

MISSION DRIVEN ENTERPRISES IN ECOSYSTEMS AS DRIVERS FOR SUSTAINABLE SYSTEM CHANGE

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Abstract:

This study takes a holistic multi-layered systems approach on entrepreneurship, innovation, and sustainability. Concretely we looked how mission driven entrepreneurs (level 1) employ new business models and launch innovative products and/or ideas in their enterprises, which are (level 2) operating in entrepreneurial ecosystems (level 3), and how these in turn may generate higher level sustainable change (level 4). We employed a qualitative grounded research approach in which our aim is to contribute to theory. Fourteen in-depth semi-structured interviews were conducted with mission driven entrepreneurs in the Netherlands in which their individual drives, business models, and ecosystems were discussed. Interview transcripts were systematically coded and analysed and the ecosystems were visually mapped. Most important patterns include 1) entrepreneurs have a clear sustainable mission and regard this mission as de *raison d'être* of their enterprise; 2) entrepreneurs employ new business models with a focus on collaboration for innovation; the business model supports or enhances the sustainable mission of the enterprise, 3) entrepreneurs collaborate in ecosystems in which a) they also regard suppliers as partners for innovation and clients as ambassadors for the sustainable mission, b) would like to improve their relationships with financial institutions as they are in the entrepreneurs' perspective often lagging behind with their innovative ideas and models, c) they collaborate for knowledge and innovation with several parties, d) personal informal connections are very important, and e) in which the higher sustainable mission is not a point of competition but of collaboration.

Keywords: sustainability, entrepreneurship, innovation, ecosystem, business models

1. INTRODUCTION

No innovation without collaboration. Innovation is a network phenomenon – arising from interaction between a variety of firms, knowledge institutes, and public authorities, embedded in local conditions of infrastructure and institutions (e.g., Nooteboom, 2000). Multiple studies on clusters have shown the positive impact of specialized regional clusters with companies from supporting industries, education and institutional organizations on levels of competitiveness. We argue that sustainability should be regarded as an objective that will become a crucial element in the strategy of companies, organizations, the financial industry, governments, municipalities, universities and think tanks, with the potential to re-direct strategies and re-frame business, operations and consumption and the re-thinking of existing business models in organisations.

In order to understand a phenomenon as complex as sustainability, and in particular the road towards more sustainability in organisations and society, we argue it is needed to take a holistic systems thinking approach. In this study we look into the role of entrepreneurs operating in ecosystems. We argue that at the micro level, sustainability requires entrepreneurship that sees the social objective as a challenge that is simultaneously social and economic. Entrepreneurship that takes into account the Triple Bottom Line of People, Planet and Profit is especially well-positioned to act as a change agent and to generate innovation needed for sustainability. Enterprises with a clear sustainable objective, and, in particular, entrepreneurs who foster innovation for sustainability are already encompassing these drivers and can be seen as a frontrunners of systemic changes in the world of business, innovation and sustainability. At the meso-level it requires collaborative environments in which networking and exchange between different partners is naturally embedded in newly developed ecosystems. Through this channel of ecosystems this may lead to system change around a certain issue on a more macro-level, such as region, society, or world.

The focus of the current study is on the question of what kind of ecosystems can elevate mission-driven entrepreneurs that foster innovation for sustainability. More precisely, we looked at a) the role and capabilities of the entrepreneur on creating innovation for sustainability that acts as a change maker at different levels, b) the ecosystems the entrepreneurs are operating in, and c) new business models focused on collaboration in mission driven enterprises. The research aims to give a better theoretical insight into the interaction between key elements of ecosystem business settings and the impact of mission driven entrepreneurship on the diffusion of Triple Bottom Line thinking in the ecosystem it operates in.

Figure 1: Four-Layered System Model



From Social to Mission Driven Entrepreneurship

In their book 'The Power of Unreasonable People', Elkington and Hartigan provide a useful demarcation of the organizational principles adopted by social entrepreneurs (2008). They distinguish three types of models for *social enterprises*: leveraged non-profits, hybrid non-profits and social business. Elkington and Hartigan explain that "*all pursue social or environmental end that the market have largely or totally failed to address, and they use different means to do so.*" (2008, p. 31). Thus,

currently the concept of social entrepreneurship can be understood in various ways, as also shown by Brouard and Larivet's (2010) extensive literature review, in which no less than 31 definitions of social entrepreneurship are discussed. As argued by Martin and Osberg (2007), the definition of social entrepreneurship has become so inclusive that all type of socially beneficial activities fit in. The risk of including too many "nonentrepreneurial" efforts in the definition of social entrepreneurship carries the risk that the promise of true entrepreneurship with a social or sustainable objective may not be fully addressed. In order not to add to the existing fuzziness of the concept, we will use the concept of mission driven entrepreneurship, in which we want to emphasize both the *entrepreneurial innovative character* and the *social and/or sustainable mission* of an organisation, with this mission being the central driver for the enterprise.

According to Shane & Venkataraman (2000) *entrepreneurship* involves the identification, evaluation, and exploitation of *opportunities*. Opportunities represent occasions to bring new products or services into existence such that individuals or organizations are able to sell new outputs at prices higher than their cost of production. The implication is that the fundamental mission of entrepreneurial activities involves profit generation, and these profits help entrepreneurs to build personal wealth (Certo & Miller, 2010). Key thinkers on the area of entrepreneurship have already noted that entrepreneurship, in general, is an improvement for society, leading to innovations, fostering employment and resulting in economic growth (e.g., Drucker, 1985; Schumpeter, 1936). The Austrian economist Joseph Schumpeter puts emphasis on the ability of value creation, and sees in the entrepreneur the force required to drive economic progress, in absence of entrepreneurs economies would become static and immobilized. Also, he argues that successful entrepreneurship sets off a chain reaction, encouraging other entrepreneurs to iterate upon (in Martin & Osberg, 2007). In this line, we identify the two key elements of entrepreneurship to be *profit generation by exploitation of opportunities* and *improvement by innovation*. In this line of argument we define *mission driven entrepreneurship* as "seeking to achieve financial viability or growth while pursuing a particular social and/or ecological mission, through a focus on innovative activities fostering sustainability".

Entrepreneurs operating in ecosystems

Mission driven entrepreneurs do not operate in a vacuum, but in a certain business and societal context. The notion of ecosystems builds on the concept of 'clusters' introduced by Michael Porter (1998). Porter defines a cluster as "a *geographically proximate group of interconnected companies and associate institutions in a particular field, linked by commonalities and complementarities*" (1998, p.78). Cluster actors include specialized suppliers, service providers and governmental and other institutions like universities, standard-setting agencies, think tanks and trade associations (ibid). Porter argues that clusters can enhance competitiveness of a location by increasing productivity, driving innovation and stimulating the creation of new business (1998, p. 80). In the literature on clusters one can distinguish five major elements of clustering, according to Christos Pitelis (2012): geographical agglomeration (co-location), linkages, embeddedness, and competition with cooperation (coopetition) and a perceived shared objective or vision by cluster members. (Pitelis, 2012, p. 1361).

