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**Elements of Successful Social Enterprise
–Unitis Handicraft Cooperative in Ljusdal Sweden**

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ABSTRACT

Title: Elements of Successful Social Enterprise – Unitis Handicraft Cooperative in Ljusdal Sweden

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Aim: The purpose of this study is to provide profound elements of successful social enterprise that are reliable and valid and can serve as guidelines for those who want to examine how a SE is performing.

Method: This work is based on a single case study of social enterprise for analyzing the fundamentals of successful social enterprises. It tests the feasibility of previous theories, model and characteristics that are used in evaluating nonprofits organizations. We use interviews, direct observation and questionnaires.

Result & Conclusions: There were five elements of successful social enterprise, namely; social wealth, networking efficient opportunities, innovation and adaptation towards financial independence, independence from volunteers and generation of economic wealth. Social benefits should be considered the most important aspect while economic wealth should not be taken for granted although it ought not to consider being the primary concern.

Suggestions for future research: This study is based on a single case; multiple case studies are therefore suggested to challenge the elements re-created in the study. In addition to that social entrepreneurial leaders, the initiators, were overshadowed by our purpose and still remained an unexplored area of research, thus this serve as additional recommendation for future research.

Contribution of the thesis: The developed elements of successful social enterprise can be utilized as a backbone of other researchers and concerned parties that are interested in doing the same course of study.

Key words: social enterprise, social co-operative enterprise, non-profit, Ljusdal, Umeå.

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Abbreviation and Terminology

CECOP	Confederation of Workers' Co-operatives, Social Co-operatives and Participative Enterprises
DTI	Department of Trade and Industry (in United Kingdom)
ELEXIES	L'entreprise sociale: lutte contre l'exclusion par l'insertion économique et sociale
EMES	L'Emergence des entreprises sociales en Europe
ENSIE	European Network of Social Integration Enterprises
ESF	European Social Funds
EU	European Union
FUB	För Barn, Unga and Vuxna med Utvecklingstörning / The Swedish National Association for Persons with Intellectual Disability
INTERREG IVC	Innovation and Environment Regions of Europe Sharing Solutions
LSS	Lagen om Stöd och Service / Act on Support and Service
NEF	New Economic Foundation
SE	Social Enterprise
SEEDA	South East England Development Agency
SKOOP	Sociala Arbetskooperativens Intresseorganisation
TOES	The Other Economic Summit
UK	United Kingdom
UN	United Nations

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“Education is the progressive realization of one's own ignorance.”

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1. INTRODUCTION

In this chapter we present the background of our study, research problems, the aim of the investigation as well as the limitation that our study has. The purpose is to create understanding on why we think that our study is important and to show what we aim to achieve.

1.1 Background

The global economic turmoil in 2008 is still distressing the economic condition all over the world. It's affected even the most developed countries in the world including Sweden. This condition pressures more people living outside the traditional labor market which is characterized by a "high work rate, high skills requirements and rapid development" (Skoopi, 2007:3). Government and business cutback due to this economic condition pushes marginalized groups of people further down to the ladder of priorities (INTERREG IVC, 2008:2).

One of those marginalized group are disable people. Based on the United Nation (UN) Standard Rules, the word "disability" includes extensive variety deficiencies. "*People may be disabled by physical, intellectual or sensory impairment, medical conditions or mental illness. Such impairments, conditions or illnesses may be permanent or transitory in nature.*" (Funktionsnedsattas situation på arbetsmarknaden, 2008). In Sweden disable people are protected by the Social Service Act (SoL Lag 2001:453). According to this law, the municipal social service has the responsibility for persons with disabilities, and shall act so as to ensure the participation of these persons in a social community, allowing them to live like other people. The Assistance and Service for the Disabled Act (LSS Lag 1993:387)" *is a legal statute of rights, guaranteeing persons with extensive and essential disabilities good living conditions*". Persons covered by LSS have the right in their daily lives to assistance compensation in accordance with the Assistance Compensation Act (LASS Lag 1993:389) which is equivalent to 20 hours weekly (SCB, 2009). However, this support costs money for the municipalities. In 2008 it was accounted that the municipalities all over Sweden spent 51.6 billion SEK to support about 60200 people that were relying on this assistance; an increase of 7.3% (SCB, 2009). However, the question is "Does this really help those people with the disability?"

In the recent decade, Sweden has adopted the concept of Social Enterprise (SE). The United Kingdom's Department of Trade and Industry (2002) describes SE as *"a business with primary social objectives whose surplus are principally reinvested for that social purpose in the business and the community"* (cited in Thompson, 2008:152). This notion is widely used in European countries and the results are astonishingly positive; not only on the people involved, but also in their respective communities and in most cases even to their governments' economy (Defourny and Nyssens, 2008:203).

According to Palmås (2007) Sweden has recognized tradition of an active civil society which is institutionalised in the "people's movement" (*folkrörelse*) philosophy. This is indicated by a *"large number of associations, originally connected to the worker, temperance, and religious movements, with a focus on democratic governance, large and active membership base"* Palmås, 2007:4. But why is the development of SEs in the country still low compared to other European countries (i.e. United Kingdom)? There are three aspects where hindrances for progress come from according to Palmås, such as; *Finance* due to the absence of Community Financial Institutions (CDFIs) and to low level of venture philanthropy activities; *Recognition* due to low (but increasing) appreciation of SEs from normal business, government and society; and *Knowledge* this aspect is due to small number of study on SE and social entrepreneurship not taught in universities (Palmås, 2007:8).

To counter the two latter hindrances Coompanion Gävleborg located in Gävle initiated a close collaboration with the University of Gävle. Coompanion Gävleborg is a non-profit economic association that renders their free service to groups and individuals who are interested in setting up cooperative or carry on business with the cooperative approach (Coompanion, n.d.) It is one of the twenty five independent organizations located all over Sweden. The goal for this association is to build a vibrant and active centre for cooperative development in the county. Coompanion Gävleborg is administered and directed independently by its five employees. The collaboration between Coompanion Gävleborg and the University of Gävle has given (us) students an opportunity to be part of a project in investigating one of their clients which in this case is Unitis Handicraft Cooperative. The purpose is to promote recognition of student in relation to SEs notion that will later help them enrich and refine their knowledge about this unexplored area of interest.

In 1998 a group of eight people with disabilities in the form of learning disability / mental retardation and three staffs started a social cooperative enterprise with the help of Coompanion. The organization was named Unitis which is the Latin word for "together".

This SE is currently managed by fifteen people. In 2007 it was nominated to be one of five co-operatives for the award “Co-operative of the Year” (Årets kooperativ) which is being appointed by Coompanion every year. So what makes this SE successful? Are there characteristics that this organization possesses in order to qualify in this recognition?

1.2 Purpose of the Study and Research Questions

The lack of definition of characteristics of a successful SE has called the attention of researchers, scholars and practitioners (Lyon and Sepulveda, 2009:1; Thompson, 2008:150; McLoughlin: 155) including us students that get in contact to this notion. Thus, the purpose of this study is to construct elements of a successful SE using Unitis as our model in a Swedish context. There are two research questions investigated:

1. What are the elements that determine a successful SE?
2. Is Unitis Handicraft Co-operative a successful co-operative?

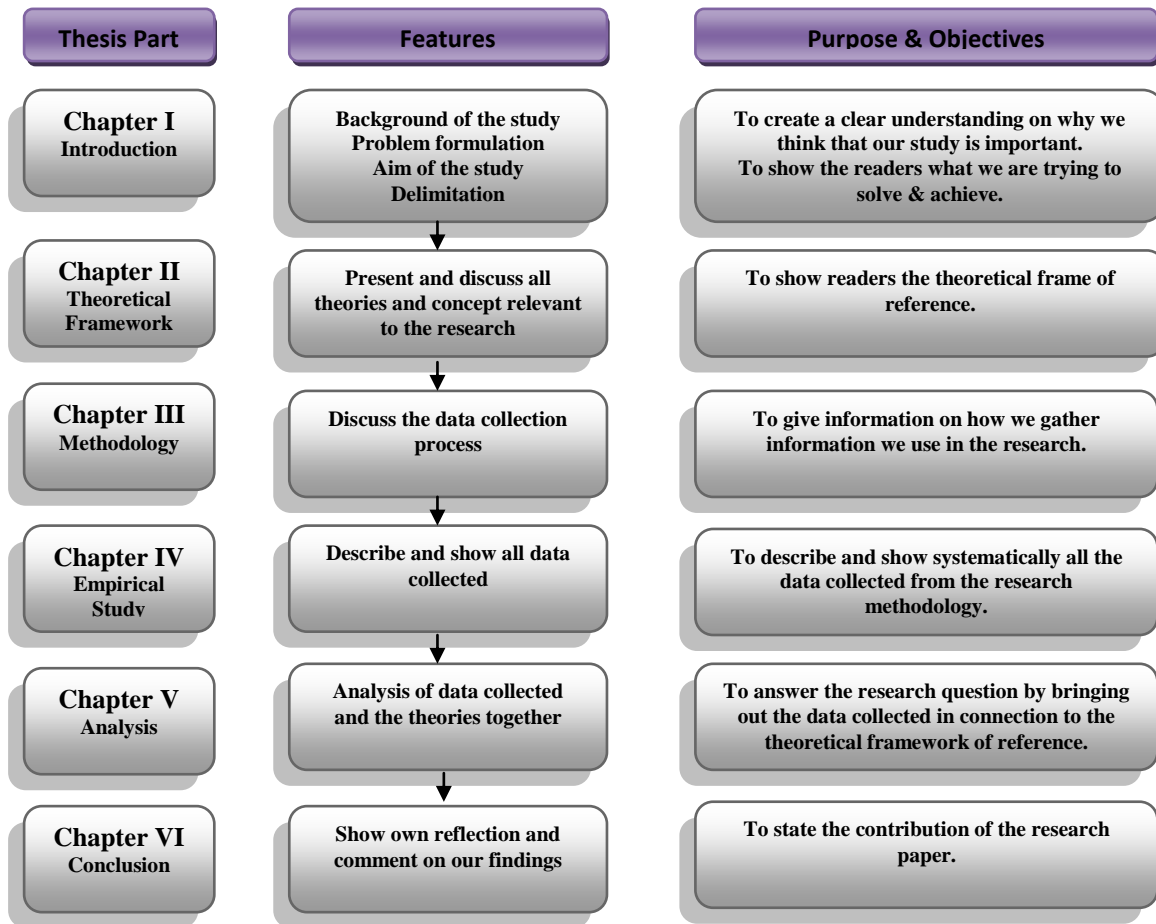
1.3 Delimitation

We limit our study to a small co-operative social enterprise Unitis. We believe that studying a unique organization gives a representation of a successful cooperative enterprise. Therefore can be understood and analyzed even by readers that don't have previous acquaintance to this subject matter. We concentrate on the impact of this SE on the well-being of the members (individuals) and not all the stakeholders (i.e. customers).

1.4 Disposition of the Study

Figure 1 illustrates the structure of the study. This work is composed of six chapters. In the first chapter presents a brief introduction of our investigation, the problem and aim of our study and also the delimitation consider. The theories, concepts and models that are used are discussed in Chapter 2. The next part, Chapter 3 explains the data collection process and gives details on why those procedures were choose. Chapter 4 presents the primary and secondary data. Theories, models and concepts connection to data gathers during the empirical study were presented in Chapter 5 the analysis part. Chapter 6 brings out our findings and concludes our study.

Figure 1 – *The Structure of the Study, Features & Objectives*



Source: Rydback and Chen 2010

1.5 Conclusion

This study concentrates on finding success elements of social enterprise in Swedish context by using a single case study of Unitis Handicraft Co-operative. The next chapter shows the theoretical framework.

2. THEORETICAL DISCUSSION

This chapter is divided into three parts; first general discussion of SE, second part theories for the construction of elements and third part social wealth exploration. These parts are assembled to categorize the purpose of each group of theories and their function in analyzing the thesis.

2.1 General Discussion of SE Concept

This phase of the theoretical discussion explicates the concept, two distinctions and the different types of SE.

2.1.1 Conundrum of Social Enterprises Definition

Lack of widely accepted definition of SE contributes to confusion in how to generalize the meaning, mapping their activities and measuring the organization's holistic impact (Arnaudo 2009:154; Defourny 2008:203; Lyon 2009:84). From 1996-1997 there was huge research project that was jointly conducted by the European Network of Social Integration Enterprises (ENSIE), the European Confederation of Workers' Co-operatives, Social Co-operatives and Participative Enterprises (CECOP) and the European Research Network L'Emergence des entreprises sociales en Europe (EMES). This work was entitled "L'entreprise sociale: lutte contre l'exclusion par l'insertion économique et sociale" or (ELEXIES) (Laurelii and Stryjan, 2002:1). As result of this project EMES European Network Group came out with the explanation that compiles the rationalization on what SE means (Defourny, 2008). SEs according to EMES are;

...not-for-profit private organizations providing goods or services directly related to their explicit aim to benefit the community. They rely on a collective dynamics involving various types of stakeholders in their governing bodies, they place a high value on their autonomy and they bear economic risks linked to their activity. (p.204)

This description is widely used in European context and will be used as main designation in our entire investigation.

2.1.2 Distinction of EMES's Social Enterprises Definition

EMES definition of SE is divided and interpreted into two parts; one part contains criteria that are economic while the other one are indicators that were predominantly social (Defourny and

Nyssens, 2008:27; Laurelii and Stryjan, 2002:1). This criteria and indicators are used to analyze SEs included in their research. The meaning for those divisions is to direct the researcher and not to set criteria and indicators that a certain organization must possess in order to be called a SE (Laurelii and Stryjan, 2002:3).

There are four EMES socio-economic criteria that represent the economic and entrepreneurial dimensions of initiative;

1. *A continuous activity producing goods and/or selling services.* Productive activities represent one of the main reasons for the existence of social enterprise which distinguishes them from traditional non-profit organization.
2. *A high degree of autonomy.* This criterion describes the independence of SEs. Even though they rely on public subsidies they remain independent and free from influence of any other organization.
3. *A significant level of economic risk.* Financial viability of SEs relies on its members and workers effort.
4. *A minimum amount of paid work.* Like other non-profit organizations, SEs can combine monetary and non-monetary resources, voluntary and paid workers; which entail a minimum amount of paid workers (Defourny and Nyssens 2008:228; Laurelii and Stryjan 2002:3).

Five criteria have been used by EMES researchers to summarize the social dimensions of the initiative:

1. *An explicit aim to benefit the community.* To serve the community and specific group of people and at the same time encourage s sense of social responsibility is the primary endeavor of SEs .
2. *An initiative launched by a group of citizens.* Dynamic group of people sharing a common need and aim form SEs. Maintenance of this element must be kept, however the vital role of leadership should not be neglected.
3. *A decision-making power not based on capital ownership.* The principle of “one member, one vote” illustrates this criterion, which means that the decision-making rights are commonly shared to all the people involved in the organization.
4. *A participatory nature, which involves various parties affected by the activity.* “Representation and participation of users or customers, influence and participative management” of different stakeholders are often essential moral fiber of SEs.

5. *A limited profit distribution.* Limitation in profit distribution is being exercised in order to prevent a profit-maximizing behavior in this type of enterprise (Defourny and Nyssens 2008:228; Laurelii and Stryjan 2002:4).

These two distinctions of the set of criteria create impression of what is belong into socio-economic and social criteria. Their purpose to categorize features of SE has assist researcher and investigator define what an activity is or characteristic of SE fulfills; whether it is economic or social purpose.

2.1.3 Types of Social Enterprise

There are four different forms of SE.

- ***Social Co-operatives (sociala kooperativ/sociala arbetskooperativ)*** is the most common form of SE in Sweden (Blideman and Laurelii 2008:13; Defourny and Nyssens 2008:222). This form is built by people that having difficulties in finding jobs in a traditional labor market (i.e. disabilities, ex-prisoners, ex-drug users, etc.). Everyone working in the cooperative can be member (Blideman and Laurelii 2008:13). The board or managing staffs is voted by its members and can even consist of people that are not members of the cooperative. This form is based on cooperative principles such as; voluntary, open membership and democratic control from a member - one vote (thus help develops its members empowerment) (Blideman and Laurelii 2008:13). Social Co-operatives is an independent company that can compete on the open market.
- ***Personal Cooperatives (personalkooperativ)*** is form of SE that is almost alike social co-operatives. It is driven by the people that are previously employed in the company and wanted to start their own enterprise. This type of SE produce service for people (for some reason i.e. stress and other form of sickness) need to undergo long time rehabilitation or other job training in order to go back again in the labor market (Blideman and Laurelii 2008:14).
- ***Non-profit activities (ideella verksamheter)*** compose a large group among SE which offers employment, vocational rehabilitation, education and work training. Both well educated trained staff people and volunteers can be working in this form of organization (Blideman and Laurelii 2008:14).
- ***Local community businesses (lokala gemenskapsföretag)*** are another form of SE created by dedicated people to develop local community service. This is formed when the non-profit association operates its business in a corporation which is owned by the

non-profit association (Blideman and Laurelii 2008:15). It can also be an economic association owned by legal entities or persons who are engaged in activities designed to create work for those in the local community that need vocational rehabilitation, education and work training (Blideman and Laurelii 2008:15).

This section is aspired to introduce the different types of SE. Social Co-operatives is form of SE that the case subject Unitis is employing.

2.2 Theories for Constructing Elements of Successful SE

Following theories are the particular conceptions used behind the constructions of the elements of Successful SE. The first theory of Thompson serves as the pilot theory where elements are primary based and constructed from, while the other two succeeding theories are chosen to support the primary theory.

2.2.1 Characteristics of a Successful SE

John Thompson (2008) gives comprehensive and concrete base in determining the criteria of a successful SEs. These criteria are explained as below:

1. *Successful SE generates both economic and social wealth* (Thompson, 2008:156).

He means that SE should have capabilities to operate like a business that considers acquisition of resources and efficiently distribute its goods and services (economic wealth) whilst acting for their purpose to benefit the community. In other word they be should able to combine “philanthropy and commerce” that provides “business solution to social problem” (Thompson, 2008:153).

2. *Successful SE can be able to make some profit and not completely reliant to government funding* (Thompson, 2008:156).

Reliance to funds or governments’ grant is time-related and demonstrates uncertainty to its sustainability. Organizations must be able to find ways getting direct income from trading activities (Thompson, 2008:155).

3. *Successful SEs are not dependent on volunteer workers – “who in reality can disappear as quickly as they appear”* (Thompson, 2008:157).

Volunteers can provide help and assistance but SE that wants to be successful should not deem in depending on them, because in the later part they will “want reassurance that their

personal investment is worthwhile”. This providers’ (volunteers) attitude may not be able to function well as to SE (Thompson, 2008:154).

