decisions, individual knowledge about and commitment for sustainability unfolds in different ways. What has been described by different participants, telling their personal story or through observation of others, is that the interest in sustainability is stimulated when people come accross certain **sustainable melting pots**. This is hereby defined as a (usually) physical meeting point relevant to sustainable behaviour, where people can come voluntarily to fulfill certain interests and encounter a relaxed atmosphere that invites dialogue.

Quote 12 Even if it doesn't get repaired, the people go home, know about the possibility and try again next time. It's already broken, so you can as well open it, it won't get any more broken. If they succeed, they are happy. And this attitude is what we want to bring the people. And that's the point, you just see that the people come regularly

Many participants described how they got interested in sustainability related topic. This may happen either in search of sustainability, but is especially interesting with other motivators. This might be the search for:

- practical help
- a way to save money
- adventure
- a challenge
- appreciation
- general curiosity

When encountering a sustainability melting pot, the person usually shares other interests with the community, as well. These offer a common interest which invites to interact. As the place is relevant for people with different motivations, but by its nature also has many sustainability aware members, exchange on respective topics comes up naturally. As involved members are interested in the community, they become more open/interested about sustainability and start to inform themselves. With this knowledge, the person comes back to the community and starts to understand his or her actions within the community (and in general) from a sustainability-oriented perspective. Bringing this in again, the further exchange sparks new topics and so forth, working according to the zipping-principle (see fig. 5.4.1), the person immerses further into the topic and community. It is important to emphasize that this process doesn't always have to take place, it is depending on the openness of all participants and mutual sympathy. These melting pots stimulate mutual learning and community, and often lead to new ideas, developments and connections of sustainability, but also other topics.

Quote 13 When I said, what I wanted to do (found a package-free-store), there was always someone coming by with an idea, knowing someone who produces beeswax-wraps (zero-waste alternative to cling film), or does this or that. I have the impression that the time has come, and people are really happy and see it as their project, too.

This sustainable melting pot can be regularly visited and doesn't force consumption or is ideally consumption free. Interesting examples for sustainable melting pots in this case study are Repair Cafés, the Raupe Immersatt café, package-free stores (Schüttgut, Tante M Unverpackt), and the open workshop Hobbyhimmel. This effect takes place for the visitors, but also for the founders, as the sustainable melting pot attracts well-informed and dedicated people of adjacent scenes. This can give founders a possibility to keep learning and improving.

Most case partners emphasized that it is crucial to raise awareness for their issue. Many of them do contribute to this through creation and support of sustainability hot spots for this reason.

5.4.2 Relation to Competitors

Especially in the fair fashion scene and the zero waste movement, competitors are welcomed, as they open the market and help to pave the way. However, it is important for both companies within the movement and grassroots activists that competitors do actually share the same values and act responsibly. Whenever the cause is misused as a marketing instrument, this is perceived as disappointing. However, some mention, that it reflects a general tendency, which finally helps the cause, as well. Generally, the perception of greenwashing has to be put in context of the background and financial possibilities of the actor.

Quote 14 We were indeed pioneers here, and one could notice, the more (competitors) entered the market, the more we could participate here, too. That's why we are always welcoming further (competitors) entering the market, or that more things are produced in a fair way. Because only then we reach our goal of a fairer world. That's why we are very open towards competitors and appreciate when smaller brands take the leap.

Whenever they aren't direct competitors, but stakeholders in a similar area, cooperations do flourish when engaging for the same cause. This can happen between different companies or between companies and organisations. An important role is further played by charitable foundations in the repair culture. The foundation "anstiftung"²³ supports a lot of different initiatives around the topic of repair, be it through publishing studies, organizing network meetings or providing starters of new repair initiatives with useful information ("starter kits"). As a financially liquid and independent partner, this foundation constitutes a key element for the movement on repair initiatives in Germany.

5.4.3 Financial Independence and Business Modelling

Many movements are chronically underfinanced. What if the people within a movement could make money and through this support the cause? A great advantage of the case partners with a business model is their financial liquidity. Hobbyhimmel, which is the first open workshop with a running business model, emphasizes that it is liberating to focus on realising one's vision instead of constantly having to write funding requests and have the organization's survival depending on external financial resources.

Quote 15 Now we have the difficulty with workshops that they are expensive to rent and to operate. That's why the goal here was to make it as easy and efficient as possible. And that's how our business model, our social franchising model, came out, because you need a lot of know-how, documents, processes,

²³<https://anstiftung.de/>

that's a lot of work and every workshop rethinks everything again. And there are not many workshops that are financially independent. Usually there's a town, a company, a donor behind who supports. Even if a part is supported, like a lower rent, this ruins the concept as soon as the rent is risen to a higher level. And that's why we pay the typical local rent, and if they terminate the contract, we can find something new, because we are used to paying the typical prices. We pay all our things on our own, and this concept, considering opening times, prices, combined with financing ourselves, that's something you can reproduce to other locations. [...] And the ecological scene, they are usually not so economically efficient. They have good ideas, but burn themselves out a lot, too.

The other aspect is the independence of external investors. Most case partners with a business model decided to finance themselves through means that would give them independence on their decision-making. This proved to be especially important in the initial phase, where the foundation for the business model and organisation principles were laid.

Another important advantage of this extensive starting phase is that most case partners had a strong foundation with their core idea and their vision. Several case partners told about an extensive discovery phase, visiting other pioneers of the movement. This form of discovery through sharing knowledge, however, was only possible to realise when the organisations, with or without business model, didn't see them as competitors, but as multipliers of the movement. Through this, they could familiarize with the underlying ideas of the movement, observe, and shape their own ideas for their business or organisation, based on what they liked and what they wanted to make better - or different. Nonetheless, the founders among the case partners have uttered that their core idea hasn't changed through the process, pivots were, if at all, found in the way of realisation. From this point, once the business is established, it is easier to make clear decisions, and diversify the business while having the core idea as an orientation.

Moreover, the combination of financial liquidity and purpose has several other advantages. While the financial surpluses give a potential to experiment, the purpose provides a meaningful direction, exceeding pure money-making. This gives the possibility to support other projects, or experiment with new ideas without immediate financial justification.

Quote 16 One advantage of acting profit-oriented is that you have more freedom, you can calculate with more liquidity. And we are in the, in my opinion, good situation of having a well-functioning business model. And therefore, we have more freedom, for example to experiment, to donate, or to stand up for a topic were we think 'That's exciting! We don't have to make money with this, but this should exist. We deal with this now.', without having a direct intention to make profit with it.

However, their financial independence through a business model does require a balancing act on the golden mean, between making money and therefore possibilities for growth and

development, providing security for employees and the company's survival and at the same time genuinely standing up for the cause. It is the balance between making the work for a good cause financially viable and independent, and greenwashing the cause for profits. The case partners have thought about about this conflict and reached different conclusions on it, which are presented in section 5.4.5.

Business Modelling

While many other factors play a role in ensuring responsible business making, too, it was emphasized that it is important to incorporate the responsibility within the core structure of the business, the business model. This is supported in different ways:

1. embedding recycling and high-quality to their business model
(remarketing of IT-hardware: b2c at AfB)
2. avoiding trends in favor of timeless design
(design and choice of items: comazo, Loveco)
3. offering and producing durable and sustainable alternatives
(eihorn (menstruation cups), comazo, Loveco, eyd)
4. supporting reparation
(spare parts or repair infrastructure: iFixit, Hobbyhimmel)
5. selling or producing sustainable commodities
(Schüttgut, Tante M Unverpackt)

With respect to the particular movement's goals, there are business models that naturally align with the ideas, and others that need more attention to ensure this, especially concerning the business growth.

In case of Hobbyhimmel, consisting of offering repair infrastructure which is payed for the duration it is used, and corresponding services. If the project was scaled, this would happen through higher usage and further creation of franchises, offering these services elsewhere. Scaling would only be possible through a higher demand, which would indicate that more people repair their things, and use shared machines at Hobbyhimmel, therefore, too, saving resources. If this business would be scaled, this would happen in coherence with the repair movement's values and sustainability. Of course, as in every organisation, there are many other possible adjustments to increase sustainability, such as for example energy consumption and source. Nonetheless, the growth of the company does not impede, but strengthen the organisation's impact on the movement's values.

In contrast, the widespread model of producing and selling things has to be used responsibly if sustainability should be preserved. One side of this work addresses the sustainable production and conducted very responsibly by most case partners. Fulfilling social and ecological standards is very complex to implement and hard to price and communicate, but can principally be controlled by a company. A responsible usage by customer is however not controllable. Here, additional sales strengthen the company's revenue, but not necessarily the underlying movement's values, since customers might change the provider of their goods, but not their underlying consumption behaviour. Companies are aware that a shift in consumer behaviour from quantity towards quality is crucial for sustainability. Generally, the sustainability aspect of a product gets higher,

the more it is cared for and the longer it is used. Since responsible use doesn't come automatically, the case partners take additional measures. These can be to communicate ways of acting sustainably, higher pricing (which on one hand supports a more conscious buying decision and meets the extended effort in production), or actions as have been mentioned in the bullet list above. In phases of economical hardships, these companies do however have the possibility to deviate from their principles to ensure the companies survival.

In any case, to realize their vision, all companies do strongly depend on the initial intention of the customer. Enough people have to be willing to take decisions in favor of quality, sustainability (in general or aspects) and/or other social values, which are represented by the company, to choose the company's offering at all.

5.4.4 Growth

When talking about financial growth, many companies emphasize that they need to grow to a certain extent to keep their business alive. Most companies among the case partners are in a niche, where they do not currently experience problems with market satisfaction. In contrast, the market is often still to be opened.

