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Content Analysis Of Mission Statements Across Social Enterprises In The Context Of Resource Acquisition

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Content Analysis of Mission Statements across Social Enterprises in the Context of Resource Acquisition

Sosyal Girişimlerin Kaynaklara Erişirken Kullandığı Misyon Bildirilerinin İçerik Analizi

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Abstract

Social Entrepreneurship (SE) and resource access is a popular research topic in academic literature but many research is rather new, theoretical and lack of empirical results. SE is an output of innovative use such as using a material in new ways and combination of resources such as combining two materials to seek opportunities to catalyze social change and/or address social needs. They usually start with little or no resources and because of this reason, they face additional constraints or difficulties when accessing resources. Resources for SEs can be in multiple forms and mission statements are both a type of resource and a tool for accessing resources. In order to appeal to resource providers, SEs use narratives. One of the narrations utilized is the mission statement. Mission statements are narratives that give information about organization's purpose, values and how they see their future. SEs aim to appeal resource providers but what their mission is highly relevant while deciding which SE will get invested.

This is a case study research on SEs' mission statements to explore what SEs' mission statements talk about and what are the similarities and differences between these mission statements that enabled organization to access resources. I look at Skoll Foundation's social entrepreneurship award winners because winners can access to different types of resources such as financial gains and network connections that can present new opportunities. I did content analysis by topic modelling with help of computer programming. I used LDA, which generated 17 topics where every topic is a set of words and their probabilities. By looking at these topics, I was able to summarize them and give them a more understandable meaning. After topics have taken shape, I calculated their similarities, I visualized them and found which elements make them similar or different. In order to better understand these topics, I also used sequential LDA which enabled us to capture how these topics evolved through time.

Results show that SEs specialize in one topic and they don't engage in multiple or other topics. For example, a SE that focuses on green energy only works in that field, leading a specialization on that field and does not engage with any other subject like human rights. This result is a direct contribution to literature since it exposes the ways SE's access resources. Another contribution is the multiple dualities SEs balance in order to appeal resource providers. SEs are tackling broad problems that affect millions of lives. As this is one of the

traits resource providers look for, they also want to invest in organizations that can sustain themselves. SEs mention both their broad missions and their sustainability in balance so resource providers are motivated in investing to organization. My last contribution is measuring and explaining similarities/differences of mission statements. On the other hand, analysis shows supporting results for multiple theoretical research in the SE literature. Many of these research were theoretical and needed empirical results.

Key Words: Social Entrepreneurship, Mission Statement, Latent Dirichlet Allocation, Content Analysis, Resource Acquisition

Özet

Sosyal Girişimcilik (SE), son zamanlarda gelişen, popülerlik kazanmış ama alandaki empirik araştırmaların eksikliği vurgulanan bir alandır. SE, kaynakların birbiri ile kombinasyonunun inovatif bir şekilde değerlendirilerek fırsatları yakalayarak sosyal değişim ve sosyal ihtiyaçların karşılanmasıdır. Bu tür organizasyonlar genellikle az yada hiç olmayan kaynaklarla başlarlar ve bu nedenle de fazladan kısıtlamalarla ve sınırlamalarla karşılaşabilirler. SE ler için kaynaklar çok çeşitlidir ve görev beyanı yazıları hem bir kaynak, hem de kaynaklara ulaşmak için bir araçtır. Kaynak sağlayıcıları tavlamak için SE ler tahkiyeleri kullanırlar. Tahkiye olarak kullanılanlardan biriside görev beyanlarıdır. Görev beyanları, organizasyonların amaçları, değerleri ve geleceklerini nasıl planladıkları hakkında bilgi içeren metinlerdir. SE ler kaynak sağlayıcıları tavlamaya çalışırken, görev tanımları çok önem taşır. Çekici bir görev tanımının birçok boyutu vardır. Görev tanımları daha genel, daha ilgili, inovatif ve yakın gelecekte olanlar kaynak sağlayıcılar için cezbedici unsurlardır.

Bu araştırma, SE lerin görev beyanları üzerine yapılmış bir vaka çalışmasıdır ve SE lerin kaynaklara ulaşırken neler hakkında bahsettiklerinden, birbirlerine benzerlik ve farklılıklarını bulmayı hedeflemektedir. Bu araştırmada Skoll vakfının sosyal girişimcilik ödülünü kazanan organizasyonlar incelenmektedir çünkü bu ödülü alanlar, birçok farklı kaynağa erişim hakkı da kazanmış bulunmaktadır. Parasal ödülün yanında çeşitli potansiyel fırsatlara olanak tanıyacak bağlantılar da kurmalarına olanak tanınmaktadır. Araştırma için içerik analizi ve konu modelleme teknikleri kullanılarak bilgisayar ortamında hazırlanmıştır. Örnek veri setim 2005 ile 2019 arasında 110 adet görev beyanını içerir. Analiz için LDA kullanılmıştır ve 17 konuda karar kılınmıştır. Her konu bir grup kelime ve onların o gruba dahil olma olasılığını içerir. Her konuya ve üye kelimelere bakarak konular anlamlandırılmıştır ve özetlenmiştir. Daha sonra aralarındaki benzerlikler ve farklılıklar, bu kelimeler üzerinden hesaplanmıştır ve sosyal ağ analizinden de faydalanılarak görselleştirilmiştir. Bu konuları daha da iyi anlayabilmek için ardışık LDA kullanılmıştır. Böylece konuların yıllar boyunca nasıl evirildiği de yakalanmıştır.

Bu araştırma ile literatüre çeşitli katkılar sağlanmıştır. Öncelikle SE lerin sadece tek bir konuya yoğunlaşması ve başka konular yada birden fazla konulara odaklanmadığı ortaya çıkmıştır. Örneğin yeşil enerji ile ilgilenen bir SE, insan hakları üzerine çalışmamaktadır. Buda alanlarında özelleşmeye gittikleri anlamına gelmektedir. Bir başka katkı, SE lerin sadece kimlik olarak ikilemlerde kalmadıklarını, ayrıca başka ikilemleri dengeledikleridir. SE lerin yaygın problemleri çözmek için uğraşmaları yatırımcılar için çekici bir özellik olsa da, organizasyonun kendini devam ettirebilmesi bir başka önem verdikleri kriter. Yaygın problemlerle uğraşmanın büyük kaynaklar gerektirdiği ve organizasyonun devamlılığını zorlaştırdığı bu ikilemi iki kriterden de bahsederek dengeliyorlar. Son katkı olarak da, SE lerin görev beyanında benzerlik ve farklılıklarının ölçümü ve anlatımıdır. Ayrıca araştırma sonuçları, birçok teorik çalışmayı destekleyen bulgular içerirken, eksik olan empirik sonuçları literatüre kazandırmaktadır.

Anahtar Kelimeler: Sosyal Girişim, Misyon Bildirisi, Latent Dirichlet Allocation, İçerik Analizi, Kaynak Erişimi

INTRODUCTION

Social entrepreneurship has become a major and influential literature stream and interest in the subject has increased gradually (Rey-Martí, Ribeiro-Soriano & Palacios-Marqués, 2016; Saebi, Foss & Linder, 2019). Recent studies found a drastic increase of social entrepreneurship articles. One study of 152 articles over 20 years of time period showed %750 increase of academic articles about social entrepreneurship (Short, Moss & Lumpkin, 2009). In their publications, many scholars find the definition of social entrepreneurship problematic and quite varying due to different focuses and the lack of field research. Social entrepreneurship is much discussed around the world, getting attention from various academicians from different areas such as business, sociology, psychology and philosophy. Different definitions emerge as the evolution of academic field is growing. In a social space where SEs start with limited resources and struggle for their sustainability while creating a social value and reaching their goals, they utilize innovative ways to increase their chances for accessing resources such as funds, donations, workers and even new connections which can present them with new opportunities. They try to fill institutional voids where institutional instruments that support markets are not existent, weak, or fail to accomplish the role expected of them and sees these gaps as opportunity to both create social value and fill the gaps. While working in a local resource scarce environment, social entrepreneurs strive for accessing resources globally. While even in global scale, resources are scarce, different organizations compete for same resources such as Skoll Awards for social entrepreneurship. Skoll Foundation received 700 referrals for their awards yet alone in 2020. Out of 700 referrals, 79 organizations were eligible to Foundation's standards and only 5 organizations won the award with 1.5 million dollars financial support. Skoll Foundation assess SEs based on certain criteria such as social mission, impact and innovation (Kramer, 2005).

As resource dependency theory points out, organizational survival is dependent on its ability to acquire resources, SEs are in a hard position because they operate in resource scarce environments and has to face many additional limitations because of their hybrid nature. Like a flower in the desert, they utilize certain tools and strategies to access resources. One of the tools SEs use are mission statements where they communicate their mission, goals, impact,

entrepreneurial orientation to sustain their organization and many more through narrative. Previous studies explained the importance of mission statements while accessing resources and how mission statements are tailored to appeal resource providers because they take mission statements into account while deciding to provide resources (Moss, Short, Payne, & Lumpkin, 2011; Roundy, 2014). As mission statements play an important instrumental role and being a significant decision criteria in resource acquisition, it is important to understand their distinctive characteristics that made it possible to separate themselves from others and their common denominators that successfully enabled them to access resources. As the lack of empirical research done in social entrepreneurship literature is referred by researchers and previous studies focusing deductively on certain already known dimensions which did not make it possible to explore something new, it is important to explore mission statements in depth to understand factors that successfully led to resource acquisition (Berbegal-Mirabent, Mas-Machuca, & Guix, 2019; Moss et al., 2011). As a theoretical framework, I use theories of Albert et al.'s mission appeal, where SEs construct their mission statements in accordance with certain criteria so that mission statements will become appealing to motivate resource holders to support organization (Albert, Dean & Baron, 2016). By narrative tailoring, SEs tailor their mission statements with certain types of narratives that serve as building blocks (Roundy, 2014). Moss et al.'s dual-identities where SEs exhibit both normative(social good) and utilitarian(business oriented) identities in their mission statements (Moss, Short, Payne & Lumpkin, 2011). Lastly, Specialization, which enables organizations to take advantage of multiple markets or economics of scale as a strategy by focusing on one area such as green energy or medical help. Current literature do include commercial entrepreneurships and specialization but there are no instances for SEs.

This thesis seeks to discover what topics do include mission statements of SEs that successfully acquired resources such as winning Skoll Award. Are they all talking about same topics, making mission statements normative texts where every organization has one because it has become a standard? If not, what these different topics? How different are they from each other and what do these similarity/differences tell us theoretically? Do they support or contradict current literature and research? Does SEs engage with multiple topics?

This thesis seeks to find out if mission statements of SEs that successfully acquired resources such as winning Skoll Award has similarities and differences to present theories such as mission appeal, dual-identities and narrative tailoring. Are they all talking about same topics,

making mission statements normative texts where every organization has one because it has become a standard? If not, what these different topics that appealed resource providers? How different are they from each other (narrative tailoring and dual identities) and what do these similarity/differences tell us theoretically? Do they support or contradict current literature and research? Does SEs engage with multiple topics of focus on single topic (specialization)?

Thesis is divided to chapters and their sequence is as follows. Chapter 2 lays foundation for our theoretical background and research questions by defining social entrepreneurship. SE has unique properties that differentiates it from traditional entrepreneurship such as its dual-mission nature creating social and economic value. Afterwards, following section explain SEs and traditional enterprise's resource acquisition. It follows a Resource Dependency Theory logic such as organizations struggle for resources which are crucial for their survival and sustainability. Because SEs operate in resource scarce environments, they need resources to sustain their operations. Their behavior fits in with Resource Dependency Theory. Specially the concept of bricolage. These points are explained to construct theoretical framework for why and how SEs try to acquire resources just like 700 candidates that applied for a Skoll award. Next section is about mission statements that are used in this process. Mission statements are created (tailored) and utilized by SEs which are assessed by resource providers to decide if they will support the applicant. Our research question comes from this body of literature. Next section portrays SE in a macro context because many SEs operate in multiple geolocations and countries. Working with different governments on global problems whose solutions are scalable and enabling them to work globally. To explain why many organizations fight over resources globally, it is important to see SE in the "big picture". Chapter 3 explains my research framework. Chapter 4 includes what is my data and how its is collected and processed. Since I did a content analysis, next three subsections introduce multiple techniques I used to conduct my analysis. Final subsection talks about my findings on topic similarity/difference, their evolution through time and how this research is validates. These findings include main topics SEs engage, their topic's similarities and differences with each other, and if they engage with multiple topics at the same time. Chapter 5 reports our limitations, findings with implications for theory and practice along with discussion.

2) THEORETICAL BACKGROUND

2.1) Literature Review

2.1.1) What is Social Entrepreneurship and Social Enterprise?

The reasons behind SE's popularity are many. One of the reason is, its stories are interesting and they are about solutions to different problems and about who solved those problems. Some stories are that big that for example founder of the Grameen Bank won Nobel Prize in 2006. Social entrepreneurs with smart ideas working against all the odds and succeeding at creating products and services that radically improve people's lives. Even though causes and results of the SEs are known, what social entrepreneurs do to produce this of magnitude return is less clear.

Some argue it has reached a point where SE is anything but clear and became so inclusive that and socially beneficial activity can fit in this category. According to some academicians, defining SE right is important to understand its essence and decide which activity is SE or not. If an accurate definition can be achieved, those who are involved with SE can channel their effort on developing and strengthening a valid and identifiable field (Martin & Osberg, 2007).

In order to understand social entrepreneurship, first we should understand entrepreneurship. Entrepreneurship consists of the ability to seize and act on the opportunity, combining radical ideas and determination to create or bring about something new to the world (Desa & Basu, 2013. Entrepreneurship becomes recognizable after some time where its results and impact is evident.

A well accepted and used definition of entrepreneurship is by Churhill N.C. and he defines entrepreneurship as the process of creating and seizing opportunities to create value by innovation without being bound to entrepreneur's location or resources (Antoncic & Hisrich, 2001). Entrepreneurship's definition can be first seen in 19th century by French economist

Jean-Baptiste Say, describes entrepreneur as who "shifts economic resources out of an area of lower and into an area of higher productivity and greater yield". Shumpeter described it as force which drives economic progress which brings dynamism, mobility and continuity. "Unternehmer" is the entrepreneurial spirit which identifies opportunity and creates an organization to exploit it. Successful enterprises sets off a number of connected reactions, motivating other entrepreneurs to imitate and finally develop the innovation to the point of "creative destruction", a state where the new organization and all its related organizations render existing settings obsolete (Dees, 1989; Schumpeter, 2003).

While the concept "social entrepreneurship" gained popularity (Dees, 1989; Peredo & McLean, 2006; Santos, 2012), its meaning and usage quite varies to different academicians. Some associates the term with non-profit organizations while others include non-profit organizations with for-profit ventures (Dees, 1989). Roger L. Martin mentions the definition of social entrepreneurship is anything but clear and people seem to associate the term with any types of socially beneficial activities they think fits (Martin & Osberg, 2007).

There are various research on SEs. This section presents different examples on the field in order to understand body of work before us. What counts as SE is a hot topic in social entrepreneurship research. Some definitions do not include certain organizational types such as NGOs or commercial enterprises. One should keep in mind that SE is not recognized in some parts of the world and they cannot be legal and recognized entities by governments. Some scholars define boundaries of SE by drawing attention to distinction between SE, social service provision (such as AIDS orphans in Africa who sets up a program to educate and provide care) or social activism (such as Martin Luther King or Mahatma Gandhi). Social service provision are kind of organizations who address a unfortunate stable equilibrium but lacks the design to achieve large scale or gets predicators or imitators. Zahra et al. (2009) also discusses SE and replication of their services through internalization. The scale of the mission is in accordance with its target countries or geo locations (Zahra, Rawhouser, Bhawe, Neubaum & Hayton, 2008). As for social activism, Social activists are people who attempt to bring change with their indirect actions, by influencing others to take action (such as Bono,

Angelina Jolie) (Martin & Osberg, 2007). Another contribution was done by Austin et al. (2009) by applying PCDO (People, Context, Deal, Opportunity) framework to SE (Austin et al., 2006) . PCDO framework stands for People, Context, Deal and Opportunity found by Sahlman (1996). Opportunity is defined as the desired future possible states which are different from the present and achievable. For commercial entrepreneurs, opportunity means new large or growing markets with new needs where as social entrepreneurs focus on serving basic, continuous needs more efficiently through innovation (Austin et al., 2006). Context refers to organization's environment including economic activities, regulations even technological limitations (Sahlman, 1996). Since SEs focus on social missions and these missions are somewhat part of the context, SEs may try to change the context to achieve its social mission.

Mair and Marti (2006) suggests social entrepreneurship is defined vaguely and its extents to the other academic fields remain obscure. They conduct a research to identify and create a definition of social entrepreneurship based on literature review. Firstly, social entrepreneurship is seen as a process of creating social value by combining resources in new innovative ways such as bricolage. Second, SEs use these new combined resources to mainly explore opportunities and exploit them to create social value by catalyzing social change or meeting social needs. And third, as a process, SEs offer services and products but alternatively it can involve creating new organizations.

The meaning of "social" in social entrepreneurship stands for creating social value. First, since social entrepreneurship is often related with moral responsibility and ethical motives, the motives for SE can also be less altruistic reasons such as personal fulfillment. Second, commercial entrepreneurship also has a social aspect. In the process of commercial entrepreneurship, entrepreneurs improve social wealth by new possible jobs, creating new markets, new technology, new industries, new institutional forms, and net boosts in real productivity. Since social entrepreneurship cannot be understood as a whole in a purely economic sense, social context and local environment are key elements that needs to me examined.

Another concept they mention is Institutional entrepreneurship. Institutional entrepreneurship is a type of entrepreneurship where Institutional entrepreneurs are actors who challenge and change institutional structures or they create new structures. They utilize resources to create new institutions or transform existing ones (Fligstein, 1997). Mair et al. (2006) argues institutional entrepreneurship perspective is useful to understand changing norms or creating new norms, institutions and structure (Mair & Marti, 2006).

In the current literature, there is not a consensus on whether or not accepting for-profit organizations as SEs. Mair and Marti (2006) argues that both for-profit and not-for-profit organizations can be considered as a SE because the choice of setup in typically decided by the addressed social needs' characteristics, the quantity of resources needed, capital raising strategies, and the capacity to create economic value. The main difference between commercial entrepreneurship and social entrepreneurship stands between the relative precedence given to social value creation vs. economic value creation. In commercial entrepreneurship, social value is a derivation of the economic value created (Venkataraman, 1997) and in SE, the main focus is on the social value-creation. Economic wealth creation is a tool for organization's sustainability and financial self-sufficiency (Mair & Marti, 2006).

Austin et al. (2006) conducts a comparative analysis and they highlight four different variables to define social entrepreneurship and its difference from commercial entrepreneurship: market failure, mission, resource mobilization and performance management.

Market failure can be explained as unmet social needs that the public or private sectors have failed to address. Social entrepreneurship is regarded as a doctrine to improve sectors where commercial market forces do not meet a social needs, such as public goods. The market failures are regarded as opportunities for the social entrepreneur, gaps waiting to be filled in, because a solution to market failure would create a social value (Austi et al., 2006).

Market failures marginalize a portion of the population by preventing their access to certain service or products in developed countries. Most of the studies focus on the social side of SEs and their impact on this portion of the marginalized populations. SEs can be solutions to market failures but the factors that contribute to the birth and continuity of the problem is

another dimension. Socio-political side of the stories are important since government regulations can shape the fields.

Hackett (2016) draws an analysis on Grameen Shakti which is a branch of Grameen Bank dedicated to solve energy problems in rural places of India where certain people doesn't has access to electricity. Grameen Shakti is a SE founded by Muhammed Yunus and sells solar powered equipment with alternative payment plans so even the poor population can access it. Hackett argues that SEs that focus products are not adequately equipped to deal with big and convoluted political issues such as production and access of biomass fuels in rural areas of India which is controlled by local government agencies and land-owning elites. Cheap solar powered stoves can help people on a daily basis but to solve the market failure completely it might be needed to consider a much broader context than "outcomes" of the SE and include "impacts" such as alleviation of energy poverty in this example (Hackett, 2016).

According to Austin et al. (2006), another major component of SE definition is the mission. SE**'s** mission is a vital display of its true distinction from commercial enterprise. While commercial enterprise aims for profit, SE focuses on creating social value for the public good.

Since non-profit organizations cannot distribute surpluses generated because of restrictions, the embedded social aims of for-profit and hybrid organizational forms of SE limits social entrepreneurs from tapping into the same resource pools as commercial entrepreneurs (Austin et al., 2006). Non-distributive restriction of profits is an adopted rule by non-profit organizations which ensures profits earned by the organization are not distributed to its shareholders but spent of either improving its products/services or reducing prices. İt also creates trustworthiness of the organization. SEs should be able to mobilize their resources such as workers/volunteers or economic resources.

Additionally, SE' performance measurement is unique and the main reason behind it is social value. Commercial enterprise's measures of performance are tangible and quantifiable measures, for example, financial indicators or market share. But SEs call for different metrics such as their impact or social chance because of their hybrid nature (Austin et al., 2006).

In another study, social entrepreneurship is defined by seven key themes. These themes are sustainability, innovativeness, environmental dynamics, risk management, proactiveness, opportunity seeking/recognition, and social mission (Weerawardena & Mort, 2006). Environmental dynamics is the context and SE's relationship with it. Since most of the SEs try to procure resources in the form of governmental funding, fundraising activities or from commercial ventures. The relation with their environmental dynamics plays an important role to shape these ties (Miller et al., 2012). Innovativeness is again an important dimension of this model. Weerawardena & Mort (2006) found in their study that most of the SEs did not display high degree of innovativeness but they are pursuing innovation . Sustainability is another aspect that is focused on by modern definitions of social entrepreneurship. Sustainability is a little different for SE for many reasons. Firstly studies show that the driving motivation for SE is compassion but in order the archive their social missions, they still need financing and resources (Miller et al., 2012). Lastly, opportunity seeking/recognition stand for the aspect of SEs that seek market opportunities to create social value or procure resources (Weerawardena & Mort, 2006).

Santos starts his positive theory of social entrepreneurship by explaining "social" in social entrepreneurship. He states just using "social" to accept an organization as social entrepreneurship is not enough. To address what social entrepreneurship is, he develops a positive theory, which escapes distinct classifications of what is social and what is not. One of the discussed aspects of social entrepreneurship is providing jobs and decreasing poverty (Mair & Marti, 2006; Martin & Osberg, 2007; Miller et al., 2012). Santos rejects the contradiction between economic and social outcomes thus concept of value is defined by the accumulation of individual utility (Santos, 2012). Value creation and value capture concepts are the pillars of his understanding of social entrepreneurship activity. Value creation process includes creating customer value (i.e., innovation, production, and distributing products to the market); Value capture aims for creating value in the marketplace (i.e., profit making) (Santos, 2012). Value creation from an activity occurs if there is an increase in aggregate utility of people increases after deducting opportunity costs for resources that have been utilized (Santos, 2012). Based on the concepts above, social entrepreneurship is defined by organizations that focuses on value creation instead of value capture (Santos, 2012).

One of the most recognized definition of social entrepreneur is by J. Gregory Dees (1989), accepts social entrepreneurs as one of a kind genius entrepreneurs who are on a social mission. Dees defines social entrepreneur as follows:

"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,

• Exhibiting a heightened sense of accountability to the constituencies served and for the outcomes created" (Dees, 1989).

Five points regarding SEs are highlighted in this definition. Social values simply stands for creating a value for social problems which may lead into entrepreneurial opportunities. There are examples like Grameen Bank of Bangladesh who lends micro-credits to poor people. Micro-credit's usage is innovative since these people would not qualify for a credit in normal terms. With a system of adjusting the amount of credit with its time due in order to sustain its operations worked successful for Grameen Bank also creating opportunities for poor people to decrease poverty and suffering. Founder of Grameen Bank, Muhammed Yusuf started this project with 42$ in his pocket and landed this money as loans to 42 women from village of Jobra. This act is a good representation of Dees's (1989) "acting boldly without being limited resources currently in hand". Accountability is the last focus of this definition. While social entrepreneurs operate, they must be accountable for their actions (Dees, 1989; Martin & Osberg, 2007).

Dees (1989) continues to explain that this definition is an "idealized" definition and social entrepreneurs may display these characteristics in different extents. The more satisfying of these characteristics, the closer the social entrepreneurs fit the model.

Undoubtedly, successful social entrepreneurs possess the ability to inspire, organize and mobilize the efforts of commercial and non-commercial associates, contributors, volunteers and employees to create social value. Building partnerships to implement and execute social initiatives is often vital for success (Pearce II & Doh, 2005). Zahra et al. (2009) introduces a

classification of social entrepreneurs according to their target mission, scale and impacts. They classify three distinct types of social entrepreneurs.

Social Bricoleurs are who exploit local opportunities with resources available locally. Social Bricoleurs are not easy to spot for researchers because their actions are usually limited to local knowledge. They don't seek broad recognition or appreciation by the media or government. Since their scope is local and small, resource providers concerned with scalability may not be interested in. An example for this kind of social entrepreneur is Oswaldo Tello from Peru. He founded two organizations one for-profit and another one non-profit which helped small businesses with opportunities that didn't get attention from resource providers.

Social Constructionist who aims to solve broader social problems by planning and developing systematic, scalable and marketable solutions to compensate increasing needs or could be transferred to new and similar social contexts. Although social constructionists may face less competition while providing their programs, competition for required resources are harsh. This calls in need for development of large and complex organizations with significant financing and staffing needs. Novogratz founded Acumen Fund is an example of this kind of social entrepreneurship. It's a SE that uses non-profit organization that uses entrepreneurial approaches to solve the problems of global poverty.

Social Engineer, occasionally complex social needs are not solvable within current institutions and institutional settings. These institutions can be insufficient, or deep-rooted governments and business elites can try to prevent actions intended to bring about changes (Carney & Gedajlovic, 2002). Entrepreneurs who address these complicated problems are called Social Engineers. They bring dramatic changes in society like Schumpeter's entrepreneurs (Schumpeter, 2003). They behave as locomotives of innovation and change, destroy old systems only to replace them with newer ones. Challenging dominant institutions and replacing them with suitable ones. They can be a powerful force of social change and even target national, transnational or global social issues. Since they contradict the interests of the current institutions and they can be seen as subversive and illegitimate. This requires social engineers to gain popular support and political power to achieve legitimacy and resources. Muhammad Yunus is an example for social engineer. Not only Grameen Bank

changed the image of poor and female women to other financial institutions, It solved credit problems of poor portion of the population (Zahra, Gedajlovic, Neubaum & Shulman, 2009). Also, Peredo et al. adds, Key aspects of SE such as opportunity-recognition, risk-tolerance, innovativeness and resourcefulness should be extended with steadiness of purpose and balanced judgment (Peredo & McLean, 2006).

