Appendix 1: Interviews

General Questions:
- What is a social enterprise to you?
- How do you think social enterprises have a position in the market?
- Are there certain criteria that you think a social enterprise should have?
- Can you name a social enterprise that inspires you?

For social enterprises:
- How did you start?
- Why did you start?
- Why is the business model unique?
- Are you dependent on others?
- Why are you unique?

For investors and incubators:
- Do you have criteria that a social enterprise should at least have for you to invest?
- Will you take concessions because an enterprise is social?
- Why do you invest in social enterprises?

Since these people were all very different and leaders in their topics, the interview was done in a semi-open way. The questions above were discussed, but if the interviewee had their own opinion there was space for this. Contacts of all interviewees are available with the author. All interviewees agreed to be named and summarised.

Jens Kok - Dopper

Jens Kok is spokesperson and change maker at Dopper. Dopper is a Dutch company that has three aims: to create consciousness about drinking tap water and reducing plastic, to provide a sustainable alternative to disposable water bottles, and finally to support worldwide water projects. The company sells sustainable, reusable plastic bottles that facilitate tap water drinking, to achieve their first two aims. Besides this, 5% of their profits are transferred into the Dopper Foundation, supporting water projects worldwide and for creating new social businesses. Currently, the company has sold 3.9 million water bottles, making their impact enormous. Their business model is sustainable and independent from outward support.

Key takeaways from the interview:
- Dopper was founded after the founder discovered that the beach is not thoroughly cleaned every night: the sea takes all the plastic. After researching the “plastic soup” they found that there was something they could do to decrease the use of plastic.
- A design competition resulted in the design that the Dopper now has. Startup costs were very low: they paid for the first bottles from their own pocket and made this money back by charging more than the bottle costs.
- Many friends and partners helped realise, design and promote the Dopper from the start. Their network was invaluable to the success of Dopper now.
- Making profit is key to spread their message: more profit is more products, and thus more message.
- Their aim was to have a product that will appeal to the customer even without the social part, through product excellence.

Paul Vermeer - Autitalent

Paul Vermeer is the founder of Autitalent. Autitalent is an IT company that uses the special skills of people with autism spectrum syndrome to assist companies in their IT-services. The company is based on a Danish initiative that is very successful. The employees are given care and extra guidance.

Key takeaways from the interview:
- Some factors were key to the sustainability of the company. First of all, the company is not dependent on financing or monetary help. The company is however supported by a large network of partners. This networks helps and supports the company by giving information on the beneficiary and assists with problems that could occur.
- Besides this, there was a very important key factor: the service of Company A is equal or better than normal IT companies, but with an added social component. This means that the service is competitive in the IT market, not just in the social market. This is important because their customers are looking for an IT-service, not a social project.
- At the same time, their professional attitude helps them make a lasting and continuous impact, because there is no financial dependence from donors.

Antonio Lucena de Faria - Fabrica de Startups

Antonio is the founding partner of Fabrica de Startups. Fabrica de Startups has a mission to create successful entrepreneurs. They organise incubation, acceleration and many events related to entrepreneurship. It is one of the biggest incubators in Lisbon.

Key takeaways from the interview:
- First and foremost the business model canvas was mentioned. This applies to all “startups” so also the social. Although all 9 parts of the business model canvas are important, according to the incubator what makes a company unique is the value proposition. This is where most companies can differentiate from competitors. The value proposition is: “What do you do?” and “Why?” (Osterwalder & Pigneur, 2010). In addition, the part key activities are often where the social enterprise can integrate their social causes.
- Added to this was the opinion that social entrepreneurs often are able to tell the value proposition very well, since they have another goal besides: making money.
- Another point that The Incubator made, was that motivation is a very important part for incubators. The motivation that (social) entrepreneurs have is often a good predictor for success.

Jan Dijk - Rabobank

Jan Dijk was part of Rabobank’s Cooperation Division for over 10 years. Rabobank is one of the biggest banks in Europe, and it has a history of cooperation, which can be compared to social entrepreneurship. Lately, the cooperation side of the bank actually focusses on social entrepreneurship and micro-credit.

Key takeaways from the interview:
- The bank thinks a social enterprise needs a balance between the social and the financial. They invest a lot in social enterprises by giving them loans and grants.
- Two different parts of the organisation invest in different ways: the bank invests in profitable projects and the foundation invests in project that have social merit, are aligned with the mission of Rabobank, but not necessarily profitable.
- The bank thinks that social enterprises should be profitable, however their criteria for social enterprises are more lenient than they would in traditional cases.
- In the future, they hope they can invest in more social enterprises, since there is definitely both a financial and a social incentive to do so.

**Steven Volkers - Grunneger Power**

*Steven Volkers works at Grunneger Power and is a well-known social entrepreneur in his city (Groningen). Grunneger Power is a cooperative for green energy. All the energy that the company provides is green and customers are also producers. All energy is produced by the members and redistributed, providing fair prices for all.*

**Key takeaways from the interview:**
- Competition is not just with social enterprises, their main competitors are the big players in the energy world. They have unique selling point that distinguish them from the competitors, on the other hand they are just a small player and are easily outbid
- Steven thinks that social entrepreneurship is changing in ways. Earlier in the process most companies were considered social when they used revenues to do some good. Now the trend is changing towards solutions integrated in the business model
- More people should be able to do this, but the incentive is still not there among big players. Although we all know that social enterprises and green energy are good, we are lazy as customers and like the easiest provider

**Tom Dalenberg - Enactus**

*Tom Dalenberg is a member of the advisory board of Enactus. He helps students develop and scale their own social enterprises. In addition, Tom was winner of the national championship for social entrepreneurship of Enactus. Enactus is an international organisation and incubator for social entrepreneurship that combines the power of students, universities and the business world.*

**Key takeaways from the interview:**
- Social enterprises exist in many forms and no form of impact is better than the other. There are examples like Dopper which have a huge reach but lower individual impact, and there are initiatives that help people on a day to day basis to function better in society
- Since there are many forms it is hard to say what a social enterprise needs, but one thing that they all have in common is the balance between the social and the financial. If one or the other takes the overhand, it is hard to stay sustainable. If social enterprises focus too much on making lasting impact, their impact is often diminished by the fact that they don’t have finances to stay alive.
- The students that he helps all include their cause in the business model, and he finds this a very sustainable way to make impact and make sure the beneficiary stays included in the process.
- More companies should consider social entrepreneurship, it can be both very profitable, as well as a great addition to society.
Appendix 2: Survey

Questions:

1) Have you ever bought a product from a social enterprise?
2) Have you ever used a service from a social enterprise?
3) How important do you find quality in products and services provided by a social enterprise?
4) How important do you find the price in products and services provided by a social enterprise?
5) Would you pay more for a product/service provided by a social enterprise?
6) Would you buy a product/service provided by a social enterprise if the quality was less than a traditional product?
7) If you had a social option and a normal option with the same price and quality, which one would you choose?
8) How important do you consider the social goal of a social enterprise?
9) How much do you take social products into consideration in your daily life?
10) What is your sex/age?

Results:

Question 1:
Question 2:

Question 3:

Question 4:
Question 5:

Question 6:

Question 7:
Question 10:

Age:
Average: 30,9
Range: 19 - 61

Sex:
Men: 13 = 30,2%
Women: 30 = 69,8%