Towards a Typology of Social Entrepreneurs and Their Usage of Institutional Logics in Pursuit of Legitimacy

How are institutional logics used by Ashoka Fellows to legitimize social entrepreneurship ventures?

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Abstract

With the ever-growing presence of social entrepreneurship, this thesis seeks to uncover some of the ways in which social entrepreneurs gain legitimacy in their ventures in connection with existing structures and cultures. This thesis builds on the theories of neo-institutionalism and new-venture legitimation, which underline the concepts of institutional logics and legitimation perspectives, respectively. These theories serve to highlight how social entrepreneurs fit in the global context and how they seek to use these logics as a tool for legitimation. Through in-depth qualitative content analysis and rigorous ideal-type analysis of various Ashoka Fellows, a group of interconnected social entrepreneurs, this study uncovers emergent patterns, reveals nuanced insights, and categorizes Fellows based on the distinctive strategies they employ to legitimize their ventures. By systematically analysing their narratives, practices, and engagements, this research contributes to a deeper understanding of how social entrepreneurs effectively utilize the prevailing institutional logics to secure legitimacy for their ventures.

Furthermore, this thesis addresses a significant research gap by investigating the interplay between social entrepreneurs and their surrounding contexts as they attempt to create legitimacy for their ventures. Consequently, by uncovering the mechanisms through which social entrepreneurs utilize these existing structures, cultures, and discourses, this research offers valuable insights into the various legitimation strategies employed by established social entrepreneurs. Finally, this thesis concludes with the creation of a typology that captures the diverse range of uncovered legitimation strategies used by the Ashoka Fellows. Ultimately, this typology provides insights into the legitimation strategies of Ashoka Fellows and as a resource for emerging social entrepreneurs, who can gain insights into how they might create legitimation strategies based on the Ashoka Fellows who work in similar contexts.

In conclusion, through the comprehensive analysis, typology development, and insights derived from the Ashoka Fellows, this thesis serves as a resource that not only contributes to the academic field of social entrepreneurship but also provides emerging social entrepreneurs with a valuable resource to help them craft the appropriate legitimation strategy.

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1.0 Introduction

In recent years, social entrepreneurship has emerged as an effective approach to addressing complex societal challenges, with a growing number of individuals and organizations actively seeking innovative solutions that generate positive social impact.[1] As the field has gained prominence, the role of institutional logics in shaping and legitimizing social entrepreneurship ventures has become a crucial area of inquiry. Among the leading actors in the field of social entrepreneurship are the Ashoka Fellows.[2] They are an international network of social entrepreneurs who are recognized for their innovative and sustainable initiatives and approaches to social problems identified: "Ashoka identifies and supports the world's leading social entrepreneurs, learns from the patterns in their innovations, and mobilizes a global community that embraces these new frameworks to build an "everyone a changemaker world."[3]

The evolving nature of the socio-economic landscape necessitates a deeper exploration of how Ashoka Fellows strategically employ institutional logics to legitimize their initiatives. As societal challenges continue to evolve, so do the institutional arrangements governing social entrepreneurship.[4] These institutional logics, comprising the beliefs, norms, and practices embedded within social, cultural, and economic contexts, shape the parameters which social entrepreneurs operate within.[5] Understanding how Ashoka Fellows navigate and engage with these logics is vital to comprehend the mechanisms they employ to legitimize their ventures effectively.

Upon review of the academic landscape, we found a distinct lack of research into the use of various concepts within the legitimation strategies of social entrepreneurs. Most of the research on this matter focuses on social value creation, organizational structure, and many more

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[1] Stephen C. Betts, Robert Laud, and Andrey Kretinin, "SOCIAL ENTREPRENEURSHIP: A CONTEMPORARY APPROACH TO SOLVING SOCIAL PROBLEMS," Institute for Global Business Research (January 2018), https://www.igbr.org/wp-content/Journals/2018/GJE_Vol_2_No_1_2018.pdf, 31.

[2] Irina Snissar Lobo and Maria Zapata, "Thinking and Acting like a Platform Will Help Social Entrepreneurs Create Impact at Scale ," Stanford Social Innovation Review - Informing and Inspiring Leaders of Social Change (November 14, 2022), https://ssir.org/articles/entry/thinking_and_acting_like_a_platform_will_help_social_entrepreneurs_create_impact_at_scale#.

[3] Ashoka, "Ashoka: About," (2023), https://www.ashoka.org/en-aaw/about-ashoka.

[4] Ibid.

[5] Patricia H. Thornton and William Ocasio, "Institutional Logics and the Historical Contingency of Power in Organizations : Executive Succession in the Higher Education Publishing Industry, 1958-1990." *The American Journal of Sociology* 105 (3) (1999), https://doi.org/10.1086/210361, 804.

institutional questions.[6] As researchers, we are much more concerned with questions about legitimacy and discourse. As such, this gap presented an interesting academic challenge, specifically how we approach the question of legitimacy within the stated field. After identifying this gap in research and linking it to our area of interest, we began to review further academic fields to determine relevant concepts relating to the relationship between legitimacy and institutional factors. This research led us to the theories of neo-institutionalism and legitimation perspectives. These theories allow us to link the two concepts and create a thesis filling the stated research gap.

Social entrepreneurs operate within a complex institutional system involving investors, policymakers, community members, and other actors, and the ability to gain legitimacy is a determining factor for their long-term survivability and potential impact.[7] Therefore, it is of utmost importance to investigate how Ashoka Fellows strategically employ institutional logics to legitimize their ventures within the dynamic socio-economic context. By understanding their practices and experiences, we can gain a deeper understanding of the mechanisms and strategies employed to gain legitimacy in a rapidly evolving landscape. This research contributes to both the theoretical knowledge and practical application of social entrepreneurship, providing valuable insights into the interplay between institutional logics and the pursuit of social impact.

By investigating legitimation strategies employed by Ashoka Fellows, we gain insight into how they align their ventures with prevailing institutional logics. The researchers have thus identified three sub-questions to facilitate an analysis that will lead to answering the stated problem question. First, by investigating each theoretical approach, then the relationship between the theories, we ensure a fluid analysis that will bring us toward a fruitful conclusion. Moreover, we anticipate creating a typology of ideal types as a resource for social entrepreneurs seeking to establish legitimacy for their venture.

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[6] Anton Klarin, and Yuliani Suseno, "An Integrative Literature Review of Social Entrepreneurship Research: Mapping the Literature and Future Research Directions." *Business & Society* 62 (3) (2023), https://doi.org/10.1177/00076503221101611, 566-567.

[7] Trish Ruebottom, "The microstructures of rhetorical strategy in social entrepreneurship: Building legitimacy through heroes and villains," *Journal of Business Venturing*, 28(1) (2013): https://doi.org/10.1016/j.jbusvent.2011.05.001, 98.

Following this, the researchers will seek to answer the stated problem formulation: **How are institutional logics used by Ashoka Fellows to legitimize social entrepreneurship ventures?**

To answer the problem formulation holistically, the following sub-questions were established:

Question 1   *What are the ways in which social entrepreneurs reference and draw upon institutional logics in their profiles?*

Question 2   *To what extent do social entrepreneurs use legitimation strategies in their work through their Ashoka profiles?*

Question 3   *What is the relationship between the relevant institutional logic and a venture's legitimation approach?*
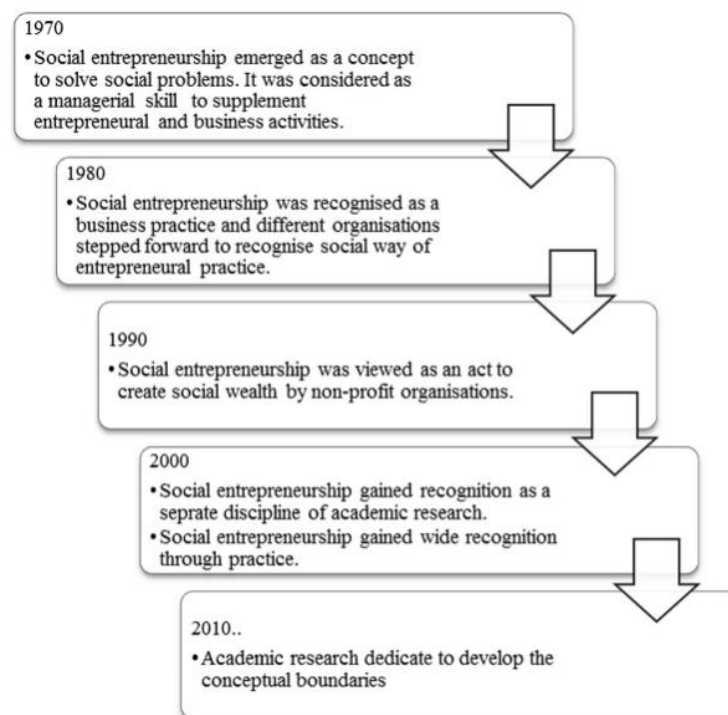
2.0 Literature Review

This section will outline the breadth of research within social entrepreneurship. Highlighting the main discussions and debates within the chosen field will help situate our topic and show how it adds to the existing literature. Firstly, social entrepreneurship (SE) research will be outlined with the main discussions and perceptions outlined. Although SE practices have existed for a long time, its definition remains highly debated. It has led to an increase in interest from both practitioners and academics, with more people recognizing the potential of businesses to generate positive change.[8] [9] [10] In Bacq and Janssen's review of the concept and definition of SE, for instance, they

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[8] Mitchell J. McSweeney, "Returning the 'social' to Social Entrepreneurship: Future Possibilities of Critically Exploring Sport for Development and Peace and Social Entrepreneurship," *International Review for the Sociology of Sport* 55, no. 1 (2020): https://doi.org/10.1177/1012690218784295, 6.

[9] James Gregory Dees and Beth Battle Anderson, "Framing a Theory of Social Entrepreneurship: Building on Two Schools of Practice and Thought," *Research on Social Entrepreneurship: Understanding and Contributing to an Emerging Field* (2006), https://centers.fuqua.duke.edu/case/wp-content/uploads/sites/7/2015/02/BookChapter_Dees_FramingTheoryofSE_2006.pdf, 41.

[10] Tina Saebi, Nicolai J. Foss, and Stefan Linder, "Social Entrepreneurship Research: Past Achievements and Future Promises," *Journal of Management* 45 (1) (2019), https://doi.org/10.1177/0149206318793196, 70.

listed many different definitions provided by various organisations and academic articles.[11] SE is a subjective concept since multiple organisations, inter alia, NGOs, governments, individuals, not-for-profit organisations and private businesses have been included in its conception. This indicates its infancy and difficulties in trying to display the various elements of SE and its ability to create positive and sustainable change within academia.[12] Sayem Hossain, M. Abu Saleh and Judy Drennan have done exploratory research on eight studies within the field of SE and, based on their findings, have created an overview of the evolution of SE, which can be found in Figure 1. [13] In this regard, it is interesting to observe that SE was considered a supplement to business activities in the 1970s, and only a decade later, SE has been recognized as a legit business practice. In the 2000s, SE then gained broader acknowledgement in academia and in practice.

1970
- Social entrepreneurship emerged as a concept to solve social problems. It was considered as a managerial skill to supplement entrepreneural and business activities.

1980
- Social entrepreneurship was recognised as a business practice and different organisations stepped forward to recognise social way of entrepreneural practice.

1990
- Social entrepreneurship was viewed as an act to create social wealth by non-profit organisations.

2000
- Social entrepreneurship gained recognition as a seprate discipline of academic research.
- Social entrepreneurship gained wide recognition through practice.

2010..
- Academic research dedicate to develop the conceptual boundaries

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[11] Sophie Bacq and F. Jassen, "The Multiple Faces of Social Entrepreneurship: A Review of Definitional Issues Based on Geographical and Thematic Criteria," *Entrepreneurship and Regional Development* 23, no. 5-6 (2011), 373-403.

[12] Hossain, Sayem, M. Abu Saleh, and Judy Drennan, "A Critical Appraisal of the Social Entrepreneurship Paradigm in an International Setting: A Proposed Conceptual Framework," *International Entrepreneurship and Management Journal* 13, no. 2 (2017), https://doi.org/10.1007/s11365-016-0400-0, 347.

[13] Ibid., 348.

Figure 1: Evolution of Social Entrepreneurship[14]

Overall, SE research remains a new and flourishing topic among scholars, with little done to connect critical pieces of literature. In their review of the study, Klarin and Suseno state that "our understanding of SE is still limited due to few efforts to synthesize the disparate research streams within SE."[15] Alongside the lack of organisation of research to highlight "the breadth of research" and "provide answers to practical questions by understanding the existing research", this continues to hamstring the development of research within the topic.[16] Of course, important pieces of work have been conducted in the field that adds substance to understanding the phenomena of SE. Austin et al., for example, write about the similarities and differences influencing the various forms of entrepreneurship.[17] More specifically, their comparative analysis of commercial and social entrepreneurship was conducted by analysing how a PCDO (people, context, deal, opportunity) framework is applied within the two different contexts.[18] They found that, while the PCDO framework might be somewhat applicable to the case of social entrepreneurship, some additional considerations are needed to integrate the social value proposition.[19] This proposition highlights the need for social value created at the core of a social venture.[20] Their work is highlighted by reviewing the context in which social entrepreneurs work, which is representative of a broad number of studies in the field. However, many different types of topics exist within this field, including research into the person behind the venture. Miller et al. is an example of this type of topic, writing about the role that compassion plays in starting a social venture. Their article "Venturing for Others with Heart and Head: How Compassion Encourages Social Entrepreneurship" builds a model based on three principles, namely integrative thinking, prosocial cost-benefit analysis, and commitment to alleviating others' suffering, "that transform compassion

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[14] Ibid., 351.

[15] Klarin and Suseno, "An Integrative Literature Review of Social Entrepreneurship Research," 568.

[16] Ibid.

[17] James Austin, Howard Stevenson, and Jane Wei-Skillern, "Social and Commercial Entrepreneurship: Same, Different, or Both?," *Entrepreneurship Theory and Practice* 30 (1) (2006),https://doi.org/10.1111/j.1540-6520.2006.00107.x, 1.

[18] Ibid., 4.

[19] Ibid., 15.

[20] Ibid., 16.

into social entrepreneurship."[21] Their work concludes by expounding on the ways in which they have shown how compassion plays a role in an individual's proclivity to engage in SE, specifically that prosocial motivation, which in their words, "fosters more flexible thought processes and greater commitment to action" is central for their engagement in the activity.[22]

There are further examples of work covering the personal side of SE, including work done on how SE can play a role in global issues. In their work titled "Seriously Personal: The Reasons that Motivate Entrepreneurs to Address Climate Change, " Kaesehage et al. attempt to understand SE's role in "reducing the rate and magnitude of climate change."[23] Additionally, they investigate why some do or don't consider themselves important actors in the fight for green solutions. [24] Their work is targeted at policymakers, which they argue can create a policy that can push entrepreneurs towards creating green solutions.[25] They conclude by stating that policy solutions should move away from traditional assumptions towards an understanding that the 'debate' is over in terms of science. Instead, the debate now exists around culture and worldview and requires policies which reflect that.[26]

Other vital studies include the role of various structures in social entrepreneurship. An example of this type of study is Canestrino et al. study titled "Understanding social entrepreneurship: A cultural perspective in business research." This study focused on the cultural drivers of SE and the "the way in which Global Leadership and Organizational Behaviour Effectiveness (GLOBE) affects social entrepreneurial activity (SEA)."[27] Other examples of this strand of contextual research include Ho and Yoon's 2022 work on the role of "intermediary organizations in facilitating the development and growth of SE within the business ecosystem" and Ramani et al., 2017 work on the importance of national structures and the embeddedness of SE within the stated context.[28]

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[21] Toyah L. Miller et al.,"Venturing for Others with Heart and Head: How Compassion Encourages Social Entrepreneurship," *The Academy of Management Review* 37 (4) (2012), https://doi.org/10.5465/amr.2010.0456, 616.
[22] Ibid., 633.
[23] Katharina Kaesehage et al., "Seriously Personal: The Reasons That Motivate Entrepreneurs to Address Climate Change," *Journal of Business Ethics* 157 (4) (2019), https://doi.org/10.1007/s10551-017-3624-1, 1091.
[24] Ibid.
[25] Ibid., 1106.
[26] Ibid.
[27] Rossella Canestrino et al.,"Understanding Social Entrepreneurship: A Cultural Perspective in Business Research," *Journal of Business Research* 110 (2020), https://doi.org/10.1016/j.jbusres.2020.01.006.
[28] Klarin and Suseno, "An Integrative Literature Review of Social Entrepreneurship Research", 567.

Additionally, there exist many debates in the sphere of SE research; Michelle Therese Hackett highlights several of these existing debates in their work titled: "Challenging social enterprise debates in Bangladesh." She states three basic areas of disagreement within the field exist: economic, political, and cross-discipline debates.[29] In the economic sense, she states that the main contention surrounds the "ability of a social enterprise to address market failure" and that "the controversy over these claims centres on whether business, government, or now social enterprises, are best suited to solving social market failures."[30] In the political sense, they point out that "several academics have extended the market failure discussions to question the political motives of Western governments in promoting social enterprise over more traditional nonprofit solutions,"[31] arguing primarily that the governments have prioritised the advancement of these SE solutions as a result of underfunding in the NGO and nonprofit areas.[32] Lastly, on the cross-disciplinarian debate, they point out, "One debate concerning social enterprise, which appears to traverse the disciplines, concerns the ability of social enterprises to balance both social and financial goals."[33] Overall, Hackett concludes that SE research, much like what has already been stated, requires synthesising these broad research fields into one cohesive research area.[34]

This thesis finds itself embedded in the strand of research, which is concerned with the role of the entrepreneur and their legitimation strategies. However, it also draws on previous research about the role that contextual factors play in those strategies. We thereby attempt to create a thesis that synthesises these two branches of SE research towards a more holistic research field.

3.0 Context of Social Entrepreneurship

In this part of the thesis, we contextualize social entrepreneurship and explain how it is classified by scholars and its connection to other research fields. Giving the reader a context of SE is crucial to create an understanding of the concept and, therein, the researchers' work in the thesis. This will

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[29] Michelle Therese Hackett, "Challenging Social Enterprise Debates in Bangladesh," *Social Enterprise Journal* 6 (3) (2010), https://doi.org/10.1108/17508611011088814, 210.

[30] Ibid., 213.

[31] Ibid., 218.

[32] Ibid.

[33] Ibid., 219.

[34] Ibid., 220.

also offer an understanding of how SE will be operationalized in the analysis to help answer the problem statement, "How are institutional logics used by Ashoka Fellows to legitimize social entrepreneurship ventures?"

Firstly, it is crucial to mention that the idea of SE has existed since the 1950s, with Howard R. Bowen communicating the importance of the social responsibilities of businesses.[35] The term 'social entrepreneur' was then mentioned for the first time by Joseph Banks in 1972 in his work on 'The Sociology of Social Movements', where he displayed how to solve social issues through organisations.[36] In their book chapter on the elaboration of this theory, J. Gregory Dees and Beth Battle Anderson argue that the best way of framing SE lies within the compilation of two autonomous streams of practice, namely the social enterprise and social innovation school.[37] Whilst both of these schools of practice and thought have their roots in the early 1980s, the latter practice focuses on "establishing new and better ways to address social problems or meet social needs", and the former focuses on the "generation of "earned income" to serve a social mission".[38] The most well-known SE organization within SE is 'Ashoka' which Bill Drayton founded in 1980 to provide "grants to innovators and their pattern-breaking solutions to social problems in the United States".[39] In this vein, Joseph Schumpeter, the classic entrepreneurship theoretician, underlines that innovation is an essential characteristic of entrepreneurship.[40] Hossain et al., in this regard, refer to Peter F. Drucker's introduction to the concept of social innovation, which has led to the academic acknowledgement of SE.

Moreover, Austin et al. add that social entrepreneurship is an "innovative, social value-creating activity that can occur within or across the nonprofit, business, or government sectors", which implies the cross-sectoral and interdisciplinary nature of SE. [41] Although the main focus of classic entrepreneurs is on creating capital and profit as well as looking at the financial bottom

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[35] Howard R. Bowen, Jean-Pascal Gond and Peter Geoffrey, *Social Responsibilities of the Businessman* (University of Iowa Press, 2013), 22-54.

[36] Hossain, Saleh and Drennan, "A Critical Appraisal of the Social Entrepreneurship Paradigm in an International Setting," 350.

[37] J. Gregory Dees Battle Anderson, "Framing a Theory of Social Entrepreneurship," 41.

[38] Ibid.

[39] Hossain, Saleh and Judy Drennan. "A Critical Appraisal of the Social Entrepreneurship Paradigm in an International Setting," 350.

[40] Joseph A. Schumpeter, The Theory of Economic Development: An Inquiry into Profits, Capita I, Credit, Interest, and the Business Cycle, 1st ed. Routledge (2017), https://doi.org/10.4324/9781315135564, 19.

[41] Austin et al., "Social and Commercial Entrepreneurship: Same, Different, or Both?", 2.

line, social entrepreneurs' primary motivation is "to create social value".[42] Hossain et al. created a summary of adopted SE definitions by various authors and organizations; however, since we are working with Ashoka, it is only natural to go with Bill Drayton's way of understanding, namely: "Social entrepreneurs working together accelerate and spread social impact. They are the engines of social change and role models of the citizen sector." [43]

In many debates about SE, attention is given to social value and innovation, while at the same time, "participation", "civil society", and "economic significance" are being referred to from time to time.[44] Therefore, it is interesting that "participation and civil society are important categories, as they indicate that social entrepreneurship is not just about achieving final social objectives, but also about the processes and relations that create the social values".[45] In this vein, Saebi et al. created a framework (Figure 2) which shows that SE is a multistage and multilevel phenomenon consisting of micro, meso and macro components of where both, the business and philanthropy worlds are being combined.[46]

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[42] Ibid.

[43] Hossain, Saleh and Judy Drennan. "A Critical Appraisal of the Social Entrepreneurship Paradigm in an International Setting," 352.

[44] Nordic Council of Ministers, Social Entrepreneurship and Social Innovation in the Nordic Countries: Initiatives to Promote Social Entrepreneurship and Social Innovation. Copenhagen: Nordisk Ministerråd, (2015), https://doi.org/10.6027/TN2015-562, 36.

[45] Ibid., 37.

[46] Saebi, Foss and Linder, "Social Entrepreneurship Research," 83.
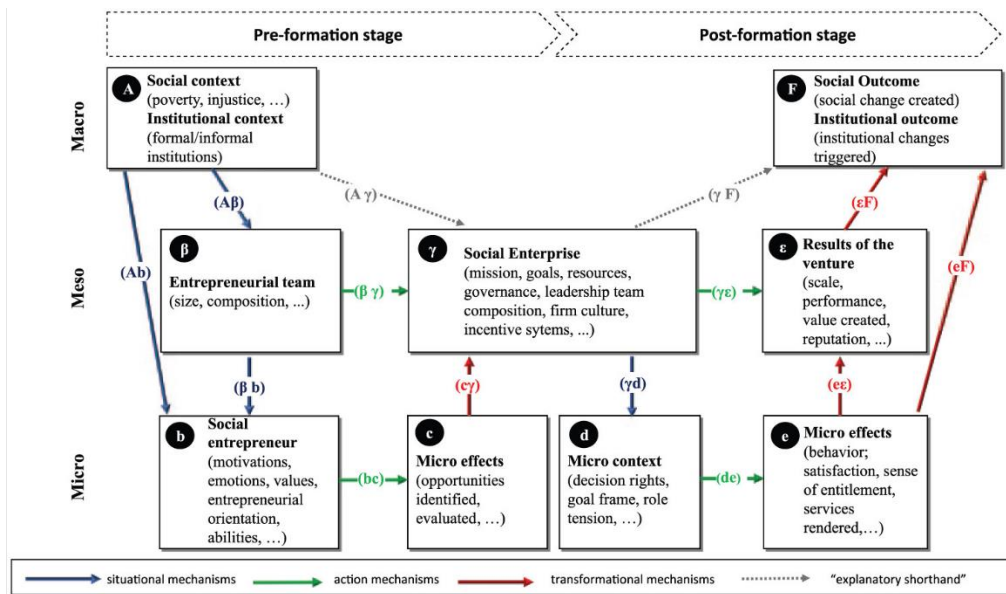
Figure 2: Social Entrepreneurship as a Multistage, Multilevel Phenomenon [47]

As touched upon in the literature review of this thesis, there have been some scholarly debates on what SE exactly consists of and whether social entrepreneurship is an independent stream of practice within commercial entrepreneurship.[48] Therefore, Hossain et al. have created a conceptual framework (Figure 3) which includes six propositions. This framework will help us better understand the compound between the theories used in this thesis as well as the SE's composition.

[47] Ibid.

[48] Hossain, Saleh and Judy Drennan. "A Critical Appraisal of the Social Entrepreneurship Paradigm in an International Setting," 357.

Figure 3: The Conceptual Framework of Social Entrepreneurship [49]

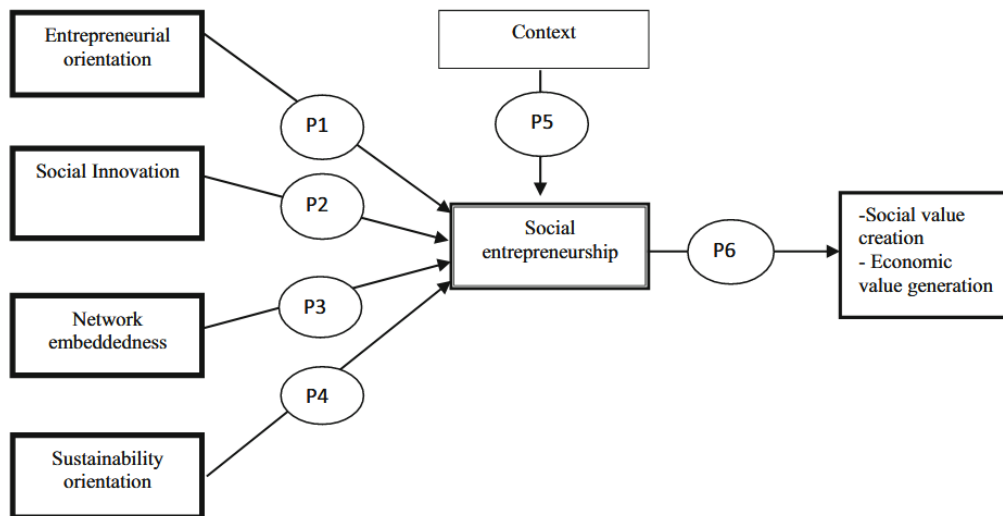Firstly, they underline that P1 (entrepreneurial orientation) is indispensable to the success of social entrepreneurship. [50] Entrepreneurial behaviour, therefore, is imminent; however, scholars have been discussing whether SE is a separate form of classical entrepreneurship. Husain et al. believe it is evident that social entrepreneurs also are "proactive, risk-takers and innovative by virtue, which essentially makes social entrepreneurship comparable to any form of an entrepreneurial act". [51] Moreover, they have identified that it includes normative as well as utilitarian characteristics. The latter embodies that an organisation is guided by "economic rationality, revenue maximisation or cost minimisation" and the former by "commitment and responsibility". [52]

Schumpeter being one of the first thinkers within this field, as illustrated before in this section, has also been underlining that innovation is a fundamental attribute of entrepreneurship, meaning that innovation is a pre-requisite for a successful social enterprise. Especially interesting for this project is that Hossain et al. underline that "innovation can offer solutions to social problems and benefit the business with economies of scale, which ultimately contributes to economic growth". [53] Moreover, whilst the driver for commercial innovations typically is market

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[49] Ibid., 359.
[50] Ibid., 360.
[51] Ibid., 359.
[52] Ibid.
[53] Ibid., 360.

and consumer needs with the goal to financial success, social innovations create value whilst having "a social and cultural focus, aspiring to address unmet human and social needs" and potentially are "system-changing".[54]

The following proposition of Hossain et al.'s framework is *network embeddedness* which they view as inherent and essential to achieve SE goals since it is "embedded in a broad array of support, cooperation and alliances to build awareness, gain resources and to bring about social change".[55] Cooperation between different stakeholders is essential to achieve any SE's goal(s). More specifically, Hossain et al. state that "collective action of social entrepreneurship manifests through three different aspects—social movements, community cooperatives and cross-sectoral collaboration—which also caters for the essence of social capital building".[56]

Proposition P4 shows sustainability orientation, which is inherent in SE due to the new challenges and problems in the world, such as inequality, poverty or climate change. This proposition mainly focuses on sustainable entrepreneurship with its focus on the environment and ecological challenges. However, Hossain et al. underline that SE can help achieve the SDGs due to the "social entrepreneurial pervasive role that is not only driven by mere market imperfections or environmental focus, but to create social wealth which encompasses the three pillars of sustainability: environmental, societal and economic aspects." [57]

A mediating role within SE's performance and outcomes is the social context (P5) they engage in. The context can, for instance, be the country it operates in or include other factors such as "the macro- economy, socio-political environment, economic environment, employment levels, technological advances and social movements", which are components outside of SE's control.[58] Lastly, Hossain et al. conceptualize that SE generates both social and economic value, with the latter being used as a source for the social enterprise's sustainability factor and profitability. This is embedded in the fact that SE begins with a "social problem that the traditional market system cannot solve or has failed to provide a solution for", which can but does not have to be a profitable one; however, it needs to be financially stable. [59]

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[54] Ibid., 360-361.
[55] Ibid., 360.
[56] Ibid.
[57] Ibid., 362.
[58] Ibid., 363.
[59] Ibid., 364.

Social entrepreneurs' goal is to find sustainable solutions to pressing social, economic or environmental issues. As explained earlier in this section, knowing the context of SE will help understand an organisation's main goals and its connection to institutional logics. Having presented an overview of SE and its current literature, we know that its clear definition is still being debated and needs to be clearly elaborated. Saebi et al. conclude that "(1) SE is still an unclear and contested concept that (2) relates to a multilevel and multistage phenomenon, which (3) has been scrutinized at different levels of analysis but (4) not in an explicit multilevel setting". [60] Nevertheless, since we, as researchers, are working with Ashoka profiles in the analysis, it is a logical inference to use Ashoka's definition of a social entrepreneur. Namely: "social entrepreneurs working together accelerate and spread social impact. They are the engines of social change and role models of the citizen sector".[61]

4.0 Theories

Introduction

In this section, we will outline our theoretical approaches to understanding the key concepts involved in our thesis. Specifically, four approaches will be necessary for conceptualising and situating key components. First, we structure this section from a global perspective down to the local, starting with broad theories of neo-institutionalism and moving down to more narrow concepts such as new venture legitimation. In our thesis, we seek to uncover ways in which social entrepreneurs legitimise themselves and their ventures within a given context.