To date, motivation for market-based venture creation is a topic for scientific areas such as economy, psychology and management and two concepts where used to explain them. Self-utility maximization and profit-seeking behavior. "Although research in the entrepreneurship literature has consistently suggested that entrepreneurs exhibit a preference for nonpecuniary rewards such as the need for achievement, autonomy or a taste for variety that enables them to bear the risk associated with new venture creation." (Miller et al., 2012). Even though self-utility maximization and profit seeking behavior explains market-based venture creation, a new type of contract is needed to explain why do social entrepreneurs take action to create an organization that generates social value? Emotions are the one part of the missing piece here. Emotions motivates actions that improve the well-being of a group, even at the expense of the individual actor. This explains why do social entrepreneurs chooses to find a solution to a social problem rather than addressing another opportunity. As for the emotions, scholars argued that compassion substantially motivates venture creation and actors to systematically accept major costs to promote other people's interests. As Dees suggested that, compassion motivates social entrepreneurship but yet it is poorly understood (Dees, 1989).
İnitial studies focused on personality or background of the entrepreneur while today current research focuses on entrepreneurial process or behavior; describing the personality of the social entrepreneur, the distinct behavior or process involved, or social opportunity to highlight its entrepreneurial nature, distinguishing from other phenomena (Mair & Marti, 2006).

Early on, social entrepreneurship research indicated that entrepreneurs are motivated by financial returns as reprisals for their personal risks. Later research expanded this view by focusing on motivations for venture creation may reflect personal values and inherent satisfactions such as job safety, a more balanced workload, autonomy, prestige, continued

learning and creative control. However recent studies showed that these motivations are often not aligned with self or venture related objectives (Miller et al., 2012).

There is both an entrepreneurial and social value creation element in both definitions above but what motivates social entrepreneurs to take action and create SEs? The answer is "compassion". Recent studies reflect how compassion undertakes a cognitive and affective role influencing how entrepreneurs decide and take action (Miller et al., 2012). Compassion is a motivator for compelling individuals to alleviate other people's suffering (Batson & Shaw, 1991). Firstly, individuals with high levels of compassion will emphasize the benefits of alleviating the suffering of others in their decision making. Secondly compassion motivates individual to create an organization to address a social issues (Miller et al., 2012).

Compassion is a influential motivator of action, compelling other people to act and act on ending or easing others' suffering. It is a prosocial emotion that connects a person with a suffering community and produces sensitivity to the pain and needs or others. The difference between compassion and empathy is, compassion is more of a specific manifestation of empathy. Empathy can be experienced in a happy or fun context whereas compassion is experienced to another one's suffering. We can relate to a friend who is having financial problems and about to lose his house, which is empathy, but taking action to solve that friend's problem is more than empathy, which can be explained by compassion. Compassion is other-oriented because it shifts one's attention from self-concern to concern for others. First it leads observers to understand other's experience or suffering with its context and secondly it puts the observer in a place where they can take intentional role to help that person. This other-orientation enhances one's awareness or others. This helps us to understand how social entrepreneurs are aware of problems in the first place. People with compassion will be more aware of the problems around them and can relate to people suffering from it. Scholars also pointed out that empathic concern generates other-oriented action but does not include a resembling expectation of rewards for the individual. Compassion motivates actions to alleviate others' suffering even it costs to himself (Batson & Shaw, 1991). It is also pointed out that compassion makes it personally relevant of other people's suffering by specifically accommodating to social (Batson & Shaw, 1991) and furthermore by generalizing this concern to others suffering from suchlike occasions (Nussbaum, 2001). Compassion focuses

one's attention others suffering, making it more relevant and generalized to others suffering from similar circumstances. Compassion transfers from one individual to other when the attention to another's distress raises a generic affection to help others, including potential beneficiaries who does not have served as the original source of concern. This generalizability connects specific cases to a broader context. As a result, a desire to find a solution to problems effecting a population arises. If the population of the problem is too small, the social entrepreneurship is likely to be accepted as disproportionate and unneeded. A strong social issue concerning a bigger population will be considered more necessary (Miller et al., 2012).

Current state of compassion research suggest that compassion specifically increases the probability to act as a social entrepreneurship by increasing integrative thinking, which is a more prosocial form of evaluating costs and benefits, and commitment to alleviating other's suffering (Miller et al., 2012). Traditional decision making literature regards cost-benefit analysis as the focus where individuals act on self-interests and calculative assessments of the like hood of accomplishing goals. This leads individuals to choose to engage in activities when personal gains outweigh personal costs. However, we know by example that social entrepreneurs take immerse risks to solve social problems where social gains outweigh personal gains and costs. This can be addressed with compassion. Compassion impacts a more prosocial cost-benefit analysis where others' outcomes are valued greater. Emotions affect the decision-making process by lowering the number of options of action. Options of alleviating one's suffering becomes important and relevant this way. Other-orientation of compassion effects the appraisal of the importance of another's suffering and the need for intervention. For example, it may be more profitable to open a bank in London where personal gains are high but an individual with compassion may choose to open that bank in India because people with low income cannot take credits from normal banks to start their own businesses. Social entrepreneurship exhibits integrative thinking by mixing the social value created by lending micro credits to poor people and economic value generated by these micro credits in this example.

Integrative thinking involves rejecting framing problems and solutions as "either/or," thus allowing for more extensible and holistic view of problems and their potential solutions (Martin, 2007). It involves the capability to first see possible options beyond status quo and to

convene joint benefit from synthesizing seemingly clashing interests. These abilities aid social entrepreneurs to achieve organizational objectives such as creating social value. Social entrepreneurship is accepted as a particular form of integrative thinking because of the duality between social and economic goals. Social entrepreneurs need resources to solve problems while staying in the game. Traditionally, creation of social value has been considered illogical to profit maximization (Dart, 2004). Integrative thinking suggests using one objective (i.e., social value creation). So that, economic and social value creation can be viewed as mutually reinforcing, opposite to mutually exclusive, processes. Two seemingly competing objectives can be reconciled. First example is reframing profit as a mean for organizations solutions and goals to social problems and second, reframing beneficiaries as customers rather than recipients of gifts (Miller et al., 2012).

Social entrepreneurship is specially has its challenges, since the entrepreneur both forks for founding the organization and also needs to make effort in order to create an infrastructure that supports the organization (Austin et al., 2006). Generally, new markets must be dismisses and alternative distribution channels must be found, ancient cultural stereotypes needs to be challenged, and innovative revenue strategies must be reshaped in the context of minimal disposable income (Mair & Marti, 2006). In reality, the personal risks of such a task is high and the benefits are little known, making the objective plausibility of the connected action very low. In itself, a rational cost-benefit analysis is doubtful to create enough motivation to create a SE. Prosocial cost-benefit analysis is different from traditional cost-benefit analysis where social problems and their solutions can be present in the analysis. Traditional cost-benefit analysis doesn't rely on social value. Internalization of others' benefits enables social entrepreneur to access boarder set of options and actions. This explains why social entrepreneurs chase minimal financial returns for big financial investments. Based on prosocial cost-benefit analysis, a big investment for a social problem with little financial gain or profit becomes a possible option (Mair & Marti, 2006).

Social entrepreneurship literature shows that social entrepreneurs are committed to their goals and overcome huge obstacles like financial problems, cultural stereotypes, institutions regulating that area etc. Dedication to solving a social problem is performed through two mechanisms that boosts ones willingness and energy to address social problems. İnitially,

commitment enables for more persistence and motivation for someone else, as a result, encouraging to search for more creative solutions. Second, certain conditions enable social entrepreneurs to overcome possible risks such as, commitment to alleviating suffering, identification with the beneficiaries of such efforts, and a self-image as "helper" (Mair & Marti, 2006).

The discussion about differences between SE and commercial entrepreneurship (CE) still continues to this date. These differences are important because they contribute to management, performance and survivability of these organizations directly.

SEs try to fill the gaps due to market failures where commercial enterprises chases opportunities, their aim is not to fill this gap. These opportunities can be also filling a gap but the reason for existence of commercial enterprises does not imply a need to do so. For example, SEs in healthcare create organizations that help disadvantaged population who are marginalized and could not get the healthcare they need. SEs missions are balanced between creating social value and commercial value. They make profits but use this resource to solve a social problem. For example, SEs in micro financing founded to provide financial resources and training to poor population who cannot apply for traditional resource provider such as banks. As for commercial entrepreneurs, they aim one thing only, profit. SEs both create social value by introducing solutions to social problems and generate profit. Commercial entrepreneurs only focus on generating commercial value without a social dimension.

Accessing resources is also different between SEs and CEs. One of the reasons for this difference is the organizational forms. Because SEs has a dual missions such as social and commercial value, they use different hybrid organizational forms. These forms limit SEs to tap same resource pool as commercial entrepreneurs. Also in some countries, there is no distinct organizational form available as SE so these SEs start as NGOs or commercial organizations thus exposing them to more taxes and costs in many cases. The focus on a social problem also limits SEs products and service areas, making a change difficult because funding is tied to that specific problem. For human resources, research shows that, SEs cannot meet high salaries compered to commercial enterprises. This limits them to attract professional human capital to the organizations. With low salaries, some SEs depend on

volunteers. At for target audience, SEs target disadvantaged and marginalized population who have difficulty accessing products or services (for example, in remote villages), low income and ability to pay for products or services there commercial enterprises target populations that has income to be able to pay for their product or services (Desa & Basu, 2013; Santos, Pache & Birkholz, 2015). Since SEs operate internationally, in various regions, many of these regions have scarce resources and different institutional settings which increases the cost of acquiring resources. With the absence of ability to pay limits SEs income generation. SEs that target bottom of the pyramid to benefit from the size of their target population. The huge size of BoP enables some SEs to gain from economics of scale.

Performance criteria's too do differ between SEs and CEs. CEs are evaluated by numerous indicators such as market share, profits, quality etc. SEs are evaluated by both these indicators and additionally more indicators that include generated social value, such as; impact, innovation, scalability and many more. Investors or resource providers do asses social impact of the organization but some investors are only interested in financial returns (Austin et al., 2006). Peredo&Mclean explains the practical reasons why to be clear about what constitutes to SE as, the diverse standards of evaluation when comparing social entrepreneurship with other forms of entrepreneurship. Specially comparing profits with social outcomes. Secondly, since SE addresses social needs, it may call for support as legislations or policies. Lastly, It is may require a different set of skills and aptitudes to achieve social mission (Peredo & McLean, 2006). Again Santos's "positive theory of SE " uses value creation and value capture concepts to make the distinction with commercial entrepreneurship and social entrepreneurship (Santos, 2012).

SE can have different meanings in different regional socioeconomic contexts. Different region specific factors shape different conceptualizations of SE such as organizational forms, legal structures and supportive environment. Recent research shows that different regions of the world influence characteristics to SEs such as SE's mission, target population, legal framework, organizational type, its position in society and development strategies. For example, in United Stated, SEs are more market oriented. They are focusing on management and business opportunity side of the concept there in central Europe, SEs are more focused on civil society and international aid (Kerlin, 2010).

According to literature, there have been several factors studied for SE activity on macro level. As social entrepreneurs taking advantage of opportunities on global scale, some opportunities are more preferable than others are. This decision based on what the opportunities attributes are. According to Zahra et al, (2008) 5 factors represent opportunities. A) Prevalence is a problems commonness and some social problems are more common than others are. Therefore, it can be a key element for SE to decide. For example, water sanity or healthcare problems can be suffered by big populations where certain illnesses can be suffered by a very small population. Behavioral theory suggest that SEs would tackle problems that are occurring widely because they have a higher chance of being spotted. B) Relevance of the social problem to the SE's background, values, talents, skills and resources. If the social problem is well suited for them, they are more likely to engage with it. C) Urgency is the response to unpredicted events such as hurricanes, wars, earthquakes etc. These type of opportunities need quick responses. Some SEs can be created in such an opportunity and continue its work by applying their solution on global scale. D) Accessibility is the difficulty of addressing a social problem by traditional welfare mechanisms such as governments. Highly accessible opportunities are most likely to get focus and resources because they are easier and faster to get measurable results. In the context of international SEs and according to strategic management literature, accessibility also means lower entry barriers hence that it will be easier to enter that market with lower costs. E) Radicalness of an opportunity refers to the need of an innovative solution to the social problem. As social entrepreneurs use innovation to solve social problems, radicalness of an opportunity is a call of attention for SEs (Zahra et al., 2008).

Government expenditure on welfare is positively related to prevalence of SE. In societies where government is not functioning well and intuitional voids are present, social entrepreneurs see these as opportunities and try to exploit them. As for SE, certain partnerships also can form with governments where SEs can be in a supporting and complementary role. For example, in United States, because of resource scarcity, SEs are more resource driven where in Europe with SEs can get resources they need from governments. As strong economic development is associates with high level of income, SE activity would be higher since individuals whose basic needs are satisfied can support others

in need. This view is also explained by the concept of post materialism. Post materialism is when wealthy individuals put non-materialistic life goals before others (Inglehart, 2000). Literature also points out that post materialism is positively related to SE activity. In a culture where SE is encouraged, culture can influence people or organizations can engage in SE activities (Hoogendoorn, 2016).

As Short et al. (2009) explained in their research, they reviewed the SE literature with 152 articles over 20 years (Short et al., 2009). They coded these articles into 3 categories. Descriptive articles which define what SE is. Explanatory articles which focus on why and what degree key constructs and lastly predictive articles which makes predictions of organizational outcomes or consequences of SE. Their review show that descriptive articles were %38 percent and explanatory articles was %55 of their total sample which highlights the need for more empirical research instead of theoretical. Based on their review of literature, they emphasize most of the empirical studies of SE doesn't even test a hypothesis and majority of these articles are case studies. Geographical settings are heavily leaning on U.K. and U.S. which in sum makes %58 of their entire sample. More publications from other countries may help to understand SE and its global applications (Short et al., 2009).

Mair&Marti discusses instead of defining what success and failure is, In order to understand how learning takes place in the process of SE, starting to measure degrees of success or failure is crucial to learn about how SEs identify and manage problems (Mair & Marti, 2006).

One of the critiques to SE is how low the number of field studies are and discarding failures to understand successful examples (Short et al., 2009). Every attempt to access resources may not be successful yet important to understand what characteristics lead to failure or success. Additionally, SE research focused on success stories and neglected failures. McGrath suggested that only focusing on seeking success and systematically avoiding failure potentially results in diminished opportunities for learning and costly errors (McGrath, 1999). Dacin et al. (2010) explains SE researchers can benefit from entrepreneurial failures since these cases can help to understand the potential sustainability of SEs (Dacin et al., 2010).

Other main criticisms to SE research as follows; Cook et al. (2002) criticizes that SE movement does not understand the phenomenon of mass-unemployment, the SE movement alleges that welfare problems cannot be solved because of government financial constraints and lastly, role of SE in generating resources threaten the constant position of universal rights, which are at the center of a socially connected society (Cook, Dodds & Mitchell, 2002). According to Cook et al. (2002) SE fails to understand mass-unemployment because number of jobs created by SE is very small and below to decrease mass-unemployment rate. Again they claim governmental financial constrains does not ally since government is the mechanism to issue money, collect taxes and implement financial strategies. Lastly they argue that replacing social control with social justice, and individuals would be motivated to align themselves with the values determined by SEs on behalf of the community (Cook et al., 2002).

Jäger & Beyes, discuss how the concept of hybrid organizations and their dual identity is missing certain dimensions. They argue dual identity concepts leave the different identities independently next to each other excluding the interface with the public sector (Jäger & Schröer, 2014).

Notably, success of SEs in creating social impact and measuring impact needs to be researched futher, which is one of the most important challenge for SE. Past research showed how SEs working in coffee sector in Rwanda has little intent of creating social value. Maas & Grieco made an analysis of SEs and if they measure their impact. The results yielded that half of the SEs doesn't even measure their impact but there is a positive correlation between measuring impact with economic goals (Maas & Grieco, 2017).

When we consider different definitions of social entrepreneurship, we can see that Mair et al. (2006)'s definition is very open and forgiving about which organizations can be categorized as SE. It does not focus strictly on organization's type such as non-profit or something else. It focuses on social entrepreneurship as a process of combining resources in innovative ways to prioritize creating social value. It is parallel to our research question and other literature I used to explain our reasoning such as RDT on SE's resource access and Rhetoric on how do they access resources. It both enables us to include more diverse organizations in our sample

dataset while linking our research with a huge number of studies which also used this definition. Because of reasons the reasons above I adopt Mair et al. (2006)'s definition of social entrepreneurship.

2.1.2) Resource Access for Social Enterprise

One important issues that needs a more closer attention is social entrepreneurs and the ways they acquire the resources they need. Like commercial entrepreneurs, social entrepreneurs must bring together funding capital and other resources (e.g. volunteers) to create and develop their organizations (Austin et al., 2006). Certainly, in a survey of 962 social entrepreneurs who are based on United Kingdom, 56 per cent of the respondents mentioned that securing funding was the most significant and important advancement of a successful venture; oh the other hand, over 65 per cent mentioned the scarcity of external investment was the most important barrier to success (Leahy & Villeneuve-Smith, 2009).

Resources can be financial like money, funds, loans, bank credits, investors, stakeholders so on. These resources are accepted as economic capital. Economic capital can be converted to forms of money. Cultural resources can be in three different forms and represent SE's certifications, awards, language that they use, books, texts, web pages and media. Lastly social capital, which represents SE's connections and potential connections that can be lead to new resource opportunities.

SEs and enterprises are different as explained in previous section. Because their hybrid nature, SEs need hybrid organizational forms. These hybrid forms calls for different kind of management than commercial enterprises. These organizations operate in resource scarce environments while aiming to create social value. They cannot tap in to same resource pools as commercial enterprises, they are bound to different performance measures and they are obliged to different institutional demands.

Another important difference while accessing resources is the context they are in. Just as commercial entrepreneurs compete for resources, social entrepreneurs compete for resources such as government founding and volunteers but different contextual factors such as taxation or regulations on SEs put additional pressure on resource access (Austin et al., 2006; Korosec, 2006). People and Resources refers to human and financial capital. Because SEs has limited resources, SEs are heavily relied on volunteers. Duck's Unlimited in an example organization where volunteers generated %32 of its revenues in fiscal year 2002 (Austin et al., 2006). Deals are the beneficial contractual relationships for both parties such as between the SE and all of its resource providers. Nature of the deals made with resource providers are different than commercial entrepreneurships because of different performance measurement. SEs differ from commercial enterprise in value transactions by kind, consumers, timing, flexibility, and measurability (Austin et al., 2006).

SEs and other organizations need resources for funding, innovation and development of the organization and they utilize number of strategies to access resources. These resources can be in the form of financial capital, which can be money, investments etc., or social capital such as people, volunteers or new network ties, etc. Commercial entrepreneurship can receive investments as Venture Capital (VC), Corporate Venture Capital (CVC), angel investors, crowdfunding and accelerators. These Strategies are mainly used by commercial enterprises but research has shown that SEs utilize them too. Since according to literature, SEs has many overlaps with commercial entrepreneurship and there can be many insights for social entrepreneurship research in traditional entrepreneurship field, it’s important to understand traditional resource access strategies first (Dacin, Dacin & Matear, 2010).

Venture capitalists are professional investors who invest in organizations and expect returns. Research shows that venture capitalists are selective when it comes to investing and they don’t back every opportunity they see. They choose which enterprises to invest based on certain criteria, which represent venture’s success. First criterial is management risk. Entrepreneurs invest in teams who has the capability to lead their organizations and have the means to success because without the leadership, organization can fall apart. Second factor is competitive exposure where early competition is low so enterprises can enter the market easily, competition in the market is low and product stimulates the market. Third factor is

inexperience risk, which is a combination of leadership and track record. Investors not only wants to see an entrepreneur with leadership qualities but they look for some kind of experience in leadership in past. Another factor is viability there enterprises has a protection for their products or services to go on. As investors has little or no familiarity with the industry, viability of the enterprise is a huge doubt. Lastly, cash out, as investors plan their investments, they plan when they will sell their shares to make profit. Being locked in to the investment for long period of time can affect their expected profits (Macmillan, Zemann & Subbanarasimha, 1987). Recent research shows that while investors are deciding on which enterprise to invest, they look at entrepreneur's human capital. Human capital is the knowledge, skills and experience used by an individual to provide value to the firm and similarity between investor's and entrepreneur's human capital is a mediator for getting invested or not (Bruns, Holland, Shepherd & Wiklund, 2008). Also similarity between entrepreneur and investor matter when it comes to accessing resources. Similarities between entrepreneur and investor's decision making process increase chances of getting invested because decision makers tend to assign higher valuations to objects when they are evaluated by cognitive processes that are similar to those they prefer (Murnieks, Haynie, Wiltbank & Harting, 2011). As investors invest in enterprises, they do not only give access to financial capital to organizations. Their investment, alone itself, adds a value to the organization and its performance. Fitza et al. (2009) found that VC affects enterprise's performance hugely by giving access to critical resources and participating wide range of activities such as formulating organization's strategy (Fitza, Matusik & Mosakowski, 2009). Efficiency is another dimension where VC backed organizations are more efficient that non VC backed organizations due to screening and monitoring of the enterprise by the investors (Chemmanur, Krishnan & Nandy, 2011). Lastly, VC has effects on failure rates of organizations. Based on research, VC backed organizations are less likely to fail, more likely to be acquired and more likely to go public than non-VC backed organizations. This difference mainly comes from accessing capitals in an early stage where organizations are very vulnerable (Puri & Zarutskie, 2012).

Crowdfunding is an alternative source of funding for different types of projects. It is defined in literature as, "Crowdfunding involves an open call, mostly through the Internet, for the provision of financial resources either in form of donation or in exchange for the future

product or some form of reward to support initiatives for specific purposes." (Belleflamme, Lambert & Schwienbacher, 2014). Entrepreneurs introduce their projects mostly through a website and investors from all around the world invest in these projects gaining some type of a value from it (products, services, financial). Crowdfunding developed primarily in the arts and creativity industries such as music, film and video games. Investor from far away from the entrepreneur can see what projects are available for investment. Research shows that most of the investors are 60 miles away from entrepreneur which emphasizes how crowdfunding is not geographically constrained (Agrawal, Catalini & Goldfarb, 2011). The probability of being funded hugely depends on who the entrepreneur is. As crowdfunding websites keep track of information about both projects and also entrepreneurs. Investors favor certain entrepreneurs such that %0.7 of entrepreneurs raised %73 of total funds between 2006 and 2009. Crowdfunding websites share the information of how much the project got funded and research shows that projects who funded more and accumulated more money gets funded more. As friends & family of the entrepreneurs and local investors invest in projects in early stages, distant investors choose to wait and see how funding process is going for the project and invest later on. Entrepreneurs join crowdfunding because many reasons. While it is difficult to access resources at early stages, crowdfunding is an alternative source for accessing resources which may be cheaper and easier to maintain. Using web services to match investors with entrepreneurs is efficient and effective because of lower search costs online. It is less risky for investors because the investment amounts are small and lastly communication costs are lower because of again web services (Agrawal et al., 2011). While accessing resources is the main motivation of entrepreneurs, getting public attention and obtaining feedback was highly motivational based on research (Belleflamme, Lambert & Schwienbacher, 2013). Crowdfunding appeals to investors for many reasons. It introduces access to investment opportunities to investors everywhere by making geographical location less relevant. Investors from all around the world can enter a crowdfunding website and make an investment regardless of where he is located. In addition, since crowdfunding is used in early stages of projects, it enables investors to early access new products before they enter markets. Investors can participate in projects with their input and suggestions. This enables investors to feel as a part of projects as their input is valued and even in some cases implemented. Entrepreneurs can access resources by crowd pre-selling, crowd donations, crowd sponsoring, crowd equity and crowd lending. Donations are altruistic acts where donor

doesn’t get anything back for his donation. Some crowdfunding projects run on donations where as a reward entrepreneurs mention donor’s name on their product or website displaying a small tribute to their contribution. Crowd sponsoring is the case where entrepreneurs accept sponsors and obligated to participate according to the contract, for example, attending sponsor events etc. Crowd pre-selling or pre-ordering is where entrepreneur delivers an early version of service or product to his/her contributors. Crowd lending is when entrepreneur promises rewards as interest and payback of the invested capital. If the project gets cancelled, investors get no interest and earnings and even some cases investors get nothing. Lastly crowd equity is when investors receive rewards as dividends and/or voting rights. All of the instruments above are used by entrepreneurs to motivate investors in investing (Hemer, 2011).

As crowdfunding enables entrepreneurs to access resources, it comes with its own difficulties for entrepreneurs, investors and platforms. Entrepreneurs introduce their projects with its own discourse where entrepreneurs explain their products and innovation behind it publicly which puts them and their ideas in a vulnerable position where other sources of resources such as angel investors which allows them to keep their innovation as a secret. Being funded by certain investors comes with its own extra benefits. Projects funded by professional investors or angel investors bring additional value such as industry knowledge, network and legitimation (Hsu, 2004). Lastly, managing investors can be a challenge. Crowdfunding requires small investments, which means many investors per project. As number of investors increase, it is harder and more time consuming to maintain communication via questions, emails and updates. These costs can increase so severe that entrepreneurs can hardly find time to develop their projects. As for funders, crowdfunding has some pitfalls. Since everyone can apply for crowdfunding, investors face the risk of funding a project where entrepreneur has no capability or experience to execute. This raises a risk of delays and missing milestones. In some cases, this can even be in the form of fraud. Crowdfunding platforms enable everyone to apply for projects and invest in projects where it is easy to create projects with false information. Early stage projects and ventures are inherently risky because of their significant probability of failure. Because of the information asymmetry between entrepreneur and investors, cost of investment may increase to investors (Agrawal, Catalini & Goldfarb, 2014).

Crowdfunding is a big economy and Memer (2011), displays its size and boundaries with his research. Based on his findings, there was 51.477 project applications to crowdfunding platforms. In their sample of 200+ platforms, the biggest and oldest crowdfunding platforms are MyMajorCompany, IndieGoGo and Kickstarter where they are responsible for 45.000 of project applications. These platforms select projects by various criteria's and their acceptance rates vary between %42 to %0.8. The number of projects accepted is rather small considering the amount of project applications. These platforms can have up to 400.000 investors and average number of investors on a crowdfunding platform is 84.000. Financially, more than 45 million euros has been invested on these platforms with an average of 63 euros per investor (Hemer, 2011).

There are multiple factors determining for successful crowdfunding. Belleflame et al. (2013) points out how social or non-profit organizations have higher chances of getting an investment from commercial organizations because investors believe non-profit organizations have higher credibility then fulfilling expectations (Belleflamme et al., 2013). Calic & Mosakowski points out that projects with focus on sustainability are more successful when funding (Calic & Mosakowski, 2016). Mollick (2014), finds timing and duration of the funding stage is important because if entrepreneurs miss a milestone or funding time increases, project's funding chance is decreased (Mollick, 2014). Early contributions affect success of crowdfunding positively. Research data shows that early contributions increase the success rate of campaigns by %83 (Colombo, Franzoni & Rossi-Lamastra, 2015). In the early stages, network of the entrepreneur also plays an important role. During the early stages, projects success depend on the initial number of investors. These investors can be friends, family or member of investor's personal network. By utilizing these network connections, entrepreneurs share their projects and create a pool of early investment and attention (Hekman & Brussee, 2013). As for social media, Saxton & Wang research the effects of social media presence on crowdfunding success. They analyzed their sample of entrepreneurs and projects and found out that entrepreneurs and projects which are on social media received more funding than projects that are not on social media. Social media creates a space there campaign investors expand the network of entrepreneurs by investing on their projects (Moritz & Block, 2015; Saxton & Wang, 2014).