Quote 17 With being a for-profit company, as we are, one is principally happy when the business model is working. But from a interest of self-protection and care for the staff, there are limits to growth. We don't like it when we are growing like a rocket, because this growth has to be digested. Growth in itself, if you look at children and teenagers, is not so easy. The plateau phases are more comfortable, where you feel good. In the moment of change, where a lot changes at once, this are fragile phases, which are difficult and hurt, too. Not for nothing the term 'growing pains' exists, and such growing pains is not great for companies, either. It is much more pleasant to make slow movements. And luckily we've been able to do so in the recent years, we were growing, yes [...] but with limits.

However, growth is not seen uncritically. On aspect is that slow growth is welcomed concerning the internal structure of the company, as decisions can be taken thoughtfully and changes in structure do happen slowly, and therefore employee-friendly.

When talking about scaling and exponential growth, besides their emphasis on acting considerate, case partners reacted differently. Being in different stations within their organisational development and having different opportunities due to their organisational identity and business model, the views were influenced by different positions. Since the organisations have embedded their principles within their structure, and are structurally capable of scaling they were open towards the idea of scaling, although it was mostly not their first priority. The scope of the intended scaling differs according to the current state of the organisation. One participant referred to having the intention to grow naturally (S-curve) instead of exponentially, which at some point resembles exponential growth, but takes market satisfaction into account. For most of the other participants, this difference

was not discussed in the interview, as the views on growth were rather seen practical and focused on the experiences with their business so far.

The case partners from the grassroot initiatives saw the business practices of some case partners critically, others were commented positively. However, the view on growth was shared by these members, too. The focus however, did not lay on financial or organisational growth, but rather on the growth of ideas and consequently a change in behaviour, which was identified as the core intention of a movement. This parallel between movements and entrepreneurship is particularly interesting: While classical entrepreneurship has the goal of scaling capital, movements do have the goal to scale their ideas. Companies which are genuinely committed within the field of a movement are caught in between these two ideals, and have to find a balance.

5.4.5 Structurally ensuring Corporate Responsibility

In their role as founders with a cause, several case partners have been thinking about how the orientation on profit can be systematically extended with a focus on societal and ecological well-being. Organisations like the economy for the common good²⁴ in the DACH-Area or the B-Lab²⁵ from the United States provide guidelines and audits, validating the company's behaviour concerning their value to society. Both are in relation with the Sustainable Development Goals. These certifications are seen as carrier of potential in different directions, as has been described in chapter 3. Principally, case partners see the potential of these guidelines especially for self optimization, and for institutionalizing the support of companies that behave responsibly. Other options for institutionalized support can be expressed through the corporate form of the organisation, which in Germany can for example be expressed as corporation for the common good (gGmbH), or through labels.

Quote 18 It's important to consider: [...] What is fair and what is sustainable? There are many brands by now, which enter the market and produce fair and sustainable, at least officially. But they don't have labels, what is understandable, as labels cost a lot, but this turns the traceability... into a vague concept. If someone says 'I produce sustainably', there has to be some kind of evidence for it. And that's why the government tries to launch a new label with the 'Grüner Knopf' that standardizes the process, but this didn't work either, as the small brands fly below the radar. Und one has to check, what does sustainable mean? [...] It is really difficult to retrace, is this really ecological? That's the problem with the market.

Labels are of special importance in the fair fashion industry. They are intended to serve as proof for quality, ecological or social standards the fashion producers provide, and are a source of transparency for the customer. However, labels in general do also show some disadvantages. Just as the audits above, fashion producers have to pay and put in effort for the certification, which is not feasible in every case. Therefore, a smaller company with a missing label is not necessarily producing under bad conditions. Moreover, the amount

²⁴<https://www.ecogood.org/en/>

²⁵<https://bcorporation.net/about-b-lab>

of different labels can cause confusion, as well, as customers usually have to distinguish for themselves which labels they can trust. To circumvent this, the German federal government has produced a label, called “Grüner Knopf”²⁶ (The green button). Founded in 2019, this is the first governmental label for responsibly produced textiles. The certification is free, and would be ideally suited to be the only labels customers have to look out for when looking for fair and sustainable fashion. However, with a heterogeneous group of stakeholders at one table, it is hard to agree. Some of those who are at the bottom of the scale of sustainability could be necessary for a critical mass to establish the label. Those who already implemented valuable goals could feel fooled, as they support a label where far less responsible competitors get the same recognition, while being able to sell at a much lower price. There are several points that can be criticized about the label at this moment, such as the traceability (irregular controls are not foreseen) or the fairness (“Grüner Knopf” ensures the payment of the guaranteed minimum wage, which is not a living wage in many production states). Therefore, it remains to be seen how the label will develop over time. Nonetheless, the basic idea has been welcomed by the case partners.

It was expressed by movement and company case partners that responsible business making is a juggling act. Labels and company certifications can help to understand a company's non-monetary impact and to support it correspondingly from customer and governmental side. Until this happens, case partners have shown different ways of working on their sustainable and social responsibilities. Besides the use of labels or certifications, some partners use the certification guidelines as loose orientation for themselves to improve. Other case partners try to be as transparent as possible through their own communication of sustainability and understanding the supply chain of their products. This is always related to the business kind of the company, of course. As a tendency, smaller owner-managed companies are rather lead intuitively. Other organisations have set themselves boundaries through their organisation form or publicly set goals to achieve their goals structurally. Many case partners have emphasized that they are considerate and take their time for their business decisions, what they see as a major freedom of their financial independence.

Through the organization form of [eyd] and Madeforhumanity, the support of humanitarian projects is structurally supported through fair working contracts on one side and donations on the other side. At the same time, the voluntary commitment at Madeforhumanity helps to rethink and expand the humanitarian help format, meanwhile [eyd] can concentrate on the core business. The ecological side is not structurally bound.

Raupe Immersatt has emerged from the foodsharing community and wants to communicate the ideas in a tangible and accessible way. Correspondingly, the planned structure for the café is oriented towards foodsharing principles as well. Just like the coordination of regional cooperations at foodsharing, the café should later be run by a rotating system of volunteers, independently of the founders. To achieve this, fitting structures and principles have to be tested, established and communicated.

The structure and business model of the open workshop Hobbyhimmel is similarly designed to be transparent and replicable. As the idea was created in combination with social

²⁶<https://www.gruener-knopf.de/>

franchising, it is an important goal to challenge the core principles before manifesting them as a foundation. In the second step, the system is documented and optimized. This process is happening parallel to the development of the original workshop, learning from experiences and experimentation.

AfB, too has set their social and ecological goals into their business model, publicly set goals and their organisational structure, as well as external requirements. The refurbishing and re-marketing of IT-Hardware serves the ecological value and constitutes the core of the business model at the same time. The inclusiveness is bound in a self-set goal of a quote of 40% people with disabilities. At the same time, people with disabilities can't make out more than 50%, as this would change the organizational form and bring legal restrictions due to the German law. With these factors as the framework, AfB successfully pursues scaling and further working on diversity. The communication of AfBs contribution to the Sustainable Development Goals towards its customers is an integral part of their unique selling proposition.

The structural incorporation of the initial ideas is important to many case partners in order to stabilize the underlying values. The form of structuring is very heterogeneous, developed individually and adapted to the needs of the organisation. This form of experimenting is typical for the entrepreneurial process, however, the reflection on organisation structures concerning employee well-being and responsible practices is not a topic. The founders in this case study did often have experience with the startup scene and are familiar with the prevalent concepts. However, these templates don't seem to satisfy their needs as entrepreneurs, elements are, if at all, only partly adapted from classical start-up theory. Instead, it can be observed that the organisations orientate themselves on theories and practices that are popular within the movement scene they belong to. This is then combined with other concepts which are developed through own experimentation, observation, or other theories. In their search for the right system, organisations start to play with the boundaries of doing businesses. Examples are new forms of inclusiveness (AfB), of voluntary payment (Raupe Immersatt) or organizational grassroots democracy (einhorn). The experimental pioneer work of the case partners lays the foundation for new theories and models, and therefore, business innovation. The companies, just as the grassroot organisations, show how the tragedy of the commons can be encountered with the creativity of the grassroots.

5.5 New Categories

In this section further categories that have emerged out of the case study are presented.

5.5.1 On the Digitalization of Movements

Throughout the exploration of the different movements, it stood out that many important discussions and exchanges of the movement are happening online. However, the offline world played a significant role, too. This raises the question if a transition of movements towards the digital sphere is indicating a disrupting movements, or if they are rather compose a valuable addition.

Quote 19 We are the good period friend and and really have a lot of requests and messages on instagram, and we take them super serious and see that we can see them all through [...] once in a while we do surveys to check whether our products are good, if there are areas to work on, if someone has an idea of how we could improve. So we are very engaged with the surveys, but besides, Instagram is our strongest channel. [...] Social media is simply our way to be all ears for the menstruating people out there. And we wouldn't want to miss that.

Movements that gather online do this mainly via social media or blogs. Einhorn for example, builds strongly on Instagram, which constitutes an important channel to communicate with their community. The community is addressed for support in product development (e.g. surveys), but the platform mainly intends to empower and inform around the topic of menstruation. The company iFixit meanwhile follows another approach through providing a platform for repair guides is an important cornerstone of the digital repair movement. And the digital organisation does not only apply to companies, as can be seen with Foodsharing and the zero waste movement. The zero waste movement is connected through influencers who share their tips online. The impressive Foodsharing platform, which constitutes the heart of the organisation, makes grassroot organisational work compatible with a professional behaviour towards cooperating companies. Moreover, through the platform the coordination of the supra-regional work is facilitated.

Through the online activities, people can communicate across larger distances, which supports the building of movements between few individuals, and at the same time the dissemination of the movement. Specialist help is also easier to be found online than offline. Therefore, it could be argued that the connections, which are essential to movements, are easier to make.

