

MASTER'S THESIS

Course code: BE307E

Name: Ann-Gørill Kvalheim

External Enablers in Social Entrepreneurship - A case from Norway

Date: 01.09.23

Total number of pages: 109

Preface

As a master student with innovation and entrepreneurship as specialization, several possible areas within this profile were considered when searching for a topic for my master thesis. It was important for me that I found a topic of great interest to me; I wanted the feeling of exhilaration and joy, and a sense of curiosity when doing the research and writing the thesis. My criteria were met in the theme of social entrepreneurship and in the novel construct of external enablers. The challenges the welfare society of Norway face today, and the challenges to come, need other solutions than we have seen before. Social entrepreneurship with its' business models from commercial entrepreneurship and ideology from non-profit organizations has the possibility to become part of this solution, if society lets it.

The biggest challenge when working on this thesis, has been to stay objective and not become too involved in the 13 social enterprises I chose for this research. Their work has been a great inspiration for me, increasing my interest in social entrepreneurship and drawing me into their world; social enterprises really are kinder eggs, offering social value for large groups of people, making a difference in their lives. A big thank you to all of them and to Ferd, for arranging the award of "Social entrepreneur of the Year".

During my time at Nord university, a lot of people have been helpful and supportive and deserve my deepest gratitude. The administration at Nord university Business School have smoothed the path for me, allowing me to focus on my studies. The IT support has been but a phone call away, calming my nerves when data challenges have emerged. The lecturers and professors at the Innovation and Entrepreneurship Department at Nord university have been a great inspiration to me with their knowledge of and engagement in innovation and entrepreneurship. My most heartfelt thank you goes to my tutor, Sølvi Solvoll, whose tremendous and warm support, knowledge and understanding guided me through this master thesis: I will always be grateful. A big thank you also goes to my dear friend, Hinnah Newcombe, for graphical assistance.

Tromsø, 2023.

Ann-Gørill Kvalheim

Abstract

The interest in social entrepreneurship has increased, especially in the last two decades. Different topics around social entrepreneurship have been investigated but external changes or shifts in the environment contributing to social entrepreneurial opportunity have not been a focus area. This master thesis research is a case from Norway which seeks to understand how external enablers can contribute to the start-up process for social entrepreneurs. The research is conducted by applying the external enabler framework. The unit of analysis is 13 winners of investment company Ferds' award "Social entrepreneur of the Year". The social enterprises represent several fields or areas and address different social challenges in the Norwegian society. What unites them is their believe in social entrepreneurship as part of the solution to these challenges. The findings contribute to our understanding of how social entrepreneurial opportunities deriving from external environment can lead to the start-up of social enterprises which contribute to solve societal challenges. The conclusion state that the social entrepreneurs in this case have exploited multiple types of external enablers simultaneously in the start-up of their enterprise and that demographic types of external enablers, especially the challenge of work exclusion, is a type which all them address. By including people who are the target groups for the social entrepreneurs in this case into the national work force, societal challenges like the lack of human resources needed to care for the increasing number for elderly people, and in extension people living with dementia, can be reduced. Other types of external enablers exploited are technological, regulatory, socio-cultural, and natural-environmental. A new finding is that financial support which is offered by entrepreneurial support organizations such as Innovation Norway, can be sees as a financial external enabler for the start-up of social enterprises in Norway. Lastly, the research introduces the emergence of social entrepreneurship in Norway the last two decades as a possible external enabler in itself, providing social entrepreneurs with social entrepreneurial opportunities to address social challenges in the Norwegian society. The theoretical contributions help refine our knowledge on the external enabler construct and its' suitability to research social enterprises' contribution to society. The research's practical contributions include knowledge on the external environment as a contributor to entrepreneurial practitioners. For those who are voted to govern our country, the research highlights social entrepreneurship as part of the solution for social challenges today and in the future and provides and in-depth knowledge of external changes and shifts which can contribute to the start-up process of social enterprises.

Key words: social entrepreneurship, social entrepreneurial opportunities, external enablers.

Sammendrag

De to siste tiårene har interessen for sosialt entreprenørskap vokst. Ulike emner innen sosialt entreprenørskap har vært gjenstand for forskning, men eksterne samfunnsmessige forandringer og skifter som bidrar til entreprenørielle muligheter har ikke vært et fokusområde. Denne masteroppgaven er en case studie fra Norge som søker å forstå hvordan eksterne aktivatorer har bidratt til oppstartsprosessen for sosiale virksomheter. Analyseenheten er 13 sosiale virksomheter som har vunnet prisen «Årets Sosiale Entreprenør» som hvert år kåres av investeringsselskapet Ferd. De sosiale virksomhetene representerer flere sektorer og områder, og adresserer ulike sosiale utfordringer i det norske samfunn. Det som forener dem er deres tro på sosialt entreprenørskap som del av løsningen til disse utfordringene. Forskningens funn bidrar til vår forståelse for hvordan sosiale virksomheter kan bidra til å løse samfunnsmessige utfordringer og hvordan eksterne omgivelser kan bidra til sosiale entreprenørielle muligheter som videre leder til oppstart av sosiale virksomheter. Konklusjonen viser at alle de sosiale entreprenørene har utnyttet flere typer eksterne aktivatorer samtidig i oppstarten av sin virksomhet, og at demografiske eksterne aktivatorer, spesielt utfordringer rundt arbeidsekskludering, er en type aktivator de alle adresserer. Ved å inkludere mennesker som utgjør målgruppene til de sosiale virksomhetene i denne studien inn i den nasjonale arbeidsstyrken, kan sosiale utfordringer rundt mangelen på menneskelige ressurser som kreves for å møte eldrebølgen og det økende antallet som lever med demens bli redusert. Andre typer eksterne aktivatorer som er utnyttet er teknologiske, regulatoriske, sosiokulturelle og miljømessige. Et nytt funn er at finansielle støtteordninger som tilbys av entreprenørielle støtteorganisasjoner som Innovasjon Norge, kan bli sett som en finansiell ekstern aktivator som bidrar til etablering av sosiale entreprenørskap i Norge. Tilslutt introduseres framveksten av sosiale entreprenørskap i Norge de to siste tiårene som en mulig ekstern aktivator som kan bidra til sosiale entreprenørielle muligheter for sosiale entreprenører i deres streben for å løse sosiale utfordringer i det norske samfunnet. De teoretiske bidragene bidrar til å raffinere vår kunnskap rundt begrepet eksterne aktivatorer og dets egnethet til å forske på sosiale virksomheters bidrag til samfunnet. Forskningens praktiske bidrag inkluderer kunnskap om eksterne omgivelser som bidragsyter for entreprenørielle utøvere. For de som er valgt til å styre landet vårt, framhever forskningen sosialt entreprenørskap som en del av løsningen på samfunnsmessige utfordringer i dag og i framtiden, og bidrar med dybdekunnskap om eksterne forandringer og skifter i samfunnet som kan bidra i oppstartsprosessen til sosiale virksomheter.

Nøkkelord: sosialt entreprenørskap, sosiale entreprenørielle muligheter, eksterne aktivatorer.

Index

Preface	i
Abstract	ii
Sammendrag	iii
Index	iv
1.0 Introduction	1
1.1 Background	1
1.2 Research question.....	3
1.3 How the thesis is presented	4
2.0 Literature review	5
2.1 Social entrepreneurship	5
2.2 Explanation and definitions.....	9
2.3 Entrepreneurial Opportunity	10
2.3.1 Opportunity identification	11
2.3.2 Social opportunity identification	12
2.4 External enablers	13
2.4.1 The external enabler framework	15
2.4.2 Empirical research using the external enabler framework	17
2.5 Summary	19
3.0 Methodology	20
3.1 Context and case.....	20
3.2 Data collection process.....	22
3.3 Data analysis process	25
3.4 Research ethics	27
4.0 Result.....	29
4.1 Presentation of the case study social entrepreneurs	29
5.0 Analysis and discussion	35
5.1 Demographic types of external enablers	36
5.1.1 Work exclusion	36
5.1.2 Life and/or lifestyle challenges	42
5.1.3 The wave of elderly and dementia	43
5.2 Socio-cultural types of external enablers	45
5.2.1 Social movement against food waste and social movement for sustainability	45
5.2.2 Practical entrepreneurship programs at education institutions.....	47
5.3 Natural environmental types of external enablers.....	48
5.3.1 The Covid 19 pandemic	48
5.4 Technological types of external enablers	51
5.5 Regulatory types of external enablers	52
5.5.1 The UN Convention on the Right of the Child	52
5.5.2 The Responsibility Reform	53
5.5.3 The “A full life – all your life” Reform	54
5.5.4 The Pension Reform.....	55
5.6 Political and macroeconomic types of external enablers	55
5.7 Financial types of external enablers	55

5.8 Reflections around social entrepreneurship	56
5.9 Summary	58
6.0 Conclusion.....	59
6.1 Findings and conclusion.....	59
6.1 Theoretical contributions.....	60
6.2 Practical contributions.....	61
6.3 Limitations	61
6.3 Future research opportunities	62
Literature	63
Appendix A	67
Tables and figures	67
Table 1 Definitions used in the thesis	67
Figure 1 The external enabler framework	68
Figure 2 The research model	70
Table 2 Result of Retriever search and sum of all sources used	70
Table 3 External enablers identified categorized into types	71
Table 4 Matrix showing external enablers exploited	72
Table 5 Scope of external enablers identified	74
Table 6 Onset of external enablers identified.....	75
Appendix B	76
Additional information and list of sources	76
Other sources.....	98

1.0 Introduction

All over the world, people are experiencing severe challenges in areas such as e.g. climate change, pollution, poverty, and resource allocation. With an increasing life expectancy, challenges are also emerging in medicine, as well as in health care services needed to provide for an increasing elderly population. These, and additional challenges, have led to an intensified focus on how to address and possibly solve problems in order to preserve the earth for future generations and to adapt to more suitable models for how we live, work, and spend our leisure time (United Nations, 2016, 2021). One of the topics which is seen as a possible solution to some of these challenges is that of social entrepreneurship, offering goods and services within different areas, e.g. health care, education, and senior/junior services (Dees, 1998, Mair & Martí 2006, Austen et al., 2006, Zahra et al., 2009, Engelke et al., 2015, The Norwegian Municipality and Modernization Department, 2017a). Social entrepreneurs have in many ways more substantial challenges than traditional/commercial/for-profit entrepreneurs; not only do they have to offer products and/or services that are new and interesting to the customers, the products and services also need to offer a social aspect which will contribute to social benefits to make a more sustainable world (Dees, 1998, Zahra, et al., 2008, Corner & Ho, 2010). An early and important publication is written by J. Gregory Dees, where he claims that “we need social entrepreneurs to help us find new avenues toward social improvement as we enter the next century” (Dees, 1998, s. 6). This is even more important today as the world struggles with global, national, and local challenges in relation to important societal needs. In the aftermath of the financial crisis of the first decade of the 21st century, the pandemic crisis of recent years, and today's climate challenges, social entrepreneurial mindsets might be essential to create solutions to societal problems in the wake of these world gripping crises.

1.1 Background

Social entrepreneurship is a field which has become an increasingly interesting subject for academic research, especially in the last two decades (Gupta et al., 2020). The interest can be contributed to the challenges mention above, but also as a way for people to establish more suitable solutions, systems and models for future ventures (Zahra et al., 2009). There are several models for social entrepreneurship, from having purely financial goals, but offering goods and services which better the world, to purely social goals where financial goals are just a means to reach social goals (Nielsen et al., 2017). The opportunities which are exploited are seen as the

best choice to address the vision and missions of the enterprise (Gaglio & Katz, 2001, Corner & Ho, 2010). Opportunity identification research divide these into two perspectives; discovered (Shane & Venkataraman, 2000) and created (Alvarez & Barney, 2007). Research into social opportunity identification found that social opportunities are a result of a combination of discovery and creation (González et al., 2017) and that this process is more complex than for commercial entrepreneurs (Corner & Ho, 2010). There is limited research into external factors influence on new venture creation (Davidsson et al., 2023), but research into these factors can be conducted from both perspectives, discovery and creation (Davidsson, 2015).

Vogel (2017) introduced a framework for studying venture evolution from idea to exploitation, identifying individual level factors and external factors as contributors. Previous research on entrepreneurship has focused on individual level factors such as human behaviour (e.g. personality traits, motivation), through disciplines such as psychology, sociology, and economics (Davidsson et al., 2020). The same cannot be said for external factors which the entrepreneur has no influence over, meaning circumstances which are actor-independent (ibid., Chen et al., 2020, Davidsson et al., 2023). The construct of external enablers was introduced by Davidsson in 2015 in the understanding of changes and/or shifts in the external environment which can lead to entrepreneurial activity. Shane & Venkataraman (2000) state that external conditions can be as important as the agent, and Davidsson et al. (2023) claim that environmental change is an important, but neglected topic in entrepreneurship research. According to Davidsson (2015), the early stages in the venture creation process is where entrepreneurship research can make the most distinct contribution to other related fields. Inspired by these statements, this master thesis focuses on external factors' contribution to new ventures' start-up process in the context of social entrepreneurship, thus addressing a gap in the fields of social entrepreneurship and social entrepreneurial opportunity. In addition, it increases our knowledge of how external enablers can contribute to entrepreneurial opportunities for social entrepreneurs. Davidsson et al. (2020) present an external enabler framework which can facilitate conceptual and empirical research, and while the framework is not developed for social entrepreneurship especially, it is my believe that it is compatible for research into this kind of entrepreneurship as well. The framework can be researched through different lenses, focusing on part of the framework or the whole process. This master thesis is inspired by literature on social entrepreneurship, the entrepreneurial opportunity work by Vogel (2017) and utilizes external enabler types and characteristics by Davidsson et al. (2020).

Social entrepreneurship exists within the context of their environment and is dependent on historical, structural, and cultural preconditions (Eimhjellen & Loga, 2016). Norway has an extensive welfare structure which covers most of the country's social and welfare needs. The tradition for social enterprises has been more central in e.g. The United Kingdom and southern European countries, and in the United States, where the welfare structure is less extensive, and with more focus on philanthropy. Even so, Norway is marked by public social engagement based on volunteers and voluntary work. This engagement has traditionally been sourced into voluntary and/or non-profit organizations, but in recent decades the interest for social enterprises has increased (ibid., Hauge & Wasvik, 2016). Several political initiatives have been introduced in order to stimulate interest and increase engagement in social enterprises. The focus has been on labor, social inclusion and integration, health care services, and education, as the welfare state is not able to cover all the social needs in Norway (Eimhjellen & Loga, 2016, Loga et al., 2016). It is within "...these "pockets" of need that social entrepreneurs can contribute in cooperation with the public services" (Eimhjellen & Loga, 2016, p. 10).

1.2 Research question

The Norwegian investment company Ferd is actively engaged in social entrepreneurship through an investment portfolio of social enterprises. Since 2010, Ferd has nominated enterprises to the title of "Social Entrepreneur of the Year", contributing to focus on social entrepreneurship in Norway as well as presenting the winner with a financial award. The quality of the nomination process undertaken by Ferd is high; a professional jury, and comprehensive competition criteria which include innovation, double bottom line, and potential for scaling (Ferd, 2023a). Research through thorough individual interviews and presentations by the nominees is also part of the process. For this reason, I consider Ferd's competition a perfect research area. This master thesis is a case study consisting of 13 social entrepreneurs who have won Ferd's award "Social Entrepreneur of the Year". The research question is:

How have external enablers contributed to the start-up process for Ferd's social entrepreneurs?

It is well known that dis-equilibrating environmental change can stimulate entrepreneurial endeavours (Wood et al., 2022), and the introduction of the external enabler framework has inspired research into how external environmental changes or shifts can contribute to entrepreneurial action and outcome (Chen et al., 2020, Chalmers et al., 2021). This master thesis case study increases our knowledge of the importance of external enablement in entrepreneurship research and practice. Its' theoretical contributions include in-depth insight into the field of social opportunity identification as well as being the first research which focuses on external enablers contributions in the start-up process among social entrepreneurs. More specific, new understanding of how multiple types of changes or shifts in the external environment can be exploited simultaneously to establish new social enterprises is presented, thus refining our knowledge on the external enablers construct. The practical contributions of this research offer insight into social challenges experienced by the Norwegian society today. Further, social enterprises are introduced as part of the solution to meet challenges to come, providing all actors working within the field of social entrepreneurship with better understanding of how social enterprises can be encouraged and supported.

1.3 How the thesis is presented

In chapter one, social entrepreneurship is introduced as a possible solution to societal challenges, and the master thesis' research question is presented. In chapter two, literature on social entrepreneurship, critique, and myths is reviewed before relevant explanations and definitions is presented. Research on entrepreneurial opportunity is then discussed in order to examine venture ideas and opportunities before focusing on social entrepreneurial opportunities. Next, the novel construct of external enablers is discussed followed by a presentation of Davidsson et al.'s (2020) framework. In order to identify key elements and improve my understanding of external environments importance to venture creation, empirical research utilizing the external enabler framework is reviewed. In chapter three, the methodology is introduced, including the research model and ethical reflections. Chapter four presents the results of the research while in chapter five the results are analysed and discussed. Chapter six includes conclusion, theoretical and practical contributions, and limitations. All tables and figures, presented in chronological order, can be found in Appendix A. Extensive information on the 13 social entrepreneurs as found in the data collection is included in Appendix B. The footnotes points to the sources where the information was found and can be viewed in Appendix B underneath information on each social enterprise.

2.0 Literature review

In this chapter three theories or constructs will be discussed; the social entrepreneurship field, the (social) entrepreneurial opportunity field, and the external enablers construct.

2.1 Social entrepreneurship

Social entrepreneurship is not a new term even if the terminology is of a more recent date, and thoughts on the entrepreneurial mindset are not limited to for-profit entrepreneurship but applies to social entrepreneurship as well (Dees, 1998). Inspired by four pioneers in the field of entrepreneurship, namely Say, Schumpeter, Drucker, and Stevenson, Dees (1998, p. 4) defined social entrepreneurship like this, making it the earliest modern definition of the concept of social entrepreneurship: «Social entrepreneurs play the role of change agents in the social sector, by: adopting a mission to create and sustain social value (not just private value), recognizing and relentlessly pursuing new opportunities to serve that mission, engaging in a process of continuous innovation, adaptation, and learning, acting boldly without being limited by resources currently in hand, and exhibiting a heightened sense of accountability to the constituencies served and for the outcomes created”. Additional definitions and meanings of social entrepreneurship is presented in chapter 2.2.

Since Dees (1998) published his (now classic) working paper on social entrepreneurship, research, both empirically and conceptually, have been conducted into this field. Social entrepreneurship is an emerging field, and the phenomena has become a topic for academic research, especially in the last two decades (Gupta et al., 2020). But what exactly is social entrepreneurship? Martin & Osberg (2007) declared that the definition of social entrepreneurship is by no means clear and calls for a more rigorous definition, and Stevenson (2021) notion that the word “social” in social entrepreneurship is vague and open-ended. The term social entrepreneurship has become so including that anyone who runs some sort of societal useful activities can fit into this category (Martin & Osberg, 2007). An elusive definition can be unproblematic if it means that more resources are allocated into this kind of entrepreneurship, but it can be problematic if the social missions do not deliver as promised. Indeed, this can lead to the whole field falling into disrepute, making it a target for skeptics and cynics of social entrepreneurship (ibid.). As more research has been conducted, the meaning of

social entrepreneurship has gone from somewhat fuzzy and unclear, to a more common and defined understanding (Alegre et al., 2017, Gupta et al., 2020). Austen et al. (2006, p. 1) describes it as “entrepreneurial activity with an embedded social purpose” with the goal to create social values by using expertise and skills deriving from the business world (ibid.). Mair & Martí (2006) view it as a process to create social values by exploring and exploiting opportunities through resource combinations, in order to stimulate social change or meet social needs. In agreement with Austen et al. (2006) and Mair & Martí (2006), Zahra et al. (2009) underlines that social entrepreneurship is also about enhancing social wealth through the creation of new ventures. Nielsen et al. (2017) states that the goal of social entrepreneurs can be financial and/or social, what defines a social entrepreneur is that the outcome of the company (goods and/or services) are of social value to people. Definitions of the concept social entrepreneurship is still a subject for discussion (Zahra et al., 2009). However, investigating several sources (academic paper, organization, non-academic, book, working paper) Alegre et al. (2017, p. 248) found that there “...exist a widespread consensus within the academic community on the definition and meaning of the term social entrepreneurship and it is primarily centred on the combination of social and financial goals, community ideals and innovation”.

Indeed, the drive to make social change and the potential payoff to society (e.g. less poverty, less pollution, better solutions) is what sets social entrepreneurs apart from commercial entrepreneurs (Martin & Osberg, 2007). In a comparative study, Austen et al. (2006) found that although many commonalities exist, differences exist as well. There are e.g. distinct differences in mission and response to market failure. Commercial entrepreneurs focus on breakthroughs and new-found needs in the market whereas social entrepreneurs focus on serving basic needs through innovative solutions. Social entrepreneurs may also experience difficulties in regard to resource mobilization because of more restrained financial assets (ibid.). Lortie & Cox (2018, in Gupta et al., 2020) found that social entrepreneurs differ from commercial entrepreneurs in the leadership attributes of altruism, integrity, trust in others, and empathy. Lehner & Kaniskas (2012), discussing the different context the two types of entrepreneurs work within, found that their outcome expectations are different, and states that the social opportunity recognition process is dominated by the social mission. In an attempt to find similarities between the two types of entrepreneurs, Martin & Osberg (2007) states that both are motivated by opportunity identification, that both will relentlessly pursue their visions, and both will receive psychic rewards from putting their ideas into reality.

Dey and Steyaert (2018) call for viewing social entrepreneurship through a critical lens in order to “unleash novel and affirmative ways of thinking about and relating to social entrepreneurship” (ibid., p. 6). This can be done through myth-busting, they state, and warn us that social entrepreneurship can be based on unchallenged assumptions and false premises (ibid.). One such myth is that social entrepreneurs are against business while the truth is that many social entrepreneurs actually have a successful business background (Terjesen, 2021). Another is that the difference between traditional entrepreneurs and social entrepreneurs is greed (on the formers’ part), an assumption that view all commercial entrepreneurs as non-philanthropic and all social entrepreneurs as altruistic. A third myth is that social entrepreneurs run non-profits. The reality is that some do and some don’t as there exists many legal forms of social entrepreneurships. A fourth myth is that social entrepreneurs are born, not made, which do not take into consideration the development and growth people go through in life (ibid.). Dart (2004, in Dey & Lehner, 2017) investigated the (then relatively new) term of social entrepreneurship and warned against basing social entrepreneurship on morality ideology instead of on pro-business pragmatism as this might lead to less robust organizations. This warning is repeated by Stevenson (2021) in her argument that social entrepreneurship often is seen as a solution to problems faced by society today because it is viewed in the ideological lens of empowerment, inclusion, and morality. Viewing social entrepreneurs as “having fun” might conceal the hard work and tenacious attitude that is necessary to succeed, and this prevent social entrepreneurs to utilize the more radical possibilities social opportunities offer (Dey & Lehner, 2017). The authors caution us to be seduced to think of social entrepreneurs as “heroes” and argue that if one always expects spectacular outcomes from social entrepreneurs, one might be disappointed (ibid.). Following this reflection, Stevenson (2021) argue that not all see social entrepreneurship as singular positive as it might be viewed as something “elitist”, creating a feeling of “we and them”.

Reviewing 188 articles on social entrepreneurship within the years 2007 - 2018, Gupta et al. (2020) found that researchers have focused on five themes of interest within the field of social entrepreneurship. These are: (1) “The Social” element in social entrepreneurship (consisting of Social entrepreneurship phenomenon, and Entrepreneurial orientation), (2) Human Resources in social entrepreneurship, (3) Business Strategy and Value Creation, (4) Challenges faced by

Social Entrepreneurs, and (5) Innovation and social entrepreneurship. Although the review is not all-inclusive but a compilation of articles, and one should always use critical lenses when reviewing categorization of articles into themes, it is an overall useful review for understanding different perspectives and the variety of aspects within the field of social entrepreneurship. In the first theme, researchers have focus on mainly two directions of “the social” element. One direction is the critical element that social factors have in social entrepreneurship in terms of e.g. social change, social impact, and social value generated by exploiting opportunities. The other direction focuses on the entrepreneurial orientation which includes, among other subjects, objectives and missions of social entrepreneurs, and the entrepreneurial mindset or “spirit”. The second theme includes subjects in relation to social entrepreneurs’ personality traits, women as social entrepreneurs, motivation factors, and entrepreneurial resources such as human capital (e.g. education, training, and learning), as well as opportunity identification. The third theme discusses issues that are well known to the fields of entrepreneurship and of business, e.g. tools and measurements in order to heightening performance, effectiveness, and value creation of the venture through marketing, internationalization, and the designing of business models. In the fourth theme, researchers investigate challenges faced by social entrepreneurs in regard to e.g. financial and human resources, leadership, and challenges that can arise from the external environment in the form of impact assessment, institutional and regulatory changes or shifts, socio-cultural trends, and natural environment issues and crisis. The fifth theme introduces articles on issues such as social innovations introduced by social entrepreneurs, and other innovative solutions such as new products and services with a social aspect (ibid.).

Placing this master thesis within the themes identified by Gupta et al. (2020) needs some reflection. In their review, opportunity is placed within theme (2) Human resources in social entrepreneurship, confirming that entrepreneurial opportunities previously are primarily seen as an individual level factor, focusing on the entrepreneur (Davidsson et al., 2020). My lens on social entrepreneurial opportunity is centered on external factors and while external enablement is not found by Gupta et al. (2020) as a research topic in social entrepreneurship, one can argue that this topic fits into theme (4) Challenges faces by social entrepreneurs. This theme contains research into external environments of social entrepreneurs, which external enablers can be classified as, although external enablers are viewed as opportunities for social entrepreneurs. Through Ferds’ criteria of double bottom line and potential for scaling, my thesis also fits into theme (3) Business Strategy and Value Creation, and through Ferds’ criteria of innovation it

fits into theme (5) Innovation and social entrepreneurship. This means that I get the opportunity to contribute to a more thoroughly understanding of the social entrepreneurship phenomenon and to address three themes where more research is needed.

2.2 Explanation and definitions

As discussed in the previous chapters, the meaning and interpretation of social entrepreneurship has evolved through increased focus and through a variety of lenses and perspectives (Alegre et al., 2017). Although Dees' definition of social entrepreneurship from 1998 is comprehensive and thorough, I will take the opportunity of this chapter to shortly discuss explanations and definitions as they are presented by public and governmental institutions, as well as private organizations and companies; the practitioners.

The Norwegian Ministry of Trade, Industry and Fisheries has defined social enterprises as "...organizations selling goods and/or services on a commercial basis to realise social objectives, aiming for profit and being independent of the state" (Hauge & Wasvik, 2016, p. 78). The governmental organization Innovation Norway does not define social entrepreneurship specifically, but their "guide for social entrepreneurship" gives advice on useful organization forms, financing, and how and why one can/should measure the social results of enterprises (Innovation Norway, 2023a). In doing so, this organization give us their insights into what is important in social entrepreneurship. The state-owned organisation The Norwegian Labour and Welfare Organization (NAV) provides seed funding for social enterprises and some of the demands is that the venture define itself as a social enterprise with new solutions to social problems as a goal, is a start-up, has competent leadership and sustainable business models, cannot pay dividends to its owners, and is included in the public register for voluntary organisations (The Norwegian Labour and Welfare Organization, 2023).

The European Association of Social Enterprises (2021) highlights forms of governance for social enterprises described in nine indicators, e.g. that it must benefit the community, is established by (group of) citizens, continuously produce goods and/or sell services, favours autonomy and participation, and that the decision-making power should not be based on capital ownership. Ashoka, the worlds' largest network of social entrepreneurs, describes social entrepreneurs as "...individuals with innovative solutions to society's most pressing social,

cultural, and environmental challenges” and “social entrepreneurs are ambitious and persistent – tackling major issues and offering new ideas for system-level change. They model changemaking behavior and catalyze organizations and movements where everyone can be changemakers” (Ashoka, 2021).

As shown above, the meaning and understanding of the term social entrepreneurship is much discussed, but as found by Alegre et al. (2017), and not in disagreement with the other explanations mention above, there is a common consensus of the term among theorists and practitioners. The Norwegian Investment company Ferd invests in social enterprises especially and is the owner of the “Social Entrepreneur of the Year” award. Since the unit of analysis in this case is the winners of this award, Ferd’s definition of social entrepreneurs is the one which is utilized in this thesis: “A social entrepreneur is one or more individuals who want to contribute to the creation of a new solution to a social problem. They may invent a new technological solution or develop a service that helps solve the problem – often more effectively than before. Companies of this type deliver results that have both a social and a financial impact, so they are often said to have a double bottom line” (Ferd, 2023b). Further, since this master thesis utilizes the work by Vogel (2017) and Davidsson et al. (2020), it is appropriate to use definitions presented by these authors. Table 1 in Appendix A includes all definitions used.

2.3 Entrepreneurial Opportunity

For entrepreneurs, opportunity is a core element (Mair & Martí, 2006, Vogel, 2017), central to the entrepreneurship process (Shane & Venkataraman, 2000), and opportunity identification or recognition is the most fundamental element in the entrepreneurial process (Gaglio & Katz, 2001, Corner & Ho, 2010). Entrepreneurial opportunities have been thoroughly researched the last two decades, especially since Shane & Venkataraman (2000) introduced their nexus idea, but the construct of opportunities is by several authors found to be elusive (Davidsson, 2015, Vogel, 2017). However, authors of opportunity literature in general regards the opportunity construct as “the journey from non-existence to existence of new economic activities” (Davidsson, 2015, p. 678).

2.3.1 Opportunity identification

In the field of entrepreneurial opportunity identification, there are two perceptions of or approaches to the phenomena (Vogel, 2017, Davidsson, 2015). Two of the earliest studies into opportunity identification argued that opportunities exist independently and are discovered by entrepreneurs, meaning that opportunities are conceived as objective phenomena (Shane & Venkataraman, 2000, Gaglio & Katz, 2001). Shane & Venkataraman (2000) suggest that the individual-opportunity nexus is important in order to understand why some venture ideas are viable and some are not, why some entrepreneurs explore these and some do not. In the social entrepreneurship context, this approach favours innovation as a way to deal with social challenges (Lehner & Kaniskas, 2012). Later studies have argued that opportunities are created by entrepreneurs and are therefore dependent on the entrepreneur, meaning that opportunities are conceived as subjective phenomena (Alvarez & Barney, 2007). Alvarez & Barney (2007) argue that the context in which the entrepreneurial action happens, whether this is leadership, decision making, human resource practices, strategy, finance, marketing, or sustaining competitive advantages, is distinct in the two approaches to opportunity identification. In the social entrepreneurship context, this approach focuses on the possibility of earned income while prioritizing the social mission of the venture (Lehner & Kaniskas, 2012). The two views are not exclusive and “...opportunity identification refers to the way entrepreneurs become aware of an opportunity, whether discovered or created” (González et al., 2017, p. 213).

Several authors have contributed typologies on entrepreneurial opportunities (e.g. Shane, 2003, Davidsson, 2012, in Vogel, 2017). One of them is Vogel (2017), who present a conceptual framework for the early-stage entrepreneurial process that also considers time as a factor. The framework gives us the opportunity to follow the start-up process from venture idea to venture opportunity and provides a deep and detailed theoretical foundation. It consists of three separate, but inter-related constructs; venture idea, venture concept, and venture opportunity. Throughout these three phases, individual-level factors such as personality, human capital, social capital are assessed, as well as external factors such as industry- and market characteristics, regulatory- and socio-demographic environment etc. (ibid.). Vogel’s framework is built upon for-profit ventures, but he states in his closing argument that “...the proposed framework has the flexibility to social entrepreneurships as well” (Vogel, 2017, p. 965). I now turn to social entrepreneurial opportunity identification.