Another alternative for accessing resources is corporate venture capital (CVC) which is organizations making equity investments in entrepreneurial organization. The decision of investing in another organization is based on multiple factors. Enterprises see these investments as an instrument to accessing external markets and technological opportunities thus they favor investments in other organizations when they have a technological gain (Dushnitsky & Lenox, 2006). On the other hand, enterprises are more likely to engage in CVC rather than acquisition when market uncertainty is high. At markets with high uncertainty, the risk of investment is bigger when the enterprise is acquiring because it is harder to calculate if the organization that's been acquired will be successful. With the CVC, entrepreneurs has the option to grow, abandon and defer which is less risky than an acquisition (Tong & Li, 2011). Some enterprises employ a CVC unit which is staffed specially for its task and it is mission is to make corporate venture investments to other organizations. How these CVC units decide or their structure varies but research shows that organizations that do CVC investment in related industries have significant correlation with innovative performance (Dushnitsky & Lenox, 2005; Keil, Maula, Schildt & Zahra, 2008). Entrepreneurs can gain financial and technological returns but invested organizations also gain financial capital and complementary assets. These investments can be constraining to invested organizations because investor's competitor organizations may not be willing to work with them because of their organizational ties. Such conditions make CVC-funding a more beneficial type for organizations that need special complementary assets more that generic ones (Park & Steensma, 2012).

Angel investors are high-net-worth individuals, usually because of their own entrepreneurial success, who provides funding in exchange for financial gains through individually or angel groups (Drover, Wood & Zacharakis, 2017). Motivators for angel inverters are financial gain, passion and even cultural such as trust. In countries where social trust is high, angel investment probability gets higher (Ding, Au & Chiang, 2015). How angel investors decide of investing is another sub-topic researchers interested in. Based on Maxwell et al. (2011) angel invertors use their heuristic elimination-by-aspects to reduce number of opportunities and then evaluate the remaining opportunities (Maxwell, Jeffrey & Lévesque, 2011). This is also represented as the "gut feeling" of the angel investor. Studies shows that angel investors had clear objectives since from the beginning of the investment process to attain profitable

opportunities. Some angel investors aim for what it's called a "homerun" which is an investment "unlike any others they have seen before" and with high risk, huge returns to investors. Other angel investors can aim for less risky and profitable opportunities. Again studies show that entrepreneur's gut feeling is accurate to spot opportunities with homerun ideas but not accurate if the venture will survive (Huang & Pearce, 2015).

On organizational level, organizations that received investment from angel investors has higher firm performance than organizations that received investment from formal organizations (Bruton, Filatotchev, Chahine & Wright, 2010). Passion of work has seen as one of the most important factor for successful business people because it motivates individuals to find and spend energy to achieve excellence. Based on research, when angel investors perceive passion of the investee, funding chances goes higher. However, this does not mean passion is the solo factor. In fact, angel investors state that passion is something they look for but not a substitute for a good business plan (Mitteness, Sudek & Cardon, 2012; Murnieks, Cardon, Sudek, White & Brooks, 2016).

Projective strategies are type of strategies where SEs share their ideas of the future of their organization. Projective strategies are entrepreneur's declared vision of the organization and resources attained are connected to resource provider's impression of future prospects of the organization itself. Projective strategies allure resource provider's desire of benefits such as financial returns or fulfillment of personal goals. Huge part of projective research focuses on how organizations conform legitimacy and identity expectations, while at the same tile maintain their distinctive identities. Other type of strategy is interpersonal strategy where entrepreneur or organization attempts to create new network ties between organization and resource providers. Any resources gained by this type of strategies are product of resource provider's feelings toward entrepreneur or organization. According to literature, organizations use four main tools. How organizations communicate their ideas to potential resource providers has been interesting for researchers. For example, scholars found that crowdfunding success is affected by both the content and form of communication (Mollick, 2014; Moss, Neubaum & Meyskens, 2015). Words refer to verbal or written text of what organizations say (content) and/or how they say it (form) to access resources by influencing resource providers

on how they see the organization (projective strategy) or their relationship with the organization (interpersonal strategy). Organizations engage in storytelling, framing stories about the organization so that it is previewed not only as legitimate, but also resembles a special identity positively associated with resource providers. These stories can satisfy expectations of resource providers or emphasize attributes of the organization (Navis & Glynn, 2011).

Lounsbury & Glynn identifies this process as cultural entrepreneurship where stories are used by entrepreneurs to identify and legitimate new organizations to access resources. These stories are also count as resources and the process of cultural entrepreneurship is dynamic in a sense that these stories change over time. Entrepreneurial stories should align with audience interests and convince resource providers to be a good opportunity to invest in the organization. They represent new identities which can be focusing on distinctive characteristics of the organization from others, or, focusing on similarities with other organizations and ideologies (Lounsbury & Glynn, 2001).

In addition to stories, organizations can gain legitimacy through symbols, specific forms of language, analogies and metaphors. Using words that appeal to both self and collective interests of the resource providers increase chances for accessing resources (Van de Ven, Sapienza & Villanueva, 2007). B) Actions: Actions refer to specific activities organizations perform to seeking access resources. Research shows that mimicking structures and ceremonies of established organizations enable organizations to access resources. For instance, adopting human resource practices of larger companies (Williamson, 2018), establishing a legal identity (Delmar & Shane, 2004), adopting legitimate titles (Khaire, 2010) and organizational roles, preparing business plans, marketing efforts (Tornikoski & Newbert, 2007) are all actions that helps organization to gain legitimacy thus access to resources. Projective actions are actions that organizations undertake to project a desired image to resource providers. For example, actions like new product introductions and managerial investment send signals of legitimacy about the organization. Actions can either directly leveraging existing ties with resource providers or building new ones (interpersonal strategy) or indirectly by signaling positive qualities about the organization to resource providers (projective strategy). C) Associations: Associations indicate to the individuals or

networks with which organizations or entrepreneurs form relations. High quality relationships can often leads organization to gain viability and legitimacy which can lead resource access (projective strategy). Organizations send signals of quality in turn influence resource provider's decisions. Including partnerships, alliances, and investors in these signals decrease the uncertainty of organization thus makes it more appealing to resource providers. D) Intangible: Intangibles refer to the skills, capabilities, soft assets, intellectual capital, symbolic capital, etc. that are leveraged rather that exchanged rather than e.x. financial resources. Organizations can sent strong signals to resource providers regarding organizations viability or legitimacy (projective strategy) or they can boost organization's ability to engage in a distinct usage of words, commence a particular action or leverage a particular relationship to gain access to resources (interpersonal strategy). Like projective strategies, organizations utilize interpersonal strategies with words, actions, associations and intangibles. A) Interpersonal Words: Organization's words has an influence on potential resource providers. By communicating the limited number of resource providers, organizations can encourage potential resource providers to commit (Hallen & Eisenhardt, 2012). B) Interpersonal Actions: Organizations build network ties which will lead to resource access (Du, Guariglia & Newman, 2015). C) Interpersonal Associations: Interpersonal associations are relationships of organization with resource providers themselves. According to research, achieving more embedded ties and increasing tie multiplicity may help access resources (Newbert & Tornikoski, 2012) and while large, diverse networks enable access to variety of resources, access to specialized resources is made possible by a focused network (Rindova, Yeow, Martins & Faraj, 2012). D) Interpersonal Intangibles: This approach focuses on capabilities rather than structure of the organization's network. Research shows that networks can be used for other than gaining resources. Organizations leverage existing ties to form new types of interpersonal ties which may lead to resource access (Hite, 2005; Rawhouser, Villanueva & Newbert, 2017).

Resource access is both important for SEs and enterprises hence they need resources and these resources are controlled by powerful parties, organizations engage in relationships who are powerful and may behave opportunistically (Katila, Rosenberger & Eisenhardt, 2008). This relationships can be interpreted with both RDT, social embeddedness and power perspectives. RDT tells organizations to be independent from other resource providers that are

in a more powerful position because these resource providers can take advantage of this power imbalance and exploit their position to gain more from this relationship. Research shows that, organizations engage in this kind of relations if they have a defense mechanism or the resources they want are essential and unique. In addition, RDT also emphasizes that the cost of forming and maintaining relationships can be costly. Therefore, organizations, especially new organizations, may not be able to form as many relationships as big organizations or has resources to maintain them. On the other hand, social embeddedness perspective suggests that organizations should form relationships with other organizations where they share intention of reaching similar goals. This way organizations can benefit from this relationship even though they will have joint dependence. Lastly, power perspective suggests that powerful actors will exploit their position to gain more from weaker actors. In a scenario of exchange, power perspective explains how powerful actors exercise their power to coerce the weaker party to accept a smaller portion of the value because of information asymmetry. By using these 3 perspectives, Villanueva et al. (2012) explains entrepreneurs focus on creating self-sufficient organizations that minimally depend on other resource providers in fear of being exploited and power as a function of dependence asymmetry (Villanueva, Van de Ven & Sapienza, 2012).

SEs need resources to achieve their social missions and sustain their organizations. SEs can be found in different contexts but they are mostly closely connected to communities which has limited access to resources and their reason for existence is a response to the lack of facilities and services in those communities (Peredo & McLean, 2006). While under resource scarcity, SEs face specific set of challenges because they operate in markets operating poorly. Resource constraints drive SEs into finding innovative ways of using existing resources at hand and acquisition of new resources. Di Domenico et al. (2010) introduces social-bricolage as a way for SEs to access resources in resource scarce environments. Social bricolage concept comes from RDT's bricolage. Bricolage is the process of "making do with what is at hand" (Silverman & Levi-Strauss, 1968). It includes constructs such as making do, refusal to be constrained by limitations and improvisation but when SEs utilize it, three more constructs append; social value creation, stakeholder participation and persuasion. SEs use stakeholder participation to extend their network to create ties with new resource providers where they

can benefit from. Lastly, SEs use persuasion to convince stakeholders to acquire certain resources by focusing their usefulness to the organization and SEs persuade resource providers by negotiations on acquiring resources (Di Domenico, Haugh & Tracey, 2010).

While we can observe most of these resource access strategies above at SEs, based on crowdfunding data, research shows a positive relationship with SEs that focus sustainability in their missions and resource access/funding (Calic & Mosakowski, 2016). When the cost of doing business through formal channels are high, SEs utilize bricolage to access resources or creating/joining networks that can possibility help them connect with resource providers (Desa, 2012). Puia&Jaber points out that social entrepreneurs can employ different strategies when at funding stage. SEs might seek avant-garde sources of funding by partnering for-profit organizations and/or offer a product or service at a price considerably above market price.

SEs can partner with for-profit organizations because for-profit organizations doesn't have need to comply with social issues or causes thus enables SEs to attract investors with lower costs. On the other hand, SEs can offer a product at an above market price, for example TOMS Shoes. Toms Shoes is a SE which offers shoes as products and their price is above market price. Their model is giving a free shoe to a child in need when customer buys a shoe from them. SEs can also try to access resources just like a commercial entrepreneur does, such as, angel funds, venture capital, and initial public offerings. Lastly, Puia&Jaber (2012) recognizes that SEs also try to access resources similar to social activist movements. Social activist movements rely heavily on individual donors and foundations and if SEs are part of social activist movements, they might seek funding from donors and foundations (Puia, 2012).

According to the RDT, as scarce resource are under the control of different organizations, this induces to inter-organizational dependence. Hence, resource access is one of the significant forces driving inter-organizational relations. These relationships are embedded within a network of organizations linked through strong or weak ties. The ties strength depends on level, frequency, reciprocity, density, reachability and centrality of relationships. Network of relationships exhibit two aspects. Commensalistic aspect suggests that actors make similar demands on the environment where network members share a niche or goal and have similar

resource requirements. Other aspect is symbiosis. Symbiosis indicates mutual dependence between network members where they both benefit from this relationship. Research points out that SEs form network ties to gain access to resources both tangible resources such as financial, human capital or intangible resources such as information. Even SEs form networks of collaboration to access resources (Meyskens, Carsrud & Cardozo, 2010).

According to S. Korsgaard et al. (2015) Social entrepreneurs are embedded in their local networks and have a strong understanding of both their context and how to access these resources. For example, SEs in Denmark use local culture, history and volunteers and resources and combine them in their products/services. As local resources are scarce and organizations need resources to achieve its mission and sustain themselves, SEs utilize non-local strategic network connections to access resources that are not locally available (Korsgaard, Ferguson & Gaddefors, 2015).

Another study in 2006 by Korosec focuses on how municipal support helps social entrepreneurs in resource allocation (Korosec, 2006). Some cities provides start-up money for program development whereas municipal managers grant writers, who can help them by spotting grant opportunities and resource providers for funding or municipalities that can join social entrepreneurs in applying with proposals such as grant and funding and pledge to match funds from private sources. Lastly municipal managers can link SEs and private organizations to obtain access to opportunities and resources (Korosec, 2006). With their sample of 202 US cities that responded to their study, it's been found out that %34.2 of the cities actively supports private organizations where %42.2 percent gives some supports and %21.6 provide very little support. Again their study found out that %70.3 of these municipalities agreed or strongly agreed that their jurisdiction encourages private organizations work on important social issues to work together (Korosec, 2006).

Additionally, market logic is an integral part of resource accusation. Market logic is a worldwide phenomenon and it consists of privatization of industry and capital markets with also changes in socio-economic life. It is a new set of institutional rules that enforce free-market solutions. Privatization of markets also decrease the burden of governments, enables free movement of labor, capital, goods and right of property ownership. Countries with

stronger market logic impose lower barriers for flow of capital thus enabling resource accusation from different countries around the world. With more accessible resource pools, enterprises have more options and opportunities to access resources. With the right of property ownership, organizations can engage in innovation and wealth creation which can attract investors. According to literature, market logic mediates the resource access of SEs and a stronger market logic enables SEs to acquire more commercial and public capital (Zhao & Lounsbury, 2016).

In SE sector, expected returns of investment vary by investing vehicle. Different investments tools best suits in different investment life cycle parts which creates a trend to utilize multiple financing instruments to invest in social entrepreneurs. SE's life cycle consists of three stages; seed, growth and scale. In seed stage, SEs rise economic capital by "friends and family" funding, grants and grant-like instruments such as loans with low interest rates from foundations and non-profits. This capital enables SEs to finance the transformation of their idea into product or services. In addition, this stage is the riskiest to investors hence the organization may fail before the later stages and its potential of generating returns far less. Second stage of SE's life cycle is growth. In this stage, SEs primarily founded by social funds such as soft loans, trade credits and equity. SEs in growth stage have enough capacity to finance their operations and grow their business. Third stage scale. After SEs grow, they may attempt to duplicate their success in promising geographies where there is a demand for the value of their product or services. In an investor point of view, the expected returns of investment from SE sector is competitive with standard market rates, which are between 10-25 percent internal rates of return. Although a majority of initial investors with SE sector are not interested in the financial returns, different sources from literature prove otherwise by highlighting how investors may not be interested in organization's mission (Kohler, Kreiner & Sawhney, 2011; Roundy, 2014).

Research on political rhetoric shows how politicians use rhetoric to influence target populations to provide resources for their cause. Entrepreneurs also use narratives or mission

statements written for resource providers to allure them. These narratives can be seen as political rhetoric because the motivation behind creating these narratives is to motivate resource providers in supporting them. There are different types of rhetoric and narrations can contain multiple types of rhetoric. Previous research points out that there is connection between types of rhetoric used in narratives and speed of accessing to resources. Accomplishment, blame and present rhetoric affect speed of resource access as well as variety of rhetoric used. Accomplishment rhetoric is highlighting enterprise's accomplishments in the past to create a sense of effectiveness. Entrepreneurs mentioning previous achievements can be seen as strength but resource providers also look for opportunities that point out how they are needed, literature suggests that Accomplishment rhetoric decreases the speed of resource access because resource providers choose opportunities, which seem to require them most. Blame rhetoric redirects reasons for negative outcomes away from politicians. For entrepreneurs, blame rhetoric puts entrepreneur in a victim position thus increases relatability with entrepreneur, which leads to increase of speed in resource access. Present concern rhetoric is connecting present with future goals. This type of rhetoric creates an urgency of action and since resource providers desire to see outcomes sooner is better, present concern rhetoric increases speed of resource access. Lastly, variety of rhetoric is how multiple different types of rhetoric used in narratives. As repetition places an emphasis on what is being repeated, it points out the importance of that theme. A narration that has low variety are generally more effective for resource providers thus increasing speed of resource access (Allison, McKenny & Short, 2013).

Rhetoric is also studied by legitimacy perspective. Organizational texts and narrations are used to gain legitimacy by SEs which enables them to access resources. The use of stories that reflect the organization's goals, management, abilities, entrepreneur's abilities or achievements that provide explanations and rationales for the entrepreneurial action. These stories enables organization to gain familiarity, legitimacy and motivate resource providers to provide resources. This process is defines as cultural entrepreneurship (Lounsbury & Glynn, 2001). Cultural entrepreneurship or using narratives to access resources by gaining legitimacy has its most impact on organization in early stages of formation because in the early stages, organizations liability of newness. To help this situation, entrepreneurs has number of approaches while creating rhetoric. First, they point out how their organization is different

from other organizations in the field and how their organization, product or services unique. This approach led them to establish cognitive legitimacy. Cognitive legitimacy is based on how the organization is similar to others yet different from others. Second, SEs focus on their social impact which establishes moral legitimacy. Moral legitimacy is based on invoking the idea that what organization is doing is morally right. For example, solving unemployment or preventing child marriages are topics with high moral legitimacy. By incorporating these subjects in their rhetoric, they gain moral legitimacy. Third approach is using a higher authority or establishing oneself as an authority to gain legitimacy. SEs receive recognition by getting invited to other's events or winning an award from a higher authority. Last approach is tailoring the narrative for their target audience. They create an individualized communication based on their audience (Zamantılı Nayır & Shinnar, 2020).

Rhetoric is also has mediating effect on how fast SEs access resources. According to research, there are certain elements of the charismatic rhetoric used in SEs that enables faster access to resources. Charismatic rhetoric includes collective focus, temporal orientation, followers' worth, similarity to followers and moral justification. If social entrepreneur's narratives display collective goals, ideals and action, this is called collective focus. These narratives can talk about their followers or target audience as a worthy addition to the organization. This enables followers to feel included and important to the cause. Narration can exhibit focus to similarity to followers. This similarity comes from target audience to identify themselves with the social entrepreneur. And lastly, SEs can include language that references values and moral justifications that increase trust in the organization and the leader. Rhetoric that has these components are found to be fastening the resource access process of the Social Entrepreneur (Anglin, Allison, McKenny & Busenitz, 2014).

As mentioned above, resources can has different meanings for different organizations. It can be, people to help organization meet its social mission, government or private funds, networks, tools, machines or cultural. Resource Dependency Theory (RDT) explains how organizational survival depends on organization's ability to acquire resources (Benson, Pfeffer & Salancik, 1978). RDT has become one of the most leading theories in organizational theory and strategic management. RDT was originally established to provide an alternative perspective to organizational mergers and board interlocks as an economic theory. It is used to

understand the role of how inter-organizational relations on market failures. It defines the organization as an open system, dependent on possibilities in the external environment. Organizations are the essential units of analysis for understanding intercorporate relations and society as a whole. For an entrepreneurial venture, access to resources can play a large part in emergence, product development, growth and competitive advantage (Desa & Basu, 2013). Social ventures which are operating in developing economies face barriers because high quality resources are quite limited (and, therefore, expensive) (Zahra et al., 2008). Latest research on "How do social entrepreneurs mobilize critical resources?" points two processes called optimization and bricolage. Optimization is the process of building resources which have specific applications for intended means (Desa & Basu, 2013). Bricolage is defined as "making do by applying combinations of resources already at hand" (Baker & Nelson, 2005). Although optimization is resource acquisition according to goals, bricolage focuses on addressing opportunities and problems with existing undervalued, feeble, or discarded resources that are often available for free or cheaply (Desa & Basu, 2013). Liability of newness or smallness is an aspect, which makes harder to acquire resources since resource providers are concerned whether business ventures can sustain their business models. Most of this concern comes from lack of reputation while big and old organizations can get better deals on resources by reputation or scale of their deal (Desa & Basu, 2013). Lastly, environmental munificence means critical resources are available to incumbent firms through their environments. When environmental munificence is low, this means firms will compete over resources and when environmental munificence is high, firm has critical resources to achieve its goals. It's been found out that both environmental munificence and organizational prominence has both an U-shaped relationship with resource mobilization (Desa & Basu, 2013).

Gras et al. (2014) focuses on social entrepreneurs and how their maneuvers to reduce resource dependency has an impact on organizational survival (Gras & Mendoza-Abarca, 2014). Gras et al. (2014) uses RDT to highlight how social entrepreneurs balance their resource dependency on resources such as governmental or private funds with their commercial and entrepreneurial actions. Such commercial and entrepreneurial actions decrease dependence on governmental or private funds but increasing dependence on commercial markets which also opens organization for new risks (Gras & Mendoza-Abarca, 2014b). With their sample of

92.000 charities and nearly 500.000 organization-year observations, they found out that first, market-based income generation benefits non-profit organizations (NPO) by providing the flexibility and control their finances. Secondly, there is a U-shaped relation with NPO exit and market-based income. Since at higher proportion of market-based income shifts organizational dependence on commercial markets as a source of funding (Gras & Mendoza-Abarca, 2014).

As SEs require resources to achieve their goals and create social value, their social mission effects on decisions of potential resource providers, at least in part, on the cognitive process the mission leads them. Potential resource providers will likely to respond venture's mission and its appeal. "Mission appeal" can be explained as how attractive is the social mission to potential resource providers such that it effect their decision-making process and gives them motivation to bring support for the SE (Albert, Dean & Baron, 2016). Like many organizations, SEs depend on multiple resource providers to supply resources such as financial, technical, political and other. Yet they are more likely to be more reliant upon an extensive array of stakeholders other than commercial firms due to their duality of business and social themes (Lumpkin, Moss, Gras, Kato & Amezcua, 2013). Resource providers can be organizations or individuals who proffer their support to the SE. They can be donors, investors, foundations, trusts, financial institutions and corporations who provide resources as grants, loans, contributions (good/services), donations, or debt of equity investments. SEs have missions. These missions are higher order of goals in order to reach SE's purpose, which is focused on creating social value by solving social problems.

Albert et al. (2016) explains how SE's missions effect organizations access to resources by influencing resource providers who see an appeal in it. Previous research shows that individuals pay most attention to three aspects of information; Salience, vividness and relevance. Salience is when a mission of SE's stand out from others. Vividness is when that mission is interesting and provoking something in audience's mind and relevance is when that information relates something in the target audience's mind (Jones, 1991). So it is suggested that, in order to gain attention of potential resource providers, social missions that possess

strong salience, vividness, and relevance (Cheung & Chan, 2000). In addition to these dimensions, Albert et al. (2016) suggest that, dimensions such as perceived congruence with social values, psychological propinquity, innovativeness, magnitude of proposed social value affects the decision making process of potential resource providers in aiding SE's mission (Albert et al., 2016).

Whilst academicians and practitioners accept that resource acquisition is challenging and important, prior research lacks insight about how this process is for SEs (Roundy, 2014).

Roundy conducted two researches; First research explains "What narratives do social entrepreneurs construct?" Their findings indicated that SEs has three types of narratives that they develop and deliver: personal, social-good and business. Personal narratives which are a combination of the entrepreneur's experiences, attributes, significant events in his past and founding stories. Social-good narratives are focused on emphasizing created social value and elements of the social problem being. Business narratives include who the target population are and reasons for selecting that target population. Also, they often include information about organization's product and serveries and the value proposition. Lastly, they provide the business and revenue models and describe the "business care", giving reasons for receiving investment (Roundy, 2014).

Second research explains "How do social entrepreneurs use narratives?". His research indicated that social entrepreneurs tailor their narratives with different emphasis to match the interests of a specific audience. Again their research shows that SEs that attracted resources from external investors tailored their narratives accordingly while other SEs that didn't attract resources used same narration to different audiences. These audiences can be for example different group of customers, stakeholders, other corporations or investors. Entrepreneurs with the intention of gathering more financial resources can connect with new investors interested in the field. Some of these investors are only interested in the business side of the SE and they decide on their return on investment. To consider SE as a good investment depends on entrepreneur to tailor this narration to satisfy these investors. These narrations include the business problem, business case for the venture and revenue plans, Its even documented that

some of the investors didn't care about the social value creation part at all, focusing of the business side. Currently, research shows that SEs use well tailored business narratives to communicate with resource providers such as investors. There are other types of audiences rather than investors. Media and certain customer groups are part of the audience and successfully founded social entrepreneurs tailor their narratives based on social-good or personal experiences that de-prioritize their venture's business narratives (Roundy, 2014).

A duality arises between adoption of revenue generating commercial activities in order to survive and reaching organizational goals that create social value. SE literature argues the defining aspect of SEs is the balance between these two. Organizations that solely focus value generating commercial revenue are classified for-profit organizations and organizations that focus on only generating social value without a structure to support its operations and goals are not accepted as SE and not in boundaries of this research. One of the solutions to this duality is hybrid organizational forms and organizational impression management to attract private donations, commercial revenue, grant founding and such (Doherty et al., 2014). Teasdale points out that SEs can exhibit multiple faces to different stakeholders in order to access resources. Specially social entrepreneurs can focus on different points of their organizational characteristics while acceding startup funding from variety of resource holders who can have conflicting demands such as high returns of profit in a short amount of time or gradual social change (Teasdale, 2010). Tailoring different narrations that represent different focus points of the SEs' to different audiences is one of the ways that SEs cope with both duality and increase chances to access resources. In addition, it is noted that audiences of different narrations or impressions are not passive. Different narrations and impressions do effect organizations access to new resources while also effecting current or previous audiences.

As SEs operate in resource scarce environments, competing to access resources for their organizational sustainability and creating social value, they utilize multiple methods mentioned above. As they tailor their narrations, they combine many aspects of their organization, mission, impact and so on in these texts. Academic research was interested in what SE is and how they access resources, a stem of this field focused on different dimensions of these narrations such as the process of their creation, their functionality and effects.