However, all the information or motivation that has been obtained online, has to be actually implemented, and this is happening offline. In the analogue life, communities are more personal, and binding. What can be easily replaced through another distraction online, here, reliability is necessary. Through the face-to-face encounter, emotional factors are triggered, which has been shown in [Rao, 2009]. In physical places, as Repair Cafés, Package-free stores, and the Raupe Immersatt, the underlying emotional factor takes on nonverbal processes that build a much more personal community, and the feeling of being part of the movement, as has been described in section 5.4.1.

Both worlds offer their ways of serendipitous learning and bricolage, and therefore a possibility to draw new people and new influences to the movement. Therefore, they both constitute important parts. However, while movements have an easier start online, the real life encounters seem to be crucial for a stable manifestation of the movement.

In many cases, different groups represent the movement online and offline. While Repair Cafés and open workshops create real analogous communities for the repair culture, and they do both have a web presence, this task is undertaken by iFixit online, providing a community there. So, from the observations in this study, it seems that the online world constitutes an valuable enrichment for movements, and what results, seems interestingly more like a harmonious dualism instead of a competition.

Discussion 6

As seen in the literature review, research has shown that movements have the ability to influence markets and that grassroot initiatives can be a powerful driver for innovation. This study makes a contribution by exploring whether grassroot initiatives and companies can work together and if yes, what has to be considered by doing so. In the following, the movement theory from the literature is reviewed with regard to the results of the analysis. Thereafter, the research question is discussed with these new insights, divided into three sections, before the new questions that emerged from this point are presented in the outlook.

6.1 Reviewing Movement Theory

Reviewing the movement theory, it can be said that similar patterns have been found as have been presented in the literature review, going from definitions on mechanisms to the case partners. However, Rao's theory on hot cause and cool mobilisation places an exception here. The following comparison illustrates this.

6.1.1 Hot Cause, Cool Mobilization

Following Rao, hot causes are triggers needed to arouse enough interest and bring a critical mass to take action. "hot causes mobilize passions and engender new beliefs, and cool mobilization triggers new behaviors and allows for new beliefs to develop." [Rao, 2009]. While Rao defines hot causes for the analyzed movements, this did not resonate with the findings of the research. Prior to the interviews, as part of the desk research, potential hot causes for the movements were searched, such as the Rana Plaza Factory Collapse for the Fair Fashion scene, which caused the foundation of the Fashion Revolution movement, or the movie from Valentin Thurn that motivated him to found the foodsharing movement, among others. However, the zero waste and the repair movement started with individual pioneers, who initiated their practice and spread them slowly [Charter and Keiller, 2016; van Dormalen and Kleesattel, 2018]. Therefore, the notion of hot causes was questioned.

In the interviews, there were no hot causes found as a motivation for a personal participation. Even though potential hot causes were existing in all movements, and it is likely that they raised more awareness to the topic, the case partners only very rarely mentioned them as an influential factor for their commitment. Some either had already initiated their contribution long before the hot cause emerged, or significantly after, or for a completely different set of motives. In this study, friends, an unsolved problem which triggered the founding idea, curiosity with or without preceding environmental awareness or incidental serendipitous factors were mentioned mostly.

In the observed cases, participation within the movements increase little-by-little, through word of mouth. For this analysis, the movements were observed while being active, and not in retrospective. While movements are supported by any form of public attention, what brings people to them in the very beginning are often miscellaneous, sometimes even trivial causes. With many case partners, superficial interest was replaced with a deeper understanding of the movement's cause and its significance after they started their involvement. Sometimes, too, case partners discovered the passion for their topic in an individual experience. These could be voluntary work, inspiring lectures, or through tinkering with their founding idea.

The hot cause thus might only be relevant in some areas, or constitute a bias through the retrospective observation. The research on hot causes could further be biased, as a public arousal provided more attention and thus more data on the topic, so that there would be an impression of a hot cause as a necessary precondition for the movement. Events that qualify for hot causes, further serve as a point of reference, which might produce false causalities, if the time prior to the hot cause is not considered. Another explanation could be that the hot cause is actually more fuzzy than initially thought, so that retrospectively analysed, one aspect seems to be the most important motivator, but is actually just one of many. This would however then question the need of a hot cause as a framing which collectively dissolves inertia. Hot causes might nonetheless exist and lead to a constructive movement, or a rebellion, as might be seen with the Hong Kong Protests in 2019 or the Arab Spring 2011. This field however exceeds the scope of the thesis, and shall be explored in other research. The observation in this work however is that hot causes are not necessarily needed to initiate a movement or to make it relevant. Instead, entrepreneurial intentions, among others, have shown to be a relevant entry point for case partners, to contribute to the movement.

Rao writes that “causes that lack heat fly below the radar — they do not arouse intense emotions or mobilise public opinion” [Rao, 2009]. Therefore, it could as well be that the movements of this analysis that lack a hot cause are too “cool” to provoke change. However, this can not be confirmed by this research. The amount of Repair Cafés, for example, has been growing [Charter and Keiller, 2016], and the right to repair is being discussed and realised step-by-step on a political level [Meyer, 2019; Repair Round Table].

Elements of cool mobilisation, in contrast, matched with the findings of the analysis. The movement practices of the case partner organisations resemble Rao's concept of cool mobilisation, being “social experiences in solution, where participants actively live meanings and values associated with a social movement” [Rao, 2009]. These can take place at sustainable melting pots, which have a low-entry-barrier, but also in movement practices as foodsharing. The community-building aspect of the movement's work, as mentioned in Ornetzeder and Rohrer, has further been confirmed by this analysis. In this study, the additional relevance of the virtual world for movement founding is further emphasised, which in the cases presented in the literature review was not existing yet. An analysis is provided in [Sandoval-Almazan and Gil-Garcia, 2014], yet, the broad notion of the term “social movements” and the rapid advance of internet phenomena and discourse make it difficult to relate to the current movements.

6.1.2 Sustainable Melting Pots

Sustainable melting pots, as described in sec. 5.4.1, are physical places related to sustainable living practices, that provide room for personal encounters and exchange between people with different interests. These spaces have found to be in sustainability-oriented cafés (Raupe Immersatt, Tante M Unverpackt, Repair Café), small owner-managed stores (package-free-stores: Tante M Unverpackt, Schüttgut), or open workshops (Hobbyhimmel, Repair Café). Some of the places (Raupe Immersatt, Repair Café) do actually work money free, which offers access to more people. These places invite people with different motivations to come by spontaneously, and therefore enable new discussions, ideas and developments, as well as community-building. The enjoyment of community is what excludes the online movements from this definition so far, as “the diffusion of emotions requires face-to-face contact” [Rao, 2009], however the exact effects in this context are yet to be scientifically explored. The mechanisms of social media and other virtual platforms depend much on their providers and their current policies, which would go beyond the scope of this research.

Comparing sustainable melting pots with the movement literature, different similarities become visible. Just as in the Danish wind power movement and the Austrian initiative on solar collectors, groups with different interests can meet and experiment together. In their conclusion, Ornetzeder and Rohrer “make the case that diversity in pioneering networks is an important pre-requisite for further growth, development, and learning”. In contrast to Ornetzeder and Rohrer, the cases are mostly not product oriented, but rather insist on cultural and behavioural changes, with products as a by-product. Nonetheless, the opportunity to co-design the sustainable melting pot through involvement, makes it a great place for open innovation and serendipity [Chesbrough, 2003; Johnson, 2011].

6.2 Parallels between movements and entrepreneurship

In the course of this research, several parallels between movement organisations and entrepreneurship have been observed. Comparing along the entrepreneurial DIA-process (see sec. 3.1.9), it becomes visible that both foremostly share the discovery and scaling aspect.

6.2.1 Innovative Potential

When it comes to innovations, an important question is if society is ready for the innovation at all. Often, education on the importance and of the use of the innovation are equally crucial for the breakthrough as the technological development. Participants of movements do a lot of pioneer work in both of these areas, disseminating ideas on which base new developments and thus innovation can grow. [Ornetzeder and Rohrer, 2013]

Sustainable melting pots can be compared with Startup incubators. As they are a meeting point for different people and allow to bring in new ideas, they indirectly serve the use of multiplication of ideas of the movement and the creation of community, which lets the movement grow. Incubators help entrepreneurs to familiarize with the entrepreneurial environment and to refine their concept. Sustainable melting pots help interested people to get to know the movement’s values and to contribute to the movement.

6.2.2 Parallels along the DIA-Process

Concerning the discovery phase, both the founding of a movement and of a company rely on experimentation to refine their idea. The discovery phase can occur prior or after founding. A locus of control is both helpful to found a company and a movement, and is experienced by joining a movement, as well. Additionally, a unsolved problem seems to be a common motivator for entrepreneurial or grassroots activities. The advantage of the movement is that usually the amount of people experimenting is higher and at the same time knowledge sharing comes more naturally, which supports in the founding process as well as a clear goal serves orientation. This applies to social or sustainable entrepreneurs, who want to solve a distinct problem through their work, as well. In the founding phase, knowledge sharing is of special worth, especially for entrepreneurs that want to contribute to a movement, as already working mechanisms can be improved instead of having to reinvent the wheel. At the same time, it is necessary to understand the underlying ideas in order to contribute to the movement. For both founders of grassroots initiatives and companies it is helpful to test the proof of concept with a quick and simple prototype or experiment.

The incubation phase in entrepreneurship theory serves the development of the business. While grassroots organisations are usually non-profit, they rely on donations. Therefore one crucial aspect of incubation does not take place here, which makes the start of a grassroots initiative less complicated. A great possible disadvantage of depending on donations is the insecurity. Some case partners have told that it costs additionally a lot of time and effort to write funding requests. Therefore, it makes a significant difference to have regular donations and to keep the expenses as low as possible. Small grassroots organisations can usually rather make the latter possible than the former. Another option is to find a business model for the grassroots initiative. This has been achieved with the package-free-stores, as they are central for the zero-waste movement and simultaneously provides the owners to commit full-time, as it composes their work. Similar approaches can be seen with Hobbyhimmel and Raupe Immersatt, here, the initial concept of the grassroots initiative is combined with a business model, to further develop and spread the concept.