4. *Successful SE can sustain the resources it requires to carry out efficiently but “is aware of recycling and waste minimizing opportunities”* (Thompson, 2008:157).

For the reason that public money is involved in funding SEs accountability and signifying value for the funds is important. Satisfying clients and more than one benefactor while competing in markets are part of being a successful SE (Thompson, 2008:154).

5. *Successful SE understands wherever its growth opportunities lie* (Thompson, 2008:157).

Since most of SE operates together with other profit-seeking businesses thinking like them can facilitate leeway in understanding and unlocking growth opportunities.

Like conundrum of its definition, designing a model or criteria for successful SE is not that easy to conclude. However, Thompson has given us guidelines which represent by those criteria above. Nevertheless, widely application of such criteria is still a problem that needs to be discussed. As Thompson (2008) argues that those conditions “*can be demonstrably entrepreneurial in the way it can be achieved but this not fundamental requirement*” (p. 157). Filling in the blank as a third sector and think you’re answering social problem and need of marginalized people is not enough to say that you’re doing well. Measuring and mapping your impact should be done occasionally to know where you have been, where you are now and where you are going. Thus, looking in guiding principle is vital to such process and success.

2.2.2 Five Critical Components

Fast Company is a business magazine that gives award called Social Capitalist Awards. This award recognizes social entrepreneurial organizations that characterize strong performance as a “*combination of social impact and organizational effectiveness*” (Miracky *et al*, 2007:para1). There are five critical components that determine this award which are discussed below.

1. *Social Impact* –The monitoring team inspect how the organization identify the issue they are trying to resolve and the solution it is catering, and if the organization's performance metrics are strongly associated with the issues it is addressing. Fast Company also examines “both its direct impact in providing necessary products or services, as well as its ability to

drive system-wide change in addressing the targeted social need” that can concluded by its influence even outside their organizations (Miracky *et al*, 2007:para4).

2. *Aspiration & Growth* – In this component they look for an enterprise that “*dream big, aiming to push their direct and systemic impact out into the world as far and as fast as they can*”. On the other hand these ideas should also be sustainable, realistic and achievable in order not to waste the limited resources in the attempt to scale (Miracky *et al*, 2007:para6).

3. *Entrepreneurship* – Fast Company interprets entrepreneurship as “*the ability to do a lot with a little.*” The monitoring team investigates how these candidates able to gather their resources and how well they use it effectively and efficiently in serving their purpose (Miracky *et al*, 2007:para7).

4. *Innovation* – This award giving body defines “*innovation as the organization's ability to generate a game-changing or pattern breaking idea*”. However, this component is considering more on the significant result and in what way the organization uses innovation analytically and strategically to take full advantage of its social impacts (Miracky *et al*, 2007:para8).

5. *Sustainability* – This component has two primary dimensions. First organization must “*have a strong resource strategy to support the organization and its future growth plans*”. This means the consistence and sustainable source of funding that is related to its purpose. Earned revenue is considered a plus but not if it is coming from unrelated add-on business. Second dimension involves indications of the “*general strength of the management team and board and their combined ability to anticipate challenges within the organization and or its operating environment*” (Miracky *et al*, 2007:para7).

The purpose of this component is to guide and encourage all people involved in non-profit organization to measure, report, develop and embed their impact in order to maximize its purpose. This section is based on evaluation for non-profit organization; nevertheless it doesn't limit its use and purpose only such kind of organization. On the other hand these components are still a subject of modifications, flexibility and still base on case to case. Considering the complexity of this subject matter, examination and investigation of such kind of organizations wherein the results are intangibles are still riddle.

2.2.3 The Six Practices of High-Impact Nonprofit Organizations

Crutchfield and Grant (2007) spent 3 years in investigating 12 different successful non-profit organizations. They state that the reason for the non-profit organization's "*greatness has more to do with how they work outside the boundaries of their organizations than how they manage their own internal operations*" (Crutchfield and Grant, 2007:34). They determine six patterns that are common among this successful high impact organization. Here is an explanation on each of these patterns, according to Crutchfield and Grant (2007).

1. *Serve and Advocate*. Most of these organizations started out agendas that they eventually expand into wider spectrum of advocacy to maximize their impact. They add policy to access government resources or to change legislation through grassroots work.

2. *Make markets work*. These high-impact nonprofit organizations persuade business practices to "*do well while doing good*". Merging with private sectors on finding way on how to leverage market forces to achieve social change on the grander scale is one good way of helping markets work.

3. *Inspire evangelists*. They encourage volunteers, donors, and advisers "*to engage individuals in emotional experiences that help them connect to the group's mission and core values*". They see these people as evangelist that can help and sustain them to reach their larger endeavor.

4. *Nurture nonprofit networks*. Some nonprofit organizations see other organization as competitors. According to this pattern high-impact organizations facilitate this competition to succeed by building allies among non-profit and share their time, wealth, talent, expertise and power to advance their larger ground.

5. *Master the art of adaptation*. They have mastered adaptation through their capability to listen, learn, and adjust their tactics which allow them to maintain their impact while staying relevant.

6. *Share leadership*. Among these 12 organizations they observe that all of its leaders are charismatic, exceptional strategic and gifted entrepreneurs but all of them allocate leadership within their organizations and networks. They promote a "*strong second-in-command, build enduring executive teams with long tenure, and develop highly engaged boards in order to have more impact*". (Crutchfield and Grant, 2007:39)

Four out these six patterns are observed outside the organizations. This means that operation of such organization can create more impact doing things outside their perimeter. Nevertheless it doesn't imply that the agendas that they started should be second on their list. Their knowledge, experiences and resources that they acquire can serve as a tool, inspiration and contribution to the other nonprofit organization, society, government's legislators and individuals that are seeking change and motivations.

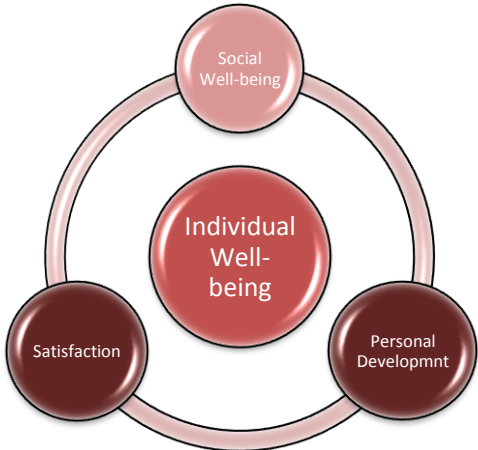
2.3 Social Wealth Exploration

These two concepts are used to explore the social wealth of a SE. The Nef's Model is included to assess the social wealth that Unitis generate inside the organization. In addition to that empowerment is included to distinguish the connection of it to social wealth creation.

2.3.1 Nef's Model of Well-being

New Economic Foundation (Nef) is *"an independent think-and-do tank that inspires and demonstrates real economic well-being"* which is established in 1986 in United Kingdom by the leaders of The Other Economic Summit (TOES). The primary purpose of this foundation is *"to improve quality of life by promoting innovative solutions that challenge mainstream thinking on economic, environment and social issues"* (Nef, n.d.). In accordance to their endeavor they believe that the society should give importance on the people's well being along with social justice and ecological sustainability. To help different sectors to measure the individual well-being of the people in their organizations, Nef created a model of well-being that has two personal dimensions and a social context. Figure 2 shows the model of Well-being Model.

Figure 2 *Nef's Model of Well-being*



Source: Rydback and Chen 2010

Well-being means “people experience of their quality of life” (Nef, n.d.). There are two personal dimensions in this model namely; people’s *satisfaction* with their lives and their sense of *personal development* (shade in dark color). While their *social well-being* (shade in light color) belongs on the social context which is described as the individual’s sense of belongingness and adopting in so called “pro-social behavior” (Nef, n.d.). Studies conducted revealed that there are ten key factors for encouraging and promoting this notion at work such as; personal control of work load, work matched to skill level, variety of content, role clarity, financial rewards, physical security, support from the supervisors, relationships with colleagues, status of role and sense of identity with the organization – including its purpose or mission (Nef, n.d.).

The source of this model has created a number of indicators that smooth the progress of the measuring the well-being of individuals. Simple instruction in accordance to this model is therefore easy to follow. The simplicity of the process can also facilitate easy comprehension of the survey question that this research is up to, considering the level of mental disabilities of the respondents.

2.3.2 Empowerment

In recent years, the term empowerment has become part of everyday management language (Wilkinson, 1997). Empowerment means giving employees the desire, skills tools and authority to service the customer (Zeithaml, 2009:312). Organizations do not succeed just order and tell employees what they should do without empowering. Successful empowerment strategies bring outstanding benefits. It is not difficult to understand that if employees are given appropriate empowerment, they would feel better about their jobs and themselves and put more enthusiasm to their work. Velthouse (1990) argued that empowerment can be treated as increased intrinsic motivation due to employee brings self-efficacy, self-determination and impact to their work. “Most empowerment is purposefully designed not to give workers a very significant role in decision making but rather to secure an enhanced employee contribution to the organization” Wilkinson supposed (1998).

SEs, decision-making power is shared to all the members instead of based on capital ownership (Deforny and Nyssens, 2008: 64). Internal leadership and empowering others to lead can product high-impact on nonprofit organization (Grant and Crutchfield, 2007:38). They distribute leadership within their organizations and throughout their external nonprofit network (Grant and Crutchfield, 2007:38). If leaders of high-impact nonprofits cultivate a

strong second-in-command who helps them with internal management, they can focus on external leadership (Grant and Crutchfield, 2007:39).