2.1.3) Mission Statements and Social Enterprises

Social Entrepreneurs are people who focus on social value creation while motivating others to join his mission (Weerawardena & Mort, 2006). Mission of the SEs and their representation as mission statements are important factors to resource acquisition. Resource providers pay attention to what SEs aim to achieve and what their impact is. Mission statements are a popular topic in entrepreneurship research and many dimensions have been looked in. It has been found that, they are valuable resources that effect organization's resource acquisition because resource providers do evaluate SEs according to their mission statements in addition to other factors such as performance etc. For example, many foundations like Ashoka or Skoll that grant monetary prizes or networking opportunities include mission statements in their decision making. Mission statements are strategic tools for communicating organizational goals, values, practices both internally to organization's members and externally to its constituents such as other organizations, partners and customers. Mission statements enable organizations to align their members with its goals thus increasing their organizational commitment. They are similar to roadmaps bridging current state of the organization and its future. Since organizational commitments is connected to organizational performance, well written mission statements have positive impact on organizational performance. Mission statement is a formative construct consisting of multiple items. These items can be purpose, organizational scope, values, standards and more (Hirota, Kubo, Miyajima, Hong & Park, 2010; Macedo, Pinho & Silva, 2016). Some organizations see mission statements solely for internal communication. Mission statements are accepted as one of the most popular management tools used but research shows that 45 out of 100 Fortune 500 firms put their mission statements on their website. Those who did thinks it's important to share their goals, values and philosophy with customers and potential customers (Bart, 2001).

Having mission as a written narrative acts as a philosophy and enables members of the organization to share it as a common goal. Mission statements define standards for behavior, communication and values so members can relate and identify themselves with the organization. According to some researchers, mission statements are normative. The reason for creating mission statement is because it is expected. Simply because other organizations

have it, it creates a legitimizing effect on the organization. In an environment where all organizations have mission statements, new organizations are expected to have them. Previous research shows that there are many similarities in language and content of mission statements. For example, it's found out that public and private collages in US commonly mention about their services, commitment to diversity and providing liberal arts education (Morphew & Hartley, 2006). Another research on Japanese strong-mission firms find out that more than %70 of the organizations include contribution to society in their mission statements (Hirota et al., 2010).

Mission statements are criticized to lose its meaning by using broad and vague terms and they represent an all-purpose purpose but academic research points out that this is not the case. According to research, mission statements do exhibit organization's goals and values, making them worthy representations (Koch, Galaskiewicz & Pierson, 2015; Morphew & Hartley, 2006).

Mission is one of the main identifiers of SEs. Such that, many researchers use the balance between social and commercial value generation in organization's missions to classification and defining SE (Austin et al., 2006; Maas & Grieco, 2017; Mair & Marti, 2006). SEs focus on value creation while perusing their social mission, while economic value creation is seen as an essential necessity to assure financial sustainability. Social mission aims to create value for the public good and SEs develop their activities around sustaining their social mission (Covin & Wales, 2012). Many aspects of mission and SE have been interest by researchers. Mission statements present a significant reflection of identity by delineating an organization's overall purpose and reason for existing. Mission statements on the other hand, are also important narratives used by organizations to access resources. These statements also used to align organization's members with its goals, mediating as a communication tool and for communicating the organizations purpose to its multiple stakeholders such as shareholders, customers, suppliers and public institutions. (Moss, Short, Payne & Lumpkin, 2011).

Content analysis of 57 organizational mission statements revealed that these mission statements provided organizations with characteristic identity elements where certain elements of them appeared to be non changing features that can be seen across multiple of

industries (Costanzo, Vurro, Foster, Servato & Perrini, 2014). SEs inhabit dual mission to achieve financial sustainability and create social value, which is the main difference between SEs and commercial enterprises. SEs balance their commercial activities to sustain their organizations by acquiring resources while focusing on social value creation aspects in their missions. This hybridity of missions can help or limit organizations to access resources. Because of internalizing social costs can decrease financial returns, SEs can be less attractive to resource providers. On the other hand, SEs leverage relationships with resource providers to initiate creative mechanisms that overcome barriers to accessing resources in the external environment (Dacin, Dacin & Matear, 2010; Doherty et al., 2014).

Stevens et al. (2015) divides SE's missions into two sub categories. Economic and social mission. Since SEs display hybrid nature, it is the balance and priority of social and economic missions what differs SE from enterprises. The social mission of SEs associates with value creation for the "public good," whereas their economic mission associates with value creation for "private gain". Both economic and social mission are constructs with multiple dimensions which are very important in the context of SE. While social mission correlates with attention to social goals, other-regarding values and normative identity, economic mission correlates with attention to economic goals, self-regarding values and utilitarian identity (Stevens, Moray & Bruneel, 2015).

Mission drift is another topic focused by researchers. With the combination of commercial and social activities at the core of SE, SEs face challenges such as attending multiple demands and possible conflicts in organizational governance. While sustaining their organizations, SEs has the risk of changing according to demands from their customers and moving away from the needs of beneficiaries who may resources and the ability to pay. SEs, over time, has the risk to drift their focus towards the commercial value capturing instead of social value generation. Literature suggests that micro-finance organizations in India started to support poor population but over time shifted their focus on generating financial profit over giving credit to poor. To avoid such pitfall, SEs for organizational governmance should track the balance between commercial and social value creating activities, develop suitable control strategies for monitoring performance of managers and implement measures for accountability of the organization to beneficiaries. According to literature, research on SE

produced two perspectives of the field. Hero entrepreneur who saved the world and innovative organization that found an innovative solution to the social problem. Based on our findings, our topics do not mention the hero entrepreneur but innovative solutions to social problems. Our results are parallel to academic body of work on innovative models (Nicholls, 2010).

Organizations are subject to conflicting institutional demands. SEs are a good example because they mix business logic with social value creation and subject to tensions and pressures arising from both logics. In, addition, At the organizational field level, competing organizational demands from competing logics (Thornton & Ocasio, 2005). Research shows that conflicting demands are not likely to be resolved at the field level and will be imposed on organization. Nature of demands and internal representation influence conflicting demands where nature of the demands can create conflict over goals and internal representation as which organizational members adhere to and promote a given demand. Organizations as a response and adopt, avoid or defy these demands (Pache & Santos, 2011). Different institutions impose their practices and standards or schemes as a result of entering and staying in their field. Organizations resort to certain strategies to balance these competing demands. Decoupling is one of them where organization is under pressure from external institutions and when their demands conflict with organizations practices. Pache & Santos argues that when conflicting demands are imposed to organizations, they alter their practices but the compromise was done in organizational level. In order to balance external pressures and organizational goals, compromise is done to satisfy both its field and itself. Hybrid combination of practices borrowed from both logics. The logic of organization and the logic of the field (Pache & Santos, 2011). The term Hybrid Organizations represents institutions that span institutional boundaries and they are structures and practices that allow the coexistence of values and artefacts from multiple categories as an organizational form (Doherty, Haugh & Lyon, 2014). SEs has dual mission to sustainability and create social value. In SE, the main focus is on the social value-creation. Economic wealth creation is a tool for organizations sustainability and financial self-sufficiency (Mair & Marti, 2006).

Managing hybrid organizations need to cope with clashing demands, goals and organizational principles all at the same time because of the duality in their nature. Different institutional

logics leads tensions between organizational levels and making it harder to handle conflicting demands. Each separate logic needs a specific organizational structure and accepts that resources needed for particular practices. Hybrid organizations as a response, can fuse competing institutional demands by taking practices from both institutional logics. This can be done by "selective coupling" which involves combining parts of elements of each logic at the organizational level. For example, Bruneel et al. (2016) discusses an example case where two social workers create an organization called Metalcon. Metalcon is an organization who delivers metal products while employing workers who are long-term unemployed or lowly skilled. This social focus received well with both public and other partners willing to work for them. But the in-balance of focus between social value creation and commercial activities to support organizational goals let Metacon to downfall. Low skilled worker numbers increased while quality of the product went down which was a very important factor for buyers. Bruneel argues there should be kind of hybrid governance to balance social and commercial logic. In their example the CEO was the same person in board of directors which shadowed the role of board about warning for organization's future (Bruneel, Moray, Stevens & Fassin, 2016).

SE's mission is one of the most important factor in the definition of SE. Giving more priority to creating social value then financial gains alone is the common denominator in many definitions of the phenomenon. Research points out that mission statements are the reflections of these missions along with other traits which are used while accessing resources. As SEs need resources to sustain their organizations, mission statements are instrumental to allure resource providers for resource access. While current academic body of work exploring this subject from different angles, more empirical research is needed to understand this phenomena.

3) RESEARCH FRAMEWORK

Mair & Marti defines SE is as a process of innovative use and combination of resources to pursue opportunities to catalyze social change and/or address social needs (Mair & Marti, 2006). SEs are the organizational forms of this process, embedded in to fields it operates yet influenced by again the field it operates. SEs are connected to other organizations and actors in the field. They build social capital as they create and make use of the commitment and trust of volunteers and partners, build up services, which depend on close relationships in a cultural context. Also these connections can be opportunities for accessing resources or promoting organizations mission (Evans & Syrett, 2007; Zhang, Soh & Wong, 2011). SEs usually start with little or no resources and they may face additional constraints or difficulties when accessing resources (Desa & Basu, 2013). In order to appeal potential resource providers, SEs tailor different types of narrations. Business narratives to access economic and financial capital and personal/social-good narratives to communicate with media, organization's members and other organizations. Business narratives focus on business side of the SE, which includes business plans, info about return on investment and relevant info that may catch the eye of the stakeholder or investor to invest on the organization. SE literature points out that even some investors or resource provider do not care about the social aspect of the organization and only interested in how their investment will return to themselves. Personal and social-good narration utilized to communicate with media or other target audiences, spreading the organizations success and created social value which can be used to acquire other resources (social capital such as volunteers or important connections that may present new opportunities) (Roundy, 2014). One type of narration organizations tailor is organizational mission statements. These missions are more than statements or symbols. It is a tool that provides a clear, compelling statement of purpose that the organization disseminates both internally and externally. These texts can also be seen as rhetoric because they are crafted for their purpose and target audience. Their reason for existence is to motivate resource providers in investing in the organization. To appeal resource providers, mission statements needs to be convincing, plausible so they will believe in it and appealing so they will devote the resources (van Werven, Bouwmeester & Cornelissen, 2019). Mission

statements in that sense are manifestation of SE's rhetoric. Mission statements helps organizations to express its values and envisioning its future simple and clearly. Mission statements can be reflected in a variety of actions, materials, or communications such as websites, promotion and media materials, interviews, etc. One function of these statements is, it attracts clients, donors, funders, employees, volunteers and various types of resources (Brown & Yoshioka, 2003). Albert et al. (2016) suggests a construct called "Mission Appeal" and they define it as the attractiveness of the social mission to potential resource providers such that it influences their decision-making process and motivates them to provide support for the SE. There are various dimensions of mission appeal such as congruence with social values or innovativeness but most important thing is, the higher mission appeal is, the more resources organization can allure (Albert et al., 2016).

SEs differ from commercial enterprises on resource acquisition in several fundamental ways because of the differences including motivation of founders, the nature of opportunities persuaded, greater diversity in organizational structures/stakeholders and complexities of measuring performance (Austin et al., 2006). As for the motivation of the social entrepreneurs, compassion servers as a strong motivator for alleviating ones' suffering, making the social entrepreneur more attuned to social problems and take action to find a solution. Current literature points out that SEs start their venture with little or no resources. Specially in developing economies, SEs face scarce resources where institutional financing mechanisms are absent or weak and even in developed economies, the tensions between social value and access to resources can be challenging (Desa & Basu, 2013)..

SEs cannot tap into same resources as commercial enterprises because of their double bottom line, social value creation and organization's goals can be in conflict with some resource providers and current literature points out SEs can be assessed as a high risk investment in the eyes of the resource providers (Lasprogata & Cotton, 2003). Also, research shows that SEs are accounted for additional criteria by resource providers due to organization's dual-identity nature (Miller & Wesley, 2010). The economics of SEs also make it difficult to compensate staff or attract skilled professionals as competitively as in commercial ventures. Resources available to organizations can change depending on demographic, social, economic, political, technological patterns and different institutional settings.

Organizations can resort to different methods to cope with limited resources. Bricolage is defined as making to by applying combinations or resources already at hand". Organizations can engage in bricolage by combining and reusing resources at hand for different applications than those for which they were originally intended or used (Baker & Nelson, 2005; Silverman & Levi-Strauss, 1968). SEs can possess accumulated artefacts, skills and ideas which can be combined with social capital that may result in successful product or service. Bricolage focuses on addressing opportunities and problems with existing undervalued, slack, or discarded resources that are often available for free or cheaply. It helps social entrepreneurs to handle conditions of resource constraints and enables to take advantage of new opportunities by new combinations. In summary, the concept of bricolage can be characterized by the constructs of "making do", "refusal to be constrained by limitations" and "improvisation". Making do is creating something from nothing like a new product or service using discarded, disused or unwanted resources. Using resources at hand and combining them for new purposes is fundamental to achieving financial sustainability. SEs can move beyond the constraints of its field and create its own bundle of resources and repertoire of strategies and activities. SEs refuse to be constrained by limitations. They can try out solutions to counteract limitations imposed by institutional/political settings. Improvisation is adapting standard ways of working and creative thinking to counteract environmental limitations. Social entrepreneurs can persuade other significant actors to leverage acquisition of new resources and support.

As SEs use innovative combinations of resources to create social value, bricolage can be seen as the coping mechanism with limited resources. As SEs tailor narratives with their cultural capital such as words, they combine multiple logics such as their organizational mission, business plan, impact and many more. The result of this bricolage are mission statements that lead them to resource access.

SEs can find innovative ways to use these resources and even combine them. Combining resources at hand to address opportunities and problems is called bricolage. In bricolage, organizations use imperfect substitute resources at hand which reduces the dependence on powerful providers while diversifying the resource base (Desa & Basu, 2013). Organizations can use bricolage to tailor narratives which can enable to access new resources (Roundy,

2014). Bricolage is also used to form internal and external network ties with resource providers to reduce interdependent resource relationships within their network and access new resources. SEs even thou they address local problems, they expand their network globally to access resources. One example is Skoll Foundation. Skoll foundation is an organization created by Jeff Skoll in 1999 to drive large-scale change by investing in, connecting, and celebrating social entrepreneurs and innovators who help them solve the world's most pressing problems. The Skoll Foundation has invested approximately $470 million worldwide, including the Skoll Award to 135 social entrepreneurs and 111 organizations on five continents (Skoll, 2019). Skoll foundation also gives awards to SEs such as every awardee receives 1.5 million dollars of investment or grant, joining a network of selected SEs and gaining media coverage. Research also shows that winning such awards increases SEs legitimacy, enabling to access broader set of resources (Short et al., 2009). Skoll awards are given to nominees that are only referred by their network of partners. Qualifying organizations are evaluated by six criteria. A) Organization's social entrepreneur who leads the organization and culture of the organization is shaped by whose values. B) Organization's potential of impact where organization as a sensible and doable business model and a plan for achieving long-term growth and sustainability. C) Partnerships and collaborations of the organization. D) Organization's innovation such that organization has an approach that fundamentally disrupts an unsustainable and unjust equilibrium to solve social problems. E) Organization's issue area where organizations mission addresses a critical and timely issue identified as one of the world's most pressing problems. F) Organization's potential benefit from engaging with Skoll Foundations. Their awardees can be non-profit, for-profit or hybrid organizations as legal structures.

Current academic literature explains how SEs access to resources in different ways but none of them explore topics they mention and similarities/ differences of these mission statements used by. Social entrepreneurs use mission statements as rhetorical texts to increase appeal to their organization. These rhetoric texts are narrated and include combinations from organization's cultural capital. The mission with higher appeal will more likely to access resources. While competing for the same resources with similar qualifications, it is important to understand the differences and common denominators about these mission statements that leads to resource access. Current propositions from academic literature are mainly theoretical and there is little empirical research on it. Exploring and understanding successful

organizations that separate themselves from others is crucial because first it contributes to Resource Dependency Theory on resource access dimension and illuminates the current landscape of social entrepreneurship form an organizational standpoint.

This research design provides us to answer our research questions: (a) What are SEs talk about in their mission statements? (b) Are they all talking about same topics, making mission statements normative texts where every organization has one because it has become a standard? (c) How similar are these topics and what are their similar points? (d) What are the differences of these topics? (e) Does SEs engage with multiple topics?

4) RESEARCH METHOD & ANALYSIS

This research in an explanatory single case study on mission statements across SEs in the context of resource access. Purpose of this study is to discover topics within mission statements to understand what they are talking about, their similarities and differences, which eventually led to acquire resources successfully. Research questions were contextualized in a case study of SEs that successfully acquired resources such as Skoll award. Content analysis were used to analyze large sums of texts. LDA was used to undercover which topics were included in mission statements and their details. DTM was used to capture how these topics evolved from first year of Skoll awards to last year. Unit of analysis is topics of SEs' mission statements and content analysis and topic modelling are used to understand, find and interpret what is being talked and similarity/differences between mission statements. Skoll awards started in 2005 so our time frame is between 2005 and 2019. Research data includes 110 awardees to the date research conducted.

4.1) Data Collection

The data is based on Skoll award winning organizations from 2005 to 2019. Skoll award winners are selected because they are a good representation of SEs who acquired resources successfully, all of these organizations have to be SE and their info such as mission

statements are both available online and also a decision criteria to win that award. Skoll awards includes networking opportunities and financial resources to the organizations that won.

Data will be organizational mission texts from Skoll foundation's website where every award winning SE has its own information webpage published. These webpages contain information such as founder, year awarded, issue area, countries served, social media contact information and organization's mission. Only organizational mission texts will be saved for later analysis. In order to get relevant results from analysis, data should be cleaned from irrelevant text characters such as punctuation etc. and stop words. After the text is clean, lastly words should be lemmatized or stemmed. Lemmatizing reduces all words to their "lemma" using a lexicon in combination with regular conjugation rules (Guo et al., 2017; Jacobi et al., 2016).

4.2) Content Analysis

Content analysis is the analysis technique used this thesis. According to Krippendorff (2004), content analysis is a research technique for making replicable and valid inferences from texts (or other meaningful matter) to the contexts of their use. Since mission statements are written texts and this research seeks to undercover and understand what information these texts holds, content analysis was suitable for analyzing these texts. As the number of texts gets bigger, workload of the researchers increase drastically. LDA enables researchers to cope with large sums of texts with machine learning technology. Because of my experience and skill set in computer science, I was able to use LDA and DTM to analyze 110 mission statements.

The term content analysis is rather new. Webster's Dictionary of the English Language included the term in its 1961 edition. It defined content analysis as '" analysis of the manifest and latent content of a body of communicated material (as a book or film) through classification, tabulation, and evaluation of its key symbols and themes in order to ascertain its meaning and probable effect. ". First traces of content analysis can be traced back to human history, to the beginning of the conscious use of symbols, voice and writing. Usage of symbols replaced by languages which enabled the development of disciplines such as

philosophy and rhetoric. Today, symbolic phenomena are institutionalized in the art, literature, education, mass media and Internet. Many practices flourished such as: psychotherapy, advertising, politics, the arts, and so on. Virtually all disciplines in humanities and the social sciences, including politics, are interested in and using functions and effects of symbols, meanings, and messages. In recent years, information society expanded the academic field by the introduction of communication-texts, contexts, images, interfaces. Today, information is in the center of researchers' aims at self-understanding.

Aim and in method is significantly different for today's content analysis. Contemporary content analysis has three distinguishing characteristics. First, Content analysis is an empirically grounded method, exploratory in process, and predictive or inferential in intent. New conceptualizations and an empirical orientation, content analysist joined other researchers in seeking valid knowledge or practical support for actions and critique. Unlike other researchers, content analysists employed other empirical techniques. They examine data, printed matter, images, sounds and texts in order to understand what they mean to people. These are questions for which natural scientists have no answers and have no relevant methods to answer. Second, contemporary content analysis integrates notions of symbols, their contents and what their intent is. Third, contemporary developed its own mythology, which enables researchers to play, execute, communicate, reproduce and critically evaluate their analyses whatever the particular results. There are three reasons why content analysists had to develop their own mythology. 1) Content analysts now face larger contexts because content analysis is spreading to other disciplines that were not previously interested with textual data such as cognitive sciences. 2 Numbers of researchers increases as the data gets bigger because larger datasets exceeds what an individual analysts can handle. Social problem or coordinating team or researchers and the methodical problem of assuring replicability can be solved by adapting language to the researchers so they can understand fully the analytical procedures they will use where in the process, evaluation and performance of the team members can be measurable. 3) The large volumes of electronically available data call for different research techniques from qualitative analysis. Computer programs convert large amounts of electronic text into representations if not answers to research questions that content analysts need to understand (Krippendorff, 2004).

Starting point of any empirical research is collecting data. In surveys, focus groups and experiments, researchers attempt to control the generation of their data, so that they know what it means. Mostly, data is collected with the aim to answer research questions. They are texts that are meant to be read, interpreted, and understood by people other than researchers. Textuality is material classified as pictorial images, gestures, web pages, musical compositions and even behavioral sequences. Texts has symbolic qualities. It is presumed that all authors write texts with the expectation of being understood by self and readers, which makes text socially significant.

Surveys by scholars led categorization of research techniques of content analysis. There are three categorizations; pragmatical, semantical and sign-vehicle analysis. Pragmatical content analysis includes categorizing signs matching to their possible causes or effects. Semantical content analysis consists classifying signs by matching them with their meanings. Lastly, sign-vehicle analysis includes processes, which categorizes content by the psychophysical properties of the sighs.
With the recent developments in machined learning, new content analysis techniques are introduced to literature. One of the most best performing technique is Latent Dirichlet Allocation and topic modelling. I used LDA and topic models in our content analysis because traditional content analysis can be very labor intensive specially in reading and coding multiple documents or huge datasets (Chuang, Wilkerson, Stewart & Roberts, 2015).

4.1.1) Latent Dirichlet Allocation (LDA)

LDA was a very good candidate for this research because of multiple reasons. First of all, coding 110 mission statements for content analysis is a very labor intensive work which needs multiple researchers working together specially in deciding what codes can be used and also validating the result. LDA with machine learning algorithms enable researchers to reduce this workload to much minimal number of researchers. It is applicable to many types of texts including books, tweets or mission statements in our case. LDA unveils both main and hidden topics in large sums of texts which captures what SEs say in their rhetoric and what other hidden topics are present. Its results are statistically computable, comparable and can be validated. Because of the reasons above, LDA was used in this research.

Latent Dirichlet allocation (LDA) is a probabilistic and fully generative topic model used to extract the latent, or hidden, topics present in a collection of documents called Corpus and to model each document as a finite mixture over the set of topics.

Is a generative topic model based on probability which finds latent of hidden topics from corpus, which is a collection of documents, where LDA accepts every document contains finite mixture of topics and every topic is a mixture of finite vocabulary consisting of words. The topics can be seen on multiple documents with different topic proportions for every document as they are drawn from a Dirichlet distribution randomly. LDA is a “bag of words” model, which assumes words in the documents are assumed to be interchangeable within other documents. Documents are represented as vectors consisting of word frequencies in a very high dimensional space free from order of words in which they appear (Blei & Lafferty, 2007). LDA creates topics by finding word couplings that tend to co-occur frequently in the documents of the corpus. Usually, the words from a discovered topic are semantically related and that word gives meaning to the topic when they come together. For example words with highest probability in a topic can be “social”, “entrepreneurship” and ”child”, this can indicate that topic is related to a SE who is working with children. Or LDA can further tell us how much this topic is seen on a given document (Barua, Thomas & Hassan, 2014).

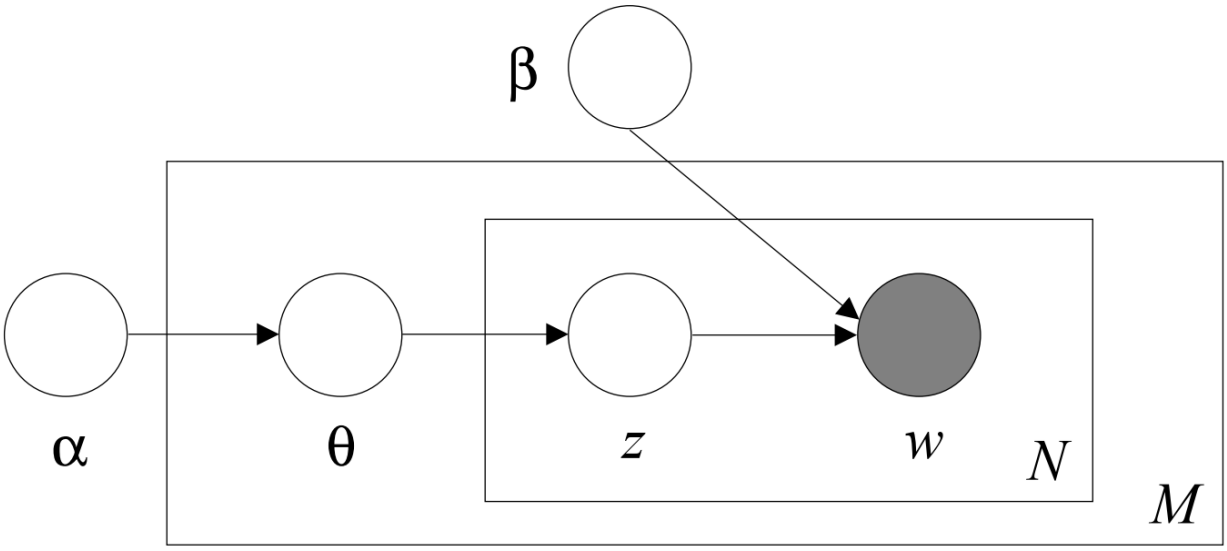

Figure 4. 1 LDA (Blei, Ng & Edu, 2003)

- M—Number of documents
- N—Number of words in each document
- w—A word in a document.
- D—Corpus, a collection of M documents
- z—A topic from a set of k topics.

LDA model needs some parameters to work with (Figure 4.1). First of all, number of topics is needed. There is no consensus on what number of topics should be for given number of documents (Barua et al., 2014). The higher number of topics gets, the finer-grained, more detailed topics will get and the lower number of topics gets, broader the topics will get. To decide what number of topics for a given corpora, researchers use Perplexity. Perplexity is comparable goodness-of-fit measure for statistical models. For LDA, lower perplexity indicates a better prediction. To find a good number of topics, researchers test with different number of topics as parameters to LDA, compute perplexity scores for each number of topics and plot a line graph. After the graph has drawn, the number of topics that corresponds to a great change in the direction of the line graph is a good number to use. Perplexity represents goodness-of-fit but what it doesn't represent is interpretability of the topics produced. Since researchers use topics to answer their research questions, it is important that these topic generated facilitate to answer these questions (Jacobi, Van Atteveldt & Welbers, 2016). Second parameter is alpha, which affects how many topics a document can contain. A common default value to alpha is 50 divided by number of topics. When alpha gets smaller, document's topic concentration increases. This means documents score high on a few topics rather than low on many. To get a lower alpha, researchers use 5 divided by number of topics. Lastly, beta, a collection of k topics where each topic is given a probability distribution over the vocabulary used in a document corpus.

Generative process of LDA first picks a word from a document randomly and assigns it to a random topic. It assumes that all topics and words in the model are correct except the one it is working on refining. Then it calculates the proportion of words in the topics that are currently assigned to a given topic and calculates the proportion of assignments over all documents that

come from a given word. It shifts the words in topics with each other until a stable state is reached. This step is repeated for every word.