While the concept of clusters puts a heavy emphasis on geographic location, the systemic ecosystem approach leaves more space to look at the interconnectivity of actors and their surroundings. In ecosystems a larger diversity of companies and non-business partners can collaborate on solutions that contribute to understanding and eventually solving the challenging (societal) questions. Mason and Brown (2014) define entrepreneurial ecosystems as follows:

"a set of interconnected entrepreneurial actors (both potential and existing), entrepreneurial organizations (e.g. firms, venture capitalists, business angels, banks), institutions (universities, public sector agencies, financial bodies) and entrepreneurial processes (e.g. the business birth rate, numbers of high growth firms, levels of 'blockbuster entrepreneurship', number of serial entrepreneurs, degree of sell-out mentality within firms and levels of entrepreneurial ambition) which formally and informally coalesce to connect, mediate and govern the performance within the local entrepreneurial environment."

In ecosystems, the collective intelligence brought forward by the companies and non-business actors is the feed stock for the generation of innovative concepts to be translated into products, processes, and organizational insights. The access to knowledge, resources and collective intelligence is an essential advantage for participating actors. It is the intangible smart and slow capital that is the glue within the ecosystem that lays the foundation for solid relations of trust and exchange. For

entrepreneurs building an ecosystem around them or being part of an existing ecosystem could be a competitive advantage. Besides, for entrepreneurs that use business as vehicle to contribute to solutions of big societal challenges bowling alone is not an option, it is prerequisite to be well embedded in society. Isenberg (2010) states that the face of entrepreneurship is changing and that entrepreneurial ecosystems may be jump start for business growth. Also recent work of Esposito (2014) posits that what Europe needs is an Entrepreneur-Driven Innovation Ecosystem (EDIE). Esposito addresses fears and risks of failing and regards ecosystems both as a safety net as well as a platform for growth that enables the exchange of ideas. EDIE would need “a host of investors, public and private supporters, government involvement, and venture capitalists” (p.3). These entrepreneurial ecosystems should be organized in such a way, that they will be succeed regardless if economy is doing well as a whole, according to Esposito. Also, he argues that if an EDIE is to be successful a culture needs to be introduced that allows for “fast failure”, regarding failure as an opportunity to learn and constantly develop new ideas.

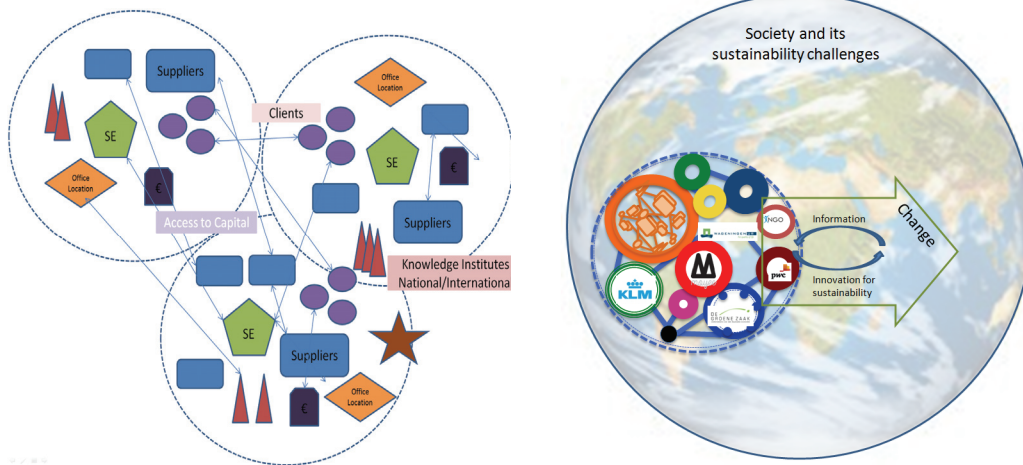
If for a moment we zoom in on the role of traditional companies, we see many benefits on collaboration and ecosystem development for innovation. Many global companies have R&D laboratories with dedicated researchers, even though it should be said that many companies, even very large ones, focus more on the development instead of research: the emphasis is on the ‘D’, rather than the ‘R’ of R&D. In addition, during the past decades, universities – as the ultimate knowledge intensive factories generating research output– have made attempts to valorize discoveries into spin-offs. Around universities, a landscape with incubators and emerging science parks has been developed, where academic science meets innovative business. Many science-based startups have risen from these innovation-rich environments. Venture capitalists have been eager to fund the startups with the best commercial perspectives as independent companies or as promising take-over candidates for global corporate companies. Examples of stimulating innovative environments are Silicon Valley, Boston, Massachusetts, Boulder, Colorado (USA), Cambridge (UK), Heidelberg, Aachen and Munich (Germany), Delft and Eindhoven Brain Port (The Netherlands).

For mission-driven entrepreneurs however ecosystems may be even more important, considering that in their efforts to achieve their social mission different types of collaboration and innovation are needed. As was mentioned before, sustainability is about answering social needs, therefore connection with societal actors is of utmost importance. Mission driven entrepreneurs and other actors in an ecosystem each have their own set of links that cross the ecosystem boundary. As such, the networking dynamics within an ecosystem create an intricate and broad system of interconnections with society. An ecosystem that is well embedded in society and, at the same time, has a high degree of internal interconnection, might prove particularly resilient and flexible in responding to societal needs. Innovation, in particular, can benefit from real-time knowledge about changing social needs, which are yet to be met by new ideas and technologies. It follows that an mission driven entrepreneur may find that he is most successful (i.e. meeting social needs in a financially self-sustainable manner) when he is part of a well-functioning ecosystem. From the entrepreneur’s point of view, this would entail that ecosystem membership is central to a good business model, especially when his business concerns innovation for sustainability.