We start by investigating neo-institutional theory, which adds value by situating social entrepreneurs within an 'institution' [public arena] where they influence and are influenced by the context surrounding their field. We couple neo-institutional theory with the public arenas model, borrowed from social problems theory, and this serves to further our understanding and conceptualisation of institutional logics by bringing it into connection with a social problems approach. We use this understanding to draw upon the theory of new-venture legitimation, which

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[60] Saebi et al., "Social Entrepreneurship Research: Past Achievements and Future Promises," 89.
[61] Hossain, Abu Saleh, and Drennan, "A Critical Appraisal of the Social Entrepreneurship," 357.

provides us insights into how social entrepreneurs may legitimise their work, person, and venture. Towards the end of the theory section, we will include some concluding remarks that will bring together key overlapping components so that each is understood throughout the thesis. It will also include an overview of definitions for concepts and terms that appear throughout the thesis. This will provide a clear understanding of the semantics and circumvent misinterpretation of meanings.

4.1 Neo-Institutional Theory

A necessary component of our project is the role that institutions have in relation to the work of social entrepreneurs. To accurately situate various institutions, such as the UN, in relation to SEs, it befalls us to put forth a theory on the matter. Towards this, we will present 'neo-institutional theory' (NIT). Furthermore, we will draw on this theory in a later section on legitimation practices as laid out by Florian Überbacher in his work "Legitimation of New Ventures: A Review and Research Programme".[62] This section will, as such, provide necessary insights into the concept of neo-institutional theory, as well as provide knowledge linkages to the SE research field.

Neo-institutional theory represents a diverse area of research. In fact, scholars within this field often state that the broadness and the lack of concrete concepts are weaknesses of the overall theory, even the term institution being represented as broad and vague "When the term institution is defined, it is done so in broad and vague ways."[63] Despite this, we believe it will provide necessary value to our thesis, as we will come to discuss. Firstly, we need to understand some of the theory's core concepts and guiding principles and how they are applied within the literature. Neo-institutional theory was created through the works of key scholars, such as John Meyer, Brian Rowan, Lynn Zucker, DiMaggio, and Powell.[64] These early works often focus on the "argument that organizations adopted new structures and practices not because they were particularly effective or efficient, but because they gave the organization a sheen of legitimacy."[65] Alvesson and Spicer further state that "these papers also asked fundamental questions about what an

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[62] Florian Überbacher, "Legitimation of New Ventures: A Review and Research Programme," *Journal of Management Studies* 51, no. 4 (2014): 667–98, https://doi.org/10.1111/joms.12077

[63] Mats Alvesson and André Spicer, "Neo-Institutional Theory and Organization Studies: A Mid-Life Crisis?" *Organization Studies* 40, no. 2 (2019): https://doi.org/10.1177/0170840618772610, 206.

[64] Ibid., 200.

[65] Ibid.

organization is, suggesting that formal structures are a matter of 'myth and ceremony' which create an image of rationality and a sense of legitimacy."[66]

In later years, scholars centred the study of institutions around the idea of institutionalization, namely how and why institutions arise/are created, as well as the reverse process of de-institutionalization.[67] As we will come to discuss, much of neo-institutionalism is centred around a cycle of power structures emerging, a process of isomorphism, and then replacement of power structure.[68] This was codified during the 'young adulthood' of NIT by scholars such as Beckert in 1999, who introduced the concept of 'institutional entrepreneurship', the idea that there are entrepreneurs who appear as a counter to the prevailing 'institutional logics', which became a new concept around the same period through Thornton, Ocasio and Lounsbury.[69]

Since 2009, Alvesson and Spicer write that NIT has reached its middle age, quoting scholars such as Scott and Vogel, who write about the maturity and domination of the theory within the realm of organization studies.[70] Many articles in this time have been written about 'ever-green' matters such as "institutional work…, institutional logics… and institutional entrepreneurship", as well as expanding concepts, debates, and blending with other theoretical approaches.[71] To conclude, Alvesson and Spicer write about the vastness of the tradition, stating that "it seems to be a study of almost anything – from Japanese housewives (Leung, Zietsma, & Peredo, 2014) to the Holocaust (Martí & Fernandez, 2013)."[72] And further that "looking at volumes of text is rather disappointing compared to the sheer amount of conceptual effort and empirical work which seems to have gone into the area."[73]

While we admit that the theory has some limitations, as laid out by Alvesson and Spicer, this theory provides us essential tools for researching this topic. Alvesson and Spicer comment on these common limitations, stating that "others have complained that 'institution' has become a 'vapid umbrella' term which means everything and nothing",[74] and "the introduction to a landmark

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[66] Ibid.
[67] Ibid., 203.
[68] Ibid.
[69] Ibid., 207.
[70] Ibid., 204.
[71] Ibid.
[72] Ibid., 205.
[73] Ibid.
[74] Ibid., 200.

handbook on the topic points out that "we need to ask whether its power to explain organizational phenomena is withering in the light of its rather splintered proliferation." [75] As we see it, the use of neo-institutional theory in this paper is of significant use in organizing the link between public arenas and social entrepreneurs within the framing of an 'institution', despite it being a far cry from the typical implementation of the theory which is meant to 'explain organization phenomenon'.

At the core of these linkages is the concept of institutional logics, and the key role it plays in NIT. As laid out by Thornton and Ocasio in their seminal work on this topic: "Institutional logics define the rules of the game by which executive power is gained, maintained, and lost in organizations".[76] It is important to recognize here that Thornton and Ocasio are writing about the role that institutional logics play in intra-organizational contexts. What is important to gather from their summarization of the concept is twofold. Firstly, 'institutional logics define the rules of the game' represents an understanding that institutional logics are "the socially constructed, historical pattern of material practices, assumptions, values, beliefs, and rules by which individuals produce and reproduce their material subsistence, organize time and space, and provide meaning to their social reality."[77] And further that they inform actors in the field of not only reason and belief, as Suddaby and Greenwood point out, but also explain the formal and informal rules within the institution.[78] Secondly, the line 'by which executive power is gained, maintained, and lost in organizations' represents the legitimacy component of IL, as they later state, "the meaning, appropriateness, and legitimacy of various sources of power are shaped by the rules of the prevailing institutional logics."[79]

However, this stark understanding of institutional logics should be abstracted and understood in a separate context from the case presented by Thornton and Ocasio. ILs are simply the prevailing rules, regulations, understandings, and practices within a given industry, which change and legitimize current power structures. In the intra-organisational context these might relate heavily to the executive position, within which a CEO seeks to retain and promote their ILs,

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[75] Ibid.

[76] Thornton and Ocasio, "Institutional Logics and the Historical Contingency of Power in Organizations," 802.

[77] Ibid., 804.

[78] Roy Suddaby and Royston Greenwood, "Rhetorical Strategies of Legitimacy," *Administrative Science Quarterly* 50, no. 1 (2005): 35–67, https://doi.org/10.2189/asqu.2005.50.1.35, 38.

[79] Thornton and Ocasio, "Institutional Logics and the Historical Contingency of Power", 804.

in another institution such as social entrepreneurship, it might represent the regional regulations on a venture's operations or the prevailing social problem within a given context.

Institutional logics are further susceptible to change based on the stated power structures.[80] The change of institutional logics is an important and heavily researched topic within neo-institutional theory. While we will not discuss each sub-theory pertaining to this research area, we will discuss the concept of institutional entrepreneurship. Suddaby and Greenwood quote DiMaggio's work on institutional entrepreneurship, citing that "attempts to alter or replace an institutional logic are referred to as acts of institutional entrepreneurship."[81] They further state that prevailing institutional logics often face most competition from ventures that exist in the periphery of the relevant organizational fields and "in organizations less privileged by existing arrangements,"[82] though research on this has had mixed results. This conceptualisation of institutional logics can be related to how social problems in the public arenas face competing forces in maintaining their position at the top of the agenda. Other significant impacts on institutional entrepreneurship include changes in technology, contradictions in prevailing institutional logics, changes in social realities, and competition between existing logics.[83]

Institutional entrepreneurship results in the formation of insurgent logics, which can be stated as arising "from institutional ambiguities and contradictions or as a consequence of exogenous shifts that cause a reconfiguration of field arrangements and allow the ascendance of new logics."[84] Lastly, on this matter, Suddaby and Greenwood point out that research into this field has yielded no conclusion on why certain efforts of institutional entrepreneurship succeed or fail.[85]

In conclusion, neo-institutional theory provides us with an understanding of how social entrepreneurs are influenced by the governing institutions, as well as how they in turn act to change the institutions surrounding them.

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[80] Ibid.

[81] Suddaby and Greenwood, "Rhetorical Strategies of Legitimacy," 38.

[82] Ibid.

[83] Ibid.

[84] Ibid., 39.

[85] Ibid.

Institutional Logics and Public Arenas Model

In order to create cohesion within our project, we will be linking the conceptualisation of institutional logics to the public arenas model. This concept is presented within social problems theory, however, the singular concept is borrowed, and the overarching theory will not be used in this thesis. The public arenas model was developed by Stephen Hilgartner and Charles Bosk as a model of process that seeks to explain how social problems rise and fall due to the carrying capacities of public arenas and the competition between actors to remain on public agenda.[86] While this interpretation is based on the symbolic interactionist perspective, which emphasises the role of communication and interpretation in shaping social relationships and structures, it does not dismiss the argumentation of other perspectives. Instead, it argues that while material conditions and class conflict can define social problems, it does not explain why some social conditions are considered social problems while other equally harmful or dangerous societal problems are ill-defined.[87] Hence, social problems can be reflections of objective conditions in society, but they are also products of manipulating societal attention. Some social problems command a greater deal of attention because public discussion is being piloted by carrying capacities of respective powers in public arenas. Hilgartner and Bosk refer to an example in the United States by asking themselves why toxic chemicals in landfills receive considerably more public attention than dangerous chemicals in America's workplaces.[88] Both can be considered pressing, dangerous matters, and the extent of harm cannot explain why one is considered more important than the other in public discourse. Hilgartner and Bosk argue that the understanding of 'importance' and the definition of 'problem' are constantly contested by the powers that be.[89] And some problems can be considered more marketable than others. Their model examines the arenas where social problem definitions evolve and the effect of those arenas on both the evolution of the social problems and the conditions that label them as problems in public discourse.[90] This model combines social problem theories with political science theories on agenda-setting to explain the processes that structure

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[86] Stephen Hilgartner and Charles L. Bosk, "The Rise and Fall of Social Problems: A Public Arenas Model," *American Journal of Sociology* 94, no. 1 (1988): 53–78. https://doi.org/10.1086/228951.

[87] Ibid., 53.

[88] Ibid., 54.

[89] Ibid., 54.

[90] Ibid., 55.

collective concern in public arenas. This allows us, as researchers, to understand how institutional logics play a role in the emergence of social problems and vice versa.

According to Hilgartner and Bosk, a public arena is a social space in which issues are debated and contested and in which various actors attempt to gain legitimacy and influence.[91] These arenas can take many forms, such as the media, political campaigns, public hearings, social action groups, research communities, religious groups, academic societies, the cinema, and many more.[92] Hilgartner and Bosk argue that social problems emerge when certain actors successfully define a particular issue as a problem that requires action.[93] These actors may be activists, interest groups, or politicians, and they use various strategies to draw attention to the issue and to mobilize support.[94] Once again, we see linkages to neo-institutional theory, where the understanding of a public arena and the understanding of institutional logics overlap a great deal. Both the public arena and institutional logics are 'spaces' where legitimacy, influence and power dynamics, are continuously negotiated and renegotiated. Furthermore, the emergence of counter logics through various activists and other actors creates a cycle of competition.

Each of these public arenas have different degrees of carrying capacity and is therefore limited by the number of social problems, they can entertain.[95] Hilgartner and Bosk, therefore, argue that a finite number of social problems can exist simultaneously in society – although an abstract, unidentifiable finite number.[96] For example, the prime space and time for publicly presenting issues in order to turn them into social problems are limited. Newspapers and magazines are limited to the column inches and the need to entertain readers, television and radio are limited by airtime, cinemas are limited by productions per year, and organisations or government branches are limited by the number of meetings within a timeframe. Therefore, these public arenas must weigh which issues to diffuse and address to maximise their potential and odds of staying on the agenda.[97] While there may be infinite social problems, the number of social problems is

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[91] Ibid., 56-57.
[92] Ibid., 57.
[93] Ibid.
[94] Ibid.
[95] Ibid., 59.
[96] Ibid.
[97] Ibid., 59-60.

determined not by how harmful or dangerous the specific conditions might be to society, but by the carrying capacities of the public arenas.[98]

However, Hilgartner and Bosk also argue that social problems are not fixed in time and can decline or disappear because of changes in the social and political context.[99] For example, a social problem may lose its urgency if it is addressed through policy changes or if other issues come to the forefront of public attention.[100] As there is a limited number of social problems, the rationale is that when one social problem ascends, another social problem will ultimately decline. Similarly, not all institutional rules and regulations, beliefs and cultures can exist simultaneously. For example, in neo-institutional theory this is referred to as institutional entrepreneurship, where insurgent logics emerge to counter the prevailing logic, leading to a shift, much as would be the case if a new social problem emerge to counter the prevailing one. This is just one further example of the overlap between these two theories.

When social problems are limited in society by carrying capacities, it creates a set of selection principles that public arenas must consider identifying the problems that are likely to influence the most people.[101] Hilgartner and Bosk argue that in selecting a social problem to ponder, one must consider drama and novelty, the dangers of saturation, political biases, intense competition, and cultural preoccupations.[102]

Certain problem definitions fit closely with broad cultural concerns, and they benefit from this fact in competition. Some problems may be easier to relate to deep mythic themes, and they thus provide better material to ponder collectively.[103] In these principles of selection, public arenas are also affected by the sizes of their audiences, importance of their carrying capacities, and their abilities to make long-term commitments of societal resources, which ultimately increases their competitiveness. As an example, the United Nations would have a larger carrying capacity compared to local organisations with considerably fewer resources.[104]

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[98] Ibid., 60.
[99] Ibid., 58.
[100] Ibid.
[101] Ibid., 60.
[102] Ibid., 61.
[103] Ibid.
[104] Ibid, 62.

Competition to remain on the agenda makes drama especially important when framing social problems. These issues need to be put in dramatic and persuasive terms, which is why operatives in public arenas work to present these social problems in little packages that offer themselves in authoritative tones with an element of urgency. Hilgartner and Bosk explain that these dramatic problem formulations are more likely to survive competition because they rely on emotional rhetoric.[105] A well-known example of this phenomenon could be the guilt-tripping television commercials of 'Save the Children', in which children are shown as famished and weak on camera. This dramatization allows the organisation to remain on the agenda with that specific social problem. The United Nations also include an element of drama in the formulation of the sustainable development goals by using powerful semantics such as 'no poverty' and 'zero hunger' paired with fitting images of people experiencing these problems.[106] The public arena operatives continue to look for new ways to inject urgency into their presentations of social problems, in order to avoid running risks of becoming redundant as the social problems saturate.

As an example, the saturation of a social problem can occur when parts of the public become bored with that particular public drama and thus allow competitors to fill a void of attention. This saturation can occur when a large number of public arenas simultaneously produce material on a single problem, and therein flooding the public with the same messages, which drives down the dramatic value.[107] Editors, producers, and politicians will decide that the issue has lost impact and seek to turn the attention to other social problems. Saturation does not necessarily mean disappearance but is a consequence of the steadily declining sentiment of public discourse.[108] As an example, on a large global scale, the Coronavirus became a saturated issue, and public arenas turned their attention towards other pressing matters, such as the ongoing war between Russia and Ukraine.

Hilgartner and Bosk do not explicitly discuss international institutions such as the United Nations. However, their theoretical model for understanding the emergence and decline of social problems can be applied to the role of international institutions in shaping global social issues. International institutions such as the United Nations can be viewed as public arenas in which

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[105] Ibid.

[106] United Nations, The 17 Sustainable Development Goals, last modified 2023, https://sdgs.un.org/goals.

[107] Hilgartner and Bosk, "The Rise and Fall of Social Problems: A Public Arenas Model," 63.

[108] Ibid.

various actors attempt to define and address global social problems. For example, the United Nations plays a key role in addressing issues such as climate change, poverty, and human rights violations. Like other public arenas, international institutions are also subject to the dynamic processes of social construction that Hilgartner and Bosk describe. The definition and prioritisation of social problems within these institutions can change over time as a result of shifts in political and social context, as well as the actions of various actors within the institutions. This will help understand how social entrepreneurs attempt to borrow the carrying capacity of others to legitimize their ventures.

Levels of Institutional Logics and Public Arenas

Thus, we have presented two overlapping concepts that merge to form the basis of our understanding of prevailing power structures and the negotiation of their legitimacy. This new formation of power structure encompasses an institution which informs practices and beliefs within a field, as well as one which can carry a number of social problems. Additionally, these institutions face competing logics and competing problems which seek to usurp the current structure. This is a vital understanding within our thesis, but one additional component is required for its sustained use in our analysis, which is an understanding of the different levels at which these institutions can exist. It is a given that institutions have varying degrees of power, but little consensus exists on how we might differentiate between such institutions. Therefore, we present our method of differentiation, which will be key for us in our research design. Our understanding builds on scholars such as Thornton, Zilber, and Überbacher.

As earlier explained in the theory section, institutional logics are "the socially constructed, historical pattern of material practices, assumptions, values, beliefs, and rules by which individuals produce and reproduce their material subsistence, organize time and space, and provide meaning to their social reality."[109] According to Thornton et al., institutional logics work across a micro-, meso- and macro-level which is why our data set will be analysed with respect to these

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[109] Patricia H. Thornton and William Ocasio (1999) "Institutional Logics and the Historical Contingency of Power in Organizations," 804.

categorisations.[110] Moreover, Tammar Zilber states that "institutional logics are often decomposed and recomposed in creative ways through individual and organizational action."[111] She quotes Friedland and Alford, which define three complementary but independent levels, namely society which refers to the macro-level, organisations which refers to the meso-level and lastly, individuals, which refer to the micro-level: "individuals competing and negotiating, organisations in conflict and coordination, and institutions in contradiction and interdependency."[112]

Überbacher points out a similar differentiation of institutions when discussing divergent assumptions about his legitimation perspectives. He understands that his legitimation mechanisms can be classified as working on the macro and the micro level.[113] The macro level representing a more 'top-down approach' where the macro units, which he describes as industries and social movements, inform the micro units, which are individuals.[114] Überbacher additionally points out that these levels are connected, with the totality of micro units making up the macro unit.[115] In this sense, we can draw a connection between the new venture legitimation perspectives, which will be clarified upon below, and the understandings of levels as laid out by Zilber and Thornton. While we do supplement Überbachers understanding with the meso level, to indicate the intra-organisational level, his perception of the interconnectedness of these levels and its connection to his legitimation perspectives are considered.

To give a more concrete understanding of the levels, starting with the micro level, Zilber underlines that the micro-level includes individual and interactional dynamics that refer to individual organisations and their members' set of values and cultural beliefs. This can for instance be a social entrepreneur trying to eradicate poverty on the local level. Secondly, the meso-level refers to intra-organisational dynamics and therein the values and beliefs of particular fields of institutions as Zhang and Welch point out: "Meso-level logics are produced and reproduced in the

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[110] Patricia H. Thornton, William Ocasio and Michael Lounsbury, *The Institutional Logics Perspective: A New Approach to Culture, Structure and Process,* (Oxford*: Oxford University Press, 2012),* https://doi.org/10.1093/acprof:oso/9780199601936.001.0001, 4.

[111] Tammar B. Zilber, "How Institutional Logics Matter: A Bottom-Up Exploration" *How Institutions Matter, United Kingdom: Emerald Group Publishing Limited* 48A (2012), https://doi.org/10.1108/S0733-558X201600048A005, 138.

[112] Ibid., 45.

[113] Florian Überbacher, "Legitimation of New Ventures," 678.

[114] Ibid.

[115] Ibid.

organization and legitimate decisions and actions that are strategically applied to highly localized contexts."[116] These can also include communities representing organisations that are focusing on a particular social problem. Lastly, Zilber indicates that macro level institutional logics refers to the broader field or organisational logics that include shared cultural systems, norms and values of society.[100] An example for macro level institutional logics is the United Nations where an agreed set of beliefs and values are shared by its member states. This method of categorisation allows us to organise institutions to aid in comparability during our analysis.

4.2 New-Venture Legitimation

Now that we understand some of the key concepts within neo-institutional theory, we will introduce Überbacher's classification of new-venture legitimation. While Überbacher explains that many theoretical underpinnings seek to explain the way in which ventures might obtain legitimacy, we believe that neo-institutional theory and its understanding of the cycle of institutional logics and institutional entrepreneurship provide us with a unique ability to represent the role that public arenas and social entrepreneurs play in legitimation of practices within their institutional context. Überbacher starts by outlining five different perspectives of how NVs achieve legitimation: "an institutional perspective, a cultural entrepreneurship perspective, an ecological perspective, an impression management perspective, and a social movement perspective."[117] In this project, we will come to use these five perspectives as the basis for creating codes as they represent the many ways in which an Ashoka fellow might choose to legitimise their venture. In the following paragraphs, we will briefly describe each of these perspectives and then clarify how we seek to implement this understanding in our work. Legitimacy is an important aspect of this thesis, and while we have no specific theory or section dedicated to understanding this multi-varied and multi-understood concept, we will be using Überbachers understanding as a means of answering the research question. In his work, he cites Bitektine and Suchman when he gives his understanding of the concept, specifically that "legitimacy is a judgment of resource-holding audiences about the

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[116] Fengxiu Zhang and Eric W Welch, "Explaining Public Organization Adaptation to Climate Change: Configurations of Macro- and Meso-Level Institutional Logics," *Journal of Public Administration Research and Theory* 33, no. 2 (2023): https://doi.org/10.1093/jopart/muac027, 359.

[117] Überbacher, "Legitimation of New Ventures," 667.

acceptability, desirability, or appropriateness of an organization"[118] and further points out its importance for a new venture in overcoming and surviving within its field. While many understandings of legitimacy exist, this specific conceptualisation is used in this theory as it is a natural precursor to the central theory of new-venture legitimation.

The first perspective is the 'institutional' perspective, Überbacher simply states it is "how institutions influence audiences' legitimacy judgments."[119] Which include two branches of understanding on the effects of institutions on NV legitimacy. He points to the idea of cognitive institutions, which are "widespread and taken-for-granted beliefs among audiences about what constitutes 'standard' or 'normal' organizational behaviour."[120] This branch focuses on audience perception of standard practice within a given field, Überbacher gives the example of 'proper business plan and 'sound' financial indicators' as well as the 'background and personality' of entrepreneurs.[121] Überbacher additionally points to evaluative institutions, which are "powerful institutional organizations such as governmental authorities, financial analysts, industry associations, and media organizations."[122] These evaluative institutions can influence the more macro level, having an impact on an "audiences' legitimacy judgments if they contribute to the legitimacy of the venture's external context".[123] However, it can also influence the micro level: "For example, the media can contribute to NV legitimation on a more macro level if the media publish beneficial evaluations of the NV's industry context".[124]

The cultural perspective is much as it sounds, it focuses on the entrepreneur's ability to use cultural factors as drivers of their legitimacy. Überbacher uses the concept of cultural agency to describe the ability of entrepreneurs to 'innovate upon received cultural categories and conditions of action in accordance with their personal and collective ideals, interests, and commitments'.[125] This can also be expanded to both a micro and macro-level. With these levels being the individual-

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[118] Ibid.
[119] Ibid., 672.
[120] Ibid., 671.
[121] Ibid., 672.
[122] Ibid.
[123] Ibid.
[124] Ibid.
[125] Ibid.

ness of their engagement with cultural agency, micro-level is individual while macro is collective.[126]

The ecological perspective is, as Überbacher points out, "that an NV's legitimacy is determined by its structural context … particularly by the context's 'population density.'"[127] Specifically, Überbacher states that an NVs legitimacy is at higher risk if they enter a context with limited density rather than a higher-density context. This is in part due to the argument that "audiences can develop a clear 'form', 'schema', or 'category' for an established industry or market context (Hannan et al., 2007) and even more so if its population of incumbent organizations has similar structures and identities".[128]

Impression management perspective is the idea that there exists tactics that entrepreneurs employ to make their ventures legitimate. Überbacher points out that "acquiring legitimacy and resources for an NV requires entrepreneurs to mobilize symbolic management tactics that convey the entrepreneur's 'personal credibility, professional organizing, organizational achievement, and the quality of stakeholder relationships'".[129] In short it refers to the individual entrepreneurs' ability to market their persona as tool for legitimation. An example of this legitimation strategy would be if an Ashoka Fellow would reference their previous awards, ventures, or experience within the scope of their new venture.

The last perspective is the social movement perspective, which "emphasizes the ways in which social mobilization legitimizes."[130] Überbacher understands social movements as "forms of relatively informal collective action with a focus on ethical, political, or social issues and aimed at promoting social change."[131] He, as such, provides the understanding that framing of NVs within social movements provides it with nascent legitimacy. Überbacher uses the following example:

"In the early stages of creating an organic food market in the United States, entrepreneurs collectively mobilized frames that created normative opposition between their nascent

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[126] Ibid.
[127] Ibid.
[128] Ibid., 673.
[129] Ibid.
[130] Ibid.
[131] Ibid.

more 'sustainable' field of activity and conventionally 'exploitative' ways of food production, which they criticized."[132]

In the above sections, we outlined four important parts of our theoretical underpinnings. The first is neo-institutional theory, specifically the aspects of institutional logics and institutional entrepreneurship. Not only is the understanding of these concepts important for us in understanding the relationship between the two core groups of this project, public arenas and social entrepreneurs, but it is also important for setting the stage for the second theoretical underpinning. We then drew upon the public arenas model to understand carrying capacity and the role that institutions play in the popularisation of social problems. Then we combined these two perspectives to form our formulations of the various levels of institutions that exist. And lastly, we presented the five perspectives of new-venture legitimation, which are important as they describe the ways in which a new social enterprise might seek to create legitimacy for their venture and frame it within the broader context. In our analysis, these theories will play a key role in establishing a set of codes for how SEs legitimize themselves using prevailing logics.

4.3 Definition of Words

To avoid confusion surrounding certain overlapping concepts, as well as to give a clear understanding of key terms, we have created a list of clear and concrete definitions as they are used in our thesis.

Public Arena/Institutions – As we borrow the public arenas model from social problems theory, which also overlaps heavily with the concept of institutional logics, we believe we should clarify that these terms are used interchangeably to refer to the same phenomena. Specifically, in this thesis, we have chosen to merge these two concepts into one. Therefore, they will mean any space where issues and contexts are defined and discussed, as well as where both formal and informal rules and regulations are created and recreated.

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[132] Ibid.

Carrying Capacity - A public arena's outlet to the public, in which they can attempt to present social problems. As well as the degree of strength of the specific public arena. Carrying capacity also indicates how many social problems the public arena has capacity to entertain.

Institutional Logic and Institutional Entrepreneurship – institutional logics represent the pre-existing rules, regulations, ideas, and beliefs within a public arena. Institutional entrepreneurship is an action wherein institutional logics are countered and 'insurgent logics' are created. These two concepts are seen as a cycle, and present within any given public arena.

Context – in this thesis, context is meant to mean the reality that surrounds social entrepreneurs and informs them of social problems and issues. It is important to understand that in the case of social entrepreneurship, context is an important aspect of how and what they choose to work on.

Social Entrepreneur – This thesis uses the Ashoka definition of social entrepreneurship being: "Social entrepreneurs working together accelerate and spread social impact. They are the engines of social change and role models of the citizen sector." The second half of which describes the social entrepreneur as an actor which drives social change and promotes social entrepreneurship. This is the basis of our understanding of the definition.

Venture – Within this thesis we use the word venture to refer to a 'social venture', which is "a formal agreement, a contract, or an undertaking to solve social problems or effecting social change."[133] We use it to describe the collection of actions of a social entrepreneur which aim to alleviate some social problems.

Organisation **–** An organisation refers to an entity which works towards "the purpose of carrying on commercial enterprise"[134] it is important to distinguish between a venture, which includes many different actions or groups aimed at alleviating a social problem and an organisation which is a single entity carries on a specific commercial enterprise. Although most social enterprises have the added component of promoting social change.

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[133] Social Venture - Explained, The Business Professor, LLC, accessed May 29, 2023, https://thebusinessprofessor.com/en_US/business-management-amp-operations-strategy-entrepreneurship-amp-innovation/social-venture-definition.

[134] Business Organization, Encyclopædia Britannica, accessed May 29, 2023, https://www.britannica.com/money/topic/business-organization.

5.0 Methodology and Methods

Introduction

In this thesis we will be using a qualitative content analysis for the purpose of investigating how institutional logics are used by Ashoka fellows to legitimize social entrepreneurship ventures. Content analysis has a long history as a research method in fields such as social sciences, nursing, sociology, psychology and business.[135][136] Judith Kreuter (cited in Inhaltsanalyse: theorie und Praxis by Werner Früh, 2011) defines content analysis is "an empirical method for the systematic and intersubjectively reproducible description of formal as well as content features of messages, most often with the aim of drawing an interpretative inference on the basis of this to circumstances external to the message."[137] In somewhat clearer terms, it can be described as 'systematic and objective' research method aimed at analysing various methods of communication, including texts, images and expressions, for the purpose of "describing and quantifying phenomena".[138][139]

Content analysis is a 'powerful and unobtrusive research method' that "makes sense of what is mediated between people, textual matter, symbols, messages, information, mass-media content, and technology-supported social interactions-without perturbing or affecting those who handle that textual matter."[140] For the purposes of this thesis, we aim at using QCA to analysis the meaning within Ashoka fellows' profiles, coding them into various concepts, and concluding on how they use legitimation practices and prevalent institutional logics. We aim to pair this QCA with an ideal-type analysis, which is a process used for typology creation. This method is based on the writings of Stapley, O'Keefe and Midgley, where certain cases are reconstructed to find grouping, then optimal cases of those groups are chosen, to which other cases are compared. This method is an important step in our thesis as the typology will allow us to conclude on the overlap between the two main coding categories, thereby allowing us to conclude on the research question.