These has been many applications to date of LDA in scientific research. It has been used to analyze what topics are shared on Twitter which demonstrates LDA's application on short texts (Weng, Lim, Jiang & He, 2010), Another example is finding the meaning behind hotel reviews which enabled them to identify dimensions of customer satisfaction (Guo, Barnes & Jia, 2017). Even in Computer Science, LDA is used for categorizing texts. One example is categorizing software bugs by creating a model and querying it with bug that needs to be categorized. This research has a sample of 300 documents which proves LDA can be used with both small and big datasets (Lukins, Kraft & Etzkorn, 2010).In 350.000 customers reviews, Tirunillai & Tellis used LDA to find dimensions of what product quality is based on customer reviews. (Tirunillai & Tellis, 2014). Lastly Moss et al. (2011) conducted a research on SEs and how they exhibit dual identities by looking at mission statements. With LDA, they were able to demonstrate how much difference between usage of utilitarian and normative identities (Moss et al., 2011). DiMaggio et al. (2013) conducted a research on 8000 newspaper articles using LDA to understand how government assistance to artists and art organizations was framed in public domain. They were successful at representing how topics shift by time and this shift starts with election of George H.W. Bush (DiMaggio, Nag & Blei, 2013).

4.1.2) Dynamic Topic Model (DTM)

Dynamic Topic Models are topic models that computes how topics evolve through time on sequentially organized corpus of documents. This is done by chaining Gaussian distributions in a dynamic model and mapping the emitted valued to the simplex (Blei & Lafferty, 2006). Dynamic topic models both used for evaluating how topics evolve and predict the future of the topics but predicting part has diminishing returns for predicting a time too far in the future (Alghamdi & Alfalqi, 2015).

Just like LDA, DTM needs hyper-parameters. A corpus of documents, a dictionary where every word has an id, list of timeframes and how many documents in that timeframe, alpha and number of topics. All of the parameters are same as LDA but the timeframe. Lastly, user

can supply another model to DTM where that model will be the basis and DTM will calculate how those topics evolved over time. During these computations of topics, distributions of words change where certain words stand out from others.
Dynamic topic models are used by researchers and private sector to understand how topics change and what a topic looks like at a given time (Cao & Tang, 2014; Derntl, Günnemann & Klamma, 2013).

DTM is also used in this research to capture how topics changed over time. Because our data was categorized by years, every year topics mentioned changes through time. These changes do represent shifts in SEs as organizations focus on different aspects when time goes by.

4.1.3) Validating LDA and DTM Models

Evaluation of the quality of topics and their understandability is a topic itself. There have been many suggestions and introduction of new methods by numerous researchers. Topic coherence is a value that represents the quality and understandability of topics and it is the best and only candidate for it (Nikolenko, Koltcov & Koltsova, 2017). Recent research shows that, among many ways of computing coherence measures, C_v is the best performing metric. It gives results closest to human judgment while decreasing the time and cost of research. C_v measure is based on sliding window technique and uses normalized pointwise mutual information (NPMI) and the cosine similarity (Röder et al., 2015). As a method for testing validity of topic models, word intrusion method is introduced by Chang et al. (2009) (Chang et al., 2009). According to literature, Mimno et al. (2011) conducted tests to measure how well coherence score is associated whit word intrusion method's results. Results shows that, coherence score is better that results of word intrusion method (Mimno, Wallach, Talley, Leenders & McCallum, 2011).

4.3) Data Processing

As outlined in our research questions, our research involves finding the main topics on SEs that won the Skoll Awards for SE. Skoll foundation every year awards SEs and shares information of these SEs on their website (http://skoll.org/). Some of these information include organization's areas that it's working on, list of countries it operates, info about its founder and info about the organization including its mission. Our data is in two forms. First, a folder of all mission statements together and second, a folder of all mission statements categorized by their year in sub folders names as their year. First dataset represents Skoll winners' final, complete and accumulated state such as all social entrepreneurs and all mission statements. This dataset will be used to find number of topics and topics themselves that exist in the domain of Skoll winner SEs. Second dataset represents how these topics evolved through time (yearly).

In this research, I use topic modelling to discover topics that are in Skoll awardees. Topic modelling is a technique of advanced information retrieval that finds the overarching topics from a given text corpus automatically and it doesn't require tags, training data, or predefined taxonomies (Blei et al., 2003). Topic modelling is used for discovering hidden thematic structures in large collections of documents. Collection of documents as input, topic models produce set of topics as list of words associated to that topic and measurements of which document exhibits those topics. With topic models, researchers can find new patterns in their data and analyze much bigger size of corpus. In this research I use popular topic modelling technique called Latent Dirichlet Allocation (LDA) as it is best suited to find topics in natural text documents (Blei et al., 2003).

Topic similarity is a measure of how similar two topics are. Topic similarity can be measured by cosine similarity where two topics can be represented as vector of words and their probability and cosine similarity can find the difference of these vectors by drawing two lines and measuring their angle.

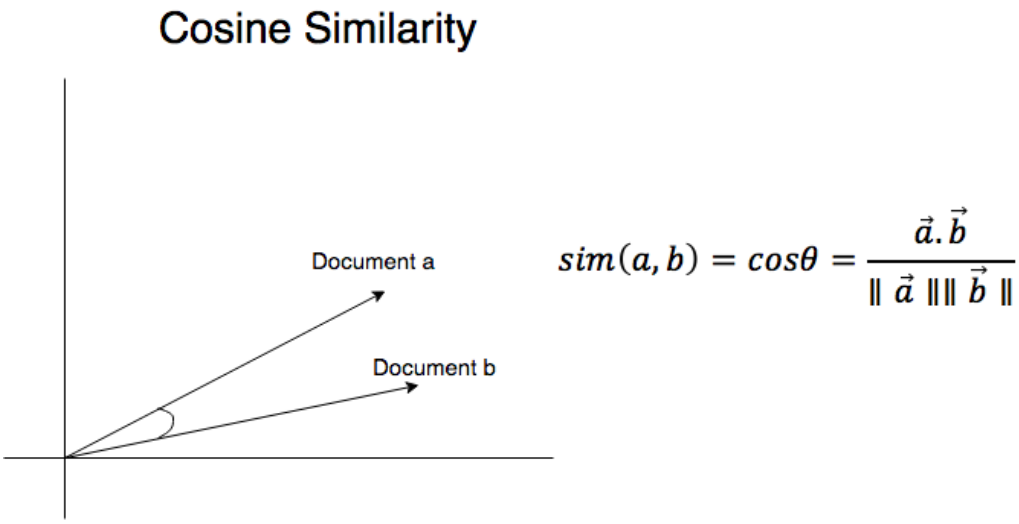

Figure 4. 2 Cosine Similarity

Cosine similarity is used by researchers and systems like Stanford Dissertation Browser in real life applications (Chuang, Ramage, Manning & Heer, 2012; Towne, Rosé & Herbsleb, 2016) (Figure 4.2).

Finding differences Through Content Analysis of Mission Statements

I find and measure topic differences and similarity of mission statements using content analysis of mission statements by LDA.

LDA is an unsupervised machine learning technique to identify topics from a large document collection (Weng, Lim, Jiang & He, 2010). LDA discovers hidden topics in collections of text and forms them as a distribution over words. With LDA, researchers can find keywords from collection of documents which leads them to topic where every topic is expressed with list of keywords along with their significance to topic (Jacobi et al., 2016). Also it is possible to find how much which document belongs to specific topics or how similar are the topics found. LDA will be used to find latent topics. In order to use LDA on collection of texts, the texts must be cleaned, lemmatized and tokenized. I use Python programming environment and number of software and python packages such as Gensim, Mallet, Matplotlib and Gephi for processing and analyzing texts and results.

First, texts were cleaned from punctuation, spaces, numeric characters, any words that are shorter that 2 characters and stop words (e.g., “the”, “and”, “is”) because they are not required for meaning. Then every word in these texts get lemmatized so that same meaning words do

not appear multiple times. Lemmatization is the transformation of all inflected word forms written in a text to their dictionary look-up forms called roots. For example, eating becomes eat or has becomes have. It replaces the plurals and nouns with their singular forms and grammatical variations of verbs with their infinitive forms (e.g., is, are, will be replaced by be). I use nltk's WordNetLemmatizer for this purpose.

Second I create a dictionary from these mission statements that holds all words and their unique id numbers. I filtered extreme words occurs in less than two mission statements and no more than %40 of the mission statements. And lastly, a Document Term Matrix using dictionary prepared above. The reason for these entities is, LDA needs them as a parameter to work. Our dictionary had 1346 unique and lemmatized words.

LDA requires number of hyper-parameters to run, such as corpus, number of topics and alpha. Corpus is the representation of text documents after cleaning and alpha is a parameter that affects topic density in documents.. A common default value for the alpha is 50 divided by the number of topics. Lower alfa leads to a higher concertation of topic distributions within documents, meaning documents score high on a few topics rather that low on many. To assign a few or only one topics per documents, low alpha can be used. A common default for low alpha is 5 divided by number of topics (Jacobi et al., 2016).Lastly LDA requires an integer which represents how many topics will LDA create. This parameter requires some testing before creating the final model because in order to find a good number of topics, first researchers must calculate certain metrics for different number of topics to see which number fits better. These metrics are Perplexity and Coherence values. Perplexity is a good indicator for finding right number of topics. It is the goodness-of-fit measure for topic models. When perplexity decreases, this indicates a better prediction by models. Research shows that perplexity decreases when number of topics increase meaning that more topics is better at predicting from data. Number of topics are chosen by finding the point graph starts to drop as in elbow in the scree plot of a factor analysis. While perplexity is used for statistical evaluation of topic models, Coherence score represents semantic quality of the topics. Research conducted on topic quality and human opinion of the model points out that perplexity is not always the best measure when it comes to topic quality and coherence values are correlating better with human judgement. C_v topic coherence measures how often the topic words appear together in the corpus (Chang, Boyd-Graber, Gerrish, Wang & Blei, 2009). Comparison between topic coherence measures also yielded that C_v is the best

performing topic coherence measure (Röder, Both & Hinneburg, 2015). Since I am interested in semantic meanings of topics and its keywords, I use C_v topic coherence scores to decide number of topics. C_v score is calculated by setting number of topics hyper-parameter to an integer and run the test. With different topic numbers, different coherence values calculated and the higher coherence number is the better.

I first calculate coherence values with first dataset by starting number of topics from 1 to 100 and draw the graph of values.

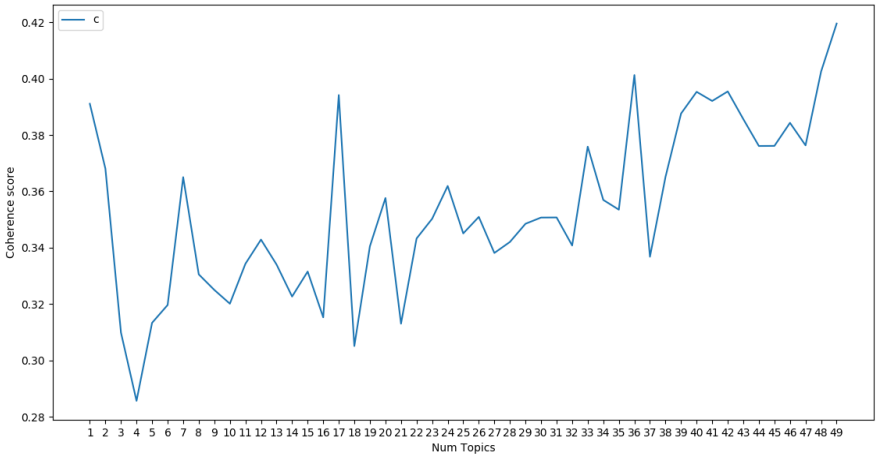

Figure 4. 3 Number Of Topics By Year And Coherence Scores

As we can observe on the graph above (Figure 4.3), coherence values increase with number of topics because LDA can fit words into topics easier when there are more topics to fill. A good number of topics is decided by looking at the graph and selecting the number by elbow technique. The highest number before a significant drop is a suitable number of topics.

Big drops can be seen for 7,17,20,36 values but number 17 and 37 has the highest coherence values. I created both topic models for 17 and 37 then examined them for interpretability and representativeness. Since our dataset and vocabulary is small, 17 gives a better representation with meaningful topics where for 37, topics are too narrow and similar to each other. Topic overlap is when topics share keywords, which produce topics that are similar. With 37 number or topics (Figure 4.4), topic overlap is a lot where for 17, topics have distinct differences between them representing different and not similar content (Figure 4.5).

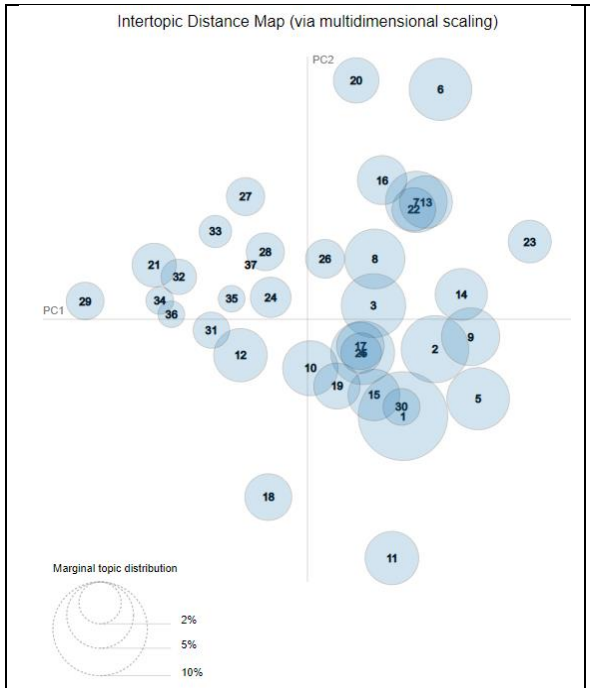

Figure 4. 4 Representation of 37 topics

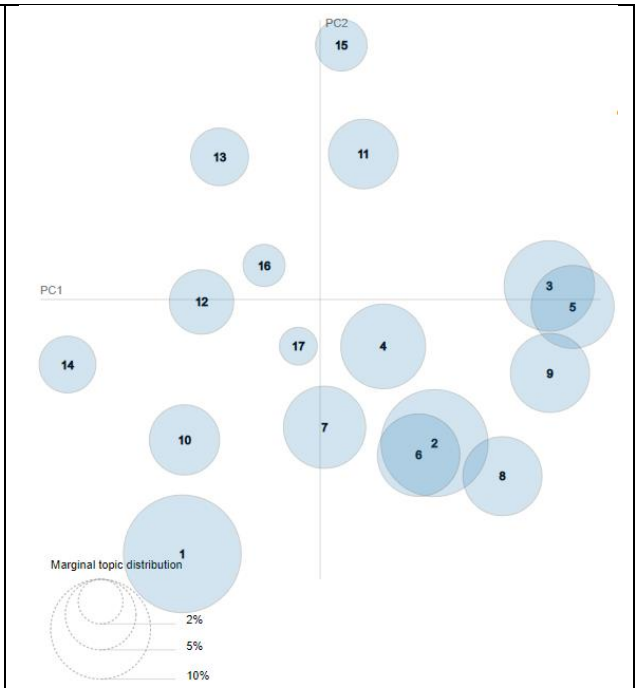

Figure 4. 5 Representation of 17 topics

Because of reasons above, I settled at 17 as number of topics. After calculating the number of topics, I created our LDA model with topic number=17, alpha= (5/17) and passes=200. Passes hyper parameter is the number of iterations LDA make on corpus before deciding on topics. More passes take more computational time but allows LDA to decide on topics better. Other research used 10, 50,100 but just to be extra safe, I used 200 as passes hyper parameter. This first model based on first dataset represent which topics exist and top 10 relevant words in that topic sorted by their probability (Table 4.1).

0	health	care	communit	solutions	greatest	include	experienc	grind	address	sub-saharan
1	crisis	communit	organizati	text	girls	protectior	improve	public	impact	group
2	children	program	social	child	families	young	lead	live	public	need
3	health	new	build	support	healthcare	live	partner	develop	care	international
4	energy	access	renewable	use	internatio	social	solutions	sustainabl	human	improve
5	create	supply	economic	chain	consumer	product	change	partner	unique	business
6	education	health	learn	place	empower	leaders	innovative	support	global	girls
7	capital	root	develop	fundaciÃ³	common	vision	advance	justice	regional	understand
8	market	local	water	create	provide	access	human	youth	million	farmers
9	environm	loan	act	non-profit	america	organizati	conservat	indigenou	create	world
10	college	right	urban	conflict	legal	build	communit	support	children	data
11	fair	students	trade	school	social	lead	year	youth	digital	gap
12	partner	health	companie	live	mission	medical	sustainabl	bring	base	lead
13	drug	water	access	supply	income	low-incon	farmers	sector	enable	design
14	health	communit	right	local	land	natural	health	live	families	ngo
15	witness	human	global	resources	program	governme	network	communit	build	teach
16	school	low-incon	sustainabl	students	college	high	partner	model	live	finance

Table 4. 1 Topics and words sorted by word probabilities

After creating the LDA model, I use that model to create a second dynamic topic model (DTM) based on second dataset. DTM is similar to LDA in terms of finding topics but with the complexity of time frames. It evaluates topics for every time frame and how those topics change over time. Our time frame is a year because Skoll awards are given yearly thus I arranged our second dataset by year. In order to create a dynamic topic model of second dataset, I utilized Gensim's LDA Sequence Model (LdaSeqModel) which requires a corpus of documents, time slices which is a list of how many documents in time slices, and number of topics, a model and alphas. Number of topics for our DTM is same as our LDA topics which is 17 because I want to see the same number of topics, alpha as 0.01 because when I take a time slice, number of mission statements are even smaller. Since our sample is much smaller than first dataset, I used lowest alpha, which gave better results in terms of topics. Lastly, LdaSeqModel can take another model to compute topic evolution based on that model. By setting model parameter as LDA model, which is computed previously, I can establish how those topics evolve over our time frame (15 years).

For every mission statement and year, LdaSeqModel computes first, topics where topics are expressed as list of words and their probability to be in that topic. Fig a is first 15 lines of

topics file where each row is a year, columns are words and their probability sorted by their probability. Words with highest probability are written left to right. First row represents the first year which is 2005 (Figure 4.6).

	A	B	C	D	E	F	G	H	I	J	K	L
1	health	0,1501963194	care	0,0782659236	communities	0,0225896545	solutions	0,0225772058	greatest	0,0092213887	include	0,0084306396
2	health	0,150685014	care	0,0784755884	communities	0,0226221732	solutions	0,0226029294	greatest	0,0092287955	include	0,0084367355
3	health	0,1513218719	care	0,0789397751	communities	0,0226799826	solutions	0,0226661195	greatest	0,0092280939	include	0,0084354915
4	health	0,1518850815	care	0,079392055	communities	0,0227325316	solutions	0,0227240887	greatest	0,0092268993	include	0,0084338639
5	health	0,1524309882	care	0,0798096482	communities	0,0227751763	solutions	0,0227630579	greatest	0,0092251972	include	0,0084318343
6	health	0,1529219317	care	0,0801903392	communities	0,0228101259	solutions	0,0227977104	greatest	0,0092234039	include	0,0084297785
7	health	0,1532341971	care	0,0803745921	communities	0,0228582473	solutions	0,0228483397	greatest	0,009224709	include	0,0084306072
8	health	0,1535181341	care	0,0805237608	communities	0,0229005111	solutions	0,0228923703	greatest	0,0092257722	include	0,0084312639
9	health	0,1537674134	care	0,0806529639	communities	0,0229362009	solutions	0,0229291191	greatest	0,0092265817	include	0,0084317345
10	health	0,1539774479	care	0,0807613473	communities	0,0229661243	solutions	0,0229597475	greatest	0,0092272504	include	0,0084321197
11	health	0,1541496511	care	0,0808494438	communities	0,0229907117	solutions	0,0229848963	greatest	0,0092277969	include	0,0084324342
12	health	0,1542863303	care	0,0809185773	communities	0,0230101478	solutions	0,0230048349	greatest	0,0092282163	include	0,0084326718
13	health	0,1543891342	care	0,0809699518	communities	0,0230245024	solutions	0,0230196019	greatest	0,0092285089	include	0,0084328311
14	health	0,1544593761	care	0,0810049499	communities	0,0230338618	solutions	0,0230291122	greatest	0,0092286659	include	0,0084329032
15	health	0,1544994873	care	0,0810255672	communities	0,0230385673	solutions	0,0230335859	greatest	0,0092286328	include	0,0084328374

Figure 4. 6 Topic Word Distributions By Year

Second, document distribution of topics

	t0	t1	t2	t3	t4	t5	t6
KhanAcademy.txt	0,000269	0,000269034	0,000269	0,000269	0,000269034	0,000269	0,000269034
GoodWeave.txt	0,000311	0,000310849	0,457889	0,362722	0,000310849	0,175038	0,000310849
Encore.txt	0,082299	0,000158303	0,000158	0,000158	0,000158303	0,000158	0,000158303
RidersforHealth.txt	0,214915	0,000133032	0,000133	0,000133	0,000133032	0,000133	0,000133032
HealthCareWithoutHar	0,249139	0,000151126	0,000151	0,253366	0,000151126	0,000151	0,000151126
VillageReach.txt	0,998029	0,000123198	0,000123	0,000123	0,000123198	0,000123	0,000123198
mothers2mothers.txt	6.2825909	6.28259094050	6.2825909	0,998995	6.28259094050	6.2825909	6.28259094050
SELCO.txt	6.7948630	6.794863083508	6.7948630	6.7948630	0,998912822	6.7948630	6.794863083508
mPedigree.txt	8.8362640	8.836264027569	8.8362640	8.8362640	8.836264027569	0,998586	8.836264027569
myAgro.txt	9.5084149	9.508414947228	9.5084149	9.5084149	9.508414947228	9.5084149	9.508414947228
HarambeeYouthEmplo	9.5996928	9.599692809830	0,474195	9.5996928	9.599692809830	9.5996928	9.599692809830
CrisisTextLine.txt	9.6927401	0,998449162	9.6927401	9.6927401	9.692740137636	9.6927401	9.692740137636

Figure 4. 7 Document Topic Distributions

For every year, Document distribution of topics are saved to a file where for every mission statement, their distribution of topics are written (Figure 4.7). For example, in 2005, CrisisTextLine.txt mostly contributes to topic 0 with 9.69274013763691e-05 and KhanAcademy.txt contributes 0,0002690342. To understand word meanings and context of topic 0, CrisisTextLine.txt is a very good representative example while KhanAcademy.txt is not.

To understanding similarities and differences of topics, I used two methods. First, I wrote a python program that computes cosine similarity of all topics. Cosine similarity is a metric between 0 and zero which denotes how similar two topics are. Research shows that cosine similarity is very accurate in finding topic similarity and close results compared to human judgement (Towne et al., 2016). The greater number means greater similarity. After calculating cosine similarity of topics, I draw a heat map where topic similarity is both represented with numbers and colors (Figure 4.8). Colors are darker is two topics are similar (Derntl et al., 2013).

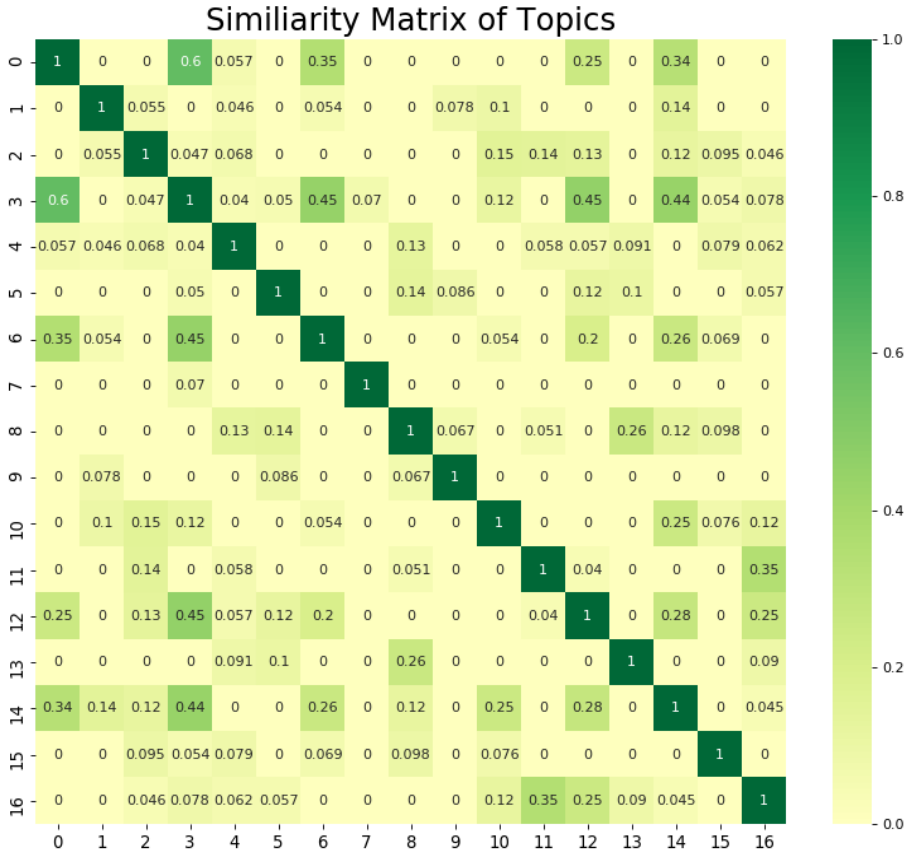

Figure 4. 8 Similarity Heat Map Of Topics

For example, topic 0 and topic 3 have high similarity where topic 0 and topic 1 has zero similarity. But this visualization does not tell us what is similar or different between topics 0 and 3.

To understand what is similar between two topics, I needed a tool to see which words topics has and how these words are used by other topics. Something that resembles a graph where every word is connected to relevant topics. So based on our dataset, I generated two networks in the format of Gephi. Gephi is a network visualization tool capable of running queries on networks, filter networks and running analytics on networks. First network is based on our first LDA model where all of the mission statements are present regardless of year, representing a snapshot of all Skoll winners till 2018. Every node is either a topic or a word where every edge represents that word is connected to a topic, meaning that word is in that topic. A word can be connected to multiple topics since topics can have same word.

