TURKEY'S TOURISM SOCIAL ENTREPRENEURSHIP ECOSYSTEM: AN ASSESSMENT OF THE POTENTIAL FOR HYBRID VALUE CREATION

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DECLARATION OF ORIGINALITY

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- I am the sole author of this thesis and that I have fully acknowledged and documented in my thesis all sources of ideas and words, including digital resources, which have been produced or published by another person or institution;
- this thesis contains no material that has been submitted or accepted for a degree or diploma in any other educational institution;
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ABSTRACT

Turkey's Tourism Social Entrepreneurship Ecosystem:

An Assessment of the Potential for Hybrid Value Creation

Tourism offers a potential to create positive social impacts toward reaching the Sustainable Development Goals (SDGs) and thus aligns well with the purpose of Social Entrepreneurship (SE). Yet, in Turkey, tourism SE fails in fulfilling its potential for contributing to SDGs. When aiming to reach SDGs, the ability of the SE practice to sustain itself becomes critical for long-term value creation for its stakeholders. Reaching this self-sustaining state requires an enabling context which provides for the needs of tourism SEs in order to become impact-focused enterprises. Conditions which enable value creation and self-sustainability of tourism social enterprises (TSEs) have not been thoroughly addressed in the literature, particularly in terms of their connections to social impact ecosystems. By focusing on hybrid value creation, this qualitative research explores the impediments faced by TSEs in Turkey to become self-sustainable impact-generating organizations. A preliminary analysis was conducted to identify the emerging themes and research gaps, and thus, the research focus. Data was collected through semi-structured interviews with TSEs and intermediary organizations in the ecosystem. The findings showed that sustainable hybrid-value creation in tourism SE is affected by an intertwined set of factors acting in several layers and levels (i.e., the SE in tourism, the TSE; the social impact ecosystem; the tourism industry, and the overarching context). Based on the hybrid value creation characteristics of tourism SEs; their impact generation and growth patterns, areas of support failure in the ecosystem are identified, and elements of alternative support models are suggested.

ÖZET

Türkiye’nin Turizm Sosyal Girişimcilik Ekosistemi:

Karma Değer Yaratma Potansiyelinin Değerlendirilmesi

Turizm, Sürdürebilir Kalkınma Hedefleri’ne (SKH) ulaşmak için olumlu sosyal etkiler yaratma potansiyeline sahip olması nedeni ile Sosyal Girişimcilik’in (SG) amacı ile uyum içindedir. Ancak Türkiye’de, turizmde SG, SKH’lerine katkıda bulunma potansiyelini gerçekleştirememiştir SKH’ne ulaşmayı hedeflerken, SG uygulamasının kendini sürdürebilme özelliği, paydaşları için uzun vadede değer yaratabilmesi açısından kritik önem taşımaktadır. Bu kendini sürdürebilen duruma erişebilmek, turizm sosyal girişimlerinin (TSG) etki-odaklı olabilmeleri için ihtiyaçlarını karşılayabilen, etkinleştirici bir ortam gerektirir. TSG'lerin değer oluşturmalarını ve kendi kendine sürdürülebilirliklerini sağlayan koşullar, özellikle sosyal etki ekosistemleriyle olan bağlantıları bakımından, literatürde ayrıntılı olarak ele alınmamıştır. Bu nitel araştırma, karma (hibrit) değer yaratma kavramına odaklanarak, Türkiye'deki TSG'lerin sürdürülebilir olmaları ve uzun vadeli etkiler yaratabilmelerinin önündeki engelleri araştırmaktadır. Bu doğrultuda, yeni temaları, araştırma boşluklarını ve araştırmanın odak noktasını belirlemek için bir ön analiz yapılmıştır. TSG'ler ve ekosistemdeki aracı kuruluşlarla yapılan yarı yapılandırılmış görüşmeler yolu ile veriler toplanmıştır. Bulgular, TSG’lerde sürdürülebilir karma değer yaratabilmenin birçok katman ve seviyede etki gösteren iç içe geçmiş bir dizi faktörden etkilendiğini göstermektedir (turizmdeki SG, TSG; sosyal etki ekosistemi, turizm endüstrisi ve genel ortam). Sonuçta, TSG’lerinin karma değer yaratma özellikleri gözönüne alınarak; etki oluşturma ve büyüme özellikleri, ekosistemdeki destek eksikliği alanları tanımlanmakta ve alternatif destek modelleri önerilmektedir.

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ABBREVIATIONS

CSO- Civil Society Organization

CSR- Corporate Social Responsibility

DT- Design-Thinking

EVPA- European Venture Philanthropy Association

FP- For-profit

GEDI- The Global Entrepreneurship Index

GEM- Global Entrepreneurship Monitor

GIIN- Global Impact Investment Network

KOSGEB- Small and medium size enterprises development organization

KUSIF- Koç Üniversitesi Sosyal Etki Forumu

MBS- Market-Based Strategies

NF- Non-Financial

NP- Nonprofit

OECD- Organization for Economic Co-operation and Development

SDG- Sustainable Development Goal

SE- Social Entrepreneurship

SEFORİS- Force for More Inclusive and Innovative Societies

TR- Republic of Turkey

TSE- Tourism Social Enterprise

TÜSEV -Third Sector Foundation of Turkey (Türkiye Üçüncü Sektör Vakfı)

UNCTAD-Nations Conference on Trade and Development

UNDP-United Nations Development Program

WEF-World Economic Forum

CHAPTER 1

INTRODUCTION

1.1 Background

The need for a fundamental change to reduce the negative social and environmental impacts of human practices is becoming increasingly evident. A global roadmap for a more sustainable future was structured in 2015 around the Sustainable Development Goals (SDGs), with the intention to reach global targets on the way to 2030 (General Assembly resolution, 2015).

In line with global collaboration in confronting the world's most pressing challenges, such as climate change, human rights, poverty, water and natural resource degradation, one strongly advocated avenue is the transition to more sustainable business practices via entrepreneurship and innovation (Volkmann, Tokarski, & Ernst, 2012; Hall, Daneke, & Lenox, 2010).

Likewise, Social Entrepreneurship (SE) has been promoted as a long-term strategy for addressing the economic, social, and environmental issues of communities (Dees, 2001; Global Entrepreneurship Monitor [GEM], 2015). GEM's large-scale survey on SE (GEM, 2015) confirms the significant share of SE activities around the world in the employment and labor market, particularly in underserved places and for traditionally marginalized societal groups.

Accordingly, the launch of SDGs has led to a rise in entrepreneurs who try to resolve social and environmental challenges by using entrepreneurial means. The key sectors in achieving SDGs have been identified as: energy, agriculture, housing and land use, transportation, food, community facilities and public services, financial services, and education (Pineiro, Dithrich, & Dhar, 2018; Food and Nature Program,

n.d.; How we drive sustainable development, n.d.; GlobeScan, 2018). Studies such as Thomson (2002), and Praszkier and Nowak (2012) as well as the portfolios of leading SE networks and support organizations such as Ashoka, Echoing Green, Schwab Foundation for Social Entrepreneurship, Skoll Foundation, and Draper Richards Foundation reveal that social entrepreneurs also show a significant tendency toward social justice and gender equality subjects, healthcare and environment, and more recently art and culture.

However, in order to meet 2030 SDG targets, there is a need for a great deal of more engagement from more diverse sectors at various impact levels responding to the national context (General Assembly resolution, 2015; Thompson, 2002; GEM, 2015; Nicholls, 2006). Tourism and hospitality sector is recognized as a promising area in this matter. The role tourism can play in positively affecting social change has been discussed in contemporary tourism literature. (Murphy & Price, 2005; Das & Sharma, 2009; Von der Weppen & Cochrane, 2012; Buzinde, Shockley, Andereck, Dee, & Frank, 2017; Sheldon, Pollock, & Daniele, 2017; Reinke, 2018).

The discussion gained a global momentum at the policy level as well as within the industry as a result of the global call of the World Tourism Organization for tourism enterprises to start contributing to social change directed towards accomplishing SDGs. Alternative forms of tourism that operate under a multiplicity of labels, such as eco; responsible; good; fair; culture; experience-based, and community-based tourism, have been particularly emphasized as strategic solutions for socio-economic improvement at local and regional levels (Cho, 2006; Dees & Anderson, 2003 as cited in Sheldon et al., 2017).

Similar to the socio-economic challenges, tourism can also play a significant role in addressing environmental issues. Addressing environmental challenges requires innovative solutions to combat natural resource degradation through more effective resource management in the hospitality industry (Sheldon & Daniele, 2017). Alternative tourism models labeled under geo and green have triggered a shift from exploiting natural resources to more ecologically sustainable forms of economic activity and thus more environmentally cautious tourism practices (Lordkipanidze, Brezet & Backman, 2005). Concepts like eco-tourism and responsible tourism, contribute to combat against climate change through creating more sustainable ways of livelihood for host communities and capturing travelers' contribution to ecological conservation (Alter, 2003).

In a broader view, it seems that the inherent potential within tourism industry for contributing to the destination's economic well-being, addressing social issues, creating more environmental-friendly local livelihoods and environmentally-cautious hospitality products and services, and encouraging responsible consumption behavior among visitors, make it a strategic area to act upon most of pressing global challenges reflected in the SDGs. Thus, tourism promises a variety of lucrative opportunities for social entrepreneurs to pursue economic, social, and environmental missions for reaching SDGs.

Another avenue for social entrepreneurs in tourism has departed from the flaws of conventional tourism models and the role social entrepreneurs can play to address them. One main flaw is the traditional downfall of the tourism industry in providing fair and inclusive human resource relations record (Pollock, 2015). Furthermore, the industry has failed in responding to emerging market demands and travel ethics: on one side, innovation and technology are transforming the tourism

sector toward increasing demand for diversification and differentiation in hospitality products, and on the other side changes in customer values are creating demands for a greater commitment of travel and tourism industry about externalities associated with its operations (Pollock et al. 2017).

Thereby, a market preference is evolving for more innovative tourism products and services along with more sustainable, resilient, and responsible forms of tourism development. A piece of evidence for such markets is the growth in the number of travelers wishing to interact more closely with local communities, and create a positive contribution to the host communities. Such markets provide additional opportunities for social entrepreneurs in terms of creating niche tourism services (Ikwaye, Ogembo, & Kiarie, 2016).

Such compatibility of the tourism sector and SE, which arises from the reciprocal relation between needs and potentials to create positive social impacts toward reaching SDGs, are confirmed by many academic scholars (Alter, 2003; Lordkipanidze et al., 2005; Von der Weppen & Cochrane, 2012; Pollock 2015; Ikwaye et al., 2016; Sheldon et al., 2017; Reinke; 2018). As Pollock and Daniele (2017) delineate: “The need and opportunity for SE within the global tourism and hospitality sectors are systemic, strategic and tactical” (p. 9).

Yet, despite such an inherent component of mutual benefit, in many developing countries, including Turkey, tourism SE seems lagging behind other sectors in fulfilling its potentials. Academic literature confirms the absence of tourism SE as a strategic means for sustainability of the destinations in developing countries (Pollock, 2015, Sheldon et al., 2017; Murphy, Teo, Murphy, & Liu, 2017; Koenig, 2013c).

Following the worldwide trend, entrepreneurship in Turkey has been promoted as an essential development strategy. The tenth development plan of Turkey (Republic of Turkey (TR) Ministry of Development, 2014) and the Turkish Entrepreneurship Strategy & Action Plan (Small and Medium Enterprises Development Organization of Turkey [KOSGEB], 2015), emphasize the role of entrepreneurship in economic growth, innovation, competitiveness, creating job, and social integration in Turkey. At the national strategic level, the Tenth Development Plan of Turkey (TR Ministry of Development, 2014) and Tourism Strategy of Turkey-2023 (TR Ministry of Culture and Tourism, 2007) has recognized tourism as a prioritized sector to develop in terms of its contribution to sustainable development and citizen's livelihood. Current local economic development policy frameworks such as Rural Development Policy in the Tenth Development Plan (TR Ministry of Development, 2014) have put tourism on the front row of sectors to diversify the production and employment structure of the rural economy.

The wealth of hospitality and tourism potentials in Turkey, as well as the diversity of socio-economic problems at local levels, triggers the assumption that SE should have performed a significant role in addressing the social problems through creating alternative economic models and long-term positive impacts. Yet, it seems that tourism SEs' potential for addressing the socio-economic and environmental problems in Turkey has not been actualized.

Literature confirms that SE practices need an enabling context in order to become impactful organizations with a focus on the achievement of SDGs (Koenig, 2014b; Volkmann et al., 2012). It seems that the existing ecosystem for social entrepreneurs in Turkey (referred to as social impact ecosystem in this research) fails to perform its enabling roles for nurturing SE initiatives in the country. Thereby, the

existing community of social enterprises in Turkey falls through the cracks of a systematic support framework (Koenig, 2013c). Part of this flaw is because the social impact ecosystem of Turkey is still at an early stage, and thus social entrepreneurs, regardless of their sectors, face many challenges as they seek to develop an idea and take it to scale (Koenig, 2013c).

Lack of flagship tourism and hospitality-related entrepreneurial practices in Turkey uncovered the need to explore current instances of tourism SE in Turkey to understand what hinders them from becoming established impactful organizations and thereby contribute to the achievement of SDGs, and how much the shortcomings in the enabling ecosystem inhibits them in fulfilling their needs in this regard.

1.2 The gaps in research

Sector-focused studies in the field of SE are not widely undertaken. Many recent publications have focused on social entrepreneurs; the social innovation, or the impact and market functions of the intervention. Health, education, and housing sectors seem to enjoy a wealth of research, especially in terms of impact measurement models and indicators as well as corresponding financing models. In most instances, rather than the industry in which the SE organization operates, SE studies tend toward impact areas such as community well-being; environmental sustainability; job creation (Sheldon & Daniele, 2017).

An extensive review of current literature in the area of SE and tourism has revealed that while academic literature, is ripe with studies on SE, only a handful of them have focused on tourism SE (Buzinde et al., 2017; Sheldon et al., 2017; Pollock, 2015; Kline, Boluk, & Shah, 2017; Zhao, Ritchie, & Echtner, 2011). Most

of these studies focus on singular case studies. These studies provide a good insight about how the tourism SE practice creates social benefits for the beneficiaries.

However, they fail to draw a more overarching perspective on the value creation characteristics of tourism SE practices. Neither have they provided a cross-comparative study between various instances of tourism SE. A few studies, such as Von der Weppen and Cochrane (2012), Daniele and Quezada (2017), and Day and Mody (2017) present compelling insights about some aspects of value creation characteristics in tourism SE practices. Yet, a significant void still exists in the literature on how tourism SE organizations sustain their value creation.

In terms of the geopolitical perspective, limited analytical data is available about the social impact ecosystems in developing countries. Most of existing empirical studies in this area focus on the advanced impact ecosystems. As for the context of the study; since the concept of social impact ecosystem, is relatively a new field of discussion in Turkey, few field research has focused on this subject.

The first comprehensive research on social impact ecosystem of Turkey was conducted in 2013 at the Istanbul Policy Center (Koenig, 2013c, 2014a). The research comprises the first of the kind survey about the business profile of existing SE practices in Turkey (Koenig, 2013c). However, the study majorly focuses on the development of the market for social impact investment in Turkey and the hindering, factors in its development from a policy perspective and thus does not investigate the enabling roles and support functioning of the ecosystem for social entrepreneurs.

Regarding sector-focused studies, tourism SE study in Turkey has not gone much further than providing conceptual frameworks. The area lacks empirical studies about the existing profiles of tourism SE practices in Turkey. More importantly,

there is a significant gap in research to investigate the reasons for the lack of tourism SE in the social impact ecosystem of Turkey.

1.3 The research objective

In this regard, responding to the identified research need, this study aims to identify the impediments that hinder tourism and hospitality SE practices from becoming self-sustainable impact-generating enterprises in the social impact ecosystem of Turkey and thereby contribute to the achievement of SDGs. In identifying these impediments, the research explores both the characteristics of the tourism SE practices and the failures in the support role of the social impact ecosystems.

1.4 The structure of the thesis

This research is structured in five chapters starting from this introduction. The introduction chapter discusses the significance of SE as a strategy for achievement SDGs and the failure of tourism to fulfill its potentials in this area. It sheds light into the background of research on SE in tourism and hospitality and identifies the gaps that exist in the research about the subject. It ends by presenting the research purpose. The second chapter presents the theoretical background of the study. It includes an extensive literature review on SE, tourism SE, and the hybrid value creation. Chapter three describes the methodology of the research. In chapter four, the findings are reflected. The results of the interviews' analysis are categorized into several main themes and sub-themes. Research outcomes are finalized in chapter five, comprising the conclusion and discussion sections. The conclusion provides an overview of the major findings. The discussion presents the researcher's arguments about the findings by presenting several propositions.

CHAPTER 2

THEORETICAL BACKGROUND

2.1 The concept of entrepreneurship

Jean-Baptiste Say, in the early 19th century defined the concept of entrepreneurship upon the concept of value creation by describing the entrepreneur as one who "shifts economic resources out of an area of lower and into an area of higher productivity and greater yield" (Dees, 2001, para. 4). Expanding on Say's value creator, the modern conception of entrepreneurship in economics owes to Joseph Schumpeter (1942) 's describing of entrepreneurs as economic change agents, the force that through chains of market innovation, can reform or revolutionize the pattern of production or serving markets to the point of "creative destruction" (p. 83),[1] and Israel Kirzner's definition of the market role of entrepreneurship as "equilibrating" or "stabilizing" market dynamics (Kirzner, 1973 as cited in Buzinde et al., 2017, p. 22).

Rather than agents of change, some more recent and oft-quoted scholars such as Peter Drucker and Howard Stevenson, both grounded in business, describe entrepreneurs as more of catalysts of changes who exploit the opportunities that change creates; mobilizing available resources to achieve their objectives; shift resources to areas of higher yield, and add value (Dees, 2001). While a widely accepted definition of entrepreneurship is lacking, there is a general consensus that entrepreneurship is a multi-dimensional socio-economic concept which is intertwined with innovation and development (Acs, Szerb, & Lloyd, 2018).

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[1] The term describes when market innovation revolutionizes the economic structure long-standing arrangements (from within) and frees resources to be deployed elsewhere. Since Schumpeter, the term has been adopted into many other contexts outside of economic theory.

- Entrepreneurship dimensions

The Global Entrepreneurship Index (GEDI) which currently serves as a comprehensive measure of the national-level entrepreneurship ecosystem presents a comprehensive list of sub-indices; pillars and variable that reflect the multifaceted nature of entrepreneurship (Acs et al., 2018). Based on GEDI's analysis, entrepreneurship dimensions can be categorized under three building blocks, each of which influences the other two; entrepreneurial attitudes, entrepreneurial abilities, and entrepreneurial aspirations (Table 1).

Table 1. Dimensions of Entrepreneurship

Main conceptual blocks	Dimensions
Entrepreneurial attitudes: how the entrepreneurship is perceived	Opportunity Perception Risk Acceptance Networking potential Start-up Skills[2]
Entrepreneurial abilities: the entrepreneurs' characteristics and those of their businesses	Opportunity vs. Necessity Technology absorption Human capital[3] Product or market competitiveness
Entrepreneurial aspirations: the quality aspects of the entrepreneurial initiative	Innovation (product/process) Business strategy sophistication Finance possibility/perspective Growth strategy Access to Risk Capital

Source: [Based on Acs et al., 2018]

[2] Refers to the skills necessary to start a venture, and develop a business based on the innovative, market oriented idea which developed out of a gap (opportunity) captured in the market needs.
[3] Including entrepreneur and his/her collaborative team's levels of education/experience/skills corresponding to business governance and market management.

2.2 Social entrepreneurship conceptualization

The terms social entrepreneur and social entrepreneurship (SE) were first used in the literature on social change in the 1960s and 1970s, mainly to coin a shift in society's rationality toward "a completely different philosophical perspective that prioritizes human relationships above task-efficiency." (Chamberlain, 1977, p.2 as cited in Sheldon & Daniele, 2017, p.4). However, its widespread use is a recent phenomenon responding to increasing evidence of social inequity. Particularly in the late 90s, the terms bolded in the literature on social innovation that questioned the social system in terms of not dealing effectively with welfare demands (Leadbeater, 1997; Dees, 2001; Thompson, 2002).

The concept was also quoted extensively in the economic debates that questioned the free market model which is merely based on economic value creation and thus failed to take into account the costs it imposed to the society (Dees; 2001). The ideas of Say, Schumpeter, Kirznerian, Drucker, and Stevenson in connection with entrepreneurship are also of significant interest in social science because they could be as easily applied in the social sector as the business sector. In fact, in social science, the efforts of some contemporary scholars to establish a theoretical foundation of SE are based on Kirznerian and Schumpeterian conceptions of entrepreneurship in economics (Buzinde et al., 2017).

2.2.1 Definitions of social entrepreneurship

While the concept of SE has progressively evolved, scholars and practitioners are far from reaching a consensus over defining the concept. The ways of articulating the definition and its key features in the definition depend on the perspective of the defining discipline (Praszkier & Nowak, 2012). Consequently, it ranges from taking

a broad (i.e., interdisciplinary) perspective in which SE refers to an innovative activity with a social mission at the core that can be in either for-profit (FP) or nonprofit (NP) sector, or across sectors (Dees, 2001; Austin, Stevenson, & Wei-Skillern, 2006), to a narrower vision under which SE refers to applying market-based and business skills in the NP (leadbeater, 1997; Reis, 1999; Thompson, 2002). Likewise, some scholars tend to highlight SE's inherent quality of innovation (e.g., Dees & Anderson, 2003, as cited in Sheldon et al., 2017), some keeps a standpoint that relates SE to the promise of social change (Noruzi et al., 2010 as cited in Praszkier & Nowak, 2012), and some to identifying, addressing and solving societal problems.

Taking the broad conceptualization of SE in this study, the researcher adopted Dees (2001) definition of SE in terms of key components, and Austin et al. (2006) definition in regard with covering the whole spectrum of value creation. According to Dees (2001) "Social entrepreneurship encompasses entrepreneurial activities that combine both a social mission with business-like discipline, innovation and determination" (P. 4). Austin et al. (2006) define SE as "Innovative, social value-creating activity that can occur within or across the NP, business, or government sectors"(p. 2).

2.2.2 Distinctive characteristics and dimensions of social entrepreneurship

Dees' definition brings together an emphasis on accountability with several key ideas adopted from leading and contemporary entrepreneurship theories including the value creation theory of Say; innovation and change agents of Schumpeter; pursuit of opportunity of Drucker, and resourcefulness from Stevenson (Dees, 2001).

The accountability of a SE practice relies on creating effective and efficient social values. Achieving such accountability calls for a deep understanding of the needs and values of different beneficiaries and affected people through the process of value creation (Dees, 2001). Further, social entrepreneurs also create "market-like feedback mechanisms to reinforce this accountability" (Dees, 2001, p. 5).

Combining Dees (2001) distinguished characteristic, Peredo and McLean's five principles (2006), Nicholls and Cho's three main building blocks (2006), and Praszkier and Nowak's five pivotal dimensions (2012), distinctive components for social entrepreneurs can be defined as: Sociality; adopting a mission and focus to create and sustain social value, market orientation; recognizing and relentlessly pursuing new opportunities to serve that mission, engaging in a process of continuous innovation, adaptation, and learning; declining to accept limitations in available resources and acting boldly without being limited by available resources; exhibiting heightened accountability to the constituencies served and for the outcomes, and risk tolerance.

In keeping with Schumpeter description of the role of entrepreneurs in the economic sectors (1942), Dees (2001) defines several key attributes for a social entrepreneurial act: It shall target the roots rather than the symptoms of social problems, thus often reduces needs rather than just meeting them; it shall create systemic changes and sustainable improvements, and the model it creates -though might applied locally- shall have the potential to scale, i.e., trigger global impacts.

Likewise, Sykes (1999 as cited in Thompson, 2002) defines a four-stage entrepreneurship process; envisioning, engaging, enabling, enacting. Martin and Osberg (2007) agree with the same process for creating social changes in three stages of identifying a stable but unjust equilibrium; developing a social value proposition

to challenge the hegemony; and forging a new equilibrium to respond to the needs of target socially disadvantaged groups.

The proposed value by social entrepreneurs is expected to challenge the stable (but inherently injustice or unfortunate) equilibrium and to create a new stable equilibrium in the system (here it refers to social systems and at large, society) one that provides a meaningfully higher level of social benefit for the targeted groups. Through significant levels of imitation and the creation of a stable ecosystem around and within the new equilibrium, it can be established and then persist at a larger scale, and thus trigger global impacts.

Ideally, a SE practice enjoys all key characteristics, and the social entrepreneur plays all these roles in an integrated way. However, it is likely that different roles being played by different people who combine to create an entrepreneurial team. Thompson (2002) confirms that such split of roles is commonplace in SE practice among civil society sectors, Von der Weppen and Cochrane (2012) seek these collective characteristics in community-based social enterprises.

2.3 Multiple terminologies related to social entrepreneurship

A collective consensus exists among many scholars that innovation is the prerequisite and integral element of the SE concept (Leadbeater, 1997; Dees, 2001; Thompson, 2002; Peredo & McLean, 2006, Nicholls, 2006). A concise definition of social innovation is provided by Mulgan, Tucker, Ali, and Sanders (2007) as innovative solutions that are motivated by the goal of meeting a social need. Innovation diverges from improvement, which implies incremental change, and from

creativity and invention, which-while are vital in the innovation process-lack the implementation aspects that make promising ideas useful (Mulgan et al., 2007).

Mulgan et al. (2007) confirm that SE and social innovation concepts significantly overlap, but at the same time, they differentiate SE and social innovation from functionality and business aspects. Social innovation is not necessarily market-oriented and impact-focused. To claim the highest standard of social impact, innovative social ideas must be tested. SE, on the other hand, does not rely on innovation and invention alone; but prove impact and pursue scale.

SE accounts for a set of behavior that differentiates it from other socially responsible activities. The first sect; socially responsible business may not meet the criteria for SE if their approach to solving social problems is not strategically integrated with their business theme and thus their social impact is an add-on to the core business agenda (Sheldon et al., 2017, p. vi). Corporate social responsibility (CSR) practices might be regarded even more out of SE perspective when neither the social scheme nor the inter-organization attitude exhibit attributes of innovation and creativity.

Social business might seem quite conforming with principles of SE as it accounts for "a company that is cause-driven rather than profit-driven," (Yunus, 2007, p. 22 as cited in Volkmann et al., 2012). It is submitted to the NP distribution constraint which is more typical of NP organizations, but unlike them, social businesses often have to raise all their incomes through the market, and not through philanthropic sources (Volkmann et al., 2012).

In practice, there is no precise line between SE and other instances of socially responsible practice. Ashoka, for example, regards some instances of CSR and corporate philanthropy business, as matching with their criteria for social

entrepreneur fellow because “they have succeeded in replacing failed solutions with completely new approaches … they harness the power of their entrepreneurial skills by successfully identifying and assembling resources, motivating key players, and developing workable plans” (Praszkier, & Nowak, 2012, p. 29).

Social activists share several characteristics with social entrepreneurs such as “inspiration, creativity, courage, and fortitude” (Martin & Osberg, 2007, p. 14). Also, they might be inspired by the same challenges in society. They, however, differ in the strategic nature of their actions. While social entrepreneurs pursue a direct action to advance the changes they seek, the social activist’s emphasis is on influence rather than on direct action. Taking an indirect strategy, they influence other role players such as governments, civil society organizations (CSO)s, consumers, workers, and communities to take action.

Social service providers differ from social entrepreneurs primarily for the element of social innovation that majorly is lacking in their approach. Further, they are neither scalable nor have the willingness to grow. They Lack a long-term strategy for providing necessary resources for growth and their scope is determined by the resources they can attract (Peredo & McLean, 2006). Many grass-root groups and NP organizations that are doing projects at local scales belong to this sect (Martin & Osberg, 2007; Praszkier & Nowak, 2012).

Here the question arises about many socially-oriented contributions at community levels - among them can be named many local tourism initiatives- that are coined as community-centered entrepreneurship or local entrepreneurship. The difference between the two concepts is that the latter stands for locally-driven initiations, whereas the former emphasizes on the SE solution being focused/ implemented at commute levels.

Some studies as leadbeater (1997) and Thompson (2002) have analyzed handful instances of SE projects at local scales including both mentioned variations and have shown that while these samples demonstrate the qualities of a SE practice they often tend to stay local and small. Their studies inform several attributes and traits for local SE practices as follow:

Local SE practices are often integrated tightly with the target community and are "Listening to community voices" (Thompson, 2002, P. 421). They are community focused on their mission. They target an unfortunate social case that negatively affected a segment of the community for whom they have empathy. They often begin simply at the initiation, due to limited resources and lack of experience in running something at the scale of a venture. Once the project gains momentum, it brings with it community reliance and more visibility, thus new resources (human, financial), and new opportunities.

Key entrepreneurial roles often not accumulated in one individual, particularly the" idea spotter" as Thompson (2002, P. 416) puts it, differs from the financial or operational strategist. A huge dependency to the founder often puts a serious challenge in front of these organization in terms of succession and maintaining accountability particularly when they are transforming from a limited practice into more expanded or more complex models.

The entrepreneurial mind (team or individual) mostly do not visualize fixed and net outputs though they have a clear idea about the area they want to create positive impacts for their community. Thus, the project's outcomes evolve as the organization reacts to emerging opportunities in the area of focus; the obstacle for growth and viability in local entrepreneurial practice are leadership, financial resources, management structure, and human resources.

So, the question arises if these initiatives can be regarded as SE practices. Literature informs that the answer to this question lies in the inherent potential of the outcome, and the resolution of the social organization for growth. As Leadbeater (1997) puts it, for social entrepreneurs a thorough understanding of the communities they are targeting to serve shall make the foundation of their value proposition. Accordingly, it can be claimed that in most cases, the element of community seems inherent and thus impartible of a SE practice, even if the target outcome is beyond the local scale.

Being social-mission-focused, creative, and opportunity-orientated is not enough to coin a social project; entrepreneurial. Neither, the mere presence of a social entrepreneur is enough to create a SE organization. The outcome, as well as the nature of the organization, shall demonstrate a cycle of development through which the initiative can affect the social system at larger scales. Leadbeater's instances of community-centered SE (1997, p. 27-52) while focusing on local-scale outcomes demonstrate a solid determination to grow into more complex models to secure permanent benefits for their target groups and to have a national or international identity.

2.4 Key ingredients for an entrepreneurial social organization

Grounded upon Leadbeater (1997), Alter (2003), and Von der Weppen and Cochrane (2012) studies key ingredients for an entrepreneurial social organization has been defined. While all confirm the need for an entrepreneur founder and the entrepreneurial nature of the organization, they pinpoint on several other critical ingredients as the organization's social capital; sustainable growth strategy, and cycles of social capital development.

Social capital refers to Fukuyama definition (1995, as cited in Thompson, 2001), and stands for the networks of relationships among people and their abilities for organized collaborative working in a particular social system enabling that system to function effectively.

To achieve sustainable growth, the organization pursues a cycle of innovation; adaptation; and learning, which takes it from initiation through growth to maturity. Following the concept of sustainability, the manifestation of this growth is not necessarily in the size or quantity of the system; rather the organization shall target for revising or renewing its sense of mission to provide new momentum for creating positive outcomes. The growth strategy might also be visualized in a more complex system (like another form of establishment; a more complex legal structure; a more complex management structure, more complex network of supporters (social capital), or adding some elements to the service, etc.) more efficiency in utilizing resources (i.e., social, financial, human, natural, physical).

The same as business entrepreneurial organizations, social ones also experience a life cycle through which they experience several stages. They should utilize required capitals they need to reach the next step. In the case of social enterprises, particularly the local ones and NP ones, their social capital playing an important role in creating other needed capitals as financial, human, organizational and physical. The strategy through which to allocate capitals grounded upon the mentioned growth strategy.

2.5 Value creation in social entrepreneurship

Both commercial and social entrepreneurs are strongly motivated by the opportunity to identify and act upon. For the commercial ones, however, the opportunity is sought within market gaps and needs, and the value proposition is devised to serve markets that can afford their new offers. SE has gained collective acknowledgment as being able to generate economic and social value simultaneously by solving social problems via market-based solutions (Austin et al., 2006; Peredo & McLean, 2006; Chell, 2007; Zahra, Gedajlovic, Neubaum, & Shulman, 2009), but their value proposition gets shape in transformative benefit for stakeholders they serve.

Two different strands of interpretations can be traced in the respective literature. One school of thought, particularly from leading business schools puts social and economic dimensions on an equal foothold in their interpretation of SE (e.g., Wharton Center, NYU Stern and the Fuqua School as cited in Zahra et al., 2008). The other standpoint with more advocators, places socially desirable objectives on top of financial motivations, arguing that creating private benefits such as financial returns or serving customers demands, will (or might) be applied as means to the social end.

In the same essence, the implications of economic value creation for the social mission are appraised differently in SE literature. Most authors define economic value creation as generating earned-income from trading products and services. These products and services, then fulfill the social mission either directly or subsidize it (Alter, 2006).

While some authors argue that social outcomes should be integral to economic performance (Porter & Kramer, 2011; Emerson, 2003), others confirm the need for a tradeoff in linking economic and social value creation (Buzinde et al.,

2017), and some pioneer SE scholars such as Dees (2001), do not see earned-income creation as a must characteristic of social entrepreneurship.

This study keeps with Scheuerle and Münscher's (2013) approach that integrates all such different understandings of value creation within one conceptual framework which relates main patterns of social value creation on markets, as adapted by social entrepreneurs, to economic value creation. Within the adopted perspective, market-based strategies (MBS) are not necessarily the same as earned-income strategies; rather, the perspective is extended to the application of market mechanisms in the whole value creation process. This recognition is in line with the concept of hybrid value creation, which, in its ultimate form would take a holistic, integrated nature of blended value creation (Emerson, 2003).

2.5.1 The hybrid value creation and the social enterprise model

The growing phenomenon of CSOs' shifting away from traditional charity models to hybrid value creation models is often attributed to the growing criticism over their efforts which fell far short of stakeholders' expectations to create or maintain claimed social impacts; the shrinkage of philanthropic resources and thus the need to explore alternative financing approach and to implement more effective operating models, and the emerging attitude of the donators and funding providers within such completive ecosystem to treat grants as an investment for which they expect plenty of quantifiable returns (Dees, 2001; Reis 1999; Alter, 2006; Sheldon et al., 2017).

This shifting in stakeholders' expectations from CSOs to achieve long-lasting results; to be accountable for their outcomes; and also to diversify their funding, so that they create and maintain more substantial impacts, has been cited as the major factor in the rising of hybrid value creation models (Alter, 2003). Social

entrepreneurs are increasingly expected to transform toward more creative operational and funding models and organizational capacity that can improve their social performance.

Drawing upon the concept of toxic charity, the case study of Murphy et al. (2017) explicitly demonstrates how this growing phenomenon has triggered a gradual shift from charity-based third sector and its collective voluntary characteristics toward growth of the hybrid models which characterize by cultivating market forces to harness their social aims, thus more effective in finding long-term and sustainable solutions.

Within SE sphere the concept of hybrid models has been closely connected to the social enterprise concept (Alter 2006; Nicholls; 2006; Chell, 2007; Volkmann et al., 2012; Praszkier & Nowak, 2012). Alter (2006, para. 3) defines the social enterprise as "socially-oriented venture created to solve a social problem or market failure through entrepreneurial private sector approaches that increase effectiveness and sustainability while ultimately creating social benefit or change".

While the term is often adopted to refer to the organization run by social entrepreneurs its application extends from organizational structure to encompass funding model, business strategy, or the project approach adopted by social entrepreneurs. In fact, it stands for the same core concept of SE but at a different level of analysis (Peredo & McLean, 2006).

Some leading organizations pioneering SE development have also provided definitions for social enterprises. The importance of these definitions is their shared emphasis on the key components: Social mission at the core and MBS. Two streams of approaches are distinguishable in their defining a social enterprise; an explicit indication on NP characteristics of the entity, or taking a broader perspective fusing

social outcomes with commercial performance of the organization, hence including FP, mission-focused entrepreneurial enterprises as well.

The European commission definition of a social enterprise advocates the latter by defining it as "an operator in the social economy whose main objective is to have a social impact rather than make a profit for their owners or shareholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and uses its profits primarily to achieve social objectives" (http://ec.europa.eu/growth/sectors/social-economy/enterprises).

2.5.2 Social enterprise classification

Numerous approaches (Emerson, 2003; Dees & Ridley-Duff, 2008 as cited in Volkmann et al., 2012; Alter, 2006; Nicholls & Cho, 2006) have attempted to classify social enterprises through different lenses. There seems to be a dominant tendency in academic literature to look to the concept from value creation perspective and around its hybrid nature (i.e., creating both social and economic values). Being distinguished by the duality of their objectives (i.e., financial and social objectives), social enterprises sit on a hybrid scale between two extreme models of purely philanthropic and purely commercial (Alter 2003).

Another advocated approach in defining distinction among social enterprises is to define them from an institutional perspective (governance philosophy) or stakeholder perspective (target groups and beneficiaries) or the mix of them. Ridley-Duff (2008, as cited in Volkmann et al., 2012), for example, proposes a classification model of social enterprises made according to the mix institutional and stakeholder perspective and includes the components of social responsibility, participative

governance and market success. Figure 1 presents a conceptual framework illustrated for the spectrum of social enterprises as regarded in this study.

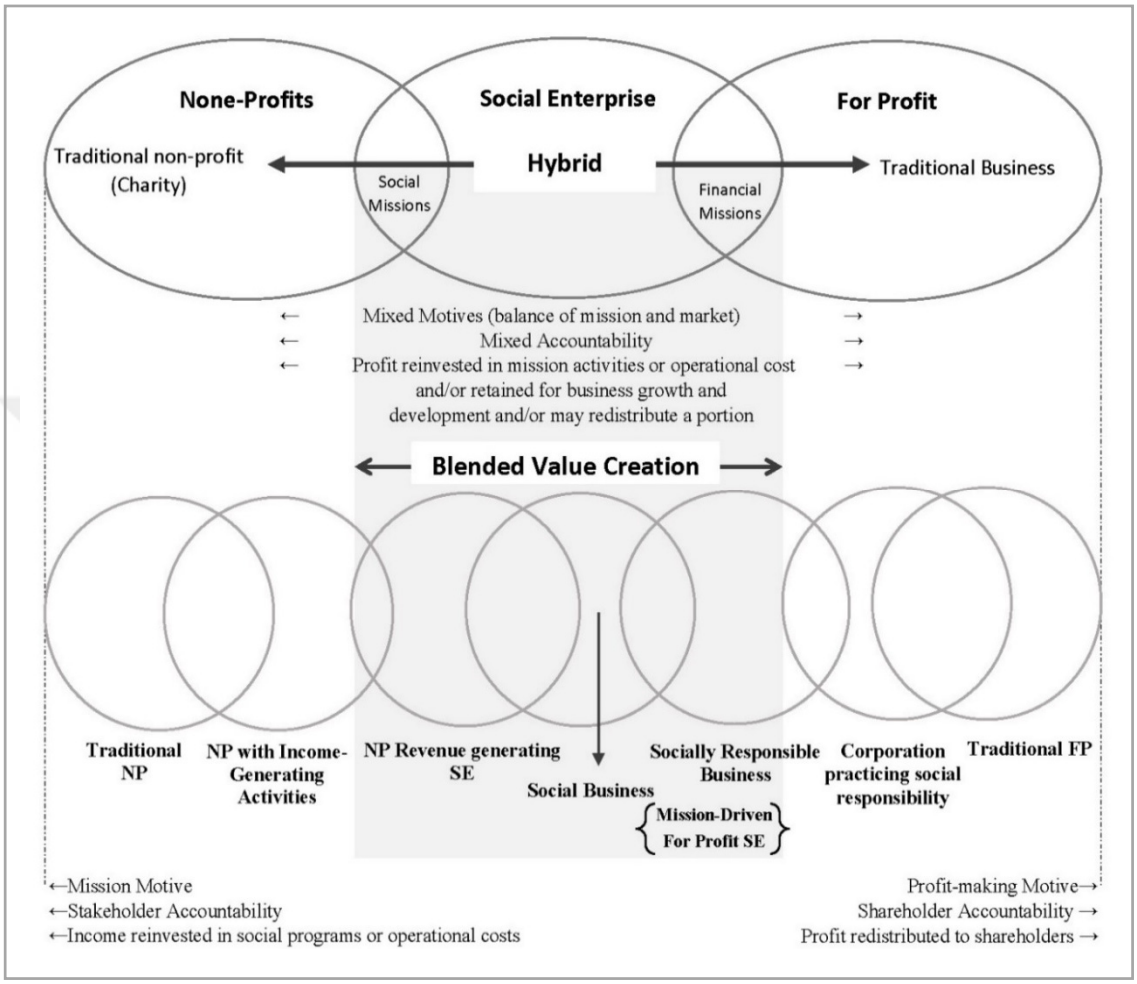

Fig. 1 Social enterprise typology within the hybrid value creation spectrum
Source: Own illustration based on Alter (2003); Volkmann et al. (2012); European Venture Philanthropy Association (2018); Peredo and McLean (2006)

2.5.3 Level of business and social mission integration

It is dominantly confirmed that all social enterprises create both types of values, yet their social and financial objectives are not always on an equal scale. Alter (2003, 2006), suggests another system of classification according to the level of integration (i.e., the interrelationship between the organization's social program and revenue-making activities) from a structural perspective and the primary purpose of

adopting the model (i.e., whether primarily as a social program or as a financial strategy). Accordingly, social enterprise models fit into the three main categories of embedded, integrated, and external models.

In the embedded social enterprises, “business activities and social programs are synonymous” (Alter 2003, p. 210). Social programs are self-financed through enterprise revenues and target beneficiary groups are the same as the recipients of the business activity. In integrated social enterprises, “social programs overlap with business activities, often sharing costs, assets, and program attributes” (P. 212). Social enterprise is adopted both as a financing strategy to support the social programs and as a mechanism to expand or enhance the organization's social impact.

In external social enterprises, “social programs are distinct from business activities” (P. 213). It is adopted primarily as a funding mechanism to subsidize the social programs’ costs. The pursuit of a social mission is not the prerequisite of business activities. Based on this classification, a framework of hybrid value creation in social enterprises is created and presented in Appendix A. This framework is adopted in the analysis of the hybrid value creation characteristics of interviewee cases.

2.5.4 Blended Value

Blended Value, coined by Emerson (2000) and later shared value by Porter (Porter & Kramer, 2011), suggests a conceptual framework for advancing the vision of value creation in social enterprises beyond a dual understanding of the nature of value, rather a holistic, and non-divisible understanding of value as a whole which merges within itself three components of economic, social, and environmental (Emerson,

2003). Within this understanding of value creation, social enterprises, whether NP or FP, generate a blend of all three value sets.

This school of thought thus surpasses from measuring multiple bottom lines toward focusing on a single value labeled as blended or shared value. The flaw, however, is in the fact that most of SE ventures are not managed to maximize their actual potential performance in this regard (Nicholls, Paton, & Emerson, 2015). Therefore, the focus of discussion over value creation in SE should be upon how to maximize the total value creation potential of organizations.

2.5.5 Distinctive characteristics of social enterprises

Though a hybrid organization, a social enterprise cannot be differentiated from other hybrid organizations along the single dimension of hybrid value creation. Not being precisely defined and confined to a specific organizational structure, nor a single legal form (Alter 2003; Peredo & McLean, 2006), necessitates to be careful about excluding or including criteria in distinguishing social enterprises.

Nicholls and Cho (2006), Alter (2003, 2006), Praszkier and Nowak (2012), Volkmann et al. (2012) identify some distinctive characteristics for social enterprises that extend the elemental factor of hybrid value creation: The social objective is the reason for commercial activity, often integrated with a high level of social innovation, business tools and approaches used to achieve social objectives, profit (if applicable) mainly reinvested intending to achieve social objectives, blended social and commercial capitals and methods such as strategic partnership and building volunteer networks, market demand built by raising awareness around the issues that are addressing, balanced market opportunities against social costs, the method of organization or ownership system reflects the enterprise's mission, using

participatory principles or focusing on social justice, enjoy financial freedom from unrestricted income, demonstrate increased accountability by measuring their impacts both financial performance and social impact, continual performance improvement and metrics, and minimum amount of paid work.

The important insight from the hybrid value creation classification for this study is that not every NP with income generation practice classified as a social enterprise. From a financing point of view, the key criteria for a NP enterprise to be considered a social enterprise are that it should potentially become self-sustained (Alter 2003). Thus NPs with discrete revenue-making practice, or even with on-going revenue stream but not as their main source of income rather as an additional source, with a high level of consent from scholars, are out of social enterprise spectrum.

Additionally, as for socially responsible businesses, i.e., FP companies that operate with dual objectives: "making profit for their shareholders and contributing to broader social good" (Alter 2003, p. 11), what determines whether or not the mission-driven business falls into the social enterprise category is the degree to which profit-making motives affect social impact motives. From the value proposition perspective, it necessitates that their financial strategies be tied directly into their social mission (Praszkier & Nowak, 2012) thus creating blended value. From the financing perspective, it can translate as what portion of profit allocated/re-invested into social activities (Nicholls et al., 2015).

The distinction between FP mission-driven social enterprises and those socially responsible businesses standing out of the social enterprise spectrum is not a scientific endeavor and must be considered case by case (Alter, 2003). While some academic resources tend to relate this classification to the legal and organizational

structure of social enterprises, the prevailing academic view confirms that legal structure is often a function of the environment, and does not impact the enterprise's motives.

2.6 Business models in social enterprises

The business literature does not fully agree on the definition of a business model. Here in this study, the three elements of business models suggested by Stähler (2001, as cited in Volkmann et al., 2012) has been adopted as the building blocks of business models of SE: The value proposition; the value architecture, and revenue model. Volkmann et al. (2012) have provided a good review of the characteristics of social enterprise business models in comparison with commercial entrepreneurs and traditional NP organizations.

The value proposition describes "the value that the company creates for its customers and partners" (Müller, 2012, p. 114). The social enterprise's value proposition is typically linked to mitigating a social or environmental problem. Volkmann et al. (2012) specify several categories within which the value propositions of SEs (regardless of sector) can fit: create social value; cater to basic humanitarian and environmental problems; solving the root cause of a problem; provide systematic solutions for complex social problems, including social change (p.116, table 6.2).

Value architecture describes "how the value is created" (Müller, 2012, p.114). Müller (2012) distinguishes several inter-related principles in social enterprise value architecture: Network Building among beneficiaries and making partnership; engaging partners and beneficiaries in the creation of the product or services to mainly increase the chance that the solution will fulfill the needs of the beneficiaries;

innovative resource mobilization strategies to address restrictions caused by lack of sufficient financial and non-financial resources.

The value architecture discussion in social enterprises needs deep diving in how they adopt MBS to create value. Scheuerle and Münscher (2013) suggest a taxonomy of twelve MBS for value creation among social enterprises be structured in two basic types of direct and indirect MBSs. Direct MBS accounts for the creation of both economic and social values at the same time and hence the ideal blended value creation. In indirect MBSs, the social enterprise acts as a catalyst in the value creation process and involves the beneficiaries strongly in both social and economic value creation.

Keeping the same perspective, Alter (2003, 2006) expands this classification by depicting the spectrum of social enterprise's operational models. The operating model refers to the articulation of the organizational systems, and internal and external value partners that interrelate to create the proposed value (Daniele & Quezada, 2017). It is not showing the organizational structure or legal forms of the enterprise though might stands for it as well. This classification has been adopted in this study as the basis to analyze MBSs adopted by the cases interviewed. The Table presented in Appendix A shows characteristics associated with this classification and the sustainability of different hybrid value-creation models among social enterprises.

Such case studies as Alter (2003), Von der Weppen and Cochrane (2012), and Sheldon et al. (2017) have shown that in practice, Alter's suggested basic models can be combined, mixed and enhanced to achieve sustainability equilibrium in terms of hybrid value creation, or to diversify and capitalize on new business and social market opportunities. This can be achieved whether through creating one unique complex enterprise; mixing and running multi-unit operations or enhancing models

such as franchising or partnership (Alter 2006). Consequently, depending on the organization's age; sector; social objectives; financial opportunities, and supporting legal context, in practice social enterprises come in a variety of hybrid models formed with the mentioned basic blocks.

The revenue model describes both the sources of revenue and the enterprise's cost structure. A social enterprise's revenue model can be complex and funded by different sources (Müller, 2012). Some key characteristics in their revenue models as indicated in the literature (Emerson, 2000, 2003; Porter & Kramer, 2011; Volkmann et al., 2012; Commission Expert Group on Social Entrepreneurship, 2016; Huysentruyt, Mair, & Stephan, 2016) are as follow:

The outcome of one of the recent comprehensive global survey on social enterprises; conducted by the Social Entrepreneurship as a Force for More Inclusive and Innovative Societies (SEFORÏS) consortium (Huysentruyt et al., 2016) shows a significant shift of social enterprises' financial strategies from relying on grants and philanthropic sources toward market-based revenue generation strategies.

Further, social enterprises integrate revenue models that help increase creating social value and the first mission of profit for them is to support financial self-sufficiency; grow the business and thus scale social impacts. The sources of funding of SEs (i.e., market-based revenues vs. external financing/ philanthropic capital vs. investment capital) is closely connected to their strategies for hybrid value creation. Accordingly, social enterprises' financial characteristic can also be projected on a scale corresponding to their hybrid value creation spectrum. Grounded upon Figure 1 and the literature, Appendix B presents basics of financial characteristics of social enterprises (i.e., income sources, funding mechanism, and financial sustainability) in relation to their place in hybrid value creation spectrum.

Referring to the discussion on MBSs and operational models of social enterprises as well as their financial characteristic, it can be concluded that SEs adopt a variety of methods to generate commercial income. Their sources of income can be summarized as follow:

The main source of income is expected to be their social service/program with two chief strategies as commercialization of social service/program and selling them to the clients often from financially attractive profiles. The generated income will fund the cost of the same services for the target groups. And selling beneficial services or products directly to target groups or third parties. Often sliding scale fees might apply to meet the needs of different target groups.

Another sources of income is doing an unrelated business activity to the organization's mission or selling products or services on the open market and then subsidize the social program. The business is created to fund the social mission. This model is not following the vision of blended value creation. Enabling or market intermediary services to target groups is another source of income for social enterprises, which is achieved through membership dues; selling business support and financial services, and purchasing the products made by target groups at fair prices, and then sells the products at a margin.

Tangible assets (i.e., renting or leasing a tangible asset such as space, equipment, plant, building); intangible assets (i.e., leveraging an intangible asset such as proprietary content, methodology, brand, reputation, relationships, goodwill); investment dividends (i.e., passive income earned from investments), and external capital (i.e., employing various sources of capital from philanthropy to hybrid to impact investment) are other income sources for social enterprises.

According to the outcomes of SEFORÏS survey (Huysentruyt et al., 2016), sales of products and services seems to be the most important source of income for the social enterprises, yet benefiting from investment and non-philanthropic capitals is gradually being fused into the financing strategies of impact-focused entrepreneurs. The cost structure of social enterprises differs from conventional business as it includes both business expenses and additional costs incurred because of the social focus programs (Alter et al., 2017). Together, operational and program costs form the total expenses of social enterprises.

2.7 The legal status of social enterprises

There is a strong consensus in the literature that social enterprises are not defined by legal form. Having a social mission at the core of the business, the particular organizational form and legal status a social enterprise takes should be a decision based on which format would most effectively mobilize the resources and capture opportunities to create target social impacts, i.e., addressing the social problem (Scheuerle & Münscher, 2013).

Along with social value creation proposition, the literature identifies some other decision factors over the legal and organizational forms of social enterprises. According to Reesdstorm Bishop and Duniway (2013), it is also closely connected to how far the social impact ecosystem is advanced in terms of complexity; the size of network; accessible financial resources and responsive regulatory framework.

Alter (2006) argues that lack of financial opportunities which are neatly and effectively meshed with social entrepreneurs' needs, puts the question of form at the front row of social entrepreneurs' concern. According to the European Commission definition, social enterprises might be registered as a cooperative; private companies

limited by guarantee, mutual, and a lot of them as NP organizations. Currently, in the widespread absence of legal hybrid models in many developing ecosystems, including Turkey, social entrepreneurs might need to adopt several legal forms to pursue both their social and business goals (Alter, 2006).

Accordingly, as for the purpose of this study, it is critical to check potential candidates based on their hybrid value creation characteristics rather than a specific organizational form of legal status. In many advanced impact ecosystems such as the U.S., UK, and Canada, alternative legal structures have evolved to address the needs of these entities. In the U.S., for example, there are NP 501(c) (3); tax-exempt organization; LLC, Business Corporation; L3C Benefit Corporation, and taxable NP (Reesdstorm Bishop & Duniway, 2013).

2.8 Sustainability of social enterprises

Two forces drive a SE organization. First, the nature of the target social change benefits from an innovative, entrepreneurial solution, and second, the sustainability of the organization and its services. It refers to the organization's capacity to sustain itself over time and to create long-term enduring value for all stakeholders and to deepen its target social impact. (Alter, 2006; von der Weppen & Cochrane, 2012; Koenig, 2013c, Volkmann et al., 2012). The concept is closely connected to self-sustainability and value creation characteristics of the social enterprise (Alter 2006). While financial sustainability plays the critical role in social enterprises' achievement of sustainability, other factors including the viability of the business model, the organization's operations, the growth strategy, and meaningful interactions within its ecosystem play essential roles as well.

Literature (Peredo & McLean, 2006; Alter, 2006; Volkmann et al., 2012; Koenig, 2013c) counts some characteristics for a sustainable social enterprise as: Financially is toward self-sufficiency, has a long-term strategy for market-based revenue-generating particularly involvement in the trading of products and services continuously, scalability of the business model and strategy for diffusing social innovation and deepening social impact over time, entrepreneurial and professional management of the organization, and strong partnerships and collaboration with funders; suppliers, and customers/beneficiaries.

Whether NP or FP, social enterprises need capital to move toward sustainability equilibrium which accounts for their economic viability and self-sufficiency leading to increasing and sustaining their impacts (Volkmann et al., 2012; Sud, VanSandt, & Baugous, 2009; Nicholls, 2006). The financial performance in social enterprises is not evaluated by breakeven or profit-making (Alter at al., 2017); rather by how far it is successful in achieving the financial objectives it has set throughout its lifecycle. Self-sustainability of social enterprises is tied to their hybrid value agenda (i.e., proposition and architecture), and their maturity.

Consequently, the financial objectives might be set as to covering the business and operation costs; cost related to created social value (social cost); social costs associated with externalities or supporting social programs out of the enterprise; reinvesting in the business for growth, or profit. The self-sufficiency occurs once the social enterprise can cover its total expenses which include both operational and social costs. Sustainability occurs once the organization can move toward impact scaling and growth (Alter, 2000; Sud et al., 2012).

Social enterprises are capitalized through a variety of different financing instruments such as grants, loans, charitable contribution, and impact investment or a

combination thereof (Alter, 2003). The type of funding depends on and must correspond to the social enterprise's form and legal structure; financial needs; business cycles; level of maturity (i.e., life cycle stage); availability of funding, and the best capture of borrowed capital and their own risk capital in connection with their value creation agenda (Volkmann et al., 2012). Appendix C presents a schematic diagram of the financial life cycle of a social enterprise and elaborates on the critical stages that SE needs external financing in order to maintain viably.

The outcome of several credible surveys and reports around the world firmly confirms that almost in every ecosystem -whether advanced or in its nascent stages- access to capital is a serious barrier in front of social enterprises' sustainability and growth (World Economic Forum [WEF], 2013; GEM, 2015; Organization for Economic Co-operation and Development [OECD]/WEF, 2016; Monitor Group, 2012; OECD, 2015; Global Impact Investment Network [GIIN], 2016; GIIN, 2017; GIIN, 2018; Koenig, 2013c; Koenig & Jackson, 2016).

The chief reasons cited for this market flaw are as follow: Impact-focused capital markets are often immature and underdeveloped, and not so many effective financial instruments are tailored corresponding to the needs and preconditions of evolving social entrepreneurship ecosystems. Further, ownership and regulatory issues limit social enterprises from access to a suitable form of financing. For many social enterprises- in particular, micro and small local enterprises and early-stage ones- the lack of collateral, credit history, or asset competence prohibit their access to loans.

2.9 The social impact ecosystem

Social impact ecosystem refers to the system of "institutions, procedures and social relations in which parties engage in the financial and NF exchange of goods, services, and information for creating social impact" (Koenig, 2014b, p. 35). The impact accounts for a deeper level of beneficial changes occurred as a result of a particular social innovation (Koenig, 2014b). Target impacts mostly address environmental challenges and social issues which have been addressed by SDGs.

The primary function of this ecosystem is to catalyze and mobilize resources toward SE initiations in order for them to become impact-generating social ventures and thus contribute to achieving SDGs. Social impact ecosystem develops over time and in cycles starting from the initial phase of uncoordinated innovation to the market building to the growth to maturity (Koenig, 2014b).

Several studies (Leadbeater, 1997; Thomson, 2002; Volkmann et al., 2012; Koenig, 2014b) have shown that social enterprises at an early stage and early growth stage lack the required skills and resources in order to become self-sustainable and increase their impact. Such needs highlight a critical role of the support organizations in the social impact ecosystems as enablers and facilitators in the ecosystem. These organizations should have expanded and effective multi-sectorial networks among governmental, private, and civil society sectors through which they try to enable a more expanded; interactive; efficient and productive environment for SE (Gianoncelli & Boiardi, 2017; Koenig, 2014a). These enabling organizations often tagged as intermediary organizations to highlight their roles as connectors between social enterprises and the ecosystem's resources.

The chief support roles of intermediary organizations as asserted by literature (Gianoncelli & Boiardi, 2017; Varga & Hayday, 2016; Koenig, 2014b) are: Dissemination and awareness-raising among the public, social, and business sectors on the significant roles SE can play for creating sustainable social impacts; building the foundation for defining and implementing more effective policy, procedures, and regulatory framework for the ecosystem through networking and trans-sectorial negotiations; organizing entrepreneurial skill development schemes through which they provide the required training, coaching, and mentoring for social enterprises, so that enable them to develop a viable venture and sustain their social impacts; trendsetting: Triggering active inter-sectorial collaborations through which fresh trends can nurture in the social impact ecosystem, and enabling impact investing ecosystem.

2.10 Social entrepreneurship in hospitality and tourism

Within the realm of tourism literature, there is a consensus that existing industrial model in tourism, which is based on mass production and consumption needs a structural and systematic change. Further, current mechanisms and economics associated with tourism and sustainability are not helping as effective as it is needed to change doing tourism businesses "as usual" (Pollock, 2015, p. 73) either. Thereby they are not addressing mentioned deficiencies, let alone taking further steps to effectively and actively contribute to lasting pervasive change as desired by SDGs (Zhao et al., 2011; Moscardo & Murphy, 2014; Sloan, Legrand, & Simons-Kaufmann, 2014; Deale, 2015; Reinke, 2018).

An increasing attention can be traced in tourism literature toward the importance of SE as an effective approach in this matter, particularly its importance in leveraging positive impacts for local communities in developing countries (Zhao et al., 2011; Dzisi & Otsyina, 2014; Sloan et al., 2014; Laeis & Lemke, 2016; Pollock, 2015; Pollock, 2016; Ikwaye et al., 2016; Buzinde et al., 2017; Alkier, Milojica, & Roblek, 2017).

Pollock (2015, 2016) and Zhao et al. (2011) count the core issues, and dynamics underpinning tourism and hospitality sector and relate them as immense potentials for social entrepreneurs to step in. Firstly; tourism industry has confused means with ends. The current model depends on volume growth for its survival and consequently undermine its viability in the long run. A tourism economy should be understood as the means to achieve the goal of society-wide well-being not to create growth (as measured in contribution to GDP, visitor numbers, and revenue and employment figures) for its own sake.

Further; current mainstream patterns in tourism contain "harmful systemic flaws" which produce a built-in tendency to generate "lower yields, increase wealth disparity, environmental degradation, pollution pressure on land and water, congestion, high labor turnover, more low paid, insecure jobs, worsening labor conditions, and more incidences of resident backlash"(Pollock, 2016, p. 1). Tourism businesses have not been asked to measure returns on natural or social capital, particularity the externalities as a result of their practice. Host communities often receive the minimum direct benefit of tourism development while often has to pay for the externalities associated with tourism practices. The impact assessment of tourism activity should put a light on the tangible, positive net benefits from ecological, social, cultural, economic, and spiritual perspectives.

Despite major shifts in human values and expectations, hierarchical structures from the top to bottom and centralized decision-making are still being deployed throughout the entire industry in all levels of interventions. Opportunities for collaboration, cooperation, cost savings, and knowledge sharing is often missed.

Current instances of sustainable tourism often fail to demonstrate a real achievement in their very first mission: "to sustain a diversity of livelihoods over several generations; while sustaining the healthy ecosystems and cultures on which (they) depend" (Pollock, 2016, p. 1). Sustainable tourism is often attached to CSR initiations of the corporates, and thus rather than lead the business agenda for the sake of environment-and- people-related issues, follow the lines of corporate policy (Lordkipanidze et al., 2005).

The mutual contribution of SE and tourism in complementing and creating opportunities for each other have been extensively discussed in chapter one. In short, tourism appears to provide fertile ground for SE to address market failures in resolving pressing global issues (Dzisi & Otsyina, 2014; Murphy & Price, 2005; Buzinde et al., 2017; Deal, 2015; Reinke, 2018). Social entrepreneurs, in return, are trusted to be able to find solutions for the sector's shortcomings and "bring new value-driven creativity into the industry" (Sheldon & Daniele, 2017, p. 3) thus transforming the nature of tourism. This mission can be achieved by taking opportunities in the area of hospitality and tourism, where sustainability is highly needed (Lordkipanidze et al., 2005; Deale, 2015; Pollock, 2015).

2.10.1 Tourism social entrepreneurship

As elaborated in chapter one, while evidence of practicing SE in tourism is growing, only a few studies have dealt directly with the subject of SE in tourism. Particularly, there is a lack of methodological sophistication in existing empirical studies (Li, 2008, Stenvall, Laven & Gelbman, 2017). Accordingly, the basis of the conceptual framework of this study is grounded majorly upon the SE and hybrid value creation literature with this reasoning that having nurtured from SE, tourism SE should enjoy the same DNA as SE. The same approach has been followed in almost all tourism and SE related literature. The similarities of adopted models among TSEs with other instances of social enterprises have been precisely emphasized in some literature such as Von der Weppen and Cochrane (2012), and Sheldon and Daniele (2017).

2.10.2 Multiple terminologies related to tourism social entrepreneurship

Only a few academic literatures have provided a definition of tourism SE; Sheldon et al. (2017) definition of tourism SE captures the key elements of SE definitions while also integrates the sustainability of the impact which is regarded as significant in tourism: "A process that uses tourism to create innovative solutions to immediate social, environmental and economic problems in destinations by mobilizing the ideas, capacities, resources and social agreements, from within or outside the destination, required for its sustainable social transformation" (p. 6).

Von der Weppen and Cochrane (2012) and Stenvall et al. (2017) place tourism SE under responsible tourism practice and emphasize on the necessity of hybrid value creation in the supply chain; the potential for financial self-sufficiency, and contributing to poverty alleviation and environmental protection. In accordance with Dees definition of social entrepreneurs (2001), Sheldon et al. (2017) and Von

der Weppen and Cochrane (2012) recognize tourism social entrepreneurs as "the change agents in a destination's social entrepreneurship system" (p. 7) who operationalized their tourism ideas to address a wide range of social challenges and "bring about the transformation of the target destination" (p. 7).

Likewise, a TSE is generally recognized as the model the entrepreneur adopts (including the hybrid value creation model and organizational forms) to implement innovative solutions within the hospitality and tourism context to solve the social problems in target destination by using non-governmental, market-based approaches (Von der Weppen & Cochrane, 2012; Ikwaye et al., 2016) and (often) to ensure higher benefits for host destinations rather than the leakage of resources- as is often the case in this industry (Reinke, 2018).

2.10.3 Tourism social entrepreneurship at local levels

Of the few studies exist about SE in tourism, most have largely focused on the community development role of SE (Praszkier & Nowak, 2012) and place the social entrepreneur as a catalyst for creating societal empowerment at local scales, particularly enabling marginalized people and micro-entrepreneurs to build their capacity in order to turn their hospitality and tourism-related ideas into business (Li, 2008; Sloan et al., 2014; Iorgulescua & Ravar,2015; Stenvall et al., 2017; Reinke, 2018; United Nations Development Program [UNDP] Türkiye, 2018).

Accordingly, from the conceptualization ground, the discussion over SE in tourism is closely connected to the SE at the local scale as conceptualized by Leadbeater (1997) and Thompson (2002, 2006) and practicalized by Praszkier and Nowak (2012). Praszkier and Nowak (2012), provide a road map for stabilizing a SE practice, which firmly emphasizes on "starting out small and local" via piloting the

new idea and “to test, verify, and, accordingly, modify the innovation and its implementation strategy” (p. 201).

This condition requires the social enterprise to be fully involved with the local context. Yet, what distinguishes a SE practice from community projects operating for the public good according to Praszkier and Nowak (2012), is the passion of the social entrepreneur(s) for growing their impacts through replicating the proved project in another context. Thus in this next phase, a social entrepreneur enters the piloting the spread to draw on how to develop and refine a broader strategy for growth benefiting the existing implementations as showcases and as a basis for replication.

2.10.4 Tourism social entrepreneurship in the context of sustainability

Literature in SE tends to relate tourism SE with sustainable tourism development (Lordkipanidze et al., 2005; Zhao et al., 2011; Von der Weppen & Cochrane, 2012; Stenvall et al., 2017; Laeis & Lemke, 2016; Deale, 2015; Pollock, 2015; Ikwaye et al., 2016; GlobeScan, 2018). While research on the intersection between SE and sustainable development in general, and within the context of tourism in particular, is not extended, it can be traced that academic literature delineates several parallels between the paths of entrepreneurship, SE and sustainable development.

Drawing on Schumpeter’s (1942) creative destruction concept, and the conceptualization of social change by Praszkier and Nowak (2012), it can be argued that the two concepts, i.e., sustainable development and SE, seem to overlap significantly. Yet, not every initiative pursuing sustainable development agenda can be considered a socially entrepreneurial enterprise. A SE enterprise must deliberately create added value grounded upon a social mission (Dees, 2001; Leadbeater, 1997)

and a social value proposition (Hall et al., 2010; Martin, Osberg, & Huffington, 2015; Chell, 2007) at the core of the business model. This added social value at the venture's front agenda might diverge it from other instances of sustainable business practice.

The same argument applies in the context of tourism. Firstly, a significant overlap exists between the concept of sustainable tourism and TSE. Sustainable tourism is being increasingly promoted in current literature as a multifaceted approach (development or business) which incorporates socio-cultural and environmental dimensions in line with the economic aspect. The concept thus is fundamentally connected with effective and innovative management of all utilized resources (socio-cultural, economic, ecological, and physical) in order to address community needs along with taking care of essential ecological balances (Murphy et al., 2017; Stenvall et al., 2017). Likewise, drawing on the definition of TSE by Sheldon et al. (2017), TSEs are also dedicated to solving community issues in target destination through tourism and hospitality initiatives.

Some scholars such as Hall et al. (2010) tend to differentiate sustainable development through entrepreneurship from SE arguing that social entrepreneurs are specifically focused on the social dimension of sustainability whereas sustainable development entrepreneurship tends to incorporate economic, social, and environmental concerns on equal footing and therefore conclude that not every instance of social entrepreneurship could be considered examples of sustainable development.

Nevertheless, as the idea does not seem to enjoy a well-built reasoning, nor a strong supports among scholars, this study advocates the view of the scholars such as Peredo and McLean (2006), Chell (2007), and Nicholls (2006) as well as the agenda

of such reference reports as GEM (2015) which promote SE as a multifaceted strategy that incorporates socio-economic and environmental dimensions.

Adopting the same reasoning mentioned in connection with SE initiative versus sustainable development, as well as the definition of tourism SE, it can be argued that a tourism SE practice is not merely a socially responsible activity that operates in the tourism sector sustainably. It proposes a value creation beyond mitigation of the symptoms of social problems of communities to address the very roots of the problem. Further, it cannot pursue discrete short-term initiatives. Instead, through triggering systemic changes, they shall create long-term social value (Dees & Anderson, 2003, as cited in Buzinde et al., 2017). These are the critical points in which tourism SE might branch off a sustainable tourism initiative. Accordingly, an organization which has initiated a local tourism project, supporting the host community economy within the context of sustainability, is not necessarily a social entrepreneurial venture.

Sheldon et al. (2017) connect sustainability-focused parameter of a tourism SE practice to its direct contribution to the sustainable well-being of the host community and break it down in three main impact areas; sustainable use of natural and cultural resources, socioeconomic quality of life, and community involvement and governance. The entrepreneurial aspect of this practice entails for the initiation to be an innovative and distinctive idea; feasible (i.e., can be developed, implemented and viably maintained via efficient use of resources); market oriented (i.e., responding to the needs of a target market), and business-oriented.

In addition to mentioned focal criteria, a series of integral features can be extracted from other academic literature (Peredo & McLean, 2006; Martin & Osberg, 2007; Praszkier & Nowak, 2012; Sheldon & Daniele, 2017) which help override the

subjectivity connected with the concept and interpret it more objectively, particularly in distinguishing instances of tourism SE from other sustainability-led practices in tourism and hospitality sectors: The presence of an innovative hybrid value proposition and a feasible business model; the reliability, replicability, and repeatability of the model; the potential to trigger more substantial scale even though it might be adopted at local levels, and the presence of an enterprise growth strategy with the aim to extend intended social impacts through a more complex system or more efficiency in utilizing resources.

2.10.5 Taxonomy of TSEs

As discussed previously, social enterprises are categorized by the way they create hybrid value, types of social impacts; their business models (i.e., MBSs and operational models), and their funding models. Von der Weppen and Cochrane (2012) adopted Alter's categorization of social enterprise operational models in a case study and confirmed the applicability of the same category of operational and management model among TSEs. The following session provides a review of some of the already-discussed typologies, projected by literature in the tourism sphere. One key conclusion derived from this analysis is that TSEs, like peers in other sectors, adopt a wide variety of structures; operating models, and business strategies to meet their social mission and economic goals.

Day and Mody (2017) have provided a good review of different existing categorization in SE sphere and has pointed out that each of the typologies can be effectively applied to tourism. They have proposed a useful typology based on TSE's role in the tourism value chain. The typology is based on the rationale that recognizing the market potential of tourism; social entrepreneurs can develop

enterprises at each stage of the value chain within different businesses activities (i.e., sectors) related to hospitality. Accordingly, TSEs can play roles as suppliers (e.g., organic farming collectives supplying food to dining); providers (e.g., instances of community-based tourism) or intermediaries (e.g., tour wholesalers or specialty travel agents selling SE product for social benefit).

Case studies in tourism SE revealed that there is a tendency in academic literature to categorize tourism SE practices based on their impact strategies-or their social value proposition-rather than their market-based approaches. Within the tourism and hospitality areas, entrepreneurial approaches to create social impacts can be significantly diverse in terms of the nature of impacts they create and thus level of changes they trigger in the society.

Due to trans-sectorial nature of tourism delivery and its impacts, instances of TSEs can be found in diverse sectors within the market. A typology based on market sectors is useful as it reflects how diverse this genome of social enterprises can create market-based social value. The following list has been extracted via an extensive case review reached either via academic literature or internet searches:[4]

- TSEs' tourism and hospitality-related sectors: Accommodation; Gastronomy; Transport; Event managing; local handicrafts; Tour operation;
- Other potential market sectors for TSEs: Education; Health; Environment; Energy; Agriculture; water management; IT; design; planning; finance;

Almost all impact-focused enabling organizations/platforms/programs, particularly leading impact-focused financial intermediary who bears the critical role

[4] Many instances of TSEs could be traced in social media platforms by sector keywords in combination with impact keywords.

of matching SE practices with responding capital (to name a few: Ashoka; GIIN; Schwab Foundation; Echoing Green; Skoll Foundation; The Draper Richards Foundation; The Rockefeller Foundation; Roots of the impact; Village Capital) introduce a categorized profile of their desired SE practices in connection with their target SDGs, hence their supporting schemes. These categories are majorly based on the impact profile of the organization; often referred to as impact categories or impact sectors.

An extensive review of these headlines and the cases under which have been supported, helped the researcher extract a useful list of impact categories connected with Tourism SE. Interestingly, very few intermediary organizations in SE ecosystem mention tourism and hospitality directly in their sector/impact categories, but many of them include instances of TSE under either of the following impact categories: Education; welfare and health; environment; climate change; energy efficiency; community development; financial inclusion; agriculture; employment/skill training; small and medium enterprise development; economic development; rural development; technology; labor condition and employment; disabilities; civic participation; water; trade; culture/handicrafts; waste management; Migration; consumer awareness; biodiversity; human rights/ social justice; sustainable consumer products.

2.10.6 Hybrid value creation in TSEs

Several empirical studies in relation to tourism SE have shown that tourism SE organizations consider both financial and social consequences before arriving at a business decision (Peredo & McLean, 2006; Austin et al., 2006; Von der Weppen & Cochrane, 2012; Dzisi & Otsyina, 2014; Sheldon et al., 2017).

Accordingly, the same as their counterparts in other SE sectors, tourism SE organizations pursue a social enterprise model projected in a hybrid value creation spectrum from NP to hybrid to FP organization. Sheldon and Daniele (2017) have shown that TSEs can be established within the private, semi-private or foundation organization. Whereas, some studies such as Stenvall et al. (2017) intend to define TSEs more on the FP end of the spectrum; regarding them, as socially responsible business thus integrate the profit motive with the mission to change to create social value through tourism.

Unlike many social sectors' client market, tourism market is a financially resourceful sector; this can set a less challenging agenda ahead of TSEs to stimulate both social and financial added value (Alter, 2006). A solid study in this context was conducted by Von der Weppen & Cochrane (2012) to understand the approach TSEs apply to realize this critical balance. Laeis and Lemke (2016) delineate the significance of hybrid models in TSEs "[TSEs] should blur the lines of for- and NP businesses" (p. 1088). The purpose of a TSE is defined by the emphasis and priority given to its financial and social objectives. The key factor is not the model obtained but is to address the needs of target stakeholders, particularly if set to serve local people, or it should reach its pro-poor aims (Singh, 2003, as cited in Sloan et al.).

The literature revealed several attempts to explain how hybrid value is created within various types of TSEs. Von der Weppen and Cochrane (2012) adopted Alter's framework of social enterprise models (2006) in a case study to investigate hybrid value creation characteristics of TSEs. They did not recognize any sector-specific characteristics for TSE management models. The authors concluded that while TSEs generally operate similarly to other social ventures in terms of creating balance between their commercial and social objectives, a clear preference exists among

them for three among the six Alter's suggested models, including: the market intermediary model; the employment model, and the organization support model (Von der Weppen & Cochrane, 2012, p. 497).

Another case study by Buzinde ar al. (2017) also concluded that TSEs, notably those emerged in developing countries are in many ways, examples of Alter's organization support model. Nevertheless, as the mentioned studies have applied the model in a limited number of sample cases, instances of other operational models might also exist in the tourism sector. Similarly, Von der Weppen and Cochrane (2012) explore the characteristics of TSEs and identify critical success and challenge factors that help understand their management models.

2.10.7 Sustainability of TSEs

Sustainability of TSEs depends on "their ability to cover full costs from their operations and their competency to establish a market share … the premise is to develop self-sustaining instead of profit-maximizing businesses" (Alegre & Berbegal-Mirabent, 2016, p. 1159). There is an expectation that the majority of surpluses generated be reinvested in the business aiming at improving the service or scaling up the organization. Sheldon et al. (2017) count several critical targets that TSEs shall pursue in order for their sustainability: Rendering high-quality services to clients; professionalizing their services; diversifying their funding resources; increasing their organizational capacities, and realizing significant social returns.

2.10.8 Access to capital in TSEs

There is little systematic research on funding of TSEs, particularly a deep investigation in different funding models to come to a list of the models applicable, desired and suitable for TSEs is seriously lacking. Current studies are often based on

individual case studies and thus provide a discrete image of what is going on in the market. Nevertheless, existing case studies show that many receive seed funding from their founders or individual angel investors and fund their operations through sales of tourism products and services. Some instances of this approach are Blue Yonder (www.theblueyonder.com), a social enterprise which operates as a responsible tourism company in India, South Africa, Nepal, Bangladesh, Bhutan, and Sri Lanka, and Grassroutes (http://www.grassroutes.co.in/) which provides local community-based hospitality services in India.

Murphy et al. (2017) case study has shown that donations from socially concerned individuals have been provided supplemental funding for some TSE cases, but more importantly there is evidence of the development of intermediary organizations (incubators) that support TSEs of their region or target destinations particularly by providing them with seed funding and other capacity-building supports. The Borneo Ecotourism Solutions and Technologies (BEST) Society is a good example of this tourism-focused incubators.

The other leading incubator in this regard is booking.com booster program which provides the required funding for the impact-focused social ventures in tourism (FP TSEs) at their early growth stage to help them scale their social impacts. Crowd-funding is also becoming a source of funding for TSEs to start or grow their social enterprises. A good example of this is Juha's Guesthouse which raised the fund they needed for initial renovation through an Israeli crowd-funding website. The TSE is operated through an Arab-Jewish business partnership that seeks to use tourism as a primary development strategy for the underserved Arab community of Jisr az-Zarqa (Stenvall et al., 2017).

2.10.9 The concept of growth in TSE

The concept of growth as the pursuit of quantity and volume (either in numbers of visitors, guest facilities, visitor spending and investment amount) has been questioned in some tourism literature (Sheldon & Daniele, 2017; Pollock, 2015). However, not being set aside as an objective in its own right, a shift in the conceptualization of the subject from gross orientation and quantitative expansion towards net benefits and qualitative development is emphasized.

In order to catch the net benefit, the assessment of tourism impacts, therefore, take into account "both the consumption, damage, and deterioration of the place and people on which tourism depends and the generation of visitor satisfaction, business profit, employee engagement, environmental quality, resource use efficiency and community well-being" (Pollock, 2016, p. 2). Within this perspective, growth generates tangible, positive social, cultural, economic, and environmental impacts, which are experienced by more stakeholders.

The growth is often challenging and slow in social enterprises context (Dees, Anderson, &Wei-Skillern, 2004), particularly if compared to the magnitude of the addressed problem. Like any type of SE venture, within the context of TSE, the decision over the growth is closely connected to the venture's deep understanding of the nature of the innovation (i.e., whether or not it is transferrable), critical internal and external supporting factors and roles (i.e., capital and resource; business model; market infrastructure), and how the scaling strategy would influence the impact (i.e., magnitude, nature, effectiveness) (Dees et al., 2004).

Once the TSE becomes confident of its growth potential and readiness, then with the core mission of advancing or expanding their social value creation, a suitable growth strategy shall be adopted. Advancing accounts for more complex and

integrated form of social outcome and expansion stands for replicating or scaling SE solutions (Volkmann et al., 2012, Dees et al., 2004, Nicholls et al., 2006). The expansion criteria (i.e., scalability) takes into account the potential for growth of the business both financially and in its social impact, a strategic approach nor a one-time practice, and a repeatable model which can be expanded regionally; nationally or internationally either by branch expansion or replication partners. The enhancement strategy seeks the potential to turn into a more effective, efficient, and complex system, thus enhance and diverse its impacts.

Both strategies can help TSEs increase their geographic scope or reach out to a new target group. Replication refers to "the diffusion and adoption of their model in different settings" (Dees et al., 2004, p. 26). Scaling-up is mostly utilized when social entrepreneurs refer to "significant organizational growth and central coordination" (Dees et al., 2004, p. 26).

Dees et al. (2004) extensive empirical study about growth strategy among social enterprises shows that for them, in order to increase their impact effectively and sustainably, rather than simply frame the problem in terms of either of expansion models, they need to set a broader strategic and systematic approach to their growth strategy, and place the appropriate model(s) within that strategic framework.

Volkmann et al. (2012) count several decision factors for social enterprises to decide on which growth strategy to apply: level of control, the resource required (i.e., capital, time, management capacity, knowledge, and professionality), organizational commitment, and business model. Possible approaches are dissemination, affiliation (joint venture, licensing, and social franchising), and branching.

Dissemination can be compared to an open-source strategy where an approach is made available to the public; instead of protecting the innovative

solution, the social entrepreneur spreads the word about his/her innovation and thus serves as a role model or catalyst for others. In the affiliation model, the parent company works together with one or more partners on a permanent basis. It is responsible for the implementation on a local level. Branching allows for central coordination and local responsiveness. The operation is done on a branch level. Typically, all branches together build a legal entity (Dees et al., 2004). Dissemination, licensing and franchising correspond to scaling of the idea/approach while branching and franchising target scaling of the organization.

Praszkier and Nowak (2012) study have recognized the challenges that hospitality industry operator's encounter in the course of their adoption and operation of social entrepreneurial practices that could either limit or inhibit achieving their self-sustaining and growth goals. According to their findings, several factors pose such challenges: The market volatility of the sector which most often depressed accruing revenue thus leading to financial constraints; legal and logistical limitations; limited capacity of the destination communities to cooperate in the provision of some required essential supplies and services; negative perception of some stakeholders about the concept and its practice and thus lack of willingness for collaboration and partnership, and inadequacy financial and societal supports.

These factors corroborate that of mentioned previously as the hindering factors for access to capital for social enterprises based on reference reports and academic studies. While access to suitable support and financing seem to be mentioned as primary concern of social enterprises in several empirical studies (Monitor Group, 2012; GIIN, 2016; GIIN, 2017; GIIN, 2018; Koenig, 2013c) no study was expressly confirmed the same in tourism sphere, and thus called for the investigation about main shortcomings and barriers of TSEs in the context of focus.

Nevertheless, it seems that regardless of sector, the stage of development of the ecosystem and the social enterprise, financing is scarce in the impact market ecosystems and for at all stage of development of social entrepreneurial initiatives (Volkmann et al., 2012; Gianoncelli & Boiardi, 2017). It primarily constitutes a problem after the initial phase until maturity (Mair & Sharma, 2012). Funders either provide low amounts, only sufficient for surviving during the early stage or make deals that are not suited to the financing needs of scaling targets. Other barriers relate to quality human resources and maintaining quality control while pursuing either of expanding strategies (Mair & Sharma, 2012).

2.11 The context

This section will focus on Turkey's social impact ecosystem as the enabling ecosystem for TSEs. It contains a brief review of SE and then focuses on the impact ecosystem based on available literature.

2.11.1 Social entrepreneurship in Turkey

Despite significant global attention during the last decades over the role of SE in sustainable development, the concept is still not widely understood, studied, and practiced in Turkey. The main reason for this void is the lack of awareness about the benefits of SE for addressing the social needs among the society in general and in particular among public authorities (Koç Üniversitesi Sosyal Etki Forumu [KUSIF], 2017).

The 10th development plan (TR Ministry of Development, 2014) emphasizes on the further development of the entrepreneurial culture and ecosystem in Turkey through "enhancing the institutional, legal, professional and finance/investment

groundworks serving the ecosystem and designing support models by the collaboration of public, private and non-governmental institutions" (p. 93). Yet, it seems that within such recognized need, SE could not get a formal legitimacy as an agent for sustainable development in the country. Such lack of recognition has put a severe challenge for social entrepreneurs in the country to establish as mission-driven enterprises in the country.

The research project of Ashoka and the Schwab Foundation (as cited in Istanbul Bilgi University, 2012) trigged emerging discussions about the importance of the development of the SE ecosystem of Turkey in order to move toward sustainable development in the country. Another joint research project between Bilgi University and UNDP Turkey about SE in Turkey, which published in 2012, also illustrated a picture of the ecosystem in its very early stage (as cited in Istanbul Bilgi University, 2012).

Through introducing several leading samples of SE organizations in Turkey, all of which belong to civil society sector, both studies have shown that how SE ecosystem of Turkey has initiated by social-mission focused innovative ideas of the NP sectors. SE still is perceived as an agent for social activism and growing democratic society in Turkey. It is not connected to the discourse of economic development and social businesses. Although there is no legal organization representing SE and social enterprises in Turkey, there is a strong tendency to put SE under the umbrella of civil society sector and such leading CSOs as the Third Sector Foundation of Turkey (Türkiye Üçüncü Sektör Vakfı-TÜSEV).

These case studies also revealed that all introduced samples were directly or indirectly working in the area of sustainable development. (i.e., addressing millennium development goals which later re-tailored as SDGs). Interestingly three

of such leading cases have used hospitality-related activities as a means for creating their target social impacts.

Another important document in analyzing SE ecosystem of Turkey is TÜSEV needs analysis report (Başak, Kaya, & Meydanoğlu, 2010). The report counted the main weakness areas of the SE ecosystem as misunderstanding of the concept, lack of institutional structures, restrictive financial regulations, lack of audience and patrons in public, and extreme bureaucracy. A more recent and more comprehensive study about the situation of social entrepreneurs in Turkey was conducted at the Istanbul Policy Center (Koenig, 2013c). The survey puts light on the characteristics of social entrepreneurs in the country. It showed that while SE is accelerating in Turkey, social entrepreneurs experience severe challenges in order to achieve stability. The major challenges in front of them are lack of access to appropriate financial source at the early stage of development, capacity constraints, and the void in the legal recognition of SE in Turkey.

2.11.2 The social impact ecosystem of Turkey

Koenig's study of SE ecosystem of Turkey (Koenig, 2013c) confirms that many of these challenges are experienced as a result of the lack of an enabling ecosystem for SE in Turkey. Social entrepreneurs' needs capacity building supports to be able to pass the early stages. They need to be part of established support networks (Koenig, 2013c). There is an urgent need to provide favorable conditions for SE initiatives and to facilitate its applicability among organizations in Turkey (Başak et al., 2010).

The endeavors of some organizations such as TÜSEV and Ashoka Turkey in raising awareness about the concept and provide visibility for social entrepreneurs have contributed to an emerging recognition for SE among the civil society, public

and private sectors. Such efforts have triggered cooperation and dialogue among the sectors in order to build an enabling ecosystem to catalyze the emergence of more SE practiced in Turkey.

Nevertheless, several underlying constraints have hindered the general development of an enabling ecosystem for SE in Turkey. The main constraints as advised by Koeing (2014 a, 2014b) are in the areas of finance; policy and legal infrastructure; market capacity; market infrastructure; market capacity; information; collective awareness, and policy and legal structures.

Tackling these flaws requires a strategic path for the ecosystem to be leveled up to maturity and thus provide a nurturing soil for social entrepreneurs. To achieve that a fundamental intervention at policy and strategic level by the government is crucial (Koenig, 2014a). Yet, the mentioned failures also pulse the need for support initiatives and collective actions among social impact ecosystem players for the capacity development for social innovation, and business and organizational proficiency among social enterprises (Koenig, 2014a).

The lessons learned from such pioneer studies as the Istanbul Policy Center survey, particularly the framework suggested by Koenig for various levels of interventions in shaping social impact market (2014a, p. 18), plus a handful of other reports prepared by leading organizations in the the SE ecosystem (TÜSEV, 2014; Başak et al., 2010; KUSIF, 2017; Istanbul Bilgi University, 2012; S360 Research & Analytics, 2018), and the social innovation ecosystem map of Turkey created through Imece and Ashoka Turkey collaboration, help shape a current understanding about social impact ecosystem of Turkey.

Some more recently published reports in the field of SE in Turkey, have partly focused on recommendations for the development of social financing in

Turkey (Mikado Sürdürülebilir Kalkınma Danışmanlığı, 2017; Mikado Sustainable Development Consulting, 2018). These reports, though, are more of guidelines or handbooks based on international experience rather than an ecosystem-focused study. One of the few existing writings which address financing for TSE is recently published by UNDP Turkey (UNDP Türkiye, 2018) in collaboration with Turkey Ministry of Culture and Tourism. The report suggests various financing models suitable for Sustainable community-based tourism projects in Turkey. It seems extensive and inclusive in terms of covering the spectrum of capital, but again, it is not grounded upon market research within the context of Turkey, rather it is more of a comprehensive review of existing models based on international cases.

In recent years several initiatives have been initiated in order to build an enabling ecosystem for SE in Turkey. Several organizations emerged in the ecosystem, which act as enablers to incubate SE initiatives through their support schemes. Also, several universities started to create required contents for disseminating and awareness-raising about this emerging ecosystem and its role in achieving SDGs. Some of them such as Bilgi, Kadir Has, Özyeğin and Koç universities, and METU have started incubation centers with the aim to encourage and incubate social innovations among youth and students.

2.11.3 The stage of development of social impact ecosystem in Turkey

Koenig studies (2013, 2014a) provide a useful descriptive ruler to distinguish among different lifecycle stages of impact ecosystem, pulsing the key indicators based on which Turkey's social impact ecosystem is at the first phase of its life stage. The study highlights several critical needs for such an early stage ecosystem in order to function as an enabling ecosystem for SE: The need for a more sustainable financing

model; alternative financing for early-stage SE initiatives, and defining specific legal structures for social enterprises in Turkey. On the top of legal voids is the lack of a legal framework that let FP social enterprises –registered companies under the Turkish Commercial Code- include their social objectives in the goals of the company and thus allows for asset allocation or re-investment for the social targets.

In summary, the literature review provides the theoretical foundation needed in this research to investigate the hybrid value creation and self-sustainability of TSEs. The review on the reports and studies about the social impact ecosystem of Turkey helps depict the primary picture of the flaws in the ecosystem as an enabling context for nurturing TSEs.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research objective

The departure for this research was the author's reaction to the absence of flagship tourism and hospitality-related entrepreneurial practices in Turkey aiming to contribute to SDGs. Accordingly, as elaborated in chapter one, the overall purpose of this research was defined as: To understand the impediments faced by TSEs in Turkey to become self-sustainable impactful enterprises in the social impact ecosystem of Turkey and thereby contribute to the achievement of SDGs.

Along with the characteristics of the tourism SE practices, the research also explores the supporting role of the ecosystem, aiming to identify the shortcomings that should be addressed so that the ecosystem can support TSEs in becoming self-sustainable impactful actors.

The subject came first from the literature confirming that there are two critical driving forces for SE practices in order to move toward the achievement of SDGs. First, the nature of their desired social change, and thereby the social entrepreneurial solution; and the second, the ability of the SE organization to sustain themselves and create long-term value for the stakeholders. As literature informed, this ability is closely connected with the way they create hybrid value.

Further, the findings of the preliminary data collection[5] uncovered another point which the literature also confirmed. In order for SE practices to become self-

[5] Please refer to section 3.7

sustainable impactful organizations with a focus on the achievement of SDGs, an enabling context is needed. This context (regarded in this research as the social impact ecosystem) aims to advance the social impact generating of social enterprises by providing for the needs of social entrepreneurs in this matter. At the core of this ecosystem, there is an infrastructure which makes the ecosystem enabled in providing for SE practices' needs.

Understanding the relationship between the needs (i.e., the needs of TSEs in order to become self-sustainable impactful actors in the ecosystem), and failures to address these needs, requires several layers of analysis. One, at the level of the SE practice itself (i.e., exploring how the TSEs' self-sustainability is affected by their characteristics in different aspects).

Second, at the level of support infrastructure (i.e., understanding missing elements and lacking conditions in the infrastructure that impede corresponding supports). Third, the ecosystem's constituents, characteristics, and gaps that hamper addressing these needs, and finally, at the broader context (i.e., factors beyond the ecosystem that affect addressing the needs, including the aspects that impact the ecosystem's enabling roles).

Within the overarching perspective, the study is not pinpointing the social impact ecosystem's obstacles as accounting for TSEs' lagging in becoming part of the ecosystem. Rather, it explores how the factors related to the social impact ecosystem affect this flaw.

3.2 Research questions

In line with the research objective, the main research question of this study is defined as:

> What impediments affect TSEs' ability to become self-sustainable and to create long-term value for their stakeholders, and how can the ecosystem address these shortcomings?

This research question has been broken down into three sub-questions:

a) What are the key areas that affect the TSEs' ability in becoming self-sustainable hybrid value creation organization?

b) What shortcomings exist in the social impact ecosystem that hinders TSEs from covering their needs concerning these key areas?

c) How can the support infrastructure of the ecosystem address these shortcomings?

Based on the literature and the preliminary data collection the main building blocks of the research is presented in Figure 2.

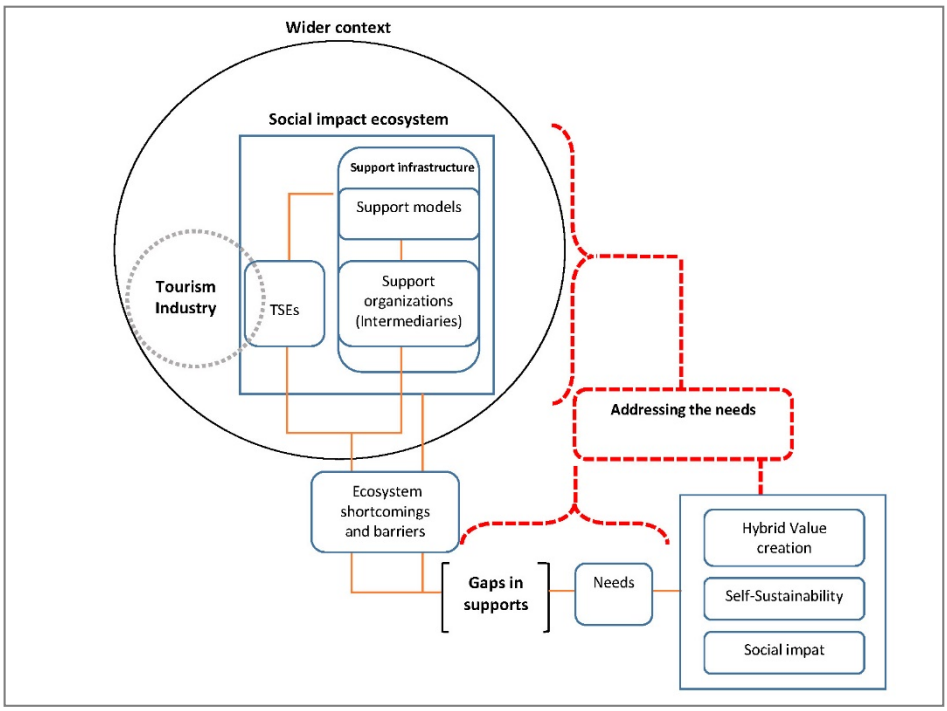

Fig. 2 The main building blocks of the research

In this conceptual model, “Needs” are informed by the critical areas in self-sustainability and hybrid value creation of the TSEs as perceived by both target groups and “Gaps” refer to the flaws in the support infrastructure as a result of the shortcomings of the ecosystem and beyond, as perceived by both target groups as well as identified through analyzing and synthesizing collected data.

3.3 Adopting a qualitative approach

Due to the lack of empirical studies in connection to the subject (i.e., TSEs in Turkey) the researcher adopted a qualitative approach for this research since it is an appropriate and effective strategy to gain understanding on a specific topic around which there is limited knowledge (Bryman, 1989). Accordingly, while the foundation of the study is based upon ample SE literature, and more limited studies in Tourism SE, the main part of the research is a context-focused (Turkey) exploratory study of tourism and hospitality-related SE. It realized through interview and observation methods to obtain proximity to the phenomena of interest through “emphasizing on interviewees’ interpretations”; “the delineation of context”, and “unfolding of events in time” (Bryman, 1989, p. 114).

3.4 Integrating design-thinking research method

Integrating commercial and academic research methods is increasingly practiced in social research. One common practice is applying design-thinking (DT) methodology in qualitative social studies (Dorst, 2011; Godin & Zahedi, 2014; Meadows, 2017). The adaptability of DT in systematically addressing social problems has also been confirmed by the leader SE hubs worldwide such as Stanford Social Entrepreneurship; Stanford Center for Social Innovation; The New World Social

Innovation Fellows Program at Harvard Kennedy School (Centre for Public Leadership), and IDEO. Figure 3 demonstrates the main stages of a DT approach.

The adopted DT methodology conforms to grounded-theory methodology in qualitative research and thus lets a fluent integration. Like grounded theory, DT uses both analysis (i.e., problem definition, discovery) and synthesis (i.e., problem-solving, validation) throughout (Suddaby, 2006; Easterday et al., 2014, Godin & Zahedi, 2014). This approach is in favor once the practicality of result is desired, and thus is intended to be a useful solution to a target problem (Easterday, Lewis, & Gerber, 2014; Von Thienen, Meinel, & Nicolai, 2014).

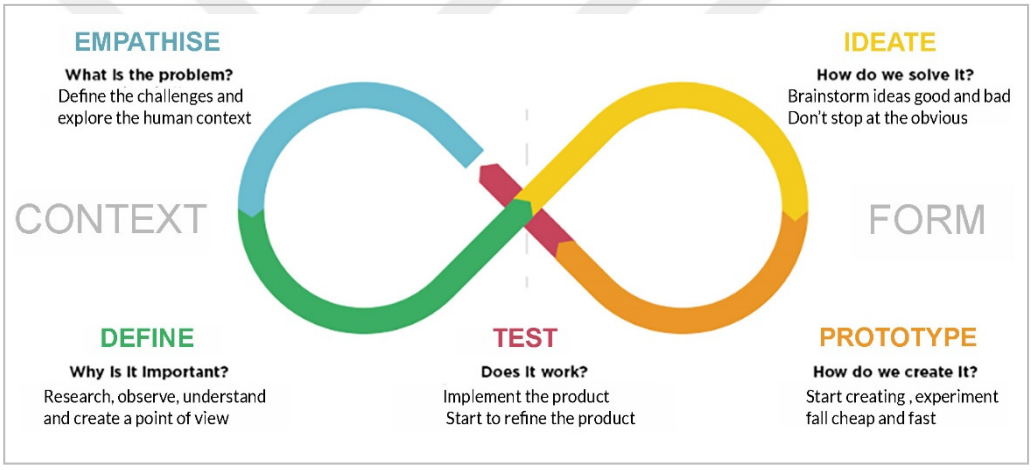

Fig. 3 Design-thinking methodology
Source: [based on Hasso Plattner Institute of Design at Stanford, n.d. as cited in Meadows, 2017]

The benefit of molding DT is that it can supplement the qualitative research validity for efficiency (i.e., time and resource-wise) and discovering gaps in the research and defining essential variables to examine, particularly when little knowledge exists about them (Dorst, 2011; Easterday et al., 2014). In line with these grounds, one other main reason for drawing on DT as a supplementary tool is its user-focused, and context-focused techniques in order maintain the practicality of the outcome (Brown, 2008; Easterday et al., 2014; Godin & Zahedi, 2014). To ensure

user and context-focused characteristics of the result, DT suggests a bottom-up approach and collective thinking of potential users in different stages of research in general, and in particular at its early stage.

Further, DT's innovation and democratic perspectives are two other major drivers for adopting this methodology. Innovation accounts for creating an optimum solution that aggregates desirability (i.e., user-centered aspects, which in this research accounts for being TSEs-centered) with feasibility (i.e., technical aspects, which in this research accounts for concentrating on the support infrastructure) and viability (i.e., time and cost of implication) (Brown, 2008). Democratic orientation refers to the generation of insights through co-creation (Meadows, 2017).

The other impetus to employ DT techniques in this research was the findings of the preliminary data collection showing that DT methodology is known and to some extent, well-practiced in the social impact ecosystem of Turkey.[6] This fact increased the level and effectiveness of the interviewee's participation in the second stage of data collection.

DT also shares with grounded-theory an emphasis on abduction once the researcher seeks to understand emerging empirical findings (Dorst, 2011). It lets constant moving backward and forwards between data, emerging concepts, and insights (i.e., findings) during the research and thereby lets the researcher gather data from the context more proactively (Easterday et al., 2014). Table 2 demonstrates how DT approach can be translated to grounded-theory.

[6] Both target interviewee groups to some extent were familiar with and/or have practiced DT.

It is necessary to mention that this adoption is at the level of benefiting from the techniques of DT, particularly techniques about empathizing; defining the problem, and ideation. The research still targets the rigor of qualitative research, particularly in terms of trustworthiness of the findings, and thus applies qualitative methodology tools to establish the trustworthiness of the insights. In the following sections, while explaining the research methodology, it is also elaborated how DT techniques were employed at each stage of the research.

Table 2. DT and Grounded Theory Corresponding Phases

DT	QR- Grounded Theory
Empathizing: Define the challenge	Research Focus and Design
Empathizing: Exploring the context	Exploratory phase: Data collection
Defining: form insights and Points of views	Analysis and preliminary findings
Ideation: frame opportunities and solutions brainstorming ideas	Preliminary theory or framework development Research re-focus and design adjustments
Prototyping and testing	Validation phase: Data gathering, Analysis, and revision

Source: [Meadows, 2017; Suddaby, 2006]

3.5 Secondary data collection

The research was initiated by collecting secondary data, including existing knowledge on the subject area and related non- academic literature. This review informed the conceptual foundation of the study and the main themes connected with the subject. A few academic studies about Turkey's SE ecosystem and a handful of available non- academic materials such as reports and blogs helped ground a basis for the primary data collection. The absence of published knowledge about Tourism SE in Turkey drew the research on integrating DT's perspective about data collection grounded in context exploration from the initiation step (empathizing stage of DT).

3.6 Preliminary data collection

Qualitative methodology provides the room for initiating the study with a relative absence of structure and entering the field with minimum prior theoretical orientation (Bryman, 1989). Using this flexibility, the definition of the problem and the research focus were determined to a large extent during the researcher's contact with the study's subjects. While DT follows the same perspective, it also advises an iterative process of empathizing with subjects, i.e., taking inputs from the context of study in several phases and levels starting with a preliminary exploration about the target problem within its context.

In keeping with this DT's discovery focus, the study started with a preliminary exploration in order to: Mitigate the risk of designing the research on a field in its infancy, without enough information to support the trustworthiness of the study. Concerning the early stage of the social impact ecosystem of Turkey in general and lack of information about tourism and hospitality SE in the ecosystem in particular, this risk was of a great matter of concern; partially offset lack of missing updated perspective about the social impact ecosystem in Turkey; identify the emerging themes and gaps, and thus help define the research focus and the research question. To address the mentioned-above concerns, the preliminary investigation employed two methods for data gathering; unstructured interviews and non-participant observation.

3.6.1 Unstructured interviews

Adopting Koenig's categorization of the key components of the social impact market infrastructure; "Capital suppliers, impact entrepreneurs, and intermediaries" (2014a, p. 14) over the course of five months between May and September 2018, a total of

ten interviews were conducted with two categories of stakeholders in Turkey's social impact ecosystem: organizations with SE practices and support organizations in the ecosystem (i.e. intermediaries). As for the former, organizations with SE practices were selected randomly from different sectors but included four tourism and hospitality-related SE practices. The research adopted such not-sector-focused orientation at the preliminary exploration based on the following reasoning:

- As one aim of the preliminary exploration was to obtain a recent perspective of SE ecosystem of Turkey, taking samples from various sectors could help establish the desired overarching view;
- Most of the academic literature in the SE area followed a non-sector specific study. In the tourism SE literature, case studies such as Sheldon and Daniele (2017), and Von der Weppen and Cochrane (2012) show that TSEs adopt the same operational models and organizational structures as other social enterprises. Accordingly, while it cannot be claimed that there is a consensus about all cases or in all aspects of their characteristics (as there are not enough empirical studies and thorough analysis available in this matter), it is most likely that social entrepreneurs regardless of their sectors share many characteristics, challenges, and needs;
- In the absence of instruments with established metrics about validity and reliability in qualitative research, Bryman (1989) and Patton (2002) emphasize that qualitative researchers need to adopt several alternative methods to ensure the trustworthiness of their study. Populating the sample interviews from different sectors confirms with Triangulation of Sources Technique advised by Bryman (1989) to ensure the credibility of the research. Triangulation of Sources involves utilizing different data sources within the same method, which in case of the interview could be using two different populations (Bryman, 1989);

- Obtaining the shared perspective could help distinguish any emerging sector-specific variables by comparing the perspectives of tourism and non-tourism samples;

Following DT empathizing techniques, the interviews at this stage were open and narrative interviews to trigger discussion about the SE ecosystem and let overlooked aspects and new concepts emerge. Yet, the researcher set a series of core themes to stimulate discussion about recurrent themes in related literature. The themes drew on the outcomes of the studies about the social impact ecosystem of Turkey including Koenig's survey of Turkey SE ecosystem (Koenig, 2013c), The SIX Wayfinder Istanbul report (S360 Research & Analytics, 2018), the TÜSEV Need Analysis Report (Başak et al., 2010), as well as the special report of SE published by GEM (2015).

As for the second interviewee category, the intermediary organizations in the social impact ecosystem of Turkey were approached in order to: Obtain an overall understanding of the degree of development of the ecosystem; acquire a recent picture about existing ecosystem actors and their roles, and explore emerging themes concerning the ecosystem's gaps. Informal meetings were held with representatives of three intermediary organizations.

The third group of social impact ecosystem actors, capital suppliers, was not interviewed because the researcher could find very few entities who are playing an impact-focused capital supplier role in this ecosystem, and the effort to connect with them was not successful, neither in the preliminary nor the secondary stage of data collection. On the other hand, during the preliminary data collection, it was understood that due to the nascent stage of the ecosystem, the primary source of

capital has remained the philanthropy capitals and this capital is most often channeled into the ecosystem through partnerships with the key intermediaries.

Taking the perception of such intermediary organizations would bring with it the purposes and functions of this capital as well. Accordingly, within the range of contacted intermediary organizations attempts made to include intermediary organizations that play the roles of channeling these capital sources in their agenda.

3.6.1.1 Channels to find sample interviewees of tourism SE practices

In order to obtain a picture of the tourism SE in Turkey, extensive desktop research was conducted to find instances of hospitality and tourism-related SE practices in Turkey. The major channels to find potential instances were:

- Accessible database of list of fellows; supported projects; member; or project participants in different capacity building schemes of intermediary organizations (Ashoka Turkey, Imece, Atolye, Türkiye Girişimcilik Vakfı, Centre for Social innovation Turkey, Sabancı University Social Investment Program, Adım Adım, SIX, Açık Toplum Vakfı, Acik Acik, UNDP AltFinLab) and universities' incubation centers for social innovation (KUSIF- Boğaziçi Üniversitesi Mezunu İş İnsanları Derneği SOGIP program- Bilgi incubation center for social enterprises, Istasyon TEDU Center for Social Innovation);
- Turkey-based entrepreneurship networks (Etohum and startup Turkey, Impact Hub Istanbul, Endeavor Türkiye, E-Grisimci, Girisimci Kafası);
- Accessible database of TÜSEV;
- SE related awards, competitions, fellowships (Accelrate2030, Bilgi Genç Sosyal Girişimci Ödülleri, Türkiye Gençlik Zirvesi Sosyal Girişimcilik Ödülleri, İbrahim Bodur Sosyal Girişimcilik Ödülü, Red Bull Amaphiko);

- Literature including SE case reviews in the Turkey SE ecosystem (Istanbul Bilgi University, 2012; Çetindamar, Total, Titiz, & Taluk, 2010);
- Social media; following related hashtags (#);
- Sustainable tourism award; competition; support schemes (UNDP Turkey and Anadolu Efes Future in Tourism project, Booking.com Booster program; UNDP projects for Capacity Building in Sustainable Community Based Tourism in Turkey);

However, due to several facts associated with the SE ecosystem of Turkey advised in the literature (Koenig, 2013c; GEM, 2010; Başak et al., 2010), this extensive desktop research might easily overlook practices and organizations that operate outside of the social impact ecosystem. In order to mitigate the mentioned risk, the researcher also checked Turkey-based or related start-up funding platforms (UNDP Alternative Finance Lab, crowdfon.com, fonlabeni.com, fongogo.com, arikovani.com, bulusum.biz, Startany.com) and listed the ventures that clearly mentioned a strong social mission in their value propositions so that not to ignore potential samples of tourism SE from the start-up ecosystem. Further, attempts made to populate the sample population by integrating a bottom-up approach as strongly advised by the DT. This target achieved by active networking with the participant of the ecosystem events, and snowball sampling via referrals of intermediary organizations and individuals.

At this preliminary stage, samples were not selected based on a set of pre-defined criteria. Rather, adopting from DT methodology, a master list of tourism SE practices in Turkey was prepared, and efforts made to populate this list as much as possible, realizing that this broad scanning would support the research in understanding the spectrum of existing tourism SE practices in Turkey and more purposeful sampling at the second stage of data collection.

3.6.1.2 Sampling in preliminary data collection

The researcher approached a random sample from the tourism SE list via email/ online/ telephone and direct contacts in the participated events. In preparation of the interviews, the researcher reviewed online data or other available documents of the organization to obtain familiarity with the organization. Non- tourism samples were selected either through referrals of intermediary organizations, or direct contact in the networking events. The other channel was available lists of Turkey-based fellowship and support programs. In order to catch the diversity exists in the context according to DT, attempts were made to choose samples from different impact sectors to provide a quasi-profile of the impact spectrum.

Six interviews were conducted in total from the first target group, including three tourism-related and three non-tourism SE practices. Table 3 presents a brief description of the samples. Names of the organizations are not mentioned due to maintaining respondent confidentiality as requested by some of the interviewees. Practices are referred with the codes of *S* referring to non-tourism and *T* referring to tourism-related practices.

As for the second group of interviewees, three intermediary organizations were selected and interviews were conducted with at least one representative who held key roles in the support schemes. The same as tourism SE list, a master list of all key intermediary actors was created in the preliminary data collection through intensive desktop research; the referrals of actors, and attending the networking events. One primary source to prepare this list was the social innovation ecosystem map of Turkey created by Imece and Ashoka Turkey. Sample organizations were selected from the list with the aim to cover a diversity of support models and institutional background.

Table 3. Interviewed Cases of SE Practices in the Preliminary Data Collection

Organization	Social value proposition	Development Stage
*S*1	Employing mothers of underserved society groups, especially refugees for producing hand-made toys, and providing fair-paying jobs for them which corresponds to their needs for hour-flexibility, working from home, safe and children-friendly workspace which enables them to balance their family life better.	Early growth stage
*S*2	Creating income for economically disadvantaged women and up-cycling wastes by producing and selling fashionable products made by local women from recyclable materials.	Early growth stage
*S*3	Raising awareness in the society about children's rights and to access children's fundamental rights by developing products and services to strengthen the perception of children as individuals and the bond that they establish with the environment.	Early-stage
*T*1	Creating theme parks in collaboration with district municipalities to raise awareness and educate children about earthquake	Initiation (idea) stage
*T*2	To provide an alternative, innovative and sustainable camp experience for socially excluded groups and individuals, especially those with disabilities, and facilitate their social integration via shared life experiences. Benefiting from volunteerism for integration, awareness-raising and cost management purposes.	Early growth stage
T3	To promote the establishment of sustainable routes aimed at walkers, cyclists or horse-riders in Turkey following a historical, cultural or natural theme, and to set best-practice standards for their development, to bring benefits to the areas through which the routes pass, by involving local people in their creation and by offering them opportunities to host route-users in their homes and pensions.	Early growth stage

Based on the purpose of the preliminary data collection, no particular endeavor was made to interview with intermediary organizations that have tourism and hospitality related cases in their portfolios so that a broader perspective of the ecosystem can be observed. However, the extensive search for tourism samples also helped distinguish organizations with such cases in their portfolio, and attempts were made to interview with them in the second stage of data collection. Table 4 presents the name of the organizations; their support roles in the ecosystem and the role of the interviewee in the organization.

Table 4. Interviewed Cases of Intermediary Organizations in the Preliminary Data Collection

Name of Organization	The activity	Role of the interviewee in the organization	Support Roles
Ashoka Turkey	Turkey chapter of the world's leading platform for SE. It Supports pilot-stage social entrepreneurs in Turkey with start-up finance, pro-bono consultancies, and connections (i.e., bringing them together in a global support network) to enable them to realize their potential and disseminate their solutions. It also develops and implements capacity building programs targeting children and youth, as well as infrastructure development projects to enable a more favorable financial and operational environment for SE in Turkey.	Programs Coordinator | Venture & Administration	Community/ network building Capacity Building/Training Financial support Fellowship incubation / acceleration
Sabanci University's Social Investment Program	Launched with the support of the JP Morgan Chase Foundation. The program targeted both entrepreneurs and social investors with the objectives to stimulate idea generation and social innovation; equip participants with the necessary skills and knowledge to successfully turn their ideas into reality; support them in refining their impact, revenue and financing strategies and strengthen their self-presentation skills to attract funders. All participants benefited from a network of mentors for technical advice and peer support.	Program Coordinator	Community/ network building Capacity Building/Training
Red Bull Amaphiko	A platform for social entrepreneurs providing them with mentoring and networking supports. The platform conducts several intermediary roles through partnerships with other intermediaries. Particularly connection to investors is facilitated through a third party (i.e., a startup accelerator and corporate innovation partner)	Culture Communication Manager	Community/ network building Capacity Building/Training

Note: Roles are based on Imece Platformu Ashoka Turkiye (2018)

3.6.2 Non-participant observation

Between January-December 2018, the researcher attended a total of ten events of the SE ecosystem with two purposes: One; direct contact with the actors of the ecosystem and taking the opportunity to approach potential interviewees, two; to identify emerging themes and main concerns of the stakeholders of the ecosystem. The events were chosen based on their subject. It was aimed to select multi-partner events connected with project partnership among different intermediary organizations. The researcher also aimed to cover different ranges of activities from training sessions to networking events and discussion panels. To the extent these observations have occurred, they were mostly non-participant, with the researcher being mostly on the periphery of interactions (Bryman, 1989).

However, almost all attended events enjoyed an interactive. Further, conversations around the discussed topics were initiated with target participants during the break times or at the end of each event. These attempts supported the researcher in understanding the discussed topic and opened the door for more structured interviewee with target audiences. In total, this practice helped uncover many of the current issues and concerns of the ecosystem through the discussions. Table 5 presents the list of attended events.

3.7 The outcome of the preliminary data collection

The preliminary explorative study provided an updated perspective on the social impact ecosystem of Turkey. The findings uncovered the emerging themes in the ecosystem and confirmed the research gaps identified, thus helped define the research focus and the research question in a direction that matched with the level of the ecosystem maturity and its actors.

Table 5. Attended Events during Preliminary Data Collection

Date of attendance	Name of the Event	Organizer	Type of the event	Subject
11-01-2018	Events related to "Change with Business" SE development program	KUSIF, Ashoka Turkey and Mikado	Talk-discussion pannel-networking	Move Your Impact to the Peak (Etkinizi Zirveye Taşıyın): discussing strategies for social enterprises in order to increase their target social impacts in
24-01-2018			Talk-discussion pannel-networking	Talk: Social Financing and Methods (Sosyal Finansman ve Yöntemleri)
15-02-2018			Pitch-networking	"Investment-ready Social Entrepreneurship Certificate" (Yatırıma Hazır Sosyal Girişimler Sertifika Programı) and "Change with Business" programs' jury day in order to select 5 SE practices to receive professional consultancy services
03-05-2018			Conference	Financing social impact
28-06-2018			Talk-discussion pannel-networking	Investment and Finance Management Tips for SE practices (Sosyal Girişimler için Yatırım Alma ve Finans Yönetimi Tüyoları): Practical and legal advice to address the financial management needs of SE practices
26-01-2018	Humans for Change Summit	Impact Hub Istanbul	Talk-networking-workshops	Several social entrepreneurs shared personal stories about their path toward initiating and creating social change in their local community. Engaged the attendees in workshops to help them develop their ideas
25-05-2018	Red Bull Basement Festival	Red-Bull	Talk-discussion pannel-Networking	Meet up with experienced and leading impact-focused entrepreneurs. The particular focus was on SE
17-11-2018	Incubation Program Graduation and Crowdfunding meet up	Imece	Incubation program Networking	Social enterprises attended the incubation program explained their achievements and presented their crowdfunding campaigns
18-12-2018	Mind the Impact meet up	Imece	Talk-discussion pannel-Networking	The first networking event among "Mind the Impact" community, which includes financial resource managers, investors, and entrepreneurs. Discussion were around the development of the social impact ecosystem of Turkey and the need for collective actions and solutions, strong partnership, and hybrid social financing solutions.
12-04-2018	Social Entrepreneurs: Social change Actors	Beykent University	Seminar Discussion panel	Social Entrepreneurs meet up with university students to inspire them about the SE and the role of social enterprises in triggering changes

Thereby, the preliminary study mitigated the risk of designing the research on a field in its infancy without enough information to support the trustworthiness of the study. For instance, the researcher reconsidered the first intention to focus on social impact investment in tourism, as the preliminary exploration showed that the field of impact-focused financing is still at the primary stage, thus not enough information can be retrieved from the ecosystem about this subject to account for a fruitful research outcome.

The preliminary investigation uncovered a serious challenge among SE practices to achieve sustainability in terms of hybrid value creation. This flaw hinders them from creating long-term positive social impacts and thereby triggering desired social changes in line with SDGs. It is also understood that the impact ecosystem has failed to fulfill the needs of social enterprises in terms of providing for the needs of social entrepreneurs for self-sustaining impact generation.

Accordingly, as elaborated at the beginning of the chapter, the researcher decided to concentrate on the challenge of hybrid value creation among TSEs exploring the factors that affect their ability to become self-sustainable, and the support needs in order to achieve this conditions. Another main achievement of this data collection was the two master lists of target stakeholders; i.e., tourism and hospitality-related SE practices in Turkey, and intermediary organizations in the ecosystem. The main purpose of creating these two databases was to map the spectrum of potential interviewees. The intermediary list provided a proper overarching perspective about the actors and support roles in the ecosystem and supported the discussion about the available and missing support components in the ecosystem infrastructure.

Lastly, the findings of the preliminary study supported the researcher in deciding over the data collection for the second stage. It was decided to keep the same target groups for the interview, but with a focus on TSEs for the first group. A set of criteria was defined for purposeful sampling from each group. The findings of the preliminary research also informed these criteria.

3.8 Main data collection

Following Grounded Theory's classic view (Glaser & Strauss, 1976, Mäkelä & Turcan, 2007) and in keeping with DT's discovery focus (Dorst, 2011), the researcher initiated this research without a pre-existing research proposition and research question. Rather, the emerging themes and important variables to investigate were discovered through a preliminary investigation in the context (i.e., Turkey's impact ecosystem). Once this primary stage informed and reformed the research question, and thus its design, the researcher started a more purposeful data collection based on the emerged themes and concepts.

At the main stage, the researcher employed one method of data collection: the analysis of documents, and semi-structured interviews. This strategy allowed focused topics to be addressed from different channels and the validity of evidence from one particular method to be checked by the other source.

3.8.1 Semi-structured in-depth interviews

In line with Charmaz' approach in grounded theory (2006), the main data collection was guided by pre-defined themes informed by the research question and the findings of preliminary research. The researcher, however, remained open to discovery. Thereby the interviews were conducted as in-depth semi-structured talks

and questions were open-ended to allow for stimulating discussion over the topics. Target groups were kept the same as the preliminary stage as this combination was in line with the research question and focus.

The two created databases at the preliminary study were the source of choosing interview samples. In order to approach those potential samples that could provide the most related, trustful and useful insights in relation to the research question, a purposeful sampling strategy based on defined criteria was needed (Patton, 2002).

These criteria, as mentioned previously, were informed by the literature and the findings of the preliminary data collection. As for choosing tourism SE practices, one additional source in defining the selection criteria was the selection criteria of international and national leading competitions, awards, and fellowship schemes. These sources were useful in order to understand how to set criteria which is possible to be checked.

The reference organizations were as follow: Ashoka, Echoing Green, Schwab Foundation for Social Entrepreneurship, Skoll Foundation, Draper Richards Foundation, Booking.com Buster, Redbull Amaphiko, Global Social Venture Competition, Accelrate2030, Bilgi Genç Sosyal Girişimci Ödülleri, İbrahim Bodur Sosyal Girişimcilik Ödülü, and Turkey Youth Summit Social Entrepreneurship Awards.

Criteria were set in a way to comply with the emphasis of DT on the explorative nature of the research and its democratic orientation (Dorst, 2011), as well as to mitigate the risk of any potential bias which could put the conformability of the study's findings under question (Bryman, 1989).

3.8.2 Criteria to select interviewee cases among tourism SE practices

Nicholls (2006) confirms the existence of two discourse streams on SE; one focuses on individual hero social entrepreneurs who manifest individualistic characteristics such as leadership, and the other talks about collective settings and network of actions. Literature has also shown the convergence of the concept of SE and social enterprise in the sense that the former is the core characteristics of the latter and the latter is the operational framework of the former (Chell, 2007; Von der Weppen & Cochrane, 2012).

Moreover, it is confirmed in academic studies that social enterprises might arise in different operational forms (Thompson, 2002; Alter 2003; Praszkier & Nowak, 2012). Regardless of forms, the central pillar of the social enterprise is using a market-based approach to create social value for stakeholders. These insights from the literature founded the ground for the criteria definition. The finding of the preliminary study confirmed these insights and added more context-driven items to the criteria. The selection criteria of worldwide leading SE related support schemes informed the practicality and controllability of defined criteria.

Accordingly, the criteria to choose samples among the first target group is as follow: Sampling would not pinpoint individual social entrepreneur. Instead; it targets the organization or practice; samples should have the characteristic of a social enterprise; concerning that, social enterprise has not yet turned into distinctive legal forms in Turkey, and thereby, social enterprises might appear in different operational and legal forms, sample selection would not be limited to a particular legal form or operational model; sampling should cover different hybrid value creation models that exist in the ecosystem; the target case should have passed the idea stage. Referring to

the life cycle spectrum of social entrepreneurship (Leadbeater, 1997), it covers from Proof-of-concept on-ward.

By using secondary data available about the target cases, they were primarily checked against defined criteria. The implicit indication of the social aim by the founders was considered as the primary criteria to include the sample. The basis for confirming that the entity has SE quality, and social enterprises characteristics was the self-identification of the organization as reflected in available secondary data; the inference of the researcher herself based on available evidence and documents, and records and evidence of the confirmation from the social impact ecosystem (being part of the networks of intermediate organizations as fellow; member; participant, being accepted as the entries by the referred awards/competitions/programs).

3.8.3 Criteria to select interviewee cases among intermediary organizations

The lesson learned from the preliminary data collection drew the main criteria for selecting samples among intermediaries. The practice; interest and intention of intermediaries in developing social impact ecosystem were the matter of consideration. Efforts were made to select those organizations that provide more active and leading roles in the ecosystem. Regarding their support roles, it was tried to cover a diversity of roles (i.e., organizations with support scheme related to capacity building and training, leadership development, acceleration, network connections, and community building, mentorship, funding support, and awards, and fellowship). Organizations that were only focused on research and content development were set out of the eligible samples.

The other criterion in choosing the samples was the level of collaboration and partnership of the organization with other actors in and outside of the country.

Attempts made to select among the more active actors of the ecosystem. Further, organizations with TSEs in their profiles were recognized, and an attempt was made to include them in the sample. The master list of the intermediaries, which was created in the preliminary data collection, facilitated purposeful sampling for the second stage based on these criteria. Based on the master list, recognizing intermediaries with tourism-related cases was quite straightforward, as the ecosystem is quite small.

3.8.4 Sampling in the main data collection

As for the TSEs, at least one founder or a key member of the organization who was in charge or well informed of the mission and management of the organization was interviewed. The research strived to involve more members of the teams, particularly if the founder was different from the manager of the practice. In these cases, one interview was done with the manager and one with the entrepreneur. In the case of intermediary organizations, the interviewees were representatives of the organization and were either in charge or well-informed of the support schemes of the organization. A preliminary knowledge about all sample organizations of both groups was obtained by reviewing their accessible data.

A common concern in designing an exploratory study in qualitative research is how many participants to include. DT focuses on sampling among extremes or what qualitative research tagged as “elites” as it is more effective and faster and manageable than large mid-population sampling. The sample interviewees in this research conform to such sampling. DT suggest 10-20 extreme sampling as an effective number (Dorst, 2011; Meadows, 2017).

A total number of 15 cases were interviewed at the main data collection, including nine TSEs and six intermediary organizations. In the case of TSEs, 20 cases were initially targeted (Table 6), but finally, interviews were conducted with nine organizations. Table 7 and 8 present a brief review of interviewee cases of intermediary organizations and TSEs. The extended explanations are presented in Appendix D and E. The interviewees were informed about the purpose and scope of the research before the interview. All interviewees were asked about the matter of anonymity and confidentiality of the conversations and were guaranteed the same. Except for one video-call, all interviews conducted face to face.

Table 6. Target TSE Cases by Their Operational/Legal Types

Model		Number of Contacted Samples	Number of Interviewed samples
Hybrid	NP organization with the social enterprise inside the organization	7	4
	Company + Association	3	1
Co-operative		4	0
Company/start-up venture		3	2
NP		3	2
total		20	9

Table 7. Interviewee Cases from Intermediary Organizations

Organization	Interviewee	TSE portfolio
SOGIP	Director- mentor	Yes
Imece	Director	Yes
Ashoka Turkey	Founder of the Turkey chapter	Yes
KUSİF	Project Specialist	No
Mikado	Founder and managing director	No
Impact Hub Istanbul	Co-founder	Yes

Table 8. Interviewee Cases from TSEs

Organization	Interviewee	Development Stage	Legal Form
Maide	Founder	Early-stage	Company
AYDER	Founder Project coordinator	Growth stage	Association with integrated business enterprise
Buğday	Project coordinator	Early growth stage	Association with integrated business enterprise
GHD	Founder Project coordinator	Growth stage	Association with integrated business enterprise
Small Hotels Association	Founder	Early growth stage	Association with integrated business enterprise
Sirkeci Enhancement and Sustaining Association		Growth stage	Association
Biovacik	Founder	Early-stage	Association
Urbansurf	Founder	Early-stage	company
Opus-Travel	Founder	Early-stage	Start-up

3.8.5 Interview questions

In line with Charmaz' approach in grounded theory (2006), the main data collection was guided by pre-defined themes and sub-themes informed by the literature, the conceptual framework of the study and the preliminary data collection, and the key themes in the research question. The pre-defined themes helped the researcher build a framework for the relation between the concepts emerged from the two target groups and thereby mitigate the risk of later confusion or missing uncovered subjects in either of the interview categories. Table 9 presents these key themes and sub-themes of the interviews.

Table 9. Main Themes and Sub-Themes of the Interview Questions

Main themes	Sub-Themes	Value
Background		Familiarity with the organization
Hybrid Value creation	Social value proposition Economic value creation Level of integration	Hybrid value creation operational model-Appendix A
	Mission and money Relation	Social enterprise typology within the hybrid value creation spectrum-Figure 1
Self-Sustainability	Values	Underlying motivations and values that drive respondents' business models and activities
	Entrepreneurship aspect	Dimensions of entrepreneurship-Table 1
	Social aspect	SE distinctive characteristics
	Business aspect	Income model, market building, HR, resource management, cost management, mission, and money relationships
	Growth aspect	Level of maturity-the growth strategy-scalability of the business model, decision factors, how the scaling strategy would influence the impact
	Financial aspect	Framework for financial characteristics of social enterprises-Appendix B
	NF aspects	Human resources, networks and partnerships, conflicts
	Social impact aspect	Impact Strategies –relation between social impact and business aspects
Social impact ecosystem	Support infrastructure	Intermediary roles Gaps in support models Gaps in funding mechanism
	Relationships	collaborations-conflicts
	Factors beyond the ecosystem	
	Opportunities and solutions	

Based on the identified themes, a questionnaire was designed for each target group. The sub-themes informed the discussion topics under each theme and thus the interview questions. The questionnaires served as a guiding framework so that the conversation covers all the concepts. The fluency of the talk was of priority and it

was not intended to follow the sequence of the questions as had been reflected in the questionnaire. For example, in the case of TSE-focused questions in the intermediaries' questionnaire, questions were often covered throughout the conversation once the related theme appeared in the discussion. Questions were open-ended to let new concepts emerged throughout. All interviews were conducted in English and approximately lasted 90- 120 minutes. The interview questionnaires are presented in Appendix F and Appendix G.

3.8.6 Data analysis

Following the Charmaz' approach in grounded theory (2006), a predefined framework for the main themes of findings was decided. The findings of the preliminary data collection, the research questions, and the themes defined for interview questions informed the logic for this classification.

To optimize validity via critical verification techniques, it was asked from a second person who was informed about the research, knowledgeable about SE and was expert in the design thinking empathizing technique, to repeat coding for the first analyzed interview from each category without providing her with the predefined categories.

The codes and respective interpretations were compared and discussed. All emerging codes of the second coder could be subsumed under the first coder's main themes. In many cases, the codes and sub-themes overlapped. Thereby the researcher was satisfied that there were no themes emerged in the analysis that fell outside the primary coding framework.

In terms of analytical logic, the researcher followed the logic based on different levels of needs and impediments: at the level of the TSE; at the level of

support infrastructure; at the level of the ecosystem, and in the wider context whereas the second coder chose the analytical logic based on the components of the social impact ecosystem (i.e., TSEs, intermediary organization, support infrastructure, support models). The needs and impediments were perceived as one sub-theme of each category. An in-depth discussion over the two different logic, brought the researcher into this understanding that the need-level logic was more corresponding to the research purpose and question.

It was decided then to follow the initial logic perceived by the researcher but add the TSE as another main theme to keep track of the hybrid value creation characteristics of the interviewed organization as a social enterprise. This strategy enriched the discussion over the taxonomy of hybrid value creation models of TSEs in Turkey. Finally, through this logic, the researcher could also identify the relationship between social enterprise characteristics of the organization and the perceived needs for self-sustainability.

Though guided by pre-defined main themes, in line with the emphasis of DT on the discovery, the researcher openly analyzed the data in a way to add any other category that could emerge throughout the analysis. Sub-themes under each main theme emerged from data analysis. After several iterative processes of coding and categorization, the researcher became confident that all emerging themes could fluently be subsumed under the defined framework without any concept left out.

To make data analysis more iterative as advised by DT, several DT techniques were integrated into the data analysis: memoing (also used in Grounded Theory), empathy mapping and drawing main points of views. In the first phase of coding. The researcher listened to the voice recordings of two sample interviews from each category and made an empathy map for each interview by using Post-its

with a specific color assigned to each main theme. Emerging themes were defined by a keyword and a short description to summarize information in the detected statement. This color-coded visual analysis assisted the researcher in quickly detecting the relation between emerging codes in each category and thus forming a scratch of sub-categories under each main theme.

At the second phase of coding, interviews' transcripts were analyzed using the scratch structure. The aim was to finalize the sub-categories under each main theme. The researcher marked the transcript with a color-coding rule adopted for sub-categories. The detected statements in the transcript were assigned with the corresponding sub-theme. The color-coded transcript helped track the sub-themes easily and detect the inter-connection among them when multiple themes emerged in one statement. This helped distinguish more detailed levels of themes. The sub-categories were finalized after analyzing all transcripts.

In the third phase of coding, for each main and its sub-themes, a table was created in Microsoft Excel, and the quotes or description for each sub-theme were listed. Each quote was assigned an ID-code representing the interview sample so that the full quote in the transcripts could be easily tracked. It also helped keep a record of the themes emerging from TSEs interviews, and intermediary interviews separately and thus allowed comparing their perceptions over the themes. This strategy led to several interesting findings about the difference in the views of the two groups over several aspects in relation to the self-sustainability of TSEs and the support roles of the ecosystem.

3.8.7 The trustworthiness of the outcome

The findings needed to be extra-trustworthy in this research because firstly, the study followed grounded-theory methodology at its core which puts a great deal emphasis on validation phase (Charmaz, 2006) and second because, looking from DT's lens, the outcomes would be released before a full prototyping (Easterday et al., 2014). A combination of DT and Grounded Theory was employed in this research to establish the areas of trustworthiness identified by Bryman (1989) and Patton (2002) for qualitative studies; credibility, confirmability, and dependability.

Credibility raises the critical question of how the researcher can make sure that the study's findings are true and accurate. Bryman (1989) suggests triangulation as an effective technique in this matter. Methods triangulation was adopted in this study by utilizing different data collection methods (i.e., secondary data collection, interview, observation) in order to check the consistency of the findings.

Confirmability is the degree of neutrality in the research study's findings. This criterion is there to verify that the study's findings are based on the participants' perspectives rather than potential researcher biases. Integrating DT techniques for idea generation and the Audit trail and Reflexivity techniques of Grounded Theory (Patton, 2002) drew on the need to establish confirmability.

Dependability has to do with verifying that the study's findings are consistent with the data collected and are repeatable, i.e., if some other researchers were to look over the data, they would arrive at similar findings, interpretations, and conclusions about the data. (Bryman, 1989). Taking extreme sampling strategy as advised by DT at interviews (i.e., collection stage in DT), together with participant feedbacks (i.e., respondent validation) during the validation phase, could help establish dependability in this study.

3.9 Research scope

The following statements define the scope of the research:

- Research about the required grounds for developing the social impact ecosystem of Turkey is beyond the boundaries of this study as it needs to concentrate on required interventions at the policy level, government roles, and geopolitical conditions of the context;
- Having adopted the same vision as Dees (2001) and Alter (2006), creating hybrid values is regarded as the inherent characteristic of social enterprises' value creation and the study considers the whole spectrum of hybrid value creation and no limiting criteria was applied in terms of legal forms or operational models;
- The objectives for creating social value is understood with different terms and concepts within the SE literature: creating social wealth (Zahra et.al., 2008; Martin & Osberg, 2007), creating social justice (Thake and Zadek, 1997, as cited in Zahra et.al. 2008), or the resolution of certain social problems in the public discourse (Drayton, 2002; Alford et al., 2004; Said School, 2005, all as cited in Zahra et.al. 2008). In order to prevent confusion, the term social value creation was cited in this study to imply all the concepts raised above.
- The research does not aim to provide an in-depth investigation of the details of a support program for TSEs (i.e., modules, duration, parts). Rather it targets the concept of a support model which is aligned with the needs of TSEs.

CHAPTER 4

FINDINGS

Findings are categorized in the following main dimensions:

a) The hybrid value creation characteristics of TSEs in Turkey;

b) The key factors in self-sustainability and long-term value creation of TSEs;

c) The social impact ecosystem and the wider context;

d) The social impact ecosystem and addressing the barriers and needs;

Each dimension has been detailed in several levels as far as they can present a condensed expression of the findings under each theme. As indicated in the methodology chapter, for the concern of confidentiality, the names of the respondents are not mentioned. Therefore, to provide credible tracks for the direct citing from respondents, two types of codes are used: Tx as indicative for TSE respondents ranging from T1 to T10 (i.e., ten interviewees from nine organizations), and Ix as indicative for Intermediary respondents ranging from I1 to I6.

4.1 The hybrid value creation characteristics of TSEs in Turkey

This section presents an evaluation of the taxonomy of hybrid value creation among sample TSEs. Based on the findings and the secondary data available about the sample interview, the hybrid value creation characteristics of each sample were identified and presented in Appendix D. These characteristics are projected on the main elements of Alter's (2003, 2006) social enterprise operational models as presented in Appendix A. Further, the elements of legal form; tourism relation; target beneficiaries, and development stage were also extracted. Grounded upon this

primary analysis as well as interviews analysis, two strands of tourism SE can be identified in the samples:

One- The organizations pursue an innovative tourism model to address the failure in the tourism industry, based on sustainable tourism conceptualization. Literature also confirms the necessity of such initiations within the realm of tourism SE by explicitly indicating that one critical area upon which social entrepreneurs should act is the flaws of tourism industry from the responsible tourism perspective (Sheldon et al., 2017; Day & Mody, 2017; Deale, 2015; Iorgulescua & Ravar, 2015; Lordkipanidze et al., 2005).

The areas of the industry's irresponsibility on which the TSEs interviewed focused are as follows: Tourism failure in creating compelling evidence of benefits for both the destination's stakeholder and individual tourists; its traditional downfall in providing inclusive, bottom-up approach relations among stakeholders, and finally addressing emerging responsible travel ethics. While these areas conform to what literature asserts, it can be asserted that none of the cases in this strand address directly on of the highlighted aspects asserted by literature: managing the negative socio-cultural and environmental impacts of the tourism practice on the destinations (Sheldon et al., 2017; Pollock, 2015, Pollock et al. 2017).

Two-The organizations integrate tourism models innovatively to address a social problem out of the tourism industry. As a result of such fusion, a "new way of doing tourism business" creates, which is "socially-focused" (T1). This strand is the most advocated approach by literature within the area of tourism SE (Buzinde et al., 2017; Alkier et al., 2017; Sheldon et al., 2017; Pollock, 2015; Mosedale & Voll, 2017; Day & Mody, 2017). These practices are associated with an ethical shift in the interpretation of social responsibility beyond the tourism industry.

From the perspective of the majority of interviewed intermediaries, the first strand seems more fitted to be tagged as tourism SE. From their perspective, social innovation in tourism SE happens in the solution the entrepreneurs have found to address the failures of mainstream tourism. Almost all TSE interviewees, on the other hand, confirmed that the scope of tourism SE could go beyond acting within the industry. However, TSEs, who focused on addressing a social need, seemed more advocating that tourism is merely a tool to create social values for target beneficiaries through addressing their specific needs. Accordingly, the primary target beneficiary might be different from destinations' stakeholders or customers (i.e., tourists, users).

Whereas, TSEs within the tourism industry were on the opinion that the role of a social entrepreneur in the tourism industry is firstly to create correct models for sustainable tourism and the primary target beneficiaries are destination stakeholders (i.e., residents, local suppliers), and individual tourists. Table in Appendix H presents the major distinctive characteristics of each of these categories of tourism SE. Some of the aspects reflected in Appendix H are more elaborated in the following paragraphs.

4.1.1 The social entrepreneur

The first category of TSE respondents (i.e., focused on the flaws of tourism), was on the opinion that tourism social entrepreneur should be connected to one of the sectors within the tourism industry or in close connection with the tourism industry in order to have a solid understanding of the flaws and the potentials. The second strand, on the other hand, indicated that while having a background in tourism would help articulating the idea, having a tangible understanding of the target problem is more

critical for social entrepreneurs. Thus, they are even more likely to emerge from other sectors which are more connected to social services.

The backgrounds of the entrepreneurs in the study's sampling also confirm this statement, almost all founders of the second category came from civil society background but with familiarity with tourism area through previous work experiences. As for the first category, a robust connection to the tourism industry or the supplier sectors could be observed. The entrepreneur demonstrated a stronger business ground than the social ground.

Based on the explicit assertion of the interviewees and the evidence of the practice, it can be confirmed that the social mission was the core of the practice for the entrepreneur and his/her main driving force to act in both categories. However, this differentiation in the background of the entrepreneur created some distinctive characteristics among these two groups particularly in terms of the level of flexibility and the trade-off they might apply in creating a balance between social mission and business aspects, level of risk-taking, interest to be involved in the investment partnerships, and level of connection to the social impact ecosystem.

One main distinguishable characteristic of the social entrepreneurs among these two groups is that in total, the entrepreneurs with civil society background seemed to have much stronger opinion about their social responsibility in terms of raising awareness about social needs and the roles of social entrepreneurs, and thus play more active role in the ecosystem as role models.

4.1.2 The social value proposition and relation to sustainability

As reflected in the table of Appendix H, the first TSE category seems more inclined to adopt a tourism-focused perspective in defining the social mission and target

beneficiaries. The social value is created at least in one of these realms in these target samples: One: Preventing resource and receipt leakage from the destination. This proposition is tightly connected to local economy empowerment and increasing the socio-economic receipt of the host community from the tourism practice. Two: Triggering changes in the top-bottom and centralized decision-making, which is still deployed throughout the entire industry in both public and private sectors. This proposition calls for stakeholder engagement and implementing bottom-up approaches. Finally, triggering a cultural change in the customer's (i.e., travelers) value toward more local, social, and environmental-cautious travel attitude and lifestyle.

Literature emphasizes that once tourism SE targets flaws of tourism industry, it must incorporate more than to the consumption of tourism sustainably or sustaining the tourism practice. (Reinke, 2018; Sheldon & Daniel, 2017; Pollock, 2015; Mosedale & Voll, 2017). Respondents with tourism background as well as intermediaries emphasized on the necessity of adopting such a vision in defining the value proposition of the practice. The tourism SE practice should integrate the exchanging of people and cultures with the aim to strengthen communities and destination development while triggering a cultural transformation in the tourism industry. Such value proposition at least requires the adaptation of sustainability at the strategic level as conceptualized by Dunphy and Benveniste's (2000, as cited in Moscardo & Murphy, 2014).

For instance, in the case of opus travel, transforming the customer-oriented perspective into the community-oriented, and in the case of Urbansurf, the creation of sharing economy to contribute to the socio-economic development of communities and new forms of governance conform to such conceptualization of

cultural transformation. Small hotel association, on the other hand, target such transformation not by directly targeting visitors or the host community, but through tourism suppliers. It aims to empower local accommodations in front of big chain hotels and at the core of this mission to trigger a shift from volume growth models to local-level models and prevent resource and receipt leakage from the destination through large big chain hotels.

The second category of TSEs targets the roots of a social problem and manifest their mission in a value proposition which always go beyond the tourism practice and further than its direct stakeholders (i.e., suppliers, tourists, host community). Concerning taxonomy of the value proposition among the cases (as reflected in Table 10), it can be asserted that since these SE practices focus on a social need and adopt tourism only as a tool, in most cases the primary target group for them differs from the host communities in which they are rendering their services.

However, in all cases, the social enterprise has incorporated a diverse group of stakeholders into the value creation process, and almost in all cases, local hosts also receive social benefits from the practice. Adopting this strategy in defining the value proposition, let the social enterprise target diverse social impacts within the framework of its core social mission.

For instance, in the case of GHD, the organization has an overarching social mission to address the needs of youth for being socially and culturally more integrated into their societies as well as to be aware of differentiation and cultural diversity. The social enterprise uses voluntourism as a tool via diverse programs in either of which the social value creates for the youth as well as other beneficiaries. For instance, in the European voluntary services program, the organization also help

the local communities and civil societies by the voluntary contribution of international volunteers.

In the case of Ayder, the overarching social mission of the organization is acting toward the social inclusion and integration of individuals and groups which are socially excluded as a result of socio-economic disadvantages or disabilities. The organization has created several innovative solutions to address this social need, some of which are connected to tourism and hospitality. The girls without borders program, for example, provide opportunities for disadvantaged young girls to have an integrated life experience within a village setting (i.e., village academy). Majority of the programs are run by volunteers who themselves are part of all these life experience and thus part of target beneficiaries. The village camp also runs several programs for or with the collaboration of local villagers and thus expand its positive social impacts to the local community as well. Through using voluntourism, nature, and adventure tourism, Ayder created a model of social tourism to address the need for social inclusion.

The social value creation in these tourism SE practices accounts for the highest level of integrating sustainability, i.e., the ideological commitment as conceptualized by Dunphy and Benveniste (2000 as cited in Moscardo & Murphy, 2014). The ideological commitment proposes a fundamentally different approach toward sustainability beyond passive compliance, or even strategic implementation. It is associated with an ethical shift in the interpretation of social responsibility.

Referring to the emphasize of the literature about creating social beneficial changes in the life of the customers through tourism SE practice (Mosedale & Voll, 2017; Alkier et al., 2017), it can be asserted that in most cases of the second strand customers (i.e. tourists or customers of the hospitality service) are at the centre of

social value creation agenda. In such cases as GHD, Bugday, and Ayder, tourists (i.e., Youth and volunteers in Bugdauy-TATUTA and GHD cases and disadvantaged individuals and volunteers in Ayder's Girls without borders and dreams academy village) are primary target beneficiary groups. In other cases- Maide, Ayder's Dreams Kitchen, and Biovacik- customers benefit from the healthy, environmental-cautious products and are integrated into the value creation process as cultural agents (Mosedale & Voll, 2017) contributing to realizing desired changes toward sustainable consumption and lifestyle.

Another emerging theme about the social value creation in TSE cases is the way TSEs create social value for their target beneficiaries. Referring to the conceptualization of value creation in relation to target beneficiaries by Daniele and Quezada (2017) the interviewed cases create social value either with their target beneficiaries, for their target beneficiaries or a mixed model combining these two. Table 2 summarizes the taxonomy of TSEs value proposition based on this conceptualization.

In the case of Ayder, for instance, the Dreams Kitchen's target beneficiaries are individuals and groups that are socially excluded as a result of various disabilities. The program provides kitchen skills and healthy nutrition awareness to disabled individuals and then incorporates them in rendering catering services to customers. That is an instance of creating value with target beneficiaries, as the target group is directly involved in the process of creating social value for them.

In the case of Biovacik, the association empowered the local women of Ovacik village to render hospitality services using their local foods, culture, and natural potentials. The association arranges different thematic tours with the

collaboration of these women and to raise awareness about sustainable living, responsible consumption, and production.

Thereby while the organization creates value with this primary target beneficiary (local women) through directly involving them in the business practice, it also creates value for individual and group visitors by triggering such cultural transformation as well as for the whole local community especially youth via socio-economic receipts of tourism practice. This practice is an instance of a mixed model.

What can be distinguished among the two TSE categories from this perspective is that the first category is more inclined into either creating value for the target beneficiaries or hybrid models. The second category, on the other hand, demonstrates more focus on creating value with target beneficiaries or hybrid models. Since almost in all cases, the organization creates value for more than one target group, hybrid models seem more prevalent among TSEs.

Table 10. Social Value Proposition among TSE Cases

Types of social Value creation	Adopted model for creating value	Cases
With their target beneficiaries	Employing target beneficiaries	Ayder (Dreams Kitchen) Maide
	Act as a market intermediary and help target beneficiaries develop and sell their tourism products in high-value markets, thus facilitating their stability	Sirkeci association
For their target beneficiaries	Form tourism services that were consumed by their target groups	Opus travel Urbansurf
Hybrid	Act as a market intermediary, empower target beneficiaries to develop local-based tourism services, thus while facilitating their market security, triggering a cultural transformation in visitors' value, and creating value for local stakeholders through socio-economic receipts of tourism practice	Biovacik Small hotels association
	Providing responsible tourism experiences for one target group and together with them create socio-economic value for the host community or another target group	Ayder (Dreams Academy and Girls without borders) GHD Bugday (TATUTA)

4.1.3 The operational models of the social enterprise

The evaluation of hybrid value creation models of nine samples in this research (Appendix D) and the extensive scan of existing tourism SEs during the preliminary data collection confirmed the results of Von der Weppen and Cochrane (2012) and Buzinde et al. (2017) in terms of similarity of adopted operational models among TSEs and other social enterprises in order to balance their social and commercial objectives.

Referring to the Alter's (2003, 2006) framework of social enterprise models, TSEs adopted the following models: The market intermediary model; the employment model; the fee for service model, and market linkage model. However, there seems to exist a widespread presence of the market intermediary model, which as mentioned previously, allow for creating value for a diverse range of stakeholders. Table 11 presents the taxonomy of operational models among interviewed cases.

Table 11. Taxonomy of Operational Models among TSE Cases

The model	The value proposition	1- Maide/2- AYDER/3- Buğday/4- GHD/5- Biovacik/6- Small Hotels Association/7- Sirkeci Association/ 8- Urbansurf/9- Opus-Travel								
		1	2	3	4	5	6	7	8	9
Market intermediary model	Assisting producers with access to markets		*	*	*	*	*	*		
Employment model	Providing job skills and employment opportunities	*	*							
Fee for service model	Commercializing and rendering social services to the target beneficiaries				*		*	*		
Market linkage model	Facilitating market access for target beneficiaries								*	*

4.1.4 Level of integration between business and social activities

None of the respondents, either NP (i.e., Ayder, Buğday, Biovacik, GHD, Sirkeci, Small hotel associations) or FP (Maide, Urbansurf, Opus-Travel), sought a business mandate separated from the social mission. Referring to Alter (2003)'s classification of the level of integration between social and business activity (please refer to Appendix A), Maide, Ayder's Dreams Kitchen, Buğday's TATUTA, GHD's European voluntary services program, Biovacik program of Women Seed Association of Ovacık Village, Sirkeci association, Small hotel association, Urbansurf, and Opus-Travel are instances of an integrated model. In all these cases, the social and business activities being the same thing, and thus, the social and economic value is created as a result of one activity.

In the cases of Ayder, Buğday, GHD, and Sirkeci association, the income of their mission-related business activity is used to subsidize non-income generating social programs. GHD uses the income of its European voluntary services program to fund the East-west camp project,[7] which pursues the same social mission. Ayder is targeting to make Dreams Kitchen as its primary source of income in order to financially support dreams academy's activities which all gather under the overarching vision and mission of the organization. Bugday's TATUTA program supports the organization's awareness-raising programs about sustainable consumption and productions. Sirkeci association insert the income accumulated as a result of stakeholders collaborations in the Sirkeci revitalization program, into several other mission-related activities such as the Sirkeci memory's project.

[7] This activity is run under the program partner of YAŞÖM.

Based on the assertion of the interviewees, the social enterprise model is not adopted merely as a financing strategy, rather, as previously mentioned, the revenue-generating activity itself is one main social-purpose focused program of the enterprise. It can be asserted that once considering the whole organization and their programs, Ayder, Bugday, GHD, and Sirkeci associations are instances of integrated models as they use a mission-related business activity to subsidize several social programs which are out of this business activity.

4.1.5 The place in the hybrid value creation spectrum

As reflected in the table of Appendix H, the matter of being NP or FP organization does not seem to be affected by being tourism or social focused. Rather, it seems that it is affected by the background of the founder. In either of the two TSE strands, once the founder of the social enterprise has an established background in his/her sector (i.e., in cases of Bugday, Ayder, and GHD and Biovacik with a robust civil society background and the case of Sirkeci and small hotel associations with an extended background in tourism industry), the social enterprise is more inclined to act and be regarded as a NP organization.

Even in cases that they have established the business enterprise integrated with the association (Bugday, Ayder, and GHD), they prefer to be regarded as an association rather than a social business. On the other hand, the emerging TSEs from both strands (i.e., Maide, Opus-Travel, and Urbansurf) tend more to be regarded and act as a mission-driven FP business.

4.2 The key factors in self-sustainability and long-term value creation of TSEs

The second part reveals the key factors - from the perspectives of both intermediary organizations and TSEs- that affect social enterprises' ability in general-and in particular TSEs' ability-to sustain themselves and create long-term values for the stakeholders in the context of Turkey. Factors are classified under several main categories: factors connected to values and ethics; the entrepreneurial factors; the social factors; the business and market factors, financing factors; the tourism practice factors, and factors in connection with growth and impact scaling.

The identified factors under each of these categories majorly confirmed the aspects delineated by literature. For example, the role of entrepreneurship, business model and professional management, the significance of adopted growth strategy, market building strategy, financial and organization's partnerships, and networks have been addressed in the literature (Peredo & McLean, 2006; Volkmann et al. 2012; Koenig, 2013). Some of these factors, such as social capital and bottom-up approach demonstrate a specific value or function in the context of TSE's self-sustainability, which provide them with a magnitude of significance in the context of this research. Further, findings uncovered several emerging concepts such as how TSEs use alliance and partnership as a strategy for expanding their impact and mitigating the risk of unsustainability.

While all factors are addressed in the following paragraphs, the focus of the discussion is on these specific components and factors. Corresponding to each identified factor for TSEs' sustainable hybrid value creation, respondents also commented on the bottlenecks for their self-sustainability and their ability to create long-term hybrid value. These impediments are discussed under each category.

4.2.1 Factors connected to values and ethics

- Social responsibility as a core value

A SE activity is firstly marked with an ethical shift in the interpretation of responsibility in society and business. T2 called this core value as the "DNA of the social entrepreneurial act". From the perspective of all TSE respondents, such a deep ethical ground requires the social entrepreneurs' dedication of life toward their mission: "It means sacrificing a lot of things, your family, your private life, your financial income, your own sources" (T5).

- A social mission at the core of the business

Grounded upon such core value, a tourism social entrepreneur incorporates creating social benefits (i.e., social values) as the core mission of the business and this mission is a foundation of a long-lasting impact generating practice. In the case of Maide, for example, the core mission for building a food entrepreneurship incubation is to train disadvantaged women from refugee communities and provide them with employment opportunities as chiefs.

- Willing to solve the base of the problem

The social entrepreneurs should have a strong willingness to solve the problem. As for the TSEs interviewed, the instances of the second strand, often with established civil society background, seemed firmly problem-oriented. In such cases as Bugday, it seems that such orientation has even been more highlighted due to the backgrounds of the teams as social activists.

Concerning the ethical aspect, the main bottlenecks for self-sustainability of TSEs are the risk of egoism and mission drift. Tourism SE practices in Turkey are dependent on their leader entrepreneur who is-culturally- likely to get trapped into egoism. Egoism can drive them to lose the sense of collaborative working,

communicating with the stakeholders and partners and consequently, mission drift. T2 (the project coordinator) mentioned that the same challenge in their organization led to several un-coordinated top-down decisions from the founder, which created severe problems in the viability of their programs.

4.2.2 The entrepreneurial factors

All respondents emphasized that the entrepreneurial characteristics of the founder and the key team members are critical in the pursuit of the SE practice in the long term. Three factors were counted in this regard as essential for the organization's continuing as an impactful social enterprise: the existence of strong leadership; integrated vision and adaptability in the organization, which together lead to the ability to manage chaotic situations and conflicts.

Leadership plays an elemental role in the initiation of a tourism-related innovation. It accounts for the ability of the project's founder to "build up a *strong tie* "[emphasis added]" with the projects' stakeholders" based on communication and empathizing (i.e., the engaging role). It also calls for the ability to build an "inspiring vision" (i.e., the envisioning role) and mapping out dynamically "the road map" by collaborative actions. All TSE respondents asserted the significance of maintaining the leadership role by one individual leader who is able to perform all mentioned entrepreneurial roles. Integrated vision, requires the ability to foresee the road map of the project based on "multi-faceted evaluation" of the program's needs as a "business"; as a "community-centered practice" and as an "impact-focused social activity" (T6).

In order to sustain their organizations, social enterprises should be extremely flexible in terms of adopting new models (such as legal form, organizational

structure, or business model) in order to address the emerging needs. Such adaptability, according to respondents, is connected firmly to the entrepreneurial characteristics of the founder or leading team: “If conditions are changing social entrepreneur should be able to redefine the structure of the solution or the organization” (T5). The core value is, not losing the direction toward the social mission. The tools (i.e., the business model; resources; legal forms; partnerships) can change in order for efficiency and effectiveness of creating the target social value.

For example, GHD with an established background since 1959 started as a company then established an association in partnership with the company, later they closed the association due to regulatory restrictions, and once the regulation became more facilitated, and they opened a new association. Finally, the association’s ties with the company were canceled, and instead, they established the business enterprise inside the association. Later they converted the social enterprise into the partnership of several partner projects. By doing so, they succeeded to surpass limitations imposed by situations and maintain their social mission and their projects throughout the political and socio-economic changes in Turkey.

The mentioned characteristics bring with them the ability of the organization to manage the chaotic situation. The respondents denoted the agility in conflict management to the existence of firm social entrepreneurial ground in the organization. In case of TSEs, such ability to manage crisis, according to the respondents' point of view, becomes empowered as a result of an understanding of the social entrepreneurs from the context (i.e., the region of implementation); the sector (e.g., gastronomy, local-based tourism,...) and target beneficiaries as well as having a strong network in the ecosystem.

Concerning the mentioned essential entrepreneurial factors, the main bottlenecks for self-sustainability of TSEs in Turkey- according to the intermediaries' points of view are the lack of SE mindset in the majority of TSEs and the risks associated with their tight dependency to one individual leader. One reason for such absence of SE vision among TSEs is that the majority entrepreneurial mindsets tend to focus on the technological side of the innovation rather than community-focused practices, which are challenging to be implemented and become sustained.

Accordingly, although TSEs use business models to structure their social value creation, it is widespread among them to- even incautiously-forget the real fact that the viability of their business is their path through creating social impact and they should be as ambitious as a regular business about the success of their businesses. The other bottleneck as a result of lack of SE mindset is maintaining a balance between different stakeholders' beneficial receipts from the practice, in particular; the employees, the customers, the target beneficiaries, and local stakeholders.

The same as many SE initiatives, tourism SEs are also closely connected to their founders. Therefore, even though the practice might have already become self-sustained and well-operating; the whole construct might stop well-functioning if the founder-entrepreneur leave the team. Intermediary respondents believed that in order to maintain viable social enterprises need to build a leading team instead of an individual leader. All TSE respondents, however, indicated that due to cultural characteristics, group leading is not an effective strategy in the case of Turkey's social enterprises. Empowering the next leader from within the team seems more matching with the cultural attitudes in the society, and thus in the organizations.

4.2.3 The social factors

The social factors stand for the conditions that affect TSEs' self-sustainability due to the level of their connections to their social ecosystem. Three main factors recognized in this area for the sustainable hybrid value creation of TSEs: a solid understanding of the need, the social ties with the context and the beneficiaries, and the social capital of the organization.

- Understanding of the need; living the need

The sustainability of the SE practice critically depends on how the social entrepreneur has defined the problem, i.e., how far this definition is germinated from understanding the needs. As long as the need is not understood, it is doubtful that the innovative solution can address the need: "When social entrepreneurs are part of the problem, really in the problem, they can be part of the solution as well and would try to solve the problem not for themselves only, but for the society as well" (I4). Respondents T5 depicted this in explaining the reason for initiating the youth tourism "I had the problem with my kids about the social network, we have limited income but looking for the high expectation of quality for learning and experience through interacting with other kids".

- Social ties with the local context and beneficiaries

All respondents recognized the familiarity with both the local context and the target beneficiaries and having robust social ties with them as critical factors in initiating and maintaining a tourism SE project, particularly when a community-centered business model is involved. At the idea stage, such ties help understand the base of the problem. The founder of Biovacik, for instance, had years of close connection with the local people of Ovacik village and their socio-economic problems before initiating the project.

At the early stage of the practice, these connections are critical for triggering required synergy and energy to initiate the practice. Maide established its facility in one of the disadvantaged neighborhood in which their target beneficiaries live and through close relationships with the CSOs that work with these target beneficiaries, obtained close familiarity with them. Such ties through the lifecycle of the practice, account for the "supports and governance" of the local stakeholders or beneficiaries for "smooth delivery" of the practice, and "managing chaotic situations" (T10).

The first strand of TSEs (i.e., tourism-focused) seemed more focused on establishing a solid tie with the local context in which the practice is rendering because their primary target beneficiaries are among local stakeholders. The second strand of TSEs (i.e., Social need focused) seems to have a duplicate challenge in conducting required social ties because, for them, target beneficiaries most often differ from the local stakeholders. Establishing social ties with the communities of target beneficiaries seem to have a higher priority for these TSEs in comparison with conducting local ties with the host community.

- The role of social capital

All TSE cases asserted that collaboration, networking, and partnership shape a critical standpoint for them in order to address their needs for self-sustainability and growth. Through creating a community of supporters; partners; customers and suppliers, TSEs convert the relation between the organization and its diverse supporters to a long-term social tie and thus build a substantial capital that can facilitate their access to desired support within this established community. The main components of TSEs' social capital, and the reason for the integration of these components- as asserted by respondents- are explained in Table 12. This capital

particularly can make up for flaws in their human and financial capitals throughout their life stages, and thereby substantially support their sustaining.

As for the human capital, their networks of supporters from the inside ecosystem (CSOs, intermediaries, other social enterprises, their sponsors, project partners, beneficiaries), and outside of ecosystem (corporates, suppliers, customers) are their primary sources to search for volunteer professional and technical support. In terms of financial capital, TSEs use the built social capital for finding new customers through spreading the word and thus enhance the market for their products and services. Further, they benefit from this capital as the source to raise funds and thus address their financial needs.

Both TSE strands seem to put immense effort to build and expand their social capital. A distinguishable attitude exists among NP and FP TSEs in terms of benefiting from this capital. As for NP TSEs, social capital building shapes an integral part of their funding strategy. GHD for instance, use its expanded networks to conduct periodic fundraising that is well-supported by its loyal network of previous customers, sponsors, and funders. Small hotel association raised money for developing the projects from within the association's members who all were the stakeholders of the project. Whereas for FP TSEs, the synergy and energy that are created as a result of their expanded social capital seem more important. Maide, for instance, uses its network among CSOs to create synergy for raising the legal case for the facilitation of refugees' employment.

One distinctive multi-faceted strategy in the social capital building among the second strand of TSEs such as Ayder and GHD is to establish an alliance between several peer projects with similar social missions and to come to one unique entity. Through merging different projects under one entity, tourism SE projects can be

managed more efficiently in comparison with working under segregated small social enterprises. T5 made a good analogy to describe this partnership:" we think that the sustainability agenda itself is the best guideline for TSEs to come to a self-sustainable model. We [the alliance of partner projects] are a practical example of think globally, act locally".

As presented in Table 12, the alliance strategy-as practiced by the second category of TSEs- supports their sustainable hybrid value creation in several aspects: through sharing resource among partners, TSEs can cover their lack of capitals (financial, social, human, and intellectual). Alliance can also mitigate many legal and institutional costs of all partners as they use one legal business entity for their revenue-generating programs and one NP entity for their applying for funds and grants. It provides them with a leading position in the ecosystem and thus visibility, which in turn facilitates their connection to public and private sources of support.

Another essential strategy in social capital development among TSEs- according to TSE respondents- is creating a social value creation network from their value chain. Literature (Daniele & Quezada, 2017) refers to this strategy as the distinguishing element among SE's and regular entrepreneurs' business models. Creating social value chain needs developing models to generated added social value through ties with suppliers, customers, and other components of the value chain. This strategy supports long-term hybrid value creation of TSEs through creating synergies and support for implementing the projects.

Table 12. Taxonomy of Social Capitals of TSEs

The social capital component	Reason for integration	Used by
Volunteer community	Reduce operational costs and cost of outsourcing professional and technical services; Disseminating the project; visibility leveling social status in the ecosystem Create the social value chain (main target added value: social inclusion)	More dominant among NP TSEs from the second strand
Professional pro bono community (inside and outside the ecosystem)	pro bono: mentor in different areas; technical consultancy, marketing Absorb professional supports from outside the ecosystem	Both strands
Internal ecosystem community: other social enterprises; associations; intermediary organization	Synergies for progressing the project Use shared resources Cover each other's professional needs based on diversity of their services and difference in their strength and weaknesses (e.g., benefiting from technical support in return for business advice) Access to the target beneficiary group Channeling to CSR department of corporates through CSOs' networks (i.e., networking events) Increase visibility in the ecosystem and thus the potential to be reached out by supporters Partnership to apply for a fund Niche market building Create the social value chain	More dominant among the second strand
The financial support network: previous customers, sponsors, fund suppliers	Access to fund Cross-sectorial partnership Visibility through sponsors Market building through sponsors	More dominant among the second strand
Customer community (niche and mainstream market)	Build a niche market from the internal ecosystem's community: intermediaries, intermediaries' networks among social enterprises; foundations; associations Build a main-stream market form the sponsors' network, previous customers' network, suppliers' network Create the social value chain	Both strands
Procurement, logistics and Supplier network	Procurement of resources NF support Create the social value chain	Both strands
Public stakeholders (i.e., local and regional authorities)	Access to the target group Use of public resources to decrease the investment-intensive cost Synergies for project initiation	Both strands
Partner projects: Alliance under one entity with firm social and legal status	Increasing the social impact Resolving legal and institutional barriers Cost reduction (legal and administration; operational) Achieving prominent social status in the ecosystem Reducing the risk of adopting impact growth strategies which are not matched with the business models	Only in the second strand
National and international agencies and networks in connection with the social field	Social prestigious, visibility Better position when negotiating with the private sector over sponsorship Collective actions for mobilizing resource to the sector	Both strands

Thereby, the relation among the tourism SE practice and the value chain surpasses from demand and supply relationship. Sirkeci association, for instance, contacted all potential supplier companies during the implementation of their project. The main purpose of this networking was to disseminate the project's mission and targets; awareness-raising (about sustainable tourism and collaborative decision-making), and attracting suppliers' synergies and energies so that they represent the project in the region and support the NF needs of the project (i.e., consultancy services, education, training, marketing) throughout the implementation process. Additionally, they encouraged a strategic partnership with the suppliers either through long-term procurement agreements or suppliers' investment in the project.

4.2.4 The business and market factors

The business and market factors stand for the elements of business management and market building that affect the long-term hybrid value creation of TSEs. Several variables and emerging themes were identified in this matter in connection with TSEs' income and financing models; cost management; market building, and human capital, which are presented in the following paragraphs.

4.2.4.1 The income and financing models

The findings of the research conform to the literature (Praszkier & Nowak, 2012; Volkmann et al., 2012), in terms of the privilege of financial targets among TSEs to cover the operational expenses with their revenue-generating business activities which are directly related to their social mission. However, both NP and FP organizations declared that they still regard philanthropic capital (majorly governmental and intergovernmental funds, and private sectors' sponsorships) as an

important source of income for their sustainability, not as a financial strategy to bridge deficit between earned income and expenses –as mentioned by Alter et al. (2017) and European Venture Philanthropy Association [EVPA] (2018). Rather, as risk capital; to subsidize their new projects.

Table 13 presents the financial characteristics of TSEs based on their position of the hybrid value creation spectrum (i.e., NP to FP). The components are adopted from the literature (as reflected in Appendix B). It can be asserted that for the financial aspect, the distinctive characteristics among TSEs nurture more from this characteristic rather than their connection to tourism (i.e., two discussed strands).

However, one highlighted differentiation could be distinguished for the second strand, particularly once they come from a civil society background. For them, funds and grants also play the role of strategic social capital. While being part of their financing strategy, the philanthropic capital brings with it a strategic tie with capital suppliers and can be the source to address their non-financial needs such as networks, market access, and know-how in different business aspects.

For these TSEs, this capital source is a medium to raise awareness about the social responsibility of capital suppliers as well as to keep their NP face: “Donation is not only about giving the money. But, it is about the empowerment of the organization, and sharing the idea of the organization” (T5) and “reminding their [capital suppliers] social responsibility” (T4).

Table 13. Financial Characteristics of TSEs

Hybrid Value models	TSEs		
	Revenue generating NP TSEs	NP TSEs with business enterprise (Social Business)	FP TSEs (Mission-Driven companies and start-ups)
Source of revenue	Low-market rate revenues Market-based revenues Philanthropic capital Own resources	Market-based revenues Philanthropic capital and Majority of earnings retained in Business (more than 50 %) Own resources	Market-based revenues Earrings partially re-invested and partially distributed to shareholders Might use below or market-rate capital for impact scaling Might use philanthropic capital (if had an association partner) Own resources
Financial sustainability	Potentially self-sustaining for covering the costs	Self-sustaining in covering the cost but not for impact scaling	Self-sustaining and potential for impact and business scale
Level of income	Operational and social costs covered majorly by own revenue	All operational and social costs covered by own revenue	Revenue covers operating, and social costs; potential to cover market-rate financial costs; Profits partially to be distributed to investors
Viability through earned income	Approaching viability Direct costs subsidized	Viability expected Growth subsidized	Viable to profitable Retained earnings finance growth
source of Subsidy (funding)	Individual philanthropist sponsors, public funds and parent organization regularly subsidized In-kind contribution Pro bono	Individual philanthropist sponsors, public funds and parent organization occasionally subsidized In-kind contribution	Might use grants (if an association partner involved) Below-market and market-rate capital In-kind contribution Looking for investment capital In-kind contribution Pro bono
Reason for the use of funding	Funds and grants at the proof of concept as risk or gap capital (i.e., cover the gap between earned income and expenses) The cost of the new program	Funds and grants at the proof of concept Risk capital The cost of the new program	Funds and grants at the proof of concept and de-risk (if an association partner involved) Below to the same market interest rates Might partially subsidize the cost of capital

In general, NP TSEs seemed unwilling to investment capital. This lack of interest in cases such as Bugday, Ayder, and GHD seems more related to their strong disapproval of establishing relationships based on capitalism mindset with capital

suppliers than the limitation of their legal forms. On the other hand, for FP TSEs such as Maide and Urbansurf (from both strands), investment capital is regarded as the primary source to scale their activities and thus their social impact. In summary, financial management strategies for self-sustainability as adopted by TSE cases are as follows:

- NP TSEs:

Income diversification to decrees the risk of failure using three-angled income strategy (i.e., donations, projects, and own revenues from products and services); increase own income by enhancing the quality of products and services or launching new ones; try to "fry with your own fat (Kendi yağıyla kavrulmak)" (T5), i.e., reducing the need for external capital and aiming to cover a substantial portion of the costs of on-going projects without continued reliance on external funds. This strategy necessitates confining the scale of programs to accessible resources (i.e., own revenue, business and management capacity, human resources, logistics); use of external sources only to fund new SE programs, not for ongoing operational costs;

- FP TSEs:

Use own income for operational costs; increase own income by enhancing the quality of products and services, or launching new business models; might seek to access to philanthropic capital at the very early stage (i.e., proof of concept) through CSO partners; use of investment capital not for covering on-going costs (i.e., not for achieving break-even), but for developing new business models to expand their impacts. For example, in the case of Maide, for employing more disadvantaged people in the current catering service, the social enterprise aimed to increase own income, but for leveling up from a catering service to a food incubation (i.e., more advanced business model), it will target investment capital.

The cost management strategies among TSEs interviewed are as follow: Both NP and FP TSEs benefit from strategic alliances with the public and private organizations for NF support; volunteer works of the key team, and starting with minimum possible investment-intensive assets. Partnership with other SE projects with the same social mission and benefit from shared resources and extensive use of volunteer works and pro bono seem more prevalent among NP TSEs.

Another critical aspect of the financial management of TSEs, which directly affect their long-term viability is how they fund their growth and social impact scaling. In this respect, the same as their main strategy to cover their operational cost, a prevailing strategy among all TSEs to fund their growth is the dependency on own income. T6 described this strategy as: "Our energy, our effort, our money". Table 14 summarizes the financing growth strategies among TSEs interviewed.

A common practice among NP TSEs is to allocate a percentage of their business revenue for either expanding an existing program or defining a new project or supporting newly initiated projects that have not been still self- sustainable. T5 explicitly indicated that:" these transferred funds cannot be used for any other reason such as covering the operational cost … It should be spent only for starting or supporting new projects … so that they can pass the early stages".

For NP TSEs such as GHD and Ayder with extensive and diverse social programs, philanthropic capitals (in the form of funds and grants, or sponsorship) also play a critical role in subsidizing costs of expanding their social impacts through defining new projects. FP TSEs such sought investment capital (debt or equity) in order to expand their business and thus social impact.

Table 14. Financing the Growth among TSE Cases

The strategy	TSEs		
	Revenue generating NP TSEs	NP TSEs with business enterprise	FP TSEs
The revenue generated by the business	Major strategy	Major strategy	Major strategy
Applying for funds (international intermediaries and national public entities)	Primary strategy at the seed stage	Primary strategy at the seed stage Secondary strategy –for expanding the business	Secondary strategy at the seed stage- might be used for scaling the existing business
Fundraising	NA	Secondary strategy- periodically applied- through their networks of supporters	Secondary strategy- through crowdfunding platforms- only at the seed stage
Sponsorship	Secondary strategy	Used for logistics and NF supports needed in the growth	Used for logistics and NF supports needed in the growth
CSR funds	Sometimes had the chance to access	Rarely had the chance to access	Not accessible
Loan and debt	NA	NA	Secondary strategy for expanding the business (i.e., new business models)
Impact Investment capital	NA	NA	Secondary strategy for expanding the business (i.e., new business models)

In terms of financial management, identified risks and flaws for Turkey-based TSEs' self-sustainability are focused mainly around lack of business skills, which leads to hardship or failure in cost management; market building; setting effective financing strategies and growth plan; handling business crisis such as lack of cash flow, and understanding the business world's language and thus, collaboration and partnership.

While all TSEs seem to have adopted several strategies for balancing between their costs and income, the general lack of business mindset among NP TSEs of both strands has caused the organizations to be always at the edge of breakeven and cannot plan in ahead for the growth: "We never could manage to establish the

structure similar to a company in the sense that is needed for sustainable management, because we never had enough income for establishing the needed structure ... we just survive our life" (T4).

In order to resolve the lack of cash flow, almost in all TSE cases, they minimize their operational costs by limiting human resources and omitting some critical roles such as marketing. Thereby their ability to access to a new audience (i.e., market and target beneficiaries) as well as new available support resources became restricted.

One main sustainability risk for NP TSEs is the failure to evaluate and manage their social costs, i.e., the extra costs associated with their social value creation agenda. In the case of Dreams Kitchen of Ayder, it seems that the social value proposition is informed more by the organization's social passion and mission rather than business considerations. Therefore, instead of defining an achievable plan to improve their social value proposition throughout their maturity, they started with an extensive social program from a very early stage comprising employing disabled individuals, awareness-raising workshops for social inclusion as well as focusing on sustainable consumption and healthy food.

Such extended social value proposition seemed not achievable at the early stages and could threaten the viability of the social enterprise. Whereas in the case of Maide (i.e. with established business background of the founder), an evaluation of the costs associated with employing disadvantaged women, such as the need for social capacity building; psychological consultancy services; health issues, seemed to back up the organization's plans in how to achieve the social targets while ensuring the viability of the business throughout the life cycle of the social enterprise.

4.2.4.2 Market building

Several critical factors in connection with the market building were identified, which, according to the respondents' point of view affect TSE's sustainable hybrid value creation. These factors are as follow: A grounded knowledge about the market they want to enter (i.e., Customers, travelers); the sub-sector (e.g., conservation, gastronomy, hotels), and the professional areas related to their SE idea (e.g., camping, cultural activity); the need for a long-term marketing campaign; the need for building a pilot market and a niche market, and managing access to both the target market and the target beneficiaries.

TSEs need a pilot market at the early stage to test and prove their services. This test shapes the basis of TSEs' market building endeavors later. Building such pilot markets often needs a pilot implementation of the project in the local context or with the beneficiaries. Further, while the products and services should provide competitive quality with other alternatives in the market, TSEs also need to build a niche market which appreciates socially- responsible products and services, and thus willing to pay for such products.

TSEs asserted that an established niche market would support TSEs to expand their access to more competitive markets benefiting from the "word of mouth" (T7) and more visibility. TSEs from the second strand reported that they majorly channel their marketing efforts towards building a niche market within the social impact ecosystem from CSOs and other social enterprises, intermediary organizations, and their company's partners.

Concerning the market building factors, the bottlenecks for the sustainability of Turkey-based TSEs were identified. TSEs from both groups reported that lack of a long-term marketing campaign is a serious risk for their businesses development.

One main reason for this flaw is that all of the respondents disregarded having a marketing person in their team in order for cost management. Several respondents confirmed that they are benefiting from volunteer supports among their networks. However, this support is at the technical level, and could not compensate for market strategy development.

The other market-related bottleneck for TSEs is that due to the lack of a strong marketing campaign, they fail in commercializing and well- presenting the social aspects of their product and services as their differentiation rather than their plus. Thereby, they experience hardship to access to the existing socially-continuous customers. Maide and Dreams Kitchen, for instance, are more inclined into marketing their products based on its healthy features, and its high quality rather than highlighting the added value that through this services a group of disadvantaged people are socially included or economically secured. Also, a general lack of demand for socially responsible products and services hinders the ability of TSEs to build their markets.

Market competitiveness with non-socially oriented products and services concerning innovation, cost efficiency, and usability is another critical point that affects the market building and thus self-sustainability of TSEs. Especially in case of emerging TSEs such as Maide and Opus Travel, lack of proven track record, impede them from winning supply or service contracts. Another challenge in marketing SE tourism products is that once the beneficiaries of the SE practice differ from the target market (such as in case of Maide, Dreams Kitchen, and Biovacik) then the social enterprise should obtain familiarity with two different contexts; one, the community that benefit from the social program (i.e., direct beneficiaries), and the other, the users that benefit from market-based products.

As asserted by intermediary organizations, the need for pilot implementation of the project makes the proof of concept stage of tourism SE initiations more challenging than many other service-based SE practices. Concerning the limited available resource (i.e., financial capital, human resource, the business capacity) at early-stage of a SE practice, building a pilot project at an early stage is a significant challenge for TSEs. On the other hand, without building such pilot market, TSEs fail to test their services and thus past the proof of concept stage. This dilemma could seriously affect the viability of a tourism SE at early stages of development.

4.2.4.3 The human capital

All respondents asserted that human capital is the most critical non-financial resource of a social enterprise. The principles that TSEs employ concerning their human resources correspond to the concept of human capital as informed by Day and Mody (2017); human resources in TSEs work more than individual employees, and thereby their contribution as a resource is more than their knowledge, skills, and expertise. Through creating a community culture among the internal team, TSEs transformed their human capital into their social capital. Having pursued this strategy, the TSE cases believed that their human capital becomes their driving force toward sustaining the practice. This approach confirms with Leathbether's (1997) indication about how human capital becomes a force for social enterprises' growth.

In order to create a sense of belonging to a community among team members, beyond being employees, the TSE cases of both strands pursued the following principles: Creating a dynamic working environment and collaborative thinking culture; empowering and including the team member in the decision-making process; investing in capacity building for employees through training and education; building

an internal communication culture by setting internal audit sessions in which internal team members evaluate their own and the projects' processes; encouraging integrated responsibility and multi-tasking; encouraging volunteering of all team members, the higher the level of the team member, the more time they allocate for volunteer works.

As for NP TSEs, an essential part of their human capital is their volunteer communities from outside the organization. Depending on the business model, TSEs benefit from volunteer works at two levels: one; general operations of the project, and two; professional and technical supports and consultancies (i.e., pro bono). This source supports the TSEs' sustainable social value-creating through their two key functions: Reducing operational costs, and providing more visibility for the project through disseminating the project, and thus more potentials to be reached out by supporters. Other reasons for integrating volunteers has been reflected in Table 12.

In terms of human capital, a serious bottleneck for all TSEs' self-sustainability is finding the right people with the mindset for both social and business: "If they [Team members] are not dedicated to the social mission, they could leave the team in cases of financial hardship, if they are too restricted to social passion, they might fail to handle the business and its self-sustaining" (T1).

Lack of tolerance and patience among the team; conflicts among decision-makers in balancing between social and economic targets, and lack of marketing and fund specialists were reported by both strands of TSEs as other risk factors for their viability. As for NP TSEs, lack of team members with the required expertise in business development and financial management indicated as a primary business risk factor. Further, significant dependence on volunteer works inhibits an established

work framework and responsibility allocation and could create a chaotic situation for NP TSEs in delivering the services or implementing the projects.

4.2.5 The mission and money relation factor

According to respondents, the ability to create a balance between the social and the economic sides of the practice is a critical bottleneck for social enterprises' self-sustainability and long-term hybrid value creation. Literature also supports this and refers to this balance as the sustainability equilibrium of social enterprises in terms of hybrid value creation (Alter, 2003; Sheldon & Daniele, 2017). A coherent shared vision among the key members of the organization about the social and economic targets and the priorities of the social enterprise is critical in achieving this balance.

In creating such balance, NP TSEs seem extremely unwilling to discard or modify their social missions in order to pursue business targets. Bugday rejected sponsorship offers of some private companies due to the lack of vision about the target social mission among the CSR team of those potential sponsors. T4 and T3 refused to provide services for the customers that do not share the same values with them. As confirmed by the interviewees, such inflexibility about the social targets created challenges for them in terms of maintaining their social programs.

On the other hand, business-oriented TSEs appear more adaptable in this regard. They place the survival of the business as the organization's priority, believing that otherwise, the SE initiation would lead to a lost scenario in the market. In order not to give up the essence of the social mission, they seemed more intended than the other group to "find the balance in every decision" (T1). This balance requires finding "the optimum solution" (T1) that integrates both social and business targets. The red-line for all interviewed TSEs was giving away the core ethics.

Some main strategies for achieving this balance as indicated and practiced by respondents are as follows: developing a long-term vision for the organization reflecting its social and financial targets and priorities; engaging the team members in developing this long-term vision to reduce the risks of internal conflicts and conducting regular internal communication to strengthen the synergies among the team; setting a strategic approach for achieving targets based on the priorities; tailoring the market-based revenue models and target impact levels corresponding to the level of maturity of the organization and thus available resources and capacities;

4.2.6 The tourism practice factors

Several themes emerged about sustainable hybrid value creation of TSEs, which are related to the tight connection of tourism practices to places and people. These themes are the multi-stakeholder approach, the bottom-up approach, and the prolonged seed stage. These themes affect the self-sustainable hybrid value creation of tourism SE practices from several aspects, as discussed in the following paragraphs.

Both interview groups confirmed that due to the nature of tourism, it is critical for the viability of a tourism SE practice to adopt a multi-stakeholder approach in organizational management. This approach accounts for identifying the groups of stakeholders that should be counted in the value creation process. The social value should be created for all the value creation network based on the priority. In terms of priority, TSEs from the first strand emphasized that the multi-stakeholder approach should be framed within sustainable tourism principles. Thereby, the long-term value creation for local stakeholder should be the priority

matter in the value proposition. The second strand of TSEs, on the other hand, put the priority over target beneficiaries who might be different from local stakeholders.

All TSE respondents related the significance of the multi-stakeholder approach to their sustainable value-creation from several aspects. It accounts for creating a long-term tie with local stakeholders and thus, allows the practice to become established in the local context. Further, adopting this strategy, the social enterprise can establish synergies with public stakeholders of the project (i.e., local authorities and regional public authorities), and maintain a solid status and visibility in the social impact the ecosystem. These synergies and visibility open many channels of financial and NF supports for TSEs in order to meet their needs for self-sustainability. Finally, engaging critical stakeholders is essential for accountability of the solution and thus its viability.

Achieving such accountability calls for a deep understanding and evaluation of the needs and values of different groups of beneficiaries and affected people. Accordingly, an in-depth investigation of, and connection to the context in which the idea is going to be implemented as well as the target beneficiaries for which the solution is designed is essential for the ability of the social enterprise to create long-term values. This bottom-up approach, according to TSEs interviewed, needs to be adopted from the very early stage of initiating the idea. Before building their projects, social entrepreneurs should build a history with the community or the target beneficiary groups. This history would be their way for building effective collaboration with the community as they would be trusted both as “insider and leader” (T10).

The bottom-up approach goes beyond building synergy with stakeholders. It calls for co-creating the solution through stakeholder engagement. Failure to create a

tourism SE solution based on a bottom-up approach, according to respondents' point of view jeopardizes the viability of the SE practice as "the solution will not address the problem" (T7). This approach, therefore, requires immense patience and time so that the synergy between the entrepreneurial mindset and the local stakeholders and beneficiaries can be shaped based on mutual understanding of the need and the solution: "Change is the most difficult thing. The social entrepreneur should be patient, should dedicate a good amount of time to communicate with the stakeholders of the destination and understands their needs" (T10).

TSE respondents both from NP and FP sides asserted that due to these inherent conditions of a tourism SE practice, it often takes several years for the TSEs' programs to get shaped around the social cause. Thereby, in comparison with many other SE initiations, tourism SE practices might experience a more prolonged and riskier period to pass the critical early stage and to be able to stay at their own feet. It took more than ten years for Sirkeci association to come to the point that they could assert their organization has come to a sustainability equilibrium. Maide's founder does not see their stability in at least the next six years, and after this period, they might arrive at the point that a service-based SE practice can reach after four years.

Such prolonged early stage, according to respondents, is a severe challenge for their sustainability. Further, tourism SE institutions are affected by the conditions of their local and regional context. Changes in the context (e.g., authorities, local synergies) call for additional endeavors to handle the chaos, and thereby postpone the project's establishment.

4.2.7 Factors in connection with growth and impact management

The findings of the research uncovered that the adaptation of growth strategy among TSEs of both strands is firstly influenced by the organization's concern to increase the level of target social impacts rather than scaling the business (i.e., the organization). In order to ensure their long-term social value creation, the main critical factor for TSEs in defining their growth strategy is their business model. However, findings confirm with the literature (Dees et al., 2004; Sheldon & Daniele, 2017) that the adaptation of growth strategy among TSEs is also tied to the nature of their social innovation; available resource, and business management capacity.

In the case of TSEs interviewed, their adopted growth strategy conforms to literature (Volkmann et al., 2012; Nicholls et al., 2006) indicating that social enterprises might choose a growth strategy that either advance the social impact through a more complex business model, or enhance it through replicating or scaling the same business model. Yet, the relation between the business model, the adopted growth strategy, and the social impact level is an emerging theme in this research and is discussed in the following paragraphs:

TSEs with community-centered business models-such as the case of Biovacik, Maide, Dreams Kitchen, Sirkeci association, and GHD- put a priority on expanding their social impact through advancing strategies rather than scaling strategies. This preference is mainly because such business models are tied with the co-relation among the SE team and the community of target beneficiaries; either the local context or the target community of disadvantages. As T9 explained, "You need to play both roles of the entrepreneur and the implementer".

Therefore, in terms of growth to increase the social impact, there is always the risk that while this model is working well and self-sustained in one context, it

might not be implemented in another context successfully. The further concern is that if the idea becomes replicated, it might not function as much effective and influencing as once the entrepreneurial team was focused on the pioneer. Thereby, it seems that TSEs with community-centered models might risk their viability if they target to increase their social impacts by scaling up or replication their programs.

Advancing strategies seem a less risky growth approach for such TSEs. This strategy was manifested among TSE cases in two ways: one; adopting an advanced business model- such as in case of Maide; transforming from catering business to food entrepreneurship center, or in case of Small hotel association, transforming from training and empowering programs to a network/ capacity-building platform. Two; adopting more complex operational model by integrating diverse programs and partners. This strategy is employed by NP TSEs such as Ayder and GHD in the form of alliance-building.

Alliance strategy is similar to the affiliation model among social enterprises as described by Volkmann et al. (2012). Adopting this strategy, TSEs establish partnerships among several program partners under one legal entity that plays the role of the parent organization. Each program partner enjoys a high level of self-determination in terms of social value agenda and business management or even income models. The central coordinator is the turn-over organization for both financial and NF resources and supports. Accordingly, this strategy lets social enterprises expand and diversify their social impacts while scaling their organization.

TSEs with service-based and customer-focused models such as Opus Travel and Urbansurf integrate both advancing and scaling strategies. All TSEs interviewed also pursued the dissemination strategy, as described by Volkmann et al. (2012), as one primary strategy to expand their target social impacts. Instead of protecting the

innovative solution, TSEs spread the word about their innovation, and thus serve as a role model or catalyst. Having pursued this strategy, TSEs also target increasing their impacts through scaling each of models (i.e., program), but let this scaling happen out of the organization through followers. The adaptation of this strategy also helped obtain a credible status in the social impact ecosystem while reducing the risk of the organization's unsustainability as a result of scaling.

The social value chain creation - while primarily functions to develop TSEs' social capitals and thus provide channels for required synergies and supports- is also adopted by them as a strategy to increase the levels of their social impact by investigating the areas that they can create more added social value in their supply chain. This impact strategy seems more prevalent among the second strand of TSEs. For example, Maide planned for the procurement from other social enterprises in the ecosystem in order to support their projects. Biovacik purchases their consumables from local producers. Ayder collaborates with GHD for finding potential volunteers and thereby support their social programs.

Lack of perspective and knowledge about the risks and critical bottlenecks for the growth seems a severe hurdle for TSEs in order to surpass the early stages and come to a stable and mature stage. Majority of NP TSE cases confirmed that their hardship in defining these bottlenecks and thus planning to move forward from their standing point in their life cycle to scale their target impacts is due to the general lack of business mindset and skills in their core teams. This flaw was also confirmed by intermediaries interviewed: "it took several months that we could come with them [the social entrepreneurs who attended acceleration programs] to the basic understanding about the social enterprise business aspects and then we could seat and discuss how they should plan for their next stage" (I1).

Another risk for TSEs' viability in connection with their growth strategy arises from the immense competitive and risky nature of the tourism market. There is not much place for TSEs to make mistakes in defining their business bottlenecks for growth: "the [tourism] market itself is cruel, you don't have two or three chances there, if you don't know where you have to put your effort and resources then you would find your organization in an unbalanced situation" (T1).

Finally, in order for TSEs to plan for their growth while maintaining their viability, they need to plan for growth with a pace that matches the nature of their practice. As Tourism SE practices are tightly connected to people and places, they often need to have certain limits on the speed of their growth. Such models allow a gradual but steady increase in the social impact. This pattern differs from the sharp growth among the tech-based and less human- and- resource-intensive SE practices. I1 explained this difference with a common jargon in the startup ecosystem and confirmed that tourism SEs' growth follows the same growth logic" they [SE with community-centered business models] are like donkey, they are reliable, you know it's going to work all the time, and it is moving forward but slowly, it is not *flying* "[emphasis added]" like the unicorn start-ups".

In addition to mentioned impact scaling and growth factors that affect sustainable long-term value creation of TSEs, several risk factors and flaws were reported by intermediary interviewees that put a hurdle in front of social enterprises in general in order to maintain the desired level of social impact. The intermediary interviewees firmly emphasized that in order for social entrepreneurs to trigger social changes, it is essential to pursue impact-focused value propositions.

The path towards moving from a social mission toward an impact-focused practice is challenging for social enterprises especially during the early stage of their

life cycle when they often lack the business capacity and resources for implementing an impact-focused model. In intermediaries' opinion, such impact-focused business models for Tourism SE practices could be more challenging due to the multi-stakeholder characteristics of the practices, and often their community-centered business models.

Additionally, current instances of TSEs in Turkey lack the vision and innovation capacity needed for an effective impact scaling strategy. They usually stick into conventional models such as starting a new project with new target impacts or increasing the numbers of direct beneficiaries with the same program. Such lack of impact-focused vision- according to intermediaries- partly nurtures from the immaturity of current tourism SE practices in the ecosystem, but is mainly due to TSES' social-focused background and lack of SE mindset: "When they (TSEs) start almost non-of them start with the mindset to do an impact-focused business" (I1).

One critical aspect of the impact-focused approach in social enterprises is to monitor and evaluate created social impacts. According to intermediaries, while the core achievement for social enterprises in monitoring their social impacts is obtaining a clear perspective of the organization's performance in creating target social values, social impact assessment also supports TSEs in addressing their needs to become self-sustainable. By presenting their records, TSEs can achieve a pioneer position in the ecosystem and thus be more visible for NF supports as well as more competitive for available funds and grants, which often require proof of impacts as eligibility criteria.

It seems that current instances of TSE in Turkey lack a strategic approach to monitor and manage the levels of their social impacts. The ones that have initiated social impact reporting (such as GHD and Ayder), have limited their assessment to

the first level of impacts (the outputs), and thus failed to evaluate and communicate the real levels of social changes have been triggered as a result of their practice.

4.2.8 The legal form and the organization's sustainability

The findings of the study confirm with the literature (Scheuerle & Münscher, 2013) that social enterprises' decision over the legal form is grounded upon finding the optimum way to mobilize the resources to realize their social value proposition. Yet, the findings do not highlight the legal form as a very critical bottleneck for TSEs to attain self-sustainability.

Almost all TSE respondents indicated that, though it is a very challenging decision, it was feasible for them to come to an institutional composition - by using possible legal forms - that best addresses their social value proposition and the requirements for their business models.

Whereas, several TSE respondents confirmed that the lack of clear and effective regulatory framework tailored for SE practices affected their effectiveness in business management because they had to develop either a mix structure or parallel legal entities. Maide and Opustravel, for example, reported that they had a great challenge to decide between establishing a company and an association in parallel or an association with the business entity (iktisadi işletme). This assertion confirms with the literature (Leadbeater, 1997) indicating that lack of effective legal form for social enterprises might treat their sustainability in the long term as it hinders the efficient business and organization management.

Comparing adopted legal forms by different TSEs interviewed, some pattern can be distinguished:

- TSEs with business backgrounds preferred either co-operative or company form. They regard current hybrid form inefficient for running a business with financial prospects;
- NP TSEs with association form confirmed that the legal form is inadequate for them to expand their business activities and thus their social impact. Biovacik, for instance, reported their intention to establish the business entity in a short time in order to increase their income-generating activities and thus reach break-even;
- As for the TSE samples who established the existing legal hybrid form, the reasons to choose this model over FP forms is primarily because the founder came from a civil society background, and thus to some extent capital-averse. Further, the business entity integrated with the association makes them capable of pursuing market-based revenue-generating activity while maintaining their social status as NP in the ecosystem. The association form capable them in benefiting from philanthropic capitals as well;
- It seems that once there is a good business model involved, the emerging TSEs prefers to establish a company. The reason for this strategy is, in comparison with the hybrid form, starting a company is less complicated and more straightforward in terms of institutional procedures and legal requirements at the beginning;
- As for FP TSEs, in order to access funds and grants, they have to establish and run an association in parallel. This causes more administrative and operational costs for them and impairs business management effectiveness;

Concerning the legal form, respondents (TSEs and intermediaries) uncovered several risk factors and impediments for their long-term hybrid value creation. The

main risk is the limitations of the adopted form for their business activities in the long term, such as limitations for business model modification and business growth, especially for those adopted simple NP forms (i.e.; association); limitation on accessible income sources such as grants and philanthropic capital for FP TSEs and investment capitals for NP TSEs. The latter (i.e., corresponding financial opportunities) also confirmed by literature (Scheuerle & Münscher, 2013) as a critical driver for social enterprises' decision about their legal forms.

Other impediments are: lack of enough knowledge among TSEs about the legal forms and their potentials and barriers for them; limitations in TSEs' financial and NF resources and business capacities in order to establish a business entity inside the association or to run a company and an association in parallel; risks for their social status in the impact ecosystem in case of adopting FP forms and thus losing the support channels.

4.3 The Social impact ecosystem and the wider context

In response to the question about the instances of tourism SE practices in the social impact ecosystem of Turkey, both interviewed groups declared that tourism SE is a left-out area in the ecosystem. The intermediary organizations were so interested in having tourism portfolio in their support schemes, but only in a few cases, they had hospitality-related initiatives.

Respondents believed that flaws and gaps that exist in the ecosystem-as a result of its nascent stage or other results-as well as the impediments that exist beyond the ecosystem, hinder its enabling roles for SE practices including tourism ones. Both groups also delineated the challenges that tourism SE practices experience in the ecosystem, particularly due to their value creation characteristics.

Based on the accumulation of the themes emerged from both interviewed groups this section uncovers the impediments in the social impact ecosystem of Turkey, which hinder TSEs to cover their needs for self-sustainable hybrid value creation; concerning the critical factors identified in part one. Following the need-level logic - as applied in data analysis- the discussion is presented on several levels; from the support infrastructure to the ecosystem, and beyond the ecosystem.

4.3.1 The ecosystem

The first sub-theme addresses the conditions of the ecosystem that hinder its performance as enabling context for SE. In general, a widespread negative perception existed among TSEs interviewed about the effectiveness of the social impact ecosystem of Turkey as the supporting and enabling context for them. The main flaws in this respect- as delineated by respondents- are: Lack of a shared and inclusive definition of SE in the ecosystem; a limited understanding of the hybrid value creation; a limited interpretation of the business ethics in SE; few business-oriented actors in the ecosystem; the risk of shallowness in the SE approach in the ecosystem, and the absence of impact-focused vision and practice.

Lack of a shared and inclusive definition of SE in the ecosystem has led to deviating visions; convictions; languages, and attitudes among the ecosystem players at different levels, particularly in the support infrastructure of the ecosystem. This flaw has hindered ecosystem from acting holistically and inclusively in addressing the needs of the emerging SE initiations. It also affected the synergies between ecosystem actors toward building the ecosystem, as a shared vision for collaborative action is missed in general.

According to the intermediaries' points of view, the traditional vision which puts "a line between making money, and making good" (I7) has still a strong position among ecosystem players. This condition has led to the adoption of a limited understanding of the hybrid value creation among ecosystem players, which tends to confine it preferably to the NP side of the spectrum and at the furthest, to the social businesses which are due to re-invest at least more than half of their profit into the enterprises.

The contradictory point is that no mechanism is available in the ecosystem to measure, report, and monitor this. The matter is not understood and approached profoundly and strategically. By putting a line between doing good and doing business without an assessment framework, the existing deep crack between the business and the social side of a SE initiation would still be left unfilled.

Such limited understanding of hybrid value creation of social enterprises, brought with it a limited interpretation of the business ethics in SE, and thus placed many impact-focused innovative business models out of the ecosystem's attention: "In Turkey almost all and everyone in the ecosystem claim "[sic]" that if they put less than 50% of the profit into the business and instead get back it to the investors, it might be an abuse of the trust that people have on social entrepreneurs".

As a result, only a niche group of business-oriented social ventures exist in the ecosystem and not so many business mindsets are eager to step-in it. T5 (experienced social entrepreneur) described this condition as: "I can see in my generation and the next generation that people who are so decisive and passion about business they don't prefer to be tagged as a social entrepreneur … it is even more common fact near to reality "[sic]" in the sectors that inherently are capital-oriented, such as tourism or finance...".

Another shortcoming in the interpretation of SE in the ecosystem, which directly affects from lack of a shared understanding of the concept, is the risk of shallowness in the SE approach in the ecosystem. SE has become a "popular and trendy subject" (T10) in Turkey, so this can mislead the ecosystem toward stereotype of activities instead of innovative solutions to address the core needs. There is also a huge gap in the ecosystem in terms of impact-focused value creation models (i.e., business models with the potential to scale their impacts). This gap shows that the ecosystem still needs to establish an impact-focused vision among all actors in different roles.

4.3.2 The support infrastructure

Based on both interviewee groups' points of views, several flaws were uncovered in the support infrastructure of the ecosystem which can impair TSEs' ability to address their needs for self-sustainability and creating long-term social values. The second sub-theme, reveals these shortcomings. The identified areas are either support flaws which directly put hurdles in front of social enterprises in addressing their needs or are the shortcomings that impede building the support ecosystem and thus indirectly affect social enterprises' access to suitable supports. These shortcomings are arranged in the areas of the funding mechanism and access to corresponding capital; the support roles and support models; the relationships among ecosystem actors, and the legal support for social enterprises.

Many of the identified areas generally affect all SE actors. However, several aspects were also recognized, which are more critical for TSEs due to their hybrid value creation characteristics. As for the former, a condensed review of the findings

are presented, and the main discussion would be focused on the latter, i.e., subjects that are more connected to TSEs.

4.3.2.1 The funding mechanism and access to corresponding capital

All TSE respondents confirmed that the existing funding mechanism in the ecosystem is incapable of addressing their needs for moving from the early stage to the early growth stage. Due to the inherent characteristics of Tourism SE practices (i.e., resource-and-investment-intensive; community-centered business models; multi-stakeholder value proposition; stakeholder engagement) capitalizing, a tourism SE often needs a longer time than other SE initiations. These conditions, hinder efforts of TSEs in accessing suitable financial capitals.

Possible sources of capitals for TSEs are a) philanthropic capitals including non-governmental funds and grants such as foundations' grants; CRS funds; sponsorship, awards and fellowships such as Ashoka fellowship, inter-governmental funds such as European Union funds and governmental funds such as local development agency's funds. b) Loan and credits and c) the impact investment capital. The main barriers for social enterprises to access to different types of capital in the ecosystem, as indicated by both groups of the interviewees are as follow:

As for philanthropic sources from non-governmental providers, the key barrier is the lack of SE-focused capital specifically within the CSR schemes of corporates and grant schemes of foundations. These capital providers majorly pursue a traditional charity mindset in deploying their capital for social purposes and not targeting social innovation- and impact-focused initiations. Most of the available funds from foundations and CSR schemes try to directly reach out the bottom of the pyramid, instead of being mobilized through SE toward those beneficiaries: "We

advocated that entrepreneurs in your program do not need to be disadvantaged people themselves. It should be the people with a model to have an impact on the disadvantageous group" (T1)

Another barrier is that most of the available grants in the ecosystem are restricted to some specific areas that not include community-related subjects which are more fit with tourism SE. Additionally, their adaptation of SE is restricted to NP social enterprises. This capital is often short-term and cannot back up long-term strategies. Most of the funds require Proof of impact and thus often not accessible for social enterprises at the early stage. CSR funds of companies specifically seem inaccessible for emerging social enterprises who lack established status and networks in the ecosystem to channel into the CSR departments.

As for Intergovernmental and governmental funds, the main barrier to access to them for social enterprises is lack of financing mechanism that can effectively channel this capital into SE ecosystem. These capitals follow conventional deployment mechanisms such as open calls, training, and training of trainers, which are inefficient in mobilizing the funds to SE: "They [development funds] just do the training and training of the trainers. They might have already given everyone in Anatolia the Entrepreneurship education ... there is a huge spectrum of possibilities that they have not any experience" (I1).

Lack of know-how in the ecosystem to define an effective funding mechanism for deployment of these capitals and failure in conducting strategic partnership among intermediaries to develop the ecosystem in this matter has created more hurdles for mobilizing these sources effectively to the impact ecosystem. Especially in the case of intergovernmental funds due to the large size of the capital and its requirements, it is not feasible for individual social enterprises to apply for

that. It requires a strategic partnership among intermediaries to apply for these funds and then allocate the funds through an effective mechanism to SE ecosystem.

As for governmental funds, there was a general unwillingness toward them among respondents as the funds are not neutral supports and bear political aspects: "This is a big problem, indeed. Because these funds are working only one-sided in Turkey. If you are from the government side, you get funds. If not, your projects are not approved … we do not want to deal with this kind of things. We shall better stay out of home …" (T10).

Concerning the loan and credit sources, they seem generally not feasible for SE practices in the early stages due to lack of collateral, credit history, or asset to secure the loan. Additionally, there is no impact-focused loan scheme available in the ecosystem. Several micro-credit schemes are available or emerging in the ecosystem, but they mostly focus on local CSOs' empowering rather than SE initiations. Further, their amount is not responding to the needs of TSEs at the seed stage.

In terms of impact-focused investment, the main access barrier is that due to the nascent stage of the ecosystem and thus lack of investment-ready pipelines impact inventors are in general absent from the social impact ecosystem of Turkey. Yet, there are some hindering factors in this matter that nurtures from the characteristics of hybrid value creation in TSEs. Tourism SE initiations seem not attractive cases for impact investors because of their long-term seed stage; their gradual growth pattern and often running community-centered business models which are risky for scaling.

From the TSEs' side, there is skepticism about investment capital among TSEs with civil society background (mostly the second strand): "Partnership with the capitals … for money business … no, it is out of our organization ethics … but

partnerships with other associations we always do" (T6). Additionally, the limitations imposed by legal form also hinder social enterprises with hybrid structure (i.e., association with an integrated business entity) pursue equity-based investing.

According to intermediaries' interviewed, what the ecosystem needs at this early stage is to define hybrid models of financing, which incorporate both philanthropy and investment capital and by de-risking investment capital can trigger pooling more financial support and thus more instances of SE into the ecosystem. TSEs need such alternative financing model because the seed funding, in general, cannot address the level of capital they needed to initiate their projects. This incompatibility-as confirmed by all respondents-is majorly due to the investment-intensive characteristics of tourism projects.

A great opportunity exists for defining alternative fund mechanisms such as hybrid financing by using available governmental and intergovernmental funds. However, it seems that lack of know-how in the ecosystem in order to initiate alternative social financing is the main hurdle to initiate such funding mechanisms in the ecosystem. The absence of strategic partnership among the ecosystem intermediary and intergovernmental intermediaries or existing public and governmental to bring in the know-how and define tailored fund mechanism for SE in Turkey is another main hindering factor.

4.3.2.2 The support roles and support models

According to interviewees' point of view, the fundamental role of the support infrastructure is building the ecosystem as an enabling context for impact-focused SE practices. To do that many support roles and support models are needed. The flaws and gaps in these roles and models are discussed in the following paragraphs:

The foundational issue in the support infrastructure of the ecosystem is connected to the way its key actors approach ecosystem building. There is evident segregation between the vision and approach of the intermediary organizations – which is "very elitist [emphasis added]" (T5) - and Turkey's society. Thereby, the support infrastructure (elements and models) has not been designed based on experience with local contexts in Turkey. It is based on advanced social impact market models and thus not corresponding to the cultural and social grounds, weaknesses and potentials and general level of development of the country. This segregation caused a dis-attachment and mismatching between intermediaries' approaches and the capacity and needs of the stakeholders in and outside the ecosystem (i.e., social enterprises, beneficiary groups, and society in general).

Lack of shared vision about the spectrum of hybrid value in SE hindered shaping a synergy among intermediary toward ecosystem building. Attempts were made in order to align the vision and actions of the ecosystem players (such as six-way finder Istanbul event). However, according to interviewed intermediaries, it did not lead to a strategic framework for synergic actions. The absence of such shared vision led to the situation that individual intermediary acts differently in defining SE spectrum and thus designing and providing support models. While such diversity seems critical to cover a wide range of needs, lack of consistency gives a scattered nature to the support infrastructure, and thus confusion for social enterprises to distinguish the support schemes responding to their needs.

Another flaw in the approach of ecosystem builders is that collaborations among intermediaries are project-based and often over co-applying for a fund and in connection with the areas of the interest of the fund, thus not target a strategic alliance over an empowering scheme or mobilizing a resource into the ecosystem.

Further, there is the risk of superficial interpretation of supports in the ecosystem. SE has become a “trendy subject” (I6) in Turkey. This situation can mislead the ecosystem toward stereotype of support activities without an in-depth investigation of the core needs of social entrepreneurs. T10 with an established background in tourism industry mentioned his concern as: "You cannot make the social entrepreneurship training a package..., at least it cannot help to see more social entrepreneurs in tourism."

The second issue in the support infrastructure, which impedes social enterprises from addressing their support needs arises from the missing support roles or flaws in delivering support roles by intermediary organizations. Lack of intermediaries with focused support roles is one main missing point in this matter. Due to the early stage of the ecosystem, the intermediaries cannot focus on the supporting mandate they have defined. Most of them function as multipurpose intermediaries.

Such multi-faceted role-playing – though seems inevitable at the early stage of the ecosystem-hinders a focused, effective delivery of the support schemes. I1 described that their mission is to act as an accelerating platform for SE practices, however, as this role has shifted into accelerating the ecosystem, they cannot focus strategically to develop the required foundations for their target support scheme.

One hindering factor for intermediaries in delivering their support role is lack of self-sustainability. Intermediaries in the ecosystem are at their early stage as well and thus and are not self-sustainable. They need external capital (i.e., funds and grants) to subsidize their support programs as well as their costs. Dependency on external capital impairs intermediaries’ autonomy in designing the support schemes, particularly in terms of the areas of focus. Rather than based on need analysis,

supports are channeled into areas that are attractive to the funders. These focused areas - according to the respondent- often set aside community development and local economy issues, which is one of the potential areas that tourism social entrepreneurs can emerge significantly.

Lack of self-sustainability brings with it inconsistency in the support schemes. Most of the current support models are program-based and are dependent on the funds available to subsidize them. Only a handful of schemes are repeated regularly and following a long-term path targeting improvement.

Finally, support organizations in the ecosystem, in general, do not pursue an inclusive approach in providing supports to SE initiation. In many instances, such as Ashoka fellow scheme, limitations imposed for the eligibility of participant based on the hybrid value creation characteristics of the SE. This limitation affected by the adaptation of SE definition, which prevalently tends to focus on NP activity.

The third critical issue in the support infrastructure is connected to the shortcomings of support models and schemes. There is a general lack of support models corresponding to the needs of SE initiations in different life stages. Existing support schemes either for early stages or early growth stage suffer from several flaws and shortcomings that hinder them from addressing the needs of social enterprises in becoming self-sustainable impact-focused actors in the ecosystem. These shortcomings are as follows:

Existing support schemes for early-stage SE practices are mainly in the form of incubation programs and innovation labs adopted from advanced ecosystems, and often no localization has been done based on need analysis. Usually, they are program-based and do not provide continuous support in terms of mentorship or

consultancy about business and SE aspects. Further, a limited number of incubation schemes provide seed funding.

In terms of focused areas, incubation schemes often adopt vertical approach (i.e., focusing on particular impact areas, sectors or target beneficiaries) and thereby exclude many potential SE practices – in other areas of social problems; need areas, and target beneficiaries- from the support program. Such an approach for the ecosystem at the early stage is not suitable as it impairs the opportunity to attract more SE practices into the ecosystem.

In general, there is an absence of support schemes for social enterprises that have passed early stages and needs acceleration support to boost-up their social venture and thus increase their social impact. Several accelerator programs have been launched in the ecosystem to address the support needs of SE initiations at the early growth stage.

The main flaw in these programs is that no need analysis was conducted in designing these programs to gain an understanding of the situation and characteristics, and needs of early growth stage social enterprises in Turkey. The modules were based on imported models, and no localization was done, specifically about impact management and impact investment. Further, the accelerator programs are not connected to a funding mechanism tailored for the needs of early-growth stage SE practices. Neither, they provide an opportunity for the participant to be connected to the network of capital providers.

Along with mentioned general shortcomings that affect the whole SE practices of the ecosystem, as mentioned, several themes emerged in connection with the shortcomings in the support infrastructure, which seem more affecting TSEs in

addressing their support needs. Following the need-level logic, these shortcomings will be discussed from the level of infrastructure to the level of support models.

One critical void at the level of support infrastructure is the lack of regional support infrastructure. Currently, the majority of SE support infrastructure is accumulated in the two cities of Istanbul and Ankara. This situation brings the concern of the exclusion of SE initiations or applying top-bottom approaches in defining the need areas and implementing the support in other regions. Since tourism SE often nurtures in close connection with a local destination, it needs support models that are designed corresponding to the capacities and needs of the region for nurturing SE.

Another significant shortcoming is the lack of bottom-up approach in incubating SE ideas. As discussed, tourism SE solution should be formed through a bottom-up approach that creates a solid understanding of the need and problem for the entrepreneurs. The responsiveness of the solution to the problem and thus, its long-term viability needs stakeholder engagement in the SE practice lifecycle from scratch.

Although incubation schemes pursue problem definition through bottom-up techniques (i.e., gathering information from the target beneficiaries), they are most often focus on the idea (i.e., the solution) rather than the problem (i.e., the need), and does not provide a setting for co-creation with the stakeholders. This approach- according to TSE respondents- does not guarantee that the entrepreneurs would understand the problem deeply, especially when it is closely connected to a local context: “As long as the social entrepreneur’s tourism idea does not come from a deep understanding of the needs of the stakeholders, for them, the accelerator or capacity building programs function only as skill development” (T3). Once the social

innovation in tourism SE is regarded "as the product which can be laboratorized "[sic]" in the incubation center" (T2), this does not work for the area such as tourism which is in close connection with people, and place.

The other notable flaw in the support infrastructure is connected to the mentorship role. According to TSEs interviewed, mentorship is a critical element in developing a tourism SE idea. TSEs from the first strand indicated that Tourism SE initiations need mentors with a background in tourism projects, particularly at the local levels. The second strand asserted that tourism SE needs mentors with backgrounds in social projects at the local context of Turkey. Both put more emphasis on the experience with local context rather than sector background.

The mentors in the existing support schemes- according to the interviewees of both groups-maintain a rich knowledge about social innovation and entrepreneurship. However, in TSE respondents' point of view, this knowledge is often based on academic training and their intellectual capacity rather than their real experience with local contexts as entrepreneurs. There is also a significant lack of entrepreneur-mentors coming from tourism and sustainability background. This condition can achromatize two elements in the support schemes, which are critical for incubating the tourism SE idea: living the needs and learning by doing. If the coaches and mentors do not have hands-on experience as social entrepreneurs, it is most likely that they fail to communicate this vision to the emerging SE initiations.

Another flaw in connection with mentorship is that it is often a short-term support corresponding to the period of the support program, whereas tourism SE practices need long-term mentorship supports corresponding to their long early stage: "Mentors should stay with the project and keep their critical view by showing the gaps and weaknesses of the practice" (T5).

4.3.2.3 The relationships among ecosystem actors

Respondents revealed several flaws in the relationship among ecosystem actors that hinder both the ecosystem building and its effective support role. The primary issue in this matter is the lack of strategic collaboration among intermediaries in developing and delivering support schemes. The competition over the insufficient capital resources in the ecosystem put the challenge of survival on the front row for the support organizations and shifts the reason for partnership among intermediaries from ecosystem building to project-based collaboration. This situation makes these organizations less effective in terms of ecosystem building: "All the support system is also trying to access to funds; one way or another. So when there is a case around a call they collaborate; otherwise, I do not think that they are collaborative for shared targets" (T1).

The second issue is raised from the relationship between intermediary organizations and SE initiations. Due to the nascent stage of the social impact ecosystem in Turkey, the relation between SE initiations and intermediary organizations is based on mutual needs. Social entrepreneurs need intermediary organizations to obtain required SE skills; mentor supports; technical support; access to market; seed funds; access to capital sources, and building their networks (i.e., social capital). Intermediary organizations also need SE initiations as their cases to test and modify their support schemes and build a portfolio for themselves. This mutual needs can trigger an effective and enduring relationship between these ecosystem actors.

However, several flaws could hamper this relation and thus, the adequate supports for SE initiations. These flaws are: Lack of capacity of the intermediary organization in terms of financial capital; resources; logistics; management and HR

to maintain their supports, lack of interest of social enterprises to be tagged under one name in the ecosystem; vision conflicts, and conflicts over the project's direction and priority.

The third issue is connected to relationships among social enterprises in the ecosystem. TSEs interviewed indicated that by building a community inside the ecosystem, they benefit from the support of other social enterprises in addressing their NF needs. However, competition over funds affects the collaborative culture within the ecosystem: "We [social entrepreneurs] have to be very careful about not becoming Cuba instead of being Switzerland ... When there is an open call, everybody writes a project, and everybody wants to win. But in order to be collaborative with everyone, you should not step on somebody' feet" (T1).

4.3.3 Barriers to social capital development

TSEs need to strengthen and expand their social capital in order to be able to stay viable and create long-term value for stakeholders. TSE respondents reported that the hardships in making a support community among private sectors, and establishing ties with the public stakeholders (i.e., local and regional authorities) of their project, impair their ability to create and mobilize an effective social capital.

Tourism projects need to create a good relationship with local stakeholders, including the public decision-makers that can affect the proceedings of the project. As tourism practices is a multi-stakeholder practice with a close connection to its local or regional setting, failure in establishing synergic ties with public stakeholders of the project could create challenges for the establishment of a tourism SE in the long term.

The way TSEs adjust their relations with public stakeholders of their practices is affected by the background of the founder (i.e., social vs. business), the level of establishment and the social status in the ecosystem, the business model (i.e., community-centered vs. service-based), the connections at individual levels (e.g. among the entrepreneur and the local authorities), and types of target beneficiaries.

NP TSEs with civil society's background and TSEs with community-centered business models put more effort to engage local and regional authorities in their projects. This engagement might be initiated at a minimum level (i.e., communicating projects' objectives and scopes and awareness-raising), however, often tends to step further and involve the public stakeholders as the strategic partners of the projects.

This strategic tie usually looks for NF supports including, facilitation for implications and operations, connection to local CSOs and grassroots, and public procurement. For TSEs with community-centered business models, this tie plays a critical role in implementing their models in target communities whereas TSEs with a service-platform business model did not regard this partnership as a determinant factor for their viability.

From all TSE respondents' perspective, deviating vision; language, and attitude between them and the public stakeholders is the main factor that hinders the establishment of a long-lasting strategic partnership among them. This flaw often causes misunderstanding about the mission of the SE program: "We sent 1500 letters to municipalities to explain what we are doing, and what id our idea and how they can support this activity and how it can be a mutual benefit…. We received only 30 responses, which in our face-to-face visit, it became clear that half of them also misunderstood our program and purposes for the partnership" (T6).

Lack of an impact-focused vision among public authorities is another barrier in front of TSEs' partnership with public authorities. This void, which is also raised majorly from the duality of visions, has led to a general preference among authorities to support projects that can reflect more prominent output figures. As a result, a project such as training that can be channeled to a bigger group of beneficiaries often seems more appreciated among local decision-makers in comparison with pilot employment or service model: "The big numbers are often translated as more successful reach-out to the community" (I1).

Another hurdle to establishing such long-term partnerships raised from the instability of the decision-making structure at local and regional levels. Decisions at these levels are made by individuals, not the system. Thus, periodical changes in district government put a challenge in maintaining the strategic tie with the local public stakeholders "we cannot keep on working in the same region because when the Meyers change the ideology of the municipality changes … everything is connected to the person, when they change all ties we built become useless" (T6).

TSEs from the first strand revealed strong unwillingness to collaborate with tourism stakeholders from governmental and public institutions majorly. Due to a total absence of SE vision in these institutions, it is difficult for tourism SE practices to shape a sustainable tie with them. Further, these institutions are not politically neutral, and thus, any ties with them put the relationship out of a social context and make it political.

Other barriers which make connections with local and regional authorities challenging- as expressed by both interviewee groups- are lack of appreciation and intention among local authorities to initiate new things in their regions, a strong opposition within the public authorities to accept FP businesses as social projects,

and lack of social status of the social enterprise in the ecosystem or in the local context, especially for emerging SE practices.

Channeling with corporates can provide necessary NF supports that TSEs need in order to surpass the early stage (i.e., know-how, technical support, mentorship, logistics, and synergic effort). It is also an opportunity for market building through their networks; access to their CSR funds or sponsorship, and partnership in SE initiatives. Several factors impede the establishment of such collaboration.

One of the main barriers in this regard is the negative mindset about the partnership with the private sector among NP TSEs. This private-sector-averse culture is closely connected to the widespread perception of social enterprises as social service organizations rather than hybrid enterprises.

On the other hand, the predominant charity mindset among corporates also hinders their strategic involvement into the ecosystem and thus their connections to the ecosystem actors. Further, access to corporates' supports is not easily possible for social enterprises without a channel or a reference. In order to map the ecosystem about available support from corporates, there needs to be a tie at the individual level with large companies: "you are not collaborating with organizations but with people. You need to get to know them and to see what their agenda on a personal level is." (T10). The absence of established databases about the support schemes and CSR budgets of corporates has exacerbated this flaw.

4.3.4 The impediments beyond the impact ecosystem

The last sub-theme concerning the ecosystem barriers uncovers conditions beyond the impact ecosystem, which effect on TSEs' ability to become established impact generating enterprises. These factors are classified under several themes which reflect the contexts to which the factors are related: the socio-cultural ecosystem; the legal ecosystem; the geo-political context; the market ecosystem; the entrepreneurial ecosystem; the knowledge ecosystem, and the tourism Industry.

These factors are extracted based on the respondents' points of view, and thereby, the researcher cannot claim that the mentioned flaws and impediments are the comprehensive list of all hindering factors for shaping an enabling ecosystem for SE in Turkey. Rather, they reflect the most significant overarching factors, as perceived by respondents, which either directly affect the TSEs' viability, or hinder the support roles of the ecosystem and thereby affect TSEs ability to establish in the ecosystem.

- The socio-cultural ecosystem

Several critical socio-cultural factors inhibit the establishment of impact-focused social enterprises – including TSEs- in Turkey. The predominant conservative culture in Turkey which inclines toward safety and establishment does not provide room for thinking out of the box and risk-taking, and thereby, the entrepreneurship mindset is not highly appreciated among the majority of society.

Society has still doubts about SE as they regard the mindset against the norms of society. The conservative construct of society hinders triggering social changes. The majority of society is against the change and thus are not participating in realizing that. T6 describes such situation as: "many people believe that trying to start social changes is a useless effort which seems unsuccessful at the end … like

selling snails in Muslim neighborhoods (Müslüman mahallesinde salyongoz satmak) … it is exactly what people think about social entrepreneurs".

Another key hindering factor in this context nurtures from the prevalent lack of trust and culture for collaboration in the society. This void immensely affects shaping long-term synergies and partnership, which are vital for the viability of SE initiations. It also could trigger conflicts and misunderstanding among partners or team members in a SE activity and thereby threaten its stability in the long-term.

- The legal ecosystem

Current policy, legal, and institutional frameworks suffer from some shortcomings that directly or indirectly have imposed barriers to TSEs self-sustainable hybrid value creation. The critical flaw in this context is the superficial understanding and adoption of SE at the policy level. SE has come to the discussion and attention of authorities as it is the word of the day, not as a result of a profound belief among policymakers that it is a strategic solution to contribute to SDGs. The legal shortcomings in this context are the absence of a legal definition and regulation for SE; social enterprise and social business, and lack of a hybrid legal form for social enterprises with an equal stand between the NP and FP sides.

Some legal voids and flaws affect TSEs from the second strand, and NP TSEs particularly due to the limitations they impose on working with or access to their target beneficiaries. These shortcomings are lack of legal definition and regulatory framework for volunteer works; legal hardships in employing refugees; lack of legal incentives for NP activities.

A serious legal void is the lack of standardized and localized impact assessment framework, which has severely hampered impact-focused practices among SE initiations. Additionally, the lack of clear definition; benchmarks, and

localized certification for social business, is a primary hurdle to integrating impact-focused enterprises into the social impact ecosystem.

Concerning the tax regulation for social enterprises, interestingly, TSE cases did not support the current discussion in the ecosystem about the need for a total tax exemption for social enterprises. They did not regard it as a solution which helps social enterprises be more effective in addressing social needs or become self-sustainable. Conversely, they thought, the tax exception regulation might trigger many misleading activities and situations for social enterprises and thus deface them in the society. Instead of total exception, social enterprises need tax incentives with a well-defined monitoring and evaluation framework of the SE practices.

Both Strands of TSEs confirmed that the flaws in the tourism-related policies and regulations could challenge their long-term viability. It seems that the regulations related to tourism development and management are more affecting the first strand of TSEs, which are in direct contact with tourism stakeholders, particularly from the public side. The main identified flaws in this context are as follow:

The absence of destination management plans at regional levels has impeded the support and investment pool toward SE initiations for sustainable local development and sustainable tourism. The implementation of top-bottom policies in destination development has impaired defining priorities for sustainable development based on local needs, and the roles tourism can play in this matter.

The initiation of a tourism SE project is closely connected to the concern of the sensibility of intervention in local contexts or nature. Although this risk is inherently attached to the tourism development, in the countries, such a Turkey, that suffer from lack of adequate institutional and legal frameworks for conservation and

protection of natural and cultural resources, the risks associated with implementing innovative tourism models can be significantly high.

- The geopolitical context

Social enterprises' viability is affected by the economic and political conditions of the country and around. The fluctuating geopolitical situation has led to reduced security in the region and thus the number of tourists. The economic recession has caused a severe cut in both public and private funds and grants. Many corporates and foundations have initiated a survival policy, and thus reduced their philanthropic budgets. This survival policy has also led to a decline in TSEs' income from selling their services to the private and public sectors.

- The Market Ecosystem

Mainstream markets do not know much about social innovation and impact-focused products and services. They still look at social responsibility as the realm of charities and did not connect it to the market. There is also a widespread lack of appreciation and thus demands for socially responsible tourism services in the society. These conditions hamper the ability of TSEs, especially from the first strand to build a market for their responsible tourism products.

- The entrepreneurial ecosystem

Evident segregation exists between the entrepreneurship/start-up ecosystem, and the SE ecosystem in Turkey. Conventional entrepreneurial ecosystem often focuses on fast- and-high-growth ventures and maximum financial return on investment and thus does not consider the entrepreneurial ideas that do not provide the desired rate of growth, neither it appreciates having the social aspect in their value propositions. Consequently, while the ecosystem is more established and resourceful than the SE

ecosystem and could be a rich source of financial and NF support for social-impact focused ventures, it majorly excludes SE initiations from its support.

On the other hand, many initiatives that go under entrepreneurship ecosystem have a social value proposition within their business model, they can be regarded as a social enterprise, and this can be a point to start fusing the support infrastructure of this two ecosystem. Whereas lack of communication; partnership, and knowledge sharing; and the misconception of SE as NP social activity among start-up ecosystem, has hindered such strategic collaborations among two ecosystems.

- The knowledge ecosystem

It seems that still, SE mindset has not been effectively integrated into academic education. Mainstream education models do not nurture creativity; leadership and social responsibility and thus, hinder the development of the SE vision. This failure has caused major segregation between academic ecosystem and the social impact ecosystem. Universities are still untapped resources for the impact ecosystem. The incubation centers of the university- which could have been great strategic partners in building the impact ecosystem in different regions - are not majorly mobilized for SE. While several instances are emerging to mobilize academic resources for social innovation (such as Bilgi university's Social Incubation Center and Istasyon TEDU Center for Social Innovation) the majority of available resource and support in the education and research ecosystem are channeled into technical innovation rather than social-focused areas.

While both interviewee groups emphasized that universities are critical NF support for developing tourism SE projects in different regions, such segregation in vision and approach was reported by both interviewee groups as a hindering factor for establishing an effective partnership with universities, in both SE projects and

ecosystem building initiations. TSEs from both strands asserted that their experience with their academic partners in tourism SE projects was not as fruitful as it was expected. Lack of the business ground and the collaborative spirit, and lack of mindset for applying bottom-up approaches in designing the projects were reported as the main flaws in this matter.

A prevailing idea existed among TSEs interviewed that SE cannot be taught in the university or universities' innovation hubs. In particular, learning the skills in areas such as tourism SE which is shaped in close connection with the community of stakeholders needs more than taking the know-how from courses, "It needs learning by doing" (T2). Once social entrepreneurs have social background and experience in the field, and thus a solid understanding of the social needs, and the needs of their ventures, then training would be useful. Otherwise, it is doubtful that academic training can help either in nurturing tourism SE or building the ecosystem.

While the failure of the academic ecosystem in providing a ground for SE mindset was a general flaw approved by all interviewees, TSE cases from the first strand specifically pinpointed the failures of the hospitality and tourism education in this matter. Tourism education does not aim to train innovative leaders and change-makers of the industry. Further, few education alternatives exist with a focus on sustainable tourism, social responsibility and social innovation in tourism. These failures have led to the fact that very few SE initiations have risen so far from the young generations of tourism professionals.

- The Tourism Industry

The tourism industry is a resourceful ecosystem and could be an enabling and supporting context for TSEs. Whereas several critical flaws in the industry have

severely hampered its support and enabling roles for tourism SE initiations, and have provided challenges for TSEs to be established in the industry.

The critical flaw in this matter is that the tourism industry is very conservative and change-averse. The industry lacks a vision for innovation, leadership, and change. As a result, it would not nurture the leaders and change-makers that can address the failures of tourism from a sustainability perspective. The prevailing absence of SE mindset at all levels of decision-making from policy to regional and local levels have caused the absence of SE in the discussion of sustainable development of destinations.

The capitalist nature of the industry, and thus lack of appreciation for mission-driven businesses and the conventional vision of tourism authorities about tourism development, which is based on mass production and consumption models, hinder nurturing innovative socially responsible ideas in tourism.

Another critical flaw raised from the lack of entrepreneurial mindset and skills among tourism leaders in the industry including high-rank managers, and company founders. This void has caused lack of vision and knowledge to catch opportunities for creating effective sustainable changes in the industry as well as lack of leadership vision and stakeholder-engagement in proceeding with tourism practices: “they [business mindset in tourism industry] are big bosses, they are not interested in an idea that needs them to communicate with communities and live the daily lives of people” (T10).

Lack of SE mindset in the tourism industry has caused severe barriers for TSEs’ access to investment capital in the industry. Tourism investors often seek short-term low-risk investment cases. Whereas tourism SE projects are associated with a gradual growth pattern, thus longer return of investment time and higher risks.

The same flaws can be tracked in the funded projects. Most funded projects in connection with local tourism and sustainable tourism are based on training and capacity building, and few have SE characteristics. Being established by project mindset rather than social enterprise and impact-focused mindsets, majority of such funded projects lack the long-term plan for self-sustainability. Further, they are not designed based on a bottom-up approach. Founders of such projects are mostly the applicants for proposal calls from outside the local context. Thereby they lack roots in the target community or ties with beneficiaries.

4.4 The Social impact ecosystem and addressing the barriers and needs

The last theme addresses the second part of the research question. Referring to the research focus on the supporting role of the ecosystem, the discussion is based on the key components of the support infrastructure: financial and NF support models, intermediary organizations, social enterprises in the ecosystem, and supportive legal conditions for SE. The discussion in this section is based on the analysis of two types of data: the respondents' indications of gaps and needs in the support infrastructure of the impact ecosystem, and their suggestions for addressing the failures in the support infrastructure.

An initial discussion is provided about existing potential and strength in the impact ecosystem, as perceived by respondents, which support TSEs in addressing their needs. This discussion supports the findings in two aspects: To understand the level of ties of TSEs with the ecosystem and its support infrastructure, and to

distinguish between the TSEs' unfamiliarity with available supports and the incompetence in the support infrastructure.[8]

4.4.1 Existing potential and strength in the ecosystem support infrastructure

Among TSEs interviewed, those with connection to the tourism industry (i.e., the first strand) seem more segregated from the social impact ecosystem in terms of benefiting the support schemes or the internal networks of the ecosystem. They might have service-based business models with high potential for growth and thus have the opportunity to be integrated into and benefit from more resourceful start-up/entrepreneurship ecosystem. Alternatively, they could benefit from their established position in the tourism industry and make their networks of supporters (i.e., social capital) from outside the impact ecosystem community. TSE cases from the second strand and intermediary respondents provided feedback about the strength and potentials in the ecosystem, which needs to be considered in addressing the ecosystem's failures. The TSE cases revealed the aspects that help them overcome the weaknesses of the ecosystem and thus meet their needs.

There are several ongoing efforts by intermediary organizations in order to address the ecosystem flaws. The major efforts are as follow: Project partnership to define a hybrid fund; the SE network of Turkey with the mission to expand the SE ecosystem out of current hubs (i.e., Istanbul and Ankara) to other regions,

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[8] The decision over covering both positive and negative sides of the subject is grounded upon the insights informed by the direct experience of the researcher with the ecosystem during the preliminary data collection. It was understood that in Turkey, culturally, people are more inclined to the points from a negative perspective. In order to maintain the required balance in the comments and viewpoints, the questions that inherently contained a negative aspect (i.e., about failures, missing element) were accompanied by the questions to uncover the positive sides of the story.

particularly more underserved areas where social needs exist; negotiation at the policy level to facilitate financing mechanism for SE, tax regulations and legal forms; partnership with support mechanism in the start-up ecosystem for synergic efforts; initiating and mediating cross-sector partnerships (private capital, intergovernmental capital and governmental capital) to define accelerator programs; Pre-incubation scheme for emerging social needs (need -focused instead of idea-focused), and research, content development, and awareness-raising activities;

The ties among social enterprises of the ecosystem have shaped a value chain network within the ecosystem. This network is an important source of financial and NF supports for the ecosystem actors, among them TSEs. The intermediary organizations' network (from actors of the impact ecosystem and beyond the ecosystem) is also a valuable support source for TSEs. Another valuable potential in the ecosystem is the pioneer social entrepreneurs who can be valuable mentors for emerging social entrepreneurs concerning their real experience with the local context and social need in Turkey.

Though all these connections and network building are happenings organically by social enterprises themselves, and not many professional matching is conducted among ecosystem actors through intermediaries, respondents still regard this opportunity as a valuable source of support: "Through their events [refer to one of the intermediaries] we could reach out to CSOs, and they also become our customer. It was not a direct connection; they did not introduce us. However, through their networks, we have the opportunity to build our network" (T1).

The emerging transformation toward SE within some leading sustainable-development- focused intergovernmental intermediaries active in the ecosystem (such as UNDP) can bring innovations in support schemes from the edges to the

center of this organization. A good example of this is UNDP's shift toward supporting social innovation.

4.4.2 Corresponding support and actions

Based on the insights of both groups of interviewees, several key concepts are defined about the actions, and support models needed for building a more corresponding support infrastructure in the ecosystem. Discussion in this part is divided into five themes: the actions for ecosystem building, the NF support, the financial models, the pilot projects, and regulations corresponding to social enterprises.

4.4.2.1 The actions and strategies needed for ecosystem building

The strategic actions indicated in this part, represent the areas highlighted by intermediaries interviewed in order to develop the ecosystem and mobilize the support infrastructure to address the needs of social enterprises. Though these actions do not directly address TSEs' support needs for sustainable value-creating, they impact TSEs' ability to address these needs in the ecosystem as they are focused on accelerating the support infrustruture of the ecosystem.

The critically needed action is to scales the bottom-up operations which are focused on training early-stage SE initiations through more incubation support schemes. This action needs the infrastructure building for more support organizations to nurture in all regions of Turkey. To address this need, a partnership with governmental and inter-governmental organizations, pioneer intermediaries, universities and entrepreneurship-focused incubation programs and platforms is necessary. The last two partners are critical for expanding the ecosystem to local

areas of Turkey, as they are more established into other parts of the country and thus can be a good logistic partner.

In the widespread absence of SE initiations that have passed early stages, alternative solutions are needed in order to accelerate the ecosystem and create more instances of SE practices in Turkey. There is a need for more proactive mechanisms than open calls to reach out to the instances of SE in different sectors. One effective solution is adopting the conversion strategy, i.e., integrating potentials mission-driven entrepreneurs from the start-up ecosystem into the social impact ecosystem.

Another needed action is to move through the support spectrum from the early capacity-building toward focusing on more growth-stage and more investment-ready side of the spectrum. This endeavor needed to be integrated by disseminating impact-focused mindset through accelerating schemes which are backed up with required resources such as impact-focused funds and impact management frameworks, and certifications.

Further, there is a need for mapping the SE ecosystem of Turkey based on a strategic agenda. This agenda should integrate an inclusive definition of SE to monitor the whole spectrum of SE practices. It needs well-defined objectives for data collection and analysis; and practical uses of such a database. Roles and responsibilities of the partners and levels of intervention and observation should be carefully defined. The project should be cautious in terms of its influence in other regions because in many local contexts non-SE CSOs calling themselves social entrepreneur, thereby conversations and interventions need a very careful balance to communicate the difference without triggering conflicts; misunderstanding or reactions among local stakeholders particularly from the third sector.

Finally, there is a need to integrate universities as the agents of accelerating SE in different regions of Turkey. By mobilizing university's intellectual (know-how; knowledge); human (mentors, consultants), social (networks, connections with public sectors, connections with local context) capitals as well as innovation-focused resources and logistics (Tekno Kents and incubation centers) into support infrastructure of the impact ecosystem, the ecosystem can be developed in a faster pace, especially in other local areas of Turkey.

Another critical role that universities can play in accelerating the ecosystem was delineated by I4 as: "by involving tech-centers and incubation platforms in regional universities, it is possible for the existing intermediaries to leave the pre-incubating and incubating roles and content development for them and focus on the acceleration roles to develop the ecosystem".

4.4.2.2 Non-financial support

The discussion about NF supports is mainly focused on the models that work for TSEs concerning their needs for sustainable hybrid value creation. However, many models, as confirmed by intermediaries interviewed, are also needed in order to address the needs of social enterprises to become impact-focused viable actors of the ecosystem. These supports are categorized as pre-incubation model, the funneling model, community-centered approach model, mentor-based incubation model, impact management tools and frameworks, cluster strategy.

- Pre-incubation model

Pre-incubation programs are needed in order to empower the problem-focused vision among SE practice. As for TSEs, the need for pre-incubation support is more critical, considering their lengthy early stage and the critical need to integrate the bottom-up approach. This preliminary support provides the opportunity for emerging social entrepreneurs to live the needs and learn by doing and to become ready to incubate their ideas through receiving mentorship and other supports. It is particularly critical for TSEs with community-centered business models. The need for the pre-incubation stage also comes from the cultural barriers which hinder team-working, collaborative thinking, and flexibility.

- The funneling model

A structured support model, including a sequential scheme, is needed in order to let SE mindset be evolved toward impact-focused entrepreneurship. Such a step-by-step growth map includes pre-incubation of needs and problem, incubating the social innovation (early stage), accelerating the social enterprise (early growth stage), and empowering for capital readiness (growth stage). To finance and launch such funneling scheme, a close collaboration of different intermediaries seems critical. As it would be a long-term support scheme, the clarity of roles and responsibilities, is crucial for effective collaboration among partners.

- Community-centered approach model

The structure of the support should be based on what a community-centered solution needs, which often differ significantly with what a user-oriented or market-focused solution might demand. Human-centered design methods and collaborative problem-solving need to be integrated into incubating community-centered social innovations in tourism.

- Mentor-based incubation model

Mentors play a critical role in incubating a tourism SE idea. Instead of having predetermined training, the support scheme should first provide social entrepreneurs with a coach with a strong entrepreneurship background who works one-o-one with each team and identifies critical needs and flaws in the idea; the business model, market definition, and the impact strategy. Then according to the identified need the mentor acts as the gateway to NF supports; resources and network of the incubation program. This mentor should stay with the SE practice toward its early stages and early growth stage, even longer, thus creating a tie with the SE practice like a partner of the project.

As for TSEs, it is confirmed by all TSE cases that mentors should have enough experience with the local context of Turkey and the challenges in implementing a project in the local contexts. Pioneer social entrepreneurs in TSEs can play the role of partner- mentors for incubating emerging tourism SE initiatives. Through a long-term tie with the project, and using their high status and established network in the ecosystem, that can facilitate access to support for emerging entrepreneurs while circulating the knowledge and experience within the industry and the ecosystem.

- The impact management tools and frameworks

In order to accelerate early-stage social enterprises into mature impact-focused actors, one critical NF support is impact management capacity building. In the nascent ecosystem such as Turkey, where there is a lower level of evidence of the social impact of SE practices, there is a significant need for localized impact management frameworks which support the ecosystem actors to monitor and evaluate the performance of social enterprises in terms of creating target social

impacts. This evidence then can turn into records for communicating with capital providers while at the same time, can direct social enterprises on how to set strategy for increasing their social impact.

- Clusters of related themes instead of sector or impact-focused strategy

As the ecosystem is in early stage, having a diversity of themes under the support mechanism is essential in order to integrate more instances of SE practice into the ecosystem and eliminate the risk of exclusion of potential candidates. In order to mitigate the risk of efficiency of the support models due to the diversity of themes and areas - particularly in terms of mentorship and professional needs of different fields- and to create synergies among participants, support programs should create clusters of related themes and accumulate related ones under one scheme.

4.4.2.3 Financing models

Intermediary respondents confirmed that in the absence of investment capital form the ecosystem, alternative forms of social financing are needed to encourage the impact-focused SE practices and thus build evidence for the capital supplier to step in the ecosystem. The suggested alternative financing model which corresponds to the needs and stages of the ecosystem is hybrid financing.

Hybrid financing needs the collaboration of multiple capital providers. It mixes and matches the philanthropic and investment capitals and defines funding mechanisms corresponding to different clusters of impact areas. It needs collaboration among Turkey's intermediate organization with national public funds and international financial intermediaries. The potential sources for the philanthropic part of this hybrid model are diaspora capital (i.e., the financial sources of Turkish society out of Turkey), venture philanthropist (i.e., international foundations with a

focus on providing capital in the form of a grant or reimbursable funds with patient return conditions), intergovernmental funds (such as European Union fund or UNDP fund), national public funds (such as local development agencies' funds).

While this funding mechanism often targets early-growth and growth stage SE practices, they seem to match with the financial need of tourism SE initiations at the seed stage due to its often investment-intensive characteristic. Integrating intergovernmental funds focus on sustainable development, or venture philanthropist with a focus on local economic development can mobilize hybrid finance mechanisms toward tourism SE practices. NF support is one of the essential elements of this financing strategy. The fund will bring with it the know-how of advance ecosystem about defining and deploying alternative funding mechanisms and the NF resources of the intermediary financial partners for the SE candidates.

4.4.2.4 The pilot projects

The findings of the SIX Wayfinder Istanbul event, which were the aggregation of perspectives among ecosystem actors to define a road map for developing social innovation ecosystem of Turkey, emphasized that a needed action to build more SE initiations and attract financial and NF resources into the ecosystem is building sample pilot projects in impact investing.

Whereas, later the unsuccessful endeavors of several leading intermediary organization in building such cases, shifted the need for pilot cases into an innovative support case that can catalyze the ecosystem and thus pave the path for impact market building. Rather than discreet evidence of impact investment pilot cases should target inter-sectorial strategic collaboration among the public; private; and intermediary organizations in the ecosystem in order to build capacity to nurture and

attract impact-focused SE practices. Suitable impact-focused funding mechanism, localized impact measurement and reporting frameworks, and mentorship is part of such comprehensive support case.

One suggested alternative pilot case in this matter is to build an acceleration support case with impact-focused start-ups benefiting from conversion strategy; i.e., finding growth-stage, impact-focused start-ups from the network of start-up incubation centers and absorb them into the social impact ecosystem as cases for impact scaling strategy development and impact investment.

Other benefits of such partnership for the support schemes, and in total the support infrastructure of the ecosystem is: lowering the cost of launching the support program as a result of using already established logistics and platforms; mobilizing the entrepreneurship know-how and knowledge of these platforms into the support program, using more established networks of supporters in the entrepreneurship ecosystem to provide for business-related services to social enterprises; reaching out to their expanded entry list and map the ecosystem to find potential impact-focused entrepreneurs.

4.4.2.5 Regulations corresponding to social enterprises

The most critical need at the policy level is, defining an overall policy for building recognition in the government for SE. This overall policy should be the leading framework so that in the next steps, SE legislations can be built upon it. It should provide an inclusive definition of SE and how it can be accredited and measured.

This framework would be the base for defining and refining regulations in several areas: Legal forms that facilitate social business models; tax incentives with clear evaluation and audit framework; public funds' regulatory frameworks which

facilitate mobilizing these resources for SE; regulations for facilitating the deployment of hybrid funds in Turkey; regulations for facilitating investment pool from individuals into the social impact ecosystem (such as venture crowdfunding), and regulations to integrate impact assessment in decisions about development projects and eligibility for public funds and public procurement.

SE legislation needs inter-sectorial alliance among governmental organizations, intermediaries with experience in policy development and universities. The intermediary organization plays the role of facilitating among different partners to faster the collaboration. Localizing and implementing international certification in Turkey can facilitate legislation for SE, particularly concerning the eligibility for the incentives and setting up localized indicators for impact assessment.

4.4.3 Roles of intermediaries

In the absence of many elements and support, intermediaries play two significant roles; one, as the support agents of the ecosystem, and two, as the accelerator for ecosystem building. The roles of intermediary organizations as support agents in the social impact ecosystem were elaborated previously with a focus on addressing the needs of TSEs in order to become self-sustainable impact- generating actors of the ecosystem. In this section, the intermediary roles will be discussed concerning the identified needed supports and actions in the previous section:

- Connecting/Facilitating/Community Building

This critical role of intermediaries should be reflected in these areas: partnership with public institutions in Turkey to mobilize their resources into the ecosystem; Creating an internal value chain and service provider market place within the ecosystem; acting as a connector between SE ecosystem and financial and NF supports available

in the corporate ecosystem; facilitating market building for social enterprises by acting as guarantor for them; initiating partnerships with actors in the entrepreneurship-start-up ecosystem in order to integrate their resources into the impact ecosystem; acting as connector and mediator to facilitate strategic inter-sectorial partnerships for ecosystem building.

- The stewardship role

Instead of project-based relation, a long-term support relationship should be established between the suppliers of support (i.e., intermediaries) and the demanders (i.e., social enterprises). A more strategic tie the same as the partnership among the entrepreneurs and investors in the start-up world or the tie between venture philanthropist and the social entrepreneurs in advanced impact ecosystems seem effective in this regard.

Intermediary organizations can also play a critical role in the localization of support models corresponding to the needs of Turkey's impact ecosystem. In order to pursue this role, intermediary organizations should map the well-structured programs with established background and success records in other ecosystems and evaluate their adaptation in Turkey and tailor the most corresponding one for the target support scheme. This know-how needs to be integrated with the local (i.e., Turkey-based) experience of pioneer social entrepreneurs in designing the support schemes.

CHAPTER 5

CONCLUSION AND DISCUSSION

5.1 Conclusion

The research aimed to understand what hinders TSEs' ability to become self-sustainable value-generating social enterprises in the social impact ecosystem of Turkey. The findings exposed these impediments at three levels:

One: at the level of tourism SE practice and the organization: The key areas that affect the sustainability of TSEs in terms of creating hybrid value, were defined and categorized, and the risk areas, flaws, and impediments for TSEs concerning these areas were uncovered.

Two: at the level of social impact ecosystem: The impediments in the social impact ecosystem of Turkey, which impair its role as an enabling context for SE, were defined. Concerning the research focus, barriers, and shortcomings in the support infrastructure, which hamper TSEs' ability to cover their needs for self-sustainable hybrid value creation were exposed.

Three: at the broader context: The areas beyond the impact ecosystem that impede shaping an enabling ecosystem for SE development, were indicated. One key area was the tourism industry's flaws in connection with the development and support of Tourism SE.

The major findings of the research are as follows:

- Taxonomy of TSEs in the social impact ecosystem of Turkey

Tourism SE can occur via innovation in the models of sustainable tourism or through the innovative adoption of tourism and hospitality models as a tool to address a target social need in a context out of tourism. In either way, TSEs are expected to show

community-focused agenda in their value proposition (either the host community or the community of beneficiaries) and interact with the target community economically; socially or environmentally. TSEs in Turkey have majorly emerged out of the tourism industry, and thus, the majority of initiations subsumed under the second strand.

The core distinctions between the two strands of tourism SE; i.e., tourism-focused and social needs-focused, lay in their social mission, social value proposition, and main target beneficiaries. The first strand's focus is to create systematic change and cultural transformation in the tourism industry in line with sustainable tourism principles. The second strand aims for systematic social change by addressing the distinguished social problem. The main target beneficiaries for the first strand are destination's stakeholders, including local tourism suppliers and the host community whereas for the second strand there is a priority target group often from an underserved societal group, that might be out of local stakeholders. However, they often expand their social value chain to include local stakeholders.

In terms of hybrid value creation, instances of Tourism SE in Turkey conform to the high level of creating hybrid value which incorporates social benefit as the core of the business. This characteristic reflects the blended value creation, which is confirmed by literature (Emerson, 2003) as the highest level of hybrid valued creation. Thereby, TSEs adopt operational models that actualize blended value creation. This finding differs from the findings of such case studies as Von der Weppen and Cochrane (2012) and Buzinde et al. (2017) in terms of the prevalence of organization support model among TSEs, which deals with unrelated business activities geared towards supporting the social program. This model, according to the

literature, is often executed by mature FP businesses, or large international NPs with expanded social programs, as a funding strategy to cover social costs.

Lack of business and organizational capacities to handle complex operational models, the limitations of the existing mixed legal form for doing business activity unrelated to the social mission of the organization, willingness to keep the social and civil society status and to maintain the hybrid value creation equilibrium by staying small, seem the reasons that Turkey's TSEs prefer to adopt embedded, or integrated business models.

The second strand of TSEs tends to pursue several different social programs out of which only one has the revenue- generation characteristics (i.e., social enterprise model). Thereby they adopt social enterprise model both as a mission-driven business (embedded model) and as a funding mechanism for other non-revenue generating social programs (i.e., integrated model). Both strands might adopt NP or FP status. It seems that the decision over this is tightly connected to the background of the founder (i.e., being from a civil society background or business background), and the business model.

TSEs with community-centered business models seem more inclined into the NP side of hybrid value creation spectrum or may work as a social business (i.e., all profits retained to the organization to expand the social impact). This business model can be related to a specific local community or focus on a specific group to create a sense of community and linkage. The service-based business models, however, seem more inclined to the FP side of the spectrum. The value proposition of the SE practice informs the adaptation of operational model and legal form.

The main distinction in the social impact generating characteristics among TSEs also raises from their business models. TSEs with service-based and customer-

focused models (often from the first strand) can scale their social impacts through scaling and replicating their business models. Whereas TSEs with community-centered business models (exist in both stands) seem more scale averse. In these instances, the value is created in the close connection of the entrepreneurial team with the target community (i.e., either the host community or the community of the target beneficiaries).

Their growth strategy is focused on expanding their social program either through adopting an advanced business model or integrating several different projects and thereby diversifying their social impacts rather than scaling them. In a more complex form, this strategy might reflect in the form of alliance-building with several partners to shape a more impactful NP organization together. The social value chain creation as an impact increasing strategy seems more prevalent among the second strand of TSEs.

- The determinant factors for self-sustainability and hybrid value creation in TSEs

The findings of the research delineated the significance of factors connected to values and ethics (social responsibility, social mission, and willing to solve the base of the problem); the entrepreneurial factors (strong leadership; integrated vision, adaptability, and chaos management); the social factors (a solid understanding of the need, the social ties with the context and the beneficiaries, and the social capital); the business and market factors (income and financing models; cost management both operational cost and social cost, market building, and human capital); the mission and money relation factor (i.e., creating balance between the social and the economic sides of the practice); the tourism practice factors (the multi-stakeholder approach, the bottom-up approach, and the prolonged seed stage); the factors in connection with growth and impact management (knowledge about the critical bottlenecks for

growth in relation to business model; available resource; business management capacity and market competitiveness, the compatibility of the pace and pattern of the growth with the nature of the practice; the impact assessment strategy), and the legal factor.

The identified factors majorly confirmed the aspects delineated by literature. However, some concepts, including multi-stakeholder and bottom-up approaches and social capital development, demonstrate a specific function in the context of TSE's self-sustainability. Findings also uncovered several emerging concepts such as how TSEs use alliance and partnership as a strategy for expanding their social impacts and mitigating the risk of unsustainability.

Concerning the key factors for self-sustainable hybrid value creation among the two strands of TSEs, no distinctive critical point could be identified. Literature (Peredo & McLean, 2006, Alter 2006, Volkmann et al., 2012) also supports this by presenting the sustainability aspects of social enterprises as a matter of their model in general rather than their sectors or their sub-models. However, in terms of the significance of factors and the ways different TSEs address their needs for self-sustainability, some difference could be asserted. These distinctions are more connected to the TSE's place in the hybrid value creation spectrum (i.e., NP to FP); the background of the founder (i.e., civil society background vs. business background), and the adopted business model.

In terms of the significance of the factors, a distinct difference in social factors is that the social tie with the local stakeholders seems more critical for the first strand, and volunteers as both social and human capitals seem more critical for the TSEs of the second strand. Further, for social-focused TSEs particularly once having NP characteristics, social capital plays a critical role in addressing their

financial needs whereas, for FP TSEs, social capital plays a more critical role in creating the synergy with the stakeholders and supporters to pursue the project.

The main distinguished point in connection with business and market factors is that lack of business skills are more observable in the TSEs of the second strand and asserted as a critical hindering factor for their ability to create long-term value for the stakeholders. This failure brings with it a conservative, scale-averse approach in adopting growth strategy and thus, a tendency to stay with small levels of impacts.

Regarding financing strategy, the general lack of business mindset among NP TSEs of both strands has caused the organizations to be always at the edge of breakeven and cannot finance their growth with their revenue-generating activity. For the second strand of TSEs, one highlighted difference is that the philanthropic capital, while being part of their financing strategy plays the role of strategic social capital and support them to address their NF needs as well.

In terms of market building, it seems that the need for the pilot market is more challenging for TSEs with community-centered business models rather than those with service-based business models. In creating a balance between social mission and business targets, it could be asserted that socially-oriented TSEs experience more challenges in this matter in comparison with tourism-focused ones. A general lack of business mindset in this strand often leads to adopting social targets that cannot be covered by business and organizations capacities. Once the founder comes from a civil society background, less flexibility could be observed in the organization's approach in balancing between the social and economic aspects of the programs.

Concerning tourism practice factors, it seems that once a community-centered model is involved, adopting multi-stakeholder and bottom-up approaches are more

significant for the sustainable long-term value creation of the TSEs. Concerning the growth and impact management factors, due to the general lack of business mindset and skills in their core teams, NP TSEs seem to experience more hardship in defining their bottlenecks for growth and thus planning to move forward from their standing point in their life cycle to scale their target impacts. In terms of legal form, it seems that FP TSEs and those with a founder from a business background more criticize the existing mixed legal form in terms of its capability to respond to their needs for self-sustainability. Limitation over business activities and employing investment capital are the main hindering factors of the existing model.

- Main bottlenecks for sustainable hybrid value creation in TSEs concerning their value creation characteristics

Generally, the critical bottlenecks in front of business development among social enterprises- including TSEs- are as follow the business model; financial capacity; operational capacity, sales and marketing capacity; human resource, and the legal form. Several critical bottlenecks were identified that nurture from the hybrid value creation characteristics of TSEs in Turkey.

TSEs in Turkey majorly emerged from the civil society sector. As a result, they often lack the required SE mindset and business skills, which are crucial in defining MBSs to create social value. These deficiencies have brought several business characteristics for them that can impede TSEs' ability to create long-term social value and stay self-sustainable. These deficiencies are as follow: short-term program-based business models rather than long-term MBS; dependency on philanthropic resources to expand their social impacts; lack of long-term growth strategy; lack of innovation in business model for increasing social impacts; failure in social cost management; conflicts among decision-makers in balancing between

social and economic targets, and extensive use of pro-bono especially in areas which are critical for the business.

TSEs' business models are often community-centered. Thereby disconnection of the entrepreneurial solution from the target community can adversely affect its viability in the long term. The long-term seed stage of tourism SE initiation-as a result of the nature of tourism practice and the necessity of creating social value in close connection with its stakeholders-can also seriously threaten their viability. Tourism SE is often scale-averse. TSEs needs to grow organically, particularly when a community-centered model is involved. The serious concern is that if the solution becomes scaled or replicated, it might not function as much effective and influencing as once the entrepreneurial team was focused on the pioneer project. This growth characteristic can threat TSEs' self-sustainability if a corresponding growth strategy would not be applied.

- The social impact ecosystem as enabling context for TSEs

Social impact ecosystem refers to the enabling context for SE practices in order to become impact-generating organizations with the focus on the achievement of SDGs. It encompasses a combination of components and relationships, which together ensure its well-functioning. Its functionality is tightly dependent on the existence of the critical elements; the sustainability of the relationships among the components, and the ability of the ecosystem to provide for its need from the wider environment.

Based on the identified elements and components which affect the ecosystem's supporting role for SE practices, a conceptual model for social impact ecosystem has been suggested (Figure 4 and Appendix I). The model shows the components of the support infrastructure, the enabling context, and the external components which affect its enabling roles for SE initiatives.

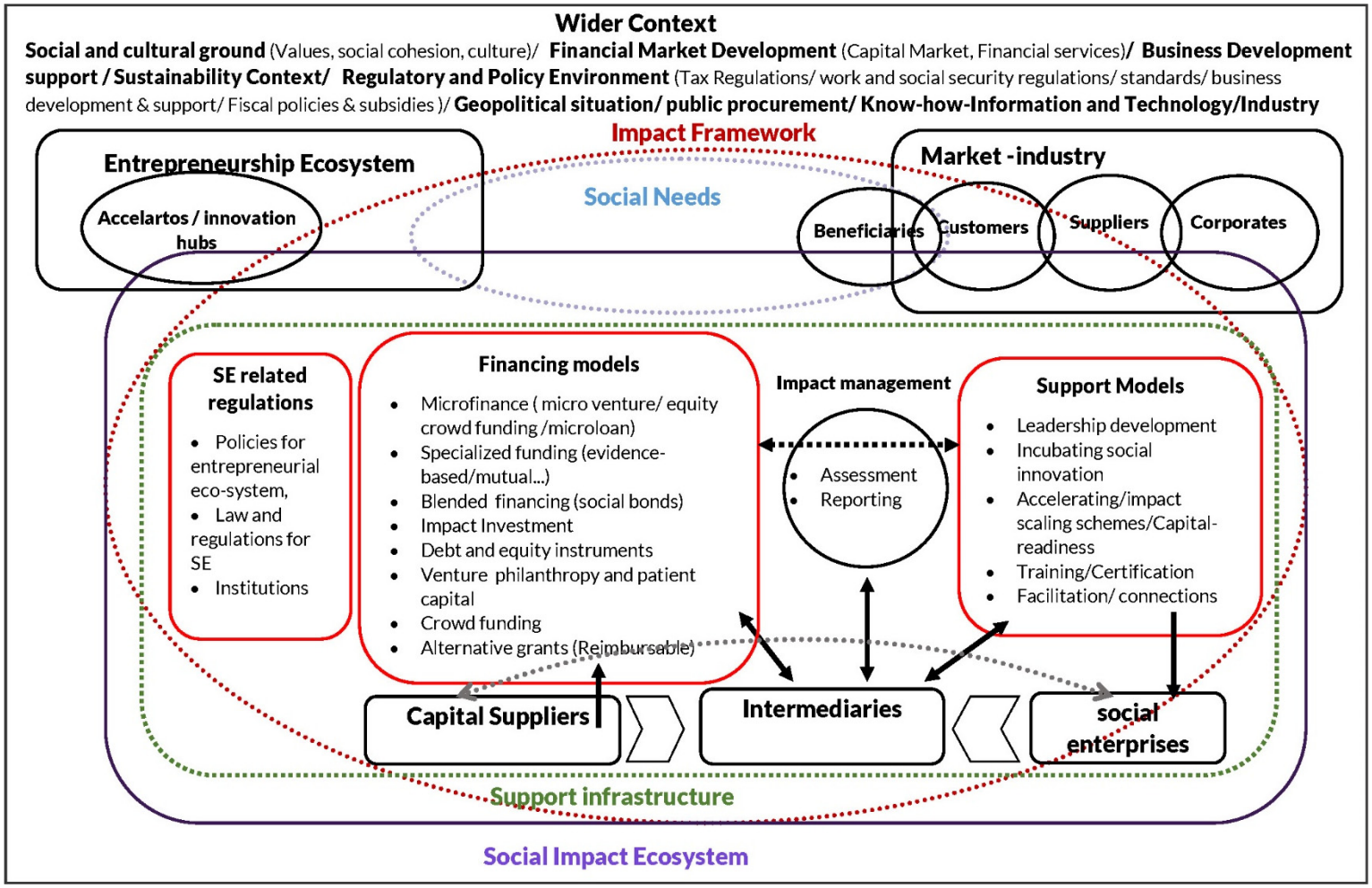


Fig. 4 Social impact ecosystem model
Note: Own illustration based on research findings -Supplementary sources: Koenig (2014a); OECD (2015)

• Major ecosystem impediments for TSEs in order to become established in the social impact ecosystem of Turkey

Social impact ecosystem in Turkey is in its infancy. As a result, its support infrastructure has not come to an establishment, and thus do not have the capacities to provide corresponding supports for emerging SE initiations in order to grow as impactful social enterprises. Majority of shortcomings in the ecosystem affect all SE practices regardless of their focus areas or sectors. However, in general, TSEs are notably disconnected from the existing support ecosystem. The main reasons for this segregation are the absence of a shared and inclusive understanding of SE in the ecosystem which respectively has led to a limited adaptation of the hybrid value creation for social enterprises tending to exclude the profit-generating mission-driven enterprises.

Several gaps exist in the support infrastructure of the impact ecosystem, which hamper social enterprises –including TSEs- from addressing their needs in order to become viable impact-focused actors in the ecosystem. Several aspects were also recognized, which are more critical for TSEs due to their hybrid value creation characteristics. In terms of access to capital, it seems that due to the inherent characteristics of tourism SE practices (i.e., resource-and-investment-intensive; community-centered business models; multi-stakeholder value proposition; stakeholder engagement) capitalizing a tourism SE often needs a longer time than other SE initiations. These conditions, hinder efforts of TSEs in accessing suitable financial capitals, and make them in general, unattractive cases for investment among social impact investors. Skepticism about investment capital among NP TSEs and the limitations imposed by legal form are other hindering factors for TSEs to access to suitable capital.

The main critical shortcoming concerning the support models is that they are not grounded upon experience with local contexts; socio-cultural characteristics and needs of the social sector in Turkey. Current supports models do not provide opportunities for working closely with the local context and beneficiaries, with their active participation in problem-solving.

Other main hindering factors in this regard are: Lack of inclusive approach in SE definition and thus in providing supports to SE initiation; the vertical approach in defining the support areas, which often excludes local community development; significant void in the regional support infrastructures that advance local context for nurturing TSEs; Lack of mentors with experience with the social context in Turkey; lack of entrepreneur-mentors coming from tourism and sustainability backgrounds, and short-term program-based support schemes, which are not enough for incubating community-centered business models. Further, the seed funding provided by incubation programs is not enough for initiating a tourism SE project, which is often resource and capital-intensive at early stages.

- TSEs' adopted strategies to address sustainability needs and support's flaws

To make up for flaws in their practice (as a result of the characteristics of their hybrid value creation) as well as the flaws of the ecosystem to provide for their needs, TSEs apply several strategies in order to maintain the self-sustainability of their enterprises and increase their social impacts sustainably. These strategies are:

a) Creating a substantial social capital by building a community of supporters; partners; customers, and volunteers. TSEs use this capital to make up for flaws in their business capacities, to build a niche market for their socially responsible products and services, and as a source for their financial capital needs particularly after the practice passed the early stage and proved itself to the ecosystem;

b) Defining strategies to reduce operation cost including using pro bono, NP alliance with other social enterprises in the ecosystem, and partnership with public and private stakeholders to benefit from shared resources;

c) Make a value chain (i.e., supplier, customer, logistics, operational an technical services) from within the ecosystem. This community provides services more to the point and cost-effective since the members are part of the need cycle;

d) Diversity of income sources based on three-angled income strategy: donations, projects, and own revenues from products and services;

e) Using Intermediary networks to access to potential customers supports and partners, and to obtain visibility in the ecosystem;

f) Using volunteer works in the level of implementation and operation;

g) Pursue dissemination strategy to spread the word about their models, and thus let other change-makers adopt and implement them in other areas and context. This strategy let the model and thus, its social impact be scaled, but as this scaling happens out of the organization, the risk of the organization's unsustainability as a result of scaling would be relieved;

Regarding the ways different TSEs address their needs for self-sustainability, the main identified difference between the two strands refers to the social capital building. While both are dependent on their social capital as the main source to address their needs for self-sustainability and growth, the channels they use to establish social capital seem different.

Being majorly segregated from the social impact ecosystem, the first strand seeks to establish its network of supporters from out of the ecosystem, mostly from private sectors. Social problem-focused TSEs, on the other hand, have more connections with the ecosystem and tend primarily to establish their social capital

within the ecosystem actors, mainly from CSOs and public entities related to their target beneficiaries or their social mission and the network of the intermediary organizations. Further, it seems that the volunteer network is more significant for TSEs of the second strand.

- The corresponding support models

In order to become self-sustainable value-generating social enterprises in tourism, several critical characteristics, and elements needed in the support models. The most prominent elements are the funneling model, community-centered approach, mentor-based incubation, impact management tools and frameworks, and cluster strategy.

The funneling model accounts for a sequential scheme to let SE mindset be evolved into impact-focused entrepreneurship. Such step-by-step support schemes need to be defined for three stages of the social venture's life cycle: pre-incubation of the social innovation, incubating the social enterprise and accelerating the social impact. Pre-incubation support at the very early stage of the SE initiation is needed. It should integrate community-centered approaches in defining the needs and designing the solution and would focus on building entrepreneurial capacity. It seems critical for TSEs with community-centered business models. The need for the pre-incubation stage of support also nurtures from the cultural barriers which hinder team-working, collaborative thinking, and flexibility.

Incubation support at the early stage of the SE initiation should focus on defining and refining the business model and setting the early form of the idea as a pilot project. The pilot project helps create proofs of impact; set all synergies needed for the establishment of the project, and understand the weakness of the solution before implementing the whole idea. Thereby it reduces the risks of failure. Due to the connection of the business model to the specific context or community of

beneficiaries, incubation schemes should provide opportunities for stakeholder engagements.

The length of the incubation scheme should respond to the prolonged seed stage of the tourism SE. Experienced social entrepreneurs with a social background in the local context of Turkey should be involved and should continue with the SE initiation throughout its long seed stage. A critical role of the mentor is to establish a social impact-focused vision for emerging entrepreneurs. A corresponding seed funding mechanism, such as tailored financing with the support of available philanthropic capital, should be integrated into incubation scheme.

Acceleration support at the early growth stage of the social venture focuses on a critical look over the business model's elements (i.e., value proposition; value architecture and revenue model) to refine them for increasing the social impact. The support scheme should be backed up with investors' connection opportunity or with the suitable funding mechanism such as hybrid financing models.

The other critical support element; the social impact management capacity building, needs a localized impact management framework, which let social enterprises monitor and report their social impacts. This practice creates more visibility and liability for TSEs in the ecosystem and increases their opportunities to be reached out by support organizations or investors. Additionally, having a diversity of related themes under one cluster in the support scheme is essential in order to create synergies among participants; effective mentorship, and eliminating the risk of exclusion of potential candidates.

In summary, it can be concluded that the hybrid strategy should flow in all key strategies TSEs adopt for achieving self- sustainability as well as in their support needs. It is integrated in their value creation, their value proposition (i.e., multi-

stakeholder approach); value architecture (i.e., bottom-up approach); income models (i.e., integrating several revenue sources); human resources (i.e., volunteers integrated into the team), social capital development (i.e., integrating stakeholders and creating community), operational models (i.e., embedded or integrated business models), legal form (i.e., hybrid NP and FP/ accumulated enterprises under one entity); corresponding funding models (i.e., hybrid financing); the strategies associated with corresponding support models (i.e., funneling; community-centered; stakeholder engagement; cluster strategy).

5.2 Discussion

This section provides the final provision of the research based on a final analysis of the findings of preliminary and main data collections, and the literature. Discussions are presented in several propositions presented in the following paragraphs and a concept model for an alternative support scheme.

- Proposition 1: It cannot be claimed that TSEs would emerge in the social impact ecosystem or would scale their social impacts if the support flaws of the ecosystem would be resolved. It seems that culture is the critical latent element that does not let TSEs become impactful social enterprises in the social impact ecosystem of Turkey.

Looking through all levels of impediments and hindering factor, it seems that culture is the underlying element that does not let TSEs scale their social impacts. The culture factor reflects in the egoism and lack of leadership in the entrepreneur, the conflicts between the team over balancing the social and business mission, conservative approach in employing growth strategy and the willingness to stay safe and small, the prevalence culture to blame thinking out of box and going out of the safe zone in the socıety, and predominant lack of trust which hinders collaboration

and partnership for synergic efforts at the levels of the organization (i.e., the social enterprise), the impact ecosystem, and beyond the ecosystem.

It seems that addressing this cultural dimension should be on the priority of all ecosystem actors at different levels. A bottom-up approach is needed to address this culture factor starting from the level of society, expanding to the impact ecosystem and its elements (particularly civil society sector; social enterprises and support organizations), within the education ecosystem and particularly tourism education, within the industry and particularly tourism industry, and at Policy levels.

- Proposition 2: In order to catalyze the cultural transformation in and beyond the ecosystem support intermediaries can play a notable role by establishing the foundation for nurturing the changemakers.

The aim of the support infrastructure is not only incubating leader entrepreneurs. The ecosystem is built upon the aim to catalyze social change. It should mobilize different capitals (human, intellectual, and social, financial, physical) toward creating social impacts that can trigger needed changes. On the other hand, social change happens once society has nurtured changemakers inside. Changemakers are not role models, they can seat in every position, but they have the intellectual capacity and the social connections to think differently and to see the problem. They have the entrepreneurial skills and the team-working culture, thus can trigger changes through their collaboration in the creation and implementation of solutions.

This situation can trigger the required cultural transformation in and beyond the ecosystem. A community of changemakers in the tourism industry, among young professionals and tourism students, can act as a catalyst for raising social innovation within the industry.

- Proposition 3: Within the social impact ecosystem one critical cultural transformation is that the hybrid value creation should be regarded as a pillar, not as a bonus for the social enterprises.

In order for SE practices to inherently obtain the effectiveness and efficiency DNAs of business practice, and thus pursue improved performance, innovation, and effectiveness for increasing the social impact, one critical role of the enabling ecosystem is to provide a ground so that the entrepreneurship culture can be integrated within the civil society and NP culture. This role, calls for two sets of action: First, there is a need for a culture transformation toward recognizing the hybrid value creation as a pillar not as a bonus in the social enterprises. Particularly maintaining an impact-focused business model shall be regarded as the core criteria for SE initiations as significant as the presence of the social mission.

Second, the duality of the support infrastructure in the entrepreneurship ecosystem and the social impact ecosystem should be addressed constructively to fuse these two infrastructures and benefit from synergic efforts. Several endeavors have been initiated so far in the ecosystem. Such as the collaboration among Imece (i.e., SE incubation center) and İTÜ Çekirdek (Tech-entrepreneurship focused incubation center) with the aim to boost up social innovation.

Such binding at the level of partnership for support schemes is more likely to trigger constructive fusion at the level of support infrastructure, and thereby trigger integrations of the two ecosystems in total (i.e., support schemes, capital supplier, regulations, and infrastructure). This vision shares the emphasis in the literature over the fact that the word social should be an integrated concept within the world of entrepreneurship without a need to re-attach the word to the concept.

- Proposition 4: A hybrid model which let the incubation of the social innovation within the local context could trigger more instances of tourism SE in Turkey.

The main reasons that Turkey does not see many instances of social innovation in local tourism is the segregation of the SE mindsets and the socio-cultural context of the society (which is the medium for social innovation), and the fundamental need to maintain the close connection with the local context and target beneficiaries in the whole life cycle of the practice.

It seems that the emerging diaspora movement of intellectual people leaving large cities to their motherlands or to local areas in which they have already established social ties can trigger an emerging model of tourism SE. If these new villagers maintain the social responsibility vision and entrepreneurial skills, they can incubate innovative solutions from within the local context, and with the active participation of local stakeholders and their governance over the initiation.

These people seem to have the necessary pillars to build an entrepreneurial practice based on local needs and potentials: The intention to do something good for their new society in order to strengthen ties with them; the intellectual mindset for visioning ideas, the tangible undersigning or observation of the needs, and the opportunity to establish synergy with local stakeholders for their involvement and collaboration from scratch.

While local stakeholder might catch the same potential in their community, they often regard this as a medium for income-generating, not a potential for addressing social needs. Thereby the role of a social entrepreneurial mindset seems critical in order to channel these needs and the associated potentials into an innovative model that can add value for stakeholders while addressing the roots of the problem. Otherwise, the same as many instances of local tourism initiatives in

Turkey, as confirmed by two of the respondents that have direct experiences with such projects, it would not work further than as a limited local-based project with the aim of income-generating for target beneficiaries.

This model can be tagged as hybrid social entrepreneurship as the SE skills of a leader complement the local understanding of the needs and potential. While literature (Thompson, 2002) refers to local entrepreneurship as one strand in tourism SE, there is not a direct mention of such model in the literature.

- Proposition 5: An alternative way to channel supports to tourism SE is to incubate emerging social enterprises within established TSEs.

The findings of the research show that the incubation of social innovation in tourism needs a bottom-up approach in defining the need and the solution, and thereby, it requires a longer time to be established. Due to the long seed stage of tourism SE initiations, a prolonged relationship with the mentor is needed. The close connection of the tourism SE practices to the local context or the beneficiary's communities account for mentors with solid experience with Turkey's social-cultural context and a deep understanding of the challenges in front of implementing community-centered models.

The findings of the research also uncovered that current social innovation hub and incubation schemes are nor capable of providing this support model. On the other hand, findings showed that TSEs demonstrate a growth pattern which is focused on expanding their impacts through incubating new programs within their organizations. For them, the first aim of developing a new program is to create pioneer models for the ecosystem and the young social entrepreneurs.

In light of this argument, it is recommended that this parental model can be used to develop an alternative incubation scheme for tourism SE initiations.

Established social enterprise can function as an alternative incubation center to incubate tourism SE ideas. The involvement of experienced social entrepreneurship as a team member, coach, and mentor through the incubation process can add significantly to the way the solutions are evolved. Having experienced with the real projects with a similar subject (i.e., tourism-related in general), these mentors follow the concept of living the needs and learning with doing together. In that sense, new entrepreneurial ideas are more likely to be channeled toward real needs as experienced and lived by the experienced ones.

Such mentor relationships demonstrate a relation based on mutual benefit. The experienced social entrepreneur can coach the young entrepreneur(s) about how to put into practice their ideas, and in return can fresh their connection with the ecosystem, and with emerging themes in entrepreneurial knowledge. This might be an opportunity for them to add to their valuable organic knowledge a structured knowledge which has been shaped in the ecosystem.

Support organization can play the role of mediator and connector between these parent organizations and emerging entrepreneurs and changemakers. As for funding, the emerging TSEs can have the opportunity to use the established network of the parent enterprise to raise seed funds. They can also benefit from the experience of the parent organization and its establishment in the ecosystem to access to available funds and grants, or sponsorship. Long-term loans and debts from the parent organization can also be a good source. If the parent organizations have the company from, their investment into the new programs can create a longer strategic tie with the emerging TSE. Figure 5 shows the suggested support model with a conceptual illustration.

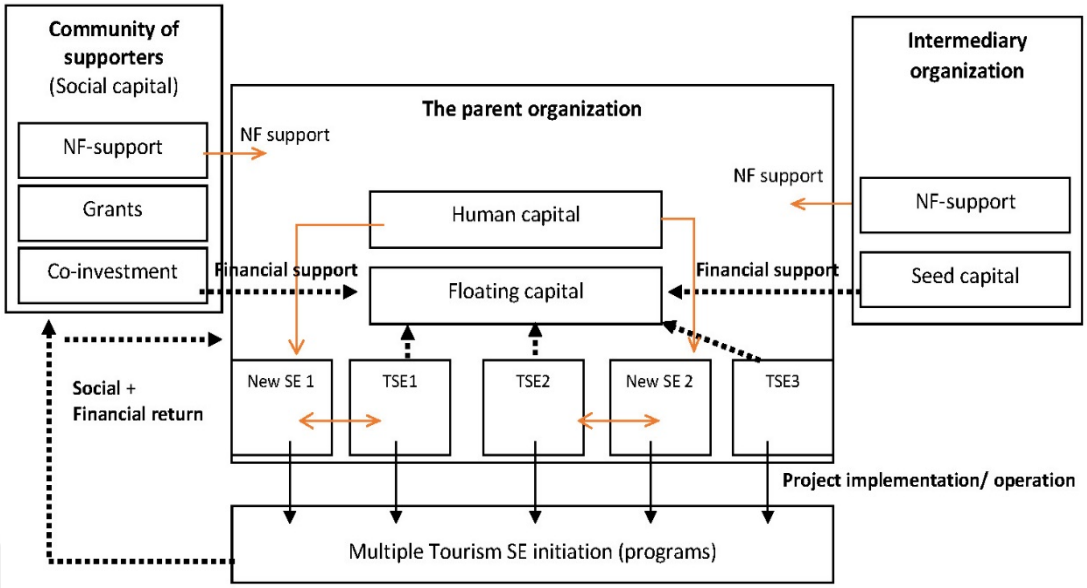


Fig. 5 A model for incubating emerging TSEs in the established TSEs
Note: TSE 1-3: established program of the parent organization
New SE: The incubated SE

- Proposition 6: TSEs can play the role of impact-generating actors in the ecosystem in the sense that they can generate several successful models of hybrid value creation and disseminate the models in order to be in other context and communities.

NP TSEs in Turkey do not follow a cyclic pattern in refining their business models and value propositions in order to scale their social impacts. However, they demonstrate good flexibility in terms of expanding their impacts through adding new projects, and modifying their social programs, or accumulating them, in order to mitigate the impediments in front of their self-sustainability and long-term value creation. Accordingly, they can create a cluster of successful self-sustainable instances of tourism SE, which can be a model for other change-makers to be adopted as a responsive solution to similar needs in other local areas.

If the pioneer TSE pursues the role of mentor and incubating parent, it is even more likely that through disseminating and incubating the successful models, they can create significant social impacts that can trigger the social changes. A model for an inclusive tourism experience in a village academy has limited capacity in providing services to target beneficiaries, and thus its social impact is limited. However, once it is adopted with other changemakers in other parts of the country, it can create a movement for social tourism and catalyze the change toward a more socially inclusive vision and attitude in the county.

5.3 Theoretical implications

The research delineated the scholarly studies in the areas of SE, social enterprise model and tourism SE, and aimed to address the significant gap in the studies related to TSEs, particularly in terms of their hybrid value creation characteristics. The conceptual model created for the social impact ecosystem expands the existing models for the social ecosystem by demonstrating the components in and beyond the ecosystem and the relationship among the components, which affect the enabling role of the ecosystem for SE practices.

The research could identify new dimensions and layers in the co-relation among the Self-sustainability; hybrid value creation and social impact creation characteristics of TSEs. It aimed to explain how these correlations can affect TSEs in order to become social impact-focused actors in the impact ecosystem and what the roles of the ecosystem are in this regard. These findings can be used to develop a conceptual model for sustainable hybrid value creation of TSEs within the context of sustainable development.

5.4 Practical implications

The research presents valuable indications for different levels of decision-making in relation to building an enabling context for tourism SE:

- At policy and governmental level

The conventional vision among tourism authorities about tourism development, which is based on mass production and consumption models and lack of vision for SE roles in the sustainable development of destinations, needs to be changed. Regional destination management plans are seriously needed. Thay should define a clear role for tourism SE, as a strategic solution for sustainable development at local levels and thus mobilize supports in order to drive tourism SE into the action. The bottom-up approach should be implemented in defining the development policies in each region.

- For tourism businesses and investors

In order to have more instances of sustainable tourism-focused TSEs in Turkey, tourism business actors should change their vision about tourism SE as a limited social activity with limited capacity for growth and no promising financial prospects. This dominant misconception has created a deep void for SE to nurture in the industry. They should change the conventional mindset about the investment, and the tourism models, and integrate innovation and sustainability criteria in their investment or partnership decisions. TSEs should be recognized as a legitimate part of the tourism industry. Tourism SE should be regarded as a sustainable development strategy in the industry and the venture who implement this strategy, i.e., the TSEs, should be regarded as socially responsible companies in the industry. As long as they are regarded as "a bunch of hippies that are doing something social" (T1), it seems

less likely that they can be the agent of a change either in the industry or in a big picture, toward achieving SDGs.

- For higher education

Empower tourism students with critical thinking and entrepreneurial skills in order to come to innovative ideas to address tourism industry failures. Train changemakers instead of professionals to fulfill the job requirements.

- For the civil society sector

As long as they do not initiate more collaboration with each other and with other social impact ecosystem players, and more importantly be more connected to the society, the needed cultural transformation seems unlikely to happen. They can play a critical role to transfer the SE culture to a broader audience, beyond the impact ecosystem, and the big cities.

- For support organizations in the ecosystem

Create a shared understanding of SE in and beyond the ecosystem based on an inclusive vision; provide rooms for nurturing community-centered SE practices through addressing their needs for pre-incubating idea, more extended incubation period, more substantial seed funding, bottom-up approach, and stakeholder involvement; accept the nature of impact scaling of these SE practices. Let them grow gradually and based on the patterns that seem more sustainable in their context (i.e., small but sustainable models that can replicate by changemakers); act as the connector and mediator to realize such impact scaling patterns through connecting potential emerging social entrepreneurs and change-makers into successful models of tourism SE.

Support intermediaries can play a notable role in order to make up for the flaws within the tourism industry and tourism education, which have hindered innovation within the industry. They should support leveling up the intellectual capacity, SE vision, and entrepreneurial skills in the tourism industry through inter-sectoral collaborations. Such roles can be played through the following initiations:

a) Build partnership with tourism departments of universities to run pre-incubation programs for tourism students. The aim of pre-incubation is not building SE initiations; rather it focuses on empowering the student with leadership and entrepreneurial skills and critical thinking so that in future they can be changemakers or social entrepreneurs;
b) Build cases for inter-sector project partnership at regional levels in the form of pre-incubation programs or think tank workshops with collaboration among regional universities, local municipalities, and local CSOs to understand the needs of a region and the potentials for sustainable tourism development.
c) Build cases for partnership with corporates, which already have CSR projects in the industry or in the sectors such as food, and health, which have a good tie with tourism. Negotiate with them over funding pre-incubation schemes;
d) Build a partnership case with the established TSEs in order to run a joint pre-incubation scheme with them. The outcomes can be potential projects which the TSEs accept to incubate the most responding one(s) within the organization;
e) Use the sectors in the industry such as Gastronomy that have demonstrated more intellectual capacity about SE to encourage more instances of SE practice through conducting cross-sector events and building up SE vision for other sectors of the industry;

- For pioneer TSEs

Involve as mentors in the support programs. Integrate and incubate emerging tourism SE ideas within their established system, and let them pass the critical seed-stage under their umbrella as the parent organization.

5.5 The limitation of the research and future steps

Bryman (1989) emphasizes that within the context of qualitative social research even when researchers put their best efforts "to dovetail research problem and research design… it is still subject to some trade-offs," and is "rarely possible to avoid certain pitfalls, or disadvantages in the choice(s) made" (P.132). The findings of this research are also subject to some methodological limitations.

First, the sample size is rather small. While it is reasonable to provide an overview of the critical factors from an empirical perspective, theoretical generalizations, for instance, regarding the taxonomy of hybrid value creation in TSEs or the role of social capital and bottom-up approach, need further examination. The roles of other components inside the impact ecosystem- such as philanthropic capital providers - as well as the roles of components out of the impact ecosystem were not studied further than by mentioning failures. More research needed to comprise required interventions at different levels to cope with the shortcomings in front of tourism SE in Turkey, for instance, regarding the role of the tourism industry or public sector.

Moreover, the research cannot verify that all impediments occur for TSEs only. Many seem to be similar to the challenges of every SE initiation and social enterprise in Turkey, or in general in the impact ecosystems at early stages. For example, lack of business and impact-focused mindset, or barriers in front of access

to capital, also occur for other social enterprises in the ecosystem (as uncovered in the preliminary data collection). The specific characteristics of tourism SEs and TSEs – such as business models; life cycle and growth pattern— seem to make such conflicts more virulent for them. Additional research might focus on such differences.

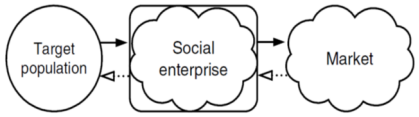
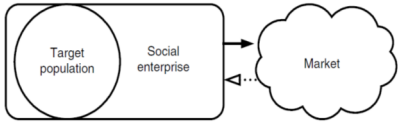
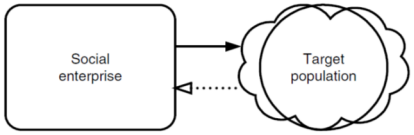
Further, for overcoming the shortcomings that research found in the current support models, and the uncovered requirements, ways to adjust support mechanism to the requirements and needs of TSEs provide a further research perspective. For instance, the exact requirements of TSEs concerning the incubation and acceleration support models and funding tools are an important perspective.

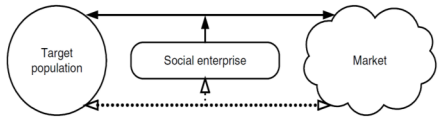
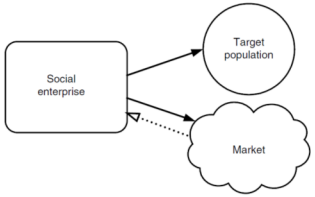
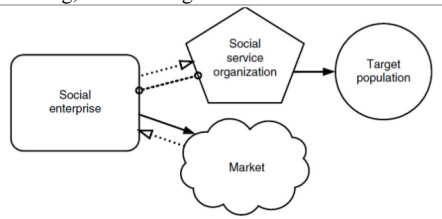
Short-term empirical studies cannot provide comprehensive or definite answers to proposed questions. The researcher cannot make a definite statement that the study can define and integrate all main considerations within the findings. Yet, It is strongly trusted that the findings of this study can point out the chief issues and provide a framework that might inspire more comprehensive further studies

Finally, an adequately functioning social impact ecosystem concerning the support needs of TSEs does not guarantee the emergence of more instances of tourism SE in Turkey. Neither can it ensure an actual social impact for the target group and the achievement of SDGs. Further research should, therefore, examine how TSEs can contribute to the development of beneficial effects for the target groups through their value creation and how it can lead to the achievement of SDGs. This investigation also comprises a perspective on how community-centered SEs in tourism might have negative social impacts.

APPENDIX A

A FRAMEWORK FOR HYBRID VALUE CREATION IN SOCIAL ENTERPRISE

Level of integration	Value creation model	Social value proposition	Economic value creation	Sustainability (financial)	Value creation operational model (schematic illustration)
Embedded	Entrepreneur Support Model	Increase the productivity and/or the financial security of marginalized producers through business support particularly financial supports.	Sells business support and financial services to individuals/micro enterprises, which then sell products/services on the open market.	Income achieved by sales of services should cover program costs and to reinvest in its business. viability needs to achieve scale, i.e. its ability to reach large numbers of clients	
	Market Intermediary Model	Provides product development, market access, and credit services to small producers helping them develop and sell their products in high-value markets, thus facilitating their financial security.	The SE purchases the client-made products at fair prices, and then sell the products at a margin	Revenue from the commissions or mark-up charged on client-made products should cover both operating and social costs of rendering services Scale is critical for self-financing.	
	Employment Model	Developing job skills, employment opportunities, and a supportive working environment for people with high barriers to employment.	sell products or services on the open market May operate any business that meets its social and financial goals.	Income used to pay operating expenses, plus additional social costs incurred by employing the target population, and adjacent social programs. The model is not scalable due to the inverse Relationship between employing clients and viability. Business must compete with the private sector while carrying additional social costs associated with employing clients.	 Disabled and youth-focused SEs, NPs are serving low-income women, recovering addicts, homeless people, and welfare-to-work recipients.
	Fee-for-Service Model	Rendering social services to the community, individuals, and firms in the sector in which it works.	Commercializes its social services, then sells them to the target population or the third party.	Fees charged for services is used as a cost-recovery mechanism. Surpluses (net revenue) may be used to cover overhead or to subsidize social programs that do not have a built-in cost-recovery component. Treating the model as a scalable business is key for self-sustaining. Often cannot cover all the organization's costs and must be supplemented with other income activities or grants.	 Mostly, membership organizations; trade associations; educational/recreational/ health-related ventures.

Level of integration	Value creation model	Social value proposition	Economic value creation	Sustainability (financial)	Value creation operational model (schematic illustration)
Embedded or Integrated	Market Linkage Model	Facilitates trading between small producers/local firms/cooperatives and external markets. If the enterprise's mission revolves around providing market access, and social programs support this objective, it is an embedded model (=fee-for-service model)	SE functions as a broker, connecting buyers to producers and vice versa, and charges finder fees to the buyer and/or seller. Plus charges for market information and market research services.	The income generated from enterprise services is used to self-finance social programs (in case of the embedded model) or subsidize/fund its social program (in case of the integrated model). The customer profile extends to the financially attractive private sector, thus making viability readily attainable.	 offers easy integration opportunities for trade associations, network organizations, cooperatives, and Business development support programs which may add import-export, market research, and buyer–broker services to its other activities
Integrated	Service Subsidization Model	Income is used to subsidize/fund social programs. increase its social impact by mission-related business such as commercializing social programs or intangible asset	Sells products/services externally. The business mandate is separate from the social mission	Employed primarily as a financing mechanism The organization needs competent assets (tangible and intangible) so that the business can benefit from leveraging and cost-sharing with the social program (NP parent organization), and provides revenue to subsidize or wholly fund social services. Should earn significant income to make the venture worthwhile.	 Commercializing social service or intangible assets: Consulting, counseling, logistics, employment training, or marketing.
External	Organizational Support Model	Social mission and associated programs separate from and unrelated to business activities.	Sell its products and services to an external market, businesses, the public, or in some cases, the NP client.	Model is used as a funding strategy to cover social cost; i.e., the social program and operating expenses of the parent organization. Business activities are selected on their financial merits, and these are not necessarily related to the mission. Profitability of the enterprise is key to sustainability.	 Best executed by mature and business-savvy organizations

Note: Own illustration based on Alter's social enterprise operational model (2003, 2006)

APPENDIX B

FINANCIAL CHARACTERISTICS OF SOCIAL ENTERPRISES

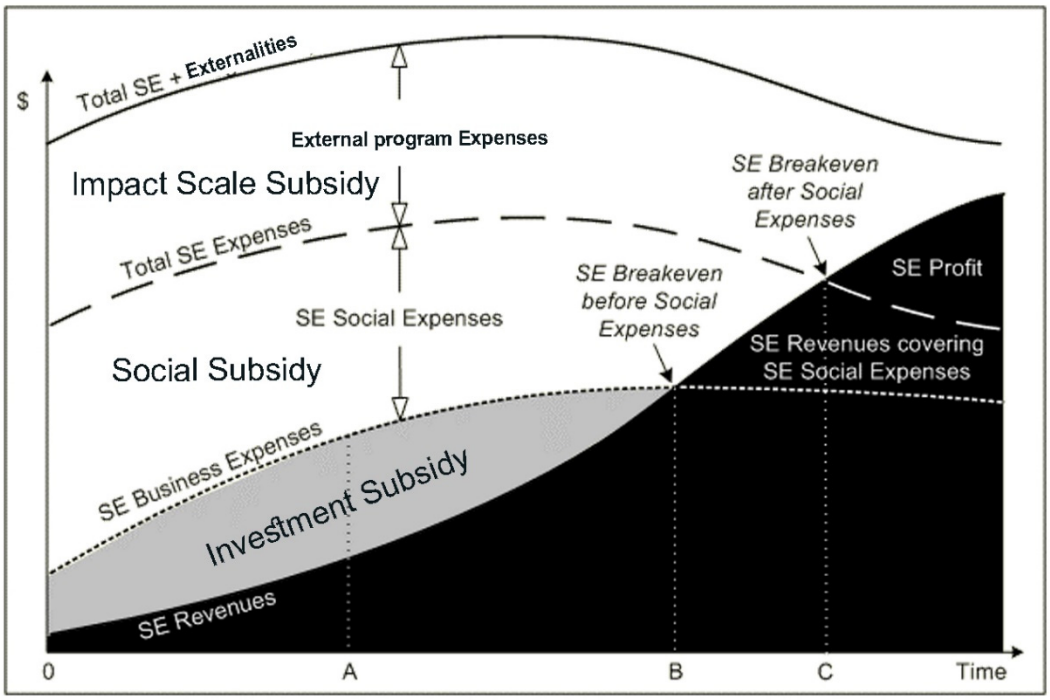
Hybrid Value models	Traditional NP	NP with Income-Generating Activities	Social Enterprise (SE)		
			NP Revenue generating SE	Social Business	Mission-Driven FP SE
Source of revenue	Only philanthropic capital: grants, donation or endowment - NO revenue generation activity (business)	philanthropic capital and additional market-based revenues streams	market-based revenues	market-based revenues 100% of earnings retained in Business Might use below or Market-rate capital for impact scale and growth	market-based revenues earrings partially re-invested and partially distributed (profit) Might use below or Market-rate capital for impact scale and growth
Financial sustainability	No self-sufficiency Full Philanthropic Support	Partial Self-Sufficiency	Potentially self-sustaining	Self-sustaining and potential for impact and business scale	Self-sustaining and impact and business growth
Level of income	No earned income. Relies on subsidies for financial support to sustain operations.	Earned income covers a portion of operating expenses or recovers some program costs.	>75% of the cost covered by business revenue. Earned income covers operational expenses of enterprise at lower than market rates.	100% of the cost covered by business revenue often without full market-based costs (market-based capital & investments).	Revenues cover operating, social and market-rate financial costs; Profits partially to be distributed to investors

Hybrid Value models	Traditional NP	NP with Income-Generating Activities	Social Enterprise (SE)		
			NP Revenue generating SE	Social Business	Mission-Driven FP SE
Viability through earned income (i.e., internal funding)	Not viable. Requires continued external philanthropic financing.	Not viable. Cost recovery is a discrete organization dependent on grants and donations for survival.	Approaching viability Covers direct costs;	Viability expected Cost structure and growth subsidized	Viable to profitable. retained earnings finance growth
Subsidy (funding)	100% subsidy.	Philanthropist sponsors and parent organization mostly subsidized.	Bridges deficit between earned income and expenses with capital investment and growth subsidy Might use grants or below-market-rate capital	Cost of capital, partial subsidies for loans, and capital expenditures.	No subsidies
Type of Funding	Philanthropic donations Grants In-kind support Volunteer labor	Grants to fund deficit Discounts and tax advantages Volunteer or below market labor (interns) Below market interest rates Parent organization support Preferential contracts	Discounts and tax advantages Below market interest rates Parent organization support Bridge/gap funds; grants for a specific cost Preferential contracts	Tax benefits if allowable by law in case the organization maintains NP status Preferential contracts Below to the same market interest rates Impact investment	Below to the same market interest rates Impact investment

Note: Own illustration based on Alter, Dawans & Miller, 2017; Alter, 2003; Volkmann et al., 2012; EVPA, 2018

APPENDIX C

THE FINANCIAL LIFE CYCLE OF A SOCIAL ENTERPRISE AND EXTERNAL FINANCING VS. BUSINESS REVENUES OVER TIME



Source: [Modified based on Alter et al., 2017 & Alter, 2000]
Legend:
SE = Social Enterprise; Y-Axis = Money; X-Axis = Time
External Financing = all financing (grants, loans, contributions) minus Business revenues (internal financing)

External Financing (philanthropic and investment) subsidizes Business expenses

External Financing (philanthropic and/or investment) subsidizes social costs and (if applicable) impact scaling costs

Elaboration on the diagram and the need for external financing:

A social enterprise's expenses can be divided into three categories: One; business expenses include all costs found in similar businesses, with no consideration for social impact and mission. Two; social expenses comprise additional expenses incurred because of the social focus of the enterprise, such as special workplace or benefits requirements. Together, the SE business expenses and the SE practice's

social expenses total the total expenses. Three; program expenses, expenses incurred to support social programs outside the social enterprise.

Time 0 to A- Incubation phase (early stage): The social enterprise requires much external financing. Expenses increases faster than revenues. This is a critical phase during which decision-makers must carefully weigh business expenses based on their potential for generating future revenues.

Time A to B: Growth phase- early development: external financing is still extremely required, but revenues grow at a faster pace than expenses, leading the way to traditional financial sustainability.

Time B: breakeven point for the operational expenses: social enterprise became financially sustainable if like a traditional business it did not incur additional social expenses

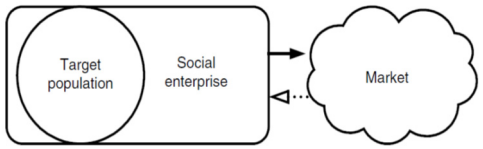
Time B to C- Growth phase- developed toward maturity: social enterprise still requires external financing, but only to cover part of its social expenses, part of which is also covered by Revenues. Depending on the model, some social enterprises s never grow beyond that point, in which case they serve in a context in which both revenues and external social subsidies can be effectively leveraged to create social impact.

Time C- Self-Sufficiency- Breakeven point for all social enterprise's expenses: Additional revenues now generate a profit that often re-invest into the business for scaling (impact and business). It might mainly fund to address external costs associated with the business or social program, or might leverage in funding social programs outside of the organization, thus scaling its impact.

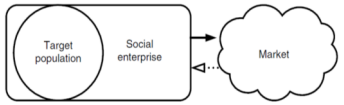
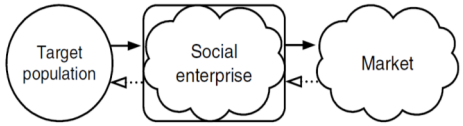
APPENDIX D

TSE INTERVIEWEE CASES

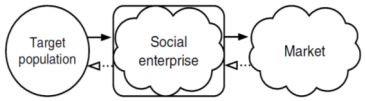
1- Organization: *Maide*

Social value proposition	Business model	Target Beneficiaries	Relation to tourism	Development Stage	Hybrid Value creation model	Legal form
To employ women from disadvantaged groups of society in the catering business and give them on-job training with the mission to building capacity for them to be food entrepreneurs. The aim is to make them ready to be employed in other jobs or run their own business in different parts of the food and beverage business.	Catering services Future: kitchen incubation for food entrepreneurs/ packaged food	Socially disadvantaged women	Catering services for events Gastronomy tourism (under the same management but in another company)	Early-stage (proof of concept)	Operational model: Employment  Position in Hybrid value creation spectrum: Social Business: the company re-invest all the money to increase the social impact.	Company

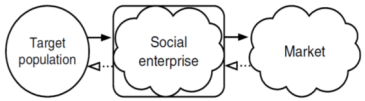
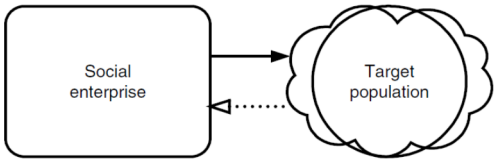
2- Organization: Alternative life association (Alternatif Yaşam Derneği: AYDER) –Dreams Kitchen

Social value proposition	Business model	Target Beneficiaries	Relation to tourism	Development Stage	Hybrid Value creation model	Legal form
To support people with different disabilities acquire occupation skills through training and production workshop in catering services and to empower them to overcome social exclusion and become active individuals. To utilize the income to support other social programs of parent organization which provides alternative integrated life experiences to disabled and disadvantaged social groups	Catering services Workshops	people with different disabilities- Ayder: socially disadvantaged or excluded due to disability or chronic illnesses	Catering services for events Ayder: Social tourism Voluntourism	Growth stage	Operational model: Employment Model (Dreams Kitchen)  Operational model: Market intermediary  Position in Hybrid value creation spectrum: Ayder: NP with business enterprise	Association with integrated business enterprise

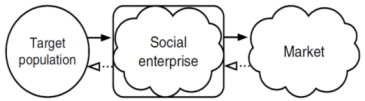
3- Organization: Buğday association- TaTuTa

Social value proposition	Business model	Target Beneficiaries	Relation to tourism	Development Stage	Hybrid Value creation characteristics	Legal form
To link volunteers with organic farmers to promote cultural and educational experiences based on trust and nonmonetary exchanges, helping to build a sustainable global community. To utilize the income to other social projects of parent organization which focuses on raising environmental awareness, promoting organic agriculture, and generating models of healthy, fair and sustainable consumption	Charge a fixed registration fee from volunteers	Youth Environmentally-cautious individual travelers	Voluntourism Eco-Agro Tourism youth tourism	Early growth stage	Operational model: Market intermediary  Position in Hybrid value creation spectrum: Ayder: NP with business enterprise	Association with integrated business enterprise

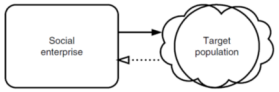
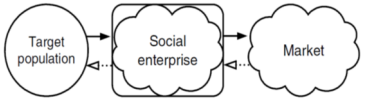
4- Organization: Volunteer Services Association (Gönüllü Hizmetler Derneği:GHD)

Social value proposition	Business model	Target Beneficiaries	Relation to tourism and hospitality	Development Stage	Hybrid Value creation model	Legal form
The alliance of several social enterprises under one parent association European Voluntary services program: To manage international voluntary work camps which aims to help the local communities and civil societies by the voluntary contribution of international volunteers East-west camp project: To bring young people of Turkey together with young volunteers worldwide and provide opportunities for cultural interaction. Afacan Youth House: an accommodation facility operated based on social tourism values.	Charge a fixed registration fee from volunteers Charge fees for accommodation services	Youth	Voluntourism Youth tourism social tourism	Growth stage	Operational model: Market intermediary  Operational model: Fee-for-service  Position in Hybrid value creation spectrum: Ayder: NP with business enterprise	Association with integrated business enterprise

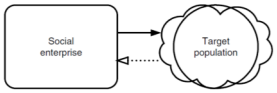
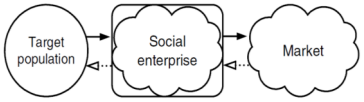
5- Organization: Women Seed Association of Ovacık Village (Ovacık Köyü Kadın Tohum Derneği: Biovacik)

Social value proposition	Business model	Target Beneficiaries	Relation to tourism and hospitality	Development Stage	Hybrid Value creation model	Legal form
To empower local women socially and economically in order to deliver local experience tourism services based on their local products, culture, and nature and sell their local products to visitors	Charge visitors for delivering services and keep a percentage for organizations costs	Target local community residents	Rural tourism Experience-based tourism	Early-stage	Operational model: Market intermediary  Position in Hybrid value creation spectrum: NP with revenue-generating activity	Association

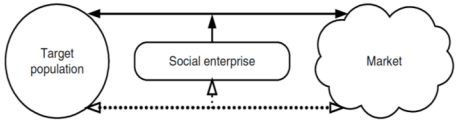
6- Organization: *Small Hotels Association (Küçük Oteller Derneği)*

Social value proposition	Business model	Target Beneficiaries	Relation to tourism and hospitality	Development Stage	Hybrid Value creation model	Legal form
To empower local SMEs from the accommodation sector to provide customer-focused high quality and differentiated services based on local characteristics and local resources of different regions of turkey, and thus stay competitive in front of large foreign hotels through distinguishing their service while mitigating the leakage of tourism benefit from destination stakeholders and empowering local suppliers.	Membership fee consultancy services	SMEs from the accommodation sector of the industry (i.e., local accommodation s and small hotels) owned)	sustainable tourism development	Early growth stage	Operational model: Fee-for-service  Operational model: Market intermediary  Position in Hybrid value creation spectrum: NP with business enterprise	Association with integrated business enterprise

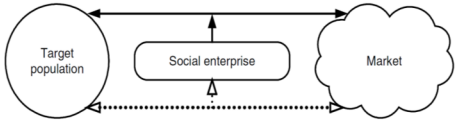
7- Organization: *Sirkeci enhancement and Sustaining Association (Sirkeci Güzelleştirme ve Yaşatma Derneği)*

Social value proposition	Business model	Target Beneficiaries	Relation to tourism and hospitality	Development Stage	Hybrid Value creation model	Legal form
To make a management and development model for the sustainable tourism transformation in the old city of Istanbul based on strengthening the emotional and social ties of local stakeholders with the target region, stakeholder involvement and participatory management thus to mitigate the impacts of top-bottom development plans and to create the stewardship and governance mindset about the tourism among the stakeholders.	Membership fee Consultancy services	different ranges of local stakeholders of the target region (hoteliers, retailers, tourists)	sustainable tourism development	Growth stage	Operational model: Fee-for-service  Operational model: Market intermediary  Position in Hybrid value creation spectrum: NP with revenue-generating activity	Association

8- Organization*: Urbansurf*

Social value proposition	Business model	Target Beneficiaries	Relation to tourism and hospitality	Development Stage	Hybrid Value creation model	Legal form
To provide an opportunity for experiencing the local context with people with the same interests To provide an opportunity for local guides to offer their experienced-based tourism activities	Premium Membership	Tourists Local guides	Experienced-based tourism Urban tourism Adventure tourism Nature tourism	Early-stage	Market Linkage  Position in Hybrid value creation spectrum: FP- mission-driven socially responsible business	company

9- Organization: *Opus-Travel*

Social value proposition	Business model	Target Beneficiaries	Relation to tourism and hospitality	Development Stage	Hybrid Value creation model	Legal form
To create high-quality travel content based on the cultural characteristics of destinations and experiencing the local context and thereby to contribute to a cultural transformation in tourism demands. Future: A platform in which travel writers can share their quality writings about the local and cultural experiences of different cities and receive editorial and market connection supports (tourism-related media and publishers)	Premium Membership Future: charge fee for service delivery	Travel writers	Content creation for cultural and local tourism	Early-stage	Market Linkage  Position in Hybrid value creation spectrum: FP- mission-driven socially responsible business	Start-up

APPENDIX E

INTERMEDIARY ORGANIZATION INTERVIEWEE CASES

Name of Organization	The activity	Support Roles
SOGIP	The SE incubation program of the Boğaziçi University Graduate Business People Association (BRM). The mission is to foster SE culture among university students and to promote innovative and creative entrepreneurship and to strengthen the SE ecosystem. SoGIP's model is to mobilize the opportunities for cooperation and partnership among SE practices and corporates. In particular, it aims at integrating SE practices into the value chain of the companies with related product and services. The incubation program initiates this mission by providing opportunities for SE profiles to be integrated with the CSR profile of the partner companies. The areas that students worked were drawn from SDGs as well as connected to partner Companies' CSR programs.	Certification Community building/networking Facilitating investor connection
Imece	A social innovation platform with the mission to contribute to the development of the social innovation ecosystem in Turkey through activities and contents that are categorized in several ways: • A pre-Incubation/ incubation scheme for evolving socially innovative ideas based on the themes determined in line with the 17 Global Goals: Through this scheme imece, supports social entrepreneurs who need education, mentorship, and grants in order to develop their innovative solutions to social issues. Each accelerator scheme focuses on the specific themes and issues related to this theme. We choose our themes and issues based on the 17 Global Goals of the UN for sustainable development. They run this incubation scheme through a strategic partnership with innovation-focused incubator from entrepreneurship (start-up) ecosystem. • Including social entrepreneurship projects in the incubation process. The support includes mentorship and capacity building for them in order to improve their business models; plan for scaling their impacts, and address their capital needs through alternative forms of financing such as crowdfunding. • Producing Resources and organizing activities for social benefit and innovation • An open innovation lab which enables solutions to social, cultural, and environmental challenges in a collective manner. The aim is not to come to an ultimate solution rather is to enable young people to develop innovative and social good oriented projects for social challenges.	Community/ network building Capacity Building/Training Financial support Fellowship Pre-incubation/incubation / acceleration research /content development Policy making / SE legislation

Name of Organization	The activity	Support Roles
Ashoka Turkey	Turkey chapter of the world's leading platform for SE. • It Supports pilot-stage social entrepreneurs in Turkey with start-up finance, pro-bono consultancies, and connections (i.e., bringing them together in a global support network) to enable them to realize their potential and disseminate their solutions. • It also develops and implements capacity building programs targeting children and youth, as well as infrastructure development projects to enable a more favorable financial and operational environment for SE in Turkey.	Community/ network building Financial support Fellowship incubation / acceleration Capacity Building/Training
KUSİF	A leader organization in the social impact ecosystem which worked to set standards for social impact measurement in Turkey, to create ecosystem-focused content and reference resources, to establish collaborative networks among civil society, public and private entities Kusif launched a case project for an accelerator support scheme in 2016 (Change With Business Social Entrepreneurship Development Program in Turkey), aiming to increase the social impact of social entrepreneurs by helping them to achieve sustainability. The two-year program focused on obstacles to the development of the SE sector and the social impact ecosystem of Turkey	Community/ network building research /content development Financial support Incubation / acceleration Capacity Building/Training Policymaking / SE legislation
Mikado	A social enterprise which provides business with consultancy to form and implement their sustainability and inclusive business strategies Through the partnership with leading support organization of the ecosystem, Mikado supports developing and implementing capacity building schemes and social impact maximization, support projects. It crafts innovative social projects in collaboration with the private sector, academic institutions, and CSOs	Community/ network building research /content Incubation / acceleration Policymaking / SE legislation
Impact Hub Istanbul	A co-working space and social innovation lab which catalyze the connection of social entrepreneurs and impact-driven start-ups to NF supports and investors. Through its event and community building activities, it acts as a catalyst for multi-sectorial partnership and ecosystem building	Community/ network building Investment/ Financial support Incubation / acceleration

APPENDIX F

TSEs' INTERVIEW QUESTIONNAIRE

- Organization Background

1- How would you briefly describe your social organization?

2- What do you think is your innovation in this story comparing to other existing instances in the social impact ecosystem?

3- At what stage has your organization reached to date?

- Hybrid value creation- Mission and money relation

4- What is your business model?

5- What are your organizational model and legal form(s)? Why do you choose this model?

6- How do you avoid/solve conflicts between your social and financial goals?

7- Do you call your organization a social enterprise? Why?

- Financial aspect

8- How do you finance your activities?

9- What is the relationship between your cost and your income?

10- Do you have any plan for covering all your costs with your income? If yes, how are you going to achieve that, and if no, why? If not, how do you cover your costs?

- Growth strategy

11- How do you see your organization in 5 - 10 years from now?

12- Do you have growth strategies or options for this time-frame? If yes, what are your growth strategies or options?

13- How did/ are you going to finance your growth?

- Needs/Shortcomings/barriers

14- Have you made any bad decisions or mistakes along the way about your organization? If yes, what?

15- What hinders your organization to create both social and economic value? What are the main constraints in front of your organization's self-sufficiency and growth?

16- How are these flaws affecting the ability of your organization to endure, or scale its social impact targets?

17- If you want to list your main non-financial needs in order to surpass pressing issues in front of your sustainability, what are your first three issues?

18- For what purposes you would need this external money?

19- Can you act upon that option?

- Turkey SE ecosystem: Relations/gaps

20- How many Turkey-based organizations related to tourism or hospitality do you know? Are they social enterprise, in your opinion? Please name them and if possible provide a contact from them.

21- How are you connected with other peers in the ecosystem?

22- Have you ever benefitted from any type of support schemes? If yes, what kind? When? For what purpose?

23- Have you ever participated in community building and networking events among social entrepreneurs or related to SE in Turkey or outside? If yes, what kind? When?

24- If yes, what is your practical experience with that program or networking event/ platform? What lacks and flaws did you experience? How did it help your organization? What is your suggestion to make it better?

25- If no, are you able to find your desired support or partner? If no, what is lacking? If yes, how do you find them?

26- What are your expectations from a supporting scheme that is going to help your establishment and growth in this ecosystem? How do you decide that a support scheme is right for you?

27- How about the funding? Do you have any specific stories here? Have you ever applied for a fund/grant/investment? If yes, for what purpose?

28- What hinders your organization to access desired support?

29- Can you name some tourism-focused support programs that you are familiar with worldwide, any in Turkey?

30- In your opinion, why we do not have many instances of TSEs in Turkey? What factors hinder their nurture?

31- What advice would you offer for someone considering running a TSE?

APPENDIX G

INTERMEDIARY ORGANIZATIONS' INTERVIEW QUESTIONNAIRE

- The intermediary organization

1- How do you define your role in the social impact ecosystem of Turkey?
2- What impact areas is your organization focused on? Why?
3- How do you evaluate the presence of different sectors in the current impact ecosystem?

The social enterprises: Needs for Self-sustainability/ hybrid value creation

4- What is your organization criteria in order to accept social enterprises in its support programs? Why your organization has set these criteria?
5- How do you evaluate the social enterprises using your support program in terms of their social enterprise characteristics?
6- What capacities and capabilities should SE practices demonstrate in order to be regarded as social impact market actors?

- Support infrastructure

7- How is your schemes supporting social enterprises in order to be self-sustainable and increase their impacts?
8- In your opinion, what kind of support models do Turkey SEs need in order for them to become self-sustainable? What aspect should they focus? an
9- What funding models do they need in this regard?
10- Can you comment on what should be these factors concerning financial/NF support models:

- Missing roles- Gaps in the support models

11- How do you evaluate the functioning of the current support structure of the ecosystem in order for us to obtain their support needs?
12- What impact ecosystem roles are absent?

Gaps at the level of the social impact ecosystem and beyond that affect support structure:

13- What are the barriers in front of your organization in the ecosystem?
14- From your perspective, what constraints have hindered the establishment of a support structure?

- TSEs focused questions:

15- How many Turkey-focused TSEAs do you know within their own or other peers' networks?

16- For what kind of supports they are contacting you or your peers?

17- How do you evaluate their level of maturity?

18- Can you determine any sector-specific potential, and/ or flaw in TSEs that differentiate them from other instances of SE?

19- In your opinion, why we do not have many instances of tourism social entrepreneurship in the SE ecosystem? ,

20- What does your organization would do if it wants to pool more portfolios from TSEs?

21- Can you name some tourism-focused support programs that you are familiar with worldwide, any in Turkey? In your opinion, can such sector-focused schemes work for Turkey? Why?

22- What type of support models can facilitate their integration into the SE ecosystem?

23- What sector-driven factors and characteristics might influence these support schemes?

- Opportunities and solutions

24- Should support schemes focus on specific impact sectors? Or a specific industry sector? Why?

25- What about funding models? Do we need sector-focused financing tools in Turkey? Why?

26- What are your practical suggestions in addressing shortcomings in the support structure for TSEs?

APPENDIX H

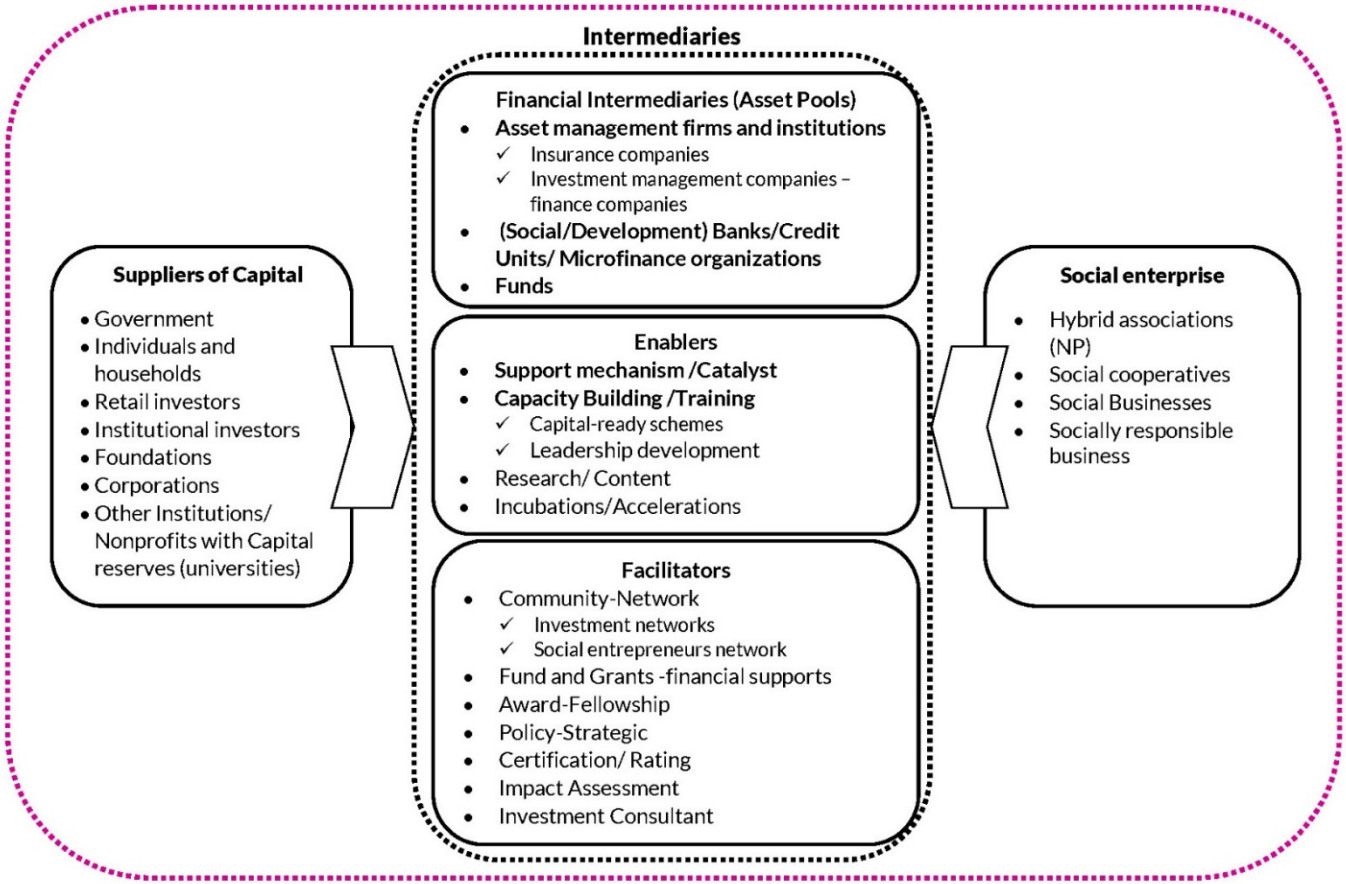
DISTINCTIVE CHARACTERISTICS AMONG TWO TSE STRANDS

	TSEs integrate tourism models to address a social problem	TSEs create models for sustainable tourism
Samples	1- Maide, 2- AYDER, 3-Buğday, 4-GHD, 5- Biovacik	6-Small Hotels Association, 7-Sirkeci Association, 8-Urbansurf, 9-OpusTravel
The core mission	To create systematic social change by addressing the distinguished social problem	To create system change in the tourism industry within the perspective of responsible tourism
Social value propositions (taxonomy)	• To provide job skills and employment opportunities or facilitate market access for target disadvantaged groups of society and thus empower them socio-economically (1,2,5) • To provide opportunities for socially excluded target groups to become more active individuals and be integrated into society (2) • To provide opportunities for knowledge and cultural exchange and communication thus to trigger cultural transformation toward more sustainable lifestyles and communities (3,4,5) • To create and disseminate sustainable models of production and consumption (3,5)	• To prevent resource and receipt leakage from the destination (6,8) • To transform top-bottom and centralized decision-making or relations toward stakeholder engagement and bottom-up approaches (7) • To trigger a cultural transformation in the target group's (i.e., travelers) value grounded upon responsible tourism ethics (9)
Target beneficiaries (taxonomy)	• More inclined into creating value for a spectrum of the value chain and thus expand their beneficiaries: Often have a priority target group from an underserved societal group, but expand their value creation agenda to include local stakeholders, as well as the customers who might overlap with the target beneficiaries	A priority exists for destination's stakeholders as the main target beneficiaries, including local tourism suppliers and the host community. Most often incorporate tourists as part of their social value chain
Social entrepreneur	• Majorly have civil society background with familiarity with tourism area • Strongly unwilling to establish capitalist forms of collaboration and relation (e.g., investment and equity relations, relations with corporates without demonstrated social responsibility practice) • Demonstrating social responsibility toward disseminating the SE values and ethics in the society • More inclined to establish social ties within the social impact ecosystem for synergic efforts	• Business background with connection to the tourism industry • Strong opposition with capitalist forms of tourism development (i.e., volume-oriented, multi-national chains and suppliers) • Strong responsibility to trigger social responsibility and innovation within the tourism industry • More inclined to establish social ties with tourism stakeholders for synergic efforts

	TSEs integrate tourism models to address a social problem	TSEs create models for sustainable tourism
Hybrid Value creation models based on Alter's social enterprise operational model (2003, 2006)- Appendix A	• Majorly tend to have several social programs and subsidize these program with a revenue-generating activity (i.e., integrated model). As the revenue-generating activity is a mission-driven business, it is itself an embedded model; therefore, hybrid value in created both via embedded (i.e., blended value) and integrated models. • The operational models are: Employment model: Providing on-job training and employment opportunity for the target group Market intermediary: Providing responsible tourism experience opportunities for one target group and together with them rendering social services or create value for the host community or another target group	• Embedded models seem more prevalent: the enterprise's mission is achieved by rendering the business (i.e., blended value). • The operational models are: Market linkage: Form tourism services that were consumed by their target groups Market intermediary: Empower target groups to develop and render local-based tourism services or to sell their products in high-value markets
business model	Community-centered business models seem dominant	Service-based business models seem dominant
Place in the hybrid model spectrum (NP to FP)	Revenue generating NP NP with integrated business enterprise Mission-Driven companies 5,6,7 ← 2,3,4 → 1,8,9 No distinctive characteristic in terms of hybrid models recognized among the two strands. In general, there is a tendency toward the NP side of the spectrum.	
Level of integrating sustainability	The ideological Commitment: Sustainability is integrated as the core value of the organization, and the business is a tool to address this ethic	Strategic sustainability: integrate sustainability within the practice and strategic level, but still the core mission is sustaining the practice
Social impact portfolio (SDGs related)	By creating a spectrum of social programs and target beneficiaries, the organizations try to expand their portfolio of social impacts. The SDGs addressed in the samples are: Reduced inequalities, sustainable cities and communities, gender equality, responsible consumption and production, good health and well-being, partnership, quality education, decent work, and economic growth	The portfolio of impacts is more confined since the value proposition is more focused on sustainability issues in one industry. The social value chain is often confined to three groups of local residents, tourism suppliers at the destination level, and tourists, The SDGs addressed in the samples are: Sustainable cities and communities, decent work and economic growth, partnership
Relation to tourism and hospitality	Adopt tourism and hospitality models that are community-centered and or locally-based	Create sustainable models both at management, development, and delivery levels for tourism practices.

APPENDIX I

SOCIAL IMPACT ECOSYSTEM (EXTENDED MODEL)



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