Motivations of social entrepreneurs

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Abstract

Social enterprise is on the rise within the UK; however, research in this area is lacking because social entrepreneurship has only recently come to researchers' attention. The current consensus requires a social enterprise to have strong social values, to be owned by the community and to have a constraint on its profit distribution. The individuals who set up and run these companies are not just mainstream entrepreneurs, they are considered to be social entrepreneurs, and this paper explores why. The research discussed in this paper was carried out on push and pull motivations of social entrepreneurs within the UK, building on previous work within Israel, Nigeria, South Africa and Ireland. Seven social entrepreneurs from the north of England were interviewed and 10 key motivations were categorised into two push factors and eight pull factors. The two push factors identified were background and social values. The pull factors were identified as the business model, the cause, opportunity recognition, self-motivation, network, personal rewards, lifestyle and non-financial motives. These results suggest that pull motivations are stronger within social entrepreneurs than push motivations. Self-motivation and personal rewards were identified as new motivational factors within social entrepreneurship when compared to existing research, although they had previously been discovered within mainstream entrepreneurs. This research adds to our understanding of social entrepreneurs' motivations and the increasing trend towards social enterprise. Interviewees were sourced from the north of England and so may not represent the UK as a whole, and this, therefore, could be an opportunity for future research.

Introduction

Social enterprise is becoming a vital part of the economy and is a unique and exciting way of running a sustainable business that gives back to the community. The charity model shows flaws, such as the reliance on grants, donations and volunteers, and flaws in the commercial business model include the lack of social values (Dees, 2007). Social enterprise fits between these two models, solving these issues. Discovering what motivates social entrepreneurs will

give an in-depth understanding of what pushes them into social enterprise and what pulls them there. This research finds new pieces of knowledge and clarifies some knowledge that already exists, showing how a social entrepreneur's context can make a difference to their motivations.

The research aim is to discover what factors motivate social entrepreneurs to set up and run social enterprises in the UK and whether these motivations are mostly push- or pull-related factors. This is broken down into three research questions.

What are the motives related to push factors in respect of social entrepreneurs in the UK?

What are the motives related to pull factors in respect of social entrepreneurs in the UK?

Are social entrepreneurs in the UK mostly motivated by push or pull factors?

Literature review

Social enterprise

When looking at the origins of social enterprise it is important to look at the origins of the social economy in which it sits. The social economy sits between the commercial sector and the state, providing support to communities where state provision is lacking (Haugh, 2005; Shaw & Carter, 2007; Westlund, 2003). The origins of the social economy, also known as the third sector, have been widely contested. The prevailing theory is that it began in the 19th century, alongside the Industrial Revolution (Moulaert & Ailenei, 2005). With poor working conditions, lack of support from the state, and poverty, people took issues into their own hands. The charities they created started to struggle to cover their costs with just donations or membership fees, and so started to branch out into selling products or services to supplement their income; hence, social enterprise was born (Moulaert & Ailenei, 2005).

The precise definition of social enterprise is debated among, researchers, resulting in a wide variety of terms and definitions (Galera & Borzaga, 2009; Haugh, 2005; Shaw & Carter, 2007; Weerawardena & Mort, 2006). The first concepts of social enterprise appeared in the 1990s (Galera & Borzaga, 2009). The literature has increased significantly since, but it remains fragmented, with no clear structure (Shaw & Carter, 2007; Weerawardena & Mort, 2006).

Jackson and Jackson (2014) suggest that there is a continuum of social enterprise, from charities to businesses with strong public relations. This is a broad view and appears to include any organisation that has a social element. Galera and Borzaga (2009) do not agree with the continuum theory and suggest that a social enterprise has three main features: it pursues social goals, there is a constraint on the profit distribution, and the community owns and controls the company. This definition is more precise, focusing on a specific organisation that is not covered by the charity or commercial business definition. Seelos and Mair (2005) state that a social enterprise brings together a mission to change society with the resourcefulness of commercial enterprise, again focusing on a more specific organisation than the continuum theory. Although definitions vary, it is generally agreed that social enterprises solve unmet needs and address government or market failure, and that they must have economic sustainability and innovation (Galera & Borzaga, 2009; Haugh, 2005; Mair & Marti, 2006; Seelos & Mair, 2005; Shaw & Carter, 2007). There is now greater recognition of social enterprise from scholars and it is making great breakthroughs

(Ivanescu, Gheorghe, & Sztruten, 2013), with social entrepreneurship on the rise (Austin, Stevenson, & Wei-Skillern, 2006).