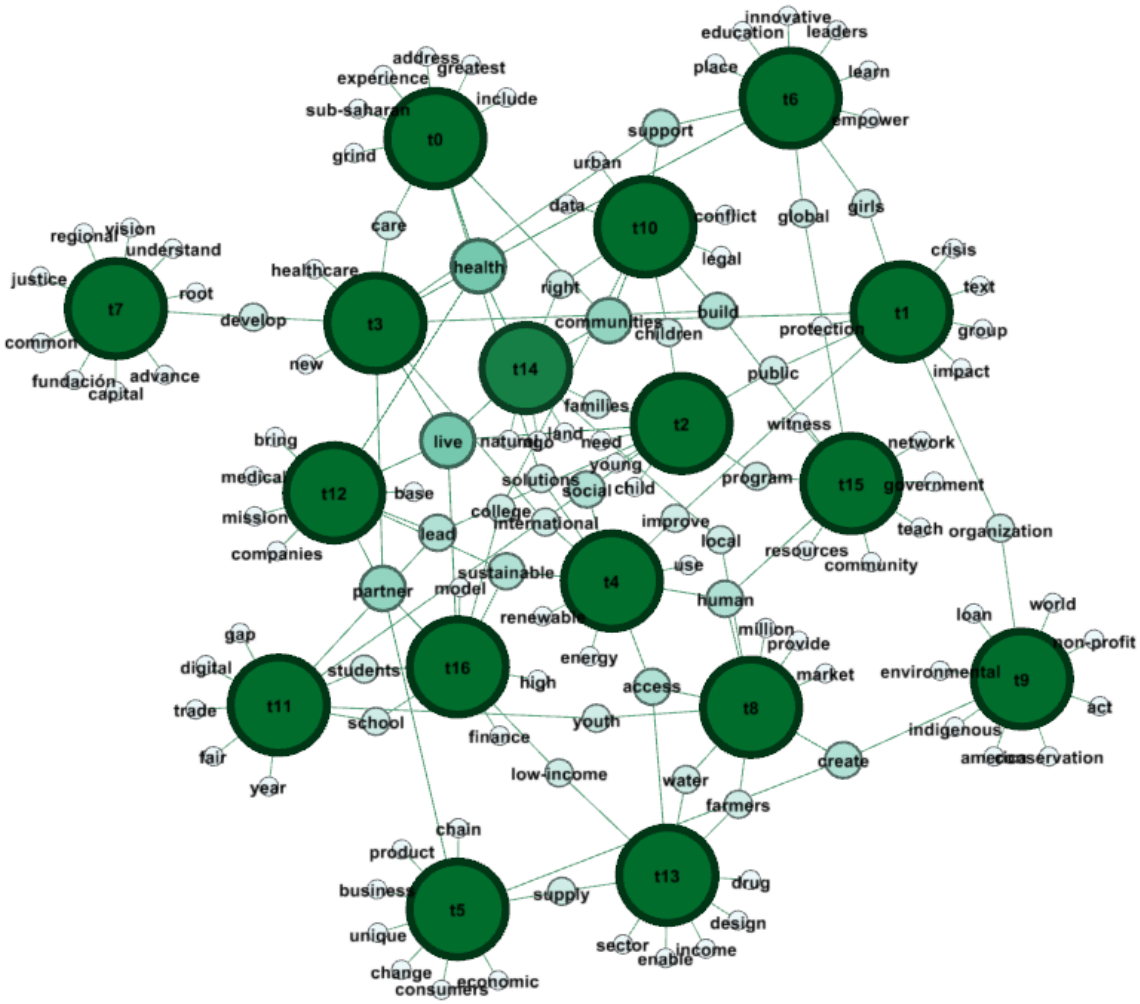

Figure 4. 9 LDA Model Visualized As Graph

Figure above is the visualization of LDA model with Gephi (Figure 4.9). Node sizes on the graph is calculated by the degree of that node. If a node has more connections with other nodes, it is bigger. We can see some words are only connected to one topic and no one else. These words are specific to that topic only, thus representing that topic's difference based on total vocabulary. For example, topic 5 has product as a word where no topic except topic 0 has which means only topic 5 has product.

I summarized topics and what they talk about in the graph below (Table 4.2).

t0	Developing solutions to community health care
t1	Organizations that address crisis such as child marriage, unemployment, public protection and mental health
t2	Offering programs for children and their families
t3	Improving health of people, working for a better healthcare system, building housing, developing new approaches
t4	Creating sustainable solutions to energy access problems
t5	Working with local partners to address problems concerning supply chain
t6	Global and innovative solutions to healthcare and sexual assaults
t7	Lending capital, working regional and justice system
t8	Organizations providing local and market oriented solutions to problems suffered by millions such as youth unemployment, water access and preserving forests
t9	Nonprofit organizations acting on environmental problems, providing loans
t10	Working in urban areas and solving conflicts
t11	Targeting schools, youth and students with education and income gap
t12	Finding sustainable solutions while partnering with companies in areas like healthcare
t13	Solving supply chain problems of low-income families such as water or drugs.
t14	Ngo's working with local communities on land rights, natural resources, mental health and change
t15	Working on human rights and creating global communities
t16	Working with schools and low income school children on education with partners

Table 4. 2 Topic Summarizations

Topic summarizations are achieved by first understanding the context of the word in that topic. I used our document topic distributions for this purpose. Every mission statement and how much that mission statement has that topic is represented by document topic distribution. I sorted mission statements according their score for every topic, then checked every relevant mission statement for what that mission statement talks about and then find corresponding sentences that has the word I am looking for. By going over mission statements, a context started to form as words started appearing in same documents. I selected the meaning that is suitable in that context and connected to other words.

For example, for topic 0, mission statements VillageReach.txt, Crisis Text Line.txt, Harambee Youth Employment Accelerator.txt, myAgro.txt, mPedigree.txt and Encore.txt scored higher by margins. Therefore, I look for those mission statements first on what mission statements talks about and what meaning does that word has in that sentence and mission statement.

Secondly, a list of bi-grams used to check if two words in the list are used together (Table 4.3). Bi-grams are pairs of words that are used jointly. For example, “united states”. These words individually mean something and when they come together, they have another different meaning. In order to not to fall in this trap, bigrams were used to capture true meanings.

human	rights	20				
health	care	15				
non-profit	organization	12				
million	people	12				
water	sanitation	11				
supply	chain	10				
rural	communities	9				
africa	asia	9				
young	people	9				
health	systems	9				
education	health	9				
renewable	energy	8				
united	states	7				
fair	trade	7				
smallholder	farmers	7				
health	workers	7				
local	communities	7				
private	sector	7				
people	live	7				
million	children	6				
quality	education	6				
social	enterprise	6				
access	water	6				
sustainable	development	6				
developing	countries	6				
people	access	6				
child	marriage	6				
energy	access	6				
crisis	text	6				
clean	water	5				
international	organization	5				
communities	africa	5				
sub-saharan	africa	5				
latin	america	5				
low-income	communities	5				
improve	quality	5				
global	health	5				
public	policy	5				
college	summit	5				
basic	rights	5				

Table 4. 3 Bigrams And Their Frequency

Graph of words only connected to multiple topics is calculated by filtering nodes, which has degree of more than one (Figure 4.10).

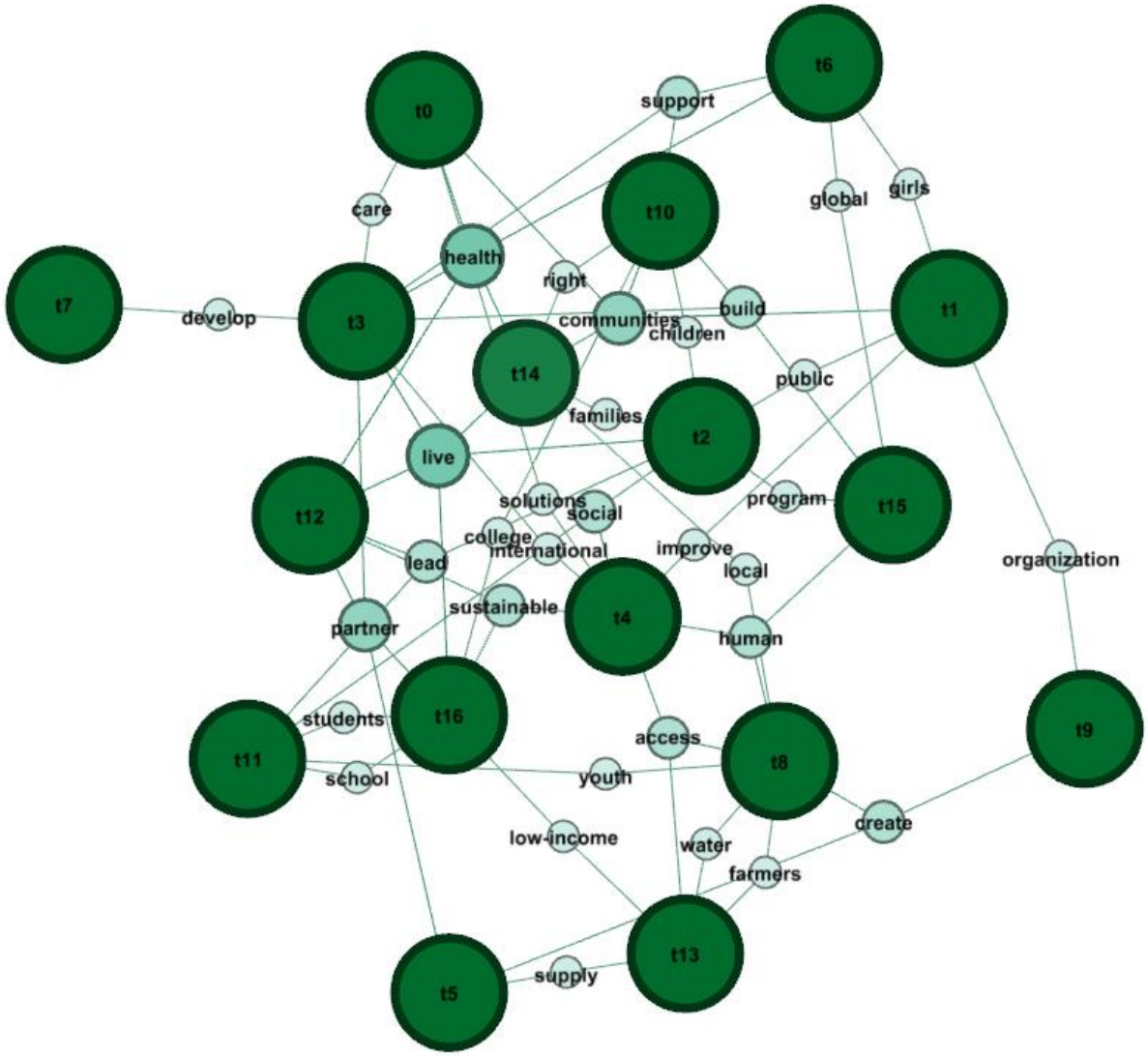

Figure 4. 10 Words That Are Connected To More Than 1 Topic

For example, Words like health, support and partner appear on multiple topics, which represent what is similar between these topics.

On the other hand, some words are connected to multiple topics. For example topic 0 and 3 have high cosine similarity and they have 2 words that are common. Which are health care.

By looking our graph, we can see words below are connected to more than one topic. Any given word's degree represents how many topic that word appear in. Table below is the list of words and their degrees (Table 4.4).

health	5					
live	5					
communities	4					
partner	4					
social	3					
lead	3					
build	3					
support	3					
access	3					
sustainable	3					
human	3					
create	3					
care	2					
solutions	2					
organization	2					
girls	2					
improve	2					
public	2					
children	2					
program	2					
families	2					
develop	2					
international	2					
supply	2					
change	2					
global	2					
local	2					
water	2					
youth	2					
farmers	2					
college	2					
right	2					
students	2					
school	2					

Table 4. 4 Table Of Words And Number Of Connected Topics (Degree)

We can see words that are “health, live, communities, partner, social, lead, build, support, access, sustainable, human, create, care, solutions, organization, girls, improve, public, children, program, families, develop, international, supply, change, global, local, water, youth, farmers, college, right, students, school, low-income” are the common denominator words that represent the similarity between topics. As for differences, greatest ,include, experience, grind, address, subsaharan, crisis, text, protection, impact, group, child, young, need, new, healthcare, energy, renewable, use, economic, chain, consumers, product, unique, business, education, learn, place, empower, leaders, innovative, capital, root, fundación, common, vision, advance, justice, regional, understand, market, provide, million, environmental, loan, act, non-profit, america, conservation, indigenous, world, urban, conflict, legal, data, fair, trade, year, digital, gap, companies, mission, medical, bring, base, drug, income, sector, renewable, design, land, natural, ngo, witness, resources, government, network, community, teach, high, model, finance” are the words that appear only in one topic thus representing differences.

I run LDA and get our topics. Every topic is a distribution of keywords that contribute to it and their scores represents how much that keyword is representing topic. On order to find similarity, I use a metric called cosine similarity. Cosine similarity is a distance metric from computational linguistics to measure similarity between document vectors thus it is also used to compute similarity between topics and it is considered as the one of the best in similarity measurement (Anwar, Bajwa & Ramzan, 2019). After calculating similarity of every topic to others, results visualized in two different ways. First is a heat map, a visualization of similarities of topics as a 2D matrix with colors and a graph where topics and keywords are nodes which are connected to each other if that keyword is in that topic. Heat map is used to visualize how different these topics are from each other and graph is used to visualize which keywords are common through topics and which keywords are unique to topics.

4.4) Findings

4.4.1) Topic Similarity

To answer our research question, I first found similarities between topics. Based on similarity matrix, I found similarities exist between topics and t0-t3, t0-t6, t0-t12,t0-t14,t3-t6,t3-t12,t3-t14,t6-t12,t6-t14, t8-t13, t10-t14, t11-t16, t12-t14, t12-t16 has similarity equal or more than 0.20. Average topic similarity of our mission statement is 0.06101872679424162. I chose 0.20 to capture topics that are more similar than average. Their representation is figure below:

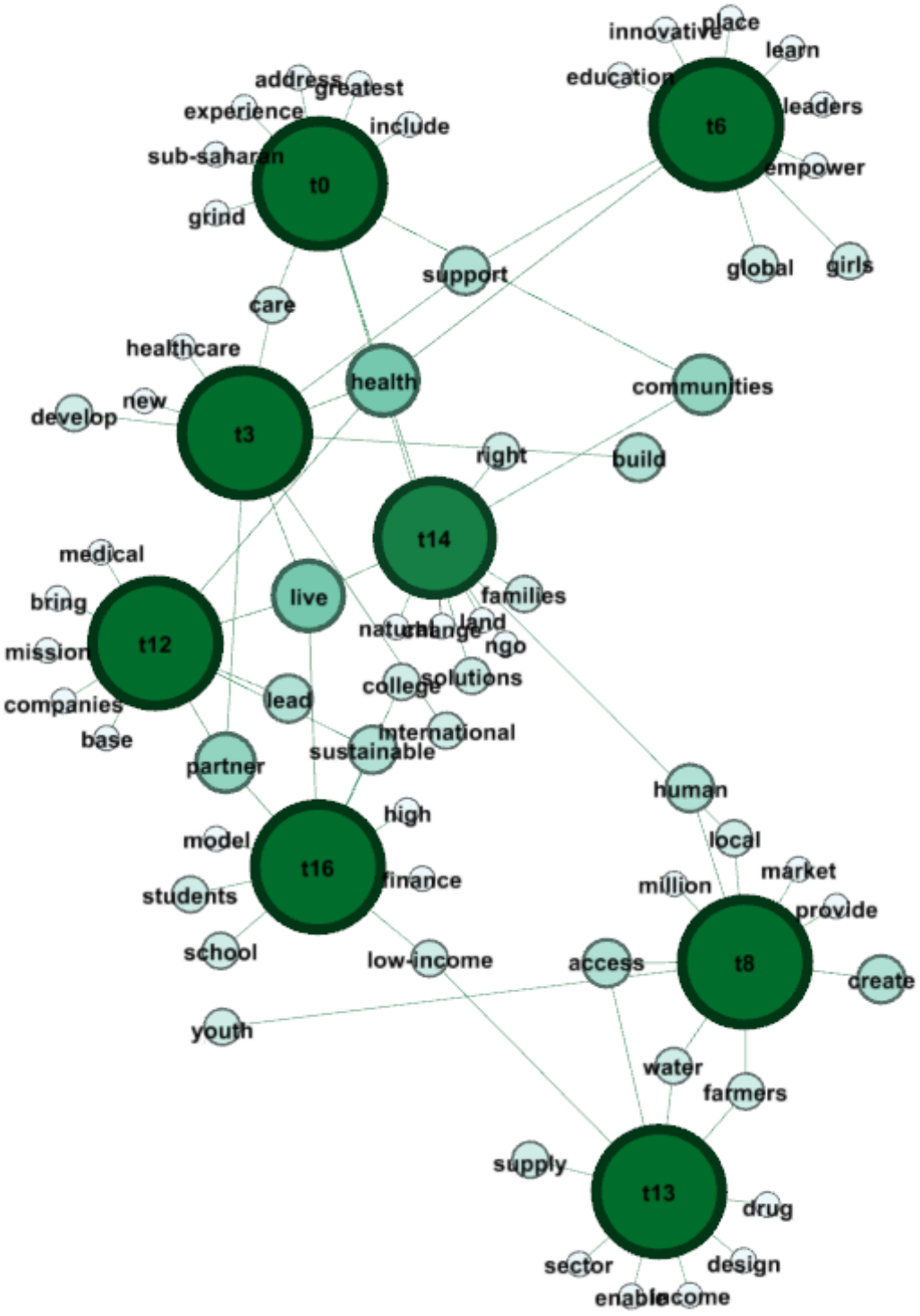

Figure 4. 11 Graph Of Similar Topics With Words

As we can see from the graph, between these similar topics, we can see words that are distinct for a topic and some words are shared by multiple topics (Figure 4.11). These words

probabilities inside topics affect the similarity, as cosine similarity is our similarity metric. For example, topic 0 and 3 have the highest similarity with 0.6. These topics share 2 words “health” and “care”. But topic 8 and 13 share 3 words and their similarity is lower.

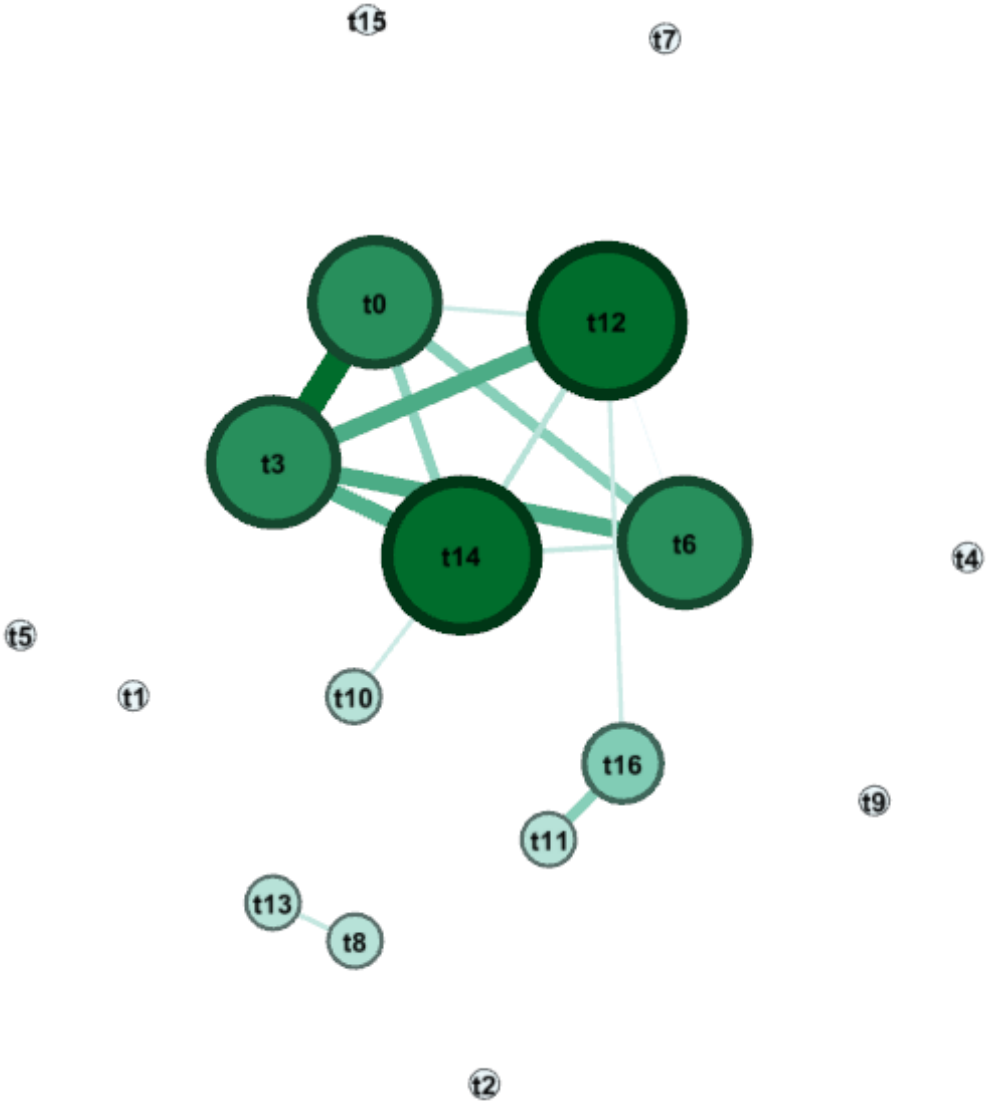

Figure 4. 12 Graph Of Similar Topics

Figure above is the graph of topics that are similar to each other and connected by their cosine similarity (Figure 4.12). A topics size and color is according to how many topics it’s connected to. Size of the circle increases and color gets darker according to its degree. The edges thickness and color is based on similarity values. If the similarity value is high, edges between topics are thicker and darker in color. I observe certain groupings of topics.
T8-t13 group both mention water and an issue suffered by huge populations.

T11-t16 group both talk about students and school system.
T10-t14 group both talk about communities and legal rights.
T0,t3,t6,t12,t14 group both talk about health.

4.4.2) Analysis of Topic Evolution

Topic evolution can be observed by the DTM model results. By looking at the topics yearly and how their words probabilities changed, topic evolution can be calculated. To understand what a topic talks about, context of the words, I checked corresponding year's document distributions and looked at representative mission statements for meaning. For every topic, its evolution is noted below.

Topic 0

Evolution of t0 changed only in probabilities of words. With every year, words probability increased.

Topic 1

Evolution of t1 is as years progressed, certain word's probabilities increased thus changing the order of the words. For example, words "protection" and "improve" become more dominant as "group", "action" and "school" faded away. Most distinct words "crisis", "communities" and "organization" stayed in top 3 without changing places.
In this topic, we can observe a shift of focus to innovative and sustainable terms like improve. This is parallel to the literature in mission appeals and how SEs bring business side of the organization when accessing resources.

Topic 2

Evolution of t2 started as focusing "social","program","lives" and "families" but as years progressed, this focus shifted to "child","public" and "girls".

Topic 3

Evolution of t3 started as “healthcare”,”build” and “social” focused but as years progressed, these words probabilities got lower and focus shifted on “support”, “live” and “approach”.
Here we can observe a shift to promoting the magnitude of the social value created according to propinquity of the social mission by mentioning many lives are affected from that problem.
In addition, innovation increases mission appeal and mentioning the utilizations of innovative approaches serves to that purpose.

Topic 4

Evolution of t4 started with focus on “access”, “social”, “solutions” and “improve” but as years progressed, “solutions”, “sustainable” become more dominant.
Based on literature, both sustainability and innovation both increase mission appeal thus access to resources. Here we can observe starting the utilization of both in this topic.

Topic 5

Evolution of t5 started with focus on “economic”, “change”, “chain” and “products” but as years progressed, these words dominance over topic changed. The focus shifted to “chain”, “consumers” and “industry” while “change” and “economic” shifted back.
Mission appeal is increased by both innovation and magnitude of the social problem. Here a change to “industry” can be explained by focusing magnitude of the problem and supply chains are part of innovation.

Topic 6

Evolution of t6 started with focus on “education“, “percent”, “support” and “innovation” but as years progressed, the topic shifted to “leaders”, “place”, “global”.

Topic 7

Evolution of t7 started with focus on “Africa”, “Latin”, “region“ and “market” but as years progressed, the topic shifted to “common”, “justice”, “vision” while words like “Africa” and “Latin” lost focus.

Topic 8

Evolution of t8 started with focus on “communities”, “million” and “peace” but as years progressed, the topic shifted to “youth”, “forest” and “provide”.

Topic 9

Evolution of t9 started with focus on “act”, “loan” and “world” but as year’s progressed focus shifted to “organization” and “performance”.

Topic 10

Evolution of t10 started with focus on “support”, “provide” but as years progressed, words like “provide”, “support” lost focus while “data” gained dominance.

Topic 11

Evolution of t11 started and ended with little word changes while word probabilities increasing as years progress.

Topic 12

Evolution of t12 started and ended with little word changes while word probabilities increasing as years progress.

Topic 13

Evolution on t13 started with focus on “farm”, “enable” and “families” but as the years progressed, words “low income” and “supply” gained dominance.

Topic 14

Evolution of t14 started and ended with little word changes while word probabilities increasing as years progress.

Topic 15

Evolution of t15 started with focus on “network”, “teach”, “use” and “social” but as years progressed, “government”, “build” and “service” gained dominance.

Topic 16

Evolution of t16 started and ended its evolution quite similar where word “finance” gained dominance over years.

We can observe a shift to business narratives by utilization of finance. According to literature, some resource providers are not interested in social value and mostly concerned about their financial returns.

Additionally, when I look at the topics by years, I observed in first 3 years, all topics were manifested. Meaning after 3 years, there were no new topics but those topic did continue to evolve in most cases. New topics did not formed but existing ones did evolved. This data points out that through time, organizations did not talk about new topics or did not use new terms. Instead they utilized terms related to current set of topics. Innovation side of the organizations are about their solutions not social missions.

Lastly, I did an analysis of which social entrepreneurs utilized which and how many topics in their mission statements. This was done due to our observations on data and as a result, I found that SEs are utilizing only one topic where even some SEs utilized their own unique topics which are unique and so scarce that LDA didn’t create a topic for them. This is because, these SEs used terms that are different and unique but since their numbers are too small compared to whole dataset.

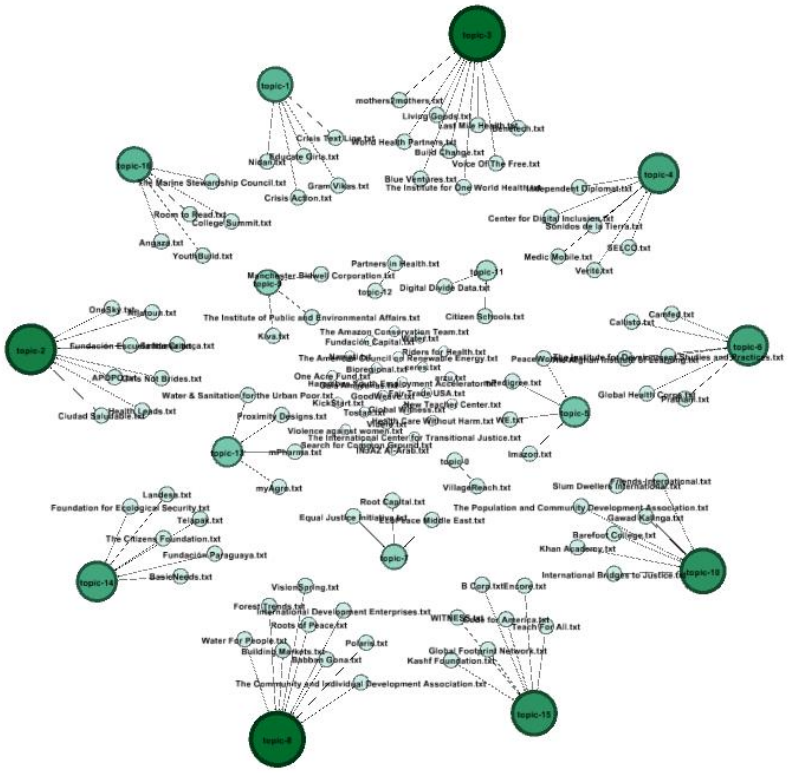

Figure 4. 13 Graph Of SEs And Topics They Are Connected

There were 110 SEs in our dataset and none of the SEs are connected to two topics (Figure 4.13). Also 24 of these SE's mission statements where so unique that they were not connected to any topic yet scarce to form a LDA topic. This points out a specialization of organizations on one topic which is further discussed in conclusion & discussion part.