In line with this argument, it is the question whether for innovation for sustainability fits in the same kind of stimulating environment as we have seen for companies based on ICT, web based technologies, biotechnology or nanotechnology, or if different type of ecosystems are needed. Sustainability is not a technology, neither an industry, but a larger social objective. No matter what kind of company, industry, organization or NGO, household or nation state, culture or economy, aiming for more sustainability imperative for creating a better balance between People, Planet and Profit, the well-known Triple Bottom Line coined by John Elkington (1994). Working towards more sustainability is a challenge for markets and governments, for entrepreneurs, politicians and citizens, requiring a comprehensive approach with involvement of business, stakeholders and many areas of government policy (Elkington, 2004, p. 16), as well as technological innovations at a massive scale and new business models. (Nicholls, 2008; Bornstein, 2007; Light, 2008; Elkington & Hartigan, 2008; Kickuf & Lyons, 2012). As the mission driven entrepreneur goals are multidimensional (multi-stakeholder, multi-timeline, and multi-performance), the ecosystem should fulfil in this multidimensional needs. Therefore, one could state that a key question for mission driven entrepreneurs is how to become part of an innovation driven ecosystem or how to co-create an ecosystem in which the benefits of collaboration, networking, exchange and access to market and society are central.

Figure 2: From Mission Driven Enterprises in Ecosystems towards Larger System Change

The ecosystem as an accelerator for diffusion of innovation for sustainability and change in society



Sustainability as a systems transition

While there are many definitions of the concept of sustainability, the classic one of “meeting today’s needs without sacrificing the ability of future generations to meet their own needs” (Brundtland, 1987) is still mostly used. Extending on this definition, Porter and Derry (2012) highlight three dimensions that fit in a complexity-based approach to thinking about sustainability, which they coin with the term ‘sustainability thinking’: first, sustainability implies recognizing the widespread interdependence of species and ecosystems, and therefore involves concern for all stakeholder groups. The notion of sustainability widens the actors regarded as stakeholders, by next to including those with direct economic ties to the organisation, such as employees, customers and suppliers, also including stakeholders such as communities, civil society, and natural systems. Second, sustainability considers the impact on future generations of global life of our current business practices. Therefore it necessarily involves an expanded timeframe. Third, sustainability involved multiple dimensions of performance beyond simple economic profits. Thus, addressing sustainability literally means taking a *multistakeholder*, *multitimeline*, and *multiperformance* approach.

Innovation for sustainability requires a rethinking of the basics of our economic system and its capitalist regulation as we know it. As Paul Polman, Unilever’s CEO, says: “Sustainability requires a system-based approach to accelerate the transition in business.” According to him, “[...] collaboration is key to bring about system changes. [...] I believe our future leaders must be system thinkers. It is unthinkable that someone can lead a successful company or country without understanding the interdependencies in the systems we as humans depend upon.” (Quoted at the World Economic Forum in Davos; The Guardian, 29 January 2014; Duurzaam Bedrijfsleven, 27 January 2014). The holistic character of systems thinking offers an approach to address the complexity and the need to take a multi-layered approach to understand sustainability issues. Russell Ackoff, one of the pioneers in developing the concept of systems thinking, defined systems thinking as following:

“Systems thinking looks at relationships (rather than unrelated objects), connectedness, process (rather than structure), the whole (rather than just its parts), the patterns (rather than the contents) of a system, and the context. Thinking systematically also requires several shifts in perception, which lead in turn to different ways to teach, and different ways to organize society.” (Ackoff, Addison and Carey 2010, p. 6)

During the last years, transition research has emerged as a new interdisciplinary field, combining innovation studies, history, ecology, sociology, political science, and psychology. It proposed that so-called ‘wicked’ problems that persist over time require fundamental change in structures, cultures, and practices of a societal system for the system to become sustainable (Frantzeskaki & Haan, 2009). Based on an understanding of reality as complex, uncertain and non-linear, sustainability transitions require an iterative, reflective and explorative way of governing aimed at societal learning (Frantzeskaki, Loorbach, & Meadowcroft, 2012) based on a number of tenets including 1) dealing with uncertainties, 2) keeping options open and dealing with fragmented policies, 3) having a long-term orientation and using this for short-term policies, 4) paying attention to the different levels and scales

of change processes and finding solutions on the right scale, and 5) to engage actors from different backgrounds. Sustainability transitions require new ways of thinking and acting and therefore needs a network of frontrunners opening space for joint learning processes. Because systems thinking considers “every issue as a part of a web of interconnected and interacting systems rather than as independent issues with unrelated consequences” (Dzombak et al., 2013, p. 2), we believe it fits well in a to study complexity of sustainability and innovation in organizational and societal contexts.

2. METHODS

General research approach

Along with an understanding of our society as complex, heading towards an uncertain future undergoing non-linear processes of radical change, so-called transitions, comes the search for new modes of governance, supporting the learning process through which our society can become more sustainable. The debate on the nature of science and its role in society has gained new momentum in relation to sustainability transitions (e.g., Wittmayer & Schöpke, 2013), with the idea of science being at the service of society, suggesting interdisciplinary, transdisciplinarity and social relevance being key elements of a science supporting sustainability transitions.

Researchers taking a systems perspective strive to understand a phenomenon or program as a whole from a holistic perspective – the gestalt. The strategy of seeking gestalt units and holistic understandings in qualitative analysis is different from the logic and procedures of evaluation studies conducted in the analytical tradition of “let’s take it apart and see how it works”. In this research we have employed a grounded theory approach. Grounded theory focuses on the process of generating theory rather than a particular theoretical content. Strauss and Corbin (1998) emphasized that analysis is the interplay between researchers and data. What grounded theory offers as a framework is a set of “coding procedures” to “help provide some standardization and rigor” to the analytical process. Grounded theory is meant to “build theory rather than test theory” and emphasizes being “systematic and creative simultaneously”. Grounded Theory is an exercise in interpretivist reasoning that is alternatively inductive and deductive, based on a systematic, continuously reflexive process of data collection, verification, analysis and synthesis. This process is designed to build theory that 1) fits the local context, 2) agnostic to the values of the researcher, and, 3) will work when it is put to use. It is a theory that emerges from the data that we continuously gather (Suddaby, 2006). Grounded theory is well suited to qualitative research that seeks to understand human behavior in business contexts (Lazenbatt & Elliott, 2005). It is especially a useful approach to surfacing non-linear, complex causality.

Data collection procedure

I have together with my research team conducted interviews at thirteen organisations, from which nine founders of the mission driven enterprises Moyee Coffee, Dopper, O My Bag, TTC Mobile Solutions, MudJeans, Marqt, Dick Moby, BioFutura and Dutch Weedburger; and four sustainability directors of larger companies where sustainability is integrated in the core objectives of the company, namely Royal Haskoning DHV, Philips, Van Houtum, and Interface. A short overview of the enterprises and sustainable missions may be found in Appendix A. The sampling method was based on the following procedures: 1) approaching of a wide range of mission driven enterprises in different sectors and stages in order to get a broad overview of the sector in the Netherlands, interviews directly with the founder of the enterprise, 2) approaching a few multinationals where sustainability is ingrained in the vision of the organization in order to get a picture of their potential driving role in the ecosystem. The sampling method may best be described as *purposeful sampling*, meaning that we have not employed a random sampling.

The interviews were in-depth and timing varied between 90 and 120 minutes. They were semi-structured, meaning that the high-level themes were set up and a list of key questions, but in line with grounded theory it was also the idea to come to a real conversation with the interviewee and allow for deviations and exploring issues that as a researcher you may not have thought about before. The interviews contained the following high-level themes: 1) general company objective, 2) business models, 3) ecosystem/business network, and 4) collaboration. We aimed in the interviews to get a deep conversation with the entrepreneur and therefore questions functioned as guideline through the conversation, with freedom for entrepreneur to tell his or her story around the high-level themes. The aim has been twofold, 1) get more deeper and richer conversations and feeling of partnership with the

entrepreneur, and 2) to allow to stories and patterns emerge where we as research team had not thought about in advance, in line with the Grounded Theory approach.

Data analysis procedure

All interviews have been transcribed and analyzed in detail. For generating theory there are different important elements, including 1) discovery of important categories and their properties, conditions and consequences, 2) the development of such categories at different levels of conceptualization, and 3) integration of total theoretical framework.

The first step in analyzing the interviews was distilling all relevant quotes that contain information that fit in the four-layered model of this study, 1) drive of entrepreneur, 2) business models, 3) ecosystem/collaboration, and 4) system change. The second step consisted of finding appropriate categories fitting these quotes in order to find patterns and 'let the data speak'. A visual overview of categories and sub-categories may be found in Appendix B. The third step consisted of ordering the quotes in line with the determined categories or codes as distilled from the data to find meaningful patterns on the described patterns, the results of which are described in the below results section.

3. RESULTS

The focus of this study is to find emergent patterns regarding mission driven entrepreneurship in ecosystems. From the data six high level categories emerged, namely entrepreneurship, collaboration in ecosystems, innovation, business models, and finance (part I); beyond the initial scope the categories new ways of financing, story-telling and new supply chain models emerged as important themes (part II); lastly, without prompting it many of the entrepreneurs expressed their ideas on high-level sustainable system change (part III). For each of these categories we will highlight the most important patterns observed in the interviews, illustrated by quotes from the interviews.

3.1. PART I – main categories

High-level category 1. Entrepreneurship

Subcategories: entrepreneurship with a mission; personal drivers; opportunities in niches becoming mainstream; thinking 'big' and thinking 'pragmatic'; focus on quality

1.1 Entrepreneurship with a mission

Throughout the interviews we have found numerous examples of entrepreneurship with a clear mission. Tim van Holland, the founder of Dick Moby, a producer of sustainable sun glasses, comments that "we would like to inspire the industry in how to look at plastics - we are two creative entrepreneurs without knowledge of scientific components of plastic, but we do have a certain vision on where we would like to go with this resource - and by showing that we can produce a high-quality product with recycled plastics may inspire other people who are actually way smarter than us to think of more viable solutions for plastics". There are a three interesting components in this quote namely: first, the strong mission to think of more viable solutions for plastics. Second, a recognition that they cannot do this on their own – they are entrepreneurs without having the scientific knowledge. Third, in this line they specifically define the role they should play, namely inspiring the industry by producing a high-quality product. Thus, they translate their sustainable mission back into a product.

Another example of an organization with the same high-level vision of reducing the plastic soup is Dopper. Merijn Everaarts, the founder of Dopper, producer of a sustainable plastic bottle for water, mentions that "Dopper is not just about the bottle, it is an initiative and movement for the reduction of plastic waste, putting tab water on the map in western countries and combat the issue of clean drinking water by funding and helping projects in Nepal". The vision of the company transcends the product of selling the bottle. The bottle is literally a means to an end, a way to sell the bigger vision and work on a bigger goal.

1.2. Personal drivers

Personal involvement and passion as an important driver is seen throughout all interviews, personal drives and motives are often the reason of founding the enterprise, ranging from “I very much believe in our concept, I started this enterprise because I have three children and wanted to contribute to something better” (Bert van Son, MudJeans) to “I wanted to combine having my own business with doing something meaningful for the society and world we live in, and I strongly believe in supporting trade versus aid” (Paulien Wesselink, O My Bag). The entrepreneurs generally strongly believe in entrepreneurship as a better solution for social change compared to the non-profit sector, as for example strongly expressed by Bas Hoefman, TTC, “NGOs are not making the change. It is in a sense a self-sustaining industry. Billions of aid money are going to countries without good impact measurement. NGOs should focus on disasters and relief, while social enterprises are drivers for innovation”, and also expressed by Tim van Holland who expresses a preference to collaborate with other entrepreneurs, “I am an entrepreneur, I know what it takes to run a business. I prefer to work with other entrepreneurs, because I know how an entrepreneur thinks and I feel entrepreneurship is a better approach to solving societal issues”.

1.3. Opportunities in niches towards becoming mainstream

Entrepreneurship is also traditionally about finding opportunities and translating them into a viable product or innovation. Van Houtum for example states that “we pride ourselves in finding niches - by our positioning as ultra-eco-friendly and luxury design we attract clients like professional and financial services companies, hotels, up-market industry, and hospitals that want to present something in particular”. Often, mission driven entrepreneurs operate in niche sectors, but believe their idea has upscaling potential, i.e., that the niche may become mainstream, “the coffee market is a mature market dominated by a few big players, we call them Big Coffee. Since a couple of years, however, fragmentation has taken place of upcoming, smaller coffee companies, cultivating the 'specialty scene'. When we could convince 'big coffee' would produce completely sustainable, our mission would be achieved”

1.4. 'Thinking 'pragmatic' and thinking 'big'

Mission driven entrepreneurs are both pragmatic and operational and ‘think big’ with a long-term vision simultaneously. For example, Quirijn Bolle from Marqt comments on high-level change: “the system should be more balanced - a fair balance of profit and effort throughout the chain. In the old system it is about how to get most financial value out of your piece of the chain” as well as realizing the importance of daily operational pragmatics “success in is the details of execution - we have a lot of good ideas, believe in our model, believe in our direction - but we need to also get it done every day”.

1.5 Focus on Quality

The mission-driven entrepreneurs are generally very much concerned with quality. For example, Tim van Holland from Dick Moby mentions that “we don't see sustainability as a USP but as our condition to operate - we focus on the quality and design of our product, we have the best pair of sunglasses around which is produced in a sustainable manner” or Van Houtum with its luxurious Satino black brand in which “high functionality and fancy design combined with eco-friendliness is the unique selling point”. Here slightly different views on sustainability are reflected, however in both cases the sustainability mission are woven into the product – meaning that selling the product contributes to both the sustainable mission as well as the financial mission of the organisation.

High-level category 2. Collaboration in ecosystems

Subcategories: collaboration as key of entrepreneurial business; collaboration within the ecosystem; new types of collaboration; business models and the ecosystem; inspiring in the ecosystem

2.1. Collaboration as key of entrepreneurial business

From the interviews it appears that collaboration is an important part of the entrepreneur's business and of key importance in for example knowledge, innovation, and supply chain optimization. For example, Quirijn Bolle of Marqt mentions that “innovation occurs in collaboration - this is why we take

a collaborative approach to our relationships with suppliers - we constantly want to innovate/improve on the products and processes in the supply chain” or Bas Hoefman of TTC “we collaborate in order to innovate: we can’t do it on our own”. Geanne van Arkel from Interface mentions that “we have solid relationships with our suppliers, which is needed for our collaborative strategy; they are co-innovators and we don’t switch for a penny”.

2.2. Collaboration within the ecosystem

Collaboration within the ecosystem happens for different reasons and with different parties. For example, many of the entrepreneurs collaborate in one way or the other with universities. Merijn Everaarts comments “Dopper closely collaborates with universities, I often present at universities to sell the story, and also the design from Dopper originates from a winning design from the TU Delft”. Big corporations such as Philips also very much work into an ecosystem and value partnerships with smaller entrepreneurs for innovation and outreach. Simon Braaksma, sustainability director of Philips mentions that he is proud of the open innovation experience, “if you go to the high-tech campus you will find a sign with ‘welcome to the smartest squared kilometre of the Netherlands’, it is an innovation power house”. Specifically with regards to the collaboration with entrepreneurs Braaksma comments that “it is a two-way direction – start-ups initiatives often start at Philips but move out when it is too far away from our original mission, or we take ideas from the entrepreneurs around us”. Also in terms of research Philips actively organizes collaboration, also in their local market overseas: “we have established research hubs in Africa, India, and China - we don’t think we can invent everything for the whole world out of Eindhoven”.

2.3. New types of collaboration

Collaboration is often deliberately organized in order for new ideas to come to existence, Wouter Moekotte from Biofutura mentions that “a recent phenomenon are ‘open coffee’ informal gatherings on themes such as raw materials and bio-based economy, which are suitable for finding new ideas and partners”. Pauline Wesselink notices a difference in collaboration style comparing traditional organisations and more sustainability-oriented organisations: “I believe in the traditional industry, organisations tend to be more secretive about their organisation, while in sustainable-oriented organisations there is more transparency”. Often entrepreneurs are willing to collaborate in order to achieve their sustainable goal together, which they see as a higher goal than just selling their product, Tim van Holland from Dick Moby says in this respect that “in the social sector there is probably more openness to collaboration, because there is a common goal - promoting of sustainability”. As a last point it was mentioned that the new generation is generally more open for collaboration, both Paulien Wesselink from O My Bag as well as Quirijn Bolle from Marqt mention that the younger generation that is coming out of university is naturally more geared towards collaboration – and young entrepreneurs use more and more business models focused upon collaboration.

2.4. Business model and the ecosystem

All interviewed entrepreneurs mention the importance of the ecosystem they are operating in, albeit in different manners. Generally, it is recognized that the very business model of the company is dependent on the ecosystem. Bas Hoefman of TTC comments “our business model heavily depends on our ecosystem, you cannot operate in a vacuum. We need partners. We are not a technology organisation as such, but we touch upon so many subjects, ranging from HIV Aids to Agriculture, to socio-economic development, that you need partners for both content as well as technological developments. Without partners we cannot survive”. Also a big corporation like Philips recognizes the importance of the ecosystem: “we don’t think we have all wisdom, we believe we have to cooperate with academics, small entrepreneurs, start-ups - and are open to collaborate with other parties”. Paulien Wesselink from O My Bag notes that “all important steps in founding of our organisation would have been impossible without the network - also for finding the right suppliers”.

2.5. Inspiring others in the ecosystem

Apart from relying on the ecosystem, many organisations also wish to play an inspiring role in their ecosystem or would like to inspire colleagues in their branch. Paulien Wesselink from O My Bag remarks that “my goal is to inspire other actors in the ecosystem in order to improve the whole leather industry. I want to put eco-leather on the agenda and hope that many other brands will start using eco-

leather and I hope to contribute to an accreditation of eco-leather". Thus, the sustainable goal of eco-leather transcends the organisational goal of selling as many bags as possible and collaboration is mostly taking place at this higher level. In this respect she also mentions that "intellectual property rights are not an issue so far, as I would rather see that all bags are produced in a sustainable manner, this is not a point of competition". The ecosystem is actively used to spread the sustainable message.

High-level category 3 Innovation

Subcategories: importance of innovation; innovation with a focus on technology

3.1 Importance of innovation

Entrepreneurs are most of the time innovators, whether it is with a focus on the product or new business models. Apart from the need to have a new innovative idea it is also important to keep abreast on the technological developments in the field in order to stay competitive and to improve the product further. Many of the organisations have internal initiatives in order to make sure innovation is part of daily business – for example, Quirijn Bolle from Marqt comments that "we are starting a 'food lab', with the aim to enhance and help our suppliers to develop new healthy products". Quirijn Bolle says it is important to follow the developments as "in food there are a lot of technological developments, new ways of producing foods – for example GPS-technology that helps farmers to track their products and technology in good weather forecasting". Moreover, technology and innovation are used to support the business model supporting a new system: "we have also new technology in-house to support our business model of profit-sharing with all stakeholders across the system – we also call it the Marqt system". Quirijn Bolle believes in the power of innovation to create higher level change: "Traditional supermarkets have been economically very successful, but I believe now we are in a time of change, they are at the end of their business model. I believe in the process of creative destruction. They are tailored for past and maybe still current consumer demand, but we are tailored for future consumer demand".

Simon Braaksma establishes a direct link between innovation and sustainable impact: "Philips aims to make world healthier and more sustainable through innovation. We need a huge innovation drive in order to meet the needs of the people we have not reached yet. The more innovative we are, the more advanced products we can produce, and the more people can be reached through those products". Guido van Staveren van Dijk from Moyee Coffee does not only want to innovate through its own concept of coffee with a fair supply chain, but also wishes to act as a facilitator for radical change: "We see ourselves as radical change makers, but we also want to facilitate radical change in other sectors, we introduced the radical change award and I want to create a platform for people who want to realize change".

3.2 Innovation with a focus on technology

In terms of technological developments, Bas Hoefman from Text to Change mentions that they have developed their own technology platform. Here he notes as well that "developments are so fast that we need strategic partners rather than developing everything ourselves in order to keep abreast of the technological developments". Similarly, Tim van Holland from Dick Moby stress the importance of technology for constant sustainable product innovation: "Technological development are very important, the bio-acetate that we use does not use oil and is degradable and we are trying to improve recycling of materials - we are also always following the developments". In the same line, Bert van Son from MudJeans comments: "in terms of technological innovation there is still a world to win in the field of cotton recycling – at this moment new products cannot contain more than 30% of recycled cotton". Also Simon Braaksma, sustainability director from multinational Philips gives an example of technological innovation with immediate social impact: "Technological innovation is needed to find off-grid solutions. One example of a recent development is a 'hospital-in-the-box', that we can ship as a whole to African countries, including solar power. This we could use for disaster relief in remote areas in Africa and India".

High-level category 4 New Business Models

Subcategories: business models supporting sustainable mission; circular business models; business models in transition

4.1 Business models supporting sustainable mission

The entrepreneurs interviewed often employed new innovative business models that support the sustainable mission of the organisation. Quirijn Bolle from Marqt explains that it is the business model that sets him apart from traditional supermarkets: “We are a food retail company, but not in a traditional way of retail, we are more of a market place with a new business model”. He also emphasizes the importance of collaboration: “the uniqueness of our business model is in the way we connect and work together with our suppliers - instead of being just an entity within the chain we create a system in which we all participates - we all put in effort and share the benefits”. Collaboration plays an important role in the business model, unique is the way Marqt is connecting suppliers with consumers: “we provide the suppliers who make real food with a platform to meet the consumer, and the consumer the opportunity to meet the supplier and backgrounds of the products”. In line, Paulien Wesselink from O My Bag also emphasizes the importance of the ecosystem for the business model: “Our business model depends heavily on our ecosystem, without right partnerships it is impossible to operate”.

4.2 Circular Business Models

Bert van Son from MudJeans employed a business model in line with the ideas of the circular economy by introducing their “lease a jeans concept”, where customers lease instead of buy a product, while at the same time the product being organically produced and recyclable. The business model is innovative and supports the sustainable mission of “using and returning” versus “owning and throwing”. Also Van Houtum aims to be fully circular in its production of toilet paper and plastic toilet utensils, and is one of the early birds on this area. Concretely this means finding a model that ‘closes the loop’: “Cradle-to-cradle is about loops. The newly produced products need to be of the same quality of the previous material, so no *downcycling*, minimum of *recycling* and preferably *upcycling* of products”. This creates new relationships with suppliers and clients: “in order to achieve this circularity and improvements in technology it is very important to closely collaborate with the partners in the chain - without deep collaborations we cannot set up circular supply chains”.

4.3 Business models in transition

Marjolein Demmers from Royal Haskoning DHV admits that their business model is still quite traditional and puts this in a bigger perspective: “I believe in a more general transition of business models. In the industrial sector we are still doing a lot that is not sustainable, such as using shale gas, oil platforms, etc. However, people simply still drive in cars. However, this does not create a better world, at most it is increasing wealth”. It is also harder for large corporations to radically change their business models than it is for small entrepreneurs. However, also Simon Braaksma from Philips recognizes that ultimately a new business model is needed in order to make the transition: “the biggest hurdle is that in order to reach our sustainable targets we need to change our business model”.

3.2. PART II: Other categories emerged from interviews

High-level category 5 Financing in start-up phase

No sub-categories

From the interviews it appeared that many of the mission driven entrepreneurs use new ways of financing their organisation. Crowd-funding is often used which has the advantage that you already have a buy-in from future consumers and spread/test your brand before launching. For example, Tim van Holland from Dick Moby comments that “ we launched our brand through a crowdfunding/marketing campaign – we needed to sell our brand but we also needed money to launch our production”. One reason for finding these new models is also related that many of them have found it difficult to get loans with their new business models, which are often not very well understood by traditional institutes like banks. Quirijn Bolle from Marqt says “it has appeared we are often too

ambitious for the financial institutions, we need to pick the battle to sell our business model, still we would like to improve our relationships with financial institutions". A similar sentiment is expressed by Bert van Son from MudJeans who states that "I regret we do not really have financial institutions or banks in our ecosystem, they are still sleeping when it comes to innovative business models and concepts". Quirijn Bolle also takes action in order to improve the system from within: "I joined the member council of Rabobank in order to think about innovative banking". Also a big corporation like Philips looks into its financial model: "what we try to do from a sustainability point of view is to attract sustainable investors".

High-level category 6 Story-telling

Subcategories: importance of story-telling; story-telling a marketing strategy; story-telling to spread the sustainable message; use of documentaries as tools for story-telling

6.1 Importance of story-telling

Although not the initial focus of the interviews, repeatedly the importance of 'story-telling' was emphasized as a means to achieve the sustainable mission of the organisation. More than in traditional retail, it is not so much about the product but also about the story that the product tells. A bottle is not just a bottle, a pair of sunglasses are not just a pair of sunglasses, and a jeans is not just a jeans. It is the story behind these products that make them distinct from products in the same segments and therefore story-telling is important both to promote the product as well as to achieve the sustainable mission of the organisation – because the more people hear about the story, the more awareness for the issue at hand is created.

6.2 Story-telling as marketing strategy

According Tim van Holland from Dick Moby "marketing is all about story-telling, it is about identity, and for identity you need a story to tell". He also explains how the story-telling resulted in an supplier agreement with a top producer of lenses (normally they produce only for top brands sun glasses): "we got accepted through a pitch of our unique story and vision". Also in order to get his product sold in the shops he want he says "we pitch our story by explaining our vision and 'ethos' behind our product - our client retailers enjoy that they have a product with a story they can sell to their customers, this is something that really drives our brand".

6.3 Story-telling to spread the sustainable message

Bert van Son from MudJeans comments: "in all sectors (social or not) collaboration is extremely important – however, with a new business model that is not yet known, you need more effort to sell your story and this requires different forms of collaboration and networking". Also MudJeans employs a wide range of story-telling activities ranging from documentaries to the creation of an engaged community of clients who participate in the story-telling. The product is also part of the story and spreading the story is not only a means to better sell the product, it is a means in itself as part of the sustainable mission of the organisation. The sunglasses from Dick Moby spread the story about the plastic soup and offers an alternative and the jeans of Mudjeans spread the story of polluted cotton industry and offers an alternative.

Some entrepreneurs see their product even as a means towards an end to spread the story. The slogan from Dopper is for example "the bottle is the message". Dopper is an initiative to promote tap water and to reduce plastic waste. In order to achieve the sustainable mission, Dopper developed an ecological plastic bottle that is suitable for tap water, there with reducing the need to buy bottled water. Merijn Everaarts says the Dopper bottle should be seen as a gadget, a nice to show, facilitating the spreading of the sustainable story to create awareness and a concrete incentive create behaviour change (e.g., not buying bottled water).

6.3 Use of documentaries as tool for story-telling

Entrepreneurs think of different ways how to tell their story, one frequent means of communication is the documentary. According to Tim van Holland "if you have a substantial message, a documentary is a good means of communication: we inspire through documentaries and I also got myself inspired to

start this enterprise by a documentary about the plastic soup". He mentions that a new documentary is in the pipeline in which he will together with partners in the ecosystems will discuss production of new plastic materials. Also Guido van Staveren from Moyee Coffee says he got inspired by a documentary and emphasizes the importance of spreading the story: "we work with ambassadors who spread our story, they enable new ways of sales and distribution".

High-level category 7 New supply chain management models

Sub-categories: importance of new supply chain management models; suppliers as partners in the ecosystem; realizing more fairness in the supply chain

7.1 Importance of new supply chain management models

While not the initial focus, a recurring pattern across the interviews with the entrepreneurs was the different organization of the supply chain compared to traditional organisations. This is well summarized by Albert van Mey of Van Houtum: "the biggest challenge for sustainability is to manage the supply chain – it is an ongoing challenge to motivate suppliers and have a right selections – we constantly push suppliers to move into the direction of more eco-friendliness". Many entrepreneurs also emphasize that the collaboration with suppliers is a key factor in order to reach the business goals, for example reflected in Paulien Wesselink (OMyBag) statement: "The biggest hurdle for success is effective supply management - getting our producers to make the quality we want and to meet our deadlines", but this also counts for a large multinational like Philips, according to Simon Braaksma: "If we want to achieve our targets we need to work closely together with our suppliers, this is needed to ensure quality and innovation central to our business model".

7.2 Suppliers as partners in the ecosystem

Generally the entrepreneurs mention that it is very important to work with suppliers that support the sustainable mission of the company. For example Bert van Son from MudJeans explains that "we have a fixed supplier in Italy, who fully support our concept and allow us to place small orders so we don't need to have too much stock". Thus in this case, the supplier helps the entrepreneur in his sustainable mission. In the other direction it also happens that the entrepreneur helps the supplier to become more sustainable. Merijn Everaarts from Dopper for example mentions in this regard that "the supplier in China used to produce the Dopper Steel will receive support so the production process of Dopper Steel will run on solar power - the company should become an example to other companies to effectively implement solar power". Paulien Wesselink from OMyBag comments that "we work in principle with accredited fair trade suppliers or we help small ambitious suppliers to get accredited, because this is often not so easy".

7.3 Realizing more fairness in the supply chain

In many cases realizing a fairer supply chain is part of the entrepreneur's sustainable mission. Quirijn Bolle from Marqt explains that he aims for "a fair balance of profit and effort throughout the chain", he explains that "in order to make the new system work you need to connect with everyone in your chain. In the old system, it is about how to get most value out of your piece of the chain, this value being measured in dollars and euros, and I believe this is wrong". Quirijn Bolle believes the problem is that "means and goals are mixed up – most money can be made with 'cheap food' – if you follow the money you get a system where less people are working with less quality of food – only a few benefit and only in a financial way". Thus, traditional supply chains, as traditional business models, are focused on profit only and are not being triple bottom line – in order to be truly sustainable the whole supply chain system needs to be more balanced.

Van Houtum with its focus on cradle-to-cradle also shows something different when it comes to supply chain organisation: "in the circular logic, we are both the starting point and the end point of the supply chain, and therefore need to be in control over the whole chain". Optimizing the supply chain in this scenario means to making it as "circular as possible".

Also Moyee Coffee aims to achieve a more balanced supply chain for the coffee market by adding value locally where possible. Guido van Staveren explains that "there is a big difference between FairTrade and FairChain" and that "we aim to change the unequal division in the chain". The problem,

according to Van Staveren is that “almost all profit, the added value in the chain, is made outside the supplying country – this profit keeps on rising whereas the local farmers who actually grow and sell the beans deal with a descending profit line”. As a concrete action in order to change this inequality “Moyee coffee seeks to add value in the country of origin instead of exporting the added value – therefore we are going to roast the coffee beans in locally Ethiopia, increasing the amount of money that stays in the producing country by 300%”.

3.3.PART III: high-level category 8, synthesizing category ‘sustainability and system change’

Sub-categories: big picture thinking; new supply chain models as a means to change the system; multilevel approach to sustainability and upscaling; paradigm change; collaborative model to system change

Without specifically asking any questions about system change it was remarkable that many of the entrepreneurs directly pointed towards the need for a system change for sustainability. During the interviews many of the entrepreneurs shared their visions about sustainability and system change and how they want to contribute to this larger goal

8.1. Big picture thinking

Geanne van Arkel from Interface quotes the founder Ray. C. Anderson: “the only way the Earth can change is if business, the most pervasive and influential force on the planet, is willing to lead”. Big picture thinking about sustainability is translated in pragmatic solutions. For example, Sander de Jong from the Dutch Weedburger says that “the only way to have big impact and change customer behaviour is to create a sustainable alternative that is just as good (or better) than the traditional product”. The big picture influences the strategy of an organisation. Marjolein Demmers from Royal Haskoning says “I am very proud of the program ‘enhancing society together’, containing among others our strategy towards the four challenges: the urban, water, transport and industrial challenge”.

8.2. New supply chain models as a means to change the system

Quirijn Bolle from Marqt did not just choose the food sector because he saw a business opportunity, as he says: “the food sector is one of the most important sectors in which we need to drive sustainability, because it is the fuel that drives us, we need it every day. Besides, food has a big impact on the natural environment”. He formulates system change as the ultimate drive: “the drive of Marqt is to change the system of corporate retailers, which only focuses on money and increasing profits by lowering prices, which means to buy and produce cheaper and unhealthier products”, an important focus here is the supply chain.

8.3. Multilevel approach to sustainability and upscaling

Guido van Staveren from Moyee Coffee sees a multi-level approach to sustainability, which he also addresses in his own business model: “I think you could divide sustainability by looking at the level of the source (chain improvement, farmers, development), company (social aspect, CO2, etc), and consumer behaviour (recycling, footprint)”. Wouter Moekotte from Biofutura believes in the importance of niches initiatives leading to change on a bigger level, “we believe that our sustainable packaging products will turn from a niche market into a mass market that will replace the traditional oil based products.

8.4. Paradigm Change

Marjolein Demmers from Royal Haskoning DHV says “We are trapped in a complex system that is moving towards the wrong direction. Everybody is trying in their own system to turn on some switches in order to create change. We must be smarter and know which switches have to be turned on in order to create permanent change, towards a new model, a new system”. She thinks this system change is difficult to achieve, but that there is movement in the right direction: “it is hard to convince more traditional companies of the need to innovate, but Al Gore’s documentary and the Cradle-to-Cradle movement have changed the scene a bit, the paradigm is changing”. Also she emphasizes the importance of ecosystems in order to create change “you have to dare to innovate in a system, we try

to consciously investigate who are the right people, institutes, and ecosystems to connect with in order to stimulate innovation”.

8.5. Collaborative model to system change

Guido van Staveren, from Moyee Coffee, says about system change: “eye opener was for me the book Cultural Strategy by Douglas Holt - creation of new world in which old institutions are no longer valid, they will have to be replaced for new ones”. He emphasizes the need of collaboration: “since we are in a stage of discovering and experimenting, collaboration is the right tool – all new business are working with sustainable models need this collaboration” and “new types of collaboration will be all around because we will see on big modular economy arising”.

4. DISCUSSION & CONCLUSION

The aim of this study was to look into mission-driven entrepreneurs operating in ecosystems from a systems perspective, connecting individual drives, new business models, innovation, and ecosystems. Looking in a holistic way to certain events/patterns means trying to understand the context and interconnections between different themes. The most distinguishing findings include the following: First, entrepreneurs have a clear sustainable mission and regard this mission as de *raison d'être* of their enterprise. They have founded their enterprise because they wanted to make societal or ecological impact and turned this into a business opportunity. The entrepreneurs also regard entrepreneurship as having most potential to contribute to the global issues of our time and are often critical of the non-profit sector.

Second, entrepreneurs employ new business models with a focus on collaboration for innovation. It is widely stated across the interviews that collaboration is needed in order to realize the mission of the organisation. Entrepreneurs think strategically about collaboration and have partnerships with a range of organisations, including universities, NGOs, financial sector, but also employ new type of collaboration models with suppliers and clients, which are often seen as partners in the movement towards the sustainable mission. The entrepreneurs employ business models that support the double or triple bottom line of the enterprise, which mostly meant to have a focus on a sustainable product and supply chain.

Third, entrepreneurs collaborate in ecosystems with a wide range of organisations that help them to achieve their sustainable mission. Collaboration occurs with a wide range of stakeholders. For example, traditional stakeholders such as suppliers and clients still play a central role in the business model, but mission driven entrepreneurs see these parties more often as collaborative partners. Suppliers are often partners needed to make the products as sustainable as possible and also needed for product innovation. The entrepreneurs are often the driving force behind these partnerships but also suppliers take initiatives. Clients on the other hand often participate as ambassadors of the product and the sustainable story, through traditional story-telling and social media. The financial institutions are not always as present in the ecosystem as one would expect. The entrepreneurs often feel that the financial sector is not open for new ideas and business models and try to find alternative ways to finance their starting organisation. However they do see the importance of financial stakeholders and hope to improve relationships and hope also financial sector will recognize the potential of the mission driven enterprises. Collaboration partnerships are also important for the exchange of knowledge and practices, and can take place with other mission driven entrepreneurs, NGOs, and universities or research institutes. Collaboration is needed in order to stay abreast on the market developments and entrepreneurs also would like their products to constantly improve, for example better ecological plastics, more recycled cotton, higher quality food, fairer supply chains. This constant focus on high quality and product improvement is characterizing the entrepreneurs and they are aware that on their own they cannot do it. Many of the entrepreneurs are creative and see market opportunity, but lack technical knowledge on their products, for which they need to rely on their suppliers. For this reason the collaboration part is of utmost importance, without strong partnerships the business cannot exist. It is part of the entrepreneurial spirit to be a networker and they are generally very skilled. They are recognize the important role of personal network and informal networks in order to build an organisation.

Lastly, one particular skill that mission-driven entrepreneurs need to have is the ability to think big and being operational at the same time. Some of the entrepreneurs have highly developed visions on the

current system and how the system should be changed in order to become more sustainable, while at the same time they say we need to get it done every day. Many believe they are operating in what is today a niche, but what will one day become 'the new normal'. All believe in the power of business to be transformative. The need for collaboration and transparency is acknowledged, also in the belief that this fits the current *Zeitgeist*, with people more easily connected to each other as ever before. Another point that strongly came through the interviews was the importance of supply chain partnerships, both in order to achieve innovation and realize sustainable products and for transforming the system as we know it as the fundamental inequality is often reflected in the supply chains. At the very moment their products are often unique and the sustainable story behind it may still be a unique selling point, but mostly the entrepreneurs focus on the quality of their products as distinguishing factor, as sustainability is generally not seen as point of competition but a mission to achieve together.

Limitations and Recommendations for Future Research

It is acknowledged that the sample of this study is relatively small and limited to one country, while the theoretical scope is quite broad. The aim was to offer a broad conceptual framework and offer insight in how we may approach looking into sustainability transition and the role of entrepreneurship. In line with a grounded theory approach this means not to narrow your focus up front, but to try to look into what the data are telling you instead. In contemporary science we mostly zoom in on a very small area, in which we run the risk of losing the overview of how the system as a whole functions. This study did not so much have the aim to answer questions, but to raise new questions and offer new perspectives on entrepreneurship and sustainability. We propose a constant zooming in and zooming out approach, zooming-in in order to study certain aspects more specifically and in-depth and zooming-out in order to put new research findings in the right context so we can make more sense of the complexities of sustainability challenges ahead.

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Appendix A: Overview of organizations and their sustainable missions

Name Organisation	Size	Sustainable Mission
Dutch Weedburger	Small	Alternative food solutions; more sustainable food industry
BioFutura	Small	Degradable plastic materials; less plastic pollution
Moyee Coffee	Small	More fair supply chain in coffee; poverty reduction
Dopper	Small	Bottle from degradable plastic in order to promote tap water drinking; less plastic pollution
OMyBag	Small	Bags made from ecoleather; less polluting leather industry
MudJeans	Small	Lease a jeans concept; more recycling of cotton; less pollution from cotton industry
Dick Moby	Small	Sunglasses produced from biodegradable plastic; less plastic pollution
TTC Mobile Solutions for Social Change	Small	Use of mobile technology to reach people in remote areas for health prevention information
Marqt	Medium	Higher food quality and more equality in supply chain; more sustainable food sector, social and ecological
Van Houtum	Medium	Recycling of toiletpaper according to cradle-to-cradle principle, circular economy
Interface	Medium/Large	Recycling of floor solutions, leasing floors, cradle-to-cradle
Royal Haskoning DHV	Large	Consulting and engineering to build social and sustainable solutions
Philips	Large	Diversified health and wellbeing company; offering sustainable solutions through innovation solutions

Appendix B: Overview of Categories