2.4 Reflection on the Theoretical Discussion

Each of the three phases of the theoretical discussion serve different specific purposes. The phase 1 that explicates the concept and definition of SE apply EMES European Research Network explanation and distinction. In addition to this the different types of SE by Blidemen and Laurelii are utilized to present and distinguished different kind of SE to facilitate a better conception on the type of SE that this case is studying.

Phase 2 of the theoretical discussion played the most important role. Thompson's Characteristic of successful SE is the theory that has the strongest connection on our study. However, considering the aim of our study "to provide profound elements of successful SE that are reliable and valid" using only one theory will not satisfied our purpose. Further research results to finding two more theories that append, verify and galvanize our chosen first theory. The discrepancy of the idea has given latter resulted to modification of Thompson's model; this will be explained in the methodological part.

Phase 3 serves as accessory that gives the possibility to have holistic feature. The concepts of Well Being by the National Economic Foundation give the thesis it unique attributes as it offers the opportunity to have a simply process that can include all of the disable members participation. Moreover, the concept of Empowerment has verified and explains furthermore information and explanation on where the individual Well Being of the members originate.

2.5 Conclusion

The theoretical framework is presented by connecting three groups of theories and summarizes the purpose they serve. The subsequent chapter is aimed to explain how we gather the data.

3. METHODOLOGY

This chapter confers methodological approach employed in this investigation while justifying why we choose this procedure. The formulation of the elements of successful SE is introduced in this section.

In the initial part of our investigation we collected qualitative data through reading and analyzing information from document that we gathered from government publications, books, literature, newspaper, magazines, scientific articles and online documents that are available publicly in Unitis homepage and relevant internet site as source of our secondary data. While direct observation, interviews and open ended questionnaire were used as primary source of information. Quantitative data was collected through structured interview using closed-ended questions that particularly used to compliment the qualitative data that were produced.

3.1 Quantitative Research Approach

After the preliminary draft of our theoretical background we sent a copy to our professor for her correction. Her suggestion was to include the disable members of Unitis in the interview. Considering the respondents different level of disabilities and mental retardation, the process of choosing questions and the approach that we were going to use become crucial. The idea challenged us that led us for further research that directed us to rediscovering Nef Model of Well-Being. That model offers an insightful and diversified indicators that could be use to determine the well-being of members. Response rates factors of survey such *nature of respondent* (in this case the learning disability / mental retardation), *subject of research* (i.e. family situation), *interviewer appearance* (i.e. language barrier) and *social climate* were carefully and thoroughly considered (Descombe, 2007:22) in order to facilitate the accuracy of response rate.

3.1.1 Questionnaire

Through the help of our supervisor and a psychologist 15 questionnaires were develop using 3-point scale. Those 15 questionnaires were structured to find the three different dimensions of Unitis disable members' well-being; these were explained discussed below:

- Question 2, 3 and 4 – were used to determine the members' *social well-being*. By the use of these indicators we wanted to see how they feel towards the people in and outside their organization and what could be called “pro-social behavior”.

- Question 5, 6, 7, 8 and 9 – were used to look into their *satisfaction* with their lives in their community, in the things they are doing (leisure time) and in their work.
- Question 10, 11, 12, 13, 14 and 15 – were used to see how these people react towards the indicators of the dimension of *personal development*. In these questions we aimed to cover how their activities and experience in Unitis affect their attitude and enhance their development as an individual.
- Question 1 – were included to assess their happiness for overall life. This was analyzed separately.
- Question 16 – was included to see if we could get additional information for any change in their work that our respondents have in mind. It was an open-ended questionnaire and therefore wouldn't be included in the analysis of the quantitative data.

The primary aim of these questionnaires was to see the effect of Unitis to its disabled members' experience of quality of life. In our interpretation this was a part of "social wealth" that was one of the elements that we were investigating. Thus, the questions 2 to 15 were intended to be component of the social wealth (in element 3) that would be discussed further in later part of methodology. Sample was attached as Appendix 2 for English version and Appendix 3 for Swedish version. Our respondents were disabled people. In order to avoid questionnaire overwritten, overcomplicated for respondents, we followed three principles (Converse and Presser, 2007:59):

- Be short. We used short questions as possible so that interviewees have time to think.
- Avoid confusions. We used 3 point to measure instead of 5 points in case of respondents may be hard to identify the difference among 5 points.
- Common Concepts. Well-being was an abstract conception, but it would be more concrete by using common concepts which interviewees were familiar so that they could understand and produce reliable answers

Sample was tested on two classmates for checking if it was reasonable and understandable. A copy was also sent to Unitis 6 days before the face-to-face survey interview.

3.2 Observation Research

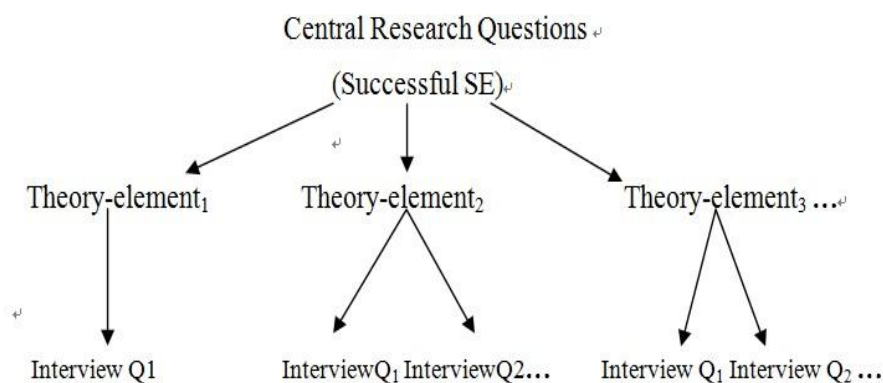
Observational research was also used. We conducted a first fieldwork 2nd of April between 10.00- 13.00. The observations serve as useful source of additional information about the organization that we were investigating (Yin, 2009:110). For the reason that we were keen of securing both quantitative and qualitative data in our investigation both kinds of observation

research were use i.e. systematic observation (that produces quantitative data) and participant observation (that produces qualitative data). We initially intended to just do formal introduction to the people of Unitis by presenting who were, what were our intentions for the study and to observe and solicit if we could possibly conduct survey to those disable members. We talked to Mr. Johansson, one of the administrators of Unitis and conduct informal interview. We were astonish on how social were those disable members to accept and talked to strangers like us. At that moment we felt that they must participate and should be included to our study. A copy of the questionnaires that we develop was left to Mr. Johansson.

3.3 Qualitative Research Approach

The theoretical foundation of our research was based on the characteristics of successful SE that was formulated by John Thompson. We used those five characteristics as the foundations and divided it into six elements which became the basis of our 37 questionnaires for the in-depth interview. Wengraf (2006) put forward CRQ-TQ-IQ model (See, figure4) as a tool for qualitative research interviewing. Interview material should follow from central research questions(CRQ) to theory questions(TQ), then interview questions (IQ) are designed based on TQ (Wengraf, 2006:67) .It's necessary to distinguish theory questions and interview questions for seeking appropriate data (Wengraf,2006:69). Because this model could guide our interviewing more efficiency and closer to theory, it has been adapted in our practice of designing interviews and analyzing interview material.

Figure 3 CRO-TO-IQ Model



Source: Wengraf, 2006

3.3.1 The Six Elements of Qualitative Questionnaires

Our first element and fifth element was based only on one characteristic from Thompson's theory. We argue that economic and social wealth should be distinguished from each other because they served different purpose. On the other hand, we compiled two different characteristics into one element because we saw a strong connection between them. Combining these two would not only make them complement each other but also would make it simple to understand. We also rearranged these elements according to our viewpoint – from more important to less important element.

First Element - *Successful SE generates social wealth*

This was investigated into two folds. As initially discussed, a quantitative data was collected through survey the well-being of the disable contributors or as we interpreted the “social wealth” that created inside Unitis through the members' perspectives. Another fold was determined by the six open-ended questions that gave interpretation of the staff participation in creating social wealth in and outside the organization.

Second Element - *Successful SEs can sustain the resources it requires to carry out efficiently and Successful SE understands wherever its growth opportunities lie*

This composed of two characteristic that we decided to combine since they were correlated with each other. In general what we anticipated to see their relationship with other organizations, networks and institutions. To know “how and why” they were taking part was also our interest.

Third Element - *Successful SEs can able to make some profit and not completely reliant to government funding*

In this group of 8 questions we intended to disclose the organization's financial capabilities which can result to their independence from municipality's aids.

Fourth Element - *Successful SEs are not dependent on volunteer workers*

This element was examined using 7 questions that served as leeway to show a picture of voluntary workers that Unitis has and if it relies on these people.

Fifth Element - Successful SE generates economic wealth

This element was investigated using 8 questions. The aim of this aspect was to see how financial stable and sustainable Unitis was through asking the income, expenses and bank loans the organization has. Tangible and intangible assets were also part of our concern since it could give us a good picture of the financial condition in the organization.