4.3) Validation

Topic number with the highest C_v value before a drop was used according to coherence values graph. Several models were created for different number of topics which both had highest C_v values. To cross-check topic quality and decide which number gives best results, A visualization was created of topics according to their words and checked for overlaps. While higher numbers than 17 yielded results with many overlapping topics which shared many words, lower numbers than 17 resulted very broad topics which were too generic to

analyze (Table 4.5). It is decided that to use 17 as our number of topics with coherence value of 0.5902170074613223. As for small texts, coherence score of 0.55 represents %90 high quality topics where our value is much higher (Syed & Spruit, 2017).

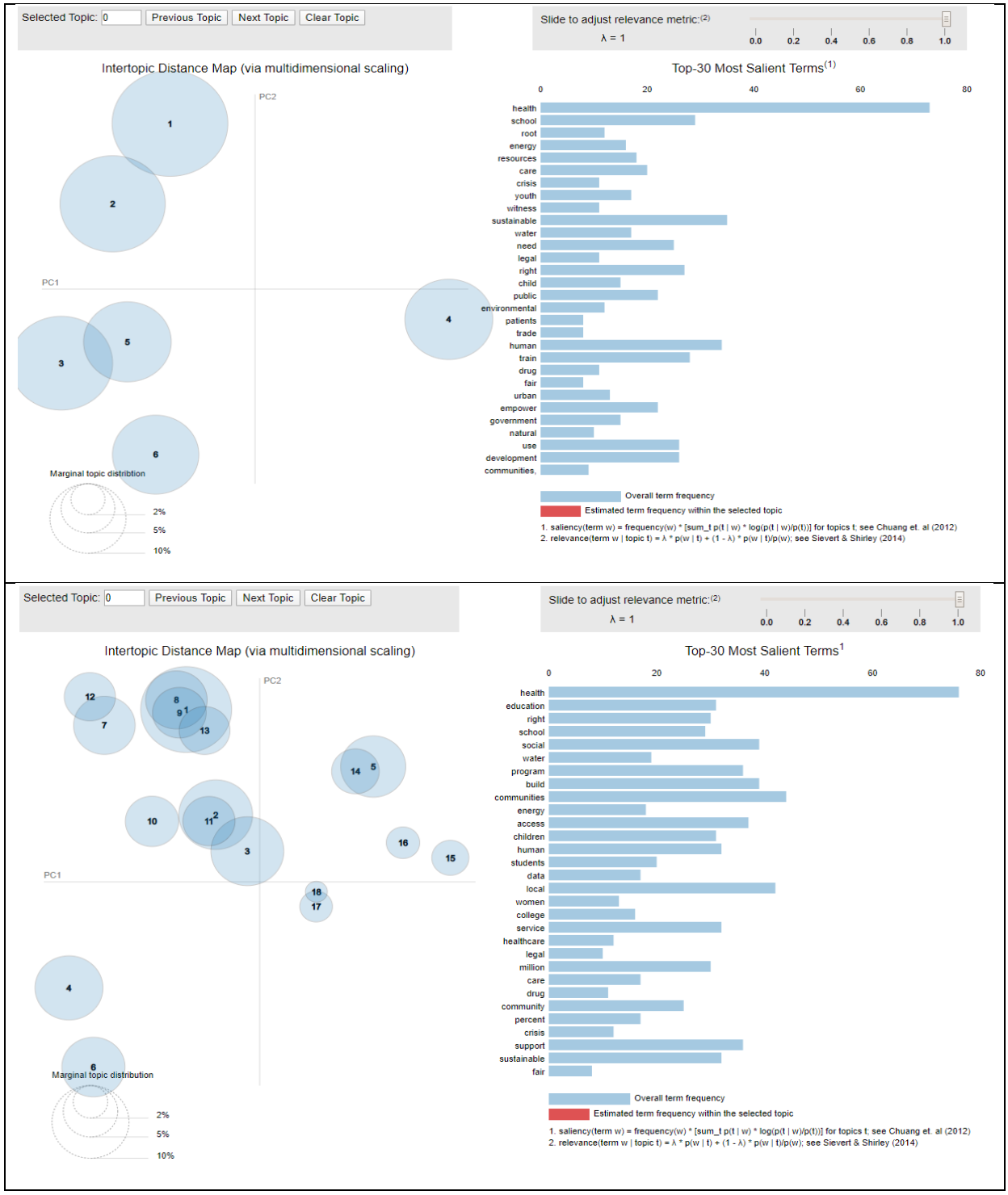

Table 4. 5 First Image For Topic Number 7 And Second Image For Topic Number 37

Topic quality and understandability can be measured by C_v scores but research also points out that human judgement also important in this evaluation. I consulted resulting topics with other researchers who has experience on topic modelling and common conclusion was to accept current model with 17 topics.

5) CONCLUSION & DISCUSSION

This chapter summarizes the findings of the study and their implications for theory and research. It follows by commenting on the limitations and suggestions for future research. Finally, I comment on some potential implications for management practice.

5.1) Summary of Findings

This research aimed of finding the similarities and differences of mission statements of Social Entrepreneurs that accessed to resources. With quantitative research methods such as LDA and DTM, I examined mission statements of SEs and our results showed that similarities exist between what is told and how it is told in these mission statements. SEs engage in similar topics, use mutual vocabulary of words or on the contrary, engage with unique topics and words. For example, "care", "solutions", "organization", "girls", "improve", "public", "children", "program", "families", "develop", "international", "supply", "change", "global", "local", "water", "youth", "farmers", "college", "right", "students", "school", "low-income", "social", "lead", "build", "support", "access", "sustainable", "human", "create", "communities", "partner", "health", "live" are the words that appear on more than one topic. Because these words are in multiple topics, they resemble what is similar between them.
Healthcare, creating solutions, working with partners are common words for topics where our dataset has many instances where SEs are mentioning these words. On the other hand, child marriage or renewable energy is only in one topic and they are seldom in our dataset. Our dynamic topic model showed that majority of the topics change over time by incorporating different words and concepts.

I observed certain top words that do not change through evolution of the topic helps us define the main characteristics of the topic but other less defining words change over time. “Health”, “crisis”, “children”, “energy”, “education”, “environment”, “rights”, “students”, “partner”, “communities” and “school” are such top words. In addition, I observed some words are used by multiple topics. The words used most by multiple topics are “health”, “lives”, “communities” and “partner”.

Topics do represent the terms SEs use to appeal resource providers. Some topics show a focus of the magnitude of the problem such as t3, t5 and t13 such as unemployment, healthcare and justice. Others use business narratives such as T4, t5, t6, t7, t8, t12, t13, t16 while talking about for example, sustainability, innovation, supply chain. A third alternative was focusing on describing target population so resource providers can relate with them, such as, t2, t8 by talking about children, women, poor people etc.

For example, topic t5 has energy as a top word which did not change over the years but certain attributes changed. “Sustainable” became more prominent where “improve” vanished.

There are direct contributions to academic literature. SEs do specialize in their field by focusing only one problem. They do not engage in multiple topics. As for dualities, it been has found out that SEs don’t just deal with social vs business value duality. They also face broad problems vs sustainability duality based on resource provider’s expectations.

5.2) Implications for Theory and Research

The analysis of similarities and differences of mission statements shows that there are both similarities and differences. Finding similarities and differences of mission statements can help us to observe how social entrepreneurs tailor mission statements so that certain words are incorporated in order to appeal resource holders. Evolution of topics can be seen as the process of tailoring and tailored mission statements can be further analyzed for understanding what is appealing with them. Our findings do support SEs selecting broader topics that affect large populations such as health-care, water scarcity, education, human rights and environmental conflicts. They utilize words like “millions”, “families” and “lives” to point out that these problems are suffered by large populations and magnitude of the problem. Magnitude of the problem is indeed a significant denominator for resource providers. Multiple

topics mentioning how big the social problems are can be seen as a support to this proposition. Topics also contain information about who these populations are and what are their distinct identifiers. SEs give this information because resource providers and relate with these groups and be more interested in the matter thus more willing to provide resources. For example, low-income families or homeless children can be more relatable to resource providers and easier to access resources. This is also parallel with literature on social missions. Congruence, propinquity, innovativeness, magnitude, temporal proximity and likelihood of success of a social mission are both positively related to organizations mission appeal. The more appealing social mission is the more motivated resource providers are to provide support for the organization. Congruence is the alignment of values between SE and its resource providers. For example, a SE working against child marriage can share same values with resource providers thus making it more appealing. An example from our dataset is Girls Not Brides organization. They fight against child marriage in Asia, Africa and all around the world. Because child marriage is seen wrong in most of the countries, Girls Not Brides work with more than 70 countries. Propinquity represents the closeness of the social mission to the target group. Previous research points out that, people who are closely linked to others have stronger feelings to offer assistance. If resource providers are closely connected to the problem, they are more willing to support. Innovativeness of a social mission can make it more appealing because innovative solutions to tend to stand out from others. This enables them to stand out from others and capture resource provider's attention. Additionally, it is parallel with another research by Miller et al., where they found positive relation with organization's innovative capacity and chances to access resources (Miller & Wesley, 2010). Magnitude is another dimension of social mission allure. SEs impact is seen as resources provided to that organization and how much outcome gained in the eyes of resource providers. Because of this point of view, resource providers wants to maximize their returns by supporting missions that are bigger. Likelihood of mission success is important to resource providers. They look for evidence that their investments or supports will lead to their desired outcomes. SE use several tactics to demonstrate their likelihood of success such as, reporting practices. By being transparent, they display their ability for sustainability which makes them more appealing to resource providers. Lastly, temporal proximity is the length of time between and event and its occurrence. If the temporal proximity is short, it's psychological value is higher and individuals can see it more vivid thus rising concern (Albert et al., 2016).

Our findings are supportive with this theory. Many SEs in our dataset mention magnitude of the social mission, utilize words like “family” and “lives” to increase propinquity, innovation likelihood of success to appeal to resource providers. For example, Aflotun mentions in their mission statement that, they reached 4.5 children which is a demonstration of their success. On the other hand, their target population is children who are perceived with sympathy around the world.

Another common denominator across these topics is community involvement and development. Many SEs in our sample are involved with communities and even develop their own communities. For example, research shows that SEs that align their missions according to local communities and governments is a way of accessing resources and mentioning community involvement. SEs point out their strong ties with communities thus using their network size to allure resource providers. As for their network, partnerships are another similarity between topics. Partnerships can be key to accessing resources and reducing risks for many cases. SEs that operate in many locations internationally access resources by partnerships. These partnerships can be with governments or other organizations. According to literature, partnerships with government symbolizes success of that SE and makes it an appealing case for resource providers. Our data supports this proposition (Albert et al., 2016). Lastly, usage of business related terms such as “sustainability”, “scalability”, etc. can be observed in multiple topics. According to literature, resource providers do value social impact but also look for financial or personal gains. This makes business narratives play an import role when deciding whether to invest or provide resources to that organization. So social entrepreneurs utilize business narratives to attract resource providers. These business narratives may consist of number of focal points. For example, narratives can emphasize on business side itself by letting audience know that this is a business organization that aims making profit and sustaining the business. Description of the business model and revenue model can be also included in these narratives to allure resource providers that are more interested in financial gains. SE emphasize their market position, stability or growth of the organization or their position relative to other organizations. They can bring fourth information about their favorable qualities such as how well suited their team is for the organization or they can focus on details about product or services they offer.

We can observe topics using business narrative related terms. These findings support the proposition that SEs use narrative tailoring while utilizing business narratives (Roundy, 2014). Pointing out that their organizations and missions are sustainable or creating new innovative supply chains help SEs to increase their appeal.

As for differences, certain terms are uniquely related to only one topic. For example, renewable energy, young children, supply chains, education, justice, problems suffered by millions, environment & conservation, legal conflict, fair trade, government & networks, medical tools, drugs, land rights and finance. Most of these terms are mission related. They are communicating either who their target population is (young children), how big the social problem is (problems suffered by millions), what is the social problem about (education, justice, environment & conservation, legal conflict, fair trade, land rights, medical tools, drugs), what consists of the solution to the social problem (finance, supply chains) and partnerships of the organizations (government & networks). The biggest indicator for differences between topics is which social problems SE engage. SE use terms that describe the social problem and these terms are only used in that topic. For example, renewable energy is unique to t4 or environmental conservation is unique to t9.

These findings are also parallel with social-good narrative types. According to literature, SEs use social-good narratives to allure resource providers and access resources. Such narratives to consist of general description of the social problem or specific cases related to the problem, they proposed solution and what the social impact in. Many SEs in our dataset gives numbers on the size of their target population, what their solutions are to the social problems and what their impact is to the current date. For example, Aflatoun mentioning how they reached 4.5 million children and how they play to reach 20 million by the end of 2020 is a demonstration of what their social impact is. Or, Crisis Text Line mentioning how suicide is responsible for taking 50.000 lives in U.S. every year is a demonstration of general description of the social-good narrative.

In addition, SEs do exhibit entrepreneurial terminology to allure resource providers by focusing terms that involve business plans and what resource providers would like to see in a business proposal. Most of the topics were not very business heavy. Meaning these topics were not mainly driven by business terminology but rather social problem, information about target population and social value the organization will make.

I observed two types of narratives in our topics. T0, t1, t2, t3, t9, t10, t11, t14, t15 do possess social-good narratives. T4, t5, t12 do possess business narratives and t6, t7, t8, t13, t16 do possess both business and social-good narratives. While working on mission statements, we can observe how much importance put together to focus social mission but we also see business side of the mission statement is just as important as the social-good side. On the other hand, solely business topics are low in numbers but this does not mean they don't exist. On the contrary, we can spot a small margin of the topics that focus on business aspects.

Jager et al. mentions dual identities of SEs. These identities are Civil Society identity which focuses on social good and Market identity which focuses on business side of the organization. Both these identities are tied to resource acquisition because as SEs create social value, they use their resources such as volunteers, staff, financial capital but when they focus on Civil Society identity, they acquire resources that will sustain their business (Jäger & Schröer, 2014). Further, Moss et al. also finds two types of identities which are normative and utilitarian. They are very parallel with Civil Society and market identities. SEs utilize these identities together in mission statements due to their hybrid nature (Moss et al., 2011). Our findings also support the theory about SEs do demonstrate dual-identities, both social value and economic value oriented.

Here I can support that while resource providers look for number of dimensions about a SE, some only look at business side of the organization.
When I look at the topics and mission statements, I can observe SEs do specialize on their social problem and stay around that boundaries. This can be due to how entrepreneurs construct markets and shaping their boundaries. As operating in resource scarce environments, SEs focus on solutions that are related to their social problems and they shape their product/services compatible to their missions. For example, SEs in healthcare are not also interested in water scarcity or SEs in preventing child marriages are not in land rights. This points out a specialization of these organizations. Specialization is seen as a strategical approach of organizations by literature. Specialization concept is based on an analogy of how a piece of paper spread over a centimeter is more resistant to a paper spread over one meter. As paper is spread over a larger area, its energy is spread too, thus making is less resistant. Academicians have applied it in many fields but there is no research on SEs and

specialization. According to theory, there are two kinds of specialization: Horizontal and vertical. Organizations either apply vertical specialization where they offer narrow range or products or services to a wide market or they apply horizontal specialization where they offer wide range of product or services to a narrow market (Williams & Aaron, 2018). An example for horizontal specialization is Root Capital. It offers lending capital to rural and environmentally vulnerable places in Africa and Latin America but they also deliver financial training and offer networking opportunities. An example for vertical specialization is GoodWeave. GoodWeave offers only educational trainings to children in order to stop child labor in the carpet industry. I observed many examples to horizontal and vertical specialization by SEs. Specialization can be also observed in topics themselves. For example: t0,t1, t2, t4, t5, t11, t13, t15 and t16 both focus on a single area such as healthcare or education. They do not have terms pointing out multiple products or services but other topics contain terms about multiple products or services such as building housing and working for a better healthcare system in the same topic.

Some SEs social problems are broad and can be seen in many parts of the world affecting huge populations such as healthcare or some can be scarce affecting small populations such as eliminating child labor in carpet industry. According to specialization concept, organizations can offer wide range of products to narrow markets leveraging their knowhow with their customers. SEs in our dataset also provide multiple services such as education, training and financing to their target populations. On the other hand, I also observed SEs that offer narrow range of products or services to solve social problems. Since scalability is an important feature of SE, organizations in our dataset offer their solutions on a matter to many different populations which enables them to gain economies of scale from their multiple markets.

Looking at mission statements as rhetoric has been done by previous researches but literature mainly focused on distinguishing identities that were present in mission statements and led to resource acquisition. By looking at topics in mission statements, I point out the instrumental importance of mission statements by not just identities but content and terms. Also incorporating RDT logic with rhetoric is a new addition to literature while acquiring resources.

These findings can be an addition to current literature as an empirical result for specialization by SEs.

As stated before, SEs exhibit multiple identities. These multiple identities are utilized so that conflicting demands from multiple resource providers or target population limit organizations to take action or access to resources. For example, in a world where some investors decide on their return of investments and some decide based or organization's mission, it is very hard to satisfy both parties. As a coping mechanism, SEs present multiple identities that will work better with different resource providers. One duality I observed in my results is the duality between long term/prevailing problems and sustainability. SEs that tackle long term and prevalent problems like healthcare, human rights and education affect large populations and takes time to solve because of the magnitude of the problem. For example, HIV has been a prevailing global problem for many years. People with HIV need treatment and medicine to control this disease and keep their quality of life. Antiretroviral therapy includes medicine that is widely used as a fighting mechanism with HIV. As world population increases and HIV contaminates more people, there is an increasing demand for antiretroviral therapy. The estimation of number of people who needs this therapy increased from 17 million to 36.9 million from 2015 to 2025. Even though new cases of HIV infection has a decreasing trend, the medicine needed by these people is growing larger. As a SE who is tackling this problem, sustainability of the organization and its services becomes vital because this organization would be able to cope with increasing demand (Gupta et al., 2016).

In order to access these large populations all around the world and keep working on these problems, SEs need more resources. Financial liability of global prevalent problems are much more because of logistics, human capital, different country settings and barriers. As working to solve these kind of problems makes SEs more appealing to resource providers, It also puts pressure sustain an operation this big. In order to compensate this dimension, SEs also talk about how they sustain their organization in their mission statements. By mentioning both their long term/prevailing problems and how sustainable their organization is, they balance the liability with their organizations sustainability. Topics 4,7, 12 and 16 both exhibit this behavior. SEs that work on healthcare, green energy, human rights and education talk about how big and prevailing the problem they are working on and how sustainable their organization is.

Morphew et al. took mission statements as normative, meaning they exist because every other organization has it. Also they found that these mission statement of universities are similar with each other because they are all subject to same institutional pressures and they provide legitimacy for the organizations (Morphew & Hartley, 2006). As in our sample, SEs had to have mission statements because Skoll foundation requires them from all applicants. In an environment where mission statements were mandatory, I found that average similarity of mission statements are low and they incorporate different topics. Our findings do not support normative mission statements even though these mission statements tailored for the same target audience.

As for topic evolution, I observed how topics changed over time. These changes can be explained by various research from academic literature.

Topic 0

Healthcare system's efficiency is bounded by transportation. Without adequate vehicles, roads or storage systems, it is not possible to transport equipment, drugs, vaccines and patients. These small integrals are all parts of supply chains for healthcare services. In low and middle-income countries, resources are limited. With scarce resources such as financing or healthcare workforce, disadvantaged and rural population's access to healthcare services are limited. For example, Malawi suffers from lack of access to health information, poor infrastructure and long travel distances to health services. In addition, Malawi has some of the highest maternal and neonatal mortality rates in the world. Some SEs work with governments and local communities to address these problems. One innovative solution is to use mobile healthcare technology where people can access information by mobile phones and create networks of transportation (Larsen-Cooper, Bancroft, Rajagopal, O'toole & Levin, 2016). Transportation is important because if directly affects operational costs and affects all Millennium Development Goals. With new the supply chain, Villagereach was successful to decrease transportations costs and increased peoples access to health (Mashiri; & Chakwizira, 2015). This topic is relevant with the Millenium Development Goals report as child mortality rates, HIV infection counts and malaria related incidents decreased through years and healthcare/supply chain problems are still major problems (World Health Organization, 2019).

Topic 1

According to literature, some SE's missions include stepping in when times of crisis. These crises can be natural disasters, unemployment, child marriage, civil protection etc. When it comes to natural disasters, there have been 315 natural disasters recorded around the world alone in 2018 which affected 68.5 million people, recorded by Centre for Research on the Epidemiology of Disasters (CRED, 2019). Natural disasters can be an opportunity for SEs because destruction in the form of traditions, policies and structures can create an environment for innovation and SE while lowering entry barriers for organizations. Entrepreneurs can see these disruptions as business opportunities. In addition, individuals who experienced disasters often forced to act or displaced where acting is often a necessity and motivation. Considering the conditions, natural disasters can increase entrepreneurial intentions (Monllor & Murphy, 2017). As for unemployment, SE is viewed as a partial solution to unemployment and poverty by creating new jobs, work integration and community development. According to global reports, in 2018, unemployment rate is 5.5 and total number of unemployed people are estimated above 192 million (International Labour Organisation, 2018). SEs can pursue opportunities through innovation and resource mobilization while creating new jobs for local people thus enabling community development. It is also possible that social entrepreneurs see unemployment itself as an opportunity and develop programs or solutions to address it (Lombard & Strydom, 2011). Unemployment is not a new phenomenon and it creates conditions for social exclusion of disadvantaged in the labour market. SEs use work integration where marginalized people are trained for jobs in labour market (Spear & Bidet, 2005).

Topic 2

SE literature has many examples of organizations that work with children and girls. There are organizations that work with children on healthcare, protection, education/training, unemployment. For example, research on Cameroon shows that women social entrepreneurs start their organizations with little resources and exploit opportunities in tourism sector. While trying to sustain their organizations, they recruit girls who come from poverty with little education or training, and create an environment where these girls can get the support they need. With education and training, girls learn craftsmanship that enables them to create arts and crafts that are desirable by tourists (Kimbu & Ngoasong, 2016). Another research on

Bangladesh explains how SEs in Bangladesh helps with problems like unemployment, access to education and poverty (Sperandio, 2005). There are many researches on how SEs try to address problems concerning girls around the world. As for children, there are also many research on SEs that work with or create social value for children. One of the most common theme is around child marriage when linked with our data. SEs work on national levels to change legal structures and perception of child marriage where in some cultures still seen as tradition, they give education to children thus empowering them and they support children who got married early (Lubberink, Blok, van Ophem & Omta, 2019). As child marriage is seen as a global problem, many organizations conduct scientific research on programs and their impact. Current reports point out that 650 million women alive to this date married before 18 years of age. Since child marriage statistics point out a decline in this trend, it is still a big problem affecting large populations (UNICEF, 2018).

Topic 3

SE is seen as a solution to healthcare problems and inequalities with its innovative and sustainable solutions in an environment where public sector funding keeps receiving cuts thus limiting access to resources (Roy, Donaldson, Baker & Kerr, 2014). Research show that even engaging with SEs benefit physical and mental wellbeing of participants (Tedmanson & Guerin, 2011). SEs enhance motivation and self-esteem (Williams, Fossey & Harvey, 2010). SEs in healthcare sector are diversified and they specialize on different topics. For example, some organizations are focused on physical wellbeing of people and protecting of that wellbeing by encouraging not to engage in such behavior. Some organizations are focused on work integration where they train and help disadvantaged by creating caring, cleaning, travel and retail services in healthcare sector. Targets of these programs are people with disabilities, youth, women, elderly and ex-offenders (Ho & Chan, 2010). Support is a general term pointing that SEs support organizations, populations, communities and individuals on different levels. SEs support other organizations and entrepreneurs with training, access to resources and networks. Micro-credit social entrepreneurs support other entrepreneurs or organizations with resources while other programs like Skoll foundation or incubators, support organizations with training and networks.

Topic 4

According to literature, many definitions of SE include sustainability, it is also a key aspect then accessing resources. It is used as sustainability of the organization and sustainability of their solutions to problems. In hybrid organizations, creating social value by innovative solutions while maintaining financial sustainability is the foundation of its definition (Doherty et al., 2014). SEs aim to create social value by their objectives and missions through products, services etc., and achieve self-sustainability independent of government and donors (Di Domenico et al., 2010). Research shows that resource providers do account if the SEs they will invest in is able to sustain itself and its operations, making sustainability positively related to funding (Calic & Mosakowski, 2016). As for sustainability of solutions, some examples are energy, clean water, and healthcare. These research are focused on how solution ensures to create an environment where social problems are solved in long-term. This means long term, innovative solutions with profit optimization based on reducing the exploitation of natural resources to the minimum (Konda, Starc & Rodica, 2016). Sustainable solutions can be seen in definition of social innovation. In addition, social innovation is closely related to SE definition. Research shows that social innovation is high related to SE as we can observe its by SEs in our dataset (Păunescu, 2014). Sustainability affects organizations strategy. In a more competitive environment and uncertainty, organizations use innovative and sustainable strategies to keep their competitive advantage. One of the reasons for uncertainty is changing government policies. As stated in the literature, SE lies in the balance of creating social value and financial gains. According to SEs, meeting societal need is important for a SE as long as it is sustainable, thus pointing out how sustainability is important (Weerawardena, McDonald & Mort, 2010).

Lack of access to energy is a huge global problem affecting billions of people worldwide. Renewable energy is a viable option for developing countries as it utilizes locally available resources. SEs work on innovative solutions, creating policies and modeling transformation to renewable energy (Surie, 2017). Community energy organizations become an important research topic. Community energy organizations are SEs that solve energy crisis while developing communities and embedded in local networks. These organizations engage in community development to increase their acceptance and focus areas like renewable energy to

utilize its acceptance (Süsser, Döring & Ratter, 2017). For example, focusing on renewable energy can enable organizations to access resources such as municipal support because of its reputation.