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[135] Satu Elo et al., "Qualitative Content Analysis," *SAGE Open* 4, no. 1 (2014): 215824401452263, https://doi.org/10.1177/2158244014522633, 108.

[136] Klaus Krippendorff, *Content Analysis: An Introduction to Its Methodology*, 4th ed. (Los Angeles, California: SAGE, 2019), 13.

[137] Judith Kreuter, "The Tools for Empirical Analysis—The Method of Qualitative Content Analysis," In Climate Engineering as an Instance of Politicization, (Cham: Springer International Publishing, 2021), https://doi.org/10.1007/978-3-030-60340-3_5, 165.

[138] Satu and Kyngas, *The Qualitative Content Analysis Process*, 107.

[139] Krippendorff, *Content Analysis: An Introduction*, 13.

[140] Ibid.

Lastly, this thesis will be using a cross-case approach. Based on Robert K, Yin and Donald T. Campbell's standard case study approach, which involves the comparison of multiple cases.

This section will be structured by firstly defining the methodology, followed by the research design of the thesis, including the cross-case approach and considerations. Next, we present explanations of qualitative content analysis and ideal-type analysis and their suitability for this thesis. Lastly, we put forth identified limitations, the thesis' research structure including flowcharts of our research approach and data selection criteria.

5.1 Methodology

As we have chosen to work with a directed qualitative content analysis, which will be explained in depth later in this section, we will work using a directed approach. Which includes aspects of both deductive and inductive approaches. While it is the case that a deductive approach is more appropriate for this given research, in that we work from pre-existing theories and research, Armat et al. counter this belief, writing specifically that "In effect, both modes of inductive and deductive reasoning are simultaneously used in each QCA. Hence, assigning such static labels to QCA could be illogical, inexpressive, and ambiguous."[141] Moreover that "among the introduced labels of QCA in the literature, "directed" seems to be more justified, because it denotes that the analysis is guided by existing theory or knowledge."[142] In totality, while we do take a mostly deductive approach, specifically moving from our theories and literature towards answering our research question, we also allow for elements of induction to be included at various stages of our analysis. It is key within our methods that emergent themes and patterns are allowed to be presented as justification for other parts of our analysis. The directed approach, therefore, is the most appropriate approach for this research.

5.1.1 Research Design
Cross-case approach

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[141] Mohammad Reza Armat et al., "Inductive and Deductive: Ambiguous Labels in Qualitative Content Analysis," *The Qualitative Report*, 2018, https://doi.org/10.46743/2160-3715/2018.2872, 219.
[142] Ibid., 220.

This thesis will follow a cross-case research design, based on the work of Robert K, Yin and Donald T. Campbell. Who states that the definition of case study is twofold, firstly that it is an empirical method which investigates a case, which he defines as a "contemporary phenomenon" where "the boundaries between phenomenon and context may not be clearly evident."[143] and secondly that a case study "copes with the technically distinctive situation in which there will be many more variables of interest than data points". [144]Central to Yin and Campbells definition and use of the case study is that it requires the correct context and area of interest, specifically he quotes Platt, stating that case studies are "a strategy to be preferred when circumstances and research problems are appropriate rather than an ideological commitment to be followed whatever the circumstances."[145] all in all, case study research is not limited to being a data collection method or design feature, but rather is an "all-encompassing mode of inquiry" specifically based around the idea of a contemporary issue. In this thesis, the case study approach is appropriate as we are curious about the use of a specific theoretical tool in the legitimation strategies of Ashoka Fellows. We believe that Ashoka Fellows' legitimation strategies rise to meet the criteria of a contemporary phenomenon, and the use of institutional logics represents a boundary where contextual factors and the central phenomena are questioned.

The idea of a cross-case approach includes the comparison of multiple cases or case studies. In this thesis, the profile of an Ashoka Fellow represents a single case, if we are to comment on the use of institutional logics by multiple Fellows, then we require the use of a structure and methods which account for the comparison of multiple such cases. Therefore, we believe that this research approach best suits our research question. Yin and Campbell comments on this point, stating that

> "a cross-case synthesis would initially identify the within-case patterns, as in determining whether the individuals' reading behaviour had followed different reading strategies. Only after drawing some tentative conclusion about these within-case patterns would the

[143] Robert K. Yin and Donald T. Campbell, *Case Study Research and Applications: Design and Methods* (Thousand Oaks, CA: SAGE Publications, Inc., 2018), 45.
[144] Ibid., 46.
[145] Ibid., 45.

analysis proceed to examine whether there appeared to be replicative (literal or theoretical) relationships across the case studies."[146]

Within our case, we firstly need to comment on within-case patterns, which refer to the results gathered from the QCA, the replication of the patterns found within-case would be the conclusion of this thesis and is found through the utilization of the ideal-type analysis.

5.1.2 Considerations

In this section, we choose to comment on some of the considerations made in regard to the chosen methodology. Firstly, cross-case approaches are often characterised by the comparison of multiple cases, which ultimately allows the researcher to locate similarities and differences within the data sets. However, a substantial limitation of the cross-case approach in relation to qualitative data analysis is that when data is split into units of meaning, as is the case in our use of QCA, it is often decontextualised and separated from the roots of the individual case. Essentially, a theme might be plucked from its general meaning and wider narrative.[147] Stapley et al. exemplify this issue by coding for the theme: "fear of closeness" and discovered that in one participant, fear of closeness related to a childhood with overbearing parents, which left them with a fear of closeness, and in another case, it related to an immigrant with a fear of closeness due to experience of facing racism. Thus, a cross-case approach of handling data poses the risk of losing person-specific information that might matter to the study.[148]

On the other hand, a case study approach intensively focuses on a single case issue. It attempts to draw larger meanings or structures from a single unit of analysis by fully understanding the actions, experiences, thoughts, and patterns that occur within the individual case.[149] However, case study approaches have also been criticised for being flawed. For example, it is not always practicable to draw general inferences on the basis of a case study, as it can focus too narrowly on

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[146] Ibid., 246.

[147] Emily Stapley, Sally O'Keeffe, and Nick Midgley, Conceptual Foundations, in Essentials of Ideal-Type Analysis: A Qualitative Approach to Constructing Typologies (Washington, DC: American Psychological Association, 2021), 10.

[148] Ibid.

[149] Ibid., 11.

the individual and overestimate the value of the individual experiences.[150] It is argued by some authors, such as Gary King, that it is effectively impossible to generalise meaning from case study research.[151] Stapley et al., therefore, argue that neither cross-case nor case-study approaches to qualitative analysis are entirely sufficient to fully comprehend a given data set.[152] Ideal type analysis bridges this gap in cross-case approaches by understanding individual accounts in groupings and contexts while illuminating the variations and patterns across large data sets.[153] Ideal type analysis is, therefore, a way to consider both its parts and the whole, making it an appropriate approach for this study.

5.2 Methods

5.2.1 Qualitative Content Analysis

In this section of the thesis, we illustrate how qualitative content analysis (QCA) is defined by scholars, what it entails and explain why this research method is suitable for answering our problem question. Outlining the steps of using qualitative content analysis as a tool for analysing the gathered data and triangulating it with the chosen theories will offer a clear overview of the structure of the analysis.

In order to answer the problem statement through QCA, we will follow the scholars Werner Früh, Philipp Mayring, Hsieh, and Shannon. Firstly, Judith Kreuter (cited in Inhaltsanalyse: theorie und Praxis by Werner Früh, 2011) defines qualitative content analysis as "an empirical method for the systematic and intersubjectively reproducible description of formal as well as content features of messages, most often with the aim of drawing an interpretative inference on the basis of this to circumstances external to the message."[154] Mayring moreover concludes that QCA is "an approach of empirical, methodological controlled analysis of texts within their context of communication, following content analytic rules and step by step models, without rash quantification".[155] Hence,

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[150] Ibid.

[151] Gary King, Sidney Verba, and Robert O. Keohane, *Designing Social Inquiry: Scientific Inference in Qualitative Research* (Princeton (N.J.): Princeton University Press, 2021), 209.

[152] Stapley, O'Keeffe, and Midgley, Conceptual Foundations, 12.

[153] Ibid.

[154] Judith Kreuter, "The Tools for Empirical Analysis—The Method of Qualitative Content Analysis," 166.

[155] Philipp Mayring, Qualitative Content Analysis [28 paragraphs]. Forum Qualitative

this research method is often used in connection with changes and patterns in communication around social, economic or political issues and can be used to systematically examine texts and their specific contexts. Summed up, QCA is a research method to interpret textual data using a methodical process of coding. In this thesis, we will analyse textual data in form of Ashoka Fellows' profiles, which will be explained more thoroughly in this thesis' data selection. Judith Kreuter in this regard quotes Philipp Mayring (cited in Qualitative Inhaltsanalyse, 2015) who argues that using QCA as a method in comparison to other text interpretation methods includes a clear advantage:

> Here lies the strength of qualitative content analysis as opposed to other interpretive methods: that the analysis is disassembled into individual steps of interpretation, which are determined in advance. Thus, it can be traced by others and intersubjectively reproduced, […] usable for others, thus, it becomes scientific method. [156]

As Assarroudi et al point out in their article, QCA consists of conventional (inductive), directed (deductive) and summative approaches for data analysis, and they differ in how codes are being developed.[157][158] The first one is defined as the most prevalent method used by scholars, which assists with creating theories, models and frameworks and where categories are obtained through data in the data analysis.[159] These are then tested and evaluated using a directed QCA approach. The second approach, Hsieh and Shannon point out, "focuses on identifying and quantifying certain words or content in text with the purpose of understanding the contextual use of the words or content."[160]

Sozialforschung / Forum: Qualitative Social Research, 1(2), Art. 20, (2000), http://nbn-resolving.de/urn:nbn:de:0114-fqs0002204, 2.

[156] Judith Kreuter, "The Tools for Empirical Analysis—The Method of Qualitative Content Analysis," 170.

[157] Abdolghader Assarroudi et al., "Directed Qualitative Content Analysis: The Description and Elaboration of Its Underpinning Methods and Data Analysis Process," *Journal of Research in Nursing* 23, no. 1 (2018): 42–55, https://doi.org/10.1177/1744987117741667, 43.

[158] Hsiu-Fang Hsieh and Sarah E. Shannon, "Three Approaches to Qualitative Content Analysis," *Qualitative Health Research* 15, no. 9 (2005): 1277–88, https://doi.org/10.1177/1049732305276687, 1286

[159] Ibid.

[160] Ibid., 1283.

Lastly, the summative approach is deviate to the other two, as Hsieh and Shannon point out since "the text is often approached as single words or in relation to particular content." An overview of these three types of QCA can be found in Table 1 below.

Type of Content Analysis	Study Starts With	Timing of Defining Codes or Keywords	Source of Codes or Keywords
Conventional content analysis	Observation	Codes are defined during data analysis	Codes are derived from data
Directed content analysis	Theory	Codes are defined before and during data analysis	Codes are derived from theory or relevant research findings
Summative content analysis	Keywords	Keywords are identified before and during data analysis	Keywords are derived from interest of researchers or review of literature

Table 1: Major Coding Differences Among Three Approaches to Content Analysis [161]

With a directed content analysis, the researchers use existing theory or prior research to develop the initial coding scheme prior to beginning to analyse the data (Kyngas & Vanhanen, 1999). Additional codes are developed as analysis proceeds, and the initial coding scheme is revised and refined. Researchers employing a directed approach can efficiently extend or refine existing theory. [162] This will help us to obtain a holistic identification and understanding of the complex connection between the various codes we create. Specifically using this method promotes acquiring an in-depth understanding of the relationships between words and phrases (implicit data) and determine patterns and meaning. This flexibility of being able to analyse a rich data set is another strength of this method. In the analysis, we will follow Assarroudi et al.'s suggested steps for directed content analysis (table 2). [163]

As an additional reason for choosing this approach, Hsieh and Shannon state that "the main strength of a directed approach to content analysis is that existing theory can be supported and extended. In addition, as research in an area grows, a directed approach makes explicit the reality

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[161] Ibid., 1286.
[162] Ibid.
[163] Assarroudi et al., "Directed Qualitative Content Analysis," 45.

that researchers are unlikely to be working from the naive perspective that is often viewed as the hallmark of naturalistic designs."[164]

Steps	References
Preparation phase	
1. Acquiring the necessary general skills	Elo et al. (2014), Thomas and Magilvy (2011)
2. Selecting the appropriate sampling strategy	Inferred by the authors of the present paper from Elo et al. (2014)
3. Deciding on the analysis of manifest and/or latent content	Elo and Kyngäs (2008)
4. Developing an interview guide	Inferred by the authors of the present paper from Hsieh and Shannon (2005)
5. Conducting and transcribing interviews	Elo and Kyngäs (2008), Graneheim and Lundman (2004)
6. Specifying the unit of analysis	Graneheim and Lundman (2004)
7. Being immersed in data	Elo and Kyngäs (2008)
Organisation phase	
8. Developing a formative categorisation matrix	Inferred by the authors of the present paper from Elo and Kyngäs (2008)
9. Theoretically defining the main categories and subcategories	Mayring (2000, 2014)
10. Determining coding rules for main categories	Mayring (2014)
11. Pre-testing the categorisation matrix	Inferred by the authors of the present paper from Elo et al. (2014)
12. Choosing and specifying the anchor samples for each main category	Mayring (2014)
13. Performing the main data analysis	Graneheim and Lundman (2004), Mayring (2000, 2014)
14. Inductive abstraction of main categories from preliminary codes	Elo and Kyngäs (2008)
15. Establishment of links between generic categories and main categories	Suggested by the authors of the present paper
Reporting phase	
16. Reporting all steps of directed content analysis and findings	Elo and Kyngäs (2008), Elo et al. (2014)

Table 2: The suggested steps for directed content analysis [165]

While many scholars have created steps for a directed QCA, we have chosen to follow Assarroudi, who merges the works of Hsieh and Shannon, Elo and Kyngas, Zhang and Wildemuth, and Mayring (table 2).[166] We believe that the synthesis of these authors and the steps described by Assarroudi are the most appropriate for our research design. The steps outlined contain three phases: the preparation, the organisation, and the reporting phases.[167] Steps one through seven explain the preparation phase, these are: the acquisition of general skills, selection of the appropriate sampling strategy, deciding on the analysis of manifest and/or latent content, developing an interview guide, conducting and transcribing interviews, specifying the unit of analysis, Immersion in data. [168]

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[164] Hsieh and Shannon," Three Approaches to Qualitative Content Analysis," 1283.
[165] Assarroudi et al., "Directed Qualitative Content Analysis," 45.
[166] Ibid.
[167] Ibid., 48.
[168] Ibid., 48-49.

The organisation phase of the directed approach includes eight steps. Firstly, researchers begin by developing a formative categorisation matrix, which includes the development of main and sub-categories which are deductively derived from the theoretical approaches.[169] This step also includes the potential for new categories based on emergent themes within the data.[170] After the development of a categorisation matrix, we develop and define main and subcategories based on theoretical understandings.[171] Then we determine the coding rule for these categories.[172] Once this is all in place, we conduct a pre-test of our matrix, this is a step where we also allow for the emergence of new codes, as well as the removal of others.[173] At this point, we move to choosing anchor samples, which is borrow from Mayrings approach. Assarroudi et al. state that it is necessary to create 'anchor samples' as a way of "clarify[ing] directed QCA and enhance its trustworthiness."[174] Anchor samples are snippets of text which act as examples of how meaning units are coded.[175] While they serve the same purpose as a 'coding rule', they provide the reader with additional information about how meaning units are coded, which 'enhances trustworthiness'.[176] This concludes our analysis setup, after which we conduct the main data analysis on the chosen data.[177] This brings us to the last two steps, which are the inductive abstraction of main categories from preliminary codes.[178] This step requires grouping preliminary codes according to "meanings, similarities, and differences."[179] And furthermore, the link between main and generic categories. This brings us to the last step, which is the establishment of links between generic categories and main categories.[180] Which Assarroudi describes as "the constant comparison of generic categories and main categories results in the development of a conceptual

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[169] Ibid., 50.
[170] Ibid.
[171] Ibid.
[172] Ibid.
[173] Ibid.
[174] Ibid.
[175] Ibid.
[176] Ibid.
[177] Ibid., 51.
[178] Ibid.
[179] Ibid.
[180] Ibid.

and logical link between generic and main categories, nesting generic categories into the pre-existing main categories and creating new main categories."[181]

The last phase is the reporting phase, and only includes a single step, namely reporting the information gathered through the QCA.[182] Assarroudi states that "Findings should be systematically presented in such a way that the association between the raw data and the categorisation matrix is clearly shown and easily followed."[183] These steps all are necessary components of our research design to follow a systematic approach.

5.2.2 Ideal-Type Analysis

As a means of answering the research question at hand, we require a methodological approach which allows us to compare and contrast our cases based on which legitimation perspective and which institutional logic is used within the text. To do so, we have chosen to use ideal-type analysis, developed initially by Uta Gerhardt, which is a tool primarily used to compare, test, or measure different instances of a particular phenomenon to facilitate interpretation.[184] Before Gerhardt established the research method, Max Weber pioneered the concept of an ideal type, which represents a hypothesis about the categorization of the researched phenomena, it is an example of a case to which other cases can be compared.[185] For example, if we were studying which legitimation perspectives were being used most by Ashoka fellows, we could make an ideal group called 'social movement user', which refers to a case where the main perspective used was the social movement perspective.[186] Other cases would then be compared to this ideal type, and conclusions could be drawn. As Stapley et al. point out, "In this way, the ideal type could be construed as a 'methodological tool' or 'yardstick' used to facilitate comparisons between instances of phenomena unfolding in different time periods and places".[187] Gerhardt drew on

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[181] Ibid.

[182] Ibid.

[183] Ibid.

[184] Stapley, Emily, Sally O'Keeffe, and Nick Midgley. 2022. "Developing Typologies in Qualitative Research: The Use of Ideal-Type Analysis." *International Journal of Qualitative Methods* 21: 160940692211006–. https://doi.org/10.1177/16094069221100633. 2.

[185] Ibid.

[186] Ibid.

[187] Ibid.

Webers concept to create the stated research method, which is cited by Stapley et al., as a "a flexible method that can be used with a range of different qualitative data sources and research fields."[188] The structure of an ideal-type analysis includes a systematic comparison of cases as a means of categorizing them into the ideal type, forming a typology, through which we can "illustrate the different patterns of behaviours, thinking, and feelings that participants exhibit or describe, and compare between participants".[189]

The ideal-type analysis will be used in conjunction with the qualitative content analysis described above, through the combination of these methodological tools, we will be able to fully conclude on how institutional logics are used to legitimize the social ventures of Ashoka fellows. The strength of this research approach is the ability to "To facilitate comparison of the cases within and between the ideal types, the researcher could also draw on additional data collected about participants, such as demographic or clinical outcomes data, where appropriate." [190] As such, the Ideal-type analysis will be strengthened not only by the contextual factors uncovered by the researchers but also by the codes, relationships, and matrices developed before the start of this approach. The primary purpose of this approach within this thesis is the comparison of the texts within and between uncovered ideal types.[191] We believe that this will allow us to answer the research question in a more exploratory fashion in comparison to our qualitative content analysis.

A standard ideal-type analysis follows a systematic approach to analysing the data. Starting with familiarisation with the data and then moving to write case reconstructions, which "is essentially a written summary or description of the data available for each participant."[192] The case reconstructions are "used to form the ideal types, through systematically comparing and contrasting each case reconstruction with each other". Through this, the researchers can "identify patterns across the dataset" and then group participants based on their similarities.[193] A group established based on this grouping is referred to as an ideal type, while "Not all cases within each group will have had the exact same experience nor will share the exact same perspective, however, there must be something fundamentally similar about the cases within each group that links them

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[188] Ibid.
[189] Ibid.
[190] Ibid.
[191] Ibid.
[192] Ibid.
[193] Ibid.

together."[194] Once the ideal types have been constructed, we establish an optimal case for each, which is an example of the type which ought to be the standard to which others within the group are compared.[195] Each of these optimal cases is given a detailed description through which other cases can be chosen to be included on the ideal type. Stapley et al. then states that there should be a checking of credibility where an outside or independent scholar attempts to "regroup the cases into the ideal types" for the purpose of checking whether the ideal types are clear and understandable.[196] However, due to time constraints, the authors are forced to skip this step. Then we arrive at the last step, which is the making of comparisons, which "include[s] a summary of the similarities (and differences) between the cases within each type, compared with each other and with the optimal case. It should also include a summary of the differences (and similarities) between the ideal types themselves."[197]

There are two aspects of an ideal-type analysis which lend this thesis value. The first is the creation of a typology of our cases which allows us to group social entrepreneurs into categories based on the legitimation perspective and the institutional logics used within their text. Not only can this typology be used in our analysis to compare cases, but when concluding how other social entrepreneurs could conduct themselves to legitimize their venture, we can point to a group which represents a similar case for them to learn from. The second benefit of an ideal-type analysis is a more exploratory research approach, specifically a more macro-level comparison of the Ashoka profiles. By comparing groupings based on certain characteristics, we are in a better place to answer the primary research question of how social entrepreneurs use institutional logics to legitimize their ventures.

5.2.3 Limitations

This section will address some of the challenges, drawbacks and limitations present both in QCA as a whole as well as within our approach, data, and theories. In their work on trustworthiness in QCA, Elo and Kyngas point out the many challenges faced by QCA researchers.[198] Despite the

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[194] Ibid., 5.
[195] Ibid.
[196] Ibid.
[197] Ibid.
[198] Elo and Kyngas, The qualitative content analysis process, 113.

often-cited claim that QCA is a simple method, there are many aspects of the analysis which require thought and care such that reliability and validity can be retained. It is necessary, as in all methods, that the researchers are direct and detailed in describing their analysis approach. Firstly, it is important that we are systematic and grounded when approaching the process of categorisation of concepts, as Elo and Kyngas state, "Successful content analysis requires that the researcher can analyse and simplify the data and form categories that reflect the subject of study in a reliable manner".[199] And furthermore, they state that the credibility of our analysis is dependent on the extent to which our categories cover the data.[200] In this thesis, we have attempted to derive our categories, concepts, and hypothesis from a place of theoretical understanding and have been rigorous in our description of these phenomena.

A further challenge is the application of thorough linkages between data and results. Elo and Kyngas state that through effective management of tables, figures, and appendices, a researcher should describe in detail all steps of the analysis and links between the results and data.[201] Not only is this an important step in creating reliability in our own thesis, but also increases replicability and transferability.[202] The ability to replicate this is a strength within the QCA method, so in ensuring this aspect within our own thesis, we add to the breadth of data within the field.

Some of the limitations of QCA include subjectivity, reductivity, and lack of generalisability. Firstly, subjectivity has been included as a limitation of the thesis approach for some time, with many scholars such as Früh, Kreuter, Elo, Kyngas and others referring to it. There is, of course, a danger of subjectivity as the method calls for the categorisation of theories or concepts at the behest of the researcher, as such, we are prone to applying our own presumptions, bias, or thoughts to the coding process. However, as discussed previously, it is important that researchers stay grounded in theory and apply rigorous and descriptive processes to our method of analysis. As Elo and Kyngas state, "Each researcher interprets the data according to their subjective perspective, and co-researchers could come up with an alternative interpretation".[203] They further

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[199] Ibid., 110.
[200] Ibid.
[201] Ibid.
[202] Ibid.
[203] Ibid., 113.

point out that content validation requires a panel of experts to check and approve codes and concepts.[204] However, in this instance, the researchers for this thesis are relying on a rigorous approach, a grounded theory section, and constant review of the process to ensure that we approach the data in an objective manner. Furthermore, on the point of subjectivity, Hsieh and Shannon point out that working from theory in a deductive manner also has some limitations: "The directed approach does present challenges to the naturalistic paradigm. Using theory has some inherent limitations in that researchers approach the data with an informed but, nonetheless, strong bias. Hence, researchers might be more likely to find evidence that is supportive rather than non-supportive of a theory."[205]

Often it is also the case that qualitative research lacks generalisability, however, within qualitative content analysis, this is a central aspect. As we previously stated, transferability, being the process of applying research design to other contexts and receiving similar or equal results, is central to QCA.[206] The researchers believe that this thesis provides a start for research investigating how SE ventures are legitimized with respect to institutional logics, as such, the generalisability of our thesis will need to be tested and replicated before the extent to which its findings can be generalised.

Lastly, due to the way in which coding takes place, we believe that there is a presence of reductivity within our thesis. The approach taken, because of its deductive nature and grounding in theory, might not account for the variety of meanings that can be found in the texts. While we still take the approach that this thesis is a foundational piece in this research area, an inductive QCA might be a beneficial addition to the research field such that all the meaning can be properly derived from the rich data we are analysing. In other words, using QCA may limit detection of new themes or concepts that are not included in the pre-set coding scheme. However, for the purpose of answering the research question, the current approach affords us the best opportunity for results.

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[204] Ibid.

[205] Hsieh and Shannon, Three Approaches to Qualitative Content Analysis, 1283.

[206] Satu Elo et al., "Qualitative Content Analysis," 4.

5.3 Research Structure

This section presents the collection of research methods that will be used in our analysis and seeks to show how the analysis will be structured. Towards answering the stated research, the researchers have created a flowchart from which to work, which seeks to show the how the analysis will progress from the coding of the texts to the construction of ideal-types. All stages of this flow chart and research structure are important for answering our research question, and each will be explained in relation to that goal. Furthermore, this allows us show how we plan to accurately and systematically present the findings gathered in all stages of the data analysis, which is a necessary component of the directed QCA, as stated by Assarroudi et al.

As described in the steps for a directive QCA as explained above, after performing the steps included in the preparation phase, vis a vis acquiring the necessary skills and becoming immersed in the data, we will move to the organisation phase of the method. In this phase, we start with a categorisation matrix from which we work, stemming from our theoretical understanding of new venture legitimation and institutional logics, the coding rules and anchor samples can be found in Table 5 and Table 6 at the end of this chapter. Then we perform a test using a number of sample profiles, which will test the categorisation matrix and our coding rules. Once this is complete, and we finalise our rules and anchor samples, we conduct the analysis on our data set of 20 Ashoka Fellows, formulate a final matrix, and present the findings in our analysis section.

Returning to the preparation phase, we must first clarify what sampling strategy we are using, whether we are analysing manifest and/or latent content, and lastly, specifying meaning units.[207] Firstly, the sampling strategy will be clarified in the data selection section. However, we have chosen a purposive sampling strategy given that we apply our analysis in a strategic fashion where a random sampling strategy would not be appropriate. Assarroudi et al. state that researchers must then decide whether they will be analysing text based on its latent or manifest content or a combination of the two.[208] Assarroudi et al. state that "The manifest content is limited to the transcribed interview text, but latent content include both the researchers' interpretations of available text and participants' silences, pauses, sighs, laughter, posture, etc."[209] In this thesis, we

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[207] Assarroudi et al., Directed Qualitative Content Analysis, 49.
[208] Ibid.
[209] Ibid.

are not conducting primary data collection and do not have access to aspects such as silences or pauses. With that being said, we still allow for an interpretive reading of meaning units, taking the context of a unit into consideration before coding it accordingly. All profiles are coded in meaning units. In this thesis, we have chosen to work in sentences, meaning that we will read each sentence and code them into the according sub-categories or main categories based on the content of the sentence while maintaining that it exists within a broader context vis a vis the entire profile from which additional information can be drawn. By coding these meaning units into codes, we provide the basis for concluding on specific sub-questions, which act as guides towards answering the overall research question. The flowchart mentioned above shows the process of our analysis, where the QCA allows us to answer sub-questions one and two surrounding the use of institutional logics and new venture legitimation perspectives, respectively.

Once we have conducted the directed QCA of the profiles using the matrix, we move on to using aspects of an ideal-type analysis. Starting with case reconstruction, which, as stated, is the process of summarising the texts, which will allow us an easier time developing ideal types. The next step is to develop ideal types, the creation of these types will be based on the relationship between an Ashoka Fellow's use of institutional logic and legitimation perspective. Part of this process is the identification of optimal cases, which are cases where the ideal type is most pronounced, allowing us a basis for comparison with the rest of the data set. As a further part of this process, we will develop ideal-type descriptions for each identified type. And lastly, we will

make comparisons between ideal types and the rest of the data set. This last step will allow us to answer the research question at hand.
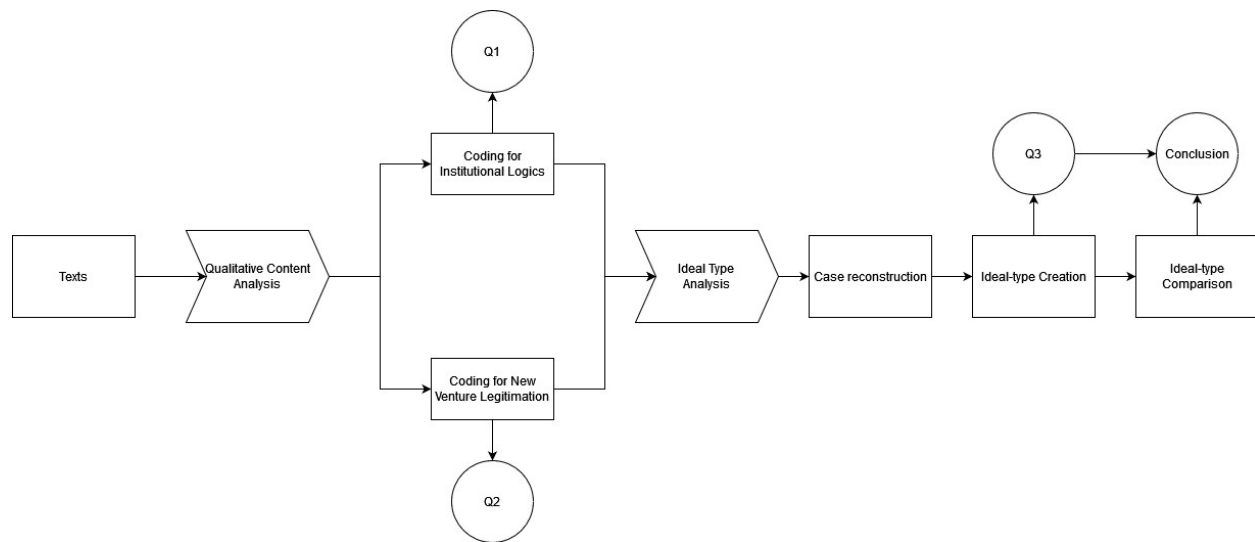
Figure 4: The Thesis Process (Flowchart)

Depending on our answer to the research question, we will be able to give key recommendations and guidelines for new and upcoming social entrepreneurs who are seeking entry into the field. Understanding how already established SEs legitimize their work is an important factor in how to angle your new venture. Further creating a typology and commenting on which institutional logics are paired with legitimation perspectives, as well as how overlapping instances of these codes are used, will allow new social entrepreneurs insights into how they might conduct the legitimation of their own venture. Figure 4 is a representation of the process mentioned above, the rectangular boxes show the stages of the analysis, the circles show the relevant sub-questions, and the arrows show which coding stages provide input for the given sub-question.