This study uses Galera and Borzaga's (2009) definition, which states that social enterprise must have social goals, be constrained on its profit distribution and be responsible to the community. The social enterprises studied here must belong to the community, have social goals, and invest at least 50% of their profit in social activities or back into the business.

Social entrepreneurs

'The confusion characterising social entrepreneurship extends to the definition of individual social entrepreneurs' (Galera & Borzaga, 2009, p. 215). As Certo and Miller (2008) explain, there is no single type, and this makes it difficult to pinpoint exactly who is an entrepreneur. It is mostly agreed that social entrepreneurs tackle social issues (Certo & Miller, 2008; Dees, 2007; Scheiber, 2015; Weerawardena & Mort, 2006); however, they must also be financially minded, as social enterprises must be sustainable (Boluk & Mottiar, 2014). It is argued by some that a social entrepreneur has similar traits to any entrepreneur and so is just one of many (Certo & Miller, 2008; Shaw & Carter, 2007). However, Shaw and Carter (2007) go on to say that social entrepreneurs do have different characteristics from other entrepreneurs, such as their objectives and ethical values.

Social entrepreneurs have come to be known as transformational leaders or even social heroes in some circles (Galera & Borzaga, 2009; Renko, 2012; Seelos & Mair, 2005). They tend to be path-breakers with innovative ideas and approaches (Galera & Borzaga, 2009; Seelos & Mair, 2005). Their main characteristic, however, is having strong ethical values (Shaw & Carter, 2007). Their understanding of social needs results in them using creative organisation to try and solve social issues (Certo & Miller, 2008). Social entrepreneurs can see the weaknesses in charity formation, such as the reliance on grants, donations and volunteers, and also the lack of social values within commercial business; they are able to bring the positives of both together, moving comfortably across the different sectors, in order to achieve the best impact (Dees, 2007).

Motivation

The term 'motivation' derives from a Latin word meaning movement (Steers, Mowday, & Shapiro, 2004). Attempts to understand motivation have taken different forms over the years (Bindra & Stewart, 1971). The Greek philosophers had some of the first approaches, focusing on the concept of hedonism, in which people's aims are avoiding pain and seeking pleasure (Bindra & Stewart, 1971; John, Robins, & Pervin, 2008; Steers et al., 2004).

Motivation is a process that directs human activity towards satisfying needs and is linked with relational experiences (Bernard, Mills, Swenson, & Walsh, 2005; Hunter, 2012; Kirkwood, 2009; Steel & Konig, 2006; Weinstein, 2014). Motivations are factors that energise human behaviour (Atkinson, 1964; Steers et al., 2004). People have not only different amounts of motivation but also different kinds (Ryan & Deci, 2000). Three main components have been identified: direction, persistence and energy (Hunter, 2012; Szalma, 2014; Steers et al., 2004; Weinstein, 2014).

Katzell (1990) said that there was still no clear consensus on a theoretical approach that was most effective in understanding motivation within business, and this remains the case.

Push and pull factors

Research has produced two hypotheses on entrepreneurial motivation, popularly known as the 'push' and 'pull' theories of entrepreneurial motivation (Gilad & Levine, 1986) and this is often used within entrepreneurial motivation research (Kirkwood, 2009; Schjoedt & Shaver, 2007). However, little research has taken place into push–pull theories since they were created in the 1980s (Kirkwood, 2009) and the research that is available is sparse.

Push theory looks at external factors that encourage a person into a situation (Gilad & Levine, 1986; Kirkwood, 2009; Segal, Borgia, & Schoenfeld, 2005). Although push factors are important, they reportedly do not have a large impact (Kirkwood, 2009; Segal et al., 2005; Schjoedt & Shaver, 2007). Pull theory looks at positive outcomes that could occur from a situation that motivates a person to do something (Gilad & Levine, 1986; Kirkwood, 2009; Segal et al., 2005).