3.4 Mixed Method Strategy

Mixed method strategy was therefore used in this case study. Our study crosses boundaries of two methods: qualitative and quantitative. The purpose of our choice was based on these following arguments:

- This approach could *improve the accuracy* of our findings. – We believed that using quantitative method (from the members' point of view) by using survey could compliment and confirm the data that we gather from qualitative method via in-depth interview (Descombe, 2007:109).
- This method could give a *more complete picture*. – Using both quantitative and qualitative method could give us rigorous information about one of the elements which was “social wealth”. Although this could occupy just little part of our investigation however we argued that this could be the most important data that we gathered since it involved the holistic picture from two different perspectives, the staff and the disable members' perspectives. And since the condition of chosen respondent varied due to different level of their disabilities, using quantitative method was the way we thought could be applicable. Conversely, qualitative method was used as compliment not dominant status (Descombe, 2007:110).

3.5 Reliability and Validity

Unitis has done business as a social cooperative enterprise in Sweden for 12 years and was judged to be one of five co-operatives for the award “Co-operative of the Year” in 2007(Årets kooperativ). Therefore it was rational to choose Unitis to test a well-formulated theory as a critical case. Its unique development history and experience help theory more practical and even could conduct future investigation as a prelude to further study. In order to material valid and close to the reality, we gathered information from multiple sources. Yin (1994: 91) also agreed that this was a major strength of case study in data collection. Firstly, we did informal observation to have a general understanding of Unitis daily running, which also made a

significant direction of latter survey and interview. Then, we interviewed two key staff with the same open-ended questions at the same time so that they could offer different fresh commentary and helped each other complement the answers. Moreover, disable members in Unitis were also involved in our survey objectives through questions about well being. It could give another scale to measure social wealth different from the staff perspective. 8 of 10 members have participated in this survey, the other two were not available at that day. For the purpose of members' understanding and expressing their viewpoints smoothly, a volunteer helped us who was working in Unitis for a long time to explain questions for interviewees while the researchers were there to observe. One of the researchers understood and spoke Swedish, thus the communication between the respondents, volunteer who assisted and the researchers were uncomplicated. All of the questions were answered accordingly but question number 7 (about their involvement in leisure activities) and 12 (safety at work) were found difficult and more explanations were required in order to be understood (see Appendix 2 and 3).

Combination of above three major sources provided overall map of successful elements in Unitis. With purpose of external reviewers to find same conclusion and continuous deeper research we enclosed interview questions and questionnaire for members in English version as Appendix 2 and Swedish version as Appendix 3. The whole interview for the two staffs was recorded as part of documentation.

3.6 Presentation of the Respondents

We conducted in-depth interview with two respondents from the administrations side of Unitis. We also interview other 8 respondents who work in Unitis with close-ended questionnaire. All are involved in the establishment of the organization in 1998. Brief presentations of them are as follows;

Bosse Hed

Position: Founder member, Coach

Date: 15th and 23rd of April 2010

Time: 1300 – 1410 / 0900 1000

Our first respondent is one of the founders and presently the acting project leader of Unitis. He is the one responsible in the administration for all the activities in and outside work of the

organization and is fully employed by Unitis. Mr. Hed is also acting as coach to all the members. His working experience as a supervisor in the Ljusdal Municipality's daycares centre made him realize the need of an "alternative activity" that could make disable people to be known and identified as a person who owns and works in Unitis and not just a disable person and a patient in the daycares centre. His wife is also one of the founders but now presently employed from other company; although sometimes she does some voluntary job at Unitis.

Mikael Johansson

Position: Founder member, Coach

Date: 23 April 2010

Time: 1000 – 1115

Mr. Johansson is also one of the founders of Unitis. He works as administrator and coach for the members. He is employed in the organization part time. Like Mr. Hed, he was also employed in the Ljusdal's Municipality's daycares centre before starting working at Unitis.

Respondent A

Female

Member – since 1998

She has been part of Unitis since its establishment in 1998. Working in the kitchen, selling and cleaning in the café are her duties. Serving and meeting people in the café is the best part of her job.

Respondent B

Female

Member – since 1998

She is so satisfied with what her life right now. Restoration of furniture and kitchen work is her function. She feels that she is being respected by the people in her community after her participation in Unitis.

Respondent C

Female

Member - since 1998

She is happy working in the organization. Textile printing is her best interest but still wishes to develop her skills in this area. She has been a member of the organization for 12 years.

Respondent D

Female

Member – since 1998

She is the youngest member of the organization. Furniture restorations are what she is good at according to her. Learning to “handle money” is something she wants to learn more.

Respondent E

Female

Member – since 1998

She is mostly working in the cafeteria. She likes talking and meeting different people in her workplace.

Respondent F

Female

Member – since 1998

She feels that she is in control and contented in her job. Her good relationship with her co-workers and to the people of habitant of Ljusdal makes her happy.

Respondent G

Male

Member – since 1998

He had tried to work in the kitchen before but now he is working in the café. He satisfied with what he is doing in the organization but feels not so engaged in what his doing during his leisure time.

Respondent H

Male

Member – since 1998

He had travelled to Bolivia as a part of Unitis project. He hopes to have more activities outside the organization and reach more people.

3.7 Conclusion

Data collected is limited in a case study of a successful social enterprise called Unitis. Quantitative and qualitative research methods are adapted in data collection process. The open-ended interview to two key staff members is focused on understanding how Unitis produces high social impact. The investigation of eight disabled members based on Nef's well-being model is concentrated on how these social impacts affect people's lives. The next chapter presents the information that we got in our empirical study.

4. EMPIRICAL STUDY

Systematic descriptions of all the data collected is shown in this chapter. Information about Unitis Handicraft Co-operative and the elements we construct is introduced in the latter section of this chapter. Moreover, limitations and challenges of the organizations are presented in this part.

4.1 Background of Unitis Handicrafts Co-operative

In 1996 the Municipality of Ljusdal participated in an EU project called "Career". The project aimed to make a career possible (also) for people with learning disabilities / mental retardation. The Municipality of Ljusdal accepted the opportunity and then started to analyze, discuss and review the daily operations. The starting point was that the daily activities must be formed based on what the individual wants and needs, through joint decisions where the individual was involved, and where his/her influence and participation were crucial to the future activities designed. After deliberation and discussion through the help of Coompanion Gävleborg, Unitis crafts cooperative were establish in 7th of October 1998 after two year. Unitis is the Latin word for "together", and it was what happened on that day when 8 people with disabilities in the form of learning disability / mental retardation and 3 staff made the choice to initiate this social co-operative enterprise.

Unitis is now currently managed by 15 people - of which 10 have a disability in the form of learning disability / mental retardation. Together they run a coffee shop, renovate furniture and do textile printing. The furniture and printed textiles are then sold in the boutique located at the basement floor of the coffee shop, together with other handicrafts that come from different parts of the world. These activities are performed in an old brick building laying on one of Ljusdals commercial streets.

4.2 Practical Application of EMES Criteria

Unitis is a social co-operative enterprise (Social Redovisning Rapport, 2006:6; Sundsman, 2007:8, Unitis, 2006). In accordance to EMES interpretation, SEs have two groups of criteria such as socio-economic and social dimension (Defourny and Nyssens, 2008:27; Laurelii and Stryjan, 2002:1). Table 1 *Unitis Function According to EMES definition* (that can be seen in the next page) represents Unitis' general information combining EMES definition. Using these determinants Unitis is explicated as follows. Unitis continuously produces and sells

goods and services. Their café and boutique is open from Monday (from 1000-1700) to Saturday (1000-1400). Their activities start one hour before their opening hour by doing briefing, cleaning, preparing foods and other things that are needed in the café and shop. Textile printing and restoration of old furniture is also conducted during these hours. All of these activities take place in different rooms in the same building. They pay their own rent and maintenance of the place they occupy. Three staffs working in the SE are employed by Unitis and not by the municipality of Ljusdal. They get 16000- 18000kr per month. All members are owners of the enterprise and their role is important on the organization's

Table 1 Unitis Function According to EMES definition

EMES Criteria	Evidence From Unitis
Economic and Entrepreneurial Dimensions	
<i>A continuous activity producing goods and/or selling services.</i>	Runs coffee shop and a boutique that is open 6 days a week. Renovate furniture and do textile printing that are sold at the boutique together with other handicrafts that come from different part the world.
<i>A high degree of autonomy.</i>	Have their own board that independently governs Unitis. Pay their own rent and maintenance in their shop. The staffs are employed by Unitis, not by the municipality.
<i>A significant level of economic risk</i>	All members own Unitis which mean they share the risk and understand they (still) need to show their benefits to the society.
<i>A minimum amount of paid worker</i>	There are three people regularly employed that get 16,000-18000 SEK per month.
Social Dimensions	
<i>An explicit aim to benefit the community.</i>	Democracy, participation and responsibility and to be useful are cornerstones of Unitis which in turn rests on the certainty that all people want to be involved in the construction of the society
<i>An initiative launched by a group of citizens.</i>	Established by 8 people with disabilities and 3 staffs
<i>A decision-making power not based on capital ownership.</i>	Everyone participates board meeting. One member , one vote policy
<i>A participatory nature, which involves various parties affected by the activity.</i>	All members are members of the board.
<i>A limited profit distribution.</i>	Profit is reinvested and set aside for extracurricular activities.

Source: Rydback and Chen, 2010

feasibility. Risk is therefore shared by everyone. Democracy, participation and responsibility and to be useful are foundation of Unitis. It was built by people (8 people and 3 staffs) that believed that a better alternative in using their time, effort and “public money” in a more productive way. Participation and representation of all stakeholders play a vital role to their function. It has close collaboration with different governmental and non-governmental agencies. Their profit is reinvested and set aside for extracurricular activities. The purpose for these criteria and indicators were not to state that Unitis qualified to be called a SE but to show this organization practical application of criteria based on our interpretation.