For businesses, the formation of a working business model is the groundwork of the company. Entrepreneurs within the movement have a significant advantage when they design a business model that aligns with the values of the movement (further reference in sec. 5.4.3). This facilitates the quick understanding of the intentions of the company. As the trust in companies' green intentions is often misused, a critical observation from outside comes natural and is an important corrective until a transparent, reliable standard is implemented. Of course, entrepreneurs can also use conventional business models and be accepted, however, the effort for credibility is higher that way and the credibility more fragile. This can be achieved through extended communication (which is always recommendable), or acknowledged external certifications.

The acceleration phase deals with expanding the impact of the business or the movement. This is a welcomed development for both entrepreneurs and participants of grassroots initiatives. Scaling for companies means that the revenue can be increased significantly with proportionally less effort. The ideal of maximising capital can cause a lot of structural damage, as social and ecological factors get easily neglected. With grassroots initiatives,

scaling means that the concept is adapted elsewhere, so that the practices and ideas are multiplied throughout the different groups. This also means that the new idea can be spread in a significant way with proportionally less effort. As this divergence and its consequences for cooperation are rather complex, and especially significant, they are discussed in-depth in section 6.4.

6.3 Forms of Cooperation

Drawing from the analysis, four different tendencies can be observed within the different movements. In the fair fashion movement, a strong focus lays on the production and selling of clothes, therefore, showing a rather entrepreneurial tendency. Case companies have shown an openness towards competitors, as they see them as accomplices in the same boat. Indeed, this view might even be practical from a scientific point of view, as the allies share the same pioneer work in advocating for fair fashion among potential customers. This educational aspect is a long process, which is easier when shared, and opens the market for all, as has been shown with the solar collectors [Ornetzeder and Rohrer, 2013].

The case partners of the foodsharing movement, in contrast, are organised rather as grassroot movements, therefore presenting the foodsharing movement as a rather company scarce one. Even though there are companies in the field, these don't seem to be part of the movement, as they don't seem to share the goal of the foodsharing movement of stopping food waste for good. Here, it can be observed that a non-profit organisation is able to contribute to and actually create a red ocean, a term from entrepreneurial theory, which classically refers to an already existing and saturated market.

The foodsharing movement has organisationally evolved in an impressive way, combining grassroot work with the shaping of a widely agreed set of underlying principles. Moreover, foodsharing provides an attractive option for anyone to be a part of the solution, by rescuing wasted food, and thereby has managed to be a professional partner for many restaurants, supermarkets and other places. The collectively saved amounts of food increase the political significance of the organisation, while it takes care to let its charitable predecessor (die Tafel) always go first. To be part of this movement that resembles a peaceful giant, entrepreneurs have to familiarise themselves with the movement's concept and see where they can enhance it, just as Raupe Immersatt does, rather than compete.

The other two movements show a more diverse ecosystem of grassroot initiatives and companies. In the repair movement, Repair Cafés and open workshops, both generally organised in associations, provide physical spaces for the movement, to actively participate and start to repair their belongings, and have a sustainable melting pot, physical places that provide room for realising the movement's solution and exchange. Additionally, the online movement takes places on social media and iFixit, where repair guides and teardowns are presented and questions are answered with help of the online community. The online and offline world are coordinated by different actors, who regularly cooperate and work together on improving the movement's goal politically and by addressing a cultural change with companies and individuals.

Just as the repair culture movement, the zero-waste movement shows a good relation between companies and non-profit movements, too. The concept of sustainable melting pot

rather seems to be part of the voluntary side of movements. This role seems to fit well there as companies are less neutral through potential marketing. Nonetheless, within the zero-waste movement, this role is represented by package-free stores and therefore commercial. Through their local orientation, owner-management, and the attached importance of being a place for personal encounter, these places enable local exchange. People can bring in their knowledge about local products, have a platform for sustainable projects, or just enjoy having a personal shopping experience, which fulfils their qualitative or ecological expectations. Online is in contrast where the movement has its roots, where different pioneers, such as Bea Johnson or Lauren Singer, started to diffuse the movement. Of course, there are many zero waste products that can be bought online, as well, nonetheless, this movement shows that there are no fixed roles within the movement and company relation.

This research has definitely shown that cooperation between movements and companies is possible and can benefit the cause. What are the practical implications that can be derived for a successful cooperation?

6.3.1 Practical Implications

Sustainable entrepreneurs have to understand the movement and serve it being active for the movements cause, following its principles as good as possible. Hereby, the ideal form would be by developing a business model that aligns with the values of the movement, like renting repair infrastructure, which even in its simplest form saves resources by sharing the workshop and repairing own possessions rather than replacing them. A business model which is not ideally aligned with the movements cause, can still succeed. The production business models, do hold many possibilities for sustainability through engaging in aspects as the supply chain, reduce the disposable aspect of the product, or the sustainable practices that come with it. Most often, it is impossible to realise all ambitions from the beginning. However, it becomes of especial importance to communicate the progress and the contribution to the movement and to strive for sustainability as a company.

The collaboration between movements and companies is strongest when companies complement the movement's cause in a place where the movement's work does not reach to. This can for example be by enabling the movements work online or offline, if one of these could be enhanced, or seeing if the cause can be supported in the B2B-sector. This can be combined with political lobbying and joint discussions on improvement with other companies.

Of course, responsible entrepreneurship can also be realised without joining a movement. The collaboration does bring several advantages, though. The community to some extent constitutes a loyal customer base, as the products or services are addressed to support their needs. Further, the exchange with an active group of participants (customers or not) is helpful. Those participants are committed to give feedback and motivated to support the company. Further, the company can tinker with ideas that are coming up within the movement, and therefore promote the advancement of the movement and provide innovations. As an unconventional idea, grassroot democracy approaches might even be experimented with within the company to enhance the identification and well-being at the company or to drive innovation.

Of course, entrepreneurs have to keep a balance between their financial liquidity and their priorities, and approach their improvement step-by-step. The movement itself, and additionally possible criticism or suggestions for improvement, serve as a good guideline here.

A major problem in the relation between movements and companies is that companies don't need to be transparent, which makes it hard to know when the movement is exploited. To gain the trust of movement and customers, but also to differentiate from greenwashing competitors, sustainable entrepreneurs and customers would profit from a independent and mandatory scoring system, which would rate companies according to their social and sustainable performance. Alternatively, the system could be voluntary, but bring structural benefits for well-scoring participants.

Voluntary participants of movements are often critical towards companies within movements. This behaviour might seem critical to innovation, but for now is the best system to get rid of the rotten apples, and therefore serves companies that do genuinely contribute to the movement. Through companies which get involved in the movement, the movement might be supported financially and through the provision of fitting products. The movement may be supported through the activism of companies, which can provide a voice for the cause on different levels. Principally, the admission or rejection of companies does not happen in a formal way, but is rather a tendency within the heterogeneous opinions within the movement.

Grassroot Initiatives with Business Models

As financing is a difficult aspect for movements, movements can also learn from entrepreneurship concerning the business modelling. Through a reliable business model, grassroots initiatives become more financially independent and with this new security can develop their movement in new directions. This study has shown that the learning is already in progress, and resulted in a new hybrid of movements and entrepreneurship. These grassroots initiatives with a business model build structures which are close to the initial movement and extend them with a business model. The growth of these grassroots initiatives with a business model behaves in the same way as the growth of other grassroots initiatives: After the model has been released, it serves other entities for replication. The different entities of the grassroots initiative are loosely connected and can make independent choices, as well as manage their funds independently. Therefore, the process of scaling doesn't accumulate money on a small group of individuals. These initiatives are also not working hierarchically or are organisationally bounded to a specific person. Grassroot initiatives with a business model can therefore be seen as a new organisational form within social entrepreneurship.

6.4 Scaling

The acceleration phase deals with expanding the impact of the business or the movement. While businesses usually want to scale capital, movements want to scale ideas. Both aspects can be viewed with criticism.

6.4.1 Scaling Companies with regard to Movements

The sole ideal of maximising capital can cause a lot of structural damage, as social and ecological factors get easily neglected. Also, with this ideal, the produced goods or services do not need to truly benefit social and ecological factors anymore, but maximise capital. This kind of behaviour is the one that makes the formation of movements as the ones presented here necessary in the first place.

In the literature review (sec. 3.2.3), the hobbyist movement that intended to make computers personal and that leapt Apple into success is presented. The basic idea of the movement was to use computers as personalized tools, and the personal computing movement was having fun to develop many technical parts of today's personal computing, freely deciding how to create their devices [Rao, 2009]. Apple however is today one of the most prominent opponents to the right to repair, wanting to make repairing as exclusive as possible [Svensson et al., 2018]. While this, among other practices, might be comprehensible when looking at Steve Job's intentions [Isaacson, 2011], this behaviour clearly seems to be closer to the opponents of the personal computing movement than to the movement's goal. Tinkerers as Steve Wozniak would easily have identified with today's movement on repair culture. It is this kind of behaviour that leads participants of movements to distance themselves from cooperation with companies.

Companies are little restricted when it comes to reneging on a promise. This keeps the relation difficult, and makes it hard for participants to place their trust in such cooperations. The only way to ensure the company is in line with the movement is through their actions. Therefore, for a successful cooperation it is up to the entrepreneurs to provide enough reasons for a cooperation.

On the level of caring for social and sustainable improvements, the main problem is the transparency. However solution approaches are already in development, such as B-Corporations and the economy of common goods. Following the analysis, these approaches intend to assess the sustainable and social scoring of a company, which universally applied, would hold the potential to transparently review company's sustainable and social behaviour. The approaches however need to be further reviewed and developed to embed them into a binding framework.