Social entrepreneurs' motivations

There has been little research into the motivations of social entrepreneurs, and the available research is spread across a variety of different countries, not including the UK. London (2010, p. 224) argues that 'motivation of leaders of social ventures is a function of their conviction, self-confidence, and extroversion'. Another strong motivation is to make a difference and to help communities (Galera & Borzaga, 2009; Renko, 2012). Strong social values mean that individuals do not like to see suffering and will work hard to see that what they do does make a difference. Williams and Nadin (2012) suggest that strong ethics tend to be created from having deprived backgrounds and thus having personal experience and understanding of what help is needed. Although this topic is mentioned by some authors, only three papers were found to have been written within the last 10 years, in English, specifically on social entrepreneurs' motivations.

Yitshaki and Kropp (2015) explored opportunity recognition and motivations of 30 Israeli social entrepreneurs. Of the social entrepreneurs they interviewed, 60% (N=18) were primarily motivated by pull factors, with 40% (N=12) being motivated by push. Pull factors were split into five categories: present life events – wanting to help people who face similar problems to them; past life events – wanting to help people to overcome events which they have overcome themselves; social awareness from childhood – being brought up with strong social awareness and values; motivations from ideologies – seeing what their community could be like if they do something; and guidance from above, spiritually or mystically – religion encouraging them to do good. Of the 18 motivated by pull factors, 55% (N=10) became social entrepreneurs due to life events. One pull factor identified revolved around religion, which is a key part of Israeli society and may have influenced this result.

Only two push factors relating to job dissatisfaction were identified as motivators: not enjoying their current job and so leaving and joining social enterprise; and natural career development – it was obvious that their career was heading that way. Some 40% of the interviewees believed the second factor was their motivation.

Boluk and Mottiar (2014) explored social enterprises within the tourism and leisure sector in Ireland and South Africa, interviewing nine people. They suggested that social motivations were obvious and related to a 'fundamental desire to make a contribution to their community' (Boluk & Mottiar, 2014, p. 62). They identified three common themes: entering a network and acknowledgment – individuals want their enterprises to be perceived as different to commercial companies; lifestyle – they enjoy the way of life that comes with running a social enterprise; and profit – they want to earn enough to be sustainable.

Omorede (2014) looked at motivations of social entrepreneurs in Nigeria through four case studies. He identified four key categories: local condition, the intentional mind set, passion for a cause, and social network support.

Two local conditions were identified, namely economic deficiency – governments failing to solve social issues; and religious beliefs and ignorance – wanting to educate the community to improve their lives and knowledge. Within economic deficiency, the social entrepreneurs interviewed said that inequalities in their own country motivated them to implement ideas from other countries in order to alleviate the issues.

The second category, intentional mind set, was discussed with an awareness of social issues. The social entrepreneurs were determined to make a difference because they could see the issues within their communities, and this was seen as an opportunity. The social entrepreneurs interviewed said that they were guided into social entrepreneurship because of their religious beliefs and values.

Emotional attachment was expressed as part of the social entrepreneurs' passion for a cause; they believed that no sacrifice is too big, and they could not imagine withdrawing from the cause in which they believe (Omorede, 2014).

In the final category of social network support, Omorede (2014) states that friends and family provide emotional and physical support for the social entrepreneurs.

All three pieces of research reported above identified awareness of social issues due to life events as a vital motivation for becoming a social entrepreneur. This drive to solve social problems was also expected to be seen in the current, UK-based, research.

The studies in Israel and Nigeria referred to religion playing a role, with both countries having a strong focus on religion as part of daily life. The research in Ireland and South Africa did not mention this as a motivation. In the UK, religion is not generally seen as a key part of day-to-day life for all people, and was not expected to be a motivational factor.