4.3 Elements

Our interview is based on the characteristics of successful SE of Thompson (2008). Those characteristics were divided into five elements which become the foundation of our interview. These elements were explained as follows;

First Element - *Successful SE generates social wealth*

This element was examined in twofold, first is gathering qualitative data from depth interviewing two staff with 6 open-ended questions. Second is quantitative data as compliment that surveying 8 disable members with close questions. Table 2 *Members' Well-being Survey* (next page) reports the result of measuring individual's well-being for members in Unitis. 8 of 10 members participated in this survey. The questionnaire was based on Nef's well-being model, divided into four parts to research how this organization affects members' “*experience of their quality of life*”. All questions used a 3-point scale 1 (not at all) to 3 (totally or extremely) for scoring. Interviewees gave *social well-being* part over 2 points. That meant they had strong belonging to Unitis and positive attitude to contact outside people. They agreed that what their work could contribute to society. The second part which tackled *satisfaction* with their personal live including in workplace and leisure time, the average score was also above 2 points, near “very satisfied”. The major reasons were that they owned good relationship with people who worked in UNITIS and felt that their jobs were suitable to them. It's noticeable that their activities in leisure time were wonderful and satisfying, but the problem was that they thought they were not intensely involved in them. The questions about *Personal development* covered people's experience of their working life further. The score of 2.645 (full score is 3) demonstrates that they get high personal functioning because of variety of tasks and high degree of control workload. Moreover, safe workplace environment and

respect they received from other customers also contribute their satisfaction. All 8 members answered that they were very happy and satisfied with their overall live in general.

Table 2 Members’ Well-being Survey

Numbers of selection Question NO.	Score 1	Score 2	Score 3	Average
Assessment for overall life				3
1	0	0	8	
Questions below regard people’s <i>social well-being</i>				2.296
2	0	6	2	
3	0	5	3	
4	0	4	4	
Questions below regard <i>people’s satisfaction with their lives</i>				2.475
5	1	5	2	
6	0	4	4	
7	1	3	4	
8	0	1	7	
9	0	3	5	
Questions below regard people’s <i>personal development</i>				2.645
10	0	2	6	
11	0	1	7	
12	0	3	4	
13	0	3	5	
14	0	6	2	
15	0	0	8	

Source: Rydback and Chen, 2010

Empowerment is part of everyday activities at Unitis Handicraft Co-operative (Unitis, 2006). Learning by doing was how the coaches believed that the disable members could develop their capability (Hed, 2010). It was about to give people the possibility to control their life and development in which the words: pride, value, ability to trust for their brighter future (Unitis, 2006). To substantiate this statement we could use the information that we gathered during the interview with 8 disable members of this SE. 6 out of 8 members stated that they were very satisfied with the degree of control they have on their work. While 5 were so pleased to say that their job suits them for whom they are. 6 of our respondents have (diverse) variety of tasks and almost all of them affirmed that they are very satisfied on what they are doing. All of them felt safe, supported and respected by people they meet in and outside their workplace. Johansson stated that they have a flat organization that facilitates smooth process for empowerment. There was also some practices in Unitis that could contribute to empowerment such as; everyone have keys to the shop, most of the disable

members have diversified duties, everyone was free to choose if they wanted to try new chores or duties. Members also could participate in their big project like the one in Bolivia wherein two of their members were activity involve (Hed, 2010; Johansson, 2010).

Second Element - *Successful SE can sustain the resources it requires to carry out efficiently and Successful SE understands wherever its growth opportunities lie*

Unitis has very rich local, national, regional and international networks. They have close collaboration with Coompanion and FUB (För Barn, Unga and Vuxna med Utvecklingsstörning) and are member of Skoopi (Sociala Arbetskooperativens Intresseorganisation), KFO, and Swedish Trade Association and local entrepreneurs in Ljusdal (in local, national and regional level) (Hed, 2010; Johansson, 2010). Unitis is also cooperating with other organizations in international context. One of them is in Austria which is on going now for many years and the latest one is in Cochabamba, Bolivia with ASPAHIDI. They understand that alliance with different organization could give them great opportunity to carry out efficiently and can as well benefit on their growth (Hed, 2010; Johansson, 2010). For instance their partnership with FUB extend to the project in Bolivia, which they consider a great source of knowledge and experience especially to the disable members that have been in Bolivia (which become a great source to personal development) (Hed, 2010). FUB is a big organization that can able to look for funds their expenses. Organizations like Skoopi and Coompanion have capability, skills and resources that can assist them to expand and develop. Social accounting that was conducted 3 years ago was through the help of these two organizations. Unitis aim is to look like any ordinary business (Johansson, 2010).

Third Element - *Successful SEs can be able to make some profit and not completely reliant on government funding*

Unitis is not completely reliant on government funding (Hed, 2010; Johansson, 2010). The organization is able to make a profit of about 450 000 SEK per year from the boutique and café shop. Ljusdal's municipality is the biggest stakeholder and "business partner" of the organization that gives fund to every disable member 125 000 SEK per year, that is participating in Unitis full time (Johansson, 2010; Hed, 2010). The fund is released every month which only requires them to show that they have a certain number of members (which are now 10) that take part in their activities. This usually creates no problem according to the two respondents. Hed and Johansson state that Unitis is unique in many ways compared to

organization of the same kind because they exhibit independence. They pay for their own rent and maintenance of space; staffs are employed by the organization and not by the municipality; and they also sell handicrafts that are made outside and not just by their own members. “We have to pay for this independence” argued Johansson. For instance, because they are employed by Unitis their salary come from the fund and are affected by operation situation so that can be sometimes risky; unlike if they were employed by the Ljusdal’s municipality they don’t need to think about staffs’ salary. However, they rather want to take that risk in order to preserve their autonomy and independence (Hed, 2010; Johansson, 2010). The profits are reinvested and set aside for their extracurricular activities i.e. educational tour, cruising and company party.

Fourth Element - *Successful SEs are not dependent on volunteer workers*

There are two mothers of the members that are actively doing volunteer job and even acting as board members. There is no compensation offered for these people. There are some volunteers that work when they have gatherings and parties. Sometime they need volunteers but they are definitely not rely on them (Hed, 2010; Johansson, 2010).

Fifth Element – *Unitis generates economic wealth*

Ljusdal municipality as the biggest stakeholder provides funding every year based on the number of disable people working in Unitis. Now there are 10 disable members, 9 people are full-time engaged and 1 person is half-time engaged. If the person is half-time participating, the government would only give half of 125,000 per person, comparing with full-time working. In addition, the business of coffee shop and handicraft store also bring part of Unitis’ profit, about 450,000kr per year. Unitis has 100,000 SEK credit line in the bank of which 80 % has been used (Johansson, 2010).

The operative cost comes from three major parts. Firstly, there are three staff employed by Unitis, not municipality who can get 160,000-18,000kr salary per month, but one of the staff is half-time employed so she only can get half of it. Secondly, in order to be independent, Unitis undertakes the rent of place instead of supported by government or other organizations. And the expenditure of operation of coffee shop and handicraft such as electronic fee also is another cost. Thirdly, Unities often hold different activities or parties, these can arouse extra cost beside operate expenses. Finally, because Unities has been used 80% of 100,000 kr credit lines, it is unavoidable to create capital expense.

Although Unitis hasn't tangible property such as buildings, it has rich intangible asset including rich network with municipality, nonprofit organization and good advice from consultant companies like Coompanion. Johansson emphasized that social enterprise is the same as traditional business when facing crucial marketing. So Unitis tried to provide high quality of coffee and the handicraft shop not just only has hand-made by members, but also mixed other products which meet customer need. Additionally, professional advice from consultant companies also can reduce unnecessary operative expenses and improve resource efficiency. In fact, Hed supposed that although earned income could cover all operative expenditure, there is no extra money to expand their business or employing more members. But Johansson mentioned that new law implementing in January 2010 allows more disable people working in social enterprise, which would bring more funding to Unitis from municipality.

4.4 Limitations and Challenge

There are four issues that Unitis discussed during the interview that need to be highlighted.

Working with Democracy – Understanding how democracy work could be a problem to people with disabilities (Hed, 2010). The limitation in their intellectual capacity had made intricacy in the implementation and coordination inside the organization. The activity of Unitis starts every morning with meeting on what the members want to do that day. If everyone wants to do the same job the staff has to choose for them. Their apprehension about this was suppression of their right and there was no democracy because one person decides. This took time for these people to see the point on why sometimes one person should decide (Hed, 2010).

Fallacy of Capabilities – Unitis works with empowerment which makes their members feel independence and control of their lives. However this notion had also cause problems in the beginning. Disable members thought that they were capable to do things that in reality they were not able of. For example they assumed that because they could count money and do things in the shop they could already buy things in the exhibits where they buy things to sell in the shops (Hed, 2010). It also took time for them to understand that it was not as easy as they thought. After long continuous explanations and discussions, they are able to distinguish their place of expertise now (Hed, 2010).

Resistance from day centre – In the beginning there were few people working in the daycare saw Unitis as competitor and didn't agreed on the idea of having activities outside the municipal's centre. On the other hand, they got great support from the citizens and business enterprise in Ljusdal. This is not an issue now after few years of establishing, showing and proving the purpose of this SE (Hed, 2010).