5.4 Data Selection

This thesis uses sources that are text-based documents retrieved from the Ashoka Network website. The data collection is based on secondary data, meaning that the data is prepared by a second party other than the researchers. This is motivated by and in accordance with the qualitative content analysis and ideal type analysis methods, as it allows us to focus on managing larger data sets. This paper has a profound interest in social entrepreneurship, and we decided that the appropriate

data type, as well as a suitable instrument to collect data, could be found by focusing on the Ashoka Fellows as primary representatives of social entrepreneurs. Ashoka offers a directory of social entrepreneur profiles in which they present their mission, vision, strategies, interests, collaborators, and much more. These profiles are representatives of the social entrepreneurs themselves and can therefore be considered an instrument of pursuing legitimacy as they construct these profiles to best portray their ventures. Their profiles are also the primary public outlet for reaching potential stakeholders, donors, and beneficiaries, which makes the use of legitimation strategies, especially important. These profiles are, therefore, an optimal representation and source of data to adequately answer the stated research question.

In accordance with our presented methodology, we consider a collection of 20 profiles to be adequate. This allows us to both conduct a qualitative content analysis and identify occurring ideal types of social entrepreneurs. We acknowledge that a data pool of 20 profiles potentially neglects significant reoccurrence within ideal types, but we feel confident that the most apparent ideal types will be depicted. With additional time and resources, there is some value in attempting the same study with a dataset of 40 profiles, however, we believe that this would only lead to insignificant discoveries of additional ideal types and instead show reoccurrence within the already constructed ideal types.

At this point, we have chosen both our type of data and the amount of data necessary for conducting a qualitative content analysis and ideal type analysis. The next step is to consider the boundaries and approach for the practical, applied selection of profiles to constitute our data. According to Social Enterprise UK in the publication 'State of Social Enterprise Survey 2021', social enterprises have grown significantly in numbers in recent years, despite being struck by global crises such as the coronavirus.[210] The survey conducted in 2021 indicates that 47 per cent of social enterprises were under five years old, compared to only 10 per cent of small and medium-sized business enterprises.[211] In addition to this steady increase of startups, social enterprises have also shown a tendency to scale up their efforts, as the proportion of social enterprises with over 250 staff members has grown from 2 per cent to 4 per cent between 2019 and 2021.[212] However,

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[210] Social Enterprise UK. State of Social Enterprise Survey 2021. (United Kingdom, Social Enterprise UK Publishing, 2021), 7.
[211] Ibid.
[212] Ibid.

during these years, the number of social enterprises reporting a decrease in turnover has increased from 11 per cent in 2019 to an astounding 34 per cent in the 2021 survey.[213] We believe that this increased competition between social enterprises warrants higher demands of legitimacy in the constant struggle to attract potential stakeholders, beneficiaries, and donors. In view of this observation, we have chosen a purposive sampling method to systematically select the latest Ashoka profiles within the year 2022, as they better factor in the growing landscape of social entrepreneurship.

Throughout the analysis, we will triangulate our findings and reflections with scholarly journals in order to better understand the complex behaviour of the ideal types. Phase one of the study will be to present the findings of the content analysis in a systematic manner by going through the thematic codes. The following phases will further go in-depth with the meaning of these codes, as they are cross-examined with additional data provided by scholarly journals. This multidisciplinary research approach allows for facilitated exploration of factors that influence the social entrepreneurs' decisions.

By following the data selection criteria laid out in this section, we have collected the following 20 Ashoka Profiles from the Ashoka directory. Additional information and links to the profiles can be located in the appendix.[214] All content is gathered from the Ashoka.org website and is used with the explicit and written permission of Ashoka.

#	Name of Ashoka Fellow	Name of Org	Country	Venture (problem)	Level of Organisation (Area of operation)
1	Christopher Turillo	Medha	India	Career readiness in Indias youth	National (India)
2	Sunderrajan Krishnan	India Natural Resources Economics and Management (INREM) Foundation	India	Lack of certification systems for people looking to increase water quality in their community	National (India)

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[213] Ibid., 16.
[214] Appendix A.

3	Martín Espósito	Individual Martín Espósito	Uruguay	Combatting climate change through education	National (Uruguay)
4	David Riveros García	Reacción Paraguay	Paraguay	The lack of transparency in the management of public funds	National (Paraguay)
5	Naomi Mwaura	Flone Initiative	Kenya	Sexual misconduct within the Kenyan public transport system	National (Kenya)
6	Maximilian Oehl	Brand New Bundestag	Germany	Germany still struggles to include everyone in politics and set and maintain a long-term political agenda for the most critical societal issues.	National
7	Mimoun Berrissoun	180 Grad Wende - Gemeinsam mehr bewegen	Germany	Immigrants not feeling fully part of German society	National
8	Laura Zommer	Chequeado	Argentina	Disinformation	International
9	Stefan Wehrmeyer	Frag den Staat	Germany	Power dynamics and a lack of trust in the democratic system	National
10	Isidora Randjelović	Romnja* archive RomaniPhen	Germany	Discrimination against Romani woman	Regional
11	Ir Budiono	Yayasan Konservasi RASI (YK-RASI)	Indonesia	Conservation of river dolphin	Local
12	Francisco Quiñones Cuartas	Mocha Celis	Argentina	Dignity of transvestite and transgender people	National
13	Kai Pacha	Pumakawa Reserva Natural	Argentina	The disconnect between humans,	National

				animals and the environment	
14	Agustina Besada	Unplastify	Argentina	Environmental damage caused by uncontrolled use of plastic,	National
15	Stephanie Brobbey	The Good Ancestor Movement	United Kingdom	Wealth inequality is rising globally,	Global
16	Cherif Ndiaye	Ecole Au Sénégal	Senegal	Under-resourced schools	National
17	Sobel Ngom	Social Change Factory	Senegal	Perception of young people in Senegal as well as French-speaking countries across West Africa	International
18	Hera Hussain	Chayn	United Kingdom	Gender-based violence	Global
19	Moussa Camara	Les Déterminés	France	Disempowerment phenomenon young suburban dwellers	Local
20	Anna-Lena von Hodenberg	Hate Aid	Germany	Public discourse	Global

Table 4: Ashoka Fellows and Data Set for the Analysis

Coding of Samples

In order to code the samples in a clear and structured manner, we are using the coding programme 'NVivo'.[215] Since the programme allows the creation of generic codes, subcodes, matrices, and relationships of results, this tool is of particular advantage to follow the qualitative content analysis approach. Accordingly, NVivo is the ideal programme to analyse the data sets in a thorough manner. Considering the large dataset selected to be analysed, we have chosen to analyse each text file, namely each Ashoka Fellow, together. This will help circumvent the possibility of overlooking coding sentences into the correct subcodes. Moreover, the approach of analysing the

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[215] Mynvivo Portal, 2023, https://portal.mynvivo.com/account/downloads.

data together also is of benefit for the researchers to go in-depth with the data set and each Ashoka Fellows legitimation approach as well as institutional logic used.

5.5 Assessing the Quality of the Research

Evaluating the quality of the research is essential if our findings are to be utilised in practice. Qualitative research is often criticised for being a collection of personal opinions subject to researcher bias, which warrants a discussion of the analytical procedures.[216] The aim of this section is to outline the rigour and integrity in which the research is conducted and thereby ensure that our findings can be considered credible in relation to qualitative research. We will be discussing and applying the two generally recognised research criteria, namely validity and reliability.[217] These criteria are measures that can be achieved by adhering to certain methodological conventions and principles.

The first criterion, validity, refers to whether "you are observing, identifying, or 'measuring' what you say you are".[218] Hence, if the study can actually be considered an exemplar of its clearly stated purpose. Alan Bryman breaks it down even further as he differentiates between internal validity and external validity.[219] Internal validity refers to the degree of the relationship between the theoretical ideas developed in the research and the researcher's observations.[220] In this case, the thesis is deeply rooted in the theoretical framework, as they directly influence our observations by acting as the primary contributor in creating the qualitative content analysis coding scheme. This allows us to maintain a high level of congruence between our theoretical ideas and observations. External validity refers to the degree to which findings can potentially be generalised across different social settings.[221] Bryman states that this oftentimes proves to be an issue in qualitative research due to the predominant use of small data samples and case studies.[222]

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[216] Helen Noble and Joanna Smith, "Issues of Validity and Reliability in Qualitative Research," *Evidence Based Nursing* 18, no. 2 (2015): 34–35, https://doi.org/10.1136/eb-2015-102054.

[217] Alan Bryman, *Social Research Methods* (Oxford: Oxford University Press, 2012). 43

[218] Ibid., 389.

[219] Ibid.

[220] Ibid.

[221] Ibid.

[222] Ibid.

However, this research is based on a larger sample and a cross-case approach, which ensures a larger degree of generalisability.

The second criterion, reliability, refers to the consistency and stability of evaluating and measuring concepts.[223] Hence, if the research can be replicated or if it is merely a product of researcher biases. In this criterion, Bryman also differentiates between internal and external reliability. Internal reliability is concerned with multi-researcher consistency issues when data has to be evaluated by different members of the research team.[224] This has been given significant attention throughout this thesis as we have attempted to overcome this consistency issue in multiple ways. Firstly, we have conducted a systematic coding approach consisting of both meaning units and coding rules which are both rooted in theories, as to avoid any misunderstanding of codes. Secondly, during the coding process, we collectively tested and coded upwards of five profiles in order to establish a common understanding. Lastly, we divided and coded the remaining profiles only to systematically discuss and verbally agree on every single coded reference throughout the dataset. We feel confident that these measures have significantly reduced the risks of inconsistency.

External reliability refers to the degree to which a study can be replicated. According to Brymer, this criterion is difficult to achieve in qualitative research.[225] He mentions that it is impossible to recreate a specific social setting and the circumstances around a study, which will affect its findings if recreated.[226] However, due to the detail of our coding scheme and the operationalisation of theories, we have adopted strategies to mediate a level of external reliability that allows for replicability.

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[223] Ibid., 169.
[224] Ibid., 389-390.
[225] Ibid.
[226] Ibid.

6.0 Analysis

6.1 Formulation of Code Book

Before we proceed to the analysis, it is important that the researchers comment on how we developed our scheme of codes which will be used in the analysis. The following section will briefly outline the two groups of main categories which are used in this thesis and how we arrived at their use.

Levels of Institutional Logics

First, we will look at the levels of institutional logics, which we outlined in the theory section. These levels are a way for us to distinguish between where the beliefs and patterns that influence a social entrepreneur exist in the world. In this thesis, institutional logics are divided into three levels: micro, meso and macro. Each of these encompasses a different context in which a logic can exist. As earlier touched upon in the theory section, the macro level are government and authorities, the meso represents organisations and actors within the organisation's field, for example, a political party might be represented at the meso level within the context of an entrepreneur working in politics. And the micro level is intra-organisational or personal beliefs or actions. Because the line between the venture and the entrepreneur is so thin within the profiles, the actions or beliefs of the entrepreneur themselves are included at this level. At each of these levels are the objective and subjective sub-categories. The objective refers to patterns of actions or structures, and the subjective refers to beliefs, cultures and norms.

Additionally, there are the sub-categories of entrepreneurship and carrying capacity, which are only included at the meso and macro levels. Entrepreneurship represents the neo-institutional theory view on when an actor acts against the prevailing logic. Carrying capacity draws on the public arenas model where a problem is carried by an institution. As an entrepreneur cannot use their own institution to carry a problem, and they cannot counter their own or their organisation's logics, these sub-categories are not included at the micro level.

New-Venture Legitimation

Following our theories, the QCA will include codes based on Überbacher's stated perspectives of new venture legitimation. The five perspectives outlined in the theory section will act as generic

categories in our codebook, and various insights gained from his article will be formulated into sub-categories which we will also include in the codebook. An example of this would be as follows; if we include the 'institutional perspective', which is representative of a strategy where the entrepreneur will legitimize themselves using the strength of their organisation, then we glean which aspects Uberbacher points to as examples of this type of behaviour. We find that he gives examples such as using a strong business plan or financial indicators. We then include these two points in our sub-categories which are child codes to the main category of 'institutional perspective'. This will be conducted for each perspective.

Additionally, after conducting several rounds of testing, these codes will be refined such that they better represent the main categories. In the tables below, namely Table 5 and Table 6, we seek to show the distribution of codes and the rules we used to code for them.

Main Category	Generic Category	Subcategory	Open code	Meaning unit	Anchor Sample Only material will get coded which refers to...
Institutional Logic	Micro	Subjective	References to perceptions, beliefs, aspects of social construction	For them, this period is akin to incarceration. All were spaces of stigma, shame, exploitation, and unfreedom for her. For Uma, citizenship and livelihoods with dignity are the two levers that can move local survivor organizations to the next level of change-making	… culture, values, and norms on the micro level
		Objective	References to patterns of behaviour, action, and interaction	Through a unique, 'trauma-informed' livelihoods and entrepreneurship training program, Uma is opening the pathways for survivors to become entrepreneurs	… reference to objective patterns, actions, laws or regulations at the micro level
	Meso	Subjective	References to cultures, norms, perceptions, values	Those in charge of their rehabilitation (including social workers and non-profit leaders) view survivors as silent beneficiaries, incapable of decision-making, and devoid of aspirations.	… culture values and norms on the meso level
		Objective	References to patterns, regulations,	Social workers are mandated to develop plans for their rehabilitation and livelihoods	… reference to objective patterns, actions, laws or regulations at the meso level

			action, and interaction.	
		Entrepreneurship	References to the subversion of an institutional logic	Those in charge of their rehabilitation (including social workers and non-profit leaders) view survivors as silent beneficiaries, incapable of decision-making, and devoid of aspirations.	… reference to subversion of institutional logic at the meso level (If most perform X, but I do Y)
		Carrying capacity	References to the SEs utilising the carrying capacity of a public arena on a meso level	Brittany, who used to be an educator in Baltimore's schools, was happy to see Baltimore Public Schools commit that every school would have a Lego League Robotics Team, because all kids like Legos.	… reference to a carried problem within a public arena at the meso level
	Macro	Subjective	References to cultures, norms, perceptions, values	They collaborate to overcome stigma and become powerful for themselves, so that they can influence and change India's anti-trafficking laws and practices.	… culturesub values and norms on the macro level
		Objective	References to bureaucracy, law, structures, regulations, major events, and actions characterised by governing	According to law, after their rescue, survivors are detained in custodial homes or shelters for a period of one to three years	… reference to objective patterns, actions, laws or regulations at the macro level

		Entreprenuership	References to the subversion of an institutional logic	She is catalyzing them to become first-generation leaders, entrepreneurs and policy advocates who change the narratives and practices of their sector.	… reference to subversion of institutional logic at the macro (If most perform X, but I do Y)
				bodies, states, etc.	
		Carrying capacity	References to the SEs utilising the carrying capacity of a public arena on a macro level	First, she's in direct contact with other cities like Cleveland to help in a more top-down approach by consulting with law enforcement and various taskforces on how to better engage with the young people in their local dirt bike communities	… reference to a carried problem within a public arena at the macro level

Table 5: The Distribution of Codes and their Rules within Institutional Logic

Main Category	Generic Category	Subcategory	Open code	Meaning unit (Quotes from Ashoka Profiles)	Anchor Sample Only material will get coded which refers to...
New Venture Legitimation	Social movement perspective	Urgency	The urgency of the social movement cited	Every year, more than 23,000 victims are rescued from trafficking in India	… how urgent the problem is, how quickly it needs to be solved.

		Social Mobilisation	Reference to the relationship between the venture and socially mobilised groups	She is catalysing them to become first-generation leaders, entrepreneurs and policy advocates who change the narratives and practices of their sector.	… a ventures partners, with specific reference to socially mobilised actors.
		Added value	Reference to the social ventures added value to society	By doing so, they are building new livelihoods and laws that will restore their lost dreams, dignity, and citizenship.	… instances where the venture provides social value to beneficiaries.
	Impression management perspective	Awards	Reference to awards given in relation to the venture	Chris spent the next few years after his graduation from his MBA program doing on-the-ground research to understand this situation further.	… awards of certification that the entrepreneur or venture has obtained.
		Credibility	Reference to credibility given to the venture	Uma went on to build a successful career as a clinical psychologist.	… credibility given, either to the venture as a whole or the social entrepreneur.
		Membership of Organisation	Reference to membership of a larger machinery	Uma and her team run parallel capacity-building, peer learning and cross-pollination programs for partner organisations.	… both, membership within the venture and/or a larger machinery.
		Professional Experience	Reference to professional experiences gained by the social entrepreneur	From a clinical psychologist to a transformational leadership coach for young survivors of trafficking - Uma's story shares many common patterns with the leaders she has launched.	… instances where there is reference to a social entrepreneur's professional experience
		Personal Experience	Reference to personal experiences	When Uma reached out for support, she felt unheard and told to adjust.	… instances where there is reference to a social entrepreneur's personal experience

		gained by the social entrepreneur		
	Morality	References to the moral virtue of the social entrepreneur	As a response, Uma volunteered extensively in local non-profits.	… moral reasonings for starting their venture
Ecological Perspective	Density	Reference to density of target area	It collaborates with mainstream media, lawyers, and researchers to provide input on and pass laws and policies that honour the lived experience of survivors.	… similar projects or solutions that exist within the focus area.
	Uniqueness	References given to the venture's uniqueness	The Me-We-Us Spiral Leadership Training methodology pioneered by Uma	… the uniqueness of the venture's strategy in the field
Cultural Perspective	Collective ideas and values	Reference to collective ideas and values in the venture	Protectionist mentality	… ideas and values held by a given community or culture.
	Community	Reference to community engagement	For instance, the non-profit, Utthan, which has been incubated by Uma and her team, conducts workshops on victim compensation with stakeholders from government, civil society, and media	… where community engagement is mentioned.
Institutional Perspective	Output indicators	Reference to the organisation's output indicators	Over five years, Uma and her team have facilitated 5000 survivors of trafficking to form and lead 26 collectives of their own.	… the output or product that has been delivered by the venture.

		Business plan	Reference to the business plan	The Me-We-Us Spiral Leadership Training methodology pioneered by Uma takes survivors into a deep immersion into their personhood, and then gives them the skills and tactics for personal resilience, community resilience, and transformational leadership.	… the strength of the business plan or strategy
		Organisational strength	Reference to the venture's organisation	So far, Medha Foundation has been able to work with 100 educational institutions and over 1000 employers who are in the network	… the strength of the venture's organisational build-up
		Replicability	Reference to the venture's replicability	13 partner organizations are replicating Uma's model across 10 states.	… the replicability of the ventures business model in other contexts
		Sustainability	References to the venture's sustainability	This cohesion lasts long after Solar Inti winds down its active involvement in the community.	…
		Partners	References to the venture's partners, donors, or supporters	At its root is a social model that focuses on community needs first and engages local actors with national and international partners to develop low cost, affordable solutions	… only institutional partners will be coded under partners
		Clear Goals and Aims	Reference to a ventures goal and aims in fixing the stated problem	The first step in Uma's strategy is to build survivor peer communities	… a ventures explicit goals and aims

Table 6: The Distribution of Codes and their Rules within Venture Legitimation

6.2 Question 1 - Institutional Logics

Sub-question 1, as shown in the introduction, is: *What are the ways in which social entrepreneurs reference and draw upon institutional logics in their profiles*? Through this question, we seek to answer how social entrepreneurs think about and use institutional logics in their profiles. The presentation of findings, which are shown in this section, include the patterns which emerged within the given categories of codes. While answering the question related to this section, we will gain insights which will be beneficial when we begin to conduct our ideal-type analysis. Additionally, this section provides the reader with insights as to how these categories are most often coded for.

6.2.1.1 Micro-Level
Frequency

To start, we will progress through each level of institutional logic, commenting on how many instances of each were found within the profiles, as well as the ways they are referenced within the models. The micro level, as discussed in the method and theory section of this thesis, refers to the individual and organisational level. The coding scheme reflects this understanding, and instances where there are references to the individual or the organisation's actions, beliefs, patterns, culture and so on were coded accordingly. Additionally, the micro level consists of references to the subjective and the objective. The objective refers to the patterns, actions, and tangible aspects of the individual or organisation, which stands in contrast to the subjective, which is meant to mean the beliefs, understandings, conceptualisations, or culture within the individual or organisation. To analyse this level, as will be the case for the remaining levels, we will comment on both the micro-subjective and the micro-objective, as they both describe vital aspects of institutional logics that exist in the profiles.

As a whole, the micro level was coded for a total of 884 times overall 20 Ashoka profiles.[227] In the following sections, we provide insight into the usage of micro-institutional logics, which

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[227]Appendix D. #1

will serve to answer the question, "What are the ways in which social entrepreneurs reference and draw upon institutional logics in their profiles?"

Taking a closer look at the number of occurrences of institutional logics being referred to will help to give a more in-depth answer towards the question of in what ways social entrepreneurs reference and draw upon institutional logics in their profiles. Firstly, all of the twenty Ashoka Fellows analysed refer to institutional logics on a macro, meso and micro level. The different levels and what each of them precisely entails of has earlier been explained in the method section.

The micro and macro levels are the ones which have been referred to the most, with 884 and, respectively, 883 times.[228] On the other hand, meso institutional logics has been referred to 542 times.[229] In other words, the 20 Ashoka Fellows that were analysed mainly referred to institutional logics on a macro and micro level.[230] Particularly the sub-code on micro-objective institutional logic has been coded for the most, with 637 times.[231] The second most referred to institutional logic is macro entrepreneurship with 363 times, which refers to the fact that the specific Ashoka Fellow is challenging the current state.[232] On the meso level, there have been coded for 542 instances, of which institutional entrepreneurship had the most instances identified.[233] These and the other institutional logics will be more thoroughly discussed in the next section.

Micro Subjective

In terms of the micro subjective level, there were a total of 247 across all 20 cases.[234] Micro subjective specifically was coded in reference to the entrepreneurs' thoughts or beliefs, as well as the ventures' internal culture, norms, or values. Upon conducting a word frequency query of instances where micro subjective was coded, we found that these themes held the most weight. Examples of such cases include young, support and work.

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[228] Appendix D. #1
[229] Appendix D. #1
[230] Appendix D. #1
[231] Appendix D. #1
[232] Appendix D. #1
[233] Appendix D. #1
[234] Appendix D. #1

Firstly, there are 53 counts of the theme 'young' within the micro subjective coding, which refers to words such as 'new', 'young', or 'youth'.[235] It was our experience while coding that several Ashoka fellows focused on community outreach towards youth and bringing them in as a centrepiece of their venture. This means that in many cases, they were part of the ventures practice and, therefore, part of the culture, so when references were made to 'youth' in Paraguay, for example, having a specific cultural norm, as was the case for David Riveros García, it was included as a micro-subjective code. While the researchers believe that this classification of 'youth' and 'new' ought to be split, as they represent two different concepts, it does shine a light on an interesting phenomenon in the cases. This phenomenon is the representation of beneficiaries/workers as a microcosm of the broader culture. David Riveros Garcia, for example, gives High schoolers in Latin America the resources to combat corruption in schooling and brings them in as workers for his venture.[236] In doing so, he can establish an otherwise macro-cultural or institutional concept as a personal or inter-venture value. Young also refers to 'new', which often refers to new or unique thoughts such as "new technologies and new ecosystem dynamics"[237], "formation of a new civic culture",[238] or "the emergence of new leadership". [239]

Secondly, support represents words such as 'back', 'champions', 'help' and so on, of which there are 73 counts. These cases often refer to things which the venture or the entrepreneur support, funds or helps from a subjective point of view. An example of this point is in Ir Buddino's profile, where they state, "Furthermore, Budiono supports the establishment of a community-based sustainable ecotourism model in the river dolphin's core habitat as tools for the environmental campaigns."[240] It also draws on personal experiences such as "This experience has helped him see alternative income opportunities as critical to fisherfolk's sustainable livelihood."[241] This is a rather unsurprising discovery for this paper, it is clear that concepts such as supporting, championing, or backing all relate to an individual's feelings or values towards a certain topic or institution.

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[235] Appendix D. #1
[236] Appendix A. #4
[237] Appendix A. #4
[238] Appendix A. #4
[239] Appendix A. #4
[240] Appendix A. #11
[241] Appendix A. #11

The last of the primary concepts which arose in our analysis of this level is work, represented by terms such as 'act', bring, or cultivated, which is a rather interesting addition as this could be thought of as being more representative of the micro-objective. And in such cases, we find that they are most often not in relation to the core of the statement made, for example in Anna von Hodenburg's profile, there are a number of such instances, however when we look at them, they include meaning units such as "Cooperation has already happened occasional, for example, through organizing events that bring together policymakers, civil society and social media platforms, however in the future Anna-Lena aims to systematically target and involve this key stakeholder in her work going forward."[242] In this instance, where micro subjective was coded as it relates to the beliefs and aims of the social entrepreneur, the term 'work' was included in the query, but to the researchers, this remains secondary to the point of the meaning unit.

Micro Objective

The other code which falls under the micro level of institutional logics is the objective level, which refers to the more pattern- and action-oriented statements included in the text. This was coded in reference to meaning units where the individual or the venture's actions and patterns were considered or discussed. What we found is that there were more objective items coded than subjective, at 637 across all cases.[243] Upon conducting the word frequency query, we uncovered an unsurprising list of terms, including 'work', 'organisation', and 'support'. What is surprising is the overlap between the objective and subjective, but before commenting on that, we will first go through the aforementioned terms.

Firstly, there were 294 counts of 'work' within the micro-objective, as opposed to 80 within the micro-subjective.[244] Meaning even when weighted, this term constitutes a much larger percentage of the coded phrases in micro-objective, which appears self-evident. Micro objective, as stated, refers to patterns and behaviours conducted by the venture or entrepreneur, and instances of 'work' in this regard often relate to that phenomenon. Examples include "Unplastify works with

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[242] Appendix A. #20
[243] Appendix D. #1
[244] Appendix D. #1

a wide spectrum of…",[245] "working with multiple stakeholders…"[246] ", in 2019 they worked with…"[247] and "By bringing forth these powerful stories…" [248]

Secondly, 'organisation' is equally unsurprising as the prior term. It relates most often to systems, structures, methods of organisation and so on. Cases include statements such as "Since founding the organization…"[249] "she has grown the organization…"[250] and "has also set up a system for…." [251] "Chérif has also established …"[252] and many more.

Lastly, support is similar to the terms mentioned in the micro subjective section. However, similar to the term 'work', support has a much higher usage within the objective and covers much more of the coded units. Even when reviewing the units, we find many more references to the organisation's purpose and actions. [253]

There were cases where overlap between codes occurred, as shown by the term 'support'. as the term can indicate both a pattern of behaviour/ Organisation structure, such as "Your Story Matters is a digital tool to help sexual assault survivors build connections"[254] as well as support for a value or idea: "Budiono supports the establishment of a community-based sustainable ecotourism model."[255] However, the line that separates the subjective and the objective can oftentimes be very thin, especially when the organisation and the person are used interchangeably, as is the case within the profiles. This does shine a light on an interesting phenomenon within this analysis, which is that institutional logics, especially at the micro level, is often about the venture or person providing some action or belief to their beneficiaries or target area.

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[245] Appendix A. #14
[246] Appendix A. #14
[247] Appendix A. #14
[248] Appendix A. #20
[249] Appendix A. #20
[250] Appendix A. # 20
[251] Appendix A. #16
[252] Appendix A. #16
[253] Appendix D. #1
[254] Appendix A. #18
[255] Appendix A. #11

Sub-Conclusion

What has thus been stated will serve as a precursor to the formulation of ideal types, but also to answer sub-question 2, which refers to the ways in which institutional logics are referenced within the profiles. This section shows that most often, Ashoka members discuss the objective aspects of their person or venture, and even further when commenting on the objective, it often reflects work, organisation, and support. This is quite close to the subjective, which, while used less often, also has a place within each profile. The subjective is often used to reflect support, work, and young/new.

6.2.1.2 Meso-*Level*

Using NVIVO's word frequency function, we have generated a word map based on the coded units relating to institutional logics at the meso level – this includes all four subcategories, namely subjective, objective, carrying capacity, and institutional entrepreneurship. It determines the usage and frequencies of words and synonyms, which allows us to establish an understanding of the scenarios where meso-level institutional logics are applied. The reason why the subcategories have been grouped together in this instance is the innate similarity between all of the word frequency functions when run separately. It is also the least coded level of institutional logic, and not one single subcategory outshines the others significantly.

The use of institutional logics at the meso level is characterised by references to supporting factors, the work and actions of partners or akin organisations, and sectors relevant to the specific venture. It can be identified themes related to 'work' has the highest frequency of all of them, which does not come as a surprise when looking at the coded units.[256] The Ashoka fellows have a tendency to use meso-level institutional logics by referring to the actions, products, and collaborations with other organisations, as well as fellows, sectors, or people in general. An example of this is provided in the following coded unit: "Consumers and companies often turn a blind eye towards…".[257] This is a case of using the meso institutional logic in an entrepreneurship fashion by challenging the existing logic. Vice versa, references to the actions of others are also used as a means of supporting the social venture, such as in the following example: "A study

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[256] Appendix D. #1
[257] Appendix A. #14

conducted on the effects of social media showed…".[258] Each with its own purpose but ultimately with the same goal of creating a relationship between the social venture and a meso-level action or understanding. Considering its origin, the profiles of Ashoka fellows presenting their social ventures, it definitely makes sense that they would refer to actions of akin organisations or actors within the field in order to generate purpose for their ventures – either through challenging the existing approaches or by borrowing the logics of sources that might be more established.