Boluk and Mottiar (2014) and Yitshaki and Kropp (2015) found that social entrepreneurs saw the potential change for the better as a motivational factor. Omorede (2014) and Boluk and Mottiar (2014) both identified good feedback and public acknowledgment as a motivating factor for social entrepreneurs. These factors were also investigated in this study

Limitations of previous research

There is limited literature on the motivations of social entrepreneurs and it is mostly based in countries other than the UK. The location of social entrepreneurs could also influence their specific motivations, and so this paper explores the UK context and discusses commonalities and differences with the research that already exists for other countries.

Methodology

The researcher used an interpretivist approach with inductive reasoning. Qualitative research was used due to the personal nature of the topic, specifically through semi-structured interviews and convenience sampling. To recruit interviewees, 30 social enterprises were contacted by email. Twenty social enterprises were found in the north of England using www.socialenterprise.org.uk, a group for social enterprises. The other 10

were emailed through the University of Huddersfield's Enterprise Team. Of the 30 enterprises contacted, eight responded, with seven being appropriate. Although this sample could be considered small, the respondents all had different businesses, so it was deemed that they would still provide a broad overview.

Table 1: Interviewee Information

Interviewee	Business Description
1	Support and growth of locally owned businesses and rented property
2	Tele-research business employing people with minor disabilities
3	Supporting reluctant and struggling readers aged 12–17
4	Recycling and café-based business providing training for apprentices and work experience
5	Consultancy business focusing on social enterprise
6	Trade subsidiary of charity selling products made in Uganda
7	Healthcare provider

The seven social entrepreneurs, who have all been involved in social enterprise start-ups, were interviewed for 30–45 minutes each. The interviews were recorded, transcribed and coded. Ten categories emerged, as reported in the following section.

Results

Ten key categories emerged from the interviews: background, social values, business model, the cause, opportunity recognition, self-motivation, network, personal reward, lifestyle and non-financial motivation (see Figure 1).

Figure 1: Conceptual Model
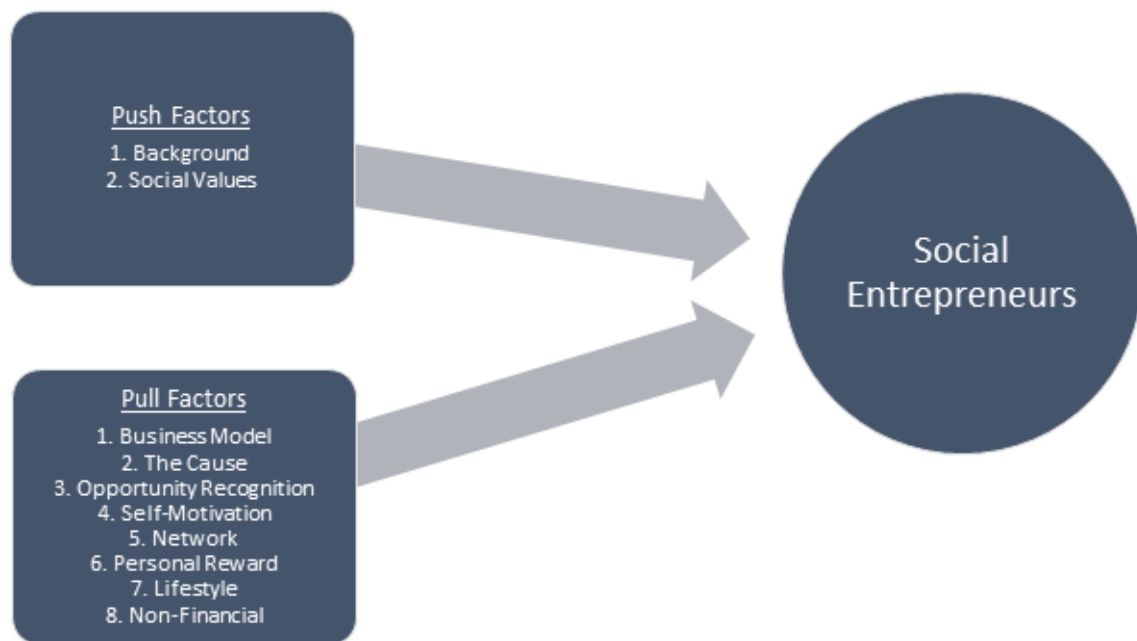
The following motivations have been categorised as push factors:

Background

Interviewees 1, 2, 5 and 7 came from commercial backgrounds and all said that they saw failures within the commercial companies that they worked for previously. Interviewee 1 explained that they were involved with the community in their previous job, but felt that it entailed 'a lot of taking'. This pushed them towards social enterprise, as they could use their commercial knowledge to give back to their community.