Financial Struggle – Funding that Unitis gets are not enough (Hed, 2010; Johansson, 2010). This is always a problem that's why they try to look for other ways on to generate money to be more sustainable.

4.5 Light in the Tunnel

LOV – (Lagen om valfrihet /Act of free choice systems)

This act is giving individuals the right to health and social services the option to choose their provider. LOV is an alternative procurement under the Act (2007:1091) on Public Procurement (LOU) (Swedish Competition Authority, 2009). The municipality or county council may choose to introduce a system under LOV. Both private companies profit organizations can apply to become approved suppliers. This year the municipality of Ljusdal will implement the law and which means great opportunity to Unitis to expand their service to more people (Johansson, 2010).

Touristbyrå / Tourist Information Office

There are 400 Tourist Information Offices in Sweden (Tourist Information, no date: 1). These offices provide information on accommodation, attractions, activities, and often also with tickets for events, reservations of hotels, private rooms and cottages on their respective communities and their surrounding countryside, sights and attractions. Unitis has ongoing negotiation in giving their service as one of Touristbyrå office (Johansson, 2010). This will denote a great opportunity for their people to develop and acquaint to more people. Putting the station on their shop can provide good marketing for public to know and recognize their work and it can also give them additional income (Johansson, 2010).

Social franchising

Unitis plans to build a social franchising in a few years (Johansson, 2010). It would contribute to collecting more income and creation of more jobs. Social franchising just like in any franchise, is aimed at spreading founder's idea, sharing experiences and building community (Vägen ut! co-operatives, no date). Through establishing social franchising, social enterprises can have higher social impact and achieve social goals, also inspire more people devoting themselves into social enterprise career.

Social Bokslut / Socio-economic Accounts

Three years ago Unitis became one of the pilot organizations that Skoopi (with help of Coompanion) conducted Social Accounting (Social Redovisning Rapport, 2006:4). The purpose was to measure the social objectives of the SE so they could see how different areas were perceived and how they could improve. A follow up project is now ongoing and it's called Socio-economic Account (Johansson, 2010). It is a method of recording the costs to society of people who are in isolation and compare these with the costs to society when these people are active in some type of activity, such as social enterprises (Ulvblom and Carlsson, no date: paragraph 1). This evaluation with the help of experts can help Unitis to see their achievement and the improvement they need to do (Johansson, 2010).

4.6 Conclusion

This part describes the results of the empirical study. According to Thompson's Characteristics of Successful SEs theory, the open-ended questions are divided into 6 groups to find what makes Unitis' success. It also includes the challenges they faced before, and the long-term development program in the future. In the next chapter we discuss the results.

5. ANALYSIS

Characteristics of successful SE, five critical components of Social Capitalist Awards and six practices of high-impact nonprofits organizations are the theories used to analyze this study. Out from these three theories come across five patterns that connect each characteristic, component and practice that deliver the five elements of successful SE.

5.1 Insightful Pattern

Our aim is not only to provide elements of successful SE, but also to provide profound elements in the case of Unitis. In order to attain that ambition we consider our subject into different dimensions to show substantial evidence that our chosen framework is dependable, extensive and realistic and presents a real life context. In our methodology we mentioned that we use Thompson's (2008) theory as the basis of the theoretical framework. The theory is composed of five characteristics that we used as elements in designing our interview (See 3.3.1 *The Six Elements of Qualitative Questionnaires*). From these elements we see patterns that connect that successful SE can also be high impact non-profit organization. Those patterns are also consistence with the critical components of social entrepreneurial organizations that characterize strong performance according to Fast Company standard. Unitis Handicraft Co-operative also shows its consistence with this pattern. Table 3 in the next page explains how we analyze these statements.

Pattern 1 – Social Wealth (SW)

Generation of social wealth is the most important element among the others because it possesses the vital role of a SE; provides social purpose that creates community benefits (perceived as social wealth) (Thompson, 2008: 152). Unitis is member of organizations dealing with advocacy of spreading the notion benefits and credibility of SEs. Connection and participation in experienced organizations like Skoopi, FUB and Coompanion *nurture nonprofit networks*. The wisdom and knowledge they learn from them acts as inspiration to *serve and advocate* other smaller co-operative networks like the one that Unitis does with their cooperation in Hudiksvall (Hed, 20101). This SE also assists other aspirants who want to set up co-operative by giving introductory advice and use Unitis as a field study; which is an example that they *inspire evangelist*. Unitis perceives that by *nurturing networks* they can *serve* in their community in greater extent. Their *advocacy* and greatness of their works create a strong support from the citizens which indicates that they are able in wider spectrum

Table 3: Validity of the Elements

Characteristic of Successful SE	High Impact Practices	Five Critical Components	Units
Pattern 1			
Element 1 – Social Wealth (SW)			
Successful SEs generate social wealth	Serve and advocate Inspire evangelists. Nurture nonprofit networks	Social impact Aspiration and Growth	<i>Close contact and collaboration with FUB</i> <i>Participates in cooperative networks i.e. Hudiksvall</i> <i>Help others wishing to set up cooperatives</i> <i>Co-operation with the care of Linz, Welz and Gallnerkirschen and Vienna in Austria</i> <i>Strong support from citizen of Ljusdal.</i>
Pattern 2			
Element 2 – Networking Efficient Opportunities (NEO)			
Successful SEs can sustain the resources it requires to carry out efficiently Successful SEs understand wherever its growth opportunities lie	Make markets work Nurture nonprofit networks	Master of adaptation Innovation Sustainability Aspiration and Growth	<i>Members of SKOOPI, KFO and Swedish trade / Entrepreneur Association.</i> <i>Close contact and collaboration with FUB</i> <i>Participates in cooperative networks</i> <i>Help others wishing to set up cooperatives</i>
Pattern 3			
Element 3- Innovation and Adaption towards Financial Independence (IAFI)			
Successful SEs can able to make some profit and not completely reliant to government funding	Make markets work Nurturing nonprofit network Master the art of Adaptation	Entrepreneurship Innovation Sustainability	<i>Runs café. Restore furniture, textile printing and sell them in the boutique together with the other exported products.</i> <i>Cooperation with local entrepreneurs</i> <i>Participates in cooperative networks.</i>
Pattern 4-			
Element 4 - Independence from Volunteers (IV)			
Successful SEs are not dependent on volunteer workers	Inspire Evangelist	Sustainability	<i>Have two volunteers in board but not reliant on them related to the members.</i> <i>Strong support from citizen of Ljusdal.</i>
Pattern 5			
Element 5 - Generation of Economic Wealth (GEW)			
Successful SE generate economic	Make markets work	Innovation Entrepreneurship	<i>Member of SKOOPI, Coompanion, KFO and Swedish trade / Entrepreneur Association.</i> <i>Recruited people with wage and employment security</i> <i>Cooperation with local entrepreneurs</i>

Source: Rydback and Chen, 2010

and even *inspire evangelists* that can influence other organizations and individuals outside the organization, thus maximize their *social impact*. Networking with FUB also gives Unitis possibility to *aspire and grow* through participating in a project in Bolivia. They also have an active co-operation with the care of Linz, Welz and Gallnerkirschen and Vienna in Austria that are ongoing for many years (Hed, 2010; Johansson, 2010).

Pattern 2 – Networking Efficient Opportunities (NEO)

Our second element is composed of two characteristics from Thompson's (2008) theory: can sustain the resources it requires to carry out efficiently and understand wherever their growth opportunities lie. High-impact SE recognizes it is inevitable to take risk, but only exploiting and creating opportunities can maintain their growth and long-term develop. "*Innovation*" component and "*master of adaptation*" are typical evidence. "*Aspiration and growth*" component goes well beyond on that they have passion to modify plan according to new environment so that they don't waste scarce resource and keep the idea realistic and achievable. Unitis begins to leverage markets by cooperating with whose offering additional support or funding. This organization is a good example to prove that "*nurture nonprofit network*" is an essential channel to maximum gather resources. Knitting a wide network with municipalities, and state even in national level nonprofit organizations make them "*sustainable*" that provides support for its future growth plan. It is noticeable that high-impact SE' network involves peers group through sharing strength and helping them set up business just like collaboration not competitors.

Pattern 3 - Innovation and Adaption towards Financial Independence (IAFI)

Our third element is about the capabilities of SE to make their own money so that they wouldn't complete rely on governmental funding. This argues that relying on governments' grant is time-related and demonstrates uncertainty to sustainability. Possessing such determinant also shows that SE is indicating *sustainability*, *entrepreneurship* and *innovation* as to critical components that Fast Company requires for the award. Making own profit through i.e. selling service and handicraft they manufacture on their own and imported from other SE (from other countries) implies that the organization has entrepreneurial skills. While innovative ability to generate pattern breaking idea because they do things in different way i.e. selling commercial products from other SE and choose to rent a place in commercial area. This also means that they are sustainable in the sense that they show a hold on their social mission because their engaging business with other SEs. These collaborations explicate that

Unitis follows the practice of high impact organization since it makes the *market works* by *nurturing the adaptation and nonprofit networks*.

Pattern 4 – Independence from Volunteers (IV)

According to the fourth element successful SE does not rely on volunteers because “they can disappear as quickly as they appear”. Unitis has two regular volunteers that are related to their members but they are not dependent on them in order to function. *Inspiring evangelist*, in the form of members relatives show that the organization executes practice of high impact nonprofit organization. They are able to involve people and create emotional experience and turn them into evangelists. Supports from the people in Ljusdal also establish this fact. Since relying on volunteer may implicate the *sustainability*, it is conclusive that this component also exists when Unitis performs this in practice. We argue that strong resource strategy includes sustainable manpower and sustainable manpower means not depending on volunteers.