2.3.2 Social opportunity identification

When it comes to opportunity identification for social entrepreneurs, less research is published. Some of the first scholars to address this issue were Mair & Martí (2006). They found that as a hybrid form between non-profit and for-profit ventures, social entrepreneurs can be limited in the opportunity identification due to explicit circumstances and contexts (e.g. laws and regulations) (ibid.). In their original form, social opportunities are global (Zahra et al., 2008), but the legislation for social entrepreneurs can have different legal forms which can influence the opportunity recognition process in some countries negatively while being favourable to the process in other countries (Lehner & Kaniskas, 2012). Additional findings by Mair & Martí (2006) were that social opportunity identification more often occur in collectives than in individual actors, and that social entrepreneurs prioritize opportunities related to social value more than profit-related opportunities. According to Zahra et al. (2008) social opportunities exhibit more attributes than commercial opportunities, identifying pervasiveness, relevance, social urgency, accessibility to others, and radicalness of solution sought as five attributes which define social opportunities. These attributes might have influence on social entrepreneurs' timing and scope as well as being an inspiration for their global endeavour (Zahra et al., 2009). As the world see shifts in demography, national economies, technology, a more conscious way to conduct business is required (United Nations, 2021). Within these shifts, social opportunities can be recognized.

Some empirical research has been conducted into social opportunity identification among social entrepreneurs in both developing and developed countries. A study by González et al (2017) seeks to provide more information on this subject, investigating whether opportunity identification in social entrepreneurship differs from opportunity identification in commercial entrepreneurship. In their study among Mexican social entrepreneurs, they found that social opportunity discovery is a function of entrepreneurial alertness in regard to information search, and that social opportunity creation is a function of innovation radicalness, implying that the opportunity identification process for social entrepreneurs follows different paths than for commercial entrepreneurs (ibid). An earlier research into opportunity identification in social entrepreneurship is a case study conducted by Corner & Ho (2010) investigating how opportunities to create social value are identified and exploited by social entrepreneurs in New Zealand. Four patterns were found: (1) opportunities as organic phenomena nurtured by entrepreneurs who were interested in a specific issue, (2) opportunities as an outcome of

collaboration between social entrepreneurs, (3) opportunities as a result of awareness and information based on the social entrepreneurs' previous experience, and (4) opportunities as a spark or a moment of inspiration. An overall reflection of the authors was that opportunity development of social entrepreneurs are more complex and composite than that of commercial entrepreneurs (ibid.), a reflexion shared by Lehner & Kaniskas (2012).

Taking a different view on the opportunity process of social entrepreneurship, a survey research was conducted by Engelke et al. (2015) where the authors investigate the role of external criteria in the future development of social entrepreneurial opportunities in Germany. Interesting in this study is that the participants are panels of experts (academia, governmental and non-governmental organizations, social enterprise investors, social entrepreneurs, and for-profit companies) who forecast and predict the development of social entrepreneurship as a problem-solving tool to social problems. They argue that while internal criteria such as the personal experiences and characteristics of the social entrepreneur are important, the environment in which social entrepreneurs operates, such as politics, economics, and societal developments, is fundamental to the future opportunity development (ibid.). Shane & Venkataraman (2000) introduced the core idea that external conditions can be just as important as the agent, and this is in agreement with Austen et al. (2006) who states that the external context can be equally important for both commercial and social entrepreneurs, defining external context as "...factors affecting the nature and outcome of the opportunity, but are outside the control of management" (ibid., p. 8). Vogel (2017) does not discuss external factors in-depth in his article, and I therefore turn to the novel construct of external enablers presented by Davidsson (2015) in order to get a better understanding of what these factors might be.

2.4 External enablers

No man is an island, John Donne wrote, and this is true for entrepreneurs as well. It is well established in entrepreneurship theory that creative agency is fundamental for the development of new ventures (Alvarez & Barney, 2007, Davidsson et al., 2023), but entrepreneurs do not operate in a vacuum (Chen et al., 2020). Rather, they are part of society and must therefore act accordingly. Conditions outside an organization are important and has through times provided entrepreneurs with advanced opportunities and changed the way they operate (Davidsson et al., 2023). For this reason, studying external environments and factors surrounding entrepreneurial

activities is important. Vogel (2017) suggest future research to link external factors with venture opportunity development. A focus on objective, actor-independent factors as opportunity providers for entrepreneurs (von Briel et al., 2018), the impact on entrepreneurial activity as a result of environmental changes on a macro level (Chen et al., 2020) and how these factors can create new form of value by entrepreneurial agents (Chalmers et al., 2021) are called for by researchers. For decades, entrepreneurship theory has been dominated by individual-level factors while external conditions such as context and environment has been given less focus (Davidsson et al., 2020). This is true in the field of social entrepreneurship as well. As discussed by Engelke et al. (2015) and confirmed in the review by Gupta et al. (2020), several research studies investigate the personality traits of the social entrepreneurs, while the area of external factors embedding social entrepreneurs is under-researched.

A novel construct within the entrepreneurial opportunity literature is that of external enablers, introduced by Davidsson (2015). It describes the influence external factors can have on (some) new venture creations related to circumstances around e.g. new technology, new regulatory reforms, and shifts and/or trends in macro-economic, political, demographic, socio-cultural and natural environment. External enablers are single, specific, temporarily, and environment related circumstances which can elicit and/or enable actors in their attempt to develop new ventures, e.g. by affecting factors such as supply and demand (ibid.). External enablers are not abstract elements, but something that is concrete or tangible and can be observed and sometimes predicted in a disequilibrium economy, and exploited by actors, whereas some succeed (ibid., Davidsson et al., 2020). To be an external enabler, the element (shift, change, reform) must be seen as giving potential to multiple ventures (Davidsson et al., 2020), but the potential of an enabler need not be favourable to all ventures, the same enabler can be the undoing to some ventures (Davidsson, 2015). Consequently, external enablers are selective, subjective, interdependent, and uncertain in regard to their favourability to potential entrepreneurs. Importantly, the external enabler construct can be used regardless of whether one favours the discovery view in the opportunity literature, or the creation view (ibid.). Digital technologies have, especially in the last three decades, had profound effects on entrepreneurial initiatives. Nambisan (2016) underlines the importance of this significant shift in how future digital entrepreneurial activities will develop and evolve, stating that entrepreneurial processes and outcomes will become less bounded/more fluid, and that entrepreneurial agency will become less predefined/more dispersed (in the venture creation process). von Briel et al. (2018) follow

Nambisan in his call for attention to digital technology in entrepreneurship research, focusing on whether digital technologies can function as external enablers on venture creation in the IT hardware sector. Their contribution to the external enabler construct is theoretical knowledge and tools for analysing multiple enablers simultaneously. von Briel et al. (2018) identify two dimension that can characterize digital technologies; specificity and relationality, which allows for evaluating the enabling potential of existing and future digital technologies. Further, the authors identify several enabling mechanisms in three stages of venture creation process; namely prospecting, developing, and exploiting, by utilizing digital technology. Lastly, the authors underline the importance of context in entrepreneurial practice and research of new venture creation, stating that "...a specified context can provide a sound setting for developing theoretical ideas in the first place" (ibid., p. 62). Davidsson et al. (2020) provides a framework for the conceptualizing of external enablers of new venture creation which can be used to research more complex changes in external factors influence and contribution to the life of ventures. In the next chapter, this framework is presented.

2.4.1 The external enabler framework

Davidsson et al.'s framework (Figure 1 in Appendix A) represents a new perspective on how external enablers can influence and contribute to the creation of new ventures and is inspired by previous research and fellow researchers' contributions (e.g. Davidsson, 2015, von Briel et al., 2018). The authors embrace the view that entrepreneurship is about creating new ventures or new economic activity (Wiklund et al., 2011, in Davidsson et al., 2020), and view venture creation as a process which take into consideration the evolving, developing, and shaping of new ventures (Davidsson et al., 2020). The focus is on independent start-ups (ibid.). The authors adopt the definition of external enabler as presented by Davidsson (2015), and the contribution by Shane & Venkataraman (2000) stating that external conditions can be just as important as the agent. Thus, agency and context are important to the framework, and the authors fully acknowledge the requirement of agency in new business ventures, such as perception, evaluation and action (Davidsson et al. (2020). This is in agreement with entrepreneurship theory in general (e.g. Alvarez & Barney, 2007). Their framework makes allowance for creativity, serendipity, and luck on the agents' part, with a less heroic view on the agent than implied in discovery or creation theories (Davidsson et al., 2020). The enabler itself is characterized as a change or a shift, and as a contrast the authors construe the context as stable. As previously stated, types of external enablers can be classified as demographic, socio-

cultural, natural environmental, technological, regulatory, macroeconomic, and political (ibid.). In this framework, Davidsson et al. (2020) go beyond previous research in that they, in addition to types of external enablers, also address characteristics, mechanisms, and roles to describe external enablers form, function, and influence on venture creation (ibid.). The external enabler framework is complex, and for this reason, I choose to present the focus area for this thesis, that of external enablers types and characteristics. Still, to get a better understanding of the complete framework, information on external enablers mechanisms and roles is included in Appendix A.

Characteristics of external enablers capture the nature of the enabler, that is; the form, in that they remind stable to the agents who might benefit, but perception and influence of them might vary according to the individual agents' alertness, effort, knowledge, and luck (ibid.). The authors discuss two characteristics; scope and onset. Scope of enablers is important in regard to strategic, scaling, and timing decisions, and can affect market potential. The authors identify four variations of scope; sectoral (range of industries affected), spatial (geographical area affected), temporal (duration period of the enabler), and sociodemographic (range of individuals affected). The four variations of scope can offer different degrees of enablement, from low to high (ibid.). Internet, as an example, has high sectoral and spatial scope as there is no limit in regard to industries and areas which can make use of this enabler. The temporal scope of Internet as an enabler is long, as no substitution so far is presented, and the sociodemographic scope is practical all human beings.

In order to make use of the onset of external enablers, the agent must identify it, through alertness, knowledge, or by luck, in order to turn new venture ideas into venture exploitations. The authors use two dimensions of onset in their framework; suddenness (gradual of sudden onset) which relates to timing, and predictability (anticipated or not anticipated onset) which relates to foreseeability (ibid, Chen et al., 2020). Onset is about evolution, in the meaning of "the pace and pattern by which the external enabler develops over time" (Kimjeon & Davidsson, 2021, p. 4). For example, a political coup as an external enabler is unpredictable and sudden, whereas an aging population as external enabler is predictable and gradual. Social movements can be unpredictable, but happen gradual, while a new law or reform, e.g. the legalization of marijuana, was regarded as somewhat predictable but happen quite sudden. External enablers which are seen as having a medio dimension in regard to timing and

foreseeability is technology and e.g. a migration crisis. It is important to highlight that external enablers do not have to happen as a jolt, like when the Covid 19 pandemic hit the world, some external enablers happen over a longer duration of time, like climate changes and social movements (ibid.). To get a better understanding of how use of the framework can improve our knowledge of the importance of external circumstances, conditions and environmental changes, it is important to take a detailed look at some of the empirical work where the external enabler framework has been used, and this is what the next chapter will focus on.

2.4.2 Empirical research using the external enabler framework

Davidsson et al.s' (2020) external enabler framework is novel but has already been used in several researches, e.g. Chen et al. (2020) on high-speed railway expansion in China, Chalmers et al. (2021) on blockchain in the global music industry, Davidsson et al. (2021) on the Covid 19 pandemic, and Hinderer & Kuckertz (2022) on bio-economy transformation in sustainable entrepreneurship. This chapter consist of an investigation into the external enabler frameworks' use in empirical research, ending with a discussion into what missed external enablement can lead to, as presented by Wood et al. (2022).

In the last decade, China, as the first developing economy, has built an extensive high-speed railway network (Chen et al., 2020). This study researches the impact this network expansion has on new business venturing with a focus on the external enabler frameworks' characteristics of temporal, spatial and sectoral scope. The authors identify five key aspects on the literature on external enablers. Among these are the level of precision in the categorizing of external enablers' scope characteristics, the sources of variance arising across regions, sectors, and agent characteristics. Further, the differentiation of scope of enablers and scope of enablers effects. Their research contributes to a more nuanced understanding of scope and onset in the external enabler framework, new insight into the impact of enabling mechanisms, and lastly assessment of entrepreneurial impacts in a developing country with its relatively new industrial development and combination of market-based and planned-economy governance (ibid.). The music industry has been subjected to enormous changes the last decades with the introduction of multiple new technologies. Chalmers et al. (2021) investigate how external enablers in the form of digital technology can be utilized to create economic activity. By using the external enabler framework, they identify three interlinked enablers; that of blockchain (technological),

ideology (socio cultural), and market volatility (regulatory). Further, the authors discovered that entrepreneurial agents actively engage in activities that allows them to investigate enablers, and scan markets for value propositions which can contribute to new venture ideas. In addition, music industry entrepreneurs took part in field level shaping work and venture level shaping work to better make use of the enablers. Importantly, their research contributes to better understanding of the relationship between external enabler and digital entrepreneurship (ibid.).

In recent decades, environmental changes have been influential in entrepreneurial initiatives and activities (Davidsson, 2020, Davidsson et al., 2023). An extremely relevant example of the influence agent-independent condition can have on new venture creation is that of the Covid 19 pandemic, showing that opportunities may present themselves even under the most severe circumstances (ibid.). Davidsson et al. (2021) view the pandemic as an external enabler and the authors discuss opportunities that have risen for new ventures as a result of the pandemic. The most obvious examples are the extreme growth ventures which deliver digital platforms as a tool to work or study from home has experienced. Ventures which have changed their offerings in order to provide health care products which are in high demand, such as masks and disinfectant fluids, is another example. The pandemic is also a good example in that, as an external enabler, it is multi-layered in terms of events related to the humanity crisis in itself, the responses from policymakers, and new emerging technological solutions that may permanently change the way we work (and live). Additionally, the positive impact on peoples' life we have witnessed (e.g. the care that people show one another) and the negative impact on society (e.g. social isolation). The authors illustrate the external enabler frameworks' potential in research globally as well as demonstrate the frameworks' richness in that it can be utilize on external enablers which has severe effect on business, focusing on opportunities for new ventures (ibid.). The focus on sustainable entrepreneurship has increased since UNs' 17 sustainability goals were introduced (United Nations, 2016, 2021). The transformation toward sustainable and circular bio economy can be seen as external enablement of new venture creation (Hinderer & Kuckertz, 2022). Using the external enabler framework as a tool in their research, the authors link unique competencies and knowledge on sustainable entrepreneurship to the core of entrepreneurship research, namely that of opportunity identification, evaluation, and exploitation (Vogel, 2015). The authors conclude that sustainable entrepreneurship and the bio-economy transformation mutually enable each other, and propose that through external enablement, and by targeting innovation policy, sustainable entrepreneurship has an important

role in the transformation towards sustainable development (Hinderer & Kuckertz, 2022). The authors state that the external enabler framework can be helpful when assessing consequences of societal changes on entrepreneurial activities and demonstrate that the external enabler framework can be “useful for transformation and innovation policy” (ibid., p. 2956).

Viewing external enablers from a different perspective, Wood et al. (2022) investigate the missed opportunities of external enablers, that is, when agents choose not to act on or fail to act upon opportunities presented by environmental changes and shifts. The focus of their research is on agency. The authors focus on transparency as to the existence (or not) of enablement, as well as direction, magnitude and relevance, called the concept of external enablers opacity. Further, agent intensity is discussed, meaning that without the mobilization by entrepreneurs in regard to time, effort and resources, the benefits of external enablers might not be utilized (ibid.). Wood et al. (2022) contribute to the understanding of the external enabler framework by investigating in-depth who benefit from external opportunities and the cognitive consequences for those who experience missed external enablers.

2.5 Summary

The literature review takes me through the social entrepreneurship field, investigating the social entrepreneurship concept and discusses the differences between commercial entrepreneurs and social entrepreneurs. Critique of social entrepreneurship is presented to make sure I don't view social entrepreneurship with “glossy and unrealistic” eyes, as people often are attracted to social entrepreneurs because of their interesting stories (Martin & Osberg, 2007). Myths about social entrepreneurship is addressed to provide me with even more clarity of what social entrepreneurship is (and is not), before I review previous research themes within the field. I then move on to the second theoretical field, entrepreneurial opportunity. Opportunities are at the heart of entrepreneurship and I explore opportunity literature in general before looking at social opportunity identification specifically. Research conducted on social opportunity identification is limited, but the most relevant articles for this research is presented. An important part of the discussion on opportunity is the article by Vogel (2017) and the presentation of his work on venture idea and venture opportunity. In the last part of the literary review, I first address the importance of external environment for entrepreneurial activity before introducing the novel construct of external enablers. Davidsson et al.s' (2020) external enabler

framework is then presented. As far as I can find, no research has so far put this construct in the context of social entrepreneurship, let alone in combination with social opportunities. So, to get a better understanding of how this novel construct can be used in my research, previous research where the external enabler framework is utilized in different contexts, addressing different types of enablers, is presented. The chosen research articles in the literature review chapter is therefore relevant for the research conducted in this master thesis, highlighting the literature framework upon which the research model is built.

3.0 Methodology

As presented in the introduction chapter, the research question seeks answer to how external enablers have contributed to the start-up process of Ferd's social entrepreneurs. In this chapter, the research methodology is presented. To ensure quality in the research, four tests must be considered; construct validity, internal validity, external validity, and reliability (Gibbert et al., 2008, in Yin, 2018). These tests are addressed in the following chapters, accordingly. In chapter 3.1 the context for the case is introduced through history on social entrepreneurship in Norway. The case itself is then presented through information about Ferd, the investment company which determines the social enterprises studied in this thesis. This chapter also includes introduction of the research model as well as addressing internal and external validity. In chapter 3.2 detailed information on the data collection process is explained, including challenges experienced during this process. In addition, this chapter includes construct validity and reliability. In chapter 3.3 the data analysis process is presented by detailed information on each step in this process. When doing research, there are several kinds of bias which can occur throughout the process. These are discussed consecutively in the relevant chapters. Further, ethical reflections made during the research need special attention and these are discussed in chapter 3.4.

3.1 Context and case

There are long traditions of social enterprises and co-operatives in Norway, and also business entrepreneurs have contributed to social value in their own geographic area (Hauge & Wasvik, 2016). These traditions were weakened when the Norwegian welfare state emerged in the late 1940s, and the government undertook some of the socio-economic activities. State responsibility and solutions have a widespread agreement in Norway as the citizens do not want to be dependent on for-profit market conditions, family or charity. The Norwegian welfare state

is in a unique situation because of substantial oil and gas revenues the past four decades. This might have led to less need of social entrepreneurs, but as shifts in the welfare policies (e.g. the labor market, health and social care) have been implemented (e.g. public procurements, client choice models) there has since the beginning of the 21st century been an increasing interest in social entrepreneurship (ibid.). In Norway, different entrepreneurial support organizations contribute to entrepreneurial activity through support programs. One such organization is Innovation Norway whose services range from financial support such as grants and loans to mentor programs (Innovation Norway, 2023). Support is also given to stimulate innovation, development, and international investments (ibid.). These kind of support organizations can be crucial in the start-up period and also in the further development of the enterprise. In a recent article, the CEOs of the two northernmost divisions of Innovation Norway argue that resources must be used in innovation (Ahyee & Haga, 2023). They identify the financial strains on entrepreneurial activity and demographical changes in the work force as two of the main challenges for this geographical area. Further, they suggest technology (Artificial Intelligence, digital solutions), sustainable business models, diversity in the work force, and research and development to educate people to ensure that the competence necessary for the future work force (collaborations between institutions) are prioritized. Lastly, the social value of people working together to enhance life quality for all is proposed as the most important solutions to meet the challenges of tomorrow (ibid.).

Internal validity addresses causal relationship where some conditions lead to other conditions and is mainly a concern for explanatory case studies (Yin, 2018). I have not been able to find research conducted on external enablers in the context of social entrepreneurship, and this gives my research an exploratory approach in the research design (e.g. Chen et al., 2020). The internal validity test as mention in chapter 3.0 is therefore not relevant to this case. The research model is presented in Figure 2 (Appendix A). Because I wanted the opportunity to do an in-depth study into one specific event (Ferds' award), a case study research was chosen as method (Easterby-Smith et al., 2018). The research design is a holistic single-case study (Yin, 2018). The context is social entrepreneurship in Norway and the case is a "portfolio" of social entrepreneurs which have been nominated to become "The Social Entrepreneur of the Year". The unit of analysis is the winners of this award. This competition is the property of the Norwegian investment company Ferd and has been awarded since 2010. Since the start, 13 social entrepreneurs have won the award. The competition is well regarded in Norway; the title itself is normally revealed

by the Norwegian prime minister, and the prize money is NOK 500.000 (equivalent to EUR 44.000 August 2023). The quality of the social entrepreneurs in this case study is therefore determined by Ferds' nomination. This involves a set of criteria; potential for scaling, double bottom line, and innovation, and a professional jury (Ferd, 2023a). The unit of analysis are social entrepreneurs with business address in Norway, and they offer products and/or services in a wide range of industries (e.g. health care, digital solutions, food and beverage industry). Their date of establishment is not important (some are young, some more established) as it is the start-up process I am interested in and all of them has gone through this period in their enterprises' life. Because the title has been awarded since 2010, some ventures might not exist anymore, for different reasons. If this is the case, information is included in the presentation of the winners in chapter 4.1.

External validity in case studies is related to analytic generalization where the researcher is making argumentative claims in regard to the findings (Yin, 2018.). As to whether my findings can be transferable to other geographical areas, it is possible to assume that Norway resembles e.g. Germany in that many societal needs are provided by the welfare state, as described by Engelke et al. (2015), and that findings might be transferable to this and other similar countries. External validity is further discussed in chapter 5, especially in regard to scope and onset of external enablers. In addition, as my sample consists of successful social entrepreneurs, the findings might not be transferable to social entrepreneurs not part of Ferds' portfolio. Generalization is for these reasons not a goal of this research.

3.2 Data collection process

Easterby-Smith et al. (2018) presents two forms of qualitative data; primary and secondary. The former can e.g. be interviews conducted for the sole purpose of the research. The latter includes written sources of information which has been produced for other purposes than research (ibid.), and this master thesis rely solely on several types of secondary data. Before starting the data collection process, thoughts into how the data could be organized where reflected upon, something which is important when working with qualitative data (ibid.). I decided on individual documents for each of the 13 social entrepreneurs which would include all data collected with source references. What information to collect with the research question in mind was given comprehensive reflections as this is a crucial part of the data collection process in

order to target the information which is to be collected (Yin, 2018). Further, I decided to do the analysis consecutively, meaning that the data collection and the analysis as described in chapter 3.3 was conducted on each social entrepreneur before moving on to the next. I found this way of working satisfying because it allowed me to go in-depth on each of the social enterprises, making it easier to understand the individual enterprise before moving on to the next.

Yin (2018) discuss several sources of evidence as techniques to collect secondary data. The one I have chosen is called documentation and is useful when one utilizes different sources of documentary information. The strengths of this source of evidence is that it is stable, unobtrusive, specific and broad while weaknesses are retrievability, biased selectivity, reporting bias and access (ibid.). I experienced all the strengths of the documentation techniques; the evidence was stable in that I could access it any time, and it was as specific and as broad as I allowed it to be through my search criteria. The weaknesses were dealt with as described below. The first part of the data collection process is to decide upon which data is to be collected in order to answer the research question, and this was given considerably reflection. Ghauri & Grønhaug (2010, in Easterby-Smith et al., 2018, p. 174) highlights the importance of letting the “research question guide and frame the data – and not the other way around”. Equivalent to how the questions in an interview guide is created in regard to research questions, I identified three key elements which focused and targeted my data collection; (1) background of the social enterprise, (2) product and/or services they provide, and (3) their target group and customers. The data was collected by accessing different documents and web sources. The documents consist of mainly three different sources; (1) The justification for the award by Ferds’ jury, (2) The web page of the social entrepreneurs, and (3) Norwegian new papers articles and magazines which was collected through the data base Retriever. 222 sources were used in the research. Retrievability was not difficult for sources (2) and (3), while gaining access to the justification by Ferds’ jury was difficult for the winners in 2010-2016. However, this justification was found through source 3. This documentation provided me with information from three different aspects; the jury puts emphasis on the awards three criteria, the web pages represents how the social enterprises want to introduce themselves to interested parties, and the numerous newspaper and magazine articles present the social enterprises from different angles, as chosen by the individual authors. By triangulation of the three sources, the documents provided me with comprehensive information which was used to answer the research question.

When searching the Retriever data base, some challenges were experienced. Some articles were the same ones, with one paper and one web publication. The same article was also published in newspapers which collaborates with each other. A lot of articles were from the local newspaper from the geographical area where the social entrepreneurs belong. Some articles were not available anymore or the link took me to today's edition of the newspaper. Some were just a mention on last year's winner when next year's nominees and later winner was announced. I have tried to use stories from a variety of newspaper and magazines to make sure there is as little selectivity bias and reporting bias as possible (Yin, 2018), by me and by the author of the publications. When doing the search, the names of some of the social enterprises provided me with another challenge; some of the word(s) included in the names of the social enterprises are extremely common in the Norwegian language. The 2011 winner is called Noen (somebody) and the 2015 winner is called Gammel Nok (old enough). For some of the enterprises, I included "social entrepreneur" as a search word. Further, the word "entrepreneur" in Norwegian, in addition to meaning entrepreneur as in this thesis, also means a constructor. This led to more hits in the search data base but was somewhat rectified by using social entrepreneur in the search criteria. For one of the entrepreneurs, the founder's name was used in order to target the search. Most variety in the search words was caused by Epleslang (a Norwegian word for sneaking into someone's garden and stealing apples, an "activity" mostly connected to histories from childhood memories from today's elderly generation). The result of the search revealed both epleslang in the real sense of the word, but also stories on wild animals going apple hunting, people being reported to the police (a criminal offence, albeit an innocent one), or reporting themselves (!) for epleslang (a graduation activity), a dance, a musical record, a jazz band, a recipe, an art exhibition, a book, a tv-series, theft of Apple phones, used as a tourist activity at apple areas on the west coast, in biblical garden-of-Eden texts, and even used in political debates. Here as well, social entrepreneur was included in the search criteria. Year of establishment was used as starting point for the search in Retriever with May 2023 as the limit. Table 2 in Appendix A gives detailed information on search criteria and the results.

Construct validity is about "identifying correct operational measures for the concepts being studied" (Yin, 2018, p. 42). In chapter 2.2 and Table 1 (Appendix A) explanations and definitions of the terms and phenomena used is presented. Reliability in a qualitative research

is strongly related to transparency as there are risks in regard to different forms of bias, and documentation of the research process is recommended (Yin, 2018). In regard to construct validity and reliability of the evidence collected, Yins' (2018) four principle of data collection were considered. The first is to use multiple sources of evidence (ibid.). While a combination of e.g. documentation and interviews would suit the research, the time scope of this thesis did not allow this. Instead I made sure to use a variety of sources viewing the social entrepreneurs from different angles, as discussed above. The second principle is to create a case study database in order to organize and document the data collected (ibid.). This was done by individual documents on each of the social entrepreneurs which included the data collected with source references, and a separate "researchers report", as recommended by Yin (2018). The third principle is to maintain a chain of evidence (ibid.). I have tried to meticulously describe the research conducted by describing the process and provide sources of information, so that the chain of evidence can be linked from research question through to the conclusion. The fourth principle is to exercise care when using data from social media sources (ibid). I have chosen not to use social media sources, relying on the data found in the three sources mention above.

3.3 Data analysis process

Yin (2018) strongly advise the researcher to develop an analytical strategy while Larty & Hamilton (2011) address the importance of developing structure when analyzing narrative material. An abductive approach (e.g. Timmermans & Tavory, 2012) was chosen because alternating between theoretical perspectives and empirical data made sense in my research since it might reveal novel findings. I started with gaining knowledge on social entrepreneurship, social entrepreneurial opportunities, the start-up process, and the construct of external enablers. When doing the data collection, I searched for changes and shifts which could be seen as external enablers. I then looked at each individual shift to determine a type. While searching for relevant data, I kept an open mind as to the findings without being limited by the theoretical knowledge. I then returned to the theoretical foundation while analysing and discussing the findings, making it an interactive process between theoretical and empirical perspectives.

To analyse the collected data material, narrative analysis was chosen, as shown by Larty & Hamilton (2011), because the data collected tells the story of how the various social enterprises came about. Narrative analysis is based on exactly this; collecting peoples' stories and analysing

them (Easterby-Smith et al., 2018). Stories can be used in many ways; to evaluate the past, to express visions and goals, to exchange and communicate information and knowledge. Narrative analysis follows these steps: (1) Selection (of the stories or storytellers), (2) Analysis of the narrative (a detailed examination), (3) Re-contextualization (re-examination of the context), and (4) Interpretation and evaluation (background, meaning, and function) (ibid.). This form of analysis is about how people create and use stories, which makes it a good fit for my research.

Step (1) Selection of the stories is explained in chapter 3.2 Data collection. Step (2) Analysis of the narrative was conducted by using the Gioia Methodology (Gioia et al., 2013) as inspiration. Understanding of how this analysis method can be used was found in Hinderer & Kuckertz's (2023) research into bio-economic as an external enabler, showing how the Gioia Methodology is used to code and categorize data material (ibid.). The 1st order concept was labeled Type of External enabler. For each of the social enterprises, I used the data material collected to search for possible shifts or changes which could qualify as external enablers and then suggest category (type) for each of them. In this work, I was open to finding different and several types of shifts or changes, and also that I might find new types of external enablers not suggested by Davidsson et al. (2020). The 2nd order concept consisted of (1) external enablers scope, divided into sectoral, spatial, temporal, and socio-demographic, and (2) external enabler onset, divided onto predictable/unpredictable and gradual/sudden. None of the documentation used was written with the external enabler construct as a topic. This gives strength to my analysis because there are no bias in this regard from the documentation. Davidsson et al. (2023) calls this a detached "bird's eye" perspective; that of the researcher. This perspective might "offer a more holistic, critical and informed understanding of intersecting external change factors" (ibid., p. 330). A weakness with this perspective is that I alone have found possible shift and changes which can be seen as external enablers. This bias is addressed by discussions with my tutor and by being thorough in the argumentation in chapter five.

Step (3) in the analysis process, Re-contextualization, was used to re-examine the analysis in step (2) and the context it was set within. Here, the position of the storyteller was examined. As described in chapter 3.2 the three sources of documentation used represents different perspectives; the position of the storyteller, and it was important to remain objective and impartial when doing the re-contextualization. Further, since social entrepreneurs can be

viewed with rose-tinted glasses, as discussed in chapter 2.1, I made sure to include sources of documentation which question the value and contributions made by social enterprises in general, and by Ferd, as an important player in this field, especially. A final context which was examined is the historical context of social entrepreneurship in Norway. In this step, my own knowledge of changes in society throughout the time frame of the 13 social entrepreneurs was very helpful. Being a Norwegian citizen of some years, my life experience has contributed in the re-examine process, e.g. that I do remember the introduction of The Responsibility Reform. In addition, media in general has contributed to the interpretation through recent documentaries on dementia (Demenskoret) and obesity (Helsekost Furuset). Step (4) Interpretation and evaluation was reflected upon by viewing the social entrepreneurs together, looking for similarities and differences. Content, structure and context was evaluated to make sure the contribution of each story was relevant to the research. This step included making tables and matrices in order to highlight the result and conclusion of the analysis. When the analysis was finished, I turned to the literature review presented in chapter 2. By reflecting on the literature review and the analysis just conducted, I discuss the findings in order to answer the research question through a conclusion. The “birds-eye view” was especially important in this step.