Interviewee 3 came from a charity background. They felt that the charity sector was a flawed model as it relies on an unsustainable funding model.

Social values

Social values were expected to be a key motivation for social entrepreneurs: 'I could never have used my marketing skills to market something that I wasn't passionate about' (Interviewee 3). Interviewees 5 and 6 said that helping people had always been important to them: 'I've always considered being able to help people as an integral part of my work' (Interviewee 5). Three out of seven interviewees agreed that their strong social values came from their upbringing.

The following motivations have been categorised as pull factors.

Business model

The social enterprise business model was discussed at length by all interviewees: 'I just found it interesting that there was an alternative business model' (Interviewee 5).

Interviewees 1, 2 and 7 were quite open about the fact that their business model benefits the business and that it opens doors that otherwise may not be open to them.

Interviewees 4 and 7 discussed wanting to be flagships for social enterprise, showing others how it is done. Interviewee 7 stated: 'We used to go around giving presentations and explaining what we did to people.' They discussed wanting to be a part of something that is different to the models often used. Interviewees 1 and 2 talked about wanting to break the mould; seeing a different way of doing things pulled them into social entrepreneurship. Five interviewees could not see themselves leaving the social enterprise sector, predicting growth for the sector and their businesses in the future: 'It can expand, it can spread' (Interviewee 1).

The cause

All social entrepreneurs were truly passionate about the cause their business was helping and this was a key driver in them continuing within social enterprise. Three interviewees talked about place and local community being vital to their project. They felt passionate about their local area. The community had supported them and they wanted to give back. Interviewee 2 said that they did not care for the industry in which they worked, but that the social side of supporting disadvantaged people is what keeps them within the social enterprise.

Interviewee 3 stood out in this section, as they were passionate about the local community in the sense of not only the people but also the environment. The amount of waste the community is throwing away was a personal concern, and solving this issue was a strong motivating factor.

The difference with this motivation is that it is specific to the individual and something that they care about for personal reasons.

Opportunity recognition

Interviewees 1, 2, 5 and 7 entered social enterprise because they identified or were presented with the opportunity to make a difference. Interviewee 1 said that their 'main reason was there wasn't one in existence like this', with Interviewee 7 saying 'the opportunity was just too unique'.

Five out of seven interviewees could see the economic contribution that they could make from working within this sector, such as the tax paid, the help that they could give to people and the wider community benefits. Interviewee 2 said they knew it was 'something that could work for the people we were trying to get into the economy'. Three interviewees saw government failures and thought that they could help and contribute in solving these issues, with Interviewee 3 saying that their stakeholders were thinking 'I pay tax to pay for schools; why aren't they doing their jobs properly'.

Self-motivation

Five of the social entrepreneurs identified having a strong internal motivation. As Interviewee 7 said, 'I'm a self-starter, I don't need a shove to do anything'. Interviewee 1 believes that everybody has their part to play within the community and that you only earn your right to criticise by getting involved and trying to make a difference. Being able to motivate oneself on a day-to-day basis is a vital part of being a social entrepreneur.

Network

The importance of their network was identified by four out of seven interviewees. The people surrounding them help to keep them motivated, with Interviewees 2 and 4 stating that they are close to their staff and that their key motivating factor is to keep them employed. 'I'm the one who's ultimately responsible to keep driving it forward to keep business coming in to keep everyone's jobs' (Interviewee 2).