6.4.2 Scaling Movements with regard to Companies

The scaling of ideas can as well be problematic, when they are multiplied through manipulation or are imposed, without respect to the local circumstances. The strength of grassroots movements does lay in the grassroots-democratic principles, which, as their name indicates, are intended to circumvent such developments. The case partners have emphasised that they want to enable an open discourse on a par through their commitment, in which the idea can grow naturally and be critically reviewed and developed as it grows.

The combination of grassroots-democracy and business modelling has been proven helpful throughout this case-study. Grassroot initiatives with business models take a good knowledge of the movement and its ideals. If the initiative did not have a business model before, ideally, the concept can be combined into the grassroots initiative. Raupe Immersatt intends to combine their café, upon set up and running, with the organisational structure

of foodsharing. The responsibilities for the different cooperations are temporary there and follow a defined protocol, so that the person in charge can be replaced upon not having time anymore. The running concept would other give other foodsharers to recreate the idea in another place. Hobbyhimmel, as part of the open workshop initiative, is also intended to function independently of the owner. Through a business model, good documentation and the automatization of processes, the idea is step-by-step optimized to be easy to maintain and simple to replicate. The social franchises are intended to share learnings and be part of the same organisation.

With the package-free stores, the movement is rather loosely organized. After opening the first German package-free store in Kiel, the owner has given other entrepreneurs in the making the opportunity, to be introduced to the concept. The owners of package-free stores are loosely connected, but help each other out and are open to share their insights. At the same time, the personal atmosphere is strongly connected to the owner-managed principle, so that it is rather difficult for one owner to scale, but easy for the concept to spread.

In these cases, the idea is spread with entrepreneurial support, but does not lead to a power imbalance. Therefore, scaling in combination with a business model can be a beneficial strategy for movements.

Grassroot elements can further enrich the way of working of businesses, as the case partners show. AfB, for example, which is currently in the phase of scaling, generates local jobs in proximity to their B2B-customers, which raises awareness to the companies inclusive practices in the respective vicinity. Therefore, AfB can scale it's ideas corresponding with their revenue.

Conclusion 7

This research was conducted to explore the parallels and potential for collaboration between movements and entrepreneurship, with a focus on sustainable movements. Therefore, a literature review was conducted. The investigation on sustainable entrepreneurship provided an overview of the theoretical basis of sustainability and sustainable entrepreneurship, trying to advance for planet, people and profit. Additionally, movement theory and past cases were reviewed. This laid the foundation for the empirical case study. The results of the research can be concluded as follows.

1. What are the parallels between entrepreneurship and social movements?

The participants of the case study have shown to be equally intrinsically motivated for the cause, regardless of their role as volunteer or entrepreneur. Main parallels along the entrepreneurial DIA-process are the phases of discovery and scaling. Both rely strongly on experimentation in the beginning. Experimentation stays a natural element of the grassroot initiatives. The incubation step remains usually untouched by grassroot initiatives, this tends to make their financial situation less secure. When it comes to scaling, companies intend to scale their revenue, while movements intend to scale ideas. Sustainable Entrepreneurs need to find a balance in between, to survive and succeed as a company, while simultaneously contributing to the movement.

2. How can a cooperation be possible and successful?

Different forms of cooperation have been observed by analysing the movements in this study. Generally, the company has to contribute to the movement's goal by offering complementary services. This can be through activism, special products, or infrastructure for the movement. Movements can further profit of the collaboration through funding of the movement or relevant projects. In exchange, movements do a lot of pioneer work and offer collaborating companies meaning and a community which, if the affection is mutual, is happy to collaborate. Movements can further learn from this intersection by applying elements of business modelling on their own to stabilise their existence and develop it further. The cooperation can be supported by additionally focusing on the networking activities within the community.

3. How does this look like when it comes to scaling sustainable innovations?

When it comes to the aspect of scaling, the impact of the organisations increases significantly and their intentions become clear through this. Generally, businesses want to scale capital, while movements want to scale ideas. This can produce a potential conflict, especially if the scaling of capital is used in any way against the movement. Therefore, sustainable companies that intend to scale need to take

structural measures to keep their business practices in line with their principles. Grassroot initiatives with a business model, as a form in between, want to scale ideas in an entrepreneurial way, which enables people to commit more time and means into the movement. As this form grows just as other grassroot initiatives, power and income stay equally distributed through the movements growth.

The results of this research show that a contribution is possible and holds chances for each party. Generally, it is a good basis that all interviewed case partners are committed to do their stint for the respective movement and sustainability.

- **Chances for entrepreneurs**

Businesses have the possibility to pioneer in new markets and succeed under the changing conditions which the movement develops. This prepares them to establish through disruption. However, with growing influence, original ideals have to be anchored in the company's structure, as otherwise the likelihood to abuse its power and eventually provoke the creation of new movements, is increased.

- **Chances for movements**

Businesses can support the movement in a complementary way, which helps the movement to overcome difficulties and last longer, and succeed. Support can be financially, through support in activism and lobbying, or by providing necessary infrastructure or products.

- **Chances for mixed forms of movements and entrepreneurship**

Grassroot initiatives with a business model stabilise the movement from within, giving them more autonomy and resources. If the movement succeeds, these grassroot initiatives can lay the groundwork for new industries.

7.1 Reflection and Future Work

Throughout this research, many interesting topics have been discovered. Many of them were beyond the scope of this project. In further research, the following questions could be interesting to investigate:

1. Sustainable entrepreneurs with ambitions to grow strive to structurally ground their ideals into the organisation. Can an independent assessment of companies grasp their social and ecological comprehensively and can those be used to motivate considerate business practices in general?
2. Is it possible to facilitate business modelling for grassroot initiatives with certain methods? If at all, how are they different from conventional business modelling?
3. In which forms of activism do companies engage and how do they have to be distinguished from regular activism, with regard to marketing?

Further, this research remains to be validated by other studies at the intersection of entrepreneurship and movements, which might contribute to the better understanding of this intriguing area of research.

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Declaration of Consent A

- Einverständniserklärung -

Zu Ihrer Sicherheit verlangt das Bundesdatenschutzgesetz Ihre freiwillige und informierte Einwilligung, dass das Interview auf Tonband aufgenommen und ausgewertet werden darf. Die Interviewerin Carina Schüssler unterliegt der Schweigepflicht und ist dem Datengeheimnis verpflichtet. Die Durchführung und Auswertung des Interviews dient ausschließlich wissenschaftlichen Zwecken.

Folgende Vorgehensweise wird Ihnen bei der Durchführung und Auswertung des Interviews zugesichert:

- Ihre Antworten werden auf Band aufgenommen. Das Band wird für die Verfassung der Forschungsarbeit verwendet und danach gelöscht. Die Tonaufnahme kann ich Ihnen gerne zukommen lassen.
- Alle Daten zu Ihrer Person werden anonymisiert, sodass Ihre Identität nicht erkannt wird. Der Ergebnisbericht wird so verfasst, dass keine Rückschlüsse auf Ihre Identität gezogen werden können.
- Die Aufnahme dient der Auswertung des Interviews. Einzelne Zitate fließen beispielhaft in die Masterarbeit bzw. den Ergebnisbericht ein, können aber keiner Person zugeordnet werden.

Ich weise ausdrücklich darauf hin, dass Sie die Teilnahme am Interview verweigern, abbrechen oder eine bereits gegebene Einwilligung zur Veröffentlichung anonymisierter Auszüge aus dem geführten Interview widerrufen können, ohne dass dies irgendwelche Nachteile für Sie hat.

Ich bedanke mich für Ihre Bereitschaft und aktive Mitarbeit!

Hiermit erkläre ich mich zur Teilnahme am Interview unter den genannten Bedingungen bereit und bin damit einverstanden, dass Auszüge im Rahmen der Masterarbeit an der Aalborg University veröffentlicht werden. Eine Kopie der Einverständniserklärung habe ich erhalten.

o Der Name der Organisation _____ darf im Rahmen dieser Studie genannt werden.