The word with the second highest frequency in the meso code is 'support'.[259] Synonyms within this frequency include but are not limited to supporting phrases such as accompany, help, reinforce, encourage, defend, and assist. It is a way for the social entrepreneur to generate purpose around the venture, either through actively supporting a community, sector, organisation, or cause, or vice versa, that the venture itself is supported by others. Depending on the subcodes, there are, however, different meanings to the concept of support. In the subcode of carrying capacity, the social entrepreneur refers to supporting actions by an organisation or a community and thereby borrows their carrying capacity of the venture's problem. Within the subcode of institutional entrepreneurship, the social entrepreneur challenges the institutional logics of a meso-level institution as touched upon in the theory section– hence the word support can either mean that the venture supports actions that go against an institutional logic, or references to a meso-level institution that supports a cause that the venture does not agree with.

In addition, schools and education are heavily referenced by the Ashoka Fellows. It is, however, worth mentioning that the meaning of these themes can be somewhat fluent, as references to education may also relate to the social venture – or another organisation – educating its peers within the field or developing blueprint models for operation, and therefore not necessarily the educational sector or schools in the traditional sense. As an example, "Anna Lena is educating policymakers on protection gaps"[260], this is a case of the social venture challenging the current institutional logic of policymakers by developing new approaches and educating them.

An honourable mention and the fourth highest frequency are words related to public. The majority of this frequency is based on themes such as public discourse, public policies, public sentiment, public education, public spending, public information, and public awareness. One of

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[258] Appendix A. #20
[259] Appendix D. #1
[260] Appendix A. #20

the purposes of using 'public' institutional logics is to spread the impact and reach of the social venture, as in this example: "During the last two years, we have seen a large global trend putting the problem of plastic pollution front and centre on the public stage".[261] It is also used as a reference point when social entrepreneurs challenge existing institutional logics by changing public policies, as is the case in this coded unit: "At Unplastify, Agustina and her team propose deplastification processes by combining exploration, education, and action, working with multiple stakeholders: schools, individuals, companies, industries, and governments, through public policies".[262] This theme also encompasses the process of turning issues public through promotion and awareness, such as "Agustina seeks to transform the relationship of people and organisations with plastic and promote changes in habits".[263] Agustina further elaborates on the idea of turning issues public by stating that when the public is educated about an issue, it also becomes a public responsibility, which might explain why a lot of social entrepreneurs attempt to engage with the public throughout their ventures. [264]

6.2.1.3 Macro Level

As previously explained in the method section, the macro level includes instances referring to the broader field or organisational logics that include shared cultural systems, norms and values of society. The macro level has been coded for the second most, namely, 883 times and across all 20 Ashoka Fellows.[265] The word "government" has been coded for the most, and it has been counted 349 times in total, followed by "education", "public", "national", or "system".[266] Accordingly, these are also reflected in the coding scheme, with subcodes subjective, objective, entrepreneurship and carrying capacity included. The latter is coding for instances where the social problem is carried out within a public arena. Moreover, the subcode 'entrepreneurship' refers to situations where the current existing logic is being challenged as explained in the theory section. The subjective includes the government's or broader society's beliefs, culture, norms and

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[261] Appendix A. #14
[262] Appendix A. #14
[263] Appendix A. #14
[264] Appendix A. #14
[265] Appendix D. #1
[266] Appendix D. #1

understandings. On the other hand, the objective consists of actions or patterns of behaviour of the broader society or the government. The next sections will go more in-depth with the instances coded for and what they imply.

Macro-Subjective

The subjective subcode is the one with the fewest references within the macro level, indicating that 17 out of 20 Ashoka Fellows[267] have made references to society's or government's shared values and belief systems. From the 98 references to macro-subjective,[268] the most referred words are, amongst others, "political", "government", and "part". The macro-subjective 35 instances referring to "political" indicate society's perspectives on the political system.[269] For instance, Maximilian Oehl indicates that "(…) for citizens to feel their political opinions are unrepresented (…)" or "political parties often seem unattractive",[270] indicating a belief that is shared within a society. Additionally, an example where "government" was coded for in relation to the macro-subjective is Ashoka Fellow Isidora Randjelovic: "(…) this was not even recognized by the German government", [271] implying the German government is following a specific belief system and culture. Lastly, the word "part" was coded 22 times, with synonyms including such as "contribute" and "voice", mostly indicating shared concerns and cultural beliefs of society. One example that underlines this is Stephanie Brobbey: "(…) receiving and/or creating wealth have strong social values and share concerns around the biggest problems of our time: climate change and wealth inequality."[272] This clearly indicates that society has a belief system and values towards the current situation.

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[267] Appendix D. #1
[268] Appendix D. #1
[269] Appendix D. #1
[270] Appendix A. #6
[271] Appendix A. #10
[272] Appendix A. #15

Macro-Objective

The next subcode, namely the objective one, covers actions or patterns of behaviour within the macro-level of institutional logics. It has been found across all Ashoka Fellows and was coded 289 times.[273] More specifically, using the word frequency query option in NVivo, we found 105 instances of "government" and 80 of "education", which are, amongst others, the terms mostly referred to.[274] Since the macro-objective level refers to actions and behaviour of society and/or the government, it is evident that "government", with synonyms attached such as "administrative", "authorities", or "regulations", is coded for the most. Some examples include: "In 2017, the government passed a controversial law that compels social media companies to remove hate speech and other illegal content within 24 hours",[275] "The government has largely avoided regulating the matatus",[276] and "In 2018, the Government of India launched a nationwide mission to provide running water to all homes in the country".[277] These examples indicate actions taken by especially the government and, therefore, also being coded for on the macro-level.

Moreover, "education" with synonyms included, such as "school" or "training", is referred to mostly by Ashoka Fellow Cherif Ndiaye and includes examples such as: "The Ministry of Education has made this virtual curriculum the new standard for K-12 schools across Senegal and other Francophone countries, facing similar strains on their education systems",[278] or "Since 2000, the nation has made significant headway in improving primary school enrollment rates— raising it from 69.8 per cent to a steady 92.5 per cent in 2009".[279] Furthermore, a macro-objective example in the data file of David Riveros García was also found: "Municipalities are obligated by law to provide the FONACIDE resources to their neediest schools according to the annual ranking system co-created with Ministry of Education representatives."[280] These include just some of the examples where Ashoka Fellows refer to education as macro-objective institutional logics in different contexts and therein actions being taken.

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[273] Appendix D. #1
[274] Appendix D. #1
[275] Appendix A. #20
[276] Appendix A. #5
[277] Appendix A. #2
[278] Appendix A. #16
[279] Appendix A. #16
[280] Appendix A. #4

Macro-Carrying Capacity:

Upon conducting the word frequency query of instances where macro-carrying capacity was referred to by the twenty Ashoka Fellows, "national" (65 times), "education" (61 times), and "government" (59 times) were the terms mostly referred to.[281] The 133 times the social entrepreneurs make reference to macro-carrying capacity, a social problem is carried by a specific public arena on the macro level and borrowing their capacity on the venture's focus area. Firstly, some examples where "national" and synonyms such as "countries" or "state" has been coded for include: "Paraguay's corruption is among the worst in South America, and in 2021 ranked #128 out of 180 countries rated annually by Transparency International",[282] "Several international investigations and publications such as those of the World Bank, ECLAC and Transparency International have documented the process as an innovation in the fight against corruption"[283] as well as "For example, the transvestite population in Argentina currently has a life expectancy of fewer than 40 years and only 1% reach the age of 65 according to the United Nations Development Program (UNDP)".[284] In all of these cases, the specific social problem that the social entrepreneur is focusing on eradicating is carried by a public arena within the macro-level. Therefore, larger institutions such as the UNDP, the World Bank or other international agencies were to be found.

Secondly, "education" includes "school" as a synonym, where Ashoka Fellows make reference to a social problem being carried within the education system on a macro level institutional logic. In this regard, one example can be pointed out: "The US Department of Labor estimates that 65% of today's school children will end up working in jobs that do not currently exist."[285] In other words, this means that the US Department of Labor acts as the carrying capacity on a macro level that carries the social problem of a lack of career counselling. Moreover, "government", which also includes "authorities", was coded for when a larger governmental institution on the macro-level carried a social problem, for instance: "German government studies find that some 75 % of all online hate speech originates on the right side of the political

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[281] Appendix D. #1
[282] Appendix A. #4
[283] Appendix A. #4
[284] Appendix A. #12
[285] Appendix A. #1

spectrum."[286] As in the other instances coded for carrying capacity on the macro-level, most of them refer to some kind of documents, surveys or data collected by a public arena within the macro-level on the specific social problem. By doing so, the Ashoka Fellows refer to supporting actions by a governmental or larger institution and thereby borrow their carrying capacity of the venture's focus area.

Macro-Entrepreneurship

The last code within the generic category of Macro-institutional logics is entrepreneurship. With 363 times, this has been the most frequent code found within the macro-level, indicating that the social entrepreneur challenges the institutional logics of a macro-level institution.[287] Therefore, it is evident that "government" with synonyms such as "authority" or "politics" is the word with the highest frequency, namely 146 times.[288] This is followed by "work" (120 times) and "education" (107 times), amongst others. Starting with "government", some examples where social entrepreneurs challenge current institutional logics of a macro-level institution include: "On the other hand, when they demand intervention from the environmental police to control the pumas, they get no answer, since government agents face the same problems of scarce knowledge and resources"[289] and "The government has largely avoided regulating the matatus."[290] This way, Kai Pacha and Naomi Mwaura challenge the current institutional logic on the governmental level, namely a lack of regulations or limited resources. Next, "work" including synonyms such as "employment" and "education" is being coded. In regards to these terms, a combined example where a social entrepreneur is challenging the institutional logics of a macro-level institution has been identified: "In 2021, 10.6% of all 15- to 34-year-olds in Germany were neither in employment nor in education or training",[291] indicating that improvements can be made by on a macro-level towards creating a shift within the education system. Especially "education", as a reoccurring term

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[286] Appendix A. #20
[287] Appendix D. #1
[288] Appendix D. #1
[289] Appendix A. #13
[290] Appendix A. #5
[291] Appendix A. #7

throughout the macro-level, includes instances where social entrepreneurs challenge current school systems implied by macro-level institutions.

Connection

To finish off our presentation of findings for the institutional logics, we will present the connection between the coded instances. This includes the creation of a coding matrix of overlapping codes. For the sake of readability and succinctness, the tables used for this part of the presentation will be split in such a way where one institutional logic level will be placed as the columns with the remaining as columns.

Firstly, we see that the strongest connections exist between the micro level and the other institutional logics.[292] There is, for example, a great degree of overlap between micro-objective and macro-entrepreneurship, as well as a small degree of overlap between micro-subjective and macro-entrepreneurship.[293] Micro-objective also has some overlap with meso-entrepreneurship and meso-carrying capacity.[294] However, it does not seem that there are any significant ties between categories within the meso and the macro levels.[295] Based on this information, we can glean that the only times when there is overlap between logics, it comes as a response by the venture/entrepreneur in question. Because instances where the profile discusses where there might be failings within a logic, are coded as entrepreneurial in nature, they often come in union with a statement of action or belief from the entrepreneur. To give an example of this, in the profile on Mimoun Berrissoun, it is stated that "Mimoun is creating opportunities for these young people to become changemakers within their communities, transforming deep-rooted perceptions about them from the rest of society."[296] This instance is coded for micro-objective, as it is in reference to the behaviour of the entrepreneur, but it also talks about 'transforming deep-rooted perceptions about them from the rest of society', which is a reference to the macro-subjective. As this unit references the changing/challenging of a subjective logic, it is coded as entrepreneurship. These

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[292] Appendix E. #1
[293] Appendix E. #1
[294] Appendix E. #1
[295] Appendix E. #1
[296] Appendix A. #7

are often the examples that exist within this overlap, and it shows that there is a significant degree of fellows who draw upon macro or meso institutional logics as a means of presenting themselves as institutional entrepreneurs by placing themselves in contrast to the referenced logic.

Sub-Conclusion

These levels of institutional logics were created as a means of organising the multitude of existing logics into broad sections. Institutional logics can represent varying thoughts, beliefs, and actions across all levels of society, however, for the purpose of this investigation, we found that this distribution was most useful. The creation of these levels assists with coding the ventures' institutional logics and thereby being able to build concrete relationships with legitimation practices at the next stage of our thesis. The purpose of this section of the analysis is to present the references made to institutional logics within the profiles and what themes tend to emerge at each level. While each profile contains usages of every level, there are those which utilize one in certain situations and others in different situations. It is an important step in the analysis that this is clarified upon at this stage before commenting on its relation to the legitimation perspective. Overall, when we create an average usage of institutional logics across the profiles, the micro-level has the highest usage, followed by macro, then meso.[297] However, each level has a variety of usages and emergent themes, which are useful tools that can be drawn upon given the right context.

On the micro level, including the sub-categories of objective and subjective, the twenty Ashoka Fellows refer to their venture where their work, organisation and support are mostly being discussed. On the meso-level, Ashoka Fellows tend to relate institutional logics to topics such as education, work, and school. It is characterised by the existence of meso agencies and their relationships to the venture. Oftentimes this relationship became incidents of resource sharing and educating across institutions. Lastly, the way in which Ashoka Fellows draw upon the macro-institutional logic, predominantly through topics such as the government, education, and work. Additionally, we found that there exists a significant overlap between the micro level and other levels, but only in relation to entrepreneurship and carrying capacity. This is exemplified by using the entrepreneurial or carrying capacity statement as a tool to justify their actions or beliefs. These

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[297] Appendix B. Average of Ashoka Fellows.

are a few of the overarching examples where the Ashoka Fellows reference and draw upon institutional logics in their profiles. Many other references are included at different sub-categories of each level, as shown in the analysis.

6.3 Question 2 - New Venture Legitimation

Much like for sub-question one, this section seeks to answer the question of how Ashoka Fellows use legitimation perspectives within their profiles. More specifically, this section answers the question: *To what extent do social entrepreneurs use legitimation strategies in their work through their Ashoka profiles?* Overall, this section does not provide insight into the legitimation strategy of an Ashoka Fellow, rather, it shows the breadth of instances where legitimacy is created. In this thesis, the legitimation strategy is the overlap of the two main categories. As such, this will be beneficial when we reach the ideal-type analysis, as well as the additional insight for the reader, similar to the previous section.

Frequency

To start our analysis of the legitimation perspectives, we will present the number of occurrences of each perspective. As can be seen, there were a total of 2260 instances of new venture legitimation in the Ashoka profiles, most of which fell into the institutional perspective at 1039.[298] the second most coded perspective was impression management, at 593, then came the social movement perspective and the cultural perspective, at 320 and 234, respectively. Lastly, the ecological perspective had very few instances, at only 74. [299]

At face value, showing merely the amount does not provide value in uncovering the richness of the data. But it does provide a simple answer to which perspectives are most used, which can be of value to social entrepreneurs seeking entry into the field. We can state from this data that most Ashoka fellows rely much more on the strength of their organisation rather than the density of the field they are working in, as seen by the number of codes for the former and lack

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[298] Appendix D. #2
[299] Appendix D. #2

thereof for the latter. It does strike the researchers that the impression management and the institutional perspective are much more tangible perspectives, relating to the person and the venture more so than the rest of the perspective, which might be a reason why they are used to a higher degree. There is, of course, a line from culture and social issues to legitimation, but that line appears far less apparent given the data as shown. In the following section, we will present each of the legitimation perspectives and the patterns observed in the relevant coded segments.

Impression Management

The next legitimation perspective is impression management, which refers to the legitimation of the entrepreneur through credibility, achievement, experience and so forth. If we are to answer the question at hand for this chapter, we first need to discuss how often this legitimation strategy is used/coded within the profiles, after which we will comment on the usage and any themes which emerged through the coding. Firstly, Impression management fell in the middle of the pack in terms of the number of instances coded, at 593.[300] Three of the subcategories stood out in terms of usage, which were credibility, personal experience, and professional experience. These concepts refer to the ways in which the profile legitimised the fellow, meaning that they or their ventures, experience and credibility were the most used forms of legitimation within this perspective. The less used impression management techniques included membership in organisations and awards. Meaning that it is not often the case that Ashoka fellows drew on awards they received or which organisations they were a member of to legitimize their venture. At face value, what this shows is that experience and credibility are more important aspects of a social entrepreneur's profile than awards.

Digging a little further into this case, we ran a word frequency query to see which terms most often occurred in instances where impression management was coded. Reviewing this, we found several areas of interest. There were, of course, terms we might expect to see, such as 'take', which included words such as accomplish, winning, and asked, as well as other terms such as 'realised', meaning achievements, completion and so on. Some of the less apparent terms included

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[300] Appendix D. #2

government, public, set, and issues. In the below section, we will touch on the usage of some of these terms and what they mean for the use of impression management in the profiles.

Starting with the terms that are more expected, such as 'take', we find that it expresses actions by the fellow in contexts where their person is being mentioned, often where they are performing a task or engaging in some behaviour. An example of this would be "Kai leads knowledge and content creation…"[301] "co-created, and currently co-leads, the new US Factchequeado initiative", [302] or "she fought with them to make those".[303] It seems apparent that the fellow is legitimized when they are portrayed as acting towards or partaking in some activity, where they 'lead' or 'fight' or 'achieve'. Realised is a similar word in that it represents a list of words we expect to find in this section, such as 'accomplish', 'achieve' or so on. And while this is the case in the texts, with examples such as "exposure for his achievements",[304] "International organizations have recognized David",[305] or "He earned a BA from Morningside University",[306] it does also represent the opposite of 'take'. The term realised is often represented by the fellow receiving, whether it be an award, recognition, or exposure. What occurs to the researchers is that a fellow can be legitimised not only for what they actively engage in but also for what happens to them. These go hand in hand as they receive due to their work, but for the sake of commenting on how they use legitimation strategies, it is apparent that impression management includes aspects of action as well as reaction.

Looking at the lesser expected terms which occurred, we find 'government', 'public', and 'issues'. Government is relatively straightforward, referring to words such as administration, authorities and government. Often this term is used to legitimise them through their professional experiences alongside governments and authority. There were a total of 264 counts of government, which falls only slightly below realised at 304.[307] So, it becomes clear that drawing on authorities for the legitimation of yourself and your experience can be a useful tactic. Public refers to publications, publicize, or promote. This term is most often used in connection with what has been

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[301] Appendix A. #13
[302] Appendix A. #8
[303] Appendix A. #8
[304] Appendix A. #4
[305] Appendix A. #4
[306] Appendix A. #4
[307] Appendix D. #2

made public about or what has been publicized by the fellow, examples include "He earned a BA from Morningside University",[308] "David published an academic peer-reviewed article", or "Kai also creates content to publicize the …".[309] the next term is 'issues which refers to words such as outcome, results, effective. Examples of issues include "she was asked to take over management of the centre",[310] "One direct outcome of these cases was…"[311] and "As a result of the cooperation with…"[312] this term represents how the fellow legitimises themselves through their actions or results, often in the form of "because X then Y" as seen with the previous examples. Social entrepreneurs ought thus to draw upon their previous successes to create lasting legitimacy.

To conclude on this perspective, there are many ways to legitimise the venture through yourself, in fact, the researchers find that this is an almost ever-green occurrence in the profiles. A fellow can legitimise themselves through their actions, by what they create or take, as well as by their achievements and what they receive. Other methods include references to partnerships with authorities, publications, and also results and previous successes.

Cultural Perspective

The cultural perspective, being the second least coded new venture legitimation perspective, did not gain significant coverage within the Ashoka profiles.[313] However, even though this perspective does not appear often, every single profile of the data set has references to its contents. We coded for the cultural perspective by focusing on collective values and ideas, as well as community engagement. The number of occurrences for each subcode, respectively, is comparable, as neither one completely stands out. However, community engagement pulls slightly ahead as it is referenced 140 times, next to collective values and ideas, which is referenced 94 times.[314] To go more into depth with the usage of the cultural perspective and its specific references, we have once

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[308] Appendix A. #4
[309] Appendix A. #4
[310] Appendix A. #14
[311] Appendix A. #20
[312] Appendix A. #20
[313] Appendix D. #2
[314] Appendix D. #2

again applied a word frequency query to determine the main thoughts and recurring themes throughout the generic code.

Not surprisingly, the most recurrent theme in the cultural perspective is "work", as in a verb that constitutes an action or thought. Within community engagement, "work" is oftentimes used to describe the actions of the social venture as it attempts to involve communities in the venture and gain their support. As an example, "Uniplastify works with a large spectrum of audiences: schools, homes, companies, and state organizations, where people come into contact with the problem and design concrete "de-plastification" solutions…".[315] This reference encompasses the meaning of most of the occurrences related to "work" within community engagement. Within collective values and ideas, however, "work" takes on a slightly different meaning or at least refers to multiple types of usage. Firstly, it may refer to the collective ideas held by a community, such as: "What we throw away ends up being 'someone else's problem' once we toss it in the trash, thus making the global issue invisible as well".[316] In this scenario, the social entrepreneur refers to a tendency of collective ideas that she uses to legitimise the venture. Secondly, it may also refer to the social venture actively working towards changing collective ideas through their initiatives, such as "What the activities have in common is that, during the process, they guide participants in being the ones who design strategies that adjust to their environments and needs, and at the same time reinforce the commitment to deplastification".[317] In this case, the social entrepreneur, Augustina Besada, attempts to influence the collective ideas of a participant group and affirm their commitment to deplastification.

The theme with the second highest frequency is "support". It is primarily used both to indicate support for the venture from the local communities as well as to state that the social venture supports communities through their efforts. This can be seen in the following example, Agustino Besada states, "At the same time, they learn how to present the problem and get support from the teachers and educational authorities",[318] as well as "To encourage victims to come forth, Hateaid also established a financial support mechanism that covers all costs for legal

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[315] Appendix A. #14
[316] Appendix A. #14
[317] Appendix A. #14
[318] Appendix A. #14

proceedings".[319] Other honourable mentions include terms like "school" and "new", as a vast majority of the social ventures interact with communities in educational settings or seek to implement either new mindsets, conditions, or state of affairs within a given community. It is, however, clear that references to both community engagement and collective values and ideas are predominantly used by social entrepreneurs to present their own actions and values in terms of what they offer to certain people through their ventures and how it ultimately benefits their audience.

Institutional Perspective

The institutional perspective was the most referenced code in new venture legitimation, with almost double the references of the second most coded perspective.[320] It is, therefore, safe to say that the Ashoka Fellows had a predominant tendency to legitimise their ventures through the features of institutional legitimation. We coded for the institutional perspective by establishing a series of subcategories such as business plan, clear goals and aims, organisational strength, output indicators, partners, replicability, and sustainability. These subcategories range between 70-235 references each, respectively, but are evenly distributed throughout this range.[321] Sustainability being the least coded subcategory, and business plan and output indicators reaching the peak.[322] One would also expect that the venture's strategy of business and the output of the venture would have significant coverage, as it is one of the clearest ways of generating a legitimate purpose.

Not surprisingly, when you go in-depth with the subcategory of business plan, the most reoccurring theme among coded units are "work" and "support". Business plan was usually coded for when the Ashoka fellows laid out a plan for the specific venture's conduct or introduced methods for reaching their goals. There is, therefore, also a significant use of subordinating conjunctions within these codes, in which the Ashoka fellow writes, "I work on X in order to reach Y". The use of these subordinating conjunctions can be seen in the following example: "Uniplastify's actions are based on seven key principles during the design of the strategies: (…)

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[319] Appendix A. #20
[320] Appendix D. #2
[321] Appendix D. #2
[322] Appendix D. #2

Scaling: that refers to growing, replicating and expanding in order to make the impact more powerful".[323] It is a way for the Ashoka fellows to create a causal link between the actions of their venture and desired outcomes. The theme of "support" is primarily used when drawing upon stakeholders and either their sentiments towards the ventures or how the venture affects certain stakeholders. The first scenario is captured in the following quote, "Chérif has gotten the backing of the Senegalese Ministry of Education",[324] and the second scenario is captured in:

> One of these is the high-profile case of a green parliamentarian Renate Künast, a former national minister and one of Germany's most prominent politicians, who with the help of Hateaid successfully filed a motion against Facebook to release identities of the people behind 22 particularly hateful messages so that she could press charges.[325]

Each has its own purposes, as one wishes to legitimise the venture by showing the recognition the venture has received from state actors, whereas the other wishes to legitimise the venture by showing its impact and value – the fact that it is a prolific case is a bonus.

The subcategory of output indicator is, to a great extent, connected to business plan. Due to the usage of subordinating conjunctions, these codes tend to overlap and are, therefore, in many cases both coded in the same sentence. Hence, the word frequency query previously used shows significant resemblance between the two subcategories. Typically, the output indicator is presented in the subordinating clauses as a product of the ventures' actions. However, there are also cases where output indicator is coded individually, but the themes of "work" and "support" tend to have the same meaning. This can also be argued to be the case for the subcategory of clear goals and aims, which is oftentimes also presented as a subordinating clause. Although in this case, the theme "work" takes on a slightly different meaning, as it is more related to sentiments that state the Ashoka fellow's wishes, wants, and goals, such as "She is aiming to incentivise alternatives and make them visible through different campaigns".[326] While it is still an action within the parameters of "work", there is underlying meaning as it states the object of the person's ambition.

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[323] Appendix A. #14
[324] Appendix A. #15
[325] Appendix A. #20
[326] Appendix A. #14

In the subcategory of partners, the theme "organisation" has the highest occurrence throughout the codes. Organisation relates to all instances where some sort of grouping occurs, such as references to authorities, communities, administrations, councils, societies, countries, governments, businesses, and other cases of clusters. This is to be expected, as the code refers to instances where Ashoka fellows collaborate with others. The themes of "work" and "support" likewise occur significantly but relate to the actions that are conducted in collaboration with the partners. According to research conducted by Kathrin Weidner et al., social enterprises often engage in strategic partnerships to showcase Inter-partner legitimacy through resource transferring, which will, in turn, affect each partner's external legitimacy furthering the causes and recognition by society.[327] An inter-partner legitimacy is a form of mutual acknowledgement between partners that their actions can be considered legitimate and hence worthy partners in alliance development.[328] Therefore, presenting certain governments or businesses as key partners not only shows stability but that these partners already recognise the venture as being legitimate. This also explains why every single social entrepreneur in the data set has referenced key partners and collaborators within their profiles.

In the subcategory of replicability, the theme "country" has the highest occurrence throughout the codes. This theme also includes words of like mind, such as area, state, nation, region, and specific country names. It would make sense that when discussing replicability, the Ashoka fellows would point towards specific areas or instances in which it has been successful. It legitimises the capabilities and thought processes of the Ashoka fellows and proves that their ventures have sound foundations and methodologies, as they are scalable to other areas.

Ecological Perspective

The ecological perspective, being the least occurring code and appearing only across 17 Ashoka Fellows analysed and with 74 occurrences, refers back to the theories that an NVs legitimacy is at

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[327] Kathrin Weidner, Christiana Weber, and Markus Göbel, "You Scratch My Back and I Scratch Yours: Investigating Inter-Partner Legitimacy in Relationships between Social Enterprises and Their Key Partners," *Business & Society* 58, no. 3 (2016): 493–532, https://doi.org/10.1177/0007650316675617.

[328] Rajesh Kumar and T. K. Das, "Interpartner Legitimacy in the Alliance Development Process," *Journal of Management Studies* 0, no. 0 (2007), https://doi.org/10.1111/j.1467-6486.2007.00709.x.

higher risk if they enter a context with limited density rather than a higher-density context.[329] Included in this perspective are, therefore, density and uniqueness, the latter implying the uniqueness of the venture's strategy in the field and the former codes for similar projects or solutions that exist within the focus area. Since the former was only coded for by seven Ashoka Fellows 11 times in total,[330] we will only present one example on density, namely: "Career Counsellors, which have been around in many countries across the globe, have been shown to be an effective medium for the long-term career readiness of students."[331] Christopher Turillo thereby implies the density of career counsellors in different parts of the world and thereby legitimising his venture.

This might indicate that social entrepreneurs do not draw on this type of legitimation of their venture, however, this will be discussed later in the thesis. Next, uniqueness was coded 63 times amongst 17 Ashoka Fellows, indicating the social entrepreneurs legitimising their venture through the unique factors attached to their venture/themselves.[332] The most frequent count of words in this regard are "organisation" and "new" and include examples such as: "Her approach implies a new design of the relationship between people and plastics, minimizing the use of disposable plastics (especially single-use ones) and systemically replacing them"[333] or "She is establishing a policy and advocacy branch of HateAid which will be one of the few organizations representing a civil society position on the topic of online hate crimes".[334] These instances imply that the social entrepreneur takes a unique approach towards the social problem, thereby creating legitimation included in the ecological perspective.

Social Movement Perspective

The following legitimation perspective is social movement which includes added value, social mobilisation and urgency, which provides the understanding that framing of ventures within social movements provides them with legitimacy, as previously explained in the theory section. This

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[329] Appendix D. #2
[330] Appendix D. #2
[331] Appendix A. #1
[332] Appendix D. #2
[333] Appendix A. #14
[334] Appendix A. #20

form of legitimacy was found in all the analysed Ashoka Fellows profiles, with added value being the one coded for the most at 139 times.[335] Using the word frequency query option, some terms within added value include: "support" with the highest number of occurrences, which implies that the social entrepreneurs create a surplus value through their support or work on something and thereby legitimising the venture. Ashoka Fellow Anna Lena von Hodenberg, for instance, does this by creating a safe space for victims of online hate speech: "Anna-Lena thus established the first counselling and support service for victims of online violence and hate speech in Germany enabling them to report crimes and seek legal action against their perpetrators".[336] Similar words to support, is "help", "assist" or "encourage" which all refer to a certain added value that the Ashoka Fellow is legitimising its venture through.

Secondly, within social mobilisation, terms like "young" or "civil" have been counted the most, including examples such as: "Chris is designing a program to take a more specific gender approach with the women alumni community to increase engagement, participation and placement of the young women in their communities",[337] or "Multipliers are every young person engaging in the network, they are usually the number one salespeople of the idea, convincing more and more young people to join".[338] These instances imply that social entrepreneurs create social mobilisation, especially within a younger focus group, thereby legitimising their venture. Lastly, "urgency" has been found across 18 Ashoka Fellows, indicating legitimation of a venture's action due to a pressing social problem. Nevertheless, the word frequency of instances found on urgency is rather little, with "consequence", "lead", and "problem", amongst others. Some interesting instances include: "To face the massive problem of plastic pollution and its serious consequences on the environment, Agustina developed an approach focused on the relationship of people with this material"[339] or "Accelerated climate change is one of the most urgent problems of our time".[340] By referring to an urgent issue or situation that needs change, social entrepreneurs can thereby create specific legitimacy amongst their ventures or actions taken.