Personal rewards

Although the social entrepreneur role revolves around helping other people, it is also important for entrepreneurs to feel fulfilled. 'The sense of achievement when you get things right in an organisation like this […] is immense' (Interviewee 7). Four interviewees said that they feel a sense of personal achievement when they see something going well and they see the difference that they are making. 'There's a real sense of achievement in just existing year on year' (Interviewee 2). Although the entrepreneurs are quiet about their success, these small achievements help them to prove to themselves that they are doing well, keeping them motivated to continue their work. Interviewee 6 said 'I probably do it more for my own sense of doing good'.

Lifestyle

The lifestyle that comes with being a social entrepreneur is also a strong motivation. 'It's not just any old job' (Interviewee 7). Interviewee 2 said 'I enjoy it', and finds running their business fits in well with their lifestyle. Interviewee 7 said that running the social enterprise can be stressful and demanding, but that they enjoyed that: 'Maybe I'm odd. I like a degree of stress and challenge, I think.' Interviewee 4 said that their business has 'such a heart and soul'.

Non-financial

Money was an interesting topic among the social entrepreneurs, as there were varying views, with Interviewee 4 saying 'we've taken the profit-motivation out of it'. Four out of seven interviewees said that although they do want to earn a wage from the social enterprise, the majority of the profit should return to the community. As Interviewee 1 put it, 'If my motivation was to make a million, I wouldn't start a social enterprise'. Interviewees 3 and 6 believed that the financial rewards within social enterprise should be lower, as the social reward should compensate for some of that income. 'It's a privilege to work in that sector' (Interviewee 3). Interviewees 4 and 5 do not take a salary, as they do it as a vocation, so money is not a motivation at all. (It is important to say that both of these entrepreneurs had other means of supporting themselves.) These differing views on the financial motivations make it clear that money is required to live, but overall it is agreed that money is not a key motivation. It was felt that this should be included in the model, as mainstream entrepreneurs are generally motivated by profit, hence a non-financial motivation is key to defining social entrepreneurs.

Discussion

The aim of this research was to identify the motivations of social entrepreneurs within the UK. Three other papers were found on this subject, but were based on studies in other countries, so it was felt that it was important to compare these pieces of research with the information discussed here in order to validate the findings.

This study has made it clear that pull factors have more of an influence on social entrepreneurs' motivations than push factors. Seven pull factors were identified, whereas only two push factors were identified. This was not unexpected, given Yitshaki and Kropp's (2015) similar results.

It is agreed by all researchers that life events are an important factor in an individual becoming a social entrepreneur. The life events that are experienced by social entrepreneurs tend to revolve around seeing flaws in what is currently available and wanting to alleviate or stop this issue from happening to others (Yitshaki & Kropp, 2015).

Strong social values were considered as obvious motivational factors by Boluk and Mottiar (2014), and were supported by Yitshaki and Kropp (2015) and Omorede (2014). This paper's findings also support strong social values as a motivation, suggesting that it is a motivation among all social entrepreneurs.

Awareness of the social enterprise model is something that was found in this piece of research as having a strong influence over social entrepreneurs. This was not mentioned in previous research, so may only be a motivation in the UK. As such, this is a new finding. Six out of seven of the UK social entrepreneurs had previously held jobs in the commercial, charity or public sector. They already had strong social values, but were not previously aware of the social enterprise structure. Once aware of it, their belief in the model has been a key driver. They could see the benefits of the model and the impact that the model can have on the community and the wider economy.

The cause on which the social enterprise focuses is always important to the individual and was the main discussion point of all the UK interviewees. It can be hard to categorise this specifically, as the cause varies among businesses, and although social entrepreneurs can be passionate about similar areas, it is never the exact same thing. For example, Interviewees 1 and 5 both had social enterprises aimed at supporting businesses, but Interviewee 1 was more focused on supporting both commercial and social enterprises, whereas Interviewee 5 focused on supporting start-up social entrepreneurs and promoting social enterprise to those who were unaware of it. Although this was not precisely identified, the vaguer topic of social values and life events was covered by all three previous studies. The life events looked at the past reason for getting into social entrepreneurship, whereas the cause looks more at the problem that is currently identified and how this continues to motivate the individuals now.