Datum, Unterschrift

Interview questionnaire - German

B

Question for movements (DE)	Question for start-ups (CEOs/founders) (DE)
<p>Wie ist die ... Bewegung ins Rollen gekommen?</p> <p>Was macht die Bewegung und wie trägt es damit zu ökologischen oder sozialen Verbesserungen bei?</p> <p>Welche Faktoren waren an der Gründung beteiligt?</p> <p>In welcher Rolle siehst du dich im Zusammenhang mit der Bewegung?</p>	<p>Wie ist die Firma ins Rollen gekommen?</p> <p>Was macht das Unternehmen und wie trägt es damit zu ökologischen oder sozialen Verbesserungen bei?</p> <p>War die Bewegung dabei involviert, wenn ja, wie? Sind Beteiligte der Bewegung Teil der Firma?</p> <p>In welcher Rolle siehst du dich im Zusammenhang mit der Bewegung?</p>
<p>Wie bist das erste Mal mit dem Thema in Berührung gekommen?</p> <p>Welche Rolle hat Nachhaltigkeit in deinem Alltag? Wie hat sich das durch dein Engagements verändert?</p> <p>Was war der Auslöser für dich, dich zu engagieren? Was schätzt du hat andere/die breitere Masse dazu bewegt, mitzumachen?</p> <p>Was hat dich dazu gebracht, dabeizubleiben/dich stärker zu engagieren?</p> <p>Wie engagierst du dich für das Thema? Wie kann man sich dafür engagieren? Was ist die Motivation anderer aktiver/engagierter Menschen die du kennst?</p>	<p>Wie bist das erste Mal mit dem Thema in Berührung gekommen?</p> <p>Welche Rolle hat Nachhaltigkeit in deinem Alltag? Wie hat sich das durch dein Engagements verändert?</p> <p>Was war der Auslöser für dich, dich zu engagieren? Was schätzt du hat andere/die breitere Masse dazu bewegt, mitzumachen?</p> <p>Was hat dich dazu gebracht, dabeizubleiben/dich stärker zu engagieren?</p> <p>Wie engagierst du dich für das Thema? Wie kann man sich dafür engagieren? Was ist die Motivation anderer aktiver/engagierter Menschen die du kennst?</p>
<p>Was hat die Bewegung bisher erreicht?</p> <p>Wie engagiert sich die Bewegung für dieses Thema?</p> <p>Wie schätzt du die Auswirkungen deines Engagements ein? Was hast du bisher daraus gelernt? Was passiert in diesem Bereich noch?</p> <p>Welchen Anteil am Erfolg der Sache insgesamt hat die Bewegung? Was sind andere wichtige Faktoren?</p> <p>Wohin geht die Entwicklung (der Bewegung/der Sache) deiner Meinung nach? Idealerweise?</p> <p>Wie schätzt du die Kreativität bei der Suche von neuen Lösungsansätzen im Bereich Nachhaltigkeit ein? Beispiele</p>	<p>Was hat die Bewegung/Firma für die Sache insgesamt erreicht?</p> <p>Wie engagiert sich dein Unternehmen für dieses Thema?</p> <p>Wie schätzt du die Auswirkungen deines Engagements/der Firmentätigkeiten ein? Was hast du bisher daraus gelernt? Was passiert in diesem Bereich noch?</p> <p>Welchen Anteil am Erfolg der Sache insgesamt hat die Firma? Was sind andere wichtige Faktoren?</p> <p>Wohin geht die Entwicklung (der Bewegung/der Sache) deiner Meinung nach? Idealerweise?</p> <p>Wie schätzt du die Kreativität bei der Suche von neuen Lösungsansätzen im Bereich Nachhaltigkeit ein? Beispiele</p>

<p>Wo wollt ihr euch verbessern, weiterentwickeln? Würdest du auch sagen, es gibt ein zu groß bei der Weiterentwicklung? Inwiefern? Wo siehst du die Grenzen?</p>	<p>Wo wollt ihr euch verbessern, weiterentwickeln? Würdest du auch sagen, es gibt ein zu groß bei der Weiterentwicklung? Inwiefern? Wo siehst du die Grenzen?</p>
<p>Sind dir (andere) Unternehmen/Startups oder politische Handlungen (Diskussionen) bekannt, die aus der Bewegung hervorgegangen sind? Wenn ja, welche? Wie schätzt du diese ein (Erfolg/Potential, bezüglich Grundidee der Bewegung)?</p> <p>Wie würdest du darauf reagieren, wenn aus der Idee der Bewegung ein kommerzielles Unternehmen entstünde?</p> <p>Würdest du mit einem kommerziellen Unternehmen kooperieren?</p> <p>Was, wenn die Bewegung dadurch obsolet werden würde?</p> <p>Welche Erwartungen hättest du an sie? Wie könntest du dir eine Zusammenarbeit vorstellen? Was ist die ursprüngliche Idee? Hat sich daran etwas geändert? Wie könnten diese erfolgreich sein, ohne die ursprüngliche Idee aus den Augen zu verlieren? Was müssten sie beachten?</p> <p>Was könnten sie erreichen, das die Bewegung nicht kann oder nur schwer?</p> <p>Was kann die Bewegung erreichen, das das Unternehmen nicht kann oder nur schwer?</p>	<p>Sind dir (andere) Unternehmen/Startups oder politische Handlungen (Diskussionen) bekannt, die aus der Bewegung hervorgegangen sind? Wenn ja, welche? Wie schätzt du diese ein (Erfolg/Potential, bezüglich Grundidee der Bewegung)?</p> <p>Wie hat die Bewegung auf die Gründung reagiert?</p> <p>Seid ihr noch mit der Bewegung im Austausch? Wenn ja, warum und inwiefern? Wenn nein, warum nicht?</p> <p>Was war die ursprüngliche Idee des Projekts? Hat sich daran etwas geändert? Wie schafft ihr es, erfolgreich zu sein ohne diese ursprüngliche Idee aus den Augen zu verlieren?</p> <p>Habt ihr vor, zu expandieren? Wie wird/würde das in Zukunft (bei Wachstum) der Fall sein?</p> <p>Was könnten sie erreichen, das die Bewegung nicht kann oder nur schwer?</p> <p>Was kann die Bewegung erreichen, das das Unternehmen nicht kann oder nur schwer?</p>
<p>Inwiefern spielt bei euch der Nachhaltigkeitsgedanke sonst eine Rolle? Welche konkreten sozialen oder ökologischen Maßnahmen übernehmt ihr noch?</p> <p>Seifenbeispiel, Unverpackt: Woran liegt es deiner Meinung nach, dass alte Ideen jetzt als innovativ gelten?</p> <p>Wie schätzt du die Rolle von Finanzen in deiner Bewegung ein?</p> <p>Inwiefern denkst du ist Geld sparen ein Motivator für die nachhaltigen Verhaltensweisen bei deiner Bewegung? Was hältst du davon?</p>	<p>Inwiefern spielt bei euch der Nachhaltigkeitsgedanke sonst eine Rolle? Welche konkreten sozialen oder ökologischen Maßnahmen übernehmt ihr noch?</p> <p>Seifenbeispiel, Unverpackt: Woran liegt es deiner Meinung nach, dass alte Ideen jetzt als innovativ gelten?</p> <p>Wie schätzt du die Rolle von Finanzen in deiner Bewegung ein?</p> <p>Inwiefern denkst du ist Geld sparen ein Motivator für die nachhaltigen Verhaltensweisen bei deiner Bewegung? Was hältst du davon?</p>

Interview questionnaire C

Semi-structured Interview

RQ 1: What are the parallels between entrepreneurship and social movements?

RQ 2: What are the chances for cooperation, especially when it comes to sustainable innovations?

RQ 3: How can commercialization be possible without losing touch with the initial core intentions?

Questions for movements & startups (EN)	Question for movements (DE)	Question for start-ups (CEOs/founders) (DE)
How did the movement/ company start?	Wie ist die ... Bewegung ins Rollen gekommen?	Wie ist die Firma ins Rollen gekommen?
How were other factors involved in the founding process? Was the movement involved in the founding of the company? To what extent?	Welche Faktoren waren daran beteiligt?	War die Bewegung dabei involviert, wenn ja, wie? Sind Beteiligte der Bewegung Teil der Firma?
How do you see yourself related to the movement? In what role do you see yourself?	In welcher Rolle siehst du dich im Zusammenhang mit der Bewegung?	In welcher Rolle siehst du dich im Zusammenhang mit der Bewegung?
How did you come across the issue?	Wie bist das erste Mal mit dem Thema in Berührung gekommen?	Wie bist das erste Mal mit dem Thema in Berührung gekommen?
What were triggers for you to join the movement?	Was war der Auslöser für dich, dich zu engagieren?	Was war der Auslöser für dich, dich zu engagieren?
What do you think are triggers for other participants?	Was schätzt du hat andere/die breitere Masse dazu bewegt, mitzumachen?	Was schätzt du hat andere/die breitere Masse dazu bewegt, mitzumachen?
What were crucial moments? What is your motivation to stay/engage more intensively?	Was hat dich dazu gebracht, dabeizubleiben/dich stärker zu engagieren?	Was hat dich dazu gebracht, dabeizubleiben/dich stärker zu engagieren?
How do you contribute?	Wie engagierst du dich für das Thema?	Wie engagierst du dich für das Thema?
What possibilities are there to contribute?	Wie kann man sich dafür engagieren?	Wie kann man sich dafür engagieren?
What do you think is the motivation of other people within the movement?	Was ist die Motivation anderer aktiver/engagierter Menschen die du kennst?	Was ist die Motivation anderer aktiver/engagierter Menschen die du kennst?
What are the results of the movement/company for the movement so far?	Was hat die Bewegung bisher erreicht?	Was hat die Bewegung/Firma für die Sache insgesamt erreicht?
What actions do you take regularly as a	Wie engagiert sich die Bewegung für dieses	Wie engagiert sich dein Unternehmen für dieses