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[335] Appendix D. #2
[336] Appendix A. #20
[337] Appendix A. #1
[338] Appendix A. #1
[339] Appendix A. #14
[340] Appendix A. #14

Connection

To conclude the presentation of findings between legitimation perspectives, we will outline the overlaps that exist between them, as was done with the institutional logics. Upon conducting a coding matrix query, we found a number of instances where there was overlap between perspectives. We will be reviewing cases where there was a number of instances greater than 80.[341]

Firstly, there was a significant degree of overlap between cultural and institutional perspectives.[342] Upon closer review, we find that the majority of overlap came specifically between codes for business plan and community engagement.[343] It is apparent that this occurs when community engagement is part of the venture's business plan. Most often, this occurs in profiles where the main beneficiaries are a clear group or have a clear identity, and they can draw on their plight as a means of legitimation, such as Fansisco Cuartes with transgender people, Hera Hussain who works with women who experience GBV, and Isidora Randjelovic with Roma women, to name a few. They can create clear legitimation for their venture by placing their beneficiaries at the core of their business strategy, for example, Fransisco states, "In these processes, he is involving transvestite and transgender people from the Mocha community, who were trained in community development along the high school program."[344] And Isidora states, "RomaniPhen organizes intergenerational spaces for Roma women to come together and share their stories."[345]

Secondly, there exists an overlap between impression management and institutional perspective.[346] Upon further review, we found that this overlap occurs most often between credibility and output indicators, as well as credibility and partners.[347] Credibility was coded when the profile drew upon the credibility of the entrepreneur as means of legitimisation, however, credibility can be drawn from many different avenues. It is clear that credibility can be drawn from many institutional achievements, especially output and partners, but credibility is the only sub-

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[341] Appendix E. #2
[342] Appendix E. #2
[343] Appendix E. #3
[344] Appendix A. #12
[345] Appendix A. #10
[346] Appendix E, #1
[347] Appendix E, #4

category of impression management where there are one or more overlapping cases with each institutional perspective sub-category. So, for new social entrepreneurs looking to enter the space, you can draw significant credibility from your institutional success and partners.

There is a further significant overlap between social movement and institutional perspectives,[348] this has a widespread overlap between sub-categories.[349] However, most of the overlap exists between business plan and added value, business plan and social mobilisation, as well as sustainability and social mobilisation.[350] Business plan is something which has already been discussed in this section, it is the case that simply stating the business plan provides no legitimacy to the venture, as such, it requires a complimentary code to represent the legitimacy being referred to in the text. As such, we believe it has a higher tendency to have overlapping instances, which appears to be the case in the data. In this specific instance, a social entrepreneur can legitimise their business plan by relating it to added value or social mobilisation. Sustainability and social mobilisation are two further concepts which go hand in hand. Often social ventures seek to provide value to their beneficiaries in such a way that the outputs continue to be produced external to the venture's involvement, which includes mobilisation of social actors. As such sustainability of the venture is often tied to the mobilisation concept, examples include "By concretely showing evidence of the model's impact, community colleges and stakeholders around them become champions for this to be taken to many other students"[351] or "David is creating an ecosystem of organizations led by the young people trained in reAcción that helps distribute leadership and install new power dynamics in the region."[352]

Sub-Conclusion

For the purpose of analysing the ways in which Ashoka Fellows legitimize their venture, the researchers drew upon the typology used by Florian Überbacher. This typology included the list of perspectives mentioned above, each representing a different approach for legitimizing one's

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[348] Appendix E, #1
[349] Appendix E, #5
[350] Appendix E, #5
[351] Appendix A. #1
[352] Appendix A. #4

venture. This is an essential tool in this thesis as it allows for the analysis of legitimation practices implemented by each Fellow, and this analysis will serve as the base for our further analysis, being the overlap between the legitimation perspectives and the institutional logics. In totality, we see that the institutional perspective was the most utilised perspective, followed by impression management, social movement, cultural and lastly, the ecological perspective. Each of these perspectives has different usages, which have been commented on in the previous paragraphs.

The institutional perspective was characterised by a large number of references to the ventures' business plans and output indicators as ways of presenting stability and value.[353] A significant observation within the institutional perspective was the tendency to practice specific sentence structures relying on the use of subordinating conjunctions to present instances of business plan, output indicators, and clear goals and aims. Presumably, these subordinating conjunctions are also what constitute the overlaps with other perspectives. By using impression management, the Ashoka Fellows draw upon themselves or their venture, credibility given to them or through partnerships as earlier explained in the theory section. In this regard, reoccurring terms are taking action or achieving, which implies the social entrepreneurs' legitimation strategy includes drawing upon their efforts and accomplishments. The ecological perspective was also present, though to a much lower degree than all the other perspectives. Among the references, we found themes of new, which is relatively unsurprising as the perspective includes the degree to which a field is occupied. The social movement perspective was also unsurprising in the emergent themes, which include civil and young, among others. What was found in this perspective was that fellows legitimize themselves mostly through surplus value creation, engagement with younger audiences and pressing social problems. The cultural perspective includes reoccurring themes such as 'work' and 'support', indicating legitimation strategies where Ashoka Fellows draw upon collective ideas and community engagement. Although this legitimation strategy has not been coded for very often, all 20 Ashoka Fellows refer to it and legitimise themselves and their venture through actions taken and how they ultimately benefit their audience.

Lastly, we found significant overlap between some of the perspectives, such as between institutional and cultural, institutional and impression management and between institutional and

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[353] Appendix D. #2

social movement.[354] It is an interesting observation as it relates to the lack of inherent legitimacy within the institutional perspective, such that other codes are required to gain legitimacy from their business plan or goals and aims. All in all, we found that there is a variety in the use of legitimation strategies by Ashoka Fellows. It is clear that all the fellows analysed are implementing some form of legitimation strategy, however, they use varying combinations of codes and perspectives to achieve their goals. This section provided clear insight into the usage of specific perspectives and the themes that appeared across profiles. Furthermore, it will serve as a base for future analysis, where the overlap between these perspectives and institutional logics will create a clearer understanding of the legitimation strategies used by each Fellow.

6.4 Question 3

6.4.1 Introduction to Ideal Types

This section of the analysis covers the ideal-type analysis as laid out in the methodology section. As was stated, this method follows four steps which lead to the creation of a typology. The purpose of this method in this thesis is to allow us to group Fellows based on their commonalities and difference and present the strategies these groups employ to create legitimacy in their venture. This method, which works from the QCA presented in the previous section, shows the relationship between the two main concepts in this thesis, NVL and institutional logics, and this is a key step for us in reaching a conclusion to our research question. This section will begin by outlying the first steps of the method in broad strokes, which is: firstly, writing case reconstructions as shown in Table 7, these are summaries of the data set, then we construct ideal types based on recurring themes/overlapping code structures, then we will present the optimal cases for each ideal type. After the presentation of these steps, we will go in-depth with each ideal type, showing emergent themes and patterns found within the types that relate to the legitimation strategies used within the relevant cases. We will give examples for each of these patterns and structures as a way of showing how emerging social entrepreneurs might emulate existing strategies. All in all, the presentation of these ideal types and this level of analysis will give us the ability to conclude the overall research question.

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[354] Appendix E. #1

6.4.2 Case Reconstruction

The following table (Table 7) represents a series of case reconstructions relating to individual social entrepreneurs and their respective usage of institutional logics and legitimation strategies. As laid out in the methodology of ideal type analysis, case reconstructions are brief textual summaries of the data available for each sample, which allows the researcher to efficiently compare and create groupings of samples. Prior to the case reconstructions, we calculated the average use of all appearing codes, which can be located in Appendix B. This average is then applied to uncover the social entrepreneurs that deviate from the expected and might be considered noteworthy within a certain strategy. These case reconstructions are then used to form a cluster diagram, as can be seen in Table 7 and cluster Diagram 1.

#	Name of Ashoka Fellow	Most Apparent	Case Reconstruction
1	Christopher Turillo	Outlier	Christopher Turillo mostly uses Macro institutional logics, however, all of them are below the average. While having a higher average on impression management, ecological and social movement perspective, there is nothing of significance in his profile.
2	Sunderrajan Krishnan	Outlier	Sunderrajan Krishnan mostly uses Micro institutional logics and institutional perspective legitimation. Although she is above average in impression management, it is solely with 0.5 references.
3	Martín Espósito	Micro-institutional	Martín Esposito is above average on business plan, output indicator, clear goals and aims, replicability and community engagement and micro subjective.
4	David Riveros García	Macro-impression	David Riveros García is above average on micro in both subjective and objective and impression management as well as institutional management. Especially

			replicability and organisational strengths, credibility and awards are significantly above average.
5	Naomi Mwaura	Meso-Cultural Entrepreneurship	Naomi Mwaura is above average on both micro-objective and meso entrepreneurship institutional logics. She also is significantly above average on cultural perspective including collective ideas and values and community engagement as well as clear goals and aims.
6	Maximilian Oehl	Micro-institutional	Maximilian Oehl is above average on all institutional logics with special focus on micro-objective, and macro-entrepreneurship. He uses macro institutional logics not to carry his issues, but to challenge the way that they deal with problems. Moreover, he is above average on all perspectives, except ecological perspective. In this regard, business plan has exceptionally many references.
7	Mimoun Berrissoun	Micro-cultural	Mimoun Berrissoun is above average in regard to cultural perspective and micro-objective. He also uses personal experience, business plan, morality and impression management above average in regard to NV legitimation.
8	Laura Zommer	Micro-impression	Laura Zommer is above average in regard to Micro-objective, impression management and ecological perspective.
9	Stefan Wehrmeyer	Macro-institutional entrepreneurship	Stefan Wehrmeyer is above average in regard to macro institutional logics, especially within entrepreneurship. Moreover, he is above average in impression management (credibility), added value, and output indicator.
10	Isidora Randjelović	Macro-cultural	Isidora Randjelović is far above average on macro-objective and cultural perspective.

11	Ir Budiono	Micro-cultural	Ir Budiono is above average micro institutional logic and cultural perspective (community engagement especially).
12	Francisco Quiñones Cuartas	Macro-institutional or micro-cultural	Francisco Quiñones Cuartas is above average in macro-subjective, objective and entrepreneurship as well as in institutional perspective. Francisco also has significant codes and are above average in both micro institutional logics and the cultural perspective.
13	Kai Pacha	Micro-impression	Kai Pacha is only above average in impression management perspective, all of them within personal and credibility.
14	Agustina Besada	Micro-impression (social movement)	Agustina Besada is above average on impression management and social movement perspective, especially urgency. Moreover, she is above average on institutional perspective, especially with partners.
15	Stephanie Brobbey	Meso-impression (ecological)	Stephanie Brobbey is above average on meso (all of them), impression management and ecological perspective.
16	Cherif Ndiaye	Micro-institutional	Cherif Ndiaye is below average everywhere. However, this might be because of the low page count on his Ashoka profile. He predominantly uses micro institutional logics and the institutional perspective.
17	Sobel Ngom	Outlier	Sobel Ngom is below average everywhere. He is considered an outlier, since no apparent conclusion can be drawn from his codes.
18	Hera Hussain	Meso-impression	Hera Hussain is exceptionally above average in meso and impression management (mostly personal experience and credibility).
19	Moussa Camara	Meso-impression	Moussa Camara is above average in meso (especially entrepreneurship) and impression management.
20	Anna-Lena von Hodenberg	Macro-impression entrepreneurship	Anna-Lena von Hodenberg is exceptionally above average macro and social movement

(urgency) and impression management (credibility).

Table 7: Case Reconstruction

6.4.3 Ideal Types

In the following sections, we will outline the process for ideal type formation and comparison. As has been stated, the purpose of the ideal type of analysis within this thesis is to formulate a typology of commonly used combinations of institutional logics and legitimation perspectives as a means of answering our overall research question: "How are institutional logics used by Ashoka Fellows to legitimize social entrepreneurship ventures?"

The first step in this process is the formulation of case reconstructions, which sets the stage for the next step, the formulation of ideal types. In this thesis, ideal types represent an overlap between an institutional logic and a legitimation perspective, which is often the case represented to a higher degree within the profiles as compared to the average. Through our case reconstructions, we listed the most used combinations to see which appeared throughout multiple profiles, these formed our first number of ideal types. After this, we created a further matrix which represented the instances of overlapping codes in each profile, this was used to judge if there were additional ideal types amongst the profiles as well as a tool to be used for the sake of case comparisons. After this step, we finalized our ideal types and moved on to choosing optimal cases for each type. Before presenting the optimal cases, we will briefly touch on each ideal type and their overlapping codes.

To begin, we initially established a baseline entrepreneur ideal type, which was meant to represent profiles which were in line with the standard spread of codes.[355] [356] As the overlap of micro institutional logics and the institutional perspective had the highest average number of instances of coding, the micro-institutional was named as the baseline. The codes for impression management were overrepresented in a number of profiles leading to the formation of three types,

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[355] Appendix C. Average of Overlap
[356] Appendix B. Average of Fellows

one at each level of institutional logic.[357] The cultural perspective also was overrepresented in a number of profiles leading to the formation of the macro-cultural and the micro-cultural.[358] Lastly, the institutional was ever present in the profiles, leading to the formation of the baseline micro-institutional and the macro-institutional types.[359]

Codes which are not represented among ideal types include the ecological perspective and the social movement perspective.[360] This does not mean they did not have a place among the legitimation strategies of Ashoka profiles, in fact, when we look at previous sections, we can see that they play a role in certain situations. The underrepresentation of these codes in the ideal types insinuates that the legitimation strategies, which include the social movement or ecological perspectives, do not include references to any specific institutional logics. Additionally, to ensure that we did not allow for the desaturation of types to such an extent that there was one to represent each profile, we chose to collapse the carrying capacity and the entrepreneurship logics into their parent code. They do, however, have a place in the ideal types, due to a high degree of overlap between micro-institutional and macro-institutional, the level of entrepreneurship was included in the macro category as a means of more clearly defining and comparing the types.

6.4.4 Optimal Cases

Once the ideal types were chosen, we chose the profiles which we believed best represented the ideal type. This was a combination of comparing the two different matrices created in this analysis, meaning that both the raw number of instances of codes, as well as instances of overlapping codes between the two relevant concepts, played a role in determining the case which best represented the type.

To start, Maximilian Oehl was chosen as the optimal case for micro-institutional/baseline, given the degree of overlap between the two was highest by a large margin.[361] Hera had already been identified as a possible optimal case during case reconstructions due to her high degree of impression management, and upon reviewing the overlapping codes found that she best

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[357] Appendix C.
[358] Appendix C.
[359] Appendix C.
[360] Appendix C.
[361] Appendix C. #6

represented the overlap of meso and impression management.[362] Laura had a high degree of impression management alongside Hera, however, the overlap suggested she was a much better fit within the micro-institutional logic.[363] David was another profile who had a high degree of impression management but an inordinately high amount of overlap between it and the macro level, as such, he was chosen to represent that overlap.[364] Fransisco, Ir, Mimoun and Isidora all had a number of cultural codes. [365] [366] [367] Isidora and Ir both had the highest counts of overlap between cultural and micro, but where Ir only had a couple, Isidora had many more, thus, Ir was chosen for micro-cultural and Isidora for macro-cultural.[368] [369] Lastly, we identified the macro institutional ideal type, which we believe Stefan Werhmeyer best represents.[370] But as stated, within the group of candidates, we found the need to create a more distinct barrier, it was observed during the case reconstructions that some of those with a high count of institutional perspective and macro also had a particularly high count of macro-entrepreneurship, therefor this delineation was added for the purpose of better comparison in the next step. Overall,. These optimal cases and similar profiles are grouped and represented in Cluster Diagram 1.

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[362] Appendix C. #18

[363] Appendix C. #8

[364] Appendix C. #4

[365] Appendix C. #12

[366] Appendix C. #11

[367] Appendix C. #7

[368] Appendix C. #11

[369] Appendix C. #11

[370] Appendix C. #9
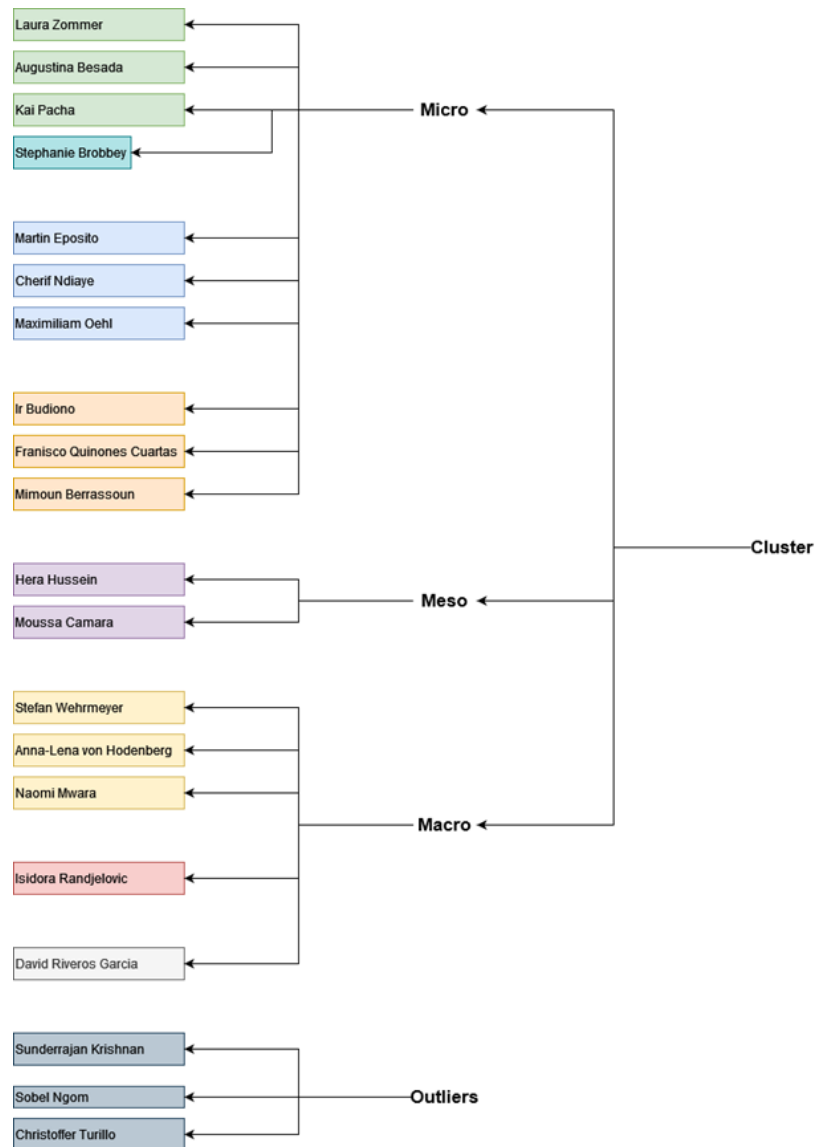
Cluster Diagram 1: Ideal Types

Ideal Type 1

The first ideal type we will cover is the baseline entrepreneur, which is represented by the overlap between micro-institutional logic and the institutional legitimation perspective. We chose this overlap to represent the ideal baseline type as it was the two codes which were coded for the most within the profiles. There is an interesting point to be considered pertaining to the reason why this

combination is the most utilized among all of the concepts, though this is something that we cannot comment on based on our findings, it will thus be expounded upon in the discussion section. This section will show the findings based on our analysis, how this ideal type uses the combination to legitimize their work, and what this means for other social entrepreneurs who are entering the space. To do so, we have reviewed each of the cases where overlapping codes have emerged and will present emergent themes amongst them.

Firstly, we will comment on the cases which are included in this ideal type. Maximillian Oehl is the optimal case for this type. In total, there are 46 instances of overlap between the codes, 33 of which are objective and 13 of which are subjective.[371] The majority of the legitimation strategies are based on business plan, clear goals and aims, as well as organizational strength. He tends to draw upon what he and his organization aims to accomplish in the sphere, often accompanied by a micro subjective institutional logic, examples of this type of approach include: "He envisions a new type of politics that moves beyond short-term electoral and party interests, and instead develops future-directed and issue-led ideas and approaches focusing on the good of all."[372] "Max sees an urgent need for political parties to harness the momentum of non-traditional political mobilization and the power of young political talent who could channel this energy into the German parliament",[373] and "Maximilian aims to shake the whole system from the bottom up by training and involving young people and diverse communities in politics."[374] There is an innate sense of legitimacy in Maximilians' perceptions about the changes needed in the system, which he uses to legitimize the aims of him and his company. In the examples provided, we see that attention is drawn to the perceptions of Maximilian: "Max sees an urgent", "he envisions a new", and "Maximilian aims to shake the whole". There is a particular emphasis on perception, which he uses as a way to justify his own strategy.[375]

Maximilian also tends to marry his business plan with another form of legitimation, often either partners or sustainability, as well as entire other legitimation perspectives such as social movement. For example, he states, "The meeting with the Top50 Progressives deputies, which

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[371] Appendix C. #6
[372] Appendix A. #6
[373] Appendix A. #6
[374] Appendix A. #6
[375] Appendix A. #6

now regularly takes place every third week of the session, is constantly well attended."[376] Where the business plan of regular meetings with the top50 progressives, which are a product of his venture, is legitimized through its relation to sustainability and output indicators. Other examples include when he states, "Max recognizes that the BNB talent scout model and the "Top50" group is an entry point for traditional political parties that are struggling to recruit and retain new talent"[377] which marries the business plan of talent scouting and the Top50 to his partners, being traditional political parties. Lastly, he tends to use organizational strength and output indicators as standalone legitimation tactics as they provide their own source of legitimacy. Examples include "Three of the ten candidates (one from the Green party and two from Social Democrats) were elected as parliamentarians and represented marginalized groups in German society",[378] and "All candidates stated that without the BNB's support, they would not have won the election, nor would they have stood for elections in the first place," [379] and "A petition launched by BNB and members of the BNB Squad on term limits for MPs now have almost 75.000 signatories."[380] These examples show how Maximilian draws upon his successes to legitimize his venture, all of which relate to actions or perceptions of himself or his venture. And as we will see, these themes continue to emerge throughout others within this type.

Martin Esposito is another profile which is included in this ideal type, and it is clear when comparing to the optimal case there are distinct differences in the way that some legitimation strategies overlap. For example, he uses many more references to output than Maximillian, for example, "The first classroom was installed at the Agustín Ferreyro Center, a training centre for rural teachers in Uruguay through which 1,700 teachers pass three times a year to get training," [381] "The impact of sustainable schools already has the desired "contagion effects,"[382] and "With the demonstration of that success,"[383] though he does often connect these points to some other legitimation, whether that be the business plan, partners or organisational strength. The main difference within this profile is that Martin uses the outputs of his actions and patterns as the main

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[376] Appendix A. #6
[377] Appendix A. #6
[378] Appendix A. #6
[379] Appendix A. #6
[380] Appendix A. #6
[381] Appendix A. #3
[382] Appendix A. #3
[383] Appendix A. #3

legitimizing strategy. However, many similarities also exist, for example, how he uses his business plan in tandem with another sub-category to create legitimacy, "For Martín and his team, activating local capacity is a key piece of the approach."[384] This example shows how subjective logic informs the business plan, which is activating local capacity, which is similar to the examples shown in Maximilian's profile. Other examples of this include: "Martín's model uses the development of school buildings to help communities design a new concept of sustainability education through a community participatory process"[385] and "For the construction processes, the 20 most committed volunteers are trained to fulfil the role of ambassadors for the project."[386]

Cherif is the last profile included in this type, similarly to the other cases, he utilizes a majority of business plan alongside the micro-institutional logics as a means of legitimizing a venture. Cherif uses much less subjective logics in his profile, which is clear in examples such as "Chérif works in making the content of the national curriculum available online,"[387] "He also works to find young people…"[388] "Chérif has set up a series of awareness campaigns."[389] In this profile, the action itself is legitimized without the justification from an opinion or perception. This is the largest difference between this and other cases, however, it still draws mostly on the same strategies in its approach to legitimation.

In conclusion, micro-institutional entrepreneurs draw mostly upon their own actions and beliefs as the cornerstone for their legitimation strategies, which mostly draw upon their institutional strength. Though variety exists within the profiles, we see a good amount of overlap between how each profile uses its business plan to legitimize its venture. All three of these cases draw upon their business plan and the micro level to a high degree but have differences in the application. Where Maximillian uses subjective institutional logic, Cherif draws more heavily on the objective, and Martin draws more on outputs. Despite this, if an entrepreneur has a strong institution, which includes a solid business plan, clear goals and aims, or has pre-existing success, drawing upon the micro level of institutional logic in a similar fashion will provide them with a solid foundation for creating legitimacy.

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[384] Appendix A. #3
[385] Appendix A. #3
[386] Appendix A. #3
[387] Appendix A. #16
[388] Appendix A. #16
[389] Appendix A. #16

Ideal Type 2

The following ideal type is the meso-impression which includes the overlap between meso-institutional logic and the impression management legitimation perspective. With 16 overlaps between the two codes, Hera Hussain represents the optimal case.[390] As previously defined in the theory section, impression management refers to the strategy where an Ashoka Fellow uses their persona as a tool for legitimation through previous experience, awards received, or credibility given to the person or venture. Hera especially makes reference to all elements included in this strategy, the most being in personal experience and credibility within the scope of her new venture, Chayn, which is a universe of online spaces for victims of gender-based violence. With that being said, an interesting example of how she legitimises Chayn through her personal experience is: "Aged only eight, she started to challenge teachers on the arbitrary standards they applied to female students' appearance and clothing, given that the message they sent reinforced gender inequality and the objectification of girls for boys' benefit."[391] By displaying her personal experience, she is legitimising the reason for her creating Chayn as well as the work that is being done within. Moreover, the overlap between meso institutional logic and the impression management legitimation perspective includes credibility as an element. Hera tends to underline situations where her venture is given credibility by other organisations on a meso level. Some examples include: "Through Chayn's partnership with dating app Bumble, providing support to their users who have faced harassment or assault, Chayn has quickly become a leader in the tech and online dating space for helping companies think through trauma-informed design to prevent abuse and harassment online"[392] and "This user centred design approach is being increasingly adopted across the GBV and wider charity sector, with Chayn often being cited as the inspiration behind the approach within the sector."[393] By doing this, she refers to other organisations within the charity sector or Bumble that provide her venture with credibility through partnerships and collaborations on both the meso-objective and meso-carrying capacity.

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[390] Appendix C. #18
[391] Appendix A. #18
[392] Appendix A. #18
[393] Appendix A. #18

Alongside Hera Hussain, Moussa Camara is another Ashoka Fellow who is included in this ideal type since he mostly draws upon meso-impression in his profile. Following a similar approach, Moussa creates legitimation by referring to his persona or venture on the meso level. As touched upon previously, with his venture called 'Les Déterminés', he fights against disempowerment at a local level and thereby promotes alternative values and entrepreneurial mindsets of young suburban dwellers. He mostly uses credibility as a factor to legitimise Les Déterminés. Some examples include: "The outcome of the program is positive for 90% of the almost 300 participants supported so far: 57% have initiated or are about to initiate their own venture, and 33% eventually decided to take the employment path and easily found a job, using the entrepreneurship skills developed through the program in their new company"[394] and "He has also undertaken an initiative with the National Employment Agency, who see his support as a way for job councillors to reconnect with this group who is so often overlooked and difficult to target".[395] Both of these examples show that credibility is given to him accompanied by a meso institutional logic, including working together with the National Employment Agency, for instance. When comparing Moussa to Hera, they both mostly draw upon the impression management legitimation and meso-entrepreneurship perspective to which some examples include: "In the tech sector, Hera has become a champion and a respected expert in helping organisations understand how their architecture and design allows for harassment online and offline, and equipping them with the tools and knowledge to become part of the solution" or Today, Agir pour Réussir plays a major role in Cergy's functioning and allowed Moussa to develop his ability to talk with the institutional sphere (the prefect, mayor etc.) and to build bridges between two very separate worlds".[396] These are only some examples where the identified ideal type uses meso-impression management to legitimise the venture. Moreover, whilst Hera mostly refers to carrying capacity on the meso-level overlapping with impression management, Moussa legitimises his venture through impression management created on the meso-objective level.[397] Summing up, the meso-impression ideal type mostly draws upon legitimation achieved through their persona or

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[394] Appendix A. #19
[395] Appendix A. #19
[396] Appendix A. #19
[397] Appendix C.

venture at the meso-level. This includes, amongst others, credibility or awards given to the venture by other organisations that work within the same field, for instance.

Ideal Type 3

The third ideal type we want to cover is micro-impression, which is represented by the optimal case of Laura Zommer. This type represents the overlap between the micro institutional logic and the impression management perspective in new venture legitimation. In addition to Laura, this ideal type also includes cases such as Agustina Besada, Kai Pacha, and Stephanie Brobbey.

In the case reconstruction, Laura Zommer appeared to be well above average in both micro institutional logics, impression management perspective, and the ecological perspective.[398] It also became apparent that she had a significant coding overlap between these categories, specifically between micro-objective logics and impression management.[399] Laura has 37 overall references to impression management, and of these, a number of 26 references overlap with micro-objective institutional logics.[400] Within impression management, she primarily draws on the subcategories of credibility, morality, and professional experience.[401] She tends to draw on her experiences, past achievements, and current engagements to associate a sense of credibility and character with her venture. As an example, within the subcategory of credibility, she oftentimes refers to her current engagement in such as fashion it makes her seem grand and competent, as can be seen in: "Laura has co-created, and currently co-leads, the new US Factchequeado initiative to combat misinformation in Spanish language media and platforms in the US, with the potential to impact the nearly 60 million Latinos residing in that country",[402] "After public service, Laura joined CIPPEC, Argentina's leading think tank, where she built from scratch the Communications Department and managed to position the organisation as a public policy reference in the country".[403] This is oftentimes coupled with a past professional or personal experience, to further the purposes of impression management: "At the time, she was the first woman in the newspaper

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[398] Appendix C. #8
[399] Appendix C. #8
[400] Appendix C. #8
[401] Appendix C. #8
[402] Appendix A. #8
[403] Appendix A. #8

to cover these issues".[404] Discernibly, Laura attempts to gain legitimacy primarily through her person and reputation. By listing some of her greatest achievements with prominent actors and business partners in addition, she creates an impressive self-presentation and influences the perception of her image. This perception then has a spillover effect on the perception of her venture, which likewise gains a positive image.