Pattern 5 – Generation of Economic Wealth (GEW)

The capability of generating economic wealth is classed as the fifth element of successful SEs. It implicates that SEs should incorporate business strategy to create profit for accomplishing its vision. Quality awareness of cafe and mixing other products beside hand-made goods for attracting customers demonstrates that Unitis understands the importance of economic profit. Only by working with markets SEs can run long-term development and produce high-impact. “*Making market work*” pushes the development of “entrepreneurship” are critical component. They practice business strategy and build networks with the municipality, other nonprofit allies and customers. High-impact SEs maximum gathers scarce resources and considers how well they can utilize effectively in contributing to their mission. However, business model do not always fit the SE. So “*Innovation*” as one of five critical components can’t be ignored. Continuous changing through connecting advantage of traditional business and their own conditions to create economic wealth helps SEs self-interest and accomplish social impacts. Although Unitis social enterprise hasn’t much capital and profits, it didn’t influence leveraging high social impact. After all, money is not their primary goal.

5.2 Working with Empowerment = Working with Well-Being

The practical application of empowerment serves as catalyst to well-being of the members in the case of Unitis Handicraft Co-operative. Empowering them has a great contribution on the members’ well-being. Key factors that encourage and promote well-being are exercise in the

organization such as (see 4.4 *Limitations and Challenge*) personal control of work load, work matched to skill level, variety of content, role clarity, physical security, support from the supervisors, relationships with colleagues, status of role and sense of identity with the organization – including its purpose or mission.

5.3 Conclusion

Unitis establishes rich networks with government and other nonprofit organizations, which is a channel to gather resources and catch more growth opportunities. High impact organizations share their experience and help others to start social enterprise business. The positive effect can be seen inside and outside the organization. The key determinants are empowerment and democracy in internal operation. The next chapter would conclude what we have found.

6. CONCLUSION

This final chapter of the study is composed of three independent divisions. Section one shows the study's result that answers the research questions, theoretical contribution, the realization of present scenario of SE and is completed by the recommendation to Unitis. Ideas we highlight are discussed in the next section which is the Epilogue. The last part illustrates the reflection as well as recommendations for future studies.

6.1 Apprehension of Research Questions

In the beginning of the study there are two research questions that we aimed to investigate. The answers are presented and discussed in this part.

What are the elements that can determine a successful SE?

Our study shows that there are five elements of a successful SE. These are as follows:

1. Social Wealth (SW) – Successful SE generates and holds social wealth or providing social benefits to community as its vital role. It can be observe in- (through well-being test) and outside (i.e. advocating message in national level as high impact practices) their organization.

2. Networking Efficient Opportunities (NEO) – Successful SE knows that networking to other organizations can provide efficiency and opportunities for them to growth and development.

3. Innovation and Adaption towards Financial Independence (IAFI) – Successful SE is innovative and adaptive in finding ways in how to generate their own money. The organization's innovative thinking knows that effectiveness is not based on pure altruisms but also economic independence. Relying on governments' grant is time-related and demonstrates uncertainty to its sustainability.

4. Independence from Volunteers (IV) - Successful SE can attract volunteers, but understands that depending on volunteers can implicate their sustainability. For the reason that volunteers are relativity can disappear as quickly as they appear.

5. Generation of Economic Wealth (GEW) - Successful SE can generate economic wealth. Benefit of economic profits is understood and part of successful SE's vision.

In general the main elements of successful SE should be based primarily on their social benefits and their impact to the society. However, economic aspects should not be taken for granted although it ought not to consider being the most important factor.

Is Unitis Handicraft Co-operative a successful SE?

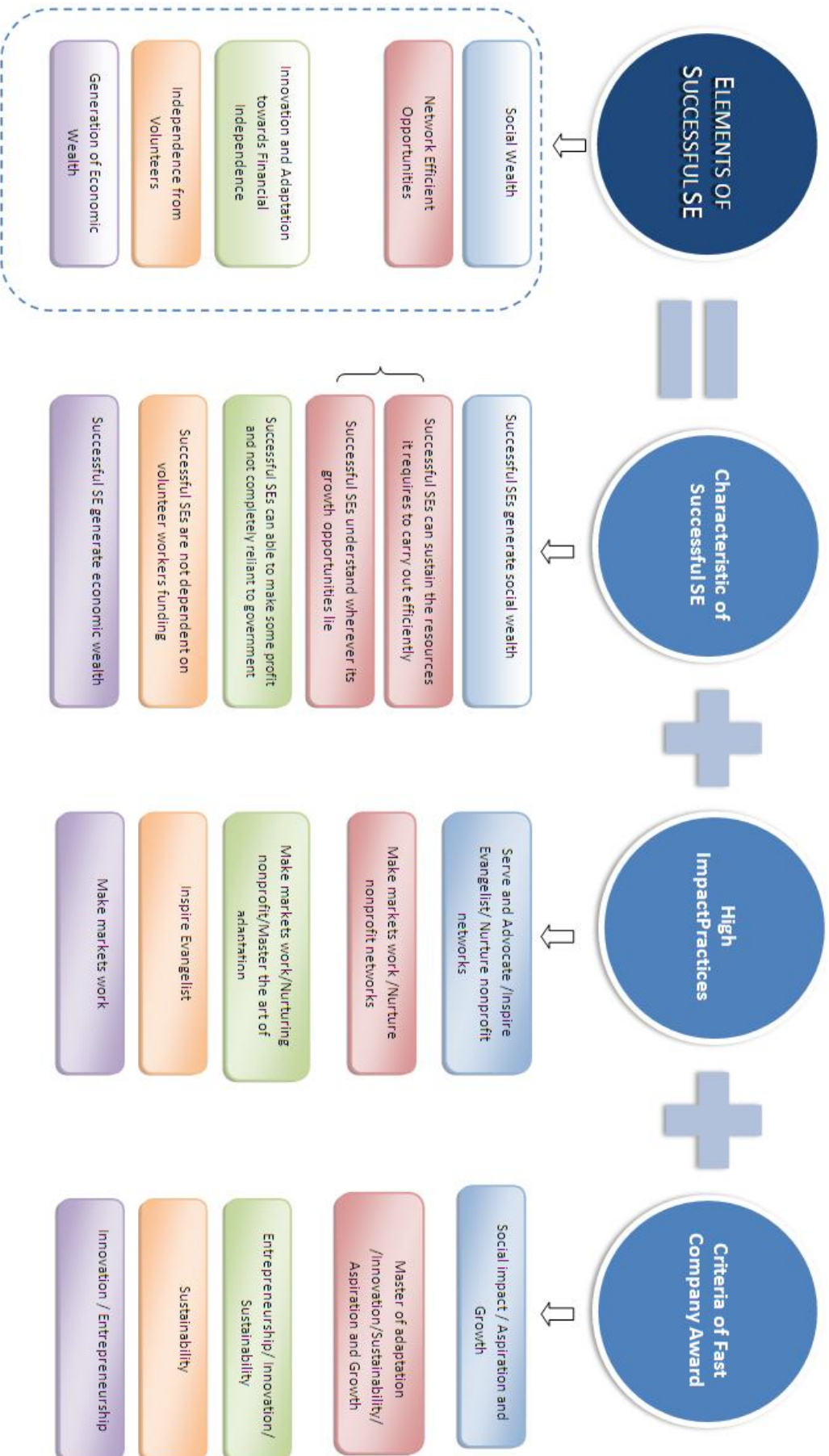
Unitis Handicraft Co-operative is generally categorized as a successful SE. On the other hand, the last element namely the ***generation of economic wealth*** (GEW) seemed weak due to the respondents' failure to show proper documentation such as a financial report that the authors have been requesting. Absence of such documentation therefore leads the investigators to conclude that generation of economic wealth has insufficient evidence and questions if this organization really possess such element like the respondents stated during the interviews.

6.2 Our theoretical Contribution

Our proposed five elements of successful SE are created through the five patterns that the characteristic of successful SE, the critical components of Social Capitalist Award and the high impact practices of nonprofit organizations generate. These elements are practice in real life context, which is manifested in the case of Unitis. However, our endeavor is not to set up criteria that qualify a SE to be called successful, but to suggest or to guide entities, organizations, students or individual who have the same interest, to see how a SE is doing. Thus these can be utilized as a backbone of other researchers and interested parties in their investigation.

This study has significant contribution through constructing elements of a successful SE that hybridize the characteristics given by Thompson (2008), the high impact practices of Miracky *et al.* (2007) and the criteria or the critical components of Fast Company by Crutchfield and McLeod Grant (2007). Through comprehensively study of these three concepts we observed five different patterns that lead us in creating the model of elements of successful SE that is shown in Figure 4. As we can see in the illustration (figure 4), each element (in different colors) is connected in every characteristics of successful SE according Thompson, with combination of high impact practices of Miracky *et al.* and with mixture of criteria or the critical components of Fast Company. Each element and the pattern that it re-created from is colored differently i.e. ***social wealth*** and pattern 1 are colored light blue; ***network efficient opportunities*** and pattern 2 are colored light red; ***innovation and adaptation towards financial independence*** and pattern 3 are colored light green; ***independence from volunteers*** and pattern 4 are colored light orange; and ***generation of economic wealth*** and pattern 5 are colored lilac.