<p>movement?</p> <p>What do you consider to be the effects of these actions? What are the lessons learned so far? What else besides is happening for this cause that you know of?</p> <p>How big do you estimate the contribution of the movement/company for this cause? What are other success factors for the cause?</p> <p>In which direction is the movement/company developing? (In which way ideally?)</p>	<p>Thema?</p> <p>Wie schätzt du die Auswirkungen deines Engagements ein? Was hast du bisher daraus gelernt? Was passiert in diesem Bereich noch?</p> <p>Welchen Anteil am Erfolg der Sache insgesamt hat die Bewegung? Was sind andere Erfolgsfaktoren?</p> <p>Wohin geht die Entwicklung (der Bewegung/der Sache) deiner Meinung nach? Idealerweise?</p>	<p>Thema?</p> <p>Wie schätzt du die Auswirkungen deines Engagements/der Firmentätigkeiten ein? Was hast du bisher daraus gelernt? Was passiert in diesem Bereich noch?</p> <p>Welchen Anteil am Erfolg der Sache insgesamt hat die Firma? Was sind andere Erfolgsfaktoren?</p> <p>Wohin geht die Entwicklung (der Bewegung/der Sache) deiner Meinung nach? Idealerweise?</p>
<p>Do you know any institutionalized action that has surged from this activism movement? (start-up, company innovation, political) What is it? How do you estimate those (in terms of success/potential, concerning the initial idea of the movement)?</p> <p>Businesses: How did the movement react to the creation of a business? Do you engage in an exchange with the movement? Why, why not? How do you manage to be successful without losing sight of the initial idea? How will this be the case in future? Movements: How would you react if a business would emerge from the movements idea? Which expectations would you have towards them? How could they be successful without losing sight of the initial idea? What would they have to consider? What things could they that the movement can't?</p>	<p>Sind dir (andere) Unternehmen/Startups oder politische Handlungen (Diskussionen) bekannt, die aus der Bewegung hervorgegangen sind? Wenn ja, welche? Wie schätzt du diese ein (Erfolg/Potential, bezüglich Grundidee der Bewegung)?</p> <p>Wie würdest du darauf reagieren, wenn aus der Idee der Bewegung ein kommerzielles Unternehmen entstünde? Welche Erwartungen hättest du an sie? (Zusammenarbeit) Wie könnten diese erfolgreich sein, ohne die ursprüngliche Idee aus den Augen zu verlieren? Was müssten sie beachten? Was könnten sie erreichen, das die Bewegung nicht kann oder nur schwer?</p>	<p>Sind dir (andere) Unternehmen/Startups oder politische Handlungen (Diskussionen) bekannt, die aus der Bewegung hervorgegangen sind? Wenn ja, welche? Wie schätzt du diese ein (Erfolg/Potential, bezüglich Grundidee der Bewegung)?</p> <p>Wie hat die Bewegung auf die Gründung reagiert?</p> <p>Seid ihr noch mit der Bewegung im Austausch? Wenn ja, warum und inwiefern? Wenn nein, warum nicht? Wie schafft ihr es, erfolgreich zu sein ohne die ursprüngliche Idee aus den Augen zu verlieren? Wie wird das in Zukunft (bei Wachstum) der Fall sein?</p>

<p>What role does sustainability in general play with the movement/at your company? Are there other measures you take?</p> <p>What role does sustainability play in your personal life?</p>	<p>Inwiefern spielt bei der Bewegung ganzheitliche Nachhaltigkeitsgedanke eine Rolle? Welche sozialen oder ökologischen Maßnahmen übernehmt ihr noch? Welche Rolle spielt Nachhaltigkeit für ihr persönliches Leben?</p>	<p>Inwiefern spielt bei euch der ganzheitliche Nachhaltigkeitsgedanke eine Rolle? Welche sozialen oder ökologischen Maßnahmen übernehmt ihr noch? Welche Rolle spielt Nachhaltigkeit für ihr persönliches Leben?</p>
PREQUESTIONS	<p>How long is the interviewed person involved in the movement? How much time does the participation consume?</p>	<p>What role does the interviewed person play in the company? CEO? Founder? Employee?</p>
<p>Additional Questions for bigger companies → retrospective</p> <p>How is your business connected to the movement? How does your relation towards the movement look like? In what way could you collaborate already or support each other?</p> <p>What happened to the movement after you took over the issue "professionally"? Does the movement still exist? If yes, in what way? Were there changes? Do you think the movement aware of your actions?</p>	<p>Auf welche Weise ist ihr Unternehmen mit der Bewegung verbunden?</p> <p>Wie sieht die Beziehung zur Bewegung aus?</p> <p>Inwiefern konnten Sie schon zusammenarbeiten oder sich gegenseitig unterstützen?</p> <p>Was passierte, nachdem sie die Sache der Bewegung professionel übernahmen?</p> <p>Existiert die Bewegung noch? Wenn ja, auf welche Weise? Gab es Veränderungen?</p> <p>Denken Sie, die Teilnehmer der Bewegung ist sich ihres Unternehmens bewusst?</p>	

Original Quotes



Original Quote 1. Die Leute bei uns sagen nicht: Oh Gott, ich darf das nicht kaufen, sondern die Leute haben Lust auf neue Sachen. Und, naja, viele sagen Second Hand Jeans zu finden ist halt super schwierig [...] Da gibt es dann glaub ich auch noch zu große Lücken auch um die Nachfrage zu bedienen, oder Leute, die halt sagen, ich kaufe nie Second Hand, ich mag das nicht. Und meine Kritik daran, ist dass wir trotzdem Fast Fashion indirekt unterstützen. Das Produkt was ich kaufe, ist wahrscheinlich nicht lange im Kreislauf gewesen [...] und die Person, die ihre Sachen so verkaufen kann, wird dann indirekt in ihrem Verhalten unterstützt. Wenn wir zum Beispiel sagen, ok, wir verkaufen nur noch Sachen, die nur bis 2000 produziert würden, dann würde ich sagen ok, dann macht second hand Sinn. Aber so viel, wie auf den Markt geworfen wird, so viele Tonnen, wie gerade weggeschmissen werden, da ist das Thema auch noch nicht ganz rund, das Second Hand Thema.

Original Quote 2. Gerade saisonale Trends, die Leute verfolgen, das ist ja im Prinzip Wegwerfware, weil es ja klar ist, dass du das in zwei Jahren nicht mehr anziehen wirst, das versuchen wir zum Beispiel komplett zu vermeiden, irgendwelche krassen, weiß ich nicht, Saisonfarben, oder Muster, Prints. Das wir halt Sachen verkaufen, die langlebig sind und die du auch in drei Jahren noch trägst weil sie clean genug sind oder von den Farben jetzt nicht so ausgefallen, dass du das nicht mehr tragen würdest.[...] Ich finde, man geht schon mal einen Trend mit, aber eigentlich merke ich auch, dass das selten läuft, weil die Leute (Kunden des Case Partners) natürlich auch sehr bewusst entscheiden 'Kaufe ich das Teil jetzt? Oder vielleicht zieh ich das nächstes Jahr nicht mehr an, aber für den Preis kann ich mir das nicht leisten, das nächstes Jahr nicht mehr anzuziehen'. Da ist natürlich eine viel bewusstere Kopfentscheidung dahinter und auch eine finanzielle Entscheidung, und das ist glaube ich so, der Knackpunkt, dass das eben auch funktioniert, dass die Leute bei Fair fashion sagen, 'okay, ich kauf weniger, dafür zahl ich aber auch mehr und dafür trag ich es aber auch länger.'

Original Quote 3. Wo kommt der Spruch her? Von (deutsche Supermarktkette): "Wir lieben Lebensmittel" - und dann sieht man da den perfekten Apfel. Und das ist halt nicht die Realität. Und dann, also, Äpfel, wenn ich wirklich Liebe habe gegenüber Lebensmitteln, dann lieb ich sie auch, wenn sie nicht so perfekt aussehen.

Original Quote 4. Es passiert halt öfter, dass du mit den Lebensmitteln durch die Stadt läufst und verteilst sie, und dann kommt super schnell dieses Ding so: 'Ja, ich geb dir was', also die Leute zücken halt superschnell ihr Portemonnaie und wollen bezahlen. Und dann

sagen wir halt 'Ne, wir nehmen kein Geld'. Und das tut halt Menschen weh, und die sagen 'Boah, komm, hier nimms doch' und wir sagen 'Nein' (nennt Beispiele und Orte)[...] Und die ersten paar Male die sind dann halt schon krass und gerade, dass man auch versteht, warum man es macht, weil gerade dieser Gedanke 'ich gebe dir was und erwarte keine Gegenleistung - direkt, von dir für mich - sondern ich erwarte, wenn du was machen möchtest, dass du halt dein Einkaufsverhalten umdenkst, selbst eine Schnippeldisko machst oder irgendwie kreativ wirst.' Das ist das, was ich dann gerne mitgebe.

Original Quote 5. Es ist an sich ein einfaches Konzept, was jeder umsetzen kann: Du brauchst an sich ne Werkzeugkiste, nen Tisch, ne Kaffeemaschine und nen Kuchen vielleicht oder so. Und dann kannst du das machen. Und du brauchst nicht viel Leute und hast nicht viel Vorbereitungszeit. Jeder hat was kaputtes zu Hause, also, das ist wirklich so: Wenn man einmal dort war, gesehen hat, was repariert werden kann, womöglich sogar erfolgreich war - man geht nach Hause, man merkt: Oh, das ist ja auch noch kaputt. Also dieses Bewusstsein zu verändern ist eigentlich das was da passiert.

Original Quote 6. Eine zum Beispiel (spricht von einem komplexeren Reparaturprojekt) [...], und die hat das nicht aus einem Ökobewusstsein heraus gemacht, sondern einfach weil sie da Spaß dran hat und die Herausforderung, dieses Ding wieder zum Laufen zu kriegen und eben zu verstehen: Wie funktioniert das? Also mit so einer rohen Technologie halt umzugehen. Das finde ich auch wiederum das spannende eigentlich, dass es Leute zusammenbringt, also es ist nicht so getrennt, also es sind nicht so die Szenen getrennt zwischen den Ökos und den Normalos und den, vielleicht älteren Leuten, die mit einer anderen moralischen Einstellung kommen: 'Das kann man ja noch nicht wegschmeißen, das ist doch noch gut'

Original Quote 7. Und auch das sagen wir unseren Kunden immer: Fangt einfach mal an, macht doch irgendwas! Weil viele Kunden sagen 'Oh, es macht doch jetzt keinen Sinn zu Ihnen in den Unverpacktladen mit dem Auto zu fahren.' Dann sag ich: 'Ja, aber macht es mehr Sinn mit dem Auto zum (Discounter) zu fahren und solche Berge Plastikmüll zu produzieren? Fangt doch mal mit irgendwas an, es muss ja nicht gleich alles sein.' Und ich glaube da müssen wir viel mehr hin, dass die Menschen einfach mal anfangen und sich daraus entwickeln. Und ich glaube, das ist der richtige Schritt und ich bin da auch in der Entwicklung drin; Deswegen: Ich zähle mich nicht zu dieser Zero-Waste Bewegung, in dem Sinne, dass ich jetzt hier federführend bin. Ich biete Möglichkeiten. Und Ideen.