Topic 5

Michael Porter explains the transformation of capitalism to a new form in his interview. He points out that modern organizations needs to also focus on creating shared value, as defined as a transformation to new capitalism with SE by strategy of creating social value by selecting problems which holds greatest opportunities to the organizations (Driver, 2012; Porter & Kramer, 2011). Change is part of both environment that organizations in and also how organizations do things. As SEs find innovative ways of doing things, a most common subject is creating new supply chain innovations (Rahdari, Sepasi & Moradi, 2016). Supply chain disruptions was one of the most important emerging issues by World Economic Forum in 2008 and it is one of the reasons for ending business (Bode, Wagner, Petersen & Ellram, 2011). According to literature there are many cases where social entrepreneurs engage in supply chain innovations in truism, local and global commerce, health etc. (Trinh, Ryan & Cave, 2014). For example, during disasters, entrepreneurs face supply chain interruptions with can be seen as an opportunity to fill that gap (Monllor & Murphy, 2017). Based on our data, the word "consumer" is used as consumer products. According to literature, entrepreneurial action requires potential consumers that are willing to pay for that service and product. If the expected returns are not high enough, entrepreneurs will not be able to motivate to take action. SE differ from entrepreneurs by not only get motivated by expected returns but also the social value they will create. SEs create products or services for many income groups but some of them focus of developing products for people with low income and in the bottom of the pyramid. These SEs see low-income populations as an opportunity and behave as if they are their consumers. By working with much larger consumer volumes, they can overcome lower margins (McMullen, 2011). For example, Muhammad Yunus and Grameen Bank offers micro-credits to people with low-income power so they can elevate themselves in an environment where poor population is big. With lending micro-credits to a bigger population, they could have sustained their business and create impact (Prahalad & Hart, 2010).

Topic 6

According to GEM report 2019, not all entrepreneurs demonstrate innovation. Mostly %5 of entrepreneurs around the world is innovative thus it can be one of the reasons why innovation falls back during the evolution of this topic. Additionally, based on GEM report 2015, nearly %80 of the enterprises are international. They have more than %25 of their customers from another country. This is due to many reasons such as resource scarcity, market entry barriers and scalability of the SE etc.

Our most relevant terms, "heath" and "education" are one of the most common objectives of SE literature. An analysis made in 2011 showed that, education was %38.8 and heath was %18 of the 331 cases of SEs (Cukier & Trenholm, 2011). SEs can work on health care or educational problems but they can also give education on health and other topics. Our data have examples of both. Many social entrepreneurs serve disadvantaged populations and they also transform them by their courses and trainings. One model is to employ from their target population and train them as entrepreneurs themselves. For example, The Delancey Street Foundation aims to encourage ex-convicts to train and start their own businesses (Smith, 2009). According to literature, Disadvantaged Youth is an example SE that offers accommodation to poor, unemployed to abused young people. Additionally they give education on health, personal hygiene and safety so that disadvantaged youth support themselves if in a scenario where they are living alone. Similarly, a SE called Coaching Service supports students with mental health issues and stress by face to face consoling and coaching services. They also give training sources for groups of students which was due to request from their target population (Tasavori, Kwong & Pruthi, 2018).

Topic 7

According to GEM report 2015 and 2019, entrepreneurial activity in low-income countries are high as %35 so being in a low-income country can be a common denominator but as time goes by, topic transformed to the social mission. In addition, based on Sustainable Development Goals report 2019, 40 of the 123 countries do not have adequate provisions on the right to appeal to an independent administrative body. With current progress, it is very hard to achieve desired outcomes by 2030.

SEs aim to find sustainable solutions to social problems. Some of these problems are related to justice system and marginalized population's access to justice. One reason for no access to justice is the discrimination of people by law and justice systems. Africa and Latin America are in the top 3 regions that display most of social entrepreneurial activity (Lepoutre, Justo, Terjesen & Bosma, 2013). In many developing countries, many from Africa and Latin America, laws and justice systems do not offer same opportunities to all populations. In many countries, some laws and policies impose barriers and biases against disadvantaged populations. Poverty can be both tangible and intangible such as lack of financial resources, legal identity or social goods. In order to escape poverty, individuals needs a legal system that will recognize their situation and empower them (Lima & Gomez, 2020). While some populations lack access to law and justice systems many SEs dedicated to help those in need. They offer help from trained lawyers so that poor and marginalized population can use law to improve their lives. Other side of the coin is fighting for the transformation of the system itself that prevents people to access law. This cause calls for changing justice system and laws so that the system itself would be accessible by all such as labour, property and business rights. For example, The Centre for Community Justice and Development is a SE located in Africa, focusing on legal empowerment of marginalized and disadvantaged black people. They work on giving legal advice, alcoholism, drug abuse, teenage pregnancy, labour problems, HIV/AIDS, criminal and civil justice matters and many more (Ruffin & Martins, 2015).

Topic 8

This topic transformed to describing the target population. Youth and forest are both related to their target population. This is parallel with mission statements that aim for congruence and propinquity. According to Sustainable Development Goals report 2019, youth are 3 times more likely to be unemployed than adults. As unemployment rate for adults are %4, it is %12 for youth and %20 of the young population are not in training, employment or education (United Nations, 2019b).

Lack of water, sanitation and hygiene systems is still a huge global problem. People from many different countries does not have access to water nor have systems to support them. According to millennium development goals 2019 report, more than %75 of countries are behind their programs and implementation because they don't have enough resources to cover

costs. They do not have adequate systems for collecting financial data and their aims are unrealistically high. According to report, it is very unlikely that these countries will reach their target development (WHO, 2019). SEs are regarded as change agents with innovative and sustainable solutions to water access problems. SEs in water sector are a big population among all. Based on Ashoka website, nearly more than %20 of the Ashoka fellow SEs are in water sector (Ashoka, 2019). SEs that are in water sector can have three types of missions. Hydraulic mission type is about saving and extracting as much water as possible for human uses and economic development. They deal with infrastructures that supply water. Neo-liberal mission type is about water access for everyone. SEs with this type of mission mobilize resources to find private solutions to water access problems. Lastly, integrated water resources management mission type organizations deal with cross-sectoral integrations and create new concepts such as green washing. SEs work with local communities in order to seize opportunities and empower communities by turning water into an asset. For example, Instituto Sertão Vivo in Brazil builds water wells that provide water, generate income for rural farmers thus empowering communities and connecting communities with government (Partzsch & Ziegler, 2011).

Youth related problems are commonly targeted by SE s. The definition of youth is young people between 16-25 which makes 1.2 billion people and %16 of global population in 2018 (World youth Rep. 2018, 2018). For most young people, going into adulthood is supported by their families but for those who does not have such support systems and makes them vulnerable to mental health problems, little or no education, drugs, homelessness, violence and crime. These young people relays on government services, which may not be adequate for them. For example in some cases, young people who are 16-17 may be turned away from government services because of age limits and eligibility criteria's of programs. Research on youth welfare points out that young people get better results with a personalized support, someone different from their parents that they can go for advice. The cost of failing to support young adults is massive. For example in UK, cost of unemployment is 155 million pounds a week, cost of crime is more than 1200 million pounds per year, cost of mental illness is 1.5 billion pounds a year and cost of substance abuse is 52 million pounds a year. SEs tackle these problems by working with governments and find innovative ways to address youth welfare problems (Nef, 2011).

Topic 9

SEs use business narratives to appeal resource providers and organizational performance describes this topic evolved into describing business side of the organization.

SEs can focus on environmental problems such as water, green energy, disasters and many more. They find innovative and financially, socially and environmentally sustainable solutions and work on changing government policies for environmental impact. For example, U.S. National Parks Foundation aims to conserve parks by providing environmentally friendly transportation for its visitors by hybrid vehicles. The Clean Air Imitative for Asian Cities aims for promoting better air quality at cities by translating knowledge to policies and actions that reduce air pollution. Many of these SEs are non-profit organizations working closely with governments (Pearce II & Doh, 2005).

In our sample, SEs that are associated with loans are micro finance organizations. Many bankers and government officials believe that financial services for the poor cannot be provided without additional costs. Because of social stigma of poor and huge risks of credit costs, banks did not pay attention to microenterprises. They perceive microfinance not as a profitable business but a type of community service. As a result, it is the public sectors burden to help financing microenterprises. Because these programs lack the ability of sustainability, they are closed when resources are drained. SEs saw the opportunity in this by giving small loans to huge numbers of organizations thus making a financial gain from huge number micro credits. For example, Bank Rakyat Indonesia gives micro credits to organizations and in 1 year, they made 200 million dollars of profit based on microcredits. Another famous example is Grameen bank and Muhammed Yusuf who pioneered microcredits and serving more than 25 million clients globally (Rosengard, 2004).

Topic 10

The most identifying SE for T10 is International Bridges to Justice (IBJ). IBJ focuses on ensuring people from all around the world have access to basic legal rights such as representation, preventing torture and a chance to fair trial. While countries starting to commit to human rights by passing new laws, their progress is hindered by lack of trained lawyers, legal infrastructure and resources. Therefore, torture is still utilized. IBJ works with both people, communities and governments to improve conditions in countries. On individual

level, IBJ provides legal advice and presentation for people who do not have access to legal rights. While working with individuals, they also use community engagement to train more defenders and offer trainings on teaching people's rights. On macro level, IBJ works with governments to promote human rights as well as their implementation on national level (Tse, 2008).

Topic 11

Scientific literature on education and SE mainly focuses on educational problems such as illiteracy and SE education such as training new leaders as SE s. Based on our sample, education in this topic relates to educational problems. There are many large youth populations around the world who does not have access to education. They are demonized as potential threats and this negative perception limits their development. In Africa, majority of these students do not go to school anymore, unable to get jobs and distance themselves from any type of organizations (Mabala, 2011). SEs in education sector aims to foster dynamic, innovative, scalable and sustainable development in education worldwide. Educational innovation is development of new creative ideas for solving problems in a radically new way. While these ideas are innovative, it is important that they are also legitimate, marketable and accountable. Legitimation is important because in order to implement innovative new methods, there must be some kind of assurance that the new methods will work as intended. In order to gain legitimacy, these innovations should be international and comparable. In education sector, comparing innovations with similar innovations in different context both gains its legitimacy and grants a marketability because a successful solution in context A can also work for context B. The similarities also makes it easier to market in similar contexts thus signaling its success in other system or countries. SEs in education sector needs resources as any other SE. They utilize grants and investments for their start-up phase and use their earned income for sustaining their services (Wiseman, 2014). In addition, research shows that successful SEs who won Ashoka fellowship use new combinations of discarded resources and finding new ways to utilize them just like bricoleurs. This can be seen commonly in resource scarce or limited environments. For example, Marcia Ventura used public spaces to offer educational activities to street children in Brazil. Transformation of public spaces to educational space allowed disadvantaged population to access education (Sunduramurthy, Zheng, Musteen, Francis & Rhyne, 2016). Another example is from our sample. Citizen

Schools is a SE that delivers after-school programs at lowest performing middle schools to help student's educational development and academic careers. Citizen Schools works with community organizations to deliver courses thus connecting current schoolwork with future careers. Organization's one of the most important resource is its partnerships. With professionals and academics from partners, they offer courses and activities to students that fills the educational gap between low performing school's students with high performing school's student. This model both integrates community involvement in education sector and allows Citizen Schools to access resources (Schwarz & McCann, 2011).

Topic 12

Social alliances are formed partnerships among organizations with similar or same goals. The "social" in social alliance distinctly means that these goals are about improving social welfare. Organizations from these alliances because based of resource dependency theory, they can overcome resource scarcity or exerting power, influence or control over other organizations (Benson et al., 1978). Partnering organizations can complement each other with resources both capital and non-capital such as financial and network ties. Since social entrepreneurs operate in resource scarce environments, it is possible to observe social alliances between SEs and various organizations such as, governments, other SEs or commercial businesses (Sakarya, Bodur, Yildirim-Öktem & Selekler-Göksen, 2012).

According to World Health Statistics 2019 report, half of the people in low-income countries cannot get the basic medical services they need. The most needed basic services include sanitation, hypertension control, tobacco control, family planning and HIV treatments. In many countries, low income population payed for health services, these expenditures even made them fall below poverty line for some. While high income countries were able to spend above %14 of their government expenditures, low income countries spent around %6.6. In addition to financing of healthcare, the availability of health workforce is severely limited in low income countries (World Health Organization, 2019). SEs recognize this opportunity and find innovative solutions to healthcare problems. In a resource scarce environment like low income countries, SEs form partnerships to access resources, develop communities and allow people in the bottom of the pyramid to access healthcare services even in most rural areas. For example, Partners in Health (PIH) is a SE working on bringing surgery clinics to the low income populations who do not have access to basic healthcare services. PIH ın Haiti

partnered with Haitian Ministry of Health for opening new clinics which played a very important role especially in 2010 Haiti earthquake and did 513 emergency surgeries (McIntyre et al., 2011). Another example is, in Rwanda, several major healthcare problems were impacting people's lives. HIV incidents were soaring, child mortality rates were increasing due to diseases and healthcare workforce was small. In 2005, PIH partnered with Rwandan Ministry of Health to develop series of interventions. These interventions included renovating old and dysfunctional health clinics, training health workforce and developing a sustainable system to ensure disadvantaged population would access the services they need with support of new government policies. As a result, child mortality rates dropped significantly, homogeneity of services delivered among population has increased (Thomson et al., 2018).

Topic 13

We can observe a shift from focus describing target population as who they are to their magnitude. Farm and families represents who this organizations target are but by using low income to describe them is a shift to promoting their magnitude. Additionally, this is parallel to the GEM 2019 report findings. Affording to findings, SEs in low income countries are more motivated than others and entrepreneurial activity in higher is these countries.

Small-scale farmers are the main producers of the global food supply and the productivity needs to increase by %100 in order to feed growing population by 2050. Small-scale cereal farming is an integral part in developing countries such as Mali, India, Ethiopia and Tanzania. Agricultural production plays an important role in these countries and productivity of these farming is crucial. Research shows that farm inputs increase productivity but small population of farmers uses farm inputs. Myagro is a SE established in Mali and developed an innovative system where farmers can access information of input supply from their mobile phones. In addition, they can also access high quality seeds, fertilizer, tools and create a saving account to deposit their earnings. This savings account is also part of a social problem, helping to ensure savings are used to designated purposes (Kante, Chepken & Oboko, 2018; Sims & Kienzle, 2017). Local water resources are important part of agriculture. As current growth rates of agricultural demands need resources, current global water supplies cannot sustain the demands. Inadequate use of water for agriculture, bulk fishery's pollution and industrial uses

increasing such as hydropower plants affect global water supplies (United Nations Water, 2016).

Topic 14

Rural poverty is strongly connected to limited access to land in the form of landlessness or insecure and vogue land rights. Property rights are important for economic development can poverty reduction. With increased access to land, poor can elevate their conditions by using that land for farming or livestock. In developing countries, agriculture is a main economic activity and can be used to supply food for families, generate income and decrease unemployment (Choudhury, 2015). Since agriculture needs investment such as labour and other resources, land rights help securing that investment and sustaining its productivity. Gender plays an important role in accessing land rights because unlike many countries where women can inherit land, in some countries, for example in Africa, women cannot inherit land. As SEs seen as a remedy to poverty, unemployment and gender discrimination, Landesa is an SE who works for lands rights access and development of government policies in that area. By helping poor population and women, Landesa helps families live in better conditions (Cotula, Toulmin & Quan, 2006).

Topic 15

According to literature, the probability of succession of the solution to social problem is positively related to mission appeal. Resource providers do favor SEs that are more likely to succeed. By mentioning working with governments and providing services is a shift to business narrative side explaining organizations network.

Human rights violations are still occurring and governments partner with number of organizations to prevent them. Over the years, importance of archives increased as these archives are used for governmental accountability, human rights and social justice. While certain activists and social movements does not get the attention they need on traditional media, alternative channels of communication enabled them to connect with masses. Using video and images of human rights violations and abuse in judicial process is difficult for number of reasons. Risks of disappearance of these content due to creator/uploader of the content can change mid and take it down. The hosting companies can take down these content because violation of community rights or hosting companies can remove this content because violation of end user agreements. As a result, there is a gap in sector where these sensitive data needs to be stored. WITNESS is a SE who tries to fill this gap. While working with

communities and offering trainings on how to use camera, what is current laws for such action or how to capture a video so that it can be used in a justice trial (Gregory, 2010). WITNESS also offers support on production and post production of these videos. Content can be quite various ranging from videos make my social movement supporters as promotional material or a very serious human rights abuse video. There is also the problem credibility and originality of the videos because it is common that people re-edit an old video and use it as new while misleading people (Aronson, 2017; GREGORY, 2006).

Topic 16

We can observe a shift to business narratives by utilization of finance. According to literature, some resource providers are not interested in social value and mostly concerned about their financial returns.

According to United Nations education report, global literacy rate is %91 among youth and %86 for adults. It is followed by %14 out-of-school rate for middle income countries and %36 for low income countries (United Nations, 2019a). Literacy, access to education and school dropout rates are still a problem affecting large populations, mostly low-income countries. In addition, some body of research is focused on women's education because women are still part of disadvantaged population in some countries. For example, in Cambodia, women are girls are overburdened with domestic chores, which rises the barriers for access to education. The image of a women in Cambodian culture is shy, quiet, obedient and someone who maintains the household. Some of the SE's work in this area can be observed as services, partnerships with government and organizations to transform policies and community empowerment to improve education even in the most rural geographic areas (Rogers & Anderson, 2019). Literature also points out that education is a key aspect for alleviating poverty by using skills learnt to generate income. Room to Read is a SE that focuses on literacy and gender equality in education by developing skills that will help then succeed in academic life. These skills include leadership, teamwork, environmental awareness and technological capabilities to develop new systems (Robinson-Pant, 2014).

5.3) Implications for Practice

This study is an initial step for understanding and capturing current scene on SE and resource access. It has implications for both entrepreneurship, content analysis and topic modelling literatures. As an empirical study, it contributes to widely criticized lack of empiric studies in the field. 15 years of data is utilized to create a snapshot of current state and how it changed through the years. Secondly, it displays how certain attributes are integral parts of the mission statement are also research topics in the SE literature, such as, sustainability, resources, global, international, communities and so on. As literature points out that resource holders focus on business side of SEs because they are far more interested in how they will get their return of investment. We can observe words that resource providers would like to see, such as, “experience”, “consumers”, “economic” and “performance”. Additionally, we can see SEs involve with broader topics that are broad and they focus on how certain problems affects a large population. As a method, it contributes to the academic field an application of LDA and DTM. As for content analysis and topic modelling standpoint, this research is an example for topic modelling with small dataset and short texts. LDA can be used to find topics, which are meaningful and valid with a little optimization.

5.4) Discussion

While capitalism is booming in many countries, multi-national corporations are spreading into the developing parts of the world, entering new markets, benefiting from technological advances and increasing their wealth, income gap between rich and poor population widens. As governments regulating markets, they also regulate social functions such as healthcare or education. There is huge populations of people who are unemployed, cannot get medical support or education they need. It is clear that governments are falling short to address these social problems in many parts of the world because not every government has the resources it needs. SE is seen as a mechanism to fill institutional voids at macro level and solution to market failures at micro level. It can also be seen as a new form of capitalism, which is responsive to societal problems. Organizations still try to maximize profit but they also aim to solve a social problem. Duality of social-good and making profits needs a new organizational form. SE is the answer designed for that need. Like gears connected to each other, grinding and forming a one giant machine, current form of machine was working but as time went by, it was not sufficient in solving social problems. SE is the additional gear to the machine, integrated to the system so other forms or gears as in our analogy, does not need to change.

Currently there are 17 global problems stated by United Nations (UN). These problems include poverty, hunger, healthcare, education, gender equality, clean water and sanitation, energy, unemployment, infrastructure, inequalities, sustainable cities and communities, responsible consumption and production, climate change, life under water, life on land, peace and justice, and lastly, partnership for these problems. All of the topics I found after our analysis are about these global problems. There is no topic, which is about something that is not in UN's list. This raise the questions about other problems which are not mentioned but nevertheless organizations that are in our dataset is a proof of SEs tackle with these problems at both macro and micro levels. While trying to address social problems and access resources in order to sustain their organizations, I can observe they tackle with broad global problems acknowledged by many countries, institutions, groups and individuals. While it can be easier to get resources for these social problems, it might be quite hard for social problems that are less know or less common. Another reason for low numbers of SEs that are interested in less

common social problems is, every SE is bound to its country's settings, institutional environment and legal system. In some countries, there still is not a legal organizational type as SE. This limits organizations to access resources, special legal rights and financial conditions. For example, while SE is recognized and highly developed in countries like UK or India, some countries still doesn't recognize SE as an organizational form such as Turkey. This leads SE to take form of NGOs or commercial businesses where in some cases holds them accountant for additional tax and regulations. Absence of mechanisms that support SE hinders organization's motivation and operations.

By the time I published this research, all of the SEs in our dataset were still active. Even organizations that won the award as early as 2005. Skoll award winners successfully sustained their organizations while working or social problems, which do point out how crucial resources are to SEs and importance of mission statements while accessing them. According to RDT, resources are crucial to organizations for survival and SEs have both traditional sources and market based income. Traditional sources such as donations and government grants are still very important for SEs even though they also have market based income. In fact, organizational survival of SEs depend on balancing both traditional and market based income. Skoll awards are traditional sources of income because it is in the form of donations. Since all SEs in our dataset won Skoll awards and at the same time both pursuing market based income generation, they are good empirical examples.

5.5) Limitations and Future Studies

Like every research technique, content analysis has its limitations and strengths. Content analysis in an unobtrusive technique where other techniques such as controlled experiments, focus groups, surveys and interviews are venerable to Heisenberg's uncertainty principle. Heisenberg's uncertainty principle tells us acts of measurement interfere with the phenomena being assessed and create contaminated data. There are several other research on how various conditions effect and contaminate data. By contrast, content analysis, computer simulations, research using already available statistics and interpretive research are nonreactive or unobtrusive. Reactive situations may be avoided by social researchers by two reasons. First, researchers undue influence on situation may distort data, jeopardizing the validity of the research. Second, researcher's interest in data may get them manipulated by their sources. Since content analysis is unobtrusive technique, it can avoid such biases altogether.

Content analysis is context sensitive and therefore allows the researcher to process as data texts that are significant, meaningful, informative and even representational to others. Surveys, controlled experiments, structured interviews and statistical analyses generate data without reference to their original contexts. Content analysis is a context sensitive method, which acknowledge the textuality of the data, which is, data can be read by different researchers and they all reference to their own contexts to understand it.

Content analysis can handle large amounts of data. Most of case study approaches, compared to content analysis rely of small volume of text. The amount of the data is limited by how much workload a researcher can overtake. Content analysis with the help of computer software and coders can process large volumes of text. Explicit vocabularies makes it possible to employ many coders by content analysts and bring together their readings, which allows them to process text the amount more that an individual can. In 1938, Foster did a content analysis on 8039 newspaper editorials. With the technological improvements, today much bigger datasets can be analyzed. The exponentially growing Internet is an unmined source for content analysis. The availability and accessibility of electronic texts expanding to other kinds of materials such as surveys, film scripts, political speeches, digital images, sounds and

graphical representations in web pages which are all very suitable for content analysis (Krippendorff, 2004).

This research is a small window in understanding SE's mission statements and resource access. There are several limitations of this study. Because Skoll foundation gives awards to a handful of organizations every year, and mission statements were short, our dataset was rather small. Many LDA models are created with much more text and data. The results of the LDA and DTM are interpretive such as, different researchers can define summarizations of the topics differently or select different word distributions above others. Our sample only consists of Skoll winners. This is a small sample of SEs for accessing resources where the actual number of SEs that accesses the resources are many more. Further studies with bigger datasets are needed in order to see the bigger picture of SE and resource access.

Additionally, human rights, health related and healthcare topics were the most popular topics. These topics where far more frequent than others. Despite of the other facts, these two areas gained increasing funding around globe (Schäferhoff, et al, 2019). This may also explain why these two topics were very frequent. While the causality of this situation is not clear because the number of organizations in these sectors can increase because of increased resources or resources increased because number of organizations increased. This causality calls for future study.

CONCLUSION

SEs focus on creating social value by tackling social problems They thrive in resource scarce environments and bound to more standards than a traditional entrepreneurship. To ensure their sustainability and mission, SEs try to access many resources. Organizational mission statements are a key integral of this process, enabling SE to cope with even conflicting demands. Many resource providers expect to see certain traits and these traits motivates them to give access to resources. Because of the much criticized lack of empirical research on the field, I conducted a research which yielded parallel results with literature and theoretical contributions to the field of SE.

For example, resource providers do favor organizations that are working with big, broad social problems that affect large populations. Many SEs work on healthcare, education, poverty and energy which affects millions of people. Resource providers are interested in this because they want to maximize return of investment as in social good. Another parallel finding is that SEs tailor their mission statements with business and social-good narratives. SEs display traits that create social value and commercial value. They mention how sustainable their organization is or how it is working with various partners which sends a strong signal to resource providers that this organization is solid, profitable and great for investments. On the other hand, they mention how much lives they save or how much improvement they bring so that again resource providers would enable them to access resources. As a theoretical contribution, I had two new findings. First, SEs only work on one social problem which resembles are specialization in their field that has its own advantages. For example, none of the SEs that work on certain social problem mentions something else than that problem. As for meeting conflicting demands, SEs are expected to be involved broad problems that require much resources but to be also sustainable. By displaying these traits in their mission statements, SEs do not only cope with social-value/commercial-value dilemma but many more types of dualities. Lastly, many organizations mission statements are both similar and different from each other. I displayed how similar they are and what is similar between them to better understand their resource access.

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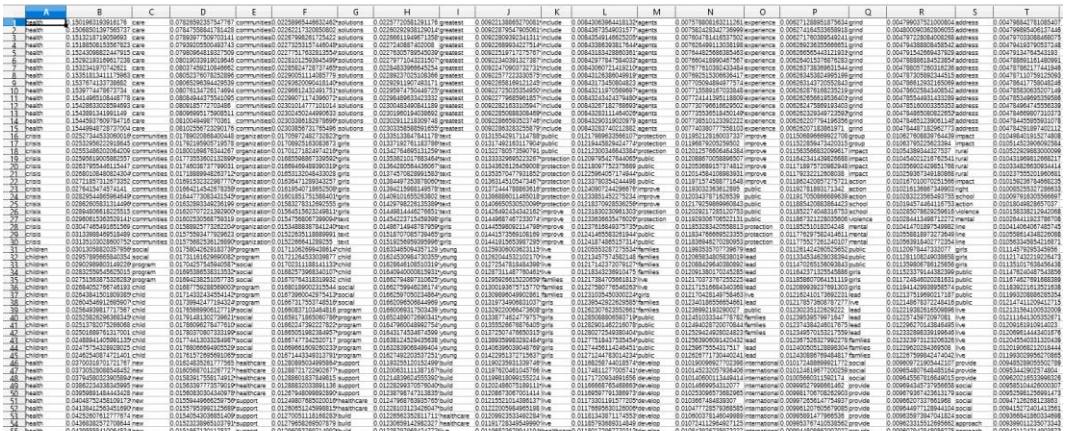
6) APPENDIX A – ADDITIONAL FILES FOR ANALYSIS

topic_all_evo17_analitic.csv where every 15 (our number of years) row represents a topic and its words for every year.



topic_all_evo17_analitic.csv where every document and it's topic distribution