Opportunity recognition looks at the social entrepreneur's past and the moment that they realised that they could make a difference to other people by starting a business. This was a key part of Yitshaki and Kropp's (2015) research. This section of their study looked at the finding of the business idea and was seen as separate from the motivation. Here it is proposed as part of the original motivation for setting up the social enterprise. Recognising the difference and the economic contribution that they could make was a motivational factor at that point in time, and thinking back on that moment of recognition continues to motivate them today.

Five of the interviewees stated that being able to motivate themselves was key to starting their business. This was noted in previous research, although Arora (2014) found that mainstream entrepreneurs are intrinsically motivated. This means that although self-motivation is a new piece of knowledge about social entrepreneurs, it is not new within the mainstream entrepreneurship literature.

This piece of research found that the network of the social entrepreneurs and the people around them are vital to keeping them motivated. This was supported by Omorede (2014) and Boluk and Mottiar (2014), who talk about motivation coming from friends and family. This research also found the staff of the social enterprises to be another network that helps to motivate the entrepreneurs, including wanting to keep the staff in employment.

The current study found that personal rewards are a main reason for social entrepreneurs to stay within their businesses. They like to see that the work that they and the business have done has made a difference, and this encourages them to continue what they are doing. Although this was identified by four of the seven interviewees, it was not mentioned as a factor in the previous studies, and so is a new piece of knowledge for social entrepreneurs. However, it is mentioned as a motivation for mainstream entrepreneurs who feel that their work is important and enjoy seeing the progress within their business (Kauanui, Thomas, Rubens, & Sherman, 2010).

The lifestyle involved in running a social enterprise was an important motivation for starting such businesses, with one interviewee saying that it fits around family life. This was consistent with Boluk and Mottiar's (2014) research, which talked about the way of life and the geographical area being important.

Similar to Boluk and Mottiar's (2014) research, this data shows that personal financial gain has a negative motivation on social entrepreneurs. Social entrepreneurs are aware that they need to make some profit in order to continue the business and to continue making a difference to the local community, but they do not want to take any more money out of the business for themselves than is strictly necessary.

Omorede (2014) and Yitshaki and Kropp (2015) both identified religion as being a motivational factor. The countries in which they carried out their research have a stronger religious culture than Boluk and Mottiar's (2014) locations and the UK. This may explain why religious motivations were not identified within these pieces of research, and, thus, could be location based.

Eight of the categories could be linked to one or more of the studies by Boluk and Mottiar (2014), Omorede (2014) and Yitshaki and Kropp (2015). Self-motivation and personal rewards were not expressed as motivations in the other research regarding social entrepreneurs, but have been identified in mainstream entrepreneurs. Thus, the results have not been consistent among the studies. This may be due to the location or the small sample sizes, but means that there is still no clear, agreed set of motivations of all social entrepreneurs, although social values and the cause have been identified by all researchers.

Conclusion

This piece of research found 10 key categories of motivation for social entrepreneurs. The motives related to push factors were defined as the social entrepreneur's background and social values. The pull factors were identified as the business model, the cause, opportunity recognition, self-motivation, network, personal rewards, lifestyle and non-financial motivates.

This led to the conclusion that social entrepreneurs are mostly motivated by pull factors. This was expected, as Yitshaki and Kropp (2015) found the same.

Self-motivation and personal rewards were new findings, as they were not mentioned in the other three papers on this topic, while social values and the cause had been identified in all three studies.

Social enterprise is contributing both financially and socially to the economy. Hence, encouraging its growth is important for countries as a whole. It is hoped that this research will help to develop knowledge on social entrepreneurs and increase awareness and research within the social enterprise sector. More research and awareness will help to build this business model and to make it a more vital part of the economy and communities.

Limitations and future research

As a result of time and financial constraints on the research, the social entrepreneurs interviewed were from a limited location. They are from the north of England only, and may not represent social entrepreneurs throughout the whole of the UK. Seeing this research replicated throughout the country would help to prove or disprove the results found in this study and give many more perspectives, thus helping to further social entrepreneurship.

Another way of confirming these results would be to carry out quantitative research on this model. This would allow for a greater amount of information from a larger number of social entrepreneurs. Confirming this research will give a strong model that could then be applied in the future.

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