Original Quote 8. Ich wollte es (den Unverpacktladen) halt so lokal und regional wie möglich, [...] klar einfach was ich hier auch so finde, auch jetzt (regionales Bio-Getränk). Wir haben jetzt ein paar neue Sachen auch, irgendwie kamen die Leute auf uns zu - auch eine, die Kaffeefilter näht [...] - die kommen jetzt auch auf uns zu über Instagram, dass sie auch Sachen anbieten und sagen 'Hey, ich mach da was Tolles, und das ist auch nachhaltig und ich bin auch für zero-waste'. Also ich muss sagen, Instagram, das habe ich total unterschätzt, da war ich voll dagegen (lacht).

Original Quote 9. Wir haben hier Freundschaften geschlossen, mit Kunden, mit Menschen, und das ist etwas, was ich unwahrscheinlich arg schätze, was ich nie erwartet hätte, gerade dieser Gedanke der Wertschätzung. Das habe ich meiner Frau damals erklärt und gesagt 'Also ich möchte, dass die Wertschätzung vorne dran steht' Da hat sie gesagt 'Du mit deiner Wertschätzung, die Leute wollen billig kaufen!' - und sie hat nach zwei, drei Monaten gesagt, sie hätte nie gedacht, dass das so funktioniert. Und die Leute kommen wirklich, und nehmen sie auch wirklich an und geben sie auch tausendfach zurück.

Original Quote 10. Wenn ich die Zeit dazu habe, würde ich gerne expandieren. Aber auch da [...] es gibt so Unternehmensgrundsätze, die ich für mich geschlossen habe, ich möchte nicht mehr als fünf Filialen haben. Weil fünf kann ich alleine als Chef noch managen. [...] Und es muss so sein, es muss immer noch Inhabergeführt sein, das heißt, ich muss mindestens einen halben Tag pro Woche vor Ort sein, um einfach Präsenz zu zeigen. Die Menschen wollen den Chef sehen, die wollen einen auch mal was fragen können.

Original Quote 11. Und dann kann man sowas selber bauen [...] oder mit entsprechenden Materialien hier, in so einer offenen Werkstatt. Weil das sind hier ja so quasi richtige Schmelztiegel, an denen Open Source Hardware entwickelt wird. Hier geht man hin, hat einen Zugang, kann selber machen, experimentieren.

Original Quote 12. Selbst wenn es nicht repariert wird, die Leute gehen nach Hause und wissen, dass es die Möglichkeit gibt und versuchen es beim nächsten Mal wieder. Und das ist auch das was wir versuchen zu vermitteln, dass wir sagen, naja es ist ja schon kaputt, aufschrauben kann man es ja mal und kaputter gehts nicht, das heißt wir probieren es jetzt einfach mal. Vielleicht klappts, wenn's klappt sind die Leute meistens happy, und ja, dieses Gefühl, oder diese Einstellung im Kopf der Leute zu verankern mal, das ist eigentlich schon so ein Punkt, und man sieht einfach, die Leute kommen regelmäßig zu uns.

Original Quote 13. Als ich da dann gesagt hab, was ich vorhab (Unverpacktladen gründen), kommt irgendwie immer irgendjemand und hat immer irgendeine Assoziation und kennt jemand der Bienenwachstücher (Alternative zu Frischhaltefolie) macht, oder dies oder jenes betreibt, ja. Also ich hab das Gefühl, es war richtig die Zeit reif und die Leute die freuen sich voll, und die sehen das auch als ihr Projekt.

Original Quote 14. Wir sind tatsächlich da Vorreiter gewesen, und man hat ganz deutlich gemerkt, je mehr auf den Markt geströmt sind, desto mehr haben auch wir uns am Erfolg beteiligen können. Deswegen sind wir immer dafür, dass noch mehr in den Markt drängen, beziehungsweise, noch mehr fair produziert wird, weil nur dann erreichen wir eigentlich das, was wir wollen: Dass die Welt fairer wird. Deswegen sind wir da dem Wettbewerb gegenüber sehr offen und schätzen das, wenn auch kleinere Marken den Schritt wagen.

Original Quote 15. Jetzt hab ich hier die Schwierigkeiten bei Werkstätten, dass es teuer ist, sie anzumieten, sie auszustatten und zu betreiben. Und deswegen ist quasi das Ziel

hier gewesen, dass ich gesagt habe, wie kann man das so einfach und effizient wie möglich machen? Und da kam das Geschäftsmodell raus, das wir Social Franchising machen, weil das ist ja viel Know-How, Dokumente, Prozesse, alle Abläufe, das ist so aufwendig und jede Werkstatt überlegt sich das halt neu. Und es gibt nicht so viele Werkstätten die sich komplett, 100% selber tragen, finanziell, sondern ganz viele sind von der Stadt, von irgendeiner Firma, von nem Mäzen.. Also irgendwo kommt halt Geld her, und wenn's nur billigere Miete ist, ja, das ist auch eine Förderung. Wenn die zum Beispiel sagen: 'ok, ihr zahlt nur die Hälfte', dann können die natürlich sagen, 'Wir zahlen unsere Miete selber'. Aber wenn dann (etwas passiert, dass die Miete nicht mehr bezahlbar ist) [...], und die Miete wird erhöht, was machst du dann? Wenn du dann umziehen musst, dann kannst du das nicht mehr. Und deswegen ist hier der Ansatz, wir bezahlen hier den normalen Mietspreis, und falls die uns kündigen, können wir im normalen Segment mitspielen. Wir zahlen alle anderen Sachen selber, [...] und dieses Konzept, von Öffnungszeiten, von Preisniveau, gepaart damit, dass wir uns komplett selbst finanzieren, da sag ich 'dieses Konzept kannst du quasi an andere Standorte reproduzieren' [...], und die Nachhaltigkeits, Ökoszene, die sind meistens nicht wirtschaftlich effizient unterwegs. Die haben zwar gute Ideen, aber machen sich auch oft kaputt.

Original Quote 16. Der Vorteil dabei, ist das, wenn man wirtschaftlich gewinnorientiert handelt, man dadurch gewisse Spielräume hat. Man kalkuliert vielleicht mit mehr Liquidität. Und wir sind in der, finde ich, ganz guten Situation, dass wir ein funktionierendes Geschäftsmodell haben, und dass wir dadurch einfach größere Freiheiten haben, zum Beispiel zu experimentieren, zu spenden, oder uns für Themen einzusetzen, wo wir sagen: 'Das finden wir spannend, da müssen wir jetzt nicht unbedingt Geld verdienen, aber das sollte es geben. Darum kümmern wir uns jetzt mal.' Also ohne dass da so eine Gewinnerzielungsabsicht da gleich dahinter stehen muss.

Original Quote 17. Wenn man natürlich so ein for-profit Unternehmen ist, wie wir, freut man sich primär schon mal wenn das Geschäftsmodell funktioniert und wenn es läuft. Es gibt aber allein aus so einem Selbstschutzinteresse oder einer sozialen Verantwortung heraus Grenzen, was man so der Belegschaft zumuten möchte, also auch im Bereich Wachstum. Also wir finden es überhaupt nicht toll, wenn es so raketenartig Wachstum gibt. Schon aus einem ganz simplen Grund, denn eine Organisation kann nur eine bestimmte Menge an Wachstum auf einmal verdauen. [...] Wachsen an sich, wenn man sich jetzt Kinder und Jugendliche anschaut, das ist nicht so ganz leicht. Viel angenehmer sind dann doch eher Plateauphasen, wo man sich dann wieder wohlfühlt in seiner Haut. Und da, wo man so hochschießt, ja, wo man sich so unglaublich viel verändert, das sind eigentlich ganz labile Phasen, die sind auch schwierig und anstrengend, und die tun auch weh, also es gibt ja nicht umsonst den Begriff 'Wachstumsschmerzen'. Und sich in so einem dauerhaften Wachstumsschmerzprozess zu befinden ist auch für ein Unternehmen nicht toll [...] also es ist sicherlich sehr viel schöner, langsame Bewegungen zu machen. Und glücklicherweise haben wir das einigermaßen gut hinbekommen in den letzten Jahren, wir sind zwar schon gut gewachsen [...], aber da gibt's einfach Grenzen.

Original Quote 18. Man muss halt nur aufpassen: [...] Was ist fair und was ist nachhaltig? Es gibt viele Marken, inzwischen, die auf den Markt kommen und fair und

nachhaltig produzieren, vermeintlich, keine Siegel haben, was verständlich ist, weil die Siegel kosten auch Recht viel, aber dennoch ist die 'Traceability'... dann ein sehr dehnbarer Begriff, also wenn jemand sagt 'ich produzier nachhaltig', das muss halt irgendwie schon auch ein bisschen belegt sein. Und da hat ja dann der Bund jetzt versucht, mit dem 'Grünen Knopf' ein Siegel zu launchen, das den Prozess standardisiert, aber auch das ist nicht gelungen, weil die kleineren Marken fallen da einfach unter den Radar. Und man muss einfach schauen, was heißt nachhaltig, [...] man kann das einfach sehr schwierig nachvollziehen, ist das jetzt wirklich bio? Und das halt so ein bisschen die Problematik des Marktes.

Original Quote 19. Aber ansonsten sind wir so die gute Periodenfreundin und haben echt bei Instagram so viele Anfragen und Nachrichten, und nehmen die aber super ernst und passen da auf, dass uns da nichts durch die Lappen geht [...], wir machen hin und wieder Umfragen, um zu checken, ob unsere Produkte gut sind, oder ob da noch was gemacht werden kann, ob wer Ideen hat, was wir noch optimieren können, also da sind wir sehr aktiv mit Umfragen, aber ansonsten ist Instagram da unser stärkster Kanal. [...] Social media ist einfach unser Ohr für den Menstruierenden da draußen. Und das wollten wir nicht missen.