There are many ways of strategizing impression management, but in Laura's case, the primary objective is to display intellectual and emotional involvement in the focus areas of the venture. It is also about presenting a strong sense of self-efficacy to potential stakeholders by stating her ability to face challenges competently and her capacity to reach specific goals. An example of presenting her self-efficacy can be found in the following quotes, "Laura is a pioneer and promoter of fact-checking in Argentina and the region since the earliest day of the movement",[405] and "In 2014, she presented her work and approach at a major European conference and in 2015, she won the prestigious Gabriel Garcia Marquez Prize for Innovation in Journalism for the expansion of fact-checking in Latin America, which was also key to the creation of LatamChequea, the main regional network against disinformation in the world".[406] She is selectively presenting aspects of herself that she believes coincide with the values of the venture to create an impression that others will value positively. There might be merit in asking whether her experiences in the field of journalism, disinformation, and fake news have prompted her to focus more on her public image because she believes that her public image as a journalist is relevant to achieve her goals. Regardless of the underlying rationale, people are generally more inclined to impression-manage when their image and public impressions are relevant to their success, and Laura has a noticeable tendency to tailor her self-presentation.

While the other candidates in the micro-impression ideal type are similar, they are slightly different in the specific impression management strategies that are utilised – however, ultimately, with the same goals. As an example, while Laura Zommer focuses primarily on her credibility and professional experiences, others, such as Agustina Besada and Kai Pacha, focus on their personal experiences.[407] It is more of an emotional impression management, as they present

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[404] Appendix A. #8
[405] Appendix A. #8
[406] Appendix A. #8
[407] Appendix C.

underlying personal convictions and experiences that have led to the creation of their ventures. It is a way of coming across as sincere and emotionally invested in the issues that they deal with. They might not have an equally decorated professional background like Laura Zommer that they can draw on and decide to primarily depend on their personal backgrounds instead. However, it could also be a well-reasoned decision based on the nature of their ventures. For instance, Agustina Besada deals with changing habits within uncontrolled use of plastic and the environmental damages that follow, building on the personal experiences that changed her own habits humanises her in the eyes of the reader, as she becomes a prime example of the mission. This might be a more powerful impression management for her venture than displaying intellect and capability like Laura Zommer.

In conclusion, micro institutional logics and impression management can be used in different combinations depending on the nature of the venture and desired outcomes. If a social entrepreneur believes that their public image influences the success of the venture, the strategies within impression management can be helpful in steering their public image in the desired direction. It is, however, important to consider how this public image should be constructed to have the highest impact. In general, Laura Zommer acts as the optimal case for micro impression management, however, there might be ventures where a personal approach is more effective.

Ideal Type 4

The next ideal type is the micro-cultural, represented by the optimal case Ir Budiono. This type represents the overlap between the micro-institutional logic and the cultural legitimation perspective and contains the profiles of Ir Budiono, Fransisco, and Mimoun. Based on the overlapping codes, a number of themes and patterns have been identified, which will serve to answer the question of how these two categories overlap and what social entrepreneurs can take from these cases.

Firstly, Ir Budiono is the optimal case for this type, containing the most overlap between the two codes.[408] Further analysis of overlapping codes further shows that Ir uses mostly micro-objective institutional logics, alongside a majority of community engagement. Ir is mostly focused

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[408] Appendix C. #11

on community outreach, it is the core of his venture, so it is little surprise that it makes up a large percentage of his legitimation strategy. To do so, he most often draws upon himself and his actions alongside the community to show how he adds value and engages them. examples of this type of legitimation strategy include: "In order to bring about sustainable co-existence between local communities and endangered species, Budiono focuses on community engagement in,"[409] "Budiono is restoring and reviving species in the Mahakam River by using participatory scientific monitoring to get communities to own, reform, and implement conservation plans and policies,"[410] and "Budiono is building a new ecosystem through participatory scientific based policy development where communities own and implement conservation measures themselves."[411] Ir draws on a number of other legitimation perspectives besides the cultural, but none that form any pattern or specific strategy. For this ideal type, it seems as though the work they do is the most important aspect in determining their approach to legitimation. Ir is singularly focused on the community and participatory approach of his venture and, therefore, uses it as the focal point for creating legitimacy.

In a very similar approach, Francisco works very much with a singular group, which he engages with to a high degree. Many of the overlapping codes show that he is principally talking about how he engages with this community and what value his venture brings to them. examples include: "he is involving transvestite and transgender people from the Mocha community,"[412] "Francisco believes in the importance of working collaboratively to activate local talent with the experience developed by Mocha's approach,"[413] and "Mocha Celis has led the creation of a National Assembly for Trans-Travestite Education to foster collaboration and share successful public policies and programs."[414] Fransisco does include some more subjective logics in his approach, drawing on perceptions and beliefs to create legitimacy, such as "Francisco envisions the transvestite and transgender community leading this transformation"[415] and "With this vision, Francisco aspires to create a society where diversity and inclusion are the norm."[416] Lastly,

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[409] Appendix A. #11
[410] Appendix A. #11
[411] Appendix A. #11
[412] Appendix A. #12
[413] Appendix A. #12
[414] Appendix A. #12
[415] Appendix A. #12
[416] Appendix A. #12

Mimoun follows the same path as Ir, and uses almost no subjective logics in his approach. He simply puts his engagement with the community in question at the forefront of his legitimation strategy, some of these examples include: "Mimoun is creating opportunities for these young people to become changemakers within their communities,"[417] "Mimoun and his team create pathways for young people to take action on the issues closest to their communities,"[418] and "acts as a hub of solutions and tools for immigrant youth to join and co-lead this movement."[419]

In conclusion, this ideal type represents a specific type of venture, those which are focused singularly on a specific group. Where many other ventures legitimise themselves based on the value they provide, such as the outputs of their venture, or the success of the entrepreneur, these types of ventures have the idea of community engagement as an assumed value generator and, therefore, do not use a lot of other legitimation strategies as a means of justifying themselves. There is a clear connection between the way in which these ventures perceive and tackle their problem, and for entrepreneurs who wish to engage specific communities, emulating these examples might be the best method forward.

Ideal Type 5

The next ideal type is macro-institutional entrepreneurship, with Stefan Wehrmeyer being the optimal case. This type represents the overlap between the macro-level institutional logic with a focus on entrepreneurship and the cultural legitimation perspective.[420] As previously discussed, it was discovered during the case reconstructions that some Ashoka Fellows with a high number of institutional perspectives and macro also had a particularly high quantity of macro-entrepreneurship, this delimitation was therefore added for a more accurate comparison. In the optimal case, Stefan Wehrmeyer has created his venture 'FragDenStaat', which is a tech platform to file freedom of information requests, thereby changing the power dynamics between citizens and the government in Germany. He, therefore, comments mostly on the German authorities from an entrepreneurial perspective, seeking to amend the current logic. Moreover, he simultaneously

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[417] Appendix A. #7
[418] Appendix A. #7
[419] Appendix A. #7
[420] Appendix C. #9

legitimizes his venture through the institutional perspective by mostly drawing upon the venture's business plan.[421] An interesting example of the optimal case in this regard is the following: "Stefan has understood that in order for the government to become more transparent, rights of freedom of information (FOI) must be transformed into rights of transparency so that citizens ultimately won't have to actively claim their rights but are proactively provided with pivotal public information by the government."[422] This indicates that Stefan through his venture is challenging the current logic and thereby also legitimizes the work done by FragDenStaat, namely, through "driving a cultural shift towards open government in Germany by changing the power dynamics between the citizen sector and government".[423]

Moreover, Stefan also employs FragDenStaat's organizational strengths and output indicators as legitimation practices on the macro-entrepreneurial institutional level.[424] Some examples include: "His campaigns have led, among other things, to the Bundestag publishing thousands of expert opinions from the scientific service and draft laws from ministries with lobby opinions being freely available"[425] and "Also, a slow but noticeable change in the culture of government can be observed: Stefan's team senses willingness to change in some authorities."[426] These are both examples where Stefan indicates FragDenStaat's legitimation process, namely by presenting the organisation's outputs and strengths. Lastly, since Stefan is referring to the 'Bundestag' or the 'government', this clearly shows the macro-entrepreneurial institutional level. In this vein, he creates situations where the current logic is being challenged.

Besides Stefan Wehrmeyer, Anna-Lena von Hodenberg, as well as Naomi Mwara are included in this ideal type, as seen in cluster diagram 1. As it can be seen in Appendix C, profiles 5 and 20[427] [428] both have a rather high number on the overlap between macro-entrepreneurship and institutional perspective legitimation and therein follow a similar approach as Stefan. Through her venture 'Hate Aid', Anna-Lena creates legitimation by giving examples of its outputs and strengths: "In Germany, this work is already picking up speed: By working with police and law

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[421] Appendix C. #9
[422] Appendix A. #9
[423] Appendix A. #9
[424] Appendix C. #9
[425] Appendix A. #9
[426] Appendix A. #9
[427] Appendix C. #5
[428] Appendix C. #20

enforcement departments, Anna-Lena has successfully changed prosecution practices of digital violence throughout the country."[429] This also shows her way of working on the macro-entrepreneurial level of institutional logic since she is challenging the current state of German prosecution practices. Moreover, as stated in the theory section, having clear goals and aims and a structured business plan is another way to legitimise a venture. Anna-Lena draws upon these elements of the institutional perspective legitimation approaches a total of eight times and thereby indicates that Hate Aid is a well-functioning venture which is able to create a valuable impact on the macro-level: "Ultimately, Anna-Lena is working towards institutionalizing an effective response to online hate crimes into national and European legislation and judiciary systems." [430] Likewise, Naomi follows a similar approach as Stefan by mostly drawing on the venture's business plan. Additionally, she creates legitimacy on the macro-entrepreneurial level by indicating replicability of her venture: "This report was then used as a basis for advocacy implementation support to local governments throughout Kenya."[431] This example indicates that Naomi refers to the work of her venture to be reproduced from a more local level to a larger scale, namely Kenya. She thereby draws upon the macro-entrepreneurial institutional logic and legitimises the work done in her venture since it is being replicated in a different setting.

In conclusion, this ideal type comments on situations from an entrepreneurial perspective and seeks to amend the current logic, the macro-institutional entrepreneurship type legitimizes their venture through the institutional perspective by mostly drawing upon the venture's business plan, strengths, replicability and output indicators.

Ideal Type 6

The sixth ideal type we want to cover is macro-impression, which represents the overlap between the macro-level institutional logic and impression management perspective in new venture legitimation. This ideal type is represented by the only case and, therefore, optimal case, namely David Riveros García. While we have uncovered other ideal types focusing on impression management, David is unique in the sense that he overlaps with macro institutional logics and

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[429] Appendix A. #20
[430] Appendix A. #20
[431] Appendix A. #5

therefore warrants an ideal type of his own.[432] To put it into perspective, David has 18 references that overlap between macro logics and impression management, out of all the Ashoka Fellows in the dataset, the second highest rests at nine references, and the average is 4.35 references.[433] It is, therefore, safe to say that David legitimises his venture by doing something unique from the other Ashoka Fellows. Within impression management, David has primarily been coded for credibility, awards, and professional experience, and within macro institutional logics he has primarily been coded for macro-objective and macro-carrying capacity.[434]

There is a significant overlap between macro-carrying capacity and credibility in impression management.[435] They both occur in the same code six out of the total of 18 times, and it is the most noticeable overlapping code.[436] This indicates that David Riveros García attempts to legitimise his venture by using the carrying capacity of macro-level organisations to boost the credibility of his venture. This can be seen in the following quotes, "In 2019, David published an academic peer-reviewed article in an international journal about the impact of reAccíon's work and presented it in the world-renowned Open Government Summit",[437] and "Several international investigations and publications such as those of The World Bank, ECLAC, and Transparency International have documented the process as an innovation in the fight against corruption".[438] There is also an overlap between awards and carrying capacity, in which macro-organisations provide him with a certain prestige. As an example, "In 2021, he was selected by the European Union for the prestigious European Union Visitors Programme (EUVP) and was named one of 5 open contracting champions by the Open Contracting Partnership".[439] His utilisation of impression management is, therefore, mostly about showcasing his professionalism – the emotional aspect of impression management is almost entirely absent. In addition, David has also been coded significantly for the institutional perspective and micro-institutional logics, which indicates that

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[432] Appendix C. #4
[433] Appendix C. #4
[434] Appendix B. #4
[435] Appendix C. #4
[436] Appendix C. #4
[437] Appendix A. #4
[438] Appendix A. #4
[439] Appendix A. #4

his profile focuses on the enterprising side of the venture rather than his person. These codes are marked by values relating to skill, competency, confidence, and a clear, structured approach.

Ideal Type 7

The ideal type we have chosen to name the Macro-Cultural represents the overlap between the macro-level institutional logic and the cultural legitimation perspective. This type only has one case, which is the optimal case, represented by the profile for Isidora. While it could be argued that Isidora's profile could be put into the micro-cultural type, we believe that Isidora represents a unique type that stands on her own, not only does she have an extraordinarily high rate of overlap between macro and cultural, but the macro-entrepreneurship overlap is also significant and warrants a grouping separate from the micro-cultural.[440] A number of key themes emerge upon analysing the overlapping codes, which provide a significant degree of insight for entrepreneurs who work in a similar vein to Isidora.

Firstly, as is to be expected given Isidora's venture, she comments a lot on the state of Europe both on an objective level as it relates to structures and rules surrounding Roma women, but also on a subjective level talking about the stigmas and norms that affect them. Especially as it relates to the subjective side, given that she makes so many references to the culture, it follows that she will also legitimize herself and her venture through them. However, an important component of this legitimation strategy includes the use of entrepreneurship, which can be boiled down to making negative references to culture or seeking to subvert the current logic. Examples of this type of entrepreneurship include "As these women learn more about the patriarchy, systemic racism, colonialism, and holocaust, they acquire tools to break the vicious cycle of knowledge about them being produced without them"[441] and "Scaling through existing Roma-led groups, Isidora aims to spread this movement across all the continent, affecting the thinking and narratives of majority society as well as the Romani."[442] In these examples, she draws on current macro level logics, such as 'systemic racism' and 'thinking and narratives', as a means of justifying her intervention. What follows are often uses of community engagement tactics which further

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[440] Appendix C. #10
[441] Appendix A. #10
[442] Appendix A. #10

legitimize the venture, examples include "RomaniPhen organizes intergenerational spaces for Roma women to come together and share their stories",[443] which comes directly after the first quote in this section, and "With the rise of discussions around racism and diversity, RomaniPhen organizes a timely response to bring citizenship to all Roma women of Europe"[444] which precedes the latter of the previous comments.

In conclusion, there is a specific strategy that relates to the usage of the macro institutional logic and the cultural legitimation perspective. This usually follows a certain pattern where an entrepreneurial reference is made about macro logic, which justifies some level of community engagement with the target audience. In the case of Isidora, she would refer to the structures, whether objective or subjective, that affect Roma women and then follow with the community engagement angle of her venture. In totality, an example of this strategy is thus: "As these women learn more about the patriarchy, systemic racism, colonialism, and holocaust, they acquire tools to break the vicious cycle of knowledge about them being produced without them [Macro-entrepreneurship]. RomaniPhen organizes intergenerational spaces for Roma women to come together and share their stories [community engagement]"[445]. Given this strategy, if a social venture seeking legitimacy works in a similar way to Isidora, working with a specific target group that exists over multiple nations or regions, then utilizing the macro-cultural strategy can be useful in acquiring legitimacy.[446]

Outliers

In the other sections, we have referred to the ideal types identified in the data set. However, we have also found three so-called 'outliers', Christopher Turillo, Sunderrajan Krishnan and Sobel Ngom, which could not be allocated to one of the ideal types as they are below the average in practically all legitimation perspectives and institutional logics referred to.[447] In this vein, Cluster Diagram 1 graphically shows the ideal types and outliers identified.

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[443] Appendix A. #10
[444] Appendix A. #10
[445] Appendix A. #10
[446] Appendix A. #10
[447] Appendix B.

During the case reconstruction, it became apparent that Christopher Turillo mostly uses macro institutional logics, however, all of the elements included are below the average.[448] Although Christopher has a higher average on impression management, ecological and social movement perspective, there is nothing of significance in his profile, which is why he was not allocated to an identified ideal type.[449] Sunderrajan Krishnan is another outlier, and he mostly draws upon micro institutional logics and institutional perspective legitimation.[450] Although she is above average in impression management, it is solely with 0.5 references.[451] This is seen as not of high enough significance which is why we did not allocate her to the ideal type of Laura Zommer that draws upon micro-impression management.[452] The last outlier identified is Sobel Ngom. This social entrepreneur is below the identified average in all instances.[453] He is considered an outlier since no apparent conclusion can be drawn from his codes. Having determined three outliers in our data set only goes to show that they do not fit within the ideal types found within this data set. We cannot say that if given a larger data set, we would not find patterns which group these outliers within new ideal types.

6.5 Typology

As a result of answering the sub-questions, the typology (Table 8) was reached, and it shows ideal types identified, including the relationship between the relevant institutional logic and their venture's legitimation approach. It also contains a short description of each ideal type and, therein, the way in which way social entrepreneurs legitimise their venture and which institutional logic they draw upon. The purpose of this typology is for emerging social entrepreneurs to pattern the tactics used by the various ideal types discovered. Nevertheless, since each of these ventures works in different settings and tries to solve a specific social problem identified, it is crucial to take these factors into consideration.

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[448] Appendix B. #1

[449] Appendix C. #1

[450] Appendix C. #2

[451] Appendix C. #2

[452] Appendix C. #8

[453] Appendix C. #17

#	Ideal Type	Optimal Case	Description
1	Micro-Institutional	Maximilian Oehl	This type leans on the strength of their person or their ventures' actions or beliefs as a means of legitimizing their work.
2	Meso-Impression	Hera Hussain	This ideal type uses their persona as a tool for legitimation through previous experience, awards received, or credibility given to the person or venture at the meso-level.
3	Micro-Impression	Laura Zommer	This ideal type attempts to steer their public image in a certain direction by drawing on either professional or personal experiences.
4	Micro-Cultural	Ir Budiono	This ideal type can create legitimacy by drawing on the inherent legitimacy within the plight of a specific group or community, with whom they focus their work.
5	Macro-Institutional Entrepreneurship	Stefan Wehrmeyer	Commenting on situations from an entrepreneurial perspective and seeking to amend the current logic, the macro-institutional entrepreneurship type legitimizes their venture through the institutional perspective by mostly drawing upon the venture's business plan, strengths, replicability and output indicators.
6	Macro-Impression	David Riveros García	This ideal type showcases professionalism through affiliation or appreciation of macro level institutions.
7	Macro-Cultural	Isidora Randjelovic	This ideal type uses negative macro beliefs and ideas about a specific group or community as a way of

	justifying their work, which is presented as working against the prevailing macro ideas.

Table 8: The relationship between the relevant institutional logic and a venture's legitimation approach

Conclusion to Analysis

In the previous section, we provided insight into the profiles of various Ashoka fellows as a means of answering question 3 of our research design, being: What is the relationship between the relevant institutional logic and a venture's legitimation approach? By implementing an ideal-type analysis, we were able to formulate a list of ideal types which represent the various ways institutional logics relates to relevant legitimation perspectives. Through this process, we found a total of seven different types, which includes an optimal case through which other profiles were compared, a visual representation of this grouping can be found in *cluster diagram 1*. These ideal types each have a specific way of implementing the relevant combination of concepts in such a way as to add legitimacy to their venture. While comparing cases, we further found several outlier cases. These cases may not be represented in the data set that was analysed, however, given a broader data set, additional groupings could be created to account for these outliers. Despite this fact, it is expected that if further optimal cases are created based on larger data sets to which the outliers of this case apply, they will remain minorities, whereas the types found in this analysis will trend towards being the majority. In conclusion, we have found a number of cases that represent the relationship between the relevant institutional logic and a venture's legitimation approach, which can be found in Table 8 above. This typology is also important in the value it provides budding social entrepreneurs. Specifically, this typology provides insight aimed at aspiring social entrepreneurs in an effort to align their venture with a discursive strategy for creating legitimacy.

7.0 Conclusion

In this thesis, we conducted an analysis of 20 Ashoka profiles using qualitative content analysis and ideal type analysis, through which we created a typology reflecting how these social entrepreneurs use institutional logics to legitimize their ventures. As can be seen in Table 8 Ashoka Fellows can legitimize themselves in several different ways depending on the context of their work. It is important for these entrepreneurs to create a legitimation strategy which is aligned with the stated context, as this will have the best result. So, while this thesis does not state specifically how every entrepreneur might use institutional logics, we do present a broad set of types which can be studied and emulated by emerging social entrepreneurs to develop a complete legitimation strategy. The stated table is the conclusion to this thesis, answering the question of: *How do Ashoka Fellows use institutional logics to legitimize their ventures?*

The identified seven ideal types are as follows and represent the most significant overlap between new-venture legitimation perspectives and institutional logics: micro-impression, micro-institutional, micro-cultural, meso-impression, macro-institutional entrepreneurship, macro-cultural and macro-impression. The summarized description of these ideal types can be found in Table 8 and are to be understood as a list of tactics for emerging social entrepreneurs to emulate. However, each of these tactics must be tailored to the unique contexts within which a venture works. As shown in the analysis, while there are similarities in the approach to legitimation within the ideal types, they contain differences based on where they work, why they work, what social problem they want to address, and who they target, which any emerging social entrepreneur should take into consideration.

Creating the typology was reached using answers to sub-questions that were created in the method section. This thesis followed a structure where we first answered the question of how these entrepreneurs used the individual theoretical concepts of institutional logics and new-venture legitimation, which are sub-questions one and two, respectively. Then we proceeded to conduct an ideal type analysis based on the overlap between the codes. Through this analysis, we were able to form the typologies included in the table.

As researchers, we recognise the innate bias included in the design. Methods such as QCA and ideal type analysis often rely on the researchers' perceptions and subjectivity. Despite this, the research design was effective in its ability to compare multiple cases within the research area. By

gathering this set of data and comparing them, we were able to form groups which we believe can be replicated within larger sample sizes given the use of our theoretical understandings and our coding rules. Additionally, given the deductive nature of our thesis, and its solid grounding in academic theory, we are able to circumvent some of the biases and subjectivity often included in these methods.

This thesis was deeply rooted in its theories, and this composition served as a roadmap to explain phenomena, draw connections, and make broader generalisations. The theoretical framework is built on neo-institutionalism, and Thornton and Ocasio's understanding of institutional logics, as well as Florian Überbacher's new-venture legitimation and analysing the selected data set through the lens of the chosen theoretical foundation, enables us to create a thesis which centres the holistic nature of social entrepreneurship work. This includes neo-institutional theory, which allows us to understand both the external context: which are logics that influence the social entrepreneur's actions or beliefs and the internal context: which is characterised by an entrepreneur's references to new-venture legitimation perspectives.

A part of doing ideal type analysis is to validate the identified ideal types by replicating the study in a different setting or by introducing additional data for analysis. Some scholars also replicate their studies with an identical approach and data simply to duplicate their findings. This step has been omitted due to resource and time constraints but would, however, be fitting for further research. We believe that this might shed light on new ideal types that would embody some of the outlier types, as well as provide a more nuanced view of the current ideal types. In spite of this, we expect that any new discoveries of ideal types will remain minorities in comparison to the currently identified clusters. It is important to recognise that this typology might be in constant development, depending on the inclusion of different data sets. By doing so, it is expected that optimal cases might change accordingly, but it does not discredit the work that has been done so far. You might find additional ideal types as well, but this would only build upon the typology.

Additionally, research digging deeper into singular perspectives might yield more conclusive results on the strategies associated with certain Fellows. There might be cases where the social movement perspective or the ecology perspective is included to a higher degree, and investigating these cases might be beneficial to emerging entrepreneurs who wish to approach their venture in a similar fashion. Lastly, an inductive research design might be beneficial as a means of coming to more concrete coding rules within each of the given main categories. While our thesis

derives its codes from our theories, there would be great value in doing inductive research to verify codes and establish more representative codes.

In conclusion, our thesis successfully addresses a notable gap in social entrepreneurship research by examining the patterns found in a social entrepreneur's legitimation strategy. Moreover, the typology we have presented serves as a valuable resource for aspiring social entrepreneurs, equipping them with a diverse set of tactics that can be employed across various contextual factors and organizational structures.

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9.0 Appendices

Appendix A: Ashoka Fellows

#	Name of Ashoka Fellow	URL
1	Christopher Turillo	https://www.ashoka.org/en-nrd/fellow/christopher-turillo
2	Sunderrajan Krishnan	https://www.ashoka.org/en-nrd/fellow/sunderrajan-krishnan
3	Martín Espósito	https://www.ashoka.org/en-nrd/fellow/mart%C3%ADn-esp%C3%B3sito
4	David Riveros García	https://www.ashoka.org/en-nrd/fellow/david-riveros-garc%C3%ADa
5	Naomi Mwaura	https://www.ashoka.org/en-nrd/fellow/naomi-mwaura
6	Maximilian Oehl	https://www.ashoka.org/en-nrd/fellow/maximilian-oehl
7	Mimoun Berrissoun	https://www.ashoka.org/en-nrd/fellow/mimoun-berrissoun
8	Laura Zommer	https://www.ashoka.org/en-nrd/fellow/laura-zommer
9	Stefan Wehrmeyer	https://www.ashoka.org/en-nrd/fellow/stefan-wehrmeyer
10	Isidora Randjelović	https://www.ashoka.org/en-nrd/fellow/isidora-randjelovi%C4%87
11	Ir Budiono	https://www.ashoka.org/en-nrd/fellow/ir-budiono
12	Francisco Quiñones Cuartas	https://www.ashoka.org/en-nrd/fellow/francisco-qui%C3%B1ones-cuartas
13	Kai Pacha	https://www.ashoka.org/en-nrd/fellow/kai-pacha
14	Agustina Besada	https://www.ashoka.org/en-nrd/fellow/agustina-besada
15	Stephanie Brobbey	https://www.ashoka.org/en-nrd/fellow/stephanie-brobbey
16	Cherif Ndiaye	https://www.ashoka.org/en-nrd/fellow/cherif-ndiaye
17	Sobel Ngom	https://www.ashoka.org/en-nrd/fellow/sobel-ngom
18	Hera Hussain	https://www.ashoka.org/en-nrd/fellow/hera-hussain
19	Moussa Camara	https://www.ashoka.org/en-nrd/fellow/moussa-camara
20	Anna-Lena von Hodenberg	https://www.ashoka.org/en-nrd/fellow/anna-lena-von-hodenberg

Appendix B: Coding Results per Ashoka Fellow

1: Christopher Turillo

Micro	Subjective	Objective	Name: Christopher Turillo	
14	8	6		
Meso	Subjective	Objective	Entreprenuership	Carrying Capacity
15	1	1	10	3
Macro	Subjective	Objective	Entrepreneurship	Carrying Capacity
24	5	7	8	4

Cultural Perspective	Collective Ideas and Values	Community Engagement	Name: Christopher Turillo				
7	5	3					
Ecological Perspective	Density	Uniqueness					
5	3	2					
Impression Manage-ment Perspective	Awards	Credibility	Membership of Organisation	Morality	Person. Experi-ence	Prof. Experience	
17	0	1	1	5	7	6	
Institutional Perspective	Business Plan	Clear Goals and Aims	Organisational Strengths	Output Indicator	Partners	Replicability	Sustainability
28	4	9	2	10	9	1	6
Social Movement Perspective	Added Value	Social Mobilisation	Urgency				
17	8	4	6				

2: Sunderrajan Krishnan

Micro	Subjective	Objective	Name: Sunderrajan Krishnan	
16	9	7		
Meso	Subjective	Objective	Entreprenuership	Carrying Capacity
9	0	4	5	0
Macro	Subjective	Objective	Entrepreneurship	Carrying Capacity
12	0	6	5	3

Cultural Perspective	Collective Ideas and Values	Community Engagement	Name: Sunderrajan Krishnan	
5	0	5		
Ecological Perspective	Density	Uniqueness		
0	0	0		

Impression Manage-ment Perspective	Awards	Credibility	Membership of Organisation	Morality	Person. Experience	Prof. Experience	
14	3	1	1	6	0	8	
Institutional Perspective	Business Plan	Clear Goals and Aims	Organisational Strengths	Output Indicator	Partners	Replicability	Sustaina-bility
28	9	4	5	8	7	2	4
Social Movement Perspective	Added Value	Social Mobilisation	Urgency				
7	1	5	2				

3: Martín Esposito

Micro	Subjective	Objective	Name: Martín Esposito	
37	15	22		
Meso	Subjective	Objective	Entreprenuership	Carrying Capacity
16	4	3	5	4
Macro	Subjective	Objective	Entrepreneurship	Carrying Capacity
21	3	3	9	6

Cultural Perspective	Collective Ideas and Values	Community Engagement	Name: Martín Esposito				
16	1	15					
Ecological Perspective	Density	Uniqueness					
5	0	5					
Impression Manage-ment Perspective	Awards	Credibility	Membership of Organisation	Morality	Person. Experience	Prof. Experience	
24	1	5	1	3	6	12	
Institutional Perspective	Business Plan	Clear Goals and Aims	Organisational Strengths	Output Indicator	Partners	Replicability	Sustaina-bility
54	15	11	4	17	8	9	5
Social Movement Perspective	Added Value	Social Mobilisation	Urgency				
13	6	2	5				

4: David Riveros García

Micro	Subjective	Objective	Name: David Riveros García	
52	16	36		
Meso	Subjective	Objective	Entreprenuership	Carrying Capacity
23	3	7	9	9
Macro	Subjective	Objective	Entrepreneurship	Carrying Capacity
46	2	18	13	17

Cultural Perspective	Collective Ideas and Values	Community Engagement	Name: David Riveros García					
10	3	7						
Ecological Perspective	Density	Uniqueness						
3	0	3						
Impression Manage-ment Perspective	Awards	Credibility	Membership of Organisation	Morality	Person. Experi-ence	Prof. Experience		
39	7	19	2	0	6	9		
Institutional Perspective	Business Plan	Clear Goals and Aims	Organisational Strengths	Output Indicator	Partners	Replicability	Sustaina-bility
59	10	10	10	10	8	12	7
Social Movement Perspective	Added Value	Social Mobilisation	Urgency					
13	4	8	1					

5: *Naomi Mwaura*

Micro	Subjective	Objective	Name: Naomi Mwaura	
56	8	48		
Meso	Subjective	Objective	Entreprenuership	Carrying Capacity
41	5	17	25	9
Macro	Subjective	Objective	Entrepreneurship	Carrying Capacity
35	6	19	20	4

Cultural Perspective	Collective Ideas and Values	Community Engagement	Name: Naomi Mwaura					
20	7	13						
Ecological Perspective	Density	Uniqueness						
5	0	5						
Impression Manage-ment Perspective	Awards	Credibility	Membership of Organisation	Morality	Person. Experi-ence	Prof. Experience		
20	1	5	0	4	7	7		
Institutional Perspective	Business Plan	Clear Goals and Aims	Organisational Strengths	Output Indicator	Partners	Replicability	Sustaina-bility
50	12	14	7	15	9	9	2
Social Movement Perspective	Added Value	Social Mobilisation	Urgency					
18	9	5	4					

6: Maximillian Oehl

Micro	Subjective	Objective	Name: Maximillian Oehl	
63	18	45		
Meso	**Subjective**	**Objective**	**Entreprenuership**	**Carrying Capacity**
28	2	5	15	10
Macro	**Subjective**	**Objective**	**Entrepreneurship**	**Carrying Capacity**
44	10	25	25	1

Cultural Perspective	Collective Ideas and Values	Community Engagement	Name: Maximilian Oehl				
16	8	8					
Ecological Perspective	Density	Uniqueness					
3	0	3					
Impression Manage-ment Perspective	Awards	Credibility	Membership of Organisation	Morality	Person. Experi-ence	Prof. Experience	
19	2	7	2	6	3	6	
Institutional Perspective	Business Plan	Clear Goals and Aims	Organisational Strengths	Output Indicator	Partners	Replicability	Sustaina-bility
59	22	12	11	9	9	9	3
Social Movement Perspective	Added Value	Social Mobilisation	Urgency				
21	10	10	2				

7: Mimoun Berrissoun

Micro	Subjective	Objective	Name: Mimoun Berrissoun	
59	14	45		
Meso	**Subjective**	**Objective**	**Entreprenuership**	**Carrying Capacity**
24	4	8	11	4
Macro	**Subjective**	**Objective**	**Entrepreneurship**	**Carrying Capacity**
27	8	12	13	12

Cultural Perspective	Collective Ideas and Values	Community Engagement	Name: Mimoun Berrissoun				
23	8	15					
Ecological Perspective	Density	Uniqueness					
2	1	1					
Impression Manage-ment Perspective	Awards	Credibility	Membership of Organisation	Morality	Person. Experi-ence	Prof. Experience	

Institutional Perspective	Business Plan	Clear Goals and Aims	Organisational Strengths	Output Indicator	Partners	Replicability	Sustainability
33	3	6	1	9	19	5	
43	21	4	5	4	6	2	6

Social Movement Perspective	Added Value	Social Mobilisation	Urgency
19	11	7	2

8: Laura Zommer

Micro	Subjective	Objective	Name: Laura Zommer	
58	9	50		
Meso	**Subjective**	**Objective**	**Entreprenuership**	**Carrying Capacity**
19	0	8	6	7
Macro	**Subjective**	**Objective**	**Entrepreneurship**	**Carrying Capacity**
30	1	12	19	10

Cultural Perspective	Collective Ideas and Values	Community Engagement					
8	2	6					

Name: Laura Zommer

Ecological Perspective	Density	Uniqueness
7	0	7

Impression Manage-ment Perspective	Awards	Credibility	Membership of Organisation	Morality	Person. Experience	Prof. Experience
37	3	13	0	6	9	15

Institutional Perspective	Business Plan	Clear Goals and Aims	Organisational Strengths	Output Indicator	Partners	Replicability	Sustainability
43	7	9	5	16	8	6	2

Social Movement Perspective	Added Value	Social Mobilisation	Urgency
16	7	5	4

9: Stefan Wehrmeyer

Micro	Subjective	Objective	Name: Stefan Wehrmeyer	
39	13	26		
Meso	**Subjective**	**Objective**	**Entreprenuership**	**Carrying Capacity**
20	1	1	2	16
Macro	**Subjective**	**Objective**	**Entrepreneurship**	**Carrying Capacity**
50	9	15	42	6

Cultural Perspective	Collective Ideas and Values	Community Engagement		
7	0	7		

Name: Stefan Wehrmeyer

Ecological Perspective	Density	Uniqueness					
8	3	5					
Impression Manage-ment Perspective	Awards	Credibility	Membership of Organisation	Morality	Person. Experience	Prof. Experience	
26	1	13	1	6	9	6	
Institutional Perspective	Business Plan	Clear Goals and Aims	Organisational Strengths	Output Indicator	Partners	Replicability	Sustaina-bility
51	15	2	7	15	7	6	5
Social Movement Perspective	Added Value	Social Mobilisation	Urgency				
18	16	2	0				

10: Isidora Randjelović

Micro	Subjective	Objective	Name: Isidora Randjelović	
47	10	37		
Meso	Subjective	Objective	Entreprenuership	Carrying Capacity
23	3	5	10	12
Macro	Subjective	Objective	Entrepreneurship	Carrying Capacity
58	4	45	21	19

Cultural Perspective	Collective Ideas and Values	Community Engagement	Name: Isidora Randjelović				
29	16	13					
Ecological Perspective	Density	Uniqueness					
4	1	3					
Impression Manage-ment Perspective	Awards	Credibility	Membership of Organisation	Morality	Person. Experience	Prof. Experience	
15	0	4	0	5	8	2	
Institutional Perspective	Business Plan	Clear Goals and Aims	Organisational Strengths	Output Indicator	Partners	Replicability	Sustaina-bility
37	15	9	2	7	3	5	6
Social Movement Perspective	Added Value	Social Mobilisation	Urgency				
12	3	6	3				

11: Ir Budiono

Micro	Subjective	Objective	Name: Ir Budiono	
53	19	35		
Meso	Subjective	Objective	Entreprenuership	Carrying Capacity
18	5	7	7	1

Macro	Subjective	Objective	Entrepreneurship	Carrying Capacity
22	1	9	12	2

Cultural Perspective	Collective Ideas and Values	Community Engagement	Name: Ir Budiono				
25	8	17					
Ecological Perspective	Density	Uniqueness					
0	0	0					
Impression Manage-ment Perspective	Awards	Credibility	Membership of Organisation	Morality	Person. Experi-ence	Prof. Experience	
24	1	5	1	4	11	7	
Institutional Perspective	Business Plan	Clear Goals and Aims	Organisational Strengths	Output Indicator	Partners	Replicability	Sustaina-bility
32	0	11	7	9	3	1	2
Social Movement Perspective	Added Value	Social Mobilisation	Urgency				
19	8	4	7				

12: Francisco Quiñones Cuartas

Micro	Subjective	Objective	Name: Francisco Quiñones Cuartas	
41	7	34		
Meso	Subjective	Objective	Entreprenuership	Carrying Capacity
15	1	6	5	6
Macro	Subjective	Objective	Entrepreneurship	Carrying Capacity
49	16	28	27	5

Cultural Perspective	Collective Ideas and Values	Community Engagement	Name: Francisco Quiñones Cuartas				
16	7	9					
Ecological Perspective	Density	Uniqueness					
0	0	0					
Impression Manage-ment Perspective	Awards	Credibility	Membership of Organisation	Morality	Person. Experi-ence	Prof. Experience	
12	3	1	1	2	6	4	
Institutional Perspective	Business Plan	Clear Goals and Aims	Organisational Strengths	Output Indicator	Partners	Replicability	Sustaina-bility
54	8	9	13	14	13	4	5
Social Movement Perspective	Added Value	Social Mobilisation	Urgency				
19	10	4	5				

13: Kai Pacha

Micro	Subjective	Objective	Name: Kai Pacha	
27	15	12		
Meso	**Subjective**	**Objective**	**Entreprenuership**	**Carrying Capacity**
19	1	8	5	0
Macro	**Subjective**	**Objective**	**Entrepreneurship**	**Carrying Capacity**
32	2	21	20	2

Cultural Perspective	Collective Ideas and Values	Community Engagement	Name: Kai Pacha				
2	1	1					
Ecological Perspective	**Density**	**Uniqueness**					
7	1	6					
Impression Manage-ment Perspective	**Awards**	**Credibility**	**Membership of Organisation**	**Morality**	**Person. Experi-ence**	**Prof. Experience**	
26	0	11	1	5	12	1	
Institutional Perspective	**Business Plan**	**Clear Goals and Aims**	**Organisational Strengths**	**Output Indicator**	**Partners**	**Replicability**	**Sustaina-bility**
37	3	11	3	9	16	2	0
Social Movement Perspective	**Added Value**	**Social Mobilisation**	**Urgency**				
7	3	2	2				

14: Agustina Besada

Micro	Subjective	Objective	Name: Agustina Besada	
46	12	34		
Meso	**Subjective**	**Objective**	**Entreprenuership**	**Carrying Capacity**
13	0	4	3	8
Macro	**Subjective**	**Objective**	**Entrepreneurship**	**Carrying Capacity**
29	4	14	18	12

Cultural Perspective	Collective Ideas and Values	Community Engagement	Name: Agustina Besada			
6	4	2				
Ecological Perspective	**Density**	**Uniqueness**				
2	0	2				
Impression Manage-ment Perspective	**Awards**	**Credibility**	**Membership of Organisation**	**Morality**	**Person. Experi-ence**	**Prof. Experience**
21	1	3	2	1	14	5

Institutional Perspective	Business Plan	Clear Goals and Aims	Organisational Strengths	Output Indicator	Partners	Replicability	Sustaina-bility
47	7	5	5	12	19	9	4

Social Movement Perspective	Added Value	Social Mobilisation	Urgency				
21	3	8	10				

 # 15: Stephanie Brobbey

Micro	Subjective	Objective	Name: Stephanie Brobbey	
46	13	33		
Meso	**Subjective**	**Objective**	**Entreprenuership**	**Carrying Capacity**
41	9	21	22	11
Macro	**Subjective**	**Objective**	**Entrepreneurship**	**Carrying Capacity**
17	5	11	8	2

Cultural Perspective	Collective Ideas and Values	Community Engagement	Name: Stephanie Brobbey				
14	9	5					
Ecological Perspective	**Density**	**Uniqueness**					
8	1	7					
Impression Manage-ment Perspective	**Awards**	**Credibility**	**Membership of Organisation**	**Morality**	**Person. Experi-ence**	**Prof. Experience**	
27	5	9	1	8	8	7	
Institutional Perspective	**Business Plan**	**Clear Goals and Aims**	**Organisational Strengths**	**Output Indicator**	**Partners**	**Replicability**	**Sustaina-bility**
40	18	6	2	8	9	1	0
Social Movement Perspective	**Added Value**	**Social Mobilisation**	**Urgency**				
8	3	4	1				

'

 # 16: Cherif Ndiaye

Micro	Subjective	Objective	Name: Cherif Ndiaye	
32	3	29		
Meso	**Subjective**	**Objective**	**Entreprenuership**	**Carrying Capacity**
9	0	7	6	1
Macro	**Subjective**	**Objective**	**Entrepreneurship**	**Carrying Capacity**
20	0	14	7	10

Cultural Perspective	Collective Ideas and Values	Community Engagement	Name: Cherif Ndiaye				
3	2	1					
Ecological Perspective	Density	Uniqueness					
2	0	2					
Impression Manage-ment Perspective	Awards	Credibility	Membership of Organisation	Morality	Person. Experi-ence	Prof. Experience	
9	1	1	0	3	6	2	
Institutional Perspective	Business Plan	Clear Goals and Aims	Organisational Strengths	Output Indicator	Partners	Replicability	Sustaina-bility
31	12	1	6	7	6	5	1
Social Movement Perspective	Added Value	Social Mobilisation	Urgency				
10	8	2	0				

17: Sobel Ngom

Micro	Subjective	Objective	Name: Sobel Ngom	
27	12	15		
Meso	Subjective	Objective	Entreprenuership	Carrying Capacity
13	0	6	3	6
Macro	Subjective	Objective	Entrepreneurship	Carrying Capacity
33	3	14	11	14

Cultural Perspective	Collective Ideas and Values	Community Engagement	Name: Sobel Ngom				
6	4	2					
Ecological Perspective	Density	Uniqueness					
2	1	1					
Impression Manage-ment Perspective	Awards	Credibility	Membership of Organisation	Morality	Person. Experi-ence	Prof. Experience	
12	1	10	2	0	0	3	
Institutional Perspective	Business Plan	Clear Goals and Aims	Organisational Strengths	Output Indicator	Partners	Replicability	Sustaina-bility
24	4	2	3	6	7	5	0
Social Movement Perspective	Added Value	Social Mobilisation	Urgency				
9	2	6	1				

18: Hera Hussein

Micro	Subjective	Objective	Name: Hera Hussein

57	12	45		
Meso	**Subjective**	**Objective**	**Entreprenuership**	**Carrying Capacity**
41	5	23	20	9
Macro	**Subjective**	**Objective**	**Entrepreneurship**	**Carrying Capacity**
19	2	9	8	5

Cultural Perspective	**Collective Ideas and Values**	**Community Engagement**	Name: Hera Hussein				
10	3	7					
Ecological Perspective	**Density**	**Uniqueness**					
2	0	2					
Impression Manage-ment Perspective	**Awards**	**Credibility**	**Membership of Organisation**	**Morality**	**Person. Experi-ence**	**Prof. Experience**	
41	3	15	1	5	19	6	
Institutional Perspective	**Business Plan**	**Clear Goals and Aims**	**Organisational Strengths**	**Output Indicator**	**Partners**	**Replicability**	**Sustaina-bility**
49	22	3	9	8	4	5	7
Social Movement Perspective	**Added Value**	**Social Mobilisation**	**Urgency**				
25	11	8	7				

19: *Moussa Camara*

Micro	**Subjective**	**Objective**	Name: Moussa Camara	
53	16	37		
Meso	**Subjective**	**Objective**	**Entreprenuership**	**Carrying Capacity**
35	3	13	20	5
Macro	**Subjective**	**Objective**	**Entrepreneurship**	**Carrying Capacity**
23	0	7	15	6

Cultural Perspective	**Collective Ideas and Values**	**Community Engagement**	Name: Moussa Camara				
7	3	4					
Ecological Perspective	**Density**	**Uniqueness**					
3	0	3					
Impression Manage-ment Perspective	**Awards**	**Credibility**	**Membership of Organisation**	**Morality**	**Person. Experi-ence**	**Prof. Experience**	
28	0	8	0	6	9	13	
Institutional Perspective	**Business Plan**	**Clear Goals and Aims**	**Organisational Strengths**	**Output Indicator**	**Partners**	**Replicability**	**Sustaina-bility**
42	15	13	3	9	8	3	3
Social Movement Perspective	**Added Value**	**Social Mobilisation**	**Urgency**				
16	8	6	2				

 # 20: Anna-Lena von Hodenberg

Micro	Subjective	Objective	Name: Anna-Lena von Hodenberg	
57	39	20		
Meso	Subjective	Objective	Entreprenuership	Carrying Capacity
16	5	7	5	5
Macro	Subjective	Objective	Entrepreneurship	Carrying Capacity
64	3	24	38	19

Cultural Perspective	Collective Ideas and Values	Community Engagement	Name: Anna-Lena von Hodenberg				
3	3	0					
Ecological Perspective	Density	Uniqueness					
6	0	6					
Impression Manage-ment Perspective	Awards	Credibility	Membership of Organisation	Morality	Person. Experi-ence	Prof. Experience	
26	1	17	1	6	7	3	
Institutional Perspective	Business Plan	Clear Goals and Aims	Organisational Strengths	Output Indicator	Partners	Replicability	Sustaina-bility
42	16	9	3	12	7	2	1
Social Movement Perspective	Added Value	Social Mobilisation	Urgency				
24	8	6	11				

Average (x̄) of Ashoka Fellows

Micro	Subjective	Objective	BENCHMARK (Average)	
44	12.35	31.85		
Meso	Subjective	Objective	Entreprenuership	Carrying Capacity
21.9	2.7	8.5	9.25	6.65
Macro	Subjective	Objective	Entrepreneurship	Carrying Capacity
32.55	4.9	14.45	18.15	16.65

Cultural Perspective	Collective Ideas and Values	Community Engagement	BENCHMARK (Average)	
11.65	4.7	7		

Ecological Perspective	Density	Uniqueness					
3.7	0.55	3.15					
Impression Manage-ment Perspective	Awards	Credibility	Membership of Organisation	Morality	Person. Experi-ence	Prof. Experience	
13.5	1.85	7.7	0.95	4.5	8.3	6.35	
Institutional Perspective	Business Plan	Clear Goals and Aims	Organisational Strengths	Output Indicator	Partners	Replicability	Sustaina-bility
42.5	11.75	7.7	5.6	10.25	8.3	4.9	3.45
Social Movement Perspective	Added Value	Social Mobilisation	Urgency				
15.6	6.95	5.2	3.8				

Appendix C: Coding Overlaps per Ashoka Fellow

 # 1: Christopher Turillo

	A : Cultural perspective	B : Ecological Perspective	C : Impression Manage...	D : Institutional Perspect...	E : Social Movement per...
1 : Macro	3	0	3	4	5
2 : Carrying Capacity	0	0	0	2	0
3 : Entrepreneurship	0	0	2	2	1
4 : Meso	3	5	2	6	1
5 : Carrying Capacity	0	0	0	0	0
6 : Institutional Entrepre...	0	1	0	0	0
7 : Micro	2	1	3	5	7

 # 2: Sunderrajan Krishnan

	A : Cultural perspective	B : Ecological Perspective	C : Impression Manage...	D : Institutional Perspect...	E : Social Movement per...
1 : Macro	0	0	1	4	1
2 : Carrying Capacity	0	0	0	2	0
3 : Entrepreneurship	0	0	0	0	0
4 : Meso	0	0	2	5	0
5 : Carrying Capacity	0	0	0	0	0
6 : Institutional Entrepre...	0	0	1	1	0
7 : Micro	2	0	7	5	2

 # 3: Martín Esposito

	A : Cultural perspective	B : Ecological Perspective	C : Impression Manage...	D : Institutional Perspect...	E : Social Movement per...
1 : Macro	0	1	2	4	6
2 : Carrying Capacity	0	0	2	2	2
3 : Entrepreneurship	0	1	0	0	1
4 : Meso	4	2	2	9	4
5 : Carrying Capacity	1	0	0	3	1
6 : Institutional Entrepre...	0	2	1	1	2
7 : Micro	8	1	12	17	5

 # 4: David Riveros García

	A : Cultural perspective	B : Ecological Perspective	C : Impression Manage...	D : Institutional Perspect...	E : Social Movement per...
1 : Macro	1	1	18	11	1
2 : Carrying Capacity	0	1	11	5	0
3 : Entrepreneurship	1	0	1	5	1
4 : Meso	1	0	4	5	2
5 : Carrying Capacity	0	0	3	3	0
6 : Institutional Entrepre...	1	0	0	0	0
7 : Micro	9	2	13	26	8

 # 5: Naomi Mwaura

	A : Cultural perspective	B : Ecological Perspective	C : Impression Manage...	D : Institutional Perspect...	E : Social Movement per...
1 : Macro	8	1	2	16	5
2 : Carrying Capacity	0	0	0	3	0
3 : Entrepreneurship	3	1	2	10	3
4 : Meso	7	3	7	12	7
5 : Carrying Capacity	0	1	2	5	3
6 : Institutional Entrepre...	7	2	5	7	5
7 : Micro	9	3	15	35	10

6: Maximillian Oehl

	A : Cultural perspective	B : Ecological Perspective	C : Impression Manage...	D : Institutional Perspect...	E : Social Movement per...
1 : Macro	5	0	5	9	5
2 : Carrying Capacity	0	0	1	1	0
3 : Entrepreneurship	1	0	2	5	3
4 : Meso	6	1	4	11	9
5 : Carrying Capacity	3	0	4	4	3
6 : Institutional Entrepre...	3	1	0	5	5
7 : Micro	8	2	10	46	13

7: Mimoun Berrissoun

	A : Cultural perspective	B : Ecological Perspective	C : Impression Manage...	D : Institutional Perspect...	E : Social Movement per...
1 : Macro	6	0	2	4	4
2 : Carrying Capacity	0	0	0	0	0
3 : Entrepreneurship	2	0	1	3	3
4 : Meso	4	1	11	10	2
5 : Carrying Capacity	0	0	1	2	0
6 : Institutional Entrepre...	1	0	7	2	2
7 : Micro	13	1	17	32	12

8: Laura Zommer

	A : Cultural perspective	B : Ecological Perspective	C : Impression Manage...	D : Institutional Perspect...	E : Social Movement per...
1 : Macro	3	1	9	13	6
2 : Carrying Capacity	0	0	4	5	4
3 : Entrepreneurship	2	1	4	7	2
4 : Meso	0	2	10	11	2
5 : Carrying Capacity	0	1	3	6	0
6 : Institutional Entrepre...	0	0	3	2	0
7 : Micro	6	6	26	30	11

9: Stefan Wehrmeyer

	A : Cultural perspective	B : Ecological Perspective	C : Impression Manage...	D : Institutional Perspect...	E : Social Movement per...
1 : Macro	4	1	3	23	8
2 : Carrying Capacity	0	0	0	1	0
3 : Entrepreneurship	4	1	3	21	7
4 : Meso	1	4	4	12	8
5 : Carrying Capacity	1	2	4	10	7
6 : Institutional Entrepre...	0	1	0	1	1
7 : Micro	2	2	23	16	3

10: Isidora Randjelović

	A : Cultural perspective	B : Ecological Perspective	C : Impression Manage...	D : Institutional Perspect...	E : Social Movement per...
1 : Macro	16	2	5	11	5
2 : Carrying Capacity	1	0	0	1	0
3 : Entrepreneurship	14	2	4	9	5
4 : Meso	6	2	3	11	7
5 : Carrying Capacity	1	2	1	8	5
6 : Institutional Entrepre...	5	0	2	2	1
7 : Micro	15	1	14	29	6

11: Ir Budiono

	A : Cultural perspective	B : Ecological Perspective	C : Impression Manage...	D : Institutional Perspect...	E : Social Movement per...
1 : Macro	2	0	2	8	5
2 : Carrying Capacity	0	0	0	2	0
3 : Entrepreneurship	0	0	2	5	2
4 : Meso	9	0	1	4	7
5 : Carrying Capacity	0	0	0	1	0
6 : Institutional Entrepre...	3	0	1	2	4
7 : Micro	14	0	22	17	8

12: Francisco Quiñones Cuartas

	A : Cultural perspective	B : Ecological Perspective	C : Impression Manage...	D : Institutional Perspect...	E : Social Movement per...
1 : Macro	2	0	3	12	7
2 : Carrying Capacity	0	0	0	3	2
3 : Entrepreneurship	1	0	0	4	3
4 : Meso	2	0	2	9	4
5 : Carrying Capacity	1	0	2	5	0
6 : Institutional Entrepre...	0	0	0	2	2
7 : Micro	12	0	4	21	5

13: Kai Pacha

	A : Cultural perspective	B : Ecological Perspective	C : Impression Manage...	D : Institutional Perspect...	E : Social Movement per...
1 : Macro	1	4	5	11	3
2 : Carrying Capacity	0	0	1	2	0
3 : Entrepreneurship	1	4	1	6	1
4 : Meso	0	1	4	15	0
5 : Carrying Capacity	0	0	2	9	0
6 : Institutional Entrepre...	0	1	1	2	0
7 : Micro	1	4	16	7	0

14: Agustina Besada

	A : Cultural perspective	B : Ecological Perspective	C : Impression Manage...	D : Institutional Perspect...	E : Social Movement per...
1 : Macro	1	0	0	11	9
2 : Carrying Capacity	1	0	0	6	3
3 : Entrepreneurship	0	0	0	3	9
4 : Meso	0	0	4	7	1
5 : Carrying Capacity	0	0	4	5	1
6 : Institutional Entrepre...	0	0	0	1	0
7 : Micro	5	1	17	21	6

15: Stephanie Brobbey

	A : Cultural perspective	B : Ecological Perspective	C : Impression Manage...	D : Institutional Perspect...	E : Social Movement per...
1 : Macro	1	1	3	3	1
2 : Carrying Capacity	0	0	1	2	0
3 : Entrepreneurship	0	1	1	1	0
4 : Meso	5	4	5	12	2
5 : Carrying Capacity	1	0	4	5	1
6 : Institutional Entrepre...	3	2	0	7	1
7 : Micro	6	2	19	19	5

16: Cherif Ndiaye

	A : Cultural perspective	B : Ecological Perspective	C : Impression Manage...	D : Institutional Perspect...	E : Social Movement per...
1 : Macro	0	0	1	10	1
2 : Carrying Capacity	0	0	1	9	1
3 : Entrepreneurship	0	0	0	0	0
4 : Meso	0	2	0	2	3
5 : Carrying Capacity	0	0	0	1	0
6 : Institutional Entrepre...	0	2	0	1	1
7 : Micro	3	0	9	19	5

17: Sobel Ngom

	A : Cultural perspective	B : Ecological Perspective	C : Impression Manage...	D : Institutional Perspect...	E : Social Movement per...
1 : Macro	3	0	5	10	5
2 : Carrying Capacity	0	0	5	7	2
3 : Entrepreneurship	3	0	0	3	3
4 : Meso	1	1	1	7	2
5 : Carrying Capacity	1	0	1	5	0
6 : Institutional Entrepre...	0	0	0	0	0
7 : Micro	4	0	4	9	6

18: Hera Hussein

	A : Cultural perspective	B : Ecological Perspective	C : Impression Manage...	D : Institutional Perspect...	E : Social Movement per...
1 : Macro	1	1	4	4	5
2 : Carrying Capacity	0	0	3	2	1
3 : Entrepreneurship	1	1	0	2	2
4 : Meso	0	0	16	13	9
5 : Carrying Capacity	0	0	6	4	2
6 : Institutional Entrepre...	0	0	6	4	3
7 : Micro	8	2	20	34	14

19: Moussa Camara

	A : Cultural perspective	B : Ecological Perspective	C : Impression Manage...	D : Institutional Perspect...	E : Social Movement per...
1 : Macro	2	2	5	8	6
2 : Carrying Capacity	0	0	3	5	1
3 : Entrepreneurship	2	2	4	6	4
4 : Meso	3	1	11	14	6
5 : Carrying Capacity	0	0	1	3	1
6 : Institutional Entrepre...	2	1	6	10	6
7 : Micro	6	1	14	32	9

20: Anna-Lena von Hodenberg

	A : Cultural perspective	B : Ecological Perspective	C : Impression Manage...	D : Institutional Perspect...	E : Social Movement per...
1 : Macro	1	5	9	22	17
2 : Carrying Capacity	0	1	7	12	1
3 : Entrepreneurship	1	5	6	15	14
4 : Meso	0	0	4	5	2
5 : Carrying Capacity	0	0	2	1	0
6 : Institutional Entrepre...	0	0	1	2	2
7 : Micro	3	4	17	28	16

Average ($\bar{x}$) of Overlap

	Cultural perspective	Ecological Perspective	Impression Management Perspective	Institutional Perspective	Social Movement perspective
1 : Macro	3	1	4.35	9.9	5.25
2 : Carrying Capacity	0.1	0.1	1.95	3.6	0.85
3 : Entrepreneurship	1.8	0.95	1.65	5.35	3.2
4 : Meso	2.6	1.45	4.85	9	3.9
5 : Carrying Capacity	0.45	0.3	2	4	1.2
6 : Institutional Entrepreneurship	1.25	0.65	1.7	2.6	1.75
7 : Micro	6.8	1.65	14.1	22.4	7.55

	Cultural perspective	Ecological Perspective	Impression Management Perspective	Institutional Perspective	Social Movement perspective

Appendix D: Instances of Codes

#1: Institutional Logics

Name	Files	References
Institutional Logic	20	2309
Macro	20	883
Carrying Capacity	20	133
Entrepreneurship	20	363
Objective	20	289
Subjective	17	98
Meso	20	542
Carrying Capacity	19	133
Institutional Entrepreneurship	20	185
Objective	20	170
Subjective	15	54
Micro	20	884
Objective	20	637
Subjective	20	247

#2 New Venture Legitimation

New Venture Legitimation	20	2260
Cultural perspective	20	234
Collective Ideas and values	18	94
Community engagement	19	140
Ecological Perspective	17	74
Density	7	11
Uniqueness	17	63
Impression Management Perspective	20	593
Awards	16	37
Credibility	20	154
Membership of organisation	15	19
Morality	18	90
Personal Experience	18	166
Professional Experience	20	127
Institutional Perspective	20	1039
Business plan	19	235
Clear Goals and Aims	20	154
Organisational strength	20	112
Output indicators	20	205
Partners	20	166
Replicability	20	98
Sustainability	17	69
Social Movement perspective	20	320
Added Value	20	139
Social Mobilisation	20	104
Urgency	18	77

Appendix E: Connection between Categories

#1 Institutional logics

	A : Macro	B : Meso	C : Micro
1 : Macro	651	29	123
2 : Meso	29	438	84
3 : Micro	123	84	880

#2 New Venture Legitimation

	A : Cultural perspective	B : Ecological Perspective	C : Impression Manage...	D : Institutional Perspect...	E : Social Movement per...
1 : Cultural perspective	233	3	16	87	34
2 : Ecological Perspective	3	74	11	29	8
3 : Impression Manage...	16	11	470	81	11
4 : Institutional Perspecti...	87	29	81	850	90
5 : Social Movement per...	34	8	11	90	312

#3 Overlap between Institutional and Cultural perspectives

	A : Collective Ideas and ...	B : Community engage...
1 : Business plan	8	39
2 : Clear Goals and Aims	3	6
3 : Organisational strength	1	4
4 : Output indicators	2	9
5 : Partners	2	3
6 : Replicability	1	2
7 : Sustainability	0	9

#4 Overlap between Institutional and Impression Management perspectives

	A : Awards	B : Credibility	C : Membership of orga...	D : Morality	E : Personal Experience	F : Professional Experie...
1 : Business plan	0	3	0	1	0	3
2 : Clear Goals and Aims	0	1	0	5	0	2
3 : Organisational strength	0	4	0	0	0	1
4 : Output indicators	2	20	0	0	1	2
5 : Partners	2	18	1	2	1	1
6 : Replicability	2	5	0	1	0	1
7 : Sustainability	0	2	0	1	0	1

#5 Overlap between Institutional and Social Movement perspectives

	A : Added Value	B : Social Mobilisation	C : Urgency
1 : Business plan	13	14	0
2 : Clear Goals and Aims	6	6	2
3 : Organisational strength	3	6	1
4 : Output indicators	7	7	0
5 : Partners	4	4	0
6 : Replicability	1	5	0
7 : Sustainability	5	9	0