3.4 Research ethics

I have tried my very best to respect key principles in research ethics; protection of the social entrepreneurs in this case, and protection of integrity of the research community, as recommended by Bell & Bryman (2007, in Easterby-Smith et al., 2018). In this chapter I reflect upon ethical considerations contemplated throughout the entire research.

Inspiration and motivation for a specific social issue from personal and/or professional background, or from groups of people, e.g. family, personal and/or professional networks, are at the heart of many of the 13 social entrepreneurs in this case, as discovered when reading the data material collected. This underbuilds theory on the importance of entrepreneurial agency (Alvarez & Barney, 2007, Davidsson et al., 2023). Internal factors which inspired and motivated the start-up of the social enterprises cannot be investigated by reading newspaper articles alone but should be gain from personal interviews to make sure the voice of the entrepreneur is heard. I did indeed find information on such internal factors when collecting data, but it would not be ethically correct of me to comment on or make assumptions about internal factors leading to

entrepreneurial opportunity without the founders' themselves being included. This master thesis' focus is on external factors in the form of enablers, any personal information is therefore divulged only as part of the background story and is limited to non-sensitive information; no names or other personal information identifying the entrepreneurs is included.

To do research ethically, it is important to stay objective (Yin, 2018). When searching for and appropriating knowledge on theoretical and empirical literature relevant for ones' research, it is easy to develop a preconceived position before starting the empirical part (ibid.). Because the external enabler construct is complex and was new to me, I took time to study the external enabler framework (Davidsson et al., 2020) thoroughly through the original article (ibid.) and through the limited research conducted where the framework has been used (e.g. Chen et al., 2020, Chalmers et al., 2021). This provided me with in-depth understanding of several issues and contexts which the framework could be used within, providing me with ideas for my own research. The knowledge gain also had the potential to put me in a position where it made me undertake a preconceived position before starting the empirical part. Davidsson et al. (2020) define seven types of external enablers. Chen et al. (2020) introduce infra structure as external enabler and Hinderer and Kuchertz (2022) introduce bio economy as an external enabler. If I had focused solely on the types suggested by Davidsson et al. (2020), it would have been easy to only look for these types of external enablers when doing the research. Reading other empirical research articles on the subject made me open to searching for other types of external enablers in the empirical process, and I identified one additional type. The article by Wood et al. (2022) was especially important as it made me aware of the possibility of missed external enablement. Further, it was important to not be "to open" in the meaning of defining every little shift or change as an external enabler. The concise definition by Davidsson (2015) helped me understand the exact nature of external enablement (e.g. a shift, being tangible), and provided me with helpful tools to avoid an undesirable preconceived position. Lastly, gaining knowledge on critique and myths about social entrepreneurship also allowed be to stay objective when doing the research. It was admittedly difficult not to become too involved in the 13 social entrepreneurs' enthusiasm, inspiration and motivation for the multiple social challenges each of them tackles on a daily basis. I think the reader will understand this when reading the stories of them all, as presented in this master thesis.

A concern when collecting data through written documents (secondary data) is the possibility of different kinds of bias. As mentioned and addressed above, there is a risk of bias when choosing which material to include in the data collection; that of the authors' perspective and motive. Another is hindsight bias (Cassar & Craig, 2009), meaning that when telling their stories on their websites or to journalists, the social entrepreneurs will tell their story as they remember it. Some of the enterprises have been in business for several years, which means that the social entrepreneurs needed to cast their thoughts back many years in order to tell their story and this might compromise the story. I have addressed this concern by choosing data material going back to the year of establishment and up until today but making sure the data is still relevant. In addition, special attention was put on data material from the year each won the award as the entrepreneurs in this period had retold their stories throughout the process of interviews and presentations; they had re-visited "the past". Bias can also occur when doing research solitary, there can be a risk of the researcher interpreting and analysing the data incorrectly. By including the data material collected (Appendix B), emphasis is put on transparency in that the readers themselves can reflect upon the research question or simply use it to get to know the 13 social enterprises in this case. This is also in line with the narrative approach in this thesis; the stories of the social enterprises investigated. My tutor has been included in the work and has given valuable advice in regard to risks, bias challenges, and ethics.

4.0 Result

In this chapter, the 13 social enterprises are presented through the data material collected, as described in chapter three. The presentation includes background on the social entrepreneurs, information on the products and/or services they provide, and their target group and customers. The data material collected on each of them is extensive and it is not possible to include all in this chapter because of the thesis' scope. Additional information including sources referred to by footnotes is found in Appendix B. It is important to underline that the analysis and discussion in chapter five is based on the presentation below *and* the additional information. The 13 social entrepreneurs are presented in a chronological order, with this year's winner presented first.

4.1 Presentation of the case study social entrepreneurs

2023 - HELT MED

HELT MED (Totally With) is a foundation which was established in 2017 in Bergen¹, and later established offices in Oslo and Stavanger as well². HELT MED offers work inclusion for people with disabilities, developmental disorders, and learning difficulties as employees for the overall Norwegian labor market, giving disabled people the same opportunities as others to work within an area and industry chosen by themselves³. This is HELT MEDs target group⁴. The customers are potentially all public and private employers⁵. Even NAV themselves use HELT MEDs' services, hiring people to become hosts at their offices⁶. One of the first customers was a hotel chain and this company has been a driving force for HELT MEDs target group⁷. Later, nursing homes for elderly and people with dementia have hired employees through HELT MED⁸.

2022 - Ideelt

Ideelt (Ideal) was established in 2018 in Oslo. The name is now changed to Ideelt Security⁹. Ideelt offers work inclusion and training for young adults without formal education and experience, and employees for specific sectors in Oslo¹⁰. Tøyen library was troubled by young adults from urban areas hanging out and creating challenging situations which had to be sorted out by security companies (demanding security resources to deflate situations). From this situation the idea of using young adults as hosts to create a secure and ideal environment at and around the library came about, changing the situation from an unfortunate environment to a thriving one. This is Ideelts target group¹¹. The customers are as of now public and private libraries, and other public organizations, but also festivals and exhibitions have engaged Ideelt. There is potential to include both public and private employers in Oslo¹².

2020 - Lifeness

Lifeness was established in 2018 in Skibotn by a doctor and a (serial)entrepreneur from the fitness business¹³. Their goal is to simplify treatment of people with obesity and other life-style related illnesses¹⁴. Lifeness offers health care services through a digital medical platform with cloud solution. The platform makes it easier and more effective to help and follow-up people with chronic life-style illnesses¹⁵. Lifeness has also developed an app which makes it easier for the users to uphold their motivation in regard to life-style changes¹⁶. The target group is people with obesity and other lifestyle illnesses. The platform has three main user groups/customers: the person itself (the one with the illness), professionals working with people with obesity, and clinics and municipalities as an offer to their patients/inhabitants¹⁷.

2019 - iMAL

iMAL was established in 2015 in Trøndelag by a primary school teacher who experienced great results teaching children how to read, using a method called iMAL (Integrated, multisensory, Association-based, Learning)¹⁸. The method is built on research showing that writing by hand creates a motoric track in the brain which strengthens the learning effect of letters¹⁹. iMAL offers a digital solution (web application) for learning letters through association method targeted for children who experience challenges with learning letters, and this is iMALs target group²⁰. The customers are Norwegian primary schools²¹.

2018 - Assistert Selvhjelp

Assistert Selvhjelp (Assisted Self-Help) was established in 2016 because the founder wanted to solve a problem in society; helping people with different forms of psychological challenges at an earlier stage²². As a psychologist with technological competences, a somewhat unusual combination of knowledge, resulted in the web solution Assistert Selvhjelp²³. The solution is developed to be combined with the municipalities own low threshold services²⁴. The services include Internet treatment tools based on the method Guided Self-help. The target group is people, especially young adults (16+) who experience mild to moderate psychiatric illnesses such as anxiety, depression, sleep difficulties, exhaustion, phobias and more²⁵. The customers are Norwegian municipalities. General practitioners as well as private enterprises are also potential customers²⁶. Additionally, insurance companies on behalf of their clients²⁷.

2017 - Motitech

Motitech was established in 2013. It started as a project through Bergen municipality in 2011. The goal for the project was to motivate elderly people and people with dementia to increased physical activity. The success lead to setting Motitech up as a social enterprise²⁸. Motitech offers a digital solution for physical exercise by using ergometer bikes while watching motivation films, called Motiview²⁹. The film library consists of films (with sound) from the users own geographical area, inviting the users to bike through familiar scenery from their own part of Norway³⁰. The target group are elderly people living in nursing homes, pensioners living at home, but attending different activity centers, and people with dementia. The customers are nursing homes and activity centers owned by Norwegian municipalities³¹. In addition, Motitech sell their products in the Nordic countries, in Canada, England and Australia³².

2016 - Generasjonsmøtet M

Generasjonsmøtet M (Generation Meeting M, later changed to Generasjon M) was established in 2011³³. M means meeting-place, fun, compassion, diversity, achievement or meaningful³⁴. It

started as a student venture through a program called Young Entrepreneurship³⁵ (Ungt Entreprenørskap) at a secondary school (age 16-19) and was re-established as an ideal venture in 2013³⁶. Generasjonmøtet M offers meaningful part time jobs for young adults (first target group) through creating physical and social activities for elderly people (second target group) living in nursing homes or in their private home³⁷. The activities can be e.g. exploring the local community or nature by walking or by using Rickshaw bikes, dancing, quiz competitions, and most importantly; having meaningful conversations either in groups or two-on-two³⁸. The customers are nursing homes owned by Norwegian municipalities and private nursing institutions³⁹.

2015 - Gammel Nok

Gammel Nok (Old Enough) was established in 2012⁴⁰. The inspiration for the name comes from an old Norwegian saying, stating that “if you are old enough, you are good enough”⁴¹. Their business idea is to deliver senior (50+) staffing to temporary and permanent positions in public and private sector⁴². Gammel Nok started as a centre for miscellaneous jobs for pre-retirees and pensioners, offering a variety of elderly helping elderly⁴³. Later, they changed into an enterprise with four focus areas; maintenance, recruitment, practical assistance, and care services, offering services within practical assistance (e.g. janitorial services), care services (e.g. lunch hosts), and staff providing care and assistance for elderly people⁴⁴. Gammel Nok is a recruitment enterprise for people who, for various reasons, experience work exclusion, this is the target group⁴⁵. The customers are public and/or private; nursing homes in need of extra staff and private citizens who need help with minor repair, gardening work, garbage disposal⁴⁶.

2014 - Monsterbedriften

Monsterbedriften (The Monster Enterprise) was established in 2003 in Oslo⁴⁷. Their vision is to contribute to a better life for young people who have problems adapting to the laws and regulations of society⁴⁸. Monsterbedriften offers work inclusion and work experience for people with a criminal record who might not have any formal education or previous work experience⁴⁹. More specific, the service provided is demolition work, with special expertise on bathrooms⁵⁰. The target group is people with a criminal record, people on the edge of society, former substance abusers, and people who suffer from social anxiety and from ADHD⁵¹. The employees are recruited directly from prisons, from NAV, and through regular hiring standards⁵². The customers are private companies and public institutions in need of construction and renovation services, e.g. hotels and housing associations⁵³. Sadly, Monsterbedriften had to close down in 2017 due to bankruptcy. Part of the company is still functioning but with a

different structure and profile (e.g. an Oslo franchise where former employees work)⁵⁴. I chose to include Monsterbedriften in this master thesis because it was ongoing for over a decade and because of what can be learned from their story.

2013 - Epleslang

Epleslang (Apple Hunting) was established in 2012 in Oslo⁵⁵. It started as an assignment at The Norwegian School of Entrepreneurship⁵⁶ (Gründerskolen) where five students discussed why so few homeowners use the apples in their garden. From this, Epleslang's business idea grew⁵⁷. In 2020, Epleslang was bought by The Salvation Army⁵⁸. Epleslang offers work inclusion and work experience for people with disabilities, young adults without formal education or previous work experience⁵⁹, and later, people with a history of substance abuse⁶⁰. The product offered is high quality, locally produced, ecological apple juice made from surplus apples handpicked free of charge in Oslo gardens, pressed, pasteurized and bottled on a small farm just outside of Oslo⁶¹. Epleslang has two target groups; the first has been and still is people experiencing work exclusion, offering them the possibility to work within the food and beverage industry⁶². The second is the owners of gardens with apple trees which are not being exploited to its' fullest, named by Epleslang as "apple donors"⁶³. By donating surplus apples, this group can experience feeling good about contributing to perfectly good apples being utilized for apple juice production⁶⁴. The customers are people who enjoy apple juice, perhaps with an extra focus on buying locally produce or have an interest in supporting the "do not waste food" movement⁶⁵.

2012 - Lyk-z & Døtre

Lyk-z & Døtre (Lyk-z & Daughters) was established in 1994 in Skien and is the oldest company in the case study⁶⁶. Working in several European countries, the founder has helped young adults in need of care and direction in life, whether these were young adults with war injuries, young refugees without a network, or young adults living in tough urban areas⁶⁷. Today, Lyk-z & Døtre helps young adults in the age between 16 and 25 who have become stuck in life to get back on track in regard to education and work⁶⁸. Lyk-z & Døtre offers life management services through different programs, depending on each individual participants' need⁶⁹. The programs are conducted through physical and/or digital attendance⁷⁰. One program caters to those who do not need extensive help and is a 16-days three module program. Another program caters to those in need of extended help and is called FROG Leadership and Life Management and is a 25-days five module work-shop program⁷¹. The target group and customers are young adults and adults who are at risk of being excluded from society because of lack of formal education,

work experience, or having been unemployed for a longer period of time⁷². Some customers are referred by NAV⁷³, others have heard about Lyk-z & Døtre through “word of mouth”⁷⁴.

2011 - Noen

Noen was established in 2006 in Steinkjer to cater for a family member of the founder who developed dementia⁷⁵. The concept was so successful that it was established as an enterprise in 2008⁷⁶. The name means “somebody” and was inspired by feedback the founder got from public health care services when presenting ideas for caring for the relative with dementia: “These ideas are great. *Somebody* should do something about it”⁷⁷. Noen has an individual approach to dementia; they focus on the healthy parts of the person in order to create better health and quality of life⁷⁸; instead of talking about a demented person, they talk about a person with dementia⁷⁹. The core values for Noen is dignity and totality⁸⁰. Noen employs people who otherwise struggle to find jobs, meaning that Noen also contribute to work inclusion⁸¹. Noen offers services for people living with dementia or other cognitive challenges, living at home or in a care institution, and their next of kin. This is Noens’ target group⁸². The services can be of a practical nature, e.g. helping them to dental appointments⁸³, or of a social nature, e.g. visits where the conversation is based on the person with dementias terms⁸⁴. The customers are the person with dementia themselves (if at an early stage in the illness), or next of kin⁸⁵.

2010 - Forandringsfabrikken

Forandringsfabrikken (Change Factory) was started as a project within the organization Save The Children⁸⁶ in 2004 and established as an independent enterprise in 2013 in Oslo⁸⁷. Their idea is that children and young adults have important knowledge which Norway needs, and are the best communicators of this knowledge⁸⁸. Forandringsfabrikken offers services in form of information on and knowledge of children’s rights, based on data collected from methods which involve speaking with children. They functioning as a link between children, and politicians and the government, providing knowledge and information on a variety of issues concerning children’s education, leisure time, and general well-being. The target group is children and young adults⁸⁹. The customers are all public institutions in Norway which deals with matters concerning children and young adults, e.g. Ministry of Education and Research⁹⁰. Sadly, Forandringsfabrikken faces allegations of a severe nature⁹¹. Forandringsfabrikken has excited as a project and as an enterprise for 18 years before the allegations, I have therefore chosen to include them in this thesis. Further, I think it is important to tell the stories of all 13 award-winning social entrepreneurs because it is interesting to see what have become of them all.

5.0 Analysis and discussion

In this chapter, I analyse and discuss the results as presented in chapter four and in Appendix B. Using the framework of Davidsson et al. (2020), I analyse and discuss the types and characteristics of external enablers. I do this by categorizing the external shifts and/or changes found in the data material into types. The result is presented in Table 3 (Appendix A). Some of the external enablers identified can represent several types. Likewise, each type can include several shifts and changes in society which has given social entrepreneurial opportunities to the 13 social enterprises in this case. In fact, all of the 13 social entrepreneurs have exploited several types of external enablers in the start-up process of their social enterprise, as presented in Table 4 (Appendix A). Next, I analyse and discuss the characteristics of scope and onset of external enablers, as presented in chapter 2.4. This is done through examination of data material found on each of the 13 social enterprises, as explained in chapter three and presented in chapter four and in Appendix B. The result is summed up in Table 5 and Table 6 (Appendix A). The chapter ends with reflections around social entrepreneurship and a summary.

The discussion is inspired by, but not limited to, the work by Davidsson (2015) and by Davidsson et al. (2020), as well as being open to potentially other types of external enabler types not discussed in previous articles. Davidsson et al. (2020) addressed the concept of scope and onset of external enablers, and their discussion and examples contributed to knowledge and inspiration. It made me reflect on how different external enablers can be seen and regarded as, when it comes to variations in the four scopes (sectoral, spatial, temporal, sociodemographic) as well as reflections around different dimensions of onset (gradual vs sudden and predictable vs unpredictable). The empirical research articles by Chen et al. (2020), Chalmer et al (2021), Davidsson et al. (2021), and Hinderer & Kuckertz (2022) have provided understanding and reflection on external enablers as opportunity creators for social entrepreneurs. Important for the discussion has been to reflect outside these examples as well. Vogels' (2017) work on venture idea and venture opportunity provided me with understanding of the start-up process of the social enterprises in this case. Lastly, the knowledge gain on social entrepreneurship made the discussion around social entrepreneurs and their possible contributions to the Norwegian society very interesting.

Before starting, I have to comment on the first winner of Ferds' award. Forandringsfabrikken is interesting to discuss as their work on children's procedural rights include so many areas which could all be discussed here. Their research includes bullying, psychological challenges, growing up as a child with divorced parents, and education. One of Forandringsfabrikkens' most influential work was conducted on life experiences by children growing up in care institutions in Norway and how these experiences have influenced their lives then and as adults. Forandringsfabrikken is mentioned in several chapters, but a more in-depth analysis and discussion can be found under regulatory external enablers.

5.1 Demographic types of external enablers

Social entrepreneurs' starting point is challenges faced by society and it is therefore perhaps no surprise that demographical types of external enablers are considered as social opportunities for all of the social entrepreneurs in this case. Some are inspired by and has exploited opportunities presented by the same or similar social challenge originating from demographical issues, using different approaches. Others have chosen a social opportunity not addressed by any of the others. Through my analysis of the data material, I have found several changes or shifts which can function as demographic enablement for the social entrepreneurs in this case. These are divided into three chapters; (1) Work exclusion, (2) Life and/or life-style challenges, and (3) The wave of elderly and dementia.

5.1.1 Work exclusion

The social challenge originating from people being excluded from work is a demographic type of external enabler addressed by all of social entrepreneurs in this case; directly or indirectly. The common factor for the social enterprises is that these groups of people are seen as human resources. People are excluded from work for a variety of reasons and eight of the social entrepreneurs in this case address this challenge directly. One group who experience work exclusion and is addressed by several of the social enterprises are people who for different reasons have reduced work abilities. HELT MEDs target group is people with disabilities, developmental disorder, and/or learning difficulties, while some of Noens' and Motitechs' employees are people who do not have full work capacity and people who are registered as unemployed by NAV (long term unemployed, people without required medical competence). Epleslang, in the first eight years, hired people with a varied background who struggled to find

a job because of lower work abilities, or refugees with limited knowledge in the Norwegian language. Later, through their new owner The Salvation Army, Epleslang employs former substance abusers. Monsterfabrikken hires primarily people with a criminal record but people with social and/or psychological challenges (e.g. anxieties) are also part of their workforce. Gammel Noks' target group is senior citizens (50+) who struggle to find a suitable job because of their age. Ideelt and Generasjonsmøtet M hires young adults who are excluded from work because of young age, meaning that they lack formal education and work experience.

For five of the social entrepreneurs in this case, work exclusion is addressed indirectly by helping people with different challenges, and by doing so, advances their chances of securing a job. Lifeness' target group is people with obesity and other lifestyle illnesses while Assistent Selvhjelps' target group is people who experience mild to moderate psychiatric illnesses. Lykz & Døtres' target group is young adults who struggle to find a direction in life, and by helping them, advances their job possibilities directly or through education. iMALs' target group is children with reading and writing disabilities, and even if they allegedly are not ready for the national work force for some years, an important key to obtaining a job is knowing how to read and write. The same can be said for Forandringsfabrikken. Their work on children's procedural rights and their many investigations, give children a voice and provide society with knowledge. This knowledge is important to ensure the welfare of children so that they can participate in social settings and later through work. The first four of the five enablers will be discussed in chapter 5.1.2 through the challenges deriving from demographic changes in society in regard to psychiatric illness, obesity, life-choice dilemmas, and reading and writing challenges. Forandringsfabrikken is as mentioned before discussed under regulatory external enablers in chapter 5.5.1. But first I discuss the external enablers of the eight social enterprises which address work exclusion directly.

The external enabler characteristics of the eight social entrepreneurs discussed in the first paragraph which address work exclusion directly, has both similar and different scope and onset. In Davidsson et al. (2020) high sectoral and spatial scope means world-wide (e.g. Internet), not just one nation. I therefore distinguish between high national and high international sectoral and spatial scope. HELT MEDs' sectoral scope is not limited to a specific industry, the employer can be private or public, it can be a chain or a small enterprise. The

sectorial scope for HELT MED is high. Another social entrepreneur with high sectorial scope is Gammel Nok. They operate primarily within practical assistance and care services but have employees with work experience from a variety of sectors and industries (e.g. administrative work, information technology, economic and accounting, transport and logistic, real estate, construction, oil and gas, kindergarten, health care services). Lately, focus on hiring senior nurses for flexible jobs has emerged (part pension, part job). This means that the services offered can easily be adapted to include different kinds of industries, expanding the potential for a high sectorial scope for Gammel Nok. Ideelt is not limited to a specific industry, but the focus so far has been on libraries where they work as hosts and (when in operation) Covid stations. Their next focus area is property, construction, and IT. The employer can be private or public, it can be a chain or a small enterprise. There is potential for a reasonably high sectorial scope for Ideelt. Of the social entrepreneurs with a low sectorial scope is Monsterfabrikken which operates in the construction industry. It is possible to use the business model in other industries as well, but perhaps not by Monsterbedriften which has specialized themselves on demolition. Epleslang sell apple juice and is part of the food and beverage industry; a low sectorial scope. Noen and Generasjonsmøtet M are in the health care sector. This is true for Motitech as well, with a special focus on health care technology. Motitech offers the possibility of physical activity which also is beneficiary for cognitive senses. Noen offers services to people with dementia and cognitive challenges, elderly people, and people of all ages in need of practical and social services. For Noen and Motitech the sectorial scope is quite low, although one can reflect on whether Motitech's services can be sold to some of Lifeness' customers too. Generasjonsmøtet M also offers (activity) services for elderly people. Their goal is to be the largest employer for young adults, and therefore have the possibility of high sectorial scope although there are some limits as well; if specific qualifications are needed, e.g. how to care for mentally challenged people or children with severe trauma, they cannot offer their services. These social enterprises have chosen different industries. Looking at the data material and the analysis in an overview perspective, one can say that work exclusion as a societal challenge can be addressed by most industries, meaning that the sectorial scope of work exclusion as a demographic external enabler is high, both nationally and internationally, as shown by several of the social entrepreneurs discussed above.

When it comes to spatial scope, there are similarities and differences in regard to the geographical areas the social enterprises which address work exclusion operates in. Today,

HELT MED is limited to Norway and is active in 40 municipalities throughout the country. The national spatial scope is high (no limits), and the idea has potential to be exported worldwide (similar projects exist in Denmark). Generasjon M and Ideelt both employ young adults. Generasjonsmøtet M operates in the area around Oslo, with increasing number of customers. If they succeed in becoming Norway's largest employer of young adults and create meetings across generations throughout the country, there is a potential for high national spatial scope. The business model can be exported to countries with similar public structure for health care for elderly people (in some parts of the world, the tradition is that elderly people is being cared for by their families) and young adults in need of work experience. Ideelt operates in a few specific areas of Oslo which for some time has had a reputation of being a challenged area (criminality, substance abuse), meaning that the spatial scope as of today is low. The challenge with young adults in danger of becoming involved in unhealthy environments is perhaps larger in urban areas than in rural areas, meaning that the spatial scope perhaps is limited to bigger cities. Also, it would be difficult to set up a similar enterprise with limited number of potential employees. The potential to export the concept internationally is present, meaning that the spatial scope could also become international, although adapted to fit the specific circumstances in each city, country and continent. Monsterbedriften had to close down in 2017 due to bankruptcy. Part of the company is still functioning (an Oslo franchise with former employees). In principle, there is no limit in regard to national spatial scope as the construction industry is present throughout the country and the business model can be adapted to fit countries with similar governing systems. Thus, there are possibilities of high national and international spatial scope. Noen operates today in specific areas in Norway but would like to extend their services to all Norwegian municipalities. Work exclusion for the people they hire exists throughout Norway and there are no limitations on a national level as their system is rigged for serving the whole country. The business model can be exported to countries with a similar health care structure as the Norwegian, meaning that the possibility of high national and international spatial scope is present. Motitech is present in Norway but also have 300 clients in the Nordic countries, Canada, England, and Australia. In Norway, Motitech employs people who for different reasons struggle to find a job. This recruitment model can easily be exported to other countries with similar labor systems. Gammel Nok serves three geographical regions; Oslo, Hamar and Bergen, but plan to establish more offices in Norway. As the group of people hired by Gammel Nok are senior citizen (+50), the concept can easily be scaled up to include other parts of Norway, as well as other countries with similar work force structure and patterns. If wanting to work at a higher age, prolonging the working years, can be seen as a change in social

mores, then both the sectorial and spatial scope can be seen as medium (Davidsson et al., 2020). Epleslang is more difficult to analyze because of being multi-layered. The people they employed the first eight years when the enterprise was owned by the founders, were people in general who struggled to find a job for various numbers of reasons. Today, with the Salvation Army as owners, the employees are former substance abusers. Generally speaking, both former and present employees represent groups which are excluded from the work force on a national level. So, from this point of view, the concept can be exported to other parts of Norway and also internationally. When viewing the business idea of Epleslang, there are limitations in spatial scope. Epleslang can pick apples from gardens with surplus apples, but transport, distribution, and especially production can be limited to certain areas; they need access to apple press machinery. Epleslang might therefore be limited to urban areas with a lot of gardens with apple trees, or rural areas where apple production already is established (Telemark, Hardanger, and Sogn), although the latter normally utilize the food resources themselves. This industry is also limited to the southern and western part of Norway as apples in general do not thrive in northern Norway. But enterprises using e.g. currants and rhubarb can be established in northern Norway. So, as of now, the spatial scope is very low, with the potential to grow, but it might not be possible to reach a high national spatial scope without exploiting other fruits and berries. After being bought by The Salvation Army, the new owners want to expand the concept to other Salvation Army divisions. Epleslang has been contacted by possible collaborators in Sweden, Denmark, Germany and Spain, so there is potential for high international spatial scope.

Demography is about knowledge about and description of a population and a study into these can help explain changes in society. Through statistics and public reports, it is possible to follow the development of unemployed people in Norway and targeted research can reveal how many of these are excluded from work because of e.g. different forms of disabilities or because of former criminal record or substance abuse. In general, demographical external enablers have long temporal scope. When it comes to sociodemographic scope of people being excluded from work, it affects the person without a job. The 13 social entrepreneurs in this case have specific target groups and these groups represent the (sub)population whose circumstances and lives are affected by being excluded from work. Some of these groups are vulnerable people and one can therefore argue that their families are affected by their situation as well. In a wider distance, society as a whole is affected because of the strain put on human and economic resources at e.g. NAV, the national health care system, and the national legal system. In addition, society is

affected by large groups of people being excluded from work as it reduces contact and interaction between groups in the national workforce. The 13 social entrepreneurs in this case see these groups as human resources who contribute to creating a diverse society.

The demographic external enablers onset in regard to people being excluded from work can be divided into two groups. One group can be regarded as staple, only changing because of increases in the population. There has always existed disabled people and people with learning disability in society. HELT MED especially, works to include these groups into the workforce, but also Epleklang in its original form focused on people with reduced work ability, and to some extent, also Noen. Many of the same challenges are experienced by people with different kinds of disabilities, whether these are by birth, through illness, or by some kind of accident. The regular job market is not sufficiently adapted to accommodate the specific needs each disabled person requires. This means that a large group of people do not have the opportunity to work even if their disabilities are not a hindrance for either full or part time work. People with disabilities are a normal part of society and one can therefore argue that predictability is high. To discuss timing (gradual or sudden) in this regard, does not make much sense. The second group is not stable, varying with changes in society. Even in welfare societies like the Norwegian, there are people who do not fit into the norms of society; through education and through work. For different reasons, e.g. difficult home environment, personal issues, unhealthy influence from others, some people, and perhaps young adults especially, is in danger of becoming involved in criminal activities, or involved in substance abuse, excluding them from normal activities, and leading to work and social exclusion. Monsterbedriften and Epleklang, in its' present form, employs people from these groups. To a certain extent so do Ideelt, employing local young adults who otherwise could risk becoming involved in criminality, violence and substance abuse. In an ideal world, this problem can be solved. In reality, there is no quick fix to this problem. Motitech employs people who for different reasons are long term unemployed (e.g. reduced language skills, not valid education), giving them the opportunity to work and/or educate themselves for future jobs within health care. Demographic changes in society can be monitored through statistics and public reports and one can therefore regard work exclusion for these groups as somewhat predictable. To discuss timing in this regard, is difficult, but changes in society normally happens gradually. Generasjonsmøtet M employs young adults who are still in school but would like a part time job. Through birth record, changes in this group can easily be monitored so predictability is high. The same can be said for Gammel Noks'

employees of senior employees. This is a group of people that is expected to grow (The wave of elderly has been announced for several years), meaning the predictability is high. For both groups the development is gradual. But not all young adults would like part time jobs and not all senior employees would like to work into “their silver years”, and it is less easy to predict the development in these individual attitudes (even if the number of seniors in Norway is rising). Studying social movements can be a possible way to find out about predictability in these groups, and this is also true when it comes to timing. Social movements are in Davidsson et al. (2020) regarded as unpredictable and gradual.

5.1.2 Life and/or lifestyle challenges

Already before the pandemic hit, psychological disorders were the illness which was the most financially expensive for the Norwegian society, with a yearly cost of just under 300 billion Norwegian kroner. Nine out of ten do not get help within one year. Most people have moderate conditions and the public health care services prioritize people with severe illnesses. By setting up an Internet based treatment service, Assistert Selvhjelp is helping people at an earlier stage, preventing increase of illness. Another major and increasing problem in western society is obesity, experienced by children and adults alike. Research shows that women in average are on a weight-reducing diet 126 times during their life. Lifeness’ goal is to simplify treatment of obesity and other life-style related illnesses by making it easier and more available. Today young adults have lots of possibilities when it comes to education and work, something which is a positive thing. But some struggle to make decisions on what to do with their life. Lyk-z & Døtre helps young adults to find their unique qualities and abilities, which can help them enter an education program leading to a future job. Children with reading and writing disabilities can experience challenges when starting school and through time has unfortunately been regarded as less intelligent. Today we now better, and with the knowledge of and experience with dyslexia and other reading disabilities, children get appropriate help with this challenge. iMAL offers a digital solution for learning letters through association method which is built on research showing that writing by hand creates a motoric track in the brain which strengthens the learning effect of letters.

The sectoral scope for mental health issues and obesity is within the health care sector. The sectoral scope for children with reading/writing challenges is the education sector, while

guidance of young adults is more difficult to classify. Perhaps one can say that it rests within the “life-management” industry. The sectoral scope for the four social enterprises which address these challenges is low. In regard to spatial scope, these four demographic external enablers have the potential to reach out not just to the Norwegian market, but, because the problems are in some form universal, have potential for high spatial scope (with adjustments to fit individual countries). From the data material, we know that Lifeness is entering the Scandinavian and the European markets while Lyk-z & Døtre already has collaborated on several international projects. In regard to iMAL, a prototype adapted to the individual country has been tested out in Sweden, Spain, and Germany, and China is under consideration as a market. Assistent Selvhjelp offers their services in 127 Norwegian municipalities. Since their services are conducted digitally, one can assume that it would be possible to adapt to countries with similar health care systems, thus potential for international scaling. Demographic types of external enablers have in general a long temporal scope because they describe changes in the population over time, whether this is mental health (Assistent Selvhjelp), degree of obesity (Lifeness), learning challenges (iMAL), or young adults in need of guidance (Lyk-z & Døtre). As discussed above, there is a stable and/or growing number of people in need of the kind of help these four social entrepreneurs offer, making the potential for the sociodemographic scope wide. There has always existed people with psychiatric illnesses and reading/ writing challenges in society, although the focus on helping these groups has increased as knowledge and experience has developed. Likewise, the number of people with obesity and young adults facing life choice challenges is increasing through growth in the Norwegian population. Through statistics and public research on these issues, it is possible to follow the development of these groups. One can therefore argue that predictability of these four demographic types of external enablers is high. The development can be said to be gradual, although events (like the pandemic or national traumas) can make the need for psychiatric help and guidance sudden and unpredictable.

5.1.3 The wave of elderly and dementia

The wave of elderly (Eldreboølgjen) is an expression used in Norway to describe a change in the age distribution of the population. The proportion of elderly people in society will increase considerably; high birth rates after the second world war, better health (than earlier) and a higher life expectancy are among the reasons for this change. Numbers from The National Association for Public Health from 2022, show that over 100.000 people have dementia in Norway today, with several thousands more developing the illness every year. When including next of kin in

the statistics, more than 400.000 is closely related to a person with dementia. The government, through the municipalities, has the responsibility of providing care for an increasing elderly part of the population and it demands investment in more nursing homes and more nursing staff. Further, by living to an increasing older age, the time in nursing home prolongs, something which also demands more investment in care. Part of the care needed is activity so that body and mind do not wither. The challenge for the public health care services is being able to give sufficient and extensive services to the increasingly number of elderly and people with dementia. Five of the social entrepreneurs in this case address this challenge directly. Motitech helps elderly people living in nursing homes, pensioners attending activity centers, and people with dementia to become more physical active. Generasjonsmøtet M is employing young adults as visiting friends to elderly people living in nursing homes, doing activities together and creating meetings across generations. HELT MED helps nursing homes employ people with disabilities to work with elderly and people with dementia. The wave of elderly, and in extension dementia, can also mean an increased client group for Noen and increase the number of employees for Gammel Nok.

The sectoral scope for three of these entrepreneurs (Motitech, Generasjonsmøtet M, Noen) is health care services for elderly and people with dementia, meaning that the sectoral scope is low and industry specific. HELT MED provides employees to a large number of sectors, while Gammel Noks sectoral scope has the potential to be higher, as described in chapter 5.1.1. For the latter, work exclusion for senior citizens is the social goal. Gammel Nok is already focusing on hiring senior nurses for flexible jobs, exploiting The wave of elderly as an external enabler to increase their work force. The business model of all five is possible to export to countries with similar public structure for health care for elderly people and people with dementia (the responsibility rests with the authorothies). This means that the potential for a high spatial scope is present. Today, Generasjonsmøtet M and Noen are established in a limited national geographical area, Gammel Nok in the largest cities in southern Norway, HELT MED in 40 Norwegian municipalities, while Motitech offers their services to municipalities all over Norway and have customers in other Nordic and European countries, and on other continents. As mention above, demographic types of external enablers in general can have a long temporal scope because they describe changes in the population over time. This is true for The wave of elderly and people living with dementia as well. The sociodemographic scope of three of these entrepreneurs (for Gammel Nok and HELT MED, see chapter 5.1.1) are elderly people and

people with dementia. In regard to dementia, it is important to include their next of kin in the sociodemographic scope. To experience that their loved ones' life changes because of dementia can be heartbreaking, as well as exhausting and for some all-consuming. With an increasing life expectancy among the Norwegian population, the onset of The wave of elderly as a demographic external enabler is predictable and gradual. When it comes to dementia, the discussion is more difficult. Research into the reasons why some people develop dementia is well outside the scope of this thesis, but one can argue that with an increasing elderly population one can expect the number of people living with dementia to increase. In fact, prognosis state that by 2040, the number of people living with dementia will be 135.000 and 700.000 will be affected by being next of kin. In this regard, dementia as a demographic external enabler is gradual and can be somewhat predictable.

5.2 Socio-cultural types of external enablers

Socio-cultural conditions in this setting describes factors which can influence the development of entrepreneurial activity in Norway. It describes different attitudes, norms, habits and conventions in a population which can stimulate or deactivate opportunities experienced by the people, and in this case, the social entrepreneurs. Through my analysis of the date material, I have found two social entrepreneurs exploiting three different kinds of socio-cultural external enablers. One exploits the social movements against food waste and also the social movement of sustainability as a way of conducting business. Both social entrepreneurs have exploited the opportunities provided by practical entrepreneurship programs.

5.2.1 Social movement against food waste and social movement for sustainability

For some decades, a social movement has spread through the world; the need to live and work in a way that is more sustainable for the earth. Only one of the 13 social entrepreneurs in this case study can be said to utilize this social movement as a social entrepreneurial opportunity. Epleslang's vision is to inspire and change traditional business mindsets by creating awareness of food waste by focusing on sustainability. Their business idea is to connect Oslo's nature and food resources with human resources and make a locally produced quality product; apple juice. Epleslang's sectorial and spatial scope is low (the food and beverage industry in south Norway). It is possible to include other surplus food as well, e.g. pears and plums, different kinds of fruit and berries (currents and sometimes rhubarb are often found in Norwegian gardens, but not

always used by the homeowners). The owners of Epleslang consider starting bee keeping as well. This might increase their product range, but the spatial scope will remain the same. Epleslang's business model can be adapted by national and international parties, and indeed there are non-profit organizations and social enterprises which make use of surplus food to make e.g. street-food, and also the "peoples' kitchen" movement. Limitations lie within the boundaries regarding access to raw materials. The spatial scope for Epleslang and similar enterprises can therefore be considered medio on a national and international level. Sustainability as a social movement has the potential to include all industries and all countries leading to a high (limitless) sectorial and spatial scope. The awareness of food waste can be said to be a social movement or a change in social mores, and these kinds of external enablement are difficult to predict in terms of temporal scope. The attitude toward food waste and the focus on sustainability has been present in society for years (decades), but it is difficult to predict how this attitude will develop in the future. Research through e.g. public survey can give some answers, or at least give some predictions if undertaken at a regular basis. The hope is that e.g. the 17 sustainability goals of the UN will contribute to awareness and attention which will influence peoples' attitudes toward the sustainability movement positively. If this social movement continues to spread, the sociodemographic scope has the potential to include "all human beings" (Davidsson et al. (2020)). When it comes to the social movement of attitude towards food waste (food resources gone astray) as a socio-cultural external enabler, this can be said to be gradual and unpredictable, as stated by Davidsson et al., (2020). One can argue that the findings of Hinderer & Kuckertz (2022) on mutually enablement between bio-economic and sustainable entrepreneurship can be equally true for sustainable business models and social enterprises, as demonstrated by Epleslang and their multiple focus areas of food and human resources. But only one of the social entrepreneurs in this research refers to the UN's sustainability goals on their web page (Noen). Peoples' attitude toward issues normally take time to become grounded in a population with little information as to predict such movements, although there are examples of issues that have elicited strong feelings in a population quite sudden, e.g. the me-too movement that took the world by surprise, not in regard to the actual issue, but by the speed of its nature. Hopefully the focus on sustainability is a social movement that will establish itself in people, leading to the movement becoming the norm.

5.2.2 Practical entrepreneurship programs at education institutions

Focus on entrepreneurship in academia, as discussed by Engelke et al. (2015), can also contribute to opportunities for entrepreneurial activity, e.g. student enterprises established through studies. Two social entrepreneurs in this case has exploited such opportunities. Epleslang was established when five students met at The Norwegian School of Entrepreneurship, discussed ideas for a new enterprise and discovered that they shared a common interest for the exploitation and preservation of food waste. Generasjonsmøtet M was established through a program call Young Entrepreneurship at secondary school, where two pupils identified an entrepreneurial opportunity which addressed two social challenges. This educational focus on possibilities to create new ventures contributed to Epleslang and Generasjonsmøtet Ms' start-up. The practical approach to entrepreneurship studies has a relatively high sectoral and spatial scope; pupils and students are in general not restricted to a few industries and geographical areas for their entrepreneurial endeavors. There are some restrictions, e.g. without formal education or collaboration with professionals, it is difficult to start an enterprise which demands specific knowledge (within medicine, engineering, legal issues). Further, one can argue that because universities are normally situated in urban areas, perhaps students find it easier to work from their educational institution. For pupils in secondary school, without a specific program on practical entrepreneurship, it is perhaps difficult to actually start a new venture at such young age (but not impossible). If one regard these programs as a change in social mores, the sectoral and spatial scope is regarded as medio by Davidsson et al. (2020). The temporal scope is long as these programs provide new pupils with entrepreneurial opportunities just by being offered at educational institutions. The sociodemographic scope includes people attending these programs and if they succeed, the social value they contribute to target groups and society as a whole (for the social enterprises which result from the programs).

Without knowing more about how these two programs emerged, it is difficult to analyze their external enabler onset, but most likely it was a gradual process. Young Entrepreneurship was introduced in 1997 (Young Entrepreneurship, 2023, Appendix B). Reading on their web page, one can argue that emerging trends in society and also in politics were contributing factors. Collaboration with similar international programs is also an important factor, as is the UN sustainability goals (ibid.). In this regard, practical entrepreneurship programs at education institutions can be seen as a political external enabler as well. The Norwegian School of Entrepreneurship started as a project in 1999 initiated by a professor at Oslo university and has

since spread to several education institutions in Norway through a collaboration project with Oslo university (The Norwegian School of Entrepreneurship, 2023, Appendix B). From this project, The Center for Entrepreneurship was established in 2005 (ibid.). From this information, one can say that this program was introduced to society by academic environments. This relates to the research conducted by Engelke et al. (2015) who's panel of entrepreneurship experts discussed the importance of the external environment for social entrepreneurs, stating that politics, economics, and societal developments is fundamental to future entrepreneurial opportunity development. Building on my discussion above on Young Entrepreneurship, these programs can also be classified as political, macro-economic and demographic external enablers. I have chosen to categorize them under the socio-cultural enabler umbrella because I regard them first of all as a product of interaction between societal and business development, which is the definition of socio-cultural factors.

5.3 Natural environmental types of external enablers

Natural environmental external enablers can include many different shifts or changes in society. The most obvious one in present time is the Covid 19 pandemic, affecting the whole world. As stated by Davidsson (2015), some external enablers can provide some entrepreneurs with entrepreneurial opportunities while others are not able to utilize this opportunity for entrepreneurial endeavors.

5.3.1 The Covid 19 pandemic

As presented in chapter 2.4.1, the external enabler framework focus on independent start-ups. All the 13 social entrepreneurs were established before the pandemic hit in 2020 and therefore one cannot say the pandemic function as an external enabler directly. But how long is the start-up period for entrepreneurs? I think it is fair to say that it varies. For the social enterprises in this case, assuming two to three years as the start-up period, gives me room for some interesting reflections. The 13 social enterprises in this case was affected by the pandemic in different ways. One enterprise which was able to make use of the opportunity the pandemic provided (and was established in 2018), was Ideelt, an enterprise which employ young adults of both genders, give them responsibilities, and turn them into role models for others in danger of becoming involved in unhealthy environments. When the pandemic hit in 2020, Ideelt turned a situation which could have led to laying off employees to an opportunity for more jobs for

young adults, providing hosts/guards for Oslo municipality's Covid 19 test stations. Ideelt was flexible and showed an ability to adjust their business model in an innovative way. This led to Ideelt becoming guidance counselors on Covid 19 information material for Oslo municipality, The Directorate of Health, and The Directorate for Integration and Diversity. Another social enterprise which exploited the opportunity the pandemic provided was Gammel Nok (established in 2012). Their employees were hired to work as test station hosts. Ideelt and Gammel Nok exploited the opportunity by offering their services in new markets. Covid-19 as an external enabler contributed to more young adults and seniors being offered jobs in a short time frame, boosting the employment rate of Ideelt and Gammel Nok. This is in agreement with Davidsson et al. (2021) who's research showed that even extreme situations can enable entrepreneurial opportunities. As only two of the 13 social entrepreneurs were able to really take advantage of the opportunity the pandemic provided, one can argue that several of the others missed this opportunity, as discussed by Wood et al. (2022). Outside social entrepreneurship, the technological solutions for online meetings is a good example of companies which utilized the pandemic (Davidsson et al., 2021). Perhaps those of the social entrepreneurs in this case which is using technology and digital solutions as part of their services could have taken more advantage of the opportunities the pandemic provided, but it is hard to conclude because of lack of specific information.

Even though none of the 13 social enterprises was established utilizing the pandemic as a social opportunity, all of them were affected in different ways. Some were able to use the pandemic to develop their business while others suffered during this period. The social entrepreneurs which use technology as part of their business model were not as affected by the pandemic as those who's business model includes person to person contact. Lifeness, Motitech, iMAL, Assistert Selvhjelp, and to some degree Lyk-z & Døtre, were able to continue their work as the communication with their clients and customers is or can be conducted digitally. Assistert Selvhjelp offers psychiatric health care services through Internet based low threshold treatment solution. Covid 19 as a natural environmental enabler increased the need for psychiatric help (unfortunately more people have needed of psychiatric help because of social distancing), providing Assistert Selvhjelp with a social opportunity to reach out to more clients. Lyk-z & Døtre have seminars for young adults and this could be done digitally through their web-based solution. Covid 19 as an external enabler contributed to more young adults being indecisive in regard to future career plans, and large groups of people in a short time frame in need of advice

on new career choices, with a possibility to boost the customer base of Lyk-z & Døtre. I found no information on the pandemics' effect on Forandringsfabrikkens' work but assume that they could still publish their research but perhaps found it difficult to collect new data material from children. For HELT MED, Generasjonsmøtet M, Monsterbedriften, Epleslang and Noen, one can imagine that the period with social distancing was difficult as some of their services are dependent of physical meetings. Epleslang and Gammel Nok provide some services outdoors, giving them the opportunity to keep part of the business going, and Gammel Nok was in addition to test station hosts, able to allocate more employees to the health care sector. HELT MED, Noen and Generasjonsmøtet M was negatively affected, at least at the start. Generasjonsmøtet M informs about this period on their web page; the lock down meant that they could not visit the clients (elderly people in nursing homes). Later that year, business improved as they included infection prevention as part of training routine for employees and introduced digital meetings and outdoor concerts. Noen provides services for people with dementia and one can imagine that their situation was similar to Generasjonsmøtet Ms. Many of HELT MEDs employees work in the service industry (hotels, restaurants) which was one of the sectors which was most negatively affected. I have not found information on how they handled this period but assume that the employees were unable to work, like most of their colleagues.

Many sectors in Norway were affected by the pandemic so that they could not conduct business as usual or not at all, because of social distancing. Some sectors, like the health care services, and children's education institutions were overloaded with work, creating great challenges when providing services. Because of the way the virus spread, one can also argue that the urban areas experience more challenges than rural ones, especially in the beginning of the pandemic. Reflecting on the external enabler scope and onset, the pandemic affected all industries in different degrees, and all geographical parts of Norway, meaning the pandemic as an external enabler had high sectorial and spatial scope (Davidsson et al., 2021). The Covid 19 pandemic as a type of natural environment enabler has a time limited scope (duration of the pandemic), but the experience gained can be transformed into other jobs as well, giving the potential to be an enabler which contributes long term. Everybody was affected by the pandemic, meaning that the sociodemographic scope was high. The pandemic as an external enabler happened sudden and was unpredictable. Contemplating Ideelt, one of the two social enterprises in this case which was able to utilize the entrepreneurial opportunity the pandemic provided, extended their

customer group to include test stations as well as libraries, and later trading on the experience the pandemic situation provided, extended their services to festivals and exhibitions as well. Several of the other 11 were able to adjust their services quickly to meet the new security measures put in order by the national authorities. None of the 13 enterprises were established as a result of the pandemic, but the opportunity to grow, offer different services in order to survive, can be seen as using the opportunities provided by Covid 19. The pandemic has given enterprises experience in quick adaption to extreme situations in society.

5.4 Technological types of external enablers

The introduction of Internet is a technological external enabler which has contributed to a new way of doing business world-wide (Chalmers et al., 2021). Internet can be used by all industries and throughout the world (the sky is the limit), and Davidsson et al. (2020) classifies Internet as an external enabler with high sectoral and spatial scope. For the 13 social entrepreneurs in this case study, all but two (Ideelt and Monsterbedriften) have their own web page, meaning that Internet as a technological external enabler is utilized by most in order to exploit their social opportunities. For seven of the social entrepreneurs, technology have been especially important to different degrees when establishing and developing their social enterprise. Lifeness use a digital platform to reach out to as many clients as possible, and web solutions are also a main part of the business for iMAL, Assistert Selvhjelp, and Lyk-z & Døtre, offering services to their target groups and customers. Forandringsfabrikken publish their reports on their website, making their research available to large groups of people. Motitech uses film and media technology to provide their clients with film and music to their biking exercises. Apps have been around for about two decades, and Epleslang has developed their own app for registering apple donors and monitoring the work. New industry-specific technology, e.g. used by Lifeness, iMAL, and Assistert Selvhjelp, is regarded by Davidsson et al. (2020) to have low sectoral scope but high spatial scope. The introduction of Internet (the digital revolution) has a really long temporal scope and potential affects “all human beings” (ibid.). The introduction of using platforms, cloud solution, and apps can have medio temporal scope as new and better solutions are always introduced. Sociodemographic scope of technological external enablers can be a bit more difficult to evaluate but in the case of the social entrepreneurs utilizing technological and digital solutions, this scope includes all users of the product and/or services provided by the social enterprises. Their families will potentially be affected as well, e.g. their family members

physical and/or psychological health improves. Reflecting further, national health care and education services, and NAV are affected, as well as all citizens of Norway as a population with high degree of people working and less people in need health care services means a more sustainable society. Technology is regarded by Davidsson et al. (2020) to be a somewhat mediated onset both in regard to suddenness and predictability. This is understandable as new technology takes time to develop, but not necessarily decades. One can say that technology as an enabler is not very sudden or predictable.

5.5 Regulatory types of external enablers

Regulatory external enablers can include conventions, laws, legislation and reforms. In the data material collected I have found one international convention and three national reforms which I discuss as possible regulatory external enablers for five of the social entrepreneurs in this case.

5.5.1 The UN Convention on the Right of the Child

For many decades, and especially after the second world war, the focus on children's welfare rose as an important issue in many parts of the world, eventually leading to The UN Convention on the Rights of the Child (United Nations, 2023) of 1989. Forandringsfabrikken started as a project in 2004 and was established as an independent enterprise in 2013. Based on this UN Convention, Forandringsfabrikken focuses on knowledge provided by children and builds their services on children's procedural rights, e.g. the right to information and to express themselves freely. In matters that concerns groups of children, these groups have the right to be heard and their opinions and suggestions have to be taken into account. As a group, children have the right to give input to new policy, laws, plans, and focus areas which involve them. Some regulatory types of external enables, called "industry-& country-specific (de)regulation", are seen by Davidsson et al. (2020) to have a low spatial and sectoral scope. When considering regulatory scope, The UN Conventions on the Rights of the Child's spatial and sectoral scope is high; all countries which have ratified it, and it involves all industries, making it almost in the league of Internet. Regulatory changes can be said to have an uncertain temporal scope (Davidsson et al., 2020), depending on the reform, e.g. tax reforms can have important effect on consumer behavior which in turn affects entrepreneurial activity (ibid.). A new legislation like The UN Convention on the Rights of the Child would have taken a long time from being introduced to being ratified and is unlikely to be abolished and can therefore be seen to have long temporal

scope. Sociodemographic scope of The UN Convention on the Rights of the Child is high. In the case of Forandringsfabrikken, the sociodemographic scope can be seen to be limitless, with a higher scope for children and young adults living in Norway. When it comes to legislations as external enablers, these are normally regarded as fairly predictable (Davidsson et al., 2020). The work on new legislations usually takes time, being discussed thoroughly and considered carefully before ratified and implemented, although there exist examples of regulatory external enablers that happened quite sudden (the legalization of marijuana, in Davidsson et al., 2020). For The UN Convention on the Rights of the Child as regulatory onset I think it is fair to assume that it happen gradually and was fairly predictable. Since regulatory processes takes time, and Forandringsfabrikken was established several years after the UN convention was included in the governing of Norway, it is difficult to establish whether it contributed to the start-up process of Forandringsfabrikken. The UN Convention on the Rights of the Child did perhaps contribute as a regulatory external enabler giving opportunity to establish Forandringsfabrikken in 2013, 24 years after the convention was ratified, as the research services conducted by Forandringsfabrikken is complex and might need employees with higher juridical education.

5.5.2 The Responsibility Reform

In Norway, The Responsibility Reform (Ansvarsreformen) of 1991, is meant to secure the legal rights for people with disabilities, stating that people with development disablement has the right to the same quality of life as people without learning disabilities in regard to choices in life. Focus is on living and working conditions (living on their own instead of in institutions and being offered work in society). 30 years after this legislation was introduced, there are still many people in this group without jobs. HELT MED is a foundation which was established in 2017. Their business idea is to include people with disabilities, developmental disorders, and learning difficulties into the national work force. Important for HELT MED is work inclusion, giving these people the same opportunities as others to work within an industry and work area chosen by themselves. Epleslang, in the first eight years of operation, hired people with disabilities (see chapter 5.1.1). The Responsibility Reform has a high national sectoral and spatial scope as there it is not limited to a specific industry or geographic area in Norway. HELT MEDs' business idea has potential to be exported worldwide to countries with similar governing laws, giving it a potential for a high international sectoral and spatial scope. As stated in the previous paragraph, new legislations normally have long temporal scope, and this is true for The Responsibility Reform as well. For HELT MED, the sociodemographic scope is high

on a national level, including people with disabilities, their families, the national health care services, NAV, and society in general. Legislations as an external enabler are normally regarded as fairly predictable (Davidsson et al., 2020). External enabler onset for The Responsibility Reform is regarded as similar as to that of The UN Convention on the Rights of the Child. HELT MED was established several years after The Responsibility Reform was passed and also here, it is difficult to establish whether it contributed to the start-up process of this social enterprise. 30 years after The Responsibility Reform was implemented in Norwegian governing, one may perhaps speculate if it has worked very well as a regulatory external enabler since it hasn't really changed the work situation for the people it was intended for. One might suggest that the focus on and increasing establishment of social entrepreneurship in Norway has in many ways contributed more. The Responsibility Reform can be used as a mean to an end in that it is a foundation upon which HELT MED has built their enterprise.

5.5.3 The “A full life – all your life” Reform

A reform called “A full life – all your life” (Leve hele livet) was introduced in 2018 to ensure quality in health care for the elderly population. This is four years after Generasjonsmøtet M was established so it was not a regulatory external enabler contributing to the start-up of this social enterprise. But the reform can hopefully be used as a tool for further development of Generasjonsmøtet M. The “A full life – all your life” reform can be seen as a regulatory external enabler making it easier to either expand the spatial scope of Generasjonsmøtet M or to establish similar enterprises. As mentioned in 5.5.1, “Industry- & country-specific (de)regulation” are seen by Davidsson et al. (2020) to have low spatial and sectoral scope. The “A full life – all your life” reform has low sectoral scope (health care for elderly), but a potential for higher spatial scope, if other, similar countries are included. As stated before, regulatory changes can have an uncertain temporal scope, depending on the reform (Davidsson et al., 2020). This reform I think can be said to have a longer lasting scope as it is meant to be a foundation on permanent changes in the elderly care responsibility of the government, though might change or alter with new elected government. The sociodemographic scope equals the elderly population. The “A full life – all your life” reform can be said to be predictable due to the governments' responsibility for the country's elderly citizen. Regulatory changes are seldom sudden, though the pandemic did see some rather sudden regulatory changes inflicted on the citizen.

5.5.4 The Pension Reform

In 2011, a reform was passed in regard to the national pension structure, making it easier to combine pension and work, and the pension age more flexible. Gammel Nok was established in 2012, and it is possible that this reform was an external enabler for starting this enterprise. The pension reform included all industries and all geographical areas, giving it a high national sectoral and spatial scope. The temporal scope is long, at least until the next reform is passed, and the sociodemographic scope is high (all Norwegian citizens when retiring). The work on pension plans on national level is predictable and gradual, although minor changes can happen more sudden. Equally, in 1994, a legislation on the right to education was passed in Norway. This reform established the right to a three-year education program after 10 years of compulsory school. Lyk-z & Daughters was established in 1994, so it is possible to entertain the idea of this legislation being a regulatory external enabler for the start-up of Lyk-z & Daughter. However, I have not found data material giving any information leading to a conclusion, so this reform is not included in the findings. The law was abolished in 1998.

5.6 Political and macroeconomic types of external enablers

It is possible to look at many of the identified external enablers in this case through different lenses. Different regulatory changes can also be classified as political and/or macroeconomic. Likewise, socio-cultural changes, like attitude on sustainability, can also be seen as natural environmental. Table 3 (Appendix A) show how the identified external enablers can represent several types.

5.7 Financial types of external enablers

I think it is likely, that if asked about external factors which has contributed to the start-up of their (social) enterprise, many entrepreneurs would reply “finance”. Financial resources in general is not an external enabler as such, because it does not represent a shift in accordance with the definition of external enablers, as presented in Table 1. But financial support as being offered by e.g. Innovation Norway, might be considered a financial external enabler in accordance with Davidsson et al.s (2020) definition. In the start-up process, financial support can be crucial to social entrepreneurs. Innovation Norway is an important collaboration partner as their services includes grants, scholarships, and start-up loans to potential entrepreneurs, in addition to counselling and advise, e.g. mentorship programs (Innovation Norway, 2023b). As

the data collection show, four of the 13 social entrepreneurs (iMAL, Assistert Selvhjelp, Motitec and Lyk-z & Døtre) disclose that they have received financial resources from Innovation Norway which has contributed, at least partly, to the start-up and further development of their social enterprises. Financial support is important to all start-up enterprises, but one might argue that it is especially important to social entrepreneurs as their social goals are at the heart of the enterprise, with profit goals as secondary (Nielsen et al., 2017). Financing as an external enabler is not mentioned by Davidsson et al. (2020). One finding of this research is that financial resources as presented by Innovation Norway (as a shift) can be seen as a financial external enabler, but more research is needed in order to establish whether this is true.

5.8 Reflections around social entrepreneurship

The social aspect as a driving force for the 13 social enterprises in this case study is very transparent in the data material collected. They represent different industries and different geographic areas, provide different goods and/or services, have been in business a variety of years, and make an impact on different groups of people. One can also argue that the social entrepreneurs in this case address several of the challenges identified by Ahyee & Haga (2023), like demographical changes and the need for diversity in the work force, new technical solutions, and financial strains on entrepreneurial activity. Many of the social entrepreneurs contribute to social value for society in several ways; by offering products and services needed, and in addition, by hiring people who otherwise struggle to be included in the national work force. Some need employees with specific expertise, e.g. Lifeness, Assistert Selvhjelp and Forandringsfabrikken, while others make the employees the focus area, e.g. Epleslang and HELT MED. As found by Chen et al. (2020), the analysis shows sources of variance across sectors and regions, in addition to the complexity of external enabler onset.

Social entrepreneurship in Norway has met scepticism, as found by Dey and Steyaert (2018), Terjesen (2021), Stevenson (2021) and Dart (2004, in Dey & Lehner, 2017). Interviews by three Norwegian newspapers with different political platforms, reveals critical views on social entrepreneurship. One is that people who have considerable income cannot possess a genuine interest in social entrepreneurship, another is that one should not mix business with philanthropy (Gundersen & Gossner, 2013, Appendix B). The contributions by social entrepreneurs are also put under the microscope (Grande, 2015, Appendix B) as well as the

intentions and ethics (Vegstein, 2016, Appendix B). The blurring lines between commercial, social, and public domains are hard to comprehend and perhaps exploit (Aasheim, 2013, Appendix B). Social entrepreneurships are not meant to solve all challenges in society, its' focus is on niches and groups, and should be part of the solution of these challenges. Further, none of the social entrepreneurs in this case can be said to be elitist (Stevenson, 2021). One of the founders of Epleslang put it this way: We exist because societal challenges exist (Agenda, 2016, p. 22, Appendix B Epleslang). Using ones' head to be pragmatic and ones' heart to be ideological could be a path leading to more understanding of the resources and values social entrepreneurship contribute to the Norwegian society.

In agreement with Mair & Martí (2006), I found that social entrepreneurs prioritize opportunities related to social value more than profit related opportunities and that this process follow a different path than that of commercial entrepreneurs (González et al., 2017). The value contributed by the 13 social entrepreneurs is multi-layered, both in term of social and economic value. The social value for individuals, for customers, and for society, as contributed by the social enterprises in this research are considerable. For the individual, work and social inclusion is the (social) value most common. For the customers of the 13 social enterprises, the value differs more; less strain on staff working at different public or private institutions, employment of people with high motivation and different skillsets, and a more effective way of working. Some customers themselves (Monsterbedriften) and society (HELT MED, Epleslang) have had their potential prejudices challenged or altered, by employing groups of people who are not part of their networks. A most satisfying product a lot of customers value, is Epleslangs' quality apple juice. For society, there are several important aspects the 13 social entrepreneurs in this case contributes to. The economic value of people working cannot be underestimated. First, by paying tax and in this way contributing to the Norwegian welfare state. Second, by not being dependent on different forms of financial benefits from the welfare society. But the social value these 13 social enterprises contribute to should also not be underestimated: increased life quality and better welfare for large groups of (often vulnerable) citizens.

Further, the social entrepreneurs in this case collaborated with each other or with some of the social entrepreneurs nominated to the award on several projects (e.g. Epleslang and Abildsø Gård, nominated in 2014 and 2015), also this in agreement with Mair & Martí (2006) and

Corner & Ho (2010) on the importance of collectives and collaboration in regard to social opportunity identification. This shows that social entrepreneurs do not work solitary but are “connected to the great web”, as Marcus Aurelius once stated. When analysing the spatial and sociodemographic scopes of the social entrepreneurs, I found that several operate on an international level as well as in Norway. Some offer their products and services in Norway only, but their business ideas have the potential to be exported to other countries as well, something which is important to Ferd in their criteria for the award (the possibility of scaling). This finding resonates with Zahra et al. (2008) who, stating that social opportunities are global, found that shifts in the international society requires new ways of conducting business. These shifts can be considered to be external enablers, as described by Davidsson (2015). Zahra et al. (2008) argues that social opportunities exhibit more attributes than commercial opportunities, and although I do not discuss the latter in this thesis, the complexity of social opportunities as seen through the external enabler framework, leads me to agree with Zahra et al. (2008). An overall reflection is that different types of external enablers have been important in the start-up process of the 13 social entrepreneurs in this case, a reflection which is in agreement with the arguments and discussions by several authors work presented in the literature review (Shane & Venkataraman, 2000, Austen et al., 2006, and Engelke et al., 2015).

5.9 Summary

Ferds' social entrepreneurs have exploited multiple types of external enablers in the start-up of their enterprises. Epleslang has exploited a total of seven while HELT MED and Motitech have exploited five. When categorizing the shifts and/or changes found into types, the type where most external enablers were put was that of demographic types. All of the 13 social entrepreneurs exploited social entrepreneurial opportunities presented by people being excluded from work and addressed this social challenge either directly (eight) or indirectly (five). Demographic types of external enablers also include challenges around The wave of elderly (five) and dementia (three), as well as challenges deriving from psychological illness (two), obesity (one), life-guidance (one), and writing and reading disabilities (one). Other types of external enablers have also contributed to the start-up process: socio-cultural enablers in the form of today's focus on social movements addressing food waste and sustainability (one) and practical entrepreneurial programs (two), technological enablers in the form of Internet (eleven) and different digital solutions (seven), regulatory enablers in the form of international convention (one) or national reforms (four). Further, the Covid 19 pandemic is classified as a

natural environmental enabler. Although all of the social entrepreneurs in this case were affected by it in different ways, this enabler was truly exploited by only two of them, which perhaps makes the pandemic a missed enabling opportunity. The discussion investigates the possibility of support from entrepreneurial support organizations as a financial type of external enabler and identify four of the social entrepreneurs in this case as beneficiaries.

The four different kinds of scope which investigate the market potential show that some of the social enterprises can expand their services to many other sectors while some have targeted one specific industry. All of them have the opportunity of international scaling, meaning high spatial scope. The temporal scope varies according to the individual qualities each embed but a general observation is that the demographic and regular types of external enabler identified in this case has a long temporal scope. The sociodemographic scope is high if one, in addition to the target group itself, also take into account the families which are affected and the Norwegian society as a whole. The feasibility of the external enabler is addressed through two kinds of onset and shows that most demographic and regular types of external enablers happen gradual and is to a certain degree predictable. The socio-cultural types of enablers identified here is suggested to be unpredictable and happen gradually, while technological types of external enablers have medio predictability and timing. The Covid 19 pandemic as a natural environmental type of external enabler is argued to be sudden and unpredictable. Further investigation is needed on scope and onset of the suggested financial external enabler.

6.0 Conclusion

In this chapter, the findings and conclusion of the research is presented. Theoretical and practical implications is discussed before limitations of the research is identified and opportunities for future research is suggested.

6.1 Findings and conclusion

This master thesis' research question seeks answer to how external enablers have contributed to the start-up process of Ferd's social entrepreneurs. Findings from the research show that external changes and/or shifts in the society can indeed be classified as external enablers which has contributed to the start-up process for the 13 social entrepreneurs in this case. Shifts which

can be classified as demographic external enablers has been present for all of the social entrepreneurs, and the shift which all of them has exploited, directly or indirectly, as a social opportunity is that of work exclusion of several groups of people in the Norwegian society. This research shows that social entrepreneurs can be part of the solution to social challenges faced by the Norwegian society today and in the future. The challenges around lack of human resources needed to deal with The wave of elderly, and in extension, the increasing numbers living with dementia, can to some extent be reduced by employing people who experience work exclusion. By including the people who are target groups for the social entrepreneurs in this case by giving them access to work and allowing them to contribute to society, we will increase the nations' social value and gain a more diversified society as a whole. A finding in this research suggest that financial support which target the specific needs of social enterprises from entrepreneurial support organizations like Innovation Norway can be regarded as a financial external enabler. This is a type of external enabler not mention in previous research, and more research is needed in order to conclude. A suggestion that the development of social entrepreneurship in Norway the last decades can be seen as an external enabler for social entrepreneurial opportunities is also introduced. A statement found in the data material states that "social entrepreneurship is like a kinder-egg", and I think that this research shows this to be true. Further, discussions around sectoral and spatial scope show that the social entrepreneurs in this case have scaling potential, temporal and socio-demographic scope show that they all have double bottom lines. Further, the feasibility of their onset is highlighted through their innovative product and/or services and business models. This shows that the characteristics of the external enablers identified in this research as exploited and implemented by the 13 social entrepreneurs are in line with the criteria for Ferds award of "Social Entrepreneur of the Year".

6.1 Theoretical contributions

The research offers new insight into how the external enabler framework can be used to improve our understanding of social entrepreneurship in a Norwegian context. Further, it gives detailed insight into how social entrepreneurial opportunities can be exploited by focusing on different types of external enablers, and often multiple types simultaneously. The research, in agreement with previous research (Dees, 1998, Austen et al., 2006, Mair & Martí, 2006, Zahra et al., 2009) shows that social enterprises are multi layered in their operation with several focus groups, several goals, and a complexity of social values contributed to the Norwegian society. This research may in addition offer knowledge and information which can provide other models and

frameworks with new insights, e.g. the external factors in Vogels' framework (2027). The review by Gupta et al. (2020) placed opportunities within the human resources theme, focusing on the founder. This research contributes to the field of social entrepreneurship in that it shows that entrepreneurial opportunities deriving in the external environment can also be exploited, in agreement with Shane & Venkataraman (2000), Davidsson (2015), Davidsson et al. (2020).

6.2 Practical contributions

The research offers insight into the social challenges faced by the Norwegian society today and in the future. It highlights challenges policy makers have to deal with and offers social entrepreneurship as part of that solution; by including people which presently are excluded from the work force as part of the solution in order to meet challenges in regard to The wave of elderly and an increasing number of people living with dementia. Further, it demonstrates the importance of focus on practical entrepreneurship programs in education institutions and suggest an increased focus on social entrepreneurship in this setting. Additionally, the importance of the work of institutions offering financial support to entrepreneurs can be utilized to increase the support to social entrepreneurs in particular. This includes public procurement as this can be a hinderance for scaling of social enterprises. Lastly, practical contribution includes the importance of collaboration between social entrepreneurs.

6.3 Limitations

There can be other types of external enablers which have contributed to provide an opportunity to start the 13 social enterprises than those I have discussed here. It is e.g. not within the scope of this master thesis to research all regulatory changes the last decades, so I have limited myself to the information provided from the data material I have collected. This also means that when I have found quotes about the new pension reform, I have done some research into what the reform changed in order to analyse if it could have been an external enabler for the enterprises in this case study. Further, I could have conducted even more in-depths research on e.g. work exclusion and The wave of elderly in the context of social enterprises as part of the solution. The scope of the master thesis put limitations on this possibility. I have tried to compensate for this by including detailed information on each of the social enterprises in this case.

6.3 Future research opportunities

While doing this research, several ideas to additional areas which can benefit from future research was considered. The first one is to research external enablers mechanisms and roles in the context of social entrepreneurs, e.g. by choosing one or a few of the social enterprises. A second opportunity is to do in-depth research on work exclusion as a demographic external enabler, as this was the single enabler exploited by all of social entrepreneurs in this case. Research into the digital revolution (Davidsson et al., 2023) as technological external enablers is another possibility, as requested by Namsibian (2017). In addition, research into financial types of external enablers contribution to the start-up process of social enterprises would give insight and suggestions to increase focus on the importance of social entrepreneurs as possible solutions to social challenges. When addressing especially spatial scope in this research, it provided me with ideas on research on social scaling, social impact and social value. In general, future research could do in-depth research into the complex and multi-layered contributions social entrepreneurs offer society, viewing social entrepreneurship as an external enabler in itself.

Literature

- Alegre, I., Kislenko, S., & Berbegal-Mirabent, J. (2017). Organized Chaos: Mapping the definitions of social entrepreneurship. *Journal of Social Entrepreneurship*, 8(2), 248-264.
- Alvarez, S. & Barney, J.B. (2007). Discovery and creation: Alternative theories of entrepreneurial action. *Strategic entrepreneurship journal*, 1(1-2), 11-26.
- Austin, J., Stevenson, H.H., & Wei-Skillen, J. (2006). Social and commercial entrepreneurship: Same, different, or both. *Entrepreneurship Theory and Practice*, 30(1), 1-22.
- Cassar, G., & Craig, J. (2009). An investigation of hindsight bias in nascent venture activity. *Journal of Business Venturing*, 24, 149-164.
- Chalmers, D., Matthews, R., & Hyslop, A. (2021). Blockchain as an external enabler of new venture ideas: Digital entrepreneurs and the disintermediation of the global music industry. *Journal of Business Research*, 125, 577-591.
- Chen, J.J, Cui, C., Hunt, R.A., & Li, L.S.Z. (2020). External enablement of new venture creations: An exploratory, query-driven assessment of China's high speed rail expansion. *Journal of Business Venturing*, 35(6), 106046.
- Corner, P.D., & Ho, M. (2010). How Opportunities Develop in Social Entrepreneurship. *Entrepreneurship Theory and Practice*, 34(4), 635-659.
- Davidsson, P. (2015). Entrepreneurial opportunities and the entrepreneurship nexus: A reconceptualization. *Journal of Business Venturing*, 30, 674-695.
- Davidsson, P. (2020). Look Out! See Change? Sea Change Ahead! *Academy of Management Discoveries*, 6(3), 321-324.
- Davidsson, P., Recker, J., & von Briel, F. (2020). External Enablement of New Venture Creation: A Framework. *Academy of Management Perspectives*, 34(3), 311-332.
- Davidsson, P., Recker, J., & von Briel, F. (2021). COVID-19 as External enabler of entrepreneurship practice and research. *BRQ Business Research Quarterly*, 23409444211008902.
- Davidsson, P., Recker, J., Chalmers, D. & Carter, S. (2023). Environmental change, strategic entrepreneurial action, and success: Introduction to a special issue on an important, neglected topic. *Strategic Entrepreneurial Journey*, 17(2), 322-334.
- Dey, P., & Lehner, O. (2017). Registering ideology in the creation of social entrepreneurs: intermediary organizations, "ideal subject" and the promise of enjoyment. *Journal of Business Ethics*, 142, 753-767.
- Dey, P. & Steyaert, C. (2018). *Social Entrepreneurship. An Affirmative Critique*. Edward Elgar Publishing, Cheltenham, United Kingdom & Massachusetts, The United States.
- Easterby-Smith, M., Thorpe, R., Jackson, P.R., & Jaspersen, L. (2018). *Management & Business Research* (6th edition). SAGE Publication.

- Engelke, H., Mauksch, S., Darkow, I.-L., & von der Gracht, H.A. (2015). Opportunities for social enterprise in Germany – Evidence from an expert survey. *Technological Forecasting & Social Change*, 90, 635-646.
- Gaglio, C.M., & Katz, J.A. (2001). The Psychological Basis of Opportunity Identification: Entrepreneurial Alertness. *Small Business Economics*, 16, 95-111.
- González, M.F., Husted, B.W., & Aigner, D.J. (2017). Opportunity discovery and creation in social entrepreneurship: An exploratory study in Mexico. *Journal of Business Research*, 81, 212-220.
- Gioia, D.A., Corley, K.G., Hamilton, A.L. (2013). *Seeking Qualitative Rigor in Inductive Research: Notes on the Gioia Methodology*. *Organizational Research methods*, 16(1), pp. 15-31.
- Gupta, P., Chauhan, S., Paul, J., & Jaiswal, M.P. (2020). Social entrepreneurship research: A review and future research agenda. *Journal of Business Research*, 113, 209-229.
- Hauge, H.A., & Wasvik, T.M. (2016). Social enterprise as a contested terrain for definitions and practice: The case of Norway. In *Social Entrepreneurship and Social Enterprises. Nordic Perspectives* (2016), p.76-92. Edited by Andersen, L.L., Gawell, M., & Spear, R. Routledge, New York, The United States.
- Hinderer, S., & Kuckertz, A. (2022). The bioeconomy transformation as an external enabler of sustainable entrepreneurship. *Business Strategy and the Environment*, 31, 2947-2963.
- Kimjeon, J., & Davidsson, P. (2021). External Enablers of Entrepreneurship: A Review and Agenda for Accumulation of Strategically Actionable Knowledge. *Entrepreneurship Theory and Practice*, xx(x), 1-45.
- Larty, J., & Hamilton, E. (2011). Structural approaches to narrative analysis in entrepreneurship studies: Exemplars from two researchers. *International Small Business Journal*, 29(3), 220-237.
- Lehner, O.M., & Kaniskas, J. (2012). Opportunity recognition in social entrepreneurship: A thematic meta analysis. *The Journal of Entrepreneurship*, 21(1), 25-58.
- Mair, J., & Martí, I. (2006). Social entrepreneurship research: A source of explanation, prediction, and delight. *Journal of World Business*, 41, 36-44.
- Martin, R.L., & Osberg, S. (2007). Social entrepreneurship: the case for definition. *Stanford Social Innovation Review*, 5(2,), 28-39.
- Nambisan, S. (2017). Digital entrepreneurship: Toward a digital technology perspective of entrepreneurship. *Entrepreneurship Theory and Practice*, 41(6), 1029-1055.
- Nielsen, S.L., Klyver, K., Evald, M.R. & Bager, T. (2017). *Entrepreneurship in Theory and Practice. Paradoxes in play* (2nd edition). Edward Elgar Publishing Ltd.
- Shane, S.A., & Venkataraman, S. (2000). The promise of entrepreneurship as a field of research. *Academy of Management Review*, 25(1), 217-226.
- Timmermans, S., & Tavory, I. (2012). Theory Construction in qualitative research: From grounded theory to abductive analysis. *Sociological Theory*, 30(3), 167-186.

Vogel, P. (2017). From Venture Idea to Venture Opportunity. *Entrepreneurship Theory and Practice*, 41(6), 943-971.

von Briel, F., Davidsson, P., & Recker, J. (2018). Digital Technologies as External Enablers of New Venture Creation in the IT Hardware Sector. *Entrepreneurship Theory and Practice*, 42(1), 47-69.

Wood, M.S., Williams, D.W., & Drover, W. (2022). A theory of missed external enablement. *Strategic Entrepreneurship Journal*, 1-20.

Zahra, S.A., Rawhouser, H.N., Bhawe, N., Neubaum, D.O., & Hayton, J.C. (2008). Globalization of social entrepreneurship opportunities. *Strategic Entrepreneurship Journal*, 2, 117-131.

Zahra, S.A., Gedajlovic, E., Neubaum, D.O., & Shulman, J.M. (2009). A topology of social entrepreneurs: Motives, search processes and ethical challenges. *Journal of Business Venturing*, 24(5), 519-532.

Yin, R.K. (2018). *Case Study Research and Applications. Design and Methods* (6th edition). SAGE Publications.

Websites:

Ashoka (2021). *Social Entrepreneurship*. Available at <https://www.ashoka.org/en-se/focus/social-entrepreneurship> Downloaded 05.06.21.

Dees, J.G. (1998). *The Meaning of "Social Entrepreneurship"*. Available from <https://sehubs.stanford.edu/sites/default/files/TheMeaningofsocialEntrepreneurship.pdf> Downloaded 28.09.20.

Eimhjellen, I., & Loga, J. (2016). *Utvikling av sosialt entreprenørskap i Norge*. Bergen, Uni Research Rokkansenteret, 2016/9. Available at <https://www.regjeringen.no/contentassets/a1a1bf44a8f845b894613fc81435e20b/rapport-09-2016.pdf> Downloaded 14.04.23.

Ferd (2023a). *Kriterier og fagjury*. Available at <https://ferd.no/sosiale-entreprenorer/aktiviteter/arets-sosiale-entreprenor/> Downloaded 01.05.23.

Ferd (2023b). *What is Social Entrepreneurship?* Available at <https://ferd.no/en/social-entrepreneurs/about-social-entrepreneurship/about/> Downloaded 01.05.23.

Innovation Norway (2023a). *Guide for sosialt entreprenørskap*. Available at <https://www.innovasjon Norge.no/seksjon/sosiale-entreprenorer> Downloaded 20.04.23.

Innovation Norway (2023b). *Oppstart av bedrift*. Available at <https://www.innovasjon Norge.no/seksjon/oppstart-av-bedrift> Downloaded 15.07.23.

Loga, J., Eimhjellen, I., Ingstad, E.L., Stokstad, S., & Winsvold, M. (2016). *Sosiale entreprenører – partnerskap for nye løsninger*. Bergen, Uni Research Rokkansenteret, 2016/1. Available at <https://norceresearch.brage.unit.no/norceresearch-xmlui/bitstream/handle/11250/2627107/Rapport%201-2016%2C%20Loga%2C%20Eimhjellen%2C%20Eschweiler%2C%20Ingstad%2C%20Stokstad%20og%20Winsvold.pdf?sequence=1> Downloaded 14.04.23.

Stevenson, A. (2021). *Constructing the “social” in social entrepreneurship: A postcolonial perspective*. Doctoral dissertation at Lund university, Sweden. Available at <https://www.lu.se/lup/publication/e7ec378c-ec21-4b3b-b50d-6d3bc13b8ca0> Downloaded 21.05.21.

Terjesen, S. (2021). *Social entrepreneurship - a solution for social and environmental challenges!?*. Webinar by Esbri. Available at <http://www.esbri.se/forelasning.asp?link=visaforelas&id=278> Downloaded 18.04.21.

The European Association of Social Entrepreneurs (2021). *Definition of social entrepreneurship*. Available at <https://emes.net/focus-areas/> Downloaded 05.06.21.

The Norwegian Labour and Welfare Organization (2023). *Tilskudd til sosiale entreprenører og sosialt entreprenørskap*. Available at <https://www.nav.no/samarbeidspartner/tilskudd-sosiale-entreprenorer> Downloaded 28.04.23.

The Norwegian Municipality and Modernization Department (2017a). *Veier til samarbeid. Sosiale entreprenører som samarbeidspartnere i offentlig sektor – eksempler og idéer*. Oslo, 03/2017. Available at <https://www.regjeringen.no/no/dokumenter/veier-til-samarbeid/id2540583/> Downloaded 14.04.23

United Nation (2016). *The Sustainable Development Agenda*. Available at <https://www.un.org/sustainabledevelopment/development-agenda-retired/> Downloaded 30.04.23

United Nation (2021). *Take action for the sustainable development goals*. Available at <https://www.un.org/sustainabledevelopment/sustainable-development-goals/> Downloaded 23.04.21.

Newspaper articles:

Ahyee, M. & Haga, Ø. E. (2023). Nord-Norge ved et vippepunkt: Fra ressurs til innovasjon, *Folkebladet*, 03.07.23. Available at <https://www.folkebladet.no/meninger/i/WRYqWk/nord-norge-ved-et-vippepunkt-fra-ressurs-til-innovasjon> Downloaded 03.07.23.

Appendix A

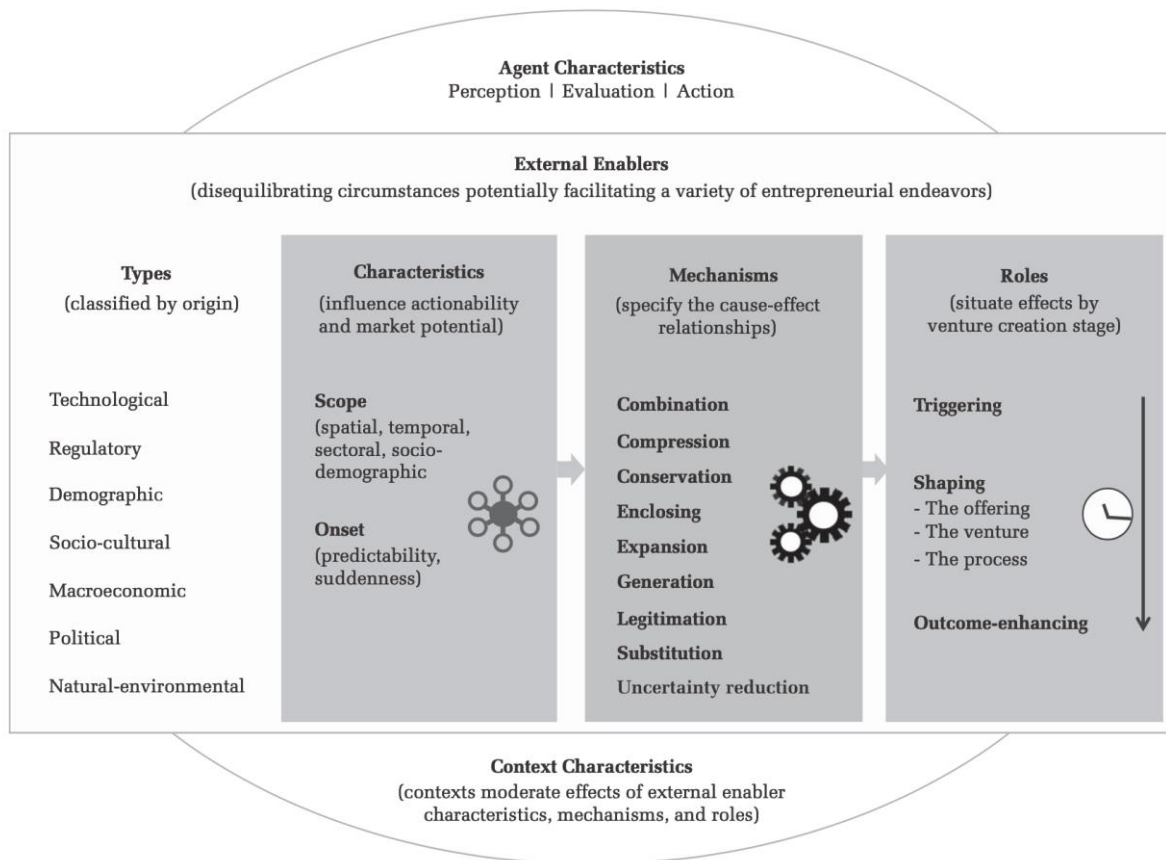
Tables and figures

Table 1 Definitions used in the thesis

Term	Definition	Source
Social entrepreneur	A social entrepreneur is one or more individuals who want to contribute to the creation of a new solution to a social problem. They may invent a new technological solution or develop a service that helps solve the problem – often more effectively than before. Companies of this type deliver results that have both a social and a financial impact, so they are often said to have a double bottom line.	Ferd, 2023b
Venture idea	...a preliminary and mostly incomplete mental representation of the concept for a potential future venture.	Vogel, 2017, p. 950.
Venture opportunity	...a favorable combination of endogenously shaped and exogenously given circumstances that make it both desirable and feasible for the entrepreneur to exploit a venture concept and to introduce a potentially value-adding offering into the marketplace.	Vogel, 2017, p. 950.
Social opportunity	...a potential business solution to address a social problem”.	González et al., 2017, p. 213.
External enabler (EE)	A single, distinct, external circumstance, which has the potential of playing an essential role in eliciting and/or enabling a variety of entrepreneurial endeavors by several (potential) actors.	Davidsson, 2015, p. 683.
Characteristics	Salient, inherent EE level properties that describe their structure and form.	Kimjeon & Davidsson, 2021, p. 4.
Scope	The range of contexts in which the EE has impact and hence potential to enable new venture creation (apart from range of contexts, variance in degree or magnitude of aggregate enablement potential within context is important).	Kimjeon & Davidsson, 2021, p. 4.
<ul style="list-style-type: none"> • Sectoral 	The range of types of economic activity for which the EE provides enabling potential.	Kimjeon & Davidsson, 2021, p. 4.
<ul style="list-style-type: none"> • Spatial 	The geographic area within which the EE provides enabling potential.	Kimjeon & Davidsson, 2021, p. 4.
<ul style="list-style-type: none"> • Temporal 	The period during which the EE provides enabling potential.	Kimjeon & Davidsson, 2021, p. 4.
<ul style="list-style-type: none"> • Socio-demographic 	The range of (sub)populations whose circumstances are potentially affected by the EE, from niche groups to all human beings.	Kimjeon & Davidsson, 2021, p. 4.
Onset	How EEs first come into being.	Kimjeon & Davidsson, 2021, p. 4.
<ul style="list-style-type: none"> • Gradualness 	The extent to which an EE’s occurrence and influence can be anticipated.	Kimjeon & Davidsson, 2021, p. 4.
<ul style="list-style-type: none"> • Predictability 	The pace a pattern by which the EE develops over time (alternative to onset).	Kimjeon & Davidsson, 2021, p. 4.

Figure 1 The external enabler framework

External Enablers Framework (focus areas are shaded in gray)



Davidsson et al. (2020, p. 315).

Mechanisms of external enablers

Mechanisms of external enablers capture in detail the influence enablers have on entrepreneurial action and outcome, and they describe how this influence can benefit entrepreneurs in their pursuit to establish and develop successful ventures in an underlying cause-effect relationship (Davidsson et al., 2020). The authors present a comprehensive, but not exhaustive overview of different mechanisms which research literature has identified. Some of the mechanisms are supply-related, e.g. (resource) expansion and (resource) substitution, some are demand-related, e.g. (demand) expansion and (demand substitution), in addition to the encloser mechanism that deals with appropriation of value (ibid.). An example of a demand-related mechanism is the consumer demand of sport equipment and home-improvement items which has been present (in Norway) as a result of the Covid-19 pandemic; people seek to comfort and reward themselves in a difficult time and will spend their money differently than before (e.g. on international travel, concerts, restaurants) to do so. Opacity of the mechanism and agency-intensity of the mechanism are two specific terms that are important in Davidsson

et al.'s framework and deals with situations where agents with special knowledge and/or an extraordinary imagination can foresee benefits, and with situations that require special skills like cleverness, determination, and patience in order to actualize the potential in the mechanism (Davidsson et al., 2020).

Roles of external enablers

Roles of external enablers capture the creation process of the new venture in that they emphasize the crucial role enablers can play in the imperfect relationship between strategy and outcome (ibid.). In their framework, Davidsson et al. (2020) presents three prominent roles which can benefit entrepreneurs; triggering, shaping, and outcome-enhancing. The triggering role as an external enabler examine the initial process of establishing a new venture and is investigated through the lens of external enablers and their mechanisms. This role represents the first part of the process to create a new venture. The last part of the process is represented by the outcome-enhancing role. As an external enabler, this role argues that the outcome for the venture will be more successful/enhanced if the actor not only focus on anticipated or expected mechanisms but allows for serendipitous or fortuitous mechanisms. The role between triggering and outcome-enhancing is called the shaping role and this role allows for the usage of available external enablers as the actors see fit in their journey to create a new venture. The authors separate this role into three facets, the (product or market) offering (e.g. through new technology), the venture itself (e.g. through regulations or resources), and the venture creation process (e.g. enablers that makes the creation process faster or better timed). The shaping role is especially important because it allows actors to make use of external enablers throughout the whole creation period, from the initial triggering to the venture outcome, giving them vital strategic benefits (ibid).

Figure 2 The research model

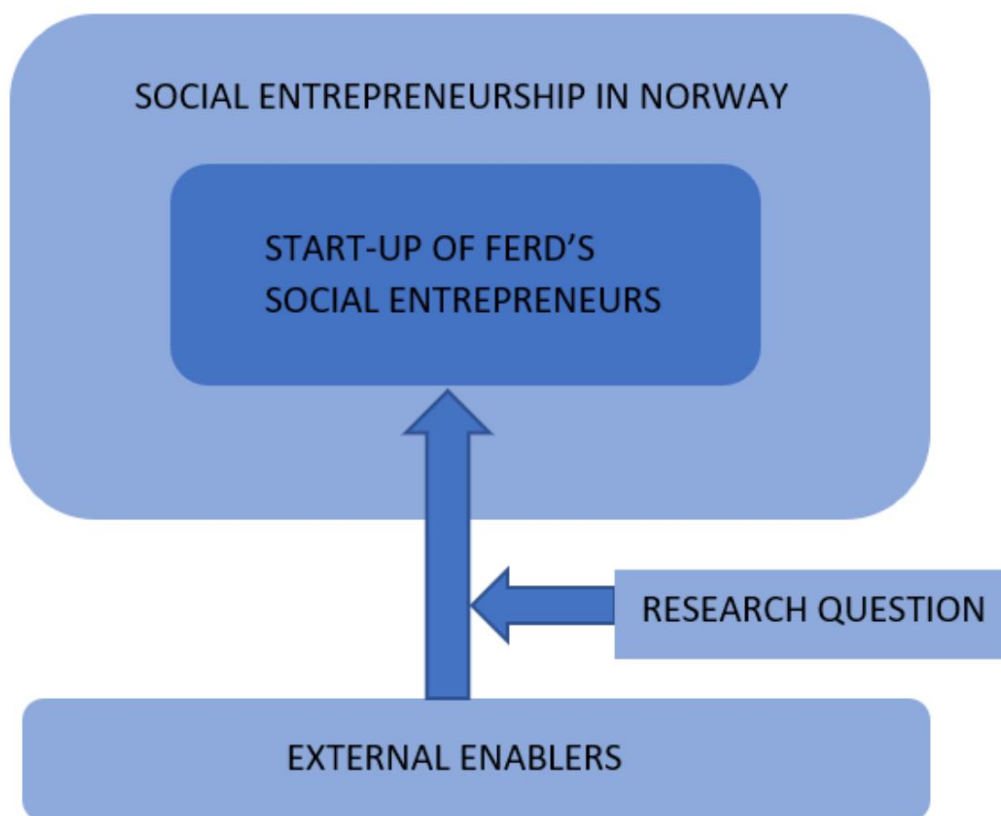


Table 2 Result of Retriever search and sum of all sources used

Social entrepreneur	Search period	Search indicators	Result (hits) in Retriever	Sum of all sources used*
HELT MED	2017 – 2023 May	HELT MED + name of founder	109	14
Ideelt	2018 – 2023 May	Ideelt sosial entreprenør / Ideelt Security	2 / 10	7
Lifeness	2018 – 2023 May	Lifeness	70	13
iMAL	2015 – 2023 May	iMAL	103	19
Assistert Selvhjelp	2016 – 2023 May	Assistert Selvhjelp social entrepreneur	38	10
Motitech	2013 – 2023 May	Motitech	397	20
Generasjonsmøtet M	2011 – 2023 May	Generasjonsmøtet M / Generasjon M	42/42	16
Gammel Nok	2012 – 2023 May	Gammel Nok social entrepreneur	18	12
Monsterbedriften	2003 – 2023 May	Monsterbedriften social entrepreneur	41	13
Epleslang	2012 – 2023 May	Epleslang social entrepreneur	404	41
Lyk-z & Døtre	1994 – 2023 May	Lyk-z & Døtre	172	18
Noen	2006 – 2023 May	Noen social entrepreneur dementia	19	21
Forandringsfabrikken	2000 – 2023 May	Forandringsfabrikken	1956	18
Sum of used sources				222

*From sources 1, 2 and 3.

Table 3 External enablers identified categorized into types

External enablers	Type of external enabler
Work exclusion	Demographic, political, macro-economic
Psychological challenges	Demographic, political, macro-economic
Obesity	Demographic, macro-economic
Life guidance	Demographic, macro-economic
Children with reading/writing challenges	Demographic
The wave of elderly	Demographic, political, macro-economic, regulatory
Dementia	Demographic, political, regulatory
Disabled people (discussed under work exclusion)	Demographic, political
Social movement against food waste	Socio-cultural, natural environment
Sustainability	Socio-cultural, natural environment
Practical Entrepreneurship programs at education institutions	Socio-cultural, political, macro-economic
The Covid 19 pandemic	Natural environment, macro-economic
Internet	Technological
Digital solutions, e.g. platforms, film and media technology, apps	Technological
UN Convention on the Rights of the Child of 1989	Regulatory, political, international macro-economic
The Responsibility Reform of 1991	Regulatory, political, national macro-economic
The «A full life – all your life» Reform of 2017	Regulatory, political, national macro-economic
The Pension Reform of 2011	Regulatory, political, national macro-economic
The Act on right to upper secondary education of 1994 (not discussed)	Regulatory, political
UNs 17 sustainability goals (briefly discussed under Sustainability)	Political, macroeconomic
Bio-economic (briefly discussed under Sustainability)	Macro-economic, political
Armed conflict, abuse, migration crisis, refugee camps (addressed by The UN Convention on the Rights of the Childs of 1989, not discussed)	Political, macro-economic, demographic
Innovation Norway's different support services	Financial

Table 4 Matrix showing external enablers exploited

Social enterprise (columns) / External enablers (rows)	HELT MED	Ideelt	Lifeness	iMAL	Assistert Selvhjelp	Motitech	Generasjonsmøtet M
Work exclusion	✓	✓	✓	✓	✓	✓	✓
Psychological challenges					✓		
Obesity			✓				
Life guidance							
Children with reading/writing challenges				✓			
The wave of elderly	✓					✓	✓
Dementia	✓					✓	
Social movement against food waste							
Sustainability							
Practical entrepreneurship programs							✓
The Covid 19 pandemic		✓					
Internet	✓		✓	✓	✓	✓	✓
Digital solutions, e.g. platforms, film and media technology, app			✓	✓	✓	✓	
The UN Convention on the Rights of the Child							
The Responsibility Reform	✓						
The A full life – All your life Reform							✓
The Pension Reform							
Innovation Norway's different support services				✓	✓	✓	

Table 4 Matrix showing external enablers exploited (continued)

Social enterprise (columns) / External enablers (rows)	Gammel Nok	Monster-bedriften	Epleslang	Lyk-z & Døtre	Noen	Forandrings-fabrikken
Work exclusion	✓	✓	✓	✓	✓	✓
Psychological challenges		✓				
Obesity						
Life guidance				✓		
Children with reading/writing challenges						
The wave of elderly	✓				✓	
Dementia					✓	
Social movement against food waste			✓			
Sustainability			✓			
Practical entrepreneurship programs			✓			
The Covid 19 pandemic	✓					
Internet	✓		✓	✓	✓	✓
Digital solutions, e.g. platforms, film and media technology, app			✓	✓		✓
The UN Convention on the Rights of the Child						✓
The Responsibility Reform			✓			
The “A full life – All your life” Reform						
The Pension Reform	✓					
Innovation Norway’s different support services				✓		

Table 5 Scope of external enablers identified

Scope (columns) / Types (rows)	Sectoral	Spatial	Temporal	Socio-demographic
1. Demographic				
Work exclusion*	High (for 2), medio (for 2), low (for 4)	High (for 5), medio (for 2), low (for 1)	Long	Target groups / society
Psychological challenges	Low	High national (for 1) with international potential	Long	Target groups / society
Obesity	Low	High international (1)	Long	Target groups / society
Life guidance	Low	High international (1)	Long	Target groups / society
Children with reading/writing challenges	Low	High international (1)	Long	Target groups / society
The wave of elderly	Low	High international (1), medio national (3), low national (1)	Long	Target groups / society
Dementia	Low	High international (1), medio national (2)	Long	Target groups / society
2. Socio cultural				
Social movement against food waste	Low	Medio national and international	Difficult to predict	Potentially “all human beings”
Sustainability	High	High	Difficult to predict	Potentially “all human beings”
Practical Entrepreneurship programs	Potentially high	Potentially high	Potentially long	Target groups / society
3. Natural-environmental				
Covid 19 pandemic	High	High	Limited	Potentially “all human beings”
4. Technological				
Internet	High	High	Long	All human beings
Digital solutions, e.g. platforms, film and media technology, app	Low	High	Medio	Target groups / society
5. Regulatory				
The UN Convention on the Rights of the Child	High	High	Long	No limits, all human beings with emphasis on children
The Responsibility reform	High national	High national	Long	Target groups / society
The «A full life – all your life» reform	Low	Low, potential for export internationally	Potentially long	Target groups / society
The Pension reform	High	High	Potentially long	The Norwegian society
6. Financial				
Innovation Norway’s support services	Potentially high, but more research is needed	Potentially high, but more research is needed	More research is needed	More research is needed

*For the eight social enterprises which address work exclusion directly

Table 6 Onset of external enablers identified

Onset (columns) / Types (rows)	Predictable / Unpredictable	Gradual / Sudden
1. Demographic		
Work exclusion*	High predictability (five**) / Medio predictability (four***)	Difficult to discuss (three**) / Gradual (six***)
Psychological challenges	High predictability	Gradual
Obesity	High predictability	Gradual
Life guidance	High predictability	Gradual
Children with reading/writing challenges	High predictability	Gradual
The wave of elderly	High predictability	Gradual
Dementia	Somewhat predictable	Gradual
2. Socio cultural		
Do not waste food	High unpredictability	Gradual
Sustainability	High unpredictability	Gradual
Practical Entrepreneurship programs	Difficult to conclude because lack of information	Most likely gradual
3. Natural-environmental		
Covid 19 pandemic	High unpredictability	Sudden
4. Technological		
Internet	Medio – toward unpredictable	Medio – toward gradual
Digital solutions, e.g. platforms, film and media technology, app	Medio – toward unpredictable	Medio – toward gradual
5. Regulatory		
The UN Convention on the Rights of the Child	Predictable	Gradual
The Responsibility reform	Predictable	Gradual
The «A full life – all your life» reform	Predictable	Gradual
The Pension reform	Predictable	Gradual
6. Financial		
Innovation Norway's different support services	More research is needed	More research is needed

*For the eight social enterprises which address work exclusion directly

*Epleslangs' first target group

**Epleslangs' second target group

Appendix B

Additional information and list of sources

2023 - HELT MED

HELT MED connect their activities to The Responsibility Reform of 1991⁹². HELT MEDs business idea is to include people with disabilities, developmental disorders, and learning difficulties into the national work force⁹³. People with disabilities are seen as a resource, in employment as well as in society⁹⁴. One of the key ingredients to their success is quality follow-ups/monitoring⁹⁵. Through work participation they experience being included and being of use to others⁹⁶. HELT MED collaborates with a lot of public institutions on several levels, from state institutions like NAV, to municipalities, and employee unions like LO, and its counterpart, the employer interest association of NHO. Private institutions and organizations are also collaboration partners⁹⁷. A focus area of HELT MED is valuation and research, especially on quality control, numbers employed, work satisfaction, and other important information on the services provided for both employees and employers⁹⁸. A recent publication, NOU 2023:13 called “About Time! – Realization of disabled peoples’ rights” states the importance of that HELT MED and other enterprises with similar methods is extended and offers services throughout the nation, with a goal of full national coverage within five years⁹⁹. This goal is important because if no change is made, it will take society 200 years before all disabled people who would like to work, are being offered a job. Only 3.000 out of 20.000 adults with disabilities are working (numbers from 2019). Other numbers show that in 2012 70% did not have a job offer while in 2015 the number was 74%, meaning that the trend is increasing¹⁰⁰. As of May 2023, 210 people have been employed through HELT MED, the goal is 100 per year. HELT MED is present in 40 municipalities throughout Norway¹⁰¹. A lot of people are waiting to receive offer of work at a “permanently adjusted workplace” (VTA), as committed by the government in The Responsibility Reform of 1991. Some of these workplaces are in so-called protected enterprises, meaning enterprises established for the sole purpose of offering jobs to people who cannot compete in the regular job market. A VTA job costs society about 200.000 Norwegian krone per year and are in short supply¹⁰². VTA enterprises are seen as a safe environment and give people experience leading to opportunities to work elsewhere. HELT MED is a supplement to VTA¹⁰³. In society, there is a tendency to treat people with disabilities as a homogenous group we expect little of, but they are as individual as people without disabilities. This means that some are satisfied and happy working at VTA enterprises while some would like other opportunities, and HELT MED can help the latter group. For society,

meeting people with different disabilities, working at the local grocery store, at hotels and in cafes, can lead to a normalization and a more inclusive society¹⁰⁴. In 2019, the first ever job convention was arranged, connecting disabled people and potential employers, with participants ranging from disabled people to potential employers, and visited by politicians. HELT MED was one of the organizers¹⁰⁵. The Covid 19 pandemic led to temporary layoff of HELT MEDs employees¹⁰⁶.

Sources footnotes 1-8 and 92-106:

Bjørndal, D. (2017). Fikk drømmejobben. *Bergens Tidene*, 31.05.17, s. 9.

Bjørndal, D. (2020). GODE HJELPERE. De er en viktig ressurs for sykehjemsboerne. *Bergensavisen*, 05.04.20., p. 6.

Brugrand, C.S. (2022). Dette er finalistene til «Årets Sosiale Entreprenør». *Dagens Perspektiv*, 02.12.22, p. 17.

Dagens Perspektiv (2021). NAV Ålesund: Går nye veier for å få flere utviklingshemmede ut i jobb. *Dagens Perspektiv*, 08.09.21.

Edin, J. (2019a). Lik rett til ulike arbeidsmuligheter. *Oppsiden* (Norsk nettverk for Downs syndrom), 18.03.19.

Edin, J. (2019b). Alle har noe å bidra med i arbeidslivet. *Oppsiden* (Norsk nettverk for Downs syndrom), 18.03.19.

Ferd (2023c). *Året sosiale entreprenør kåret: Bryter ned barrierer*. Available at <https://ferd.no/sosiale-entreprenorer/arets-sosiale-entreprenor-karet-bryter-ned-barrierer/> Downloaded 04.05.23.

Gjesdal, E., Schibeavaag, T.A., & Topdahl, R.C. (2019). Emily (25): Alle med Downs trenger å jobbe. *Norsk Rikskringkasting*, 06.03.19.

Government (2013a). Meld.St. 45 (2012-2013). *Frihet og likeverd – Om mennesker med utviklingshemming*. Available at <https://www.regjeringen.no/no/dokumenter/meld-st-45-2012-2013/id731249/?ch=2> Downloaded 04.05.23.

Government (2023). *På høy tid – Realisering av funksjonshindredes rettigheter*. NOU 2023:13. Available at <https://www.regjeringen.no/no/dokumenter/nou-2023-13/id2974659/> Downloaded 04.05.23.

HELT MED (2023). Available at <https://heltmed.no> Downloaded 12.04.23

Pedersen, K. (2017). Dette er bare begynnelsen. *Bergens Tidene*, 30.05.17, s. 6.

Quvortrup, J. (2018). Pygmalion-effekten. *Velferdbloggen*, (5) 2018.

Sommersol, A.S. (2021). Intervju med Jarle Eknes. *Et vanlig liv*, 19.03.21. Available at <https://etvanligliv.no/nyheter/2021/heltmed> Downloaded 04.05.23.

2021/2022 - Ideelt

Tøyen library in Oslo was troubled by young adults from the urban areas hanging out and creating challenging situations. The founder and the project manager developed a strategy of hiring the leaders of the local “gangs”, a strategy which needed a flexible and “learn as you go” attitude¹⁰⁷. This strategy was coinciding with the visions of the libraries on interaction, creating peaceful and well-functioning communities¹⁰⁸. One of the key factors to the success is that the employees are local, meaning that they are familiar with and can relate to the challenges and are known to other young adults living in the area, creating better conditions for collaboration than a regular security company can achieve¹⁰⁹. Another is that it is the same people working at the libraries, as opposed to security firms which sends different people to the singular customer, meaning that they don’t create an environment of community¹¹⁰. The founder and a project manager are very important to the social enterprise, through knowledge of the area, through economic education and through previous work experience with refugees. One of the mantras they teach the young adults is that “if you have tried, you have not failed!”¹¹¹. Ideelt would like to use the financial part of the award to create more job possibilities for young adults, expanding the areas and sectors in which young adults can work. One area is projects within construction and property, where the demand for maintenance services already is present. Ideelt would also like to establish a division called Amesto Aces, where young adults are recruited and educated to become IT consultants. Ideelt as a social enterprise has knowledge in networking, spreading their innovative solutions to potential partners¹¹². One of the founders’ states that it is important to solve complex societal problems by creating jobs, profitability, and participation in the city districts of Tøyen and Grünerløkka, and a politician interviewed refers to social entrepreneurs as a kinder egg¹¹³. Further, the local young adults are often stigmatized; they do not get to show what they can do, are put to simple tasks, or just altogether neglected. At Ideelt, the attitude is the reversed; you are allowed to grow and thrive. Ideelt would like to be a work training arena where young adults take their first steps into the national work force. It seems to work as eight of the people hired are already employed elsewhere. The workforce of Ideelt is multicultural, which is seen as one of the strengths of the enterprise. Ideelt is also different from other companies, even other social entrepreneurs, in one specific way: the founder do not want any publicity around own person (denied being nominated to an award for young leadership), nor do Ideelt publicize and market themselves on social media. Their recruitment is word of mouth, leaving it up to young adult to connect with Ideelt, and in this way show responsibility for their own lives. To not have a web page is also a conscience choice. But, Ideelt are looking into the possibilities of a digital platform for the training and follow-up process, as their ambitions are to scale up in order to reach as many young adults as possible¹¹⁴.

Young adults who drop out of the education systems have smaller networks. Statistics from 2019 show that for young adults aged between 16 and 19 years old at Tøyen and Grønland area, about 20% has not started, dropped out, or not passed secondary school (in Oslo, this number is 12%). These areas are characterized by living standard challenges, large social differences, and low access to the job market. This is also true for adults, having no job and living on social benefits, a circle which is hard to break. To prevent this situation being inherited by the next generation is one of Ideelts missions. It is the police which is responsible for upholding the laws, but it is the local community and the municipalities responsibility to prevent young adults under the criminal age to be recruited into a life of criminality. When one become 18 years old, it is too late for many, they are already steep in criminality. This is where Ideelt comes in, giving young adults responsibility and a new direction in life before they become involved in (serious) criminal behavior. A job means a social network, security and a sense of community¹¹⁵.

Sources footnotes 9-12 and 107-115:

Anker, N. (2020). -Se på dette, sier Ahmend Hassan (26) og holder frem en 16 år gammel Aftenpostenartikkel på mobil. *D2*, 10.07.20, p. 40-42.

Aurlien, Ø. (2020). – Nå må det bestilles. Hold liv i lokale jobber. Hører dere, Oslo Kommune? *Vårt Oslo*, 29.03.20.

Ferd (2023d). *Årets sosiale entreprenør kåret: Gir ungdom en sjanse*. Available at <https://ferd.no/ferdmagasinet/2022/utgave-2-2022/arets-sosiale-entreprenor-karet-gir-ungdom-en-sjanse-2/> Downloaded 13.04.23

Høilund, A. (2019). Ideelt Security på Tøyen er annerledes: Vi er lokale trivselseverter, ikke tradisjonelle vektere i uniform. *Vårt Oslo*, 02.07.19.

Landro, L., Abdinasir, H. & Salad, L.K. (2020). Lokal ungdom er løsningen. *Dagsavisen*, 18.02.20.

Naustdal, I.D. (2020). Hardtarbeidende trivselsvektere løfter ungdommen og nabolaget. *Journalen*, 12.10.20.

Proff (2023). *Ideelt Security AS*. Available at <https://proff.no/selskap/ideelt-security-as/oslo/vaktselskaper/IF8OBJ001TJ/> Downloaded 05.05.23.

2020 - Lifeness

The founders of Lifeness is doctor and an (serial)entrepreneur from the fitness business, establishing an enterprise to help people with obesity. Later, a well-known fitness person joined the team, first as an investor and a member on the board and later as one of the managers¹¹⁶. Lifeness is developed in close collaboration with (executive) health care workers who each day

threat patients in the Norwegian health care services¹¹⁷. A pilot research study shows that within six months of being treated by Lifeness, the patients with obesity experienced a five times better result in regard to weight loss than people who followed more traditional treatment program¹¹⁸. The founders say that the success of their enterprise is about two issues; precision and simplicity, as their solution is adapted to fit the user groups and gives them the tools which makes the tasks easier¹¹⁹. Lifeness collaborates closely with research clusters and the national health care services, presenting their research results at International Congress of Obesity¹²⁰. In 2022, Lifeness expanded their services to include development and sale of digital communication solutions with a purpose to improve the services offered to both the primary and the specialist Norwegian health care services¹²¹. The market potential is extensive as research shows that women in general go on a diet 126 times during their life¹²². The platform is also suited to treat chronic illnesses like diabetes¹²³. Earlier this year, Lifeness announced that the enterprise is expanding their market to include the Scandinavian and the European market, having secured 30 million Norwegian kroner in investment capital. Further, Lifeness' staff is expanded from 8 to 22 employees with competence and experience in technological development, and sale and marketing, who will focus on product development, research, and sale and market-related tasks. Lifeness would like the scaling to be gradual, with the first goal to be reached within one year¹²⁴. A more long-term goal is to help 200.000 people increase their life quality and improve their health within the next five years¹²⁵.

Sources footnotes 13-17 and 116-125:

Bertheussen, L. (2020a). Fem ganger mer ned i vekt enn andre. Nominert til prestisjepris for gründere – Tromsø-duo har utviklet en app som ifølge gründerne gir brukerne svært gode resultater. *Nordlys*, 29.10.20, s. 18-19.

Bertheussen, L. (2020b). Tromsø-duo til topps. En viktig bekreftelse på at det vi gjør, er viktig, sier gründerne bak app. *Nordlys*, 04.12.20, s. 25.

Brugrand, C.S. (2020). Helseplattformgründere ble Årets Sosiale Entreprenør. *Dagens Perspektiv*, 11.12.20, s. 31.

Bugge, M. (2022). Slankedronninga ble mett på fedme. *Budstikka*, 17.12.22, s. 14-15.

Ferd (2023e). Årets sosiale entreprenør kåret: Helseplattform til topps. Available at <https://ferd.no/sosiale-entreprenorer/arets-sosiale-entreprenor-karet-helseplattform-til-topp/> Downloaded 01.05.23.

Johansen, T.D. (2023). Satser stor i Europa. Maria og Solvor hentet inn 30 millioner. *Nordlys*, 14.03.23, s. 4.

Klævahaugen, I. (2020). Solvor fra Stavsjø er finalist til gjev pris: Herlighet, jeg ble helt overveldet da jeg fikk beskjed om det. *Ringsaker Blad Pluss*, 23.10.20.

Lifeness (2023). Available at <https://lifeness.no> Downloaded 12.04.23.

Næss, H.J. (2022). Jakter millioner til helseapp for fedmepasienter. Lifeness skal få overvektige til å endre livsstil. *Kapital*, 03.06.22.

Olsen, Y. (2020). Suksessoppskrift til et liv uten diett. Hver dag Maria (35) hjelper mange med å overvinne fedme. *Nordlys*, 13.02.21.

Pedersen, C. (2023). Nå skal den nordnorske livsstilappen erobre verden – gründerne har hentet inn 30 millioner til storsatsing. *iTromsø*, 14.03.23, s. 10.

Simonsen, M.C.A. (2021). Følger opp fedmepasienter via app. *Dagens Medisin*, 04.03.21.

Åsland, J. (2022). Suksess i samarbeids med Norsk Helsekonsortium. *Norwegian Smart Care Cluster*, 19.04.22. Available at <https://www.smartcarecluster.no/aktuelt/2022/4/suksess-i-samarbeid-med-norsk-helsekonsortium> Downloaded 02.05.23.

2019 - iMAL

iMAL was established to help teach children how to read and write, using a method called iMAL¹²⁶. After only three months of a pilot study, all the 18 six years old children could read and write, something which is above the national average where about 20% of children struggle with this task¹²⁷. The teacher learned the iMAL method while teaching at a school in Spain. The interest from teachers and parents were great, and the teacher started to develop an Internet-based solution using the iMAL method¹²⁸. The founder had to create all learning materials as none existed in Norwegian and started the thought process of establishing an enterprise around these thoughts. Early on, the founders' own municipality believed in the teachers' idea and decided to support iMAL financially through a grant and through networking with Innovation Norway and Trøndelag Research and Development¹²⁹. The first part of the job was to find somebody to work with in regard to developing a prototype of the technical solution, the second part was finding teachers who could test the solution and become a reference group for iMAL. From there, iMAL grew as an enterprise and was tested at several Norwegian schools¹³⁰. The Norwegian Dyslexia Foundation and The National Writing Center was the next organizations to get in touch. The founder started to give lectures and webinars to inform, present and market the solution¹³¹. Psychological Institute at Norwegian University of Science and Technology (NTNU) are using the pilot project in research on the brain as the method is built upon knowledge on how brains work; by seeing, by hearing, and by doing. Results from this research shows that iMAL gives better reading abilities and skills and prevents reading and writing difficulties¹³². In 2016, the iMAL method was ready for sale, and the largest municipalities in Norway was on the customer list (Bergen, Oslo, Stavanger, Trondheim, Tromsø, Bodø, Lillehammer, Hamar, also Levanger, Verdal and Namsos). By 2017, 125 Norwegian

municipalities were clients (30% of Norwegian schools)¹³³. Since 2018 the founder has worked full time at iMAL. A collaboration with a local (at Snåsa) sound studio entrepreneur (Tonemakeriet) was established with a goal to create 400 sound files, using the sound studios multi-media facilities for seminars in regard to international scaling of iMALs services¹³⁴. Innovation Norway has been important to iMAL throughout the process, supporting the pilot project as well as the development of the solution¹³⁵. iMAL is working on establishing themselves internationally and are already in markets such as Sweden, Spain, Germany, and potentially China¹³⁶. The Covid 19 pandemic did not affect iMAL much as they could substitute physical courses with digital ones¹³⁷.

Sources footnotes 18-21 and 126-137:

- Agdestein, C. (2019). Hvordan skape en kunnskapsskole? *Trønder-Avisa*, 19.08.19, p. 28.
- Berg, T.E. & Langfjord, M. (2017). Vil revolusjonere leseopplæringen. *Trønder-Avisa*, 16.01.17, p. 4-5.
- Bratberg, T.B. (2015a). Læring blir forretning. *Steinkjer-Avisa*, 27.02.15, p. 7.
- Bratberg, T.B. (2015b). Utvikler lesemetode. *Steinkjer-Avisa*, 11.09.15, p. 18.
- Bratberg, T.B. (2016a). Informasjonskveld om dysleksi. *Steinkjer-Avisa*, 08.01.16, p. 3.
- Bratberg, T.B. (2016b). Trenger 50 førsteklasinger. *Steinkjer-Avisa*, 12.02.16, p. 7.
- Bratberg, T.B. (2018). Kina kan bli et marked. *Steinkjer-Avisa*, 04.05.18, s. 8.
- Brugrand, C.S. (2019). Årets sosiale entreprenør hjelper barn å knekke lesekode. *Dagens Perspektiv*, 28.11.19.
- Ferd (2023f). *Årets sosiale entreprenør hjelper barn å knekke lesekode*. Available at <https://ferd.no/sosiale-entreprenorer/arets-sosiale-entreprenor-hjelper-barn-a-knekke-lesekoden/> Downloaded 14.04.23.
- Ferd SE (2020). *Resultatrapport 2019/2020*. Available at <https://ferd.no/wp-content/uploads/2021/05/Ferd-Sosiale-Entreprenorer-Resultatrapport-2020.pdf> Downloaded 31.05.23.
- Hermann, L.M.B. (2020a). Regine fra Snåsa mottar 3,9 millioner kroner i utviklingstilskudd fra Innovasjon Norge. *Trønder-Avisa Ekstra*, 09.08.20.
- Hermann, L.M.B. (2020b). Bruker 7 millioner på å nå ut til flere elever som sliter med å lese. *Trønder-Avisa*, 22.08.20, s. 10.
- iMAL (2023). Available at <https://imal.no> Downloaded 11.04.23
- Løberg, A.K. (2015). Theo lærer å lese med lyd og bevegelser. *Norsk Rikskringkasting Hedmark og Oppland*, 25.11.15.
- Malmö, E. (2018a). – Enklere å utvikle i Oslo. Savner engasjement for lokale gründere. *Trønder-Avisa*, 12.01.18, p. 13.

Malmo, E. (2018b). Skal bygge seg opp sammen. Jobber med internasjonalisering av læringsmetoden Imal – fant lokal samarbeidspartner. *Trønder-Avisa*, 23.04.18, p. 12.

Skifter (2021). Annonserinnhold: Slik knakk Edtech-selskapet startup-koden. *Shifter*, 06.04.21.

Undseth, R. (2015). Bokstaver med alle sanser. *Østlendingen*, 03.12.15.

Vedvik, K.O. (2018). Kvinnen fra Snåsa utretter lesemirakler. *Utdanning*, 15.06.18., p. 26-27.

2018 - Assistert Selvhjelp

Assistert Selvhjelp helps people living with different psychological challenges¹³⁸. The founder combined his interest for technological solutions with his profession as a psychologist, which resulted in an Internet based treatment service. The founders' knowledge of technical solutions has been very important to the digital solution which Assistert Selvhjelp offers¹³⁹. By having extensive, self-taught IT competences, the founder say that the hurdle was not as great as for other founders who do not possess such competences¹⁴⁰. Innovation Norway has provided Assistert Selvhjelp with financial support¹⁴¹. In Norway today, the public health care services are not scaled to meet the need in society and must prioritize people with severe illnesses¹⁴². This means that people with mild to moderate forms must wait. In fact, 9 of to 10 do not get help within one year¹⁴³. The founder wanted to help people at an earlier stage with a priority of those with mild to moderate forms of psychological challenges¹⁴⁴. The covid pandemic saw an increase in the number of people in need of psychological help¹⁴⁵. One of the major reasons for absence from work is psychic health. On the other hand, a meaningful job is important for ones' mental health. The key is to find a balance. Statistics show that about half of the Norwegian population suffers from psychic challenges during their lifetime¹⁴⁶. If one has to wait to get help, the problem might increase, and a new survey shows that almost 35% has experienced themselves or know someone who has experienced not receiving necessary help from public services. Further, 54% believes that the capacity will decrease the next years. Private health care services and insurance, e.g. through work, are important supplement to help people with mild to moderate illnesses, allowing them to return to work at an earlier state. These groups are important clients for Assistert Selvhjelp¹⁴⁷. In Norway, there are about 3.000 public financed psychologists. To help all people in need, the number of psychologists must be 21.000. These numbers show that digital solution with its easy access and low threshold is the only way to solve this societal problem¹⁴⁸. Today Assistert Selvhjelp is available in 127 Norwegian municipalities¹⁴⁹, and Ferds' jury sees the potential for international scaling¹⁵⁰.

Sources footnotes 22-27 and 138-150:

Assistert Selvhjelp (2023). Available at <https://assistertselvhjelp.no/tilgang-for-helsetjenester/> Downloaded 10.04.23

Berg, T. (2019). Ashoka feiret «Årets sosiale entreprenør» – Oskar Blakstad. *iNNOMAG*, 31.01.19.

Bergwitz-Larsen, I. (2022). Metoden: Ble frisk fra sosial angst. *Dagbladet*, 30.03.22.

Dalen, A. (2017). Gründer Oskar vil kutte ventetiden for personer med psykiske lidelser. *E24*, 20.08.17.

Ferd (2023g). *Nettløsning for bedrepsykisk helse kåret til årets sosiale entreprenør*. Available at <https://ferd.no/sosiale-entreprenorer/nettlosning-for-bedre-psykisk-helse-karet-til-arets-sosiale-entreprenor-2/> Downloaded 10.04.23.

Meier, H. (2022). Digital psykologi er eneste farbare vei. *Dagens Medisin*, 17.11.22.

Norum, M.L. (2020). Gikk i overlevelsesmodus da samfunnet ble koronastengt. *Budstikka*, 27.07.20, p. 8-9.

Vahdani, S. (2023). Lang ventetid for psykisk hjelp: Et økende problem. *Trønder-Avisa Ekstra*, 04.04.23.

Vennesland, L. (2021). Jobb og psykisk helse. *Arendals Tidende*, 04.05.21, p. 16.

Vindslund, S. (2018). Kutter ventelister og dyre psykolog-regninger. *Fædrelandsvennen*, p. 26.12.18.

2017 - Motitech

With industrial and technical solutions which makes life less of a struggle, and better medical solutions, people in Norway have an increasingly better standard of life. This means that there are an increasing group of elderly people¹⁵¹. Motitech was established as an independent enterprise in 2013 with a goal to motivate elderly people and people with dementia to increased physical activity. Their main product is call Motiview (moti from motivation) and their digital solution can be classified as a health care technology¹⁵² or welfare technology¹⁵³. Providing the users with a choice of 2.000 films (2021) from around the world¹⁵⁴ and a wide variety of music choices, their solution is using ergometer bikes with the possibility to pedal with both feet and arms while watching films and listening to music¹⁵⁵. Ergometer bikes has existed for some time, but by linking them to the films, it gives the participants more motivation to use them. Some of the participants bike ten kilometers a day while watching films¹⁵⁶. The film is 180 degrees with sound recording, making the bike ride more realistic¹⁵⁷. One inspiration for the concept was Norwegian Broadcastings' (NRK) programs "minute by minute", exploring Norway or special events in slow tv¹⁵⁸. Motitech put special events into the films: perhaps they meet somebody along the way, stop to see lambs grassing, or stop by farms to see horses and cows. Under a filming in the coastal village of Seim, the film ended in a boat trip¹⁵⁹. An added effect for people

suffering from dementia is the mental effect these films can have on recognition and association¹⁶⁰. While biking, the participants remembers things they have experience in life and places they have visited¹⁶¹. The exercise together with the film has positive influence on both physical and mental health on people with dementia, they become calmer, in a better mood, in addition to more physical elastic. People who use the bikes experience better appetites, and weight loss for those who needs it¹⁶². It has also a social benefit as those who do not bike at the moment can follow the trip and discuss it together with the others¹⁶³, something which is especially important for people with dementia¹⁶⁴. Motiview allows the elderly to activate themselves, meaning that the nursing staff can use their time for other services and that the nursing home do not need to employ more staff to activate the residents, freeing the nursing staff to focus on other areas of nursing¹⁶⁵. Motitech employs people who find it hard to find a job because of lack of education, language skills, long term unemployed and more¹⁶⁶. In 2016, Motitech entered the Nordic market and has since then realized projects in Canada and England¹⁶⁷. The users participate in a world championship called Road World for Seniors, consisting of 5000 bikers on 260 teams from 11 countries (2021)¹⁶⁸. Innovation Norway has provided Motitech with financial support¹⁶⁹. Motitech had to halt their activities due to the pandemic but was able to adjust and make changes in their strategy so that the use of their services was not reduced by the clients¹⁷⁰.

Sources footnotes 28-32 and 151-170:

Flatøy, V. (2021). Internasjonale medieoppslag og prisar til Frekhaug-bedrift: Dette vi drøymde om i starten. *Avisa Nordhordland Pluss*, 08.12.21.

Ferd (2023h). *Investerer i teknologi for eldre*. Available at <https://ferd.no/sosiale-entreprenorer/investerer-i-teknologi-for-eldre-2/> Downloaded 13.04.23.

Ferd SE (2020). *Resultatrapport 2019/2020*. Available at <https://ferd.no/wp-content/uploads/2021/05/Ferd-Sosiale-Entreprenorer-Resultatrapport-2020.pdf> Downloaded 31.05.23.

Helmers, A.-K.B. (2014). Minner og muskler Bergen. *Sykepleien*, 30.05.14., p. 14-17.

Husabø, I. A. (2015). Tryggare med teknologi. *Sogn Avis*, 13.07.15., p. 10-11.

Johansen, Å. (2014). Filmer Tromsø i saktefilm. *iTromsø*, 02.07.14.

Motitech (2023). Available at <https://motiview.no/> Downloaded 13.04.23.

Myklebust-Hansen, S. (2021). Motitech tilbake på beina etter fjorårets bråbrems. *Avisa Nordhordland Pluss*, 24.01.21.

Nydal, T.R. (2018). Jon Ingar klar for møte med prins William og middag på Slottet. *Avisa Nordhordland Pluss*, 01.02.18.

- Næss, H.J. (2020). Jon Kjenes i Motitech bruker Motiview til å inspirere eldre og demenspasienter til å bruke treningssykkel. *Kapital*, 11.06.20.
- Olsen, H. (2014). Vil trene dementes muskler og minner. *Altaposten*, 02.07.14, p. 28.
- Skår, T. (2020). Heath tech sector sees international interest. *Norwegian Smart Care Cluster*. Available at <https://www.smartcarecluster.no/aktuelt/2020/10/health-tech-sector-sees-international-interest> Downloaded 12.05.23.
- Solstad, K. (2021). Herbjørg ble lagvinner. Team Schnakkes tilbakela 276 kilometer. *Fremover*, 18.10.21., p. 19.
- Sæle, M. (2014). Motiverande trening på kjende vegar. Det er veldig godt for knea, alt no kjenner eg at det hjelper! *Nordhordland*, 19.03.14., p. 2-3.
- Sæle, M. (2015). Vekker interesse utanlands. Motiview-konseptet blant de beste løysningane i Norden. *Nordhordland*, 24.06.15., p. 8.
- Sæle, M. (2016). Meland-firmaet Motitech satsar stort i Norden, vil vidare ut i Europa. *Avisa Nordhordland Pluss*, 23.02.16.
- Sæle, M. (2018). Motitech etablert i Canada: Det går fort framover med oss, men samtidig er det ikkje amerikanske tilstandar der vi tilset 30-40 i slengen. *Avisa Nordhordland Pluss*, 15.11.18.
- Sætre, J. (2019). Jon Ingar tek med seg familien og flyttar frå Meland til Canada. *Avisa Nordhordland Pluss*, 21.07.19.
- Tjore, K. (2014). Set bilde til sykkelturen. *Strilen*, 28.01.14., p. 3.
- Øvretveit, O.L. (2014). Filmtrim for elder. *Firda*, 28.04.14., p. 2.

2016 - Generasjonsmøtet M

Generasjonsmøtet M was established as an ideal venture in 2013¹⁷¹ through a program called Young Entrepreneurship¹⁷². The original idea comes from Sweden where the venture Young care (Ung Omsorg) has over 500 employees¹⁷³. In Oslo, a secondary school and a nursing home situated opposite each other: with young adults under the age of 18 wanting a part time job but found it hard to enter the working force on one side, and elderly people with few offers of activity and social interaction on the other¹⁷⁴. The founders saw an opportunity to “kill two birds with one stone”; to solve two social challenges by connecting these two groups¹⁷⁵. Generasjonsmøtet M has come up with a solution where young adults at the age between 14 to 20 years old is offered part time jobs as activators and visiting friends of elderly citizen in nursing homes and in private homes¹⁷⁶. This means that elder people have a better day with less isolation, more activities and increased well-being¹⁷⁷. At the same time, young adults experience difficulties getting part time jobs, e.g. because many workplaces demand that one has to be of a legal age in order to work¹⁷⁸. For young adults, the opportunity means that they

gain valuable work experience in a safe first-time job environment. Through this job, they experience meaningfulness and inclusion, sense of achievement, and become for self-assured and independent¹⁷⁹. The young adults must be motivated and inhabit suitable characteristics¹⁸⁰. Especially valuable is to introduce young boys/men into the health care sector as, in Norway, it is dominated by women¹⁸¹. Likewise, diversity among the employees is important for Generasjonsmøtet M¹⁸². Today Generasjonsmøtet M is an established collaborator for the public sector¹⁸³. The “A full life – all your life” reform of 2018 underlines the importance of life quality for old people¹⁸⁴. The covid 19 pandemic reduced Generasjonsmøtet Ms’ activities for some months, but later that year, measures were taken to ensure health and safety for the elderly people by educating the young staff members on infection prevention and introducing digital meetings and outdoor concerts¹⁸⁵.

Sources footnotes 33-39 and 171-185:

Eriksen, M. (2021). Sikrer jobb til 16 unge. Anne Stine signerte unik avtale med Våler kommune. *Moss Avis*, 01.06.21., p. 8.

Ferd (2023i). *Generasjon M: Banebrytende forretningsmodell gir resultater*. Available at <https://ferd.no/ferdmagasinet/2022/utgave-2-2022/generasjon-m-banebrytende-forretningsmodell-gir-resultater/> Downloaded 11.04.23.

Ferd SE (2020). *Resultatrapport 2019/2020*. Available at <https://ferd.no/wp-content/uploads/2021/05/Ferd-Sosiale-Entreprenorer-Resultatrapport-2020.pdf> Downloaded 31.05.23.

Fiksdal, B. (2015). Nybegynneren. Kvinnelige gründere: Christina Vætting Nergård. *Ukeavisen Ledelse*, 03.07.15.

Forsland, V. (2018). Generasjon M leies inn av sykehjem: Ibrahims deltidsjobb: Å «henge» med eldre, *E24*, 03.09.18.

Generasjonsmøtet M (2023). Available at <https://generasjonm.no> Downloaded 11.04.23.

Glosvik, B. (2022). Har underskrevet mestrings- og morokontrakt. *Kommunal Rapport*, 03.11.22, p. 12-13.

Government (2018). Meld. St. 15 (2017-2018). *A full life – all your life – A Quality Reform for Older Persons*. Available at <https://www.regjeringen.no/en/dokumenter/meld.-st.-15-20172018/id2599850/> Downloaded 17.05.23.

Haga, K.T. (2017). -Vi lurte på hvorfor elevene ikke hadde kontakt med de eldre? *Nordre Aker Budstikke*, 02.08.17.

Henningsen, Ø. (2022). Anne Stine (29) har en god nyhet til lokal ungdom! *Indre Akershus Blad*, 12.03.22.

Lauritzen, J. (2014). Sykehjemmet søker aktive tenåringer. *Nordstrands Blad*, 24.04.14., p. 20.

Nordre Follo municipality (2023). *Deltidsjobb for 48 ungdom i tre år*. Available at <https://www.nordrefollo.kommune.no/nyheter/2023/juni/48-ungdommer-far-deltidsjobb-i-tre-ar/> Downloaded 17.05.23.

Skogstad, B. (2021). Ungdom besøker eldre. -Dette prosjektet kan gi oss et bedre og tryggere samfunn. *Smaalenenes Avis*, 04.05.21., p. 30.

Sved, R. (2016). Skaper trivsel for eldre og jobber til ungdom. *Kommunal Rapport*, 10.11.16., p. 4-5.

The Norwegian Municipality and Modernization Department. (2017b). *Morgendagens velferdstjenester utvikles i samarbeid*. 28.02.17. Available at <https://www.regjeringen.no/no/dokumentarkiv/regjeringen-solberg/aktuelt-regjeringen-solberg/kmd/pressemeldinger/2017/morgendagens-velferdstjenester-utvikles-i-samarbeid/id2540579/> Downloaded 17.05.23.

Young Entrepreneurship (2023). *Om oss*. Available at <https://www.ue.no/om-oss> Downloaded 17.05.23.

2015 - Gammel Nok

Numbers and predictions from Statistics Norway show that the part of the population which is 70 or more will be doubled within the next 30 years, and a prognosis for 2040 predicts that every third citizen will be 65 or older. With such a large group living on pensions, this will become increasingly expensive for Norway as Norwegian municipalities use 30% of their budget on elderly care¹⁸⁶. Gammel Nok see The wave of elderly as an opportunity for innovation, not as a burden¹⁸⁷, and feels that The wave of elderly can be solved by the elderly themselves. This group is resourceful and would like to contribute to Norways' welfare system¹⁸⁸. The Pension Reform of 2011 changed the regulations on combining work and pension, pension age and part time work¹⁸⁹. Gammel Nok wants to include senior employees in the national work force, tapping into this group of peoples' experience, knowledge and work satisfaction¹⁹⁰. This group of employees also inhabits low absenteeism, are flexible and socially well-functioning¹⁹¹. The founder states that with the demography we see in Norway today, more people need to contribute to the work force for a longer time than before¹⁹². The employees of Gammel Nok can be people looking for a fulltime job or retired people looking for part time jobs¹⁹³, e.g. people who have worked behind a desk their whole life now wanting to work outdoors¹⁹⁴. They operate within several areas; administrative work, information technology, economic and accounting, transport and logistic, sales and markets, retail and customer service, real estate, construction, oil and gas, kindergarten, health care services¹⁹⁵. The result of Gammel Nok has multiple sides; elderly people stay healthy timewise, elderly people and others get quality help, and Gammel Nok also challenge the fight against illegal work (work exchange

without paying tax)¹⁹⁶. The enterprise is also a positive and private sector answer to the challenges faced by the health care sector in Norway¹⁹⁷. During the covid 19 pandemic, Gammel Nok increased their turnover by hiring seniors as test station hosts and guards as well as allocating more employees to the health care sector¹⁹⁸. The social enterprise has offices in three areas in Norway and are looking into the possibility to establish themselves in other Nordic countries¹⁹⁹.

Sources footnotes 40-46 and 186-199:

Bjørnevik, B. (2017). Investerer i eldre arbeidstakere. *Karrierestart.no*, 12.05.17.

Bjørnstad, G. (2023). Sosial entreprenør har etablert seg på Grålum: Rekrutterer seniorer over 50 til arbeidslivet. *Sarpsborg Arbeiderblad Pluss*, 17.05.23.

Bruarøy, K.V. (2016). Vil du ha hjelp av ein gamling. *Midtsiden*, 28.01.16.

Dagens Næringsliv (2015). Ser muligheter i seniorer. *Dagens Næringsliv*, 16.11.15., p. 19.

Ferd (2023j). *Gammel Nok – et annerledes vikarbyrå*. Available at <https://ferd.no/sosiale-entreprenorer/tittel/> Downloaded 11.04.23.

Ferd SE (2020). *Resultatrapport 2019/2020*. Available at <https://ferd.no/wp-content/uploads/2021/05/Ferd-Sosiale-Entreprenorer-Resultatrapport-2020.pdf> Downloaded 31.05.23.

Fjeldstad, Ø. (2021). Gammel Nok: Seniorers erfaringskompetanse er etterspurt. *Dagens Perspektiv*, 19.02.21., p. 42-43.

Gammel Nok (2023). Available at <https://gammelnok.no> Downloaded 11.04.23.

Government (2011). *Pensjonsreformen*. Available at <https://www.regjeringen.no/no/tema/pensjon-trygd-og-sosiale-tjenester/pensjonsreform/id86731/> Downloaded 19.05.23.

Hellstrøm, U.P. (2017). Barnehagejobb ga han ny pensjonsopptjening. *Senter for seniorpolitikk*, 27.09.17.

Oreled, H. (2015). Satser alt på det grå gullet. *Finansavisen*, 28.11.15., p. 42.

Schwenke, M. (2017). 'Lev lenge, dø fort'. *Vårt Land*, 22.07.17., p. 12-17.

2014 - Monsterbedriften

Monsterbedriftens' view on people is that nobody is without value, some people are just "resources who have been lost" and in need of help and a door opener to get back into work and society²⁰⁰. By offering people with a criminal record work, Monsterbedriften helps vulnerable groups in society getting back on their feet again by being included in the workforce²⁰¹. For many of the employees, this is an opportunity to restart their lives as law

abiding citizens with a job that gives them financial support, work and social inclusion²⁰². The work Monsterbedriften do is hard (demolition) and might not be for everybody. When this is the case, Monsterbedriften tries to help them by finding another job or helping them enroll into the education system. As the job is physically challenging, the employees become more fit, leading to better health²⁰³. Monsterbedriften also offers lunch which the employees enjoy together as a social inclusion arrangement²⁰⁴. In addition, there are offers of co-habitation, fellowship with others, motivating leaders, and a system for personal growth²⁰⁵. A long-term goal is to through “the monster school” give the employees a foundation which can lead to other jobs²⁰⁶. A job and close monitoring contribute to reduce the likelihood of reoffending. And if they do reoffend, they are welcomed back for a new chance, an “open-door” policy²⁰⁷. Monsterbedriften operated out of Oslo, Mjøndalen and Gjøvik²⁰⁸. Some clients were skeptical because of the employees’ background but overcame these prejudices when working with Monsterbedriften²⁰⁹. Commissioned by Ferd (in 2013), the analysis company of Vista Analyse wrote a report on effects of social entrepreneurship. This report showed that the societal value of moving an unemployed young adult over into the workforce is about 11 million Norwegian kroner²¹⁰. A cautious estimate shows that the public sector reduces their cost with 800.000 Norwegian kroner per year when a person leaves their life of criminal behavior for a life including a job²¹¹. Sadly, Monsterbedriften had to close down in 2017 due to bankruptcy, but an Oslo franchise where many former employees now work still exist²¹². The reason for the failed enterprise is said to be the fierce competition in the construction industry, making it difficult to secure stable and large enough income to support the enterprise²¹³. Further, Monsterbedriften suffered great loss on their Gjøvik activity, among other issues due to rent, administration, and services not directly connected to construction work, e.g. housing facilities²¹⁴. When considering from a pure business point of view, the co-founder says that it is obvious a disadvantage to have a workforce consisting of people who need extra support with a varied work background. Even if employers are positive to the core idea of Monsterbedriften, it is still deadlines, results, and the financial bottom line which is the most important issue for the clients²¹⁵.

Sources footnotes 47-54 and 200-215:

Aldridge, Ø. (2013). Fred Øivinds nye arbeidsdag sparer Norge for 11 millioner. *Aftenposten*, 25.11.13.

Aspaas, K. (2013). Epleslang og smøreost. *Aftenposten*, 10.03.13.

- Bergaplass, H. (2013). Kjemper om gjev pris. *Drammens Tidene*, 13.02.13, p. 4.
- Blakstad, S. (2014). River bad, bygger folk. *Byggeindustrien Bygg.no*, 21.01.14.
- Dalen, A. (2016). Monsterbedriften gir en jobbsjans til dem som havner utenfor. *E24*, 03.07.16. Available at <https://e24.no/karriere-og-ledelse/i/zGILK9/monsterbedriften-gir-en-jobbsjans-til-dem-som-havner-utenfor> Downloaded 20.05.23.
- Ferd (2023k). *Tidligere vinnere*. Available at <https://ferd.no/sosiale-entreprenorer/aktiviteter/arets-sosiale-entreprenor/> Downloaded 13.04.23.
- Gislerud, I.W. (2014). Monsterbedriften gir ny start på livet. *Eikerbladet*, 14.03.13, p. 26-27.
- Grande, J.C. (2015). Søker medinvestorer. *Kapital*, 30.04.15., p. 32.
- Johnsen, L. (2018). Alt tapt etter konkurs. Johan H. Andresen brukte 12,4 millioner på Monsterbedriften. *Drammens Tidene*, 23.05.18, p. 8.
- Lorentzen, T. (2018). Framtid i grus. *Dagbladet*, 14.07.18., p. 38-44.
- Lånkan, K.B. (2014). Monsterarbeid I DAG. *Dagsavisen*, 03.03.14, p. 12.
- Oppland Arbeiderblad (2022). Et viktig poeng. *Oppland Arbeiderblad*, 29.09.22., s. 2.
- Solhaug, E.A. (2013). Kan vinne en halv million. MONSTERBEDRIFTEN NOMINERT TIL PRIS. *Oppland Arbeiderblad*, 29.01.13, p. 2-3.

2013 - Epleslang

Epleslangs' idea is to use unwanted apples to produce quality apple juice locally, utilizing natural resources so that food do not go to waste²¹⁶. As stated on Epleslangs' web page: "The taste of each bottle is as unique as the apple tree is originates from, always delicious; but the sweetness and acidity of each bottle varies. Exciting, isn't it?" (Epleslang, 2023). This makes each bottle of apple juice taste unique because the apples used from one garden is different from the apples in the neighbors' garden, in Oslo there are over 800 different brands of apples²¹⁷. Epleslang has developed an app which show a detailed overview over apple donors and makes the infra structure easier²¹⁸. Epleslang believes that everybody should be included and offers jobs to people with different kinds of disadvantages; e.g. functional impairment, and young adults without work experience ("e.g. drop-out" students)²¹⁹. Statistics from the first year of Epleslangs' life shows that only 30% of people with functional impairment works and this means that a lot of people in Norway do not meet these groups of people²²⁰. Later, people with social anxieties and refugees in need of language training were offered jobs²²¹. Epleslangs' vision is to inspire and change traditional business mindset by focusing on sustainability, create awareness of food, and by making full use of natural and human resources²²². The core values for Epleslang is to be socially responsible, to care for the natural environment, and to offer top

quality to their customers²²³. The owners value sustainability in all parts of their operation, making Epleslang a social and a sustainable enterprise²²⁴. Epleslang collaborate with likeminded (social) enterprises on production, transport, distribution, and financial advisor²²⁵. Epleslangs idea has been inspiration for people from different areas in Norway looking to collaborate or duplicate the business model²²⁶. Interest has also come from other countries, like Spain, Sweden, Germany, and Denmark²²⁷. In addition to apple juice production, Epleslang are looking into other unwanted fruits and berries produce²²⁸. The attitude towards food waste has led two of the founders to establish Bybi which are producing honey from bie cubes in urban areas²²⁹. In 2018, Epleslang experience difficulties in regard to finding collaboration partners, announcing that they would look for one year, then close down business if not successful²³⁰. In 2019, Epleslang and The Salvation Army started a collaboration which proved to be very successful²³¹. Important for The Salvation Army, the worlds' largest abstinence organization is that Epleslangs' product is without alcohol²³². Since 2020, Epleslang has been owned by The Salvation Armys' division for substance abuse and many of the employees are former substance abusers²³³. The Salvation Army has expanded the concept to other areas where they operate²³⁴. The covid pandemic affected indoor activity for Epleslang but apple picking continued as normal²³⁵.

Sources footnotes 55-65 and 216-235:

Agenda (2016). Den sosiale entreprenøren. *Agenda* 3:16, 24.10.16, p. 22-23.

Bjelland, R. (2021). Mer epleslang. *Krigsropet*, 27.08.21, p. 16-17.

Buverud, U. (2013). Gulleplevinner. *Telen*, 23.09.13., p. 2.

Dagligvarehandelen (2018). Produkt-nytt. *Dagligvarehandelen*, 14.08.18., p. 22-23.

Eikum, S.S. (2013). BIEFFEKTEN. *D2*, 21.06.13., p. 26-34.

Epleslang (2023). Available at <https://epleslang.com> Downloaded 11.04.23.

Eriksen, K.F. (2012a). Råtten luksus. *Aften Aften*, 12.09.12, p. 2.

Eriksen, K.F. (2012b). På lovlig epleslang.no. Stor etterspørsel etter eplemos fra Oslo. *Aften Aften*, 12.09.12, p. 14-15.

Eriksen, K.F. (2012c). Det zsummer i København. *Aften Aften*, 19.09.12, p. 2.

Eriksen, K.F. (2013). Det er Oslos mangfold av epler som skaper smaken. *Aftenposten*, 27.11.13., p. 10.

Ferd (2023k). *Tidligere vinnere*. Available at <https://ferd.no/sosiale-entreprenorer/aktiviteter/arets-sosiale-entreprenor/> Downloaded 11.04.23.

- Finansavisen (2013). NedfallsFEST. *Finansavisen*, 07.09.13., p. 40-41.
- Geiran, K.K. (2013). Alle god ting er epletre. Epleslang tilbyr ikke spenningen fra jakt på forbuden frukt. Men leverer god samvittighet, samfunnsnyttige arbeidsplasser og en testvinnende, kortreist eplemost i vakker design. *Arkitektnytt*, 27.11.13., p. 20-21.
- Gerritsen, E. (2015). Lovlig slang. *Ren mat*, 05.09.15., p. 28-29.
- Gjerde, A.S. (2013). Høstet en halv mill. på epler. *Dagens Næringsliv*, 01.03.13., p. 35.
- Hamre, K. (2020). Drikk epla dine og unngå matsvinn. *Nynorsk Pressekontor*, 26.08.20.
- Hatlem, B.A. (2014). Tilbyr å plukke eple du ikkje treng, *Sunnmøringen*, 11.09.14.
- Haugdahl, M. (2013). Epleslang med mening. *Handelsbladet FK*, 04.06.13, p. 10.
- Haugsvær, N. (2014). Kan han få stjele eplene dine? *Aftenposten*, 26.08.14., p. 16.
- Hekneby, E.S. (2020). På epleslang med Jobben. *Krigsropet*, 23.10.20., p. 4-7.
- Holmberg, S.B. (2017). Hjelper folk i arbeid med epleslang. *Godt.no*, 15.09.17.
- Højmark, T.B. (2015). Har du noen epler til overs? *Solabladet*, 20.08.15., p. 31.
- Kjernsli, A. (2019). Epleslang tømmer helt lovlig epletrærne i Oslos hager. *Vårt Oslo*, 24.09.19.
- Kjernsli, A. (2020). Epleslang tømmer helt lovlig epletrærne i Oslos hager. *Vårt Oslo*, 09.11.20.
- Lorentzen, T. (2013). Eplekjekt. *Dagbladet Magasinet*, 19.10.13., p. 42.
- Nordstrands Blad (2012). Gründer på epleslang. *Nordstrands Blad*, 20.09.12, p. 53.
- Norsk Rikskringkasting (2022). Epleslang gir Ali en god hverdag. *Norsk Rikskringkasting*, 23.10.22.
- NTBtekst (2013). Epleslang høstet pris. *NTBtekst*, 25.02.13.
- Olsen, N.S. (2013). Nå trenger du ikke bite i det sure eplet selv. *Nordstrands Blad*, 05.09.13., p. 18-19.
- Rogne, M.S. (2013). Hva med en bikube på balkongen? *Aftenposten Morgen*, 13.03.13., p. 6-7.
- Rognli, T. (2019) Ønsker å starte mosteri. Her får Evy (13) laget sin egen eplejuice. *Gudbrandsdølen Dagingen*, 07.10.19, p. 24.
- Skare, T. (2018). Epleslang trues av nedleggelse. *Journalen*, 17.10.18.
- Sunnmørsposten (2013). Tente 500.000 på epleslang. Og vart gratulert av kronprinsen attpå. *Sunnmørsposten*, 27.02.13., p. 2.
- Svensen, C. (2012). Oppfordrer til epleslang. *Nettavisen.no*, 09.04.12.
- Svendsen, C. (2014). På epleslang hos kommunen. *Handelsbladet FK*, 09.09.14, p. 8.
- The Norwegian School of Entrepreneurship (2023). *Om oss*. Available at <https://grunderskolen.no/om-oss/> Downloaded 18.05.23.
- Thronsen, T.S. (2013). Aktiv epleslang. RÆLINGEN. *Romerikes Blad*, 03.07.13, p. 11.
- Usterud, O.S. (2022). På lovlig epleslang i Oslo. *Journalen*, 16.10.22.

Westengen, O.T. (2015). Vil på slang i ditt tre. Epler til overs? *Romerikes Blad*, 31.08.15., p. 11.

Wien, H. (2014). De vil ha eplene dine. Bedriften Epleslang søker flere eplehager i Asker og Bærum, *Budstikka*, 28.07.14., p. 8.

Winding-Stavseth, S. (2021). Tilbyr deg epleslang. Geir Olav starter opp noe helt nytt. *Tønsberg Blad*, 10.07.21, p. 8.

2012 - Lyk-z & Døtre

Lyk-z & Døtre operate with three bottom lines: profit through running a business and developing their methods, number of young adults who completes their program, and support social entrepreneurship projects which in return gives growth and dignity to other people²³⁶. They offer life management services to young adults who have lost direction in life through programs suited to each young adults' needs²³⁷. Lyk-z & Døtre helps young adults get back on their feet again, by helping them to find their unique qualities and abilities, which can help them enter an education program leading to a future job²³⁸. An adjusted version is tested on pupils with special needs at a secondary school class²³⁹, and people who have been unemployed or suffered from illness over a longer period of time²⁴⁰. Lyk-z & Døtre claims that their program is transferable to other societal challenges. Interested parties are public institutions working within the fields of cancer care, psychiatry care, the correctional services, and substance abuse prevention care²⁴¹. A digital solution was developed with support from Innovation Norway allowing Lyk-z & Døtre to help even more people, also in other areas in Norway²⁴². Lyk-z & Døtre collaborates with several enterprises which helps people return to work²⁴³. They also collaborate with several international organizations on their methods and is setting up similar enterprises in other countries²⁴⁴. The covid pandemic was especially hard for young people, leading to increased demand for Lyk-z & Døtres' services²⁴⁵. The founders' engagement for people on the edge of society is rooted in childhood, especially through the founders' father, who's perception in life was that everybody is equal, whether this was people with no fixed abode or people from different ethnicities or religions. This attitude toward people with different backgrounds has impacted on the founder so that, when raising their own family, has adopted these life values²⁴⁶.

Sources footnotes 66-74 and 236-246:

Aas, A.L. (2013). Skoletaper fikk toppkarakterer. *Telemarksavisa*, 18.01.13, p. 8.

- Ferd (2023k). *Tidligere vinnere*. Available at <https://ferd.no/sosiale-entreprenorer/aktiviteter/arets-sosiale-entreprenor/> Downloaded 11.04.23.
- Finansfokus (2022). Hjelper flere med psykisk helse under pandemien. *Finansfokus*, 17.02.22.
- Græsvold, Å.B. (2016). Drømmefangeren. *KK*, 08.07.16., p. 54-57.
- Hegle, V.B. (2022). Gir seg som daglig leder. *Varden Login*, 05.08.22.
- Hegle, V.B. (2023). Karl (44) er ny daglig leder. *Varden*, 10.01.23., p. 22.
- Køhn, M. (2012). Gir hundretusener av kroner til digitalt identitetsprogram. *Varden*, 29.09.12., p. 12-13.
- Lyk-z & Døtre (2023). Available at <https://www.lyk-z.no/nb/> Downloaded 11.04.23.
- Madsen, Ø. (2021). Nedstengningen sendte Danielle (27) mot depresjon: Jeg kjente russuget komme, da tok jeg grep. *Fredriksstad Blad Pluss*, 21.01.21.
- Meyer, C. (2022). Høytidelig avslutning av første FROG kurs i Bardu. *Bardu kommune*, 01.11.22.
- Moshagen, S. (2019). Guro (19) droppet ut og stengte seg inne – så fikk hun mor til å reise seg i stolthet. *Hadeland Pluss*, 15.04.19.
- Nilsen, M. (2017). Slik klarte Victoria (22) å bli rusfri. *Bergens Tidene*, 02.04.17., p. 2.
- NTBtekst (2014). Forener krefter for å få ungdom i jobb. *NTBtekst*, 01.09.14.
- Nygaard, M. (2015). Hjelp til unge og voksne, *Norsk Rikskringkasting Telemark*, 12.02.15.
- Nygaard, L. (2020). De yngste preges mest av koronapandemien. *Fjordenes Tidene*, 10.12.20.
- Rasmussen, S.J. (2021). I Søndre Land er én av fem uføretrygdet – Maren er et eksempel på at ting kan snu. *Nationen - Login*. 06.05.21.
- Skjønberg, P. (2019). Maren (23) ville ikke leve lenger – nå har hun snudd på alt. *Oppland Arbeiderblad Pluss*, 21.10.19.
- Telemarksavisa (2013). Fikk kontrakt med Ferd konsern. *Telemarksavisa*, 18.01.13., p. 8.

2011 - Noen

In Norway today, more than 100.000 live with dementia with more than 400.000 as next of kin²⁴⁷. With an increasing number of elderly people (the wave of elderly), the number of people living with dementia is also expected to increase²⁴⁸. Prognosis show that by 2040, these numbers will be 135.000 and 700.000²⁴⁹. People with dementia can experience problems in regard to language, concentrating, memories, judgement, and mood swings²⁵⁰. Quality dementia care through activities can prevent additional sufferings and prolong living at home with several years²⁵¹. Physical and mental activity can reduce somatic decay, the need for medication, and strain on families and next of kin; the benefits for society is enormous. An example from Trondheim from 2013 estimates that the savings for this municipality is 50

million Norwegian kroner á year, ten years later, one can imagen that these numbers have increased²⁵². The guidance provided by Noen is built on a method call KuPA, which stands for Knowledge-based Person-centered Activity, which has a documented effect on better life quality, contributing to better health, life management, less strain on next of kin, and a decrease in the demand of traditional health care services²⁵³. Further, the method is non-medicinal²⁵⁴. Noens' services are flexible, stabile, and predictable, something which is great for next of kin, but might not be "remembered" by the person with dementia. This persons' value of Noens' services is "there and then", which must not be underestimated²⁵⁵. The founder initially thought that the employees would be nurses and health care workers, but this turned out to be untrue. Noen need employees with different kinds of competence, the most important part is that those who are employed enjoys working and engaging with elderly people²⁵⁶. The employees, many recruited through NAV, receive knowledge and training through the Noen-school²⁵⁷. Today Noen is established in several municipalities, offering their services in even more municipalities, especially on the west coast of Norway²⁵⁸. Their services are a supplement to next of kin and to public health care services²⁵⁹. There is a demand for tools which can increase quality of life for people living with dementia on a national and a global scale²⁶⁰.

Sources footnotes 75-85 and 247-260:

Adresseavisen (2015). Når noen forsvinner. *Adresseavisen*, 17.01.15. p. 10.

Agdestein, C. (2022). Samskaping? *Trønder-Avisa*, 05.08.22., p. 3.

Bakken, S. (2012a). Omsorg øverst på dagsordenen. *Steinkjer-Avisa*, 25.07.12., p. 9.

Bakken, S. (2012b). Noen hjelper på kort varsel i omsorgskrise. *Trønder-Avisa*, 06.10.12., p. 12.

Bratberg, T.B. (2013). 14 mill. til Noen-konseptet. *Steinkjer-Avisa*, 21.06.13, p. 8.

Bratberg, T. B. (2015). Populær demensforskning. *Steinkjer-Avisa*, 17.04.15., p. 11.

Falstad, S.H. (2011). Kun notis i Trønder-Avisa, 31.03.11., p. 16.

Ferd (2023k). *Tidligere vinnere*. Available at <https://ferd.no/sosiale-entreprenorer/aktiviteter/arets-sosiale-entreprenor/> Downloaded 29.05.23.

Fiskum, J.Å. (2013). Ny Noen-avdeling. *Trønder-Avisa*, 14.08.13., p. 15.

Government (2013b). Meld. St. 29 (2012-2013). *Morgendagens omsorg*. Available at <https://www.regjeringen.no/no/dokumenter/meld-st-29-20122013/id723252/> Downloaded 29.05.23.

Larsen, B.S. & Lindseth, S.R. (2011). En handlingens kvinne. *Trønder-Avisa*, 14.05.11., p. 14.

NHO Service og Handel (2018). Noen AS får hjelp til å bygge ny demensomsorg på Vestlandet. *NHO Service og Handel*, 14.02.18.

- Noen (2023). Available at <https://www.noen-as.no> Downloaded 11.04.23.
- Rossing, S. (2013). Vil ha flere private. *Steinkjer. Trønder-Avisa*, 29.08.13., p. 9.
- Ruben, Ø. (2011). Demenspris til Wang. *Trønder-Avisa*, 22.09.11., p. 6.
- Schwenke, M. (2017). 'Lev lenge, dø fort'. *Vårt Land*, 22.07.17, p. 12-17.
- Solberg, T. (2016). Nominert til gjev pris. *Ytringen*, 22.03.16., p. 6.
- The National Association for Public Health (2023a). *Hva er demens*. Available at <https://nasjonalforeningen.no/demens/hva-er-demens/> Downloaded 28.05.23.
- The National Association for Public Health (2023b). *Symptomer og tidlige tegn på demens*. Available at <https://nasjonalforeningen.no/demens/hva-er-demens/> Downloaded 29.05.23
- Ukeavisen Ledelse (2015). Under en høyere himmel. *Ukeavisen Ledelse*, 06.02.15, p. 22-24.
- Vi over 60 (2013). Nye veier til en bedre fremtid. *Vi over 60*, 29.08.13., p. 104-106.

2010 - Forandringsfabrikken

Forandringsfabrikken focuses on knowledge provided by children and build their services on children's procedural rights, based on UN Convention on the Rights of the Child (UN, 2023)²⁶¹. To let the voices of children and young adults be heard in matters that concern them is important, e.g. bullying²⁶², childrens's psychic health²⁶³, parents' divorce²⁶⁴, and education²⁶⁵. Forandringsfabrikken's method is built on participatory, learning and action (PLA) which collects data from children's own experience and advise in regard to education structures. Their work on letting children and young adults' voices become important tools for people in power positions in society, people with power to make better and change systems, improving the lives of a vulnerable group²⁶⁶. The goal of Forandringsfabrikken is to create safe environments for children and young adults in kindergartens and schools, if in need of children's support services, the police and the legal system. The knowledge provided by children and young adults is presented to universities and other institutions teaching tomorrows teachers, through curriculum and in lectures. Forandringsfabrikken works both nationally and internationally²⁶⁷.

Sources footnotes 86-91 and 261-267:

- Bjørnå, T.M.E. (2021). Skandale at ingen tar ansvar. *Stavanger Aftenblad*, 27.02.21., p. 30-31.
- Brønnøysundregistrene (2023). *Nøkkelopplysninger fra Enhetsregistret*. Available at <https://w2.brreg.no/enhet/sok/detalj.jsp?orgnr=911705214> Downloaded 30.05.23.
- Ferd (2023l). *Tidligere vinnere*. Available at <https://ferd.no/sosiale-entreprenorer/aktiviteter/arets-sosiale-entreprenor/> Downloaded 29.05.23.

- Ferd (2023m). *Millionpris til Forandringsfabrikken*. Available at <https://www.mynewsdesk.com/no/ferd/pressreleases/millionpris-til-forandringsfabrikk-407275> Downloaded 31.05.23.
- Flymo, O. (2012). Dagens barnevern er for mye et voksenvern. *Norsk Rikskringkasting*, 28.02.14.
- Forandringsfabrikken (2023). Available at <https://forandringsfabrikken.no> Downloaded 11.04.23.
- Graatrud, G. (2005). Ungdom vil Si ;D. *Aftenposten Morgen*, 19.06.05.
- Hareide, D. (2004). KRONIKK: Mobbekampanje på feil spor. *Dagbladet*, 19.10.04.
- Henmo, J. (2023). Må betale tilbake 2,7 mill. *Klassekampen*, 01.04.23., p. 14.
- Isachsen, A. (2014). De vil gjøre skolehverdagen bedre. *Harstad Tidende*, 17.06.14., p. 5.
- Moi, H. (2005). Skilsmisse på timeplanen. *Fædrelandsvennen*, 19.05.05.
- NTBtekst (2006). Vil regulere fastholding i barnepsykiatrien. *NTBtekst*, 11.09.06.
- Prestvold, J.B. (2016). Ingen mobber, slår eller skader seg selv for gøy. *Fædrelandsvennen*, 07.04.16., p. 12.
- Save The Children (2023). *Vår historie*. Available at <https://www.reddbarna.no/om-oss/organisasjon/historikk/> Downloaded 30.05.23.
- Svensden, K.E. (2013). Fabrikken har forandret mye. *Fagbladet*, 23.04.13., p. 28.
- Sørøy, A. & Zerener, A. (2023). Mister tilskudd og må betale tilbake 2,7 millioner kroner. *Psykologisk.no*, 31.03.23.
- Torgersen, H.H. (2016). Forandringsfabrikken: Jakter på kjærligheten i ny barnevernslov. *Fontene*, 27.09.16., p. 26-27.
- United Nations (2023). *Convention on the Right of the Child*. Available at <https://www.ohchr.org/en/instruments-mechanisms/instruments/convention-rights-child> Downloaded 31.05.23.

Other sources

- Aasheim, A. (2013). Tapere gir overskudd. *A-magasinet*, 30.08.13., p. 22-29.
- Grande, J.C. (2015). Søker medinvestor. *Kapital*, 30.04.15., p. 15.
- Gundersen, H. & Gossner, E.L. (2013). Rovdyret som vil det gode. *Morgenbladet*, 19.07.13., p. 1014.
- Vegstein, L.U.L. (2016). Lang manns Ferd mot makt. *Klassekampen 1*, 19.11.16., p. 18.

¹ Ferd (2023c), HELT MED (2023)

² Ferd (2023c), Sommersol (2021)

³ Ferd (2023c), HELT MED (2023), Bjørndal (2017), Pedersen (2017), Gjesdal et al. (2019), Brugrand (2022)

⁴ HELT MED (2023), Pedersen (2017)

⁵ Pedersen (2017), Bjørndal (2020)

⁶ Dagens Perspektiv (2021)

-
- ⁷ Bjørndal (2017) Pedersen (2017)
- ⁸ Pedersen (2017), Bjørndal (2020)
- ⁹ Proff (2023)
- ¹⁰ Ferd (2023d), Høilund (2019), Landro et al. (2020), Naustdal (2020), Anker (2020)
- ¹¹ Ferd (2023d), Naustdal (2020)
- ¹² Høilund (2019), Naustdal (2020), Anker (2020), Aurlien (2020)
- ¹³ Ferd (2023e), Lifeness (2023), Pedersen (2023)
- ¹⁴ Ferd (2023e), Lifeness (2023), Johansen (2023)
- ¹⁵ Ferd (2023e), Lifeness (2023), Simonsen (2021), Næss (2022), Pedersen (2023), Johansen (2023)
- ¹⁶ Ferd (2023e), Simonsen (2021), Næss (2022), Åsland (2022)
- ¹⁷ Lifeness (2023)
- ¹⁸ Ferd (2023f), iMAL (2023)
- ¹⁹ iMAL (2023), Bratberg (2015a)
- ²⁰ Ferd (2023f), iMAL (2023), Vedvik (2018), Hermann (2020a)
- ²¹ Ferd (2023f), iMAL (2023), Bratberg (2015b), Bratberg (2016b), Malmo (2018a), Malmo (2018b), Bratberg (2018), Vedvik (2018), Agdestein (2019)
- ²² Ferd (2023g), Assistert Selvhjelp (2023), Dalen (2017), Vindslund (2018)
- ²³ Dalen (2017), Berg (2019)
- ²⁴ Ferd (2023g), Vindslund (2018)
- ²⁵ Ferd (2023g), Assistert Selvhjelp (2023)
- ²⁶ Ferd (2023g), Assistert Selvhjelp (2023), Dalen (2017) Vindslund (2018)
- ²⁷ Vahdani (2023)
- ²⁸ Motitech (2023), Tjore (2014)
- ²⁹ Ferd (2023h), Motitech (2023), Tjore (2014), Sæle (2014)
- ³⁰ Ferd (2023h), Motitech (2023), Tjore (2014), Sæle (2014), Helmers (2014), Olsen (2014), Johansen (2014)
- ³¹ Ferd (2023h), Motitech (2023), Sæle (2014), Øvretveit (2014), Helmers (2014), Olsen (2014), Sæle (2016)
- ³² Ferd (2023h), Sæle (2018), Sætre (2019), Næss (2020), Myklebust-Hansen (2021), Flatøy (2021)
- ³³ Generasjonsmøtet M (2023)
- ³⁴ Generasjonsmøtet M (2023), Fiksdal (2015), Haga (2017), Forsland (2018), Eriksen (2021)
- ³⁵ Young Entrepreneurship (2023)
- ³⁶ Ferd (2023i), Generasjonsmøtet M (2023), Fiksdal (2015), Skogstad (2021), Henningsen (2022), Glosvik (2022), Henningsen (2022)
- ³⁷ Ferd (2023i), Generasjonsmøtet M (2023), Lauritzen (2014), Fiksdal (2015), Sved (2016), The Norwegian Municipality and Modernization Department (2017b), Haga (2017), Forsland (2018)
- ³⁸ Lauritzen (2014), Fiksdal (2015), Sved (2016), Skogstad (2021), Eriksen (2021), Henningsen (2022)
- ³⁹ Ferd (2023i), Generasjonsmøtet M (2023), Lauritzen (2014), Sved (2016), Haga (2017), Forsland (2018), Skogstad (2021), Eriksen (2021), Henningsen (2022), Glosvik (2022), Nordre Follo municipality (2023)
- ⁴⁰ Ferd (2023j), Brønnøysundregistrene (2023)
- ⁴¹ Oreled (2015), Fjeldstad (2021)
- ⁴² Ferd (2023j), Gammel Nok (2023), Bruarøy (2016), Bjørnvik (2017)
- ⁴³ Oreled (2015)
- ⁴⁴ Ferd (2023j), Gammel Nok (2023)
- ⁴⁵ Holtan (2014), Solem (2015), Oreled (2015), Dagens Næringsliv (2015), Hellstrøm (2017), Bjørnvik (2017), Fjeldstad (2021)
- ⁴⁶ Ferd (2023j), Gammel Nok (2023), Holtan (2014), Bruarøy (2016), Fjeldstad (2021)
- ⁴⁷ Aldridge (2013), Gislerud (2014), Lånkan (2014), Blakstad (2014)
- ⁴⁸ Solhaug (2013), Aspaas (2013), Blakstad (2014), Lånkan (2014), Gislerud (2014), Dalen (2016), Lorentzen (2018), Johnsen (2018), Oppland Arbeiderblad (2022)
- ⁴⁹ Ferd (2023k), Aldridge (2013), Blakstad (2014), Lånkan (2014), Gislerud (2014), Grande (2015), Dalen (2016) Lorentzen (2018)
- ⁵⁰ Ferd (2023k), Bergaplass (2013), Aspaas (2013), Aldridge (2013), Blakstad (2014), Lånkan (2014), Gislerud (2014)
- ⁵¹ Solhaug (2013), Aldridge (2013), Gislerud (2013), Grande (2015), Dalen (2016), Lorentzen (2018)
- ⁵² Bergaplass (2013), Aldridge (2013), Blakstad (2014), Gislerud (2014)
- ⁵³ Bergaplass (2013), Aldridge (2013), Bladstad 82014, Lånkan (2014)
- ⁵⁴ Johnsen (2018)
- ⁵⁵ Svensen (2012), Haugsvær (2014), Holmberg (2017), Kjærnsli (2020)
- ⁵⁶ The Norwegian School of Entrepreneurship (2023)
- ⁵⁷ Norstrands Blad (2012), Sunnmørsposten (2013), Haugdal (2013), Olsen (2013), Finansavisen (2013d), Agenda (2016)

-
- ⁵⁸ Kjærnsli (2020), Bjelland (2021), Usterud (2022), Norsk Rikskringkasting (2022)
- ⁵⁹ Ferd (2023k), Svensen (2012), Eriksen (2012b), NTBtekst (2013), Gjerde (2013), Haugdahl (2013), Throndsen (2013), Finansavisen (2013), Buverud (2013), Lorentzen (2013), Geiran (2013), Eriksen (2013c), Haugsvær (2014)
- ⁶⁰ Kjærnsli (2019), Hekneby (2020), Kjærnsli (2020), Bjelland (2021), Usterud (2022)
- ⁶¹ Ferd (2023k), Svensen (2012), Sunnmørsposten (2013), Haugdahl (2013), Throndsen (2013), Olsen (2013), Finansavisen (2013), Lorentzen (2013), Geiran (2013), Eriksen (2013c), Holmberg (2017), Kjærnsli (2019), Bjelland (2021)
- ⁶² Ferd (2023k) Lorentzen (2013), Geiran (2013), Haugsvær (2014), Agenda (2016), Holmberg (2017)
- ⁶³ Ferd (2023k), Epleslang (2023), Eriksen (2012b), Haugdahl (2013), Lorentzen (2013), Agenda (2016), Holmberg (2017), Hekneby (2020), Norsk Rikskringkasting (2022)
- ⁶⁴ Gjerde (2013), Olsen (2013), Finansavisen (2013), Kjærnsli (2019), Usterud (2022)
- ⁶⁵ Eriksen (2013b), Haugdahl (2013)
- ⁶⁶ Hegle (2022), Hegle (2023)
- ⁶⁷ Aas (2013), Nygaard (2015), Græsvold (2016)
- ⁶⁸ Ferd (2023k), Lyk-z & Døtre (2023), Telemarksavisa (2013), NTBtekst (2014), Nygaard (2015), Moshagen (2019)
- ⁶⁹ Ferd (2023k), Rasmussen (2021)
- ⁷⁰ Køhn (2012), Aas (2013), Nygaard (2015)
- ⁷¹ Lyk-z & Døtre (2023), Græsvold (2016)
- ⁷² Ferd (2023k), Lyk-z & Døtre (2023), Køhn (2012), Aas (2013), Nygaard (2015), Moshagen (2019), Meyer (2022)
- ⁷³ Aas (2013), Moshagen (2019), Skjønberg (2019), Rasmussen (2021)
- ⁷⁴ Nygaard (2015)
- ⁷⁵ Falstad (2011), Ruben (2011)
- ⁷⁶ Falstad (2011), Ruben (2011), Bakken (2012b), Bratberg (2013), Ukeavisen Ledelse (2015), Bratberg (2015)
- ⁷⁷ Adresseavisen (2015), Ukeavisen Ledelse (2015)
- ⁷⁸ Falstad (2011), Larsen & Lindseth (2011), Fiskum (2013), Vi over 60 (2013), Ukeavisen Ledelse (2015), Bratberg (2015), Solberg (2016), NHO Service og Handel (2018)
- ⁷⁹ Larsen & Lindseth (2011)
- ⁸⁰ Vi over 60 (2013)
- ⁸¹ Ukeavisen Ledelse (2015), Bratberg (2015), NHO Service og Handel (2018), Agdestein (2022)
- ⁸² Ferd (2023k), Noen (2023), Ruben (2011), Bakken (2012a), Bakken (2012b), Fiskum (2013), Vi over 60 (2013), Rossing (2013), Bratberg (2015), Solberg (2016)
- ⁸³ Larsen & Lindseth (2011), Bakken (2012a), NHO Service og Handel (2018)
- ⁸⁴ Ferd (2023k), Ukeavisen Ledelse (2015), NHO Service og Handel (2018)
- ⁸⁵ Ferd (2023k), Ruben (2011), Bakken (2012a), Vi over 60 (2013), Rossing (2013), Ukeavisen Ledelse (2015), Solberg (2016)
- ⁸⁶ Save The Children (2023)
- ⁸⁷ Forandringsfabrikken (2023), Brønnøysundregistrene (2023), Prestvold (2016)
- ⁸⁸ Ferd (2023k), Ferd (2023l), Forandringsfabrikken (2023), Graatrud (2005), Svensen (2013), Isachsen (2014), Prestvold (2016), Torgersen (2016), Bjørnå (2021)
- ⁸⁹ Ferd (2023l), Forandringsfabrikken (2023), Svendsen (2013), Torgersen (2016), Bjørnå (2021)
- ⁹⁰ Ferd (2023k), Svensen (2013), Bjørnå (2021)
- ⁹¹ Henmo (2023), Sørøy & Zerener (2023)
- ⁹² Ferd (2023c), Government (2013a)
- ⁹³ Ferd (2023c), HELT MED (2023), Bjørndal 82017, Melhus (2019), Bjørndal (2020), Brugrand (2022)
- ⁹⁴ Bjørndal (2017)
- ⁹⁵ HELT MED (2023)
- ⁹⁶ Ferd (2023c), Bjørndal (2017)
- ⁹⁷ HELT MED (2023), Pedersen (2017), Bjørndal (2017)
- ⁹⁸ HELT MED (2023)
- ⁹⁹ HELT MED (2023), Government (2023)
- ¹⁰⁰ Gjesdal et al. (2019)
- ¹⁰¹ Ferd (2023c), HELT MED (2023)
- ¹⁰² Pedersen (2017)
- ¹⁰³ Edin (2019a)
- ¹⁰⁴ Edin (2019a), Quvortrup (2018)
- ¹⁰⁵ Edin (2019b)
- ¹⁰⁶ Bjørndal (2020)

¹⁰⁷ Ferd (2023d), Anker (2020)
¹⁰⁸ Anker (2020)
¹⁰⁹ Høilund (2019), Naustdal (2020)
¹¹⁰ Naustdal (2020)
¹¹¹ Høilund (2019), Anker (2020)
¹¹² Ferd (2023d)
¹¹³ Høilund (2019)
¹¹⁴ Anker (2020)
¹¹⁵ Landro et al. (2020)
¹¹⁶ Lifeness (2023), Næss (2022), Bugge (2022), Pedersen (2023), Johansen (2023)
¹¹⁷ Lifeness (2023), Næss (2022), Åsland (2022), Pedersen (2023)
¹¹⁸ Ferd (2023e), Bertheussen (2020a), Bertheussen (2020b), Næss (2022)
¹¹⁹ Lifeness (2023)
¹²⁰ Bertheussen (2020a), Bertheussen (2020b)
¹²¹ Bugge (2022)
¹²² Olsen (2020)
¹²³ Næss (2022)
¹²⁴ Pedersen (2023), Johansen (2023)
¹²⁵ Ferd (2023e), Brugrand (2020)
¹²⁶ iMAL (2023), Bratberg (2015a), Bratberg (2015b), Løberg (2015)
¹²⁷ Bratberg (2015a), Bratberg (2015b)
¹²⁸ Bratberg (2015a), Undseth (2015), Vedvik (2018)
¹²⁹ Bratberg (2015a)
¹³⁰ Bratberg (2015b), Bratberg (2016b), Bratberg (2018)
¹³¹ Bratberg (2015b), Bratberg (2016a)
¹³² Ferd (2023f), iMAL (2023), Bratberg (2016b), Berg & Langfjord (2017)
¹³³ Bratberg (2016b)
¹³⁴ Malmo (2018b)
¹³⁵ Bratberg (2015a), Bratberg (2015b), Berg & Landfjord (2017), Hermann (2020a), Hermann (2020b)
¹³⁶ Ferd (2023f), Malmo (2018b), Bratberg (2018), Vedvik (2018), Brugrand (2019), Hermann (2020a), Hermann (2020b), Skifter (2021)
¹³⁷ Ferd SE (2020)
¹³⁸ Ferd (2023g), Assistert Selvhjelp (2023)
¹³⁹ Dalen (2017), Berg (2019)
¹⁴⁰ Dalen (2017)
¹⁴¹ Dalen (2017), Vindslund (2018)
¹⁴² Ferd (2023g), Vindslund (2018), Meier (2022), Vahdani (2023)
¹⁴³ Dalen (2017)
¹⁴⁴ Dalen (2017), Vindslund (2018)
¹⁴⁵ Norum (2020), Bergwitz-Larsen (2022)
¹⁴⁶ Vennesland (2021)
¹⁴⁷ Bergwitz-Larsen (2022), Vahdani (2023)
¹⁴⁸ Meier (2022)
¹⁴⁹ Assistert Selvhjelp (2023)
¹⁵⁰ Ferd (2023g)
¹⁵¹ Johansen (2014), Sæle (2015), Husabø (2015), Søreide (2022)
¹⁵² Ferd (2023h), Motitech (2023), Skår (2020)
¹⁵³ Sæle (2015), Husabø (2015)
¹⁵⁴ Solstad (2021)
¹⁵⁵ Tjore (2014), Øvretveit (2014), Helmers (2014)
¹⁵⁶ Tjore (2014)
¹⁵⁷ Øvretveit (2014)
¹⁵⁸ Tjore (2014), Helmers (2014), Næss (2020)
¹⁵⁹ Tjore (2014)
¹⁶⁰ Sæle (2014), Øvretveit (2014), Johansen (2014)
¹⁶¹ Sæle (2014), Øvretveit (2014), Helmers (2014), Olsen (2014), Sæle (2015), Sæle (2016), Næss (2020)
¹⁶² Motitech (2023), Helmers (2014), Sæle (2016)
¹⁶³ Solstad (2021)
¹⁶⁴ Øvretveit (2014), Helmers (2014), Johansen (2014), Sæle (2015), Næss (2020), Myklebust-Hansen (2021)
¹⁶⁵ Ferd (2023h), Søreide (2022)

-
- ¹⁶⁶ Pedersen (2019)
- ¹⁶⁷ Ferd (2023h), Nydal (2018), Sæle (2018), Sætre (2019), Næss (2020), Myklebust-Hansen (2021), Flatøy (2021)
- ¹⁶⁸ Ferd (2023h), Sæle (2016), Sætre (2019), Næss (2020), Solstad (2021)
- ¹⁶⁹ Tjore (2014), Sæle (2016), Næss (2020)
- ¹⁷⁰ Myklebust-Hansen (2021), Ferd SE (2020)
- ¹⁷¹ Generasjonsmøtet M (2023), Henningsen (2022)
- ¹⁷² Young Entrepreneurship (2023)
- ¹⁷³ Fiksdal (2015)
- ¹⁷⁴ Ferd (2023i), Sved (2016), Haga (2017), Skogstad (2021), Henningsen (2022)
- ¹⁷⁵ Ferd (2023i), Sved (2016), Government (2018), Skogstad (2021), Nordre Follo kommune (2023)
- ¹⁷⁶ Ferd (2023i), Generasjonsmøtet M (2023), Sved (2016), The Norwegian Municipality and Modernization Department (2017b), Skogstad (2021)
- ¹⁷⁷ Sved (2016), Forsland (2017), Eriksen (2021), Skogstad (2021), Glosvik (2022)
- ¹⁷⁸ Generasjonsmøtet M (2023), Sved (2016), The Norwegian Municipality and Modernization Department (2017b), Skogstad (2021)
- ¹⁷⁹ Sved (2016), Eriksen (2021), Glosvik (2022)
- ¹⁸⁰ Eriksen (2021), Skogstad (2021)
- ¹⁸¹ Skogstad (2021)
- ¹⁸² Generasjonsmøtet M (2023)
- ¹⁸³ Ferd (2023i), Eriksen (2021), Henningsen (2022)
- ¹⁸⁴ Government (2018)
- ¹⁸⁵ Generasjonsmøtet M (2023), Skogstad (2021), Ferd SE (2020)
- ¹⁸⁶ Schwenke (2017)
- ¹⁸⁷ Schwenke (2017), Fjeldstad (2017)
- ¹⁸⁸ Fjeldstad (2021)
- ¹⁸⁹ Government (2011), Oreled (2015), Bruarøy (2016), Fjeldstad (2021)
- ¹⁹⁰ Gammel Nok (2023), Hellstrøm (2017), Fjeldstad (2021)
- ¹⁹¹ Holtan (2014)
- ¹⁹² Oreled (2015), Bjørnevik (2017)
- ¹⁹³ Gammel Nok (2023), Bruarøy (2016)
- ¹⁹⁴ Oreled (2015)
- ¹⁹⁵ Gammel Nok (2023)
- ¹⁹⁶ Bruarøy (2016)
- ¹⁹⁷ Bjørnevik (2017)
- ¹⁹⁸ Fjeldstad (2021), Ferd SE (2020)
- ¹⁹⁹ Oreled (2015)
- ²⁰⁰ Ferd (2023k), Blakstad (2014), Gislerud (2014)
- ²⁰¹ Aldridge (2013), Blakstad (2014), Lånkan (2014), Gislerud (2014), Dalen (2016), Lorentzen (2018)
- ²⁰² Bergaplass (2013), Aspaas (2013), Blakstad (2014), Gislerud (2014), Dalen (2016), Lorentzen (2018)
- ²⁰³ Dalen (2016)
- ²⁰⁴ Ferd (2023k), Bergaplass (2013), Blakstad (2014)
- ²⁰⁵ Blakstad (2014)
- ²⁰⁶ Ferd (2023k), Lånkan (2014)
- ²⁰⁷ Dalen (2016)
- ²⁰⁸ Gislerud (2014), Grande (2015), Dalen (2016)
- ²⁰⁹ Dalen (2016)
- ²¹⁰ Aldridge (2013), Lorentzen (2018)
- ²¹¹ Aldridge (2013)
- ²¹² Johnsen (2018)
- ²¹³ Johnsen (2018), Oppland Arbeiderblad (2022)
- ²¹⁴ Johnsen (2018)
- ²¹⁵ Oppland Arbeiderblad (2022)
- ²¹⁶ Svensen (2012), Eriksen (2012a), Sunnmørsposten (2013), Gjerde (2013), Throndsen (2013), Olsen (2013), Buverud (2013), Lorentzen (2013), Geiran (2013), Eriksen (2013), Wien (2014), Bjelland (2021)
- ²¹⁷ Hekneby (2020)
- ²¹⁸ Kjensli (2014)
- ²¹⁹ Ferd (2023k), Svensen (2012), Eriksen (2012a), Sunnmørsposten (2013), Gjerde (2013), Throndsen (2013), Olsen (2013), Buverud (2013), Lorentzen (2013), Geiran (2013), Eriksen (2013), Wien (2014), Haugsvær (2014), Svensen (2014), Holmberg (2017)

-
- ²²⁰ Geiran (2013)
- ²²¹ Svendsen (2014), Holmberg (2017)
- ²²² Nordstrands Blad (2012), Gjerde (2013), Finansavisen (2013), Buverud (2013), Geiran (2013), Holmberg (2017)
- ²²³ Svendsen (2012), Buverud (2013), Lorentzen (2013), Geiran (2013), Eriksen (2013), Kjensli (2014), Holmberg (2017)
- ²²⁴ Ferd (2023k), Eriksen (2012b), Gjerde (2013), Rogne (2013), Haugdal (2013), Eikum (2013), Finansavisen (2013), Buverud (2013), Geiran (2015), Gerritsen (2015), Agenda (2016), Holmberg (2017)
- ²²⁵ Svendsen (2012), Eriksen (2012b), Sunnmørsposten (2013), Throndsen (2013), Olsen (2013), Lorentzen (2013), Holmberg (2017)
- ²²⁶ Throndsen (2013), Hatlem (2014), Svendsen (2014), Høimark (2015), Westengen (2015), Rognli (2019), Hamre (2020)
- ²²⁷ Throndsen (2013), Finansavisen (2013), Gerritsen (2015)
- ²²⁸ Eriksen (2012c), Haugsvær (2014), Holmberg (2017)
- ²²⁹ Eriksen (2012b), Eriksen (2012c), Eikum (2013), Gjerde (2013), Rogne (2013), Haugdal (2013), Finansavisen (2013), Geiran (2013), Agenda (2016)
- ²³⁰ Dagligvarehandelen (2018), Skare (2018)
- ²³¹ Kjensli (2019), Hekneby (2020)
- ²³² Bjelland (2021), Norsk Rikskringkasting (2022)
- ²³³ Kjensli (2020), Winding-Stavseth (2021), Bjelland (2021), Usterud (2022), Norsk Rikskringkasting (2022)
- ²³⁴ Bjelland (2021), Winding-Stavseth (2021)
- ²³⁵ Hekneby (2020)
- ²³⁶ Lyk-z & Døtre (2023)
- ²³⁷ Ferd (2023k), NTBtekst (2014), Græsvold (2016), Nilsen (2017), Rasmussen (2021), Meyer (2022)
- ²³⁸ Ferd (2023k), Telemarksavisa (2013), Aas (2013), NTBtekst (2014), Nygaard (2015), Græsvold (2016), Nilsen (2017), Meyer (2022)
- ²³⁹ Lyk-z & Døtre (2023), Køhn (2012)
- ²⁴⁰ Lyk-z & Døtre (2023)
- ²⁴¹ Lyk-z & Døtre (2023)
- ²⁴² Køhn (2012), Nygaard (2015)
- ²⁴³ NTBtekst (2014), Nygaard (2015)
- ²⁴⁴ Lyk-z & Døtre (2023), Nygaard (2015), Hegle (2022)
- ²⁴⁵ Nygaard (2020), Madsen (2021), Finansfokus (2022)
- ²⁴⁶ Græsvold (2016)
- ²⁴⁷ The National Association of Public Health (2023a)
- ²⁴⁸ The National Association of Public Health (2023b), Ruben (2011), Vi over 60 (2013), Ukeavisen Ledelse (2015), Schwenke (2017)
- ²⁴⁹ Adresseavisen (2015)
- ²⁵⁰ The national Association of Public Health (2023b)
- ²⁵¹ Bakken (2012a), Ukeavisen Ledelse (2015)
- ²⁵² Ukeavisen Ledelse (2015)
- ²⁵³ Ferd (2023k), Noen (2023), Ruben (2011), Bratberg (2013)
- ²⁵⁴ Noen (2023)
- ²⁵⁵ Ukeavisen Ledelse (2015)
- ²⁵⁶ Ukeavisen Ledelse (2015)
- ²⁵⁷ Ukeavisen Ledelse (2015), Bratberg (2015), NHO Service og Handel (2018), Agdestein (2022)
- ²⁵⁸ Falstad (2011), Larsen & Lindseth (2011), Bakken (2012a), Bakken (2012b), Fiskum (2013), Vi over 60 (2013), Bratberg (2015), Agdestein (2022)
- ²⁵⁹ Bakken (2012a), Bakken (2012b)
- ²⁶⁰ Bratberg (2013), Government (2013b)
- ²⁶¹ Forandringsfabrikken (2023), United Nations (2023), Bjørnå (2021)
- ²⁶² Hareide (2004)
- ²⁶³ Ferd (2023k), NTBtekst (2006), Svendsen (2013), Flyum (2012), Torgersen (2016), Prestvold (2016)
- ²⁶⁴ Moi (2005)
- ²⁶⁵ Ferd (2023k), Isachsen (2014)
- ²⁶⁶ Ferd (2023k), Ferd (2023i)
- ²⁶⁷ Forandringsfabrikken (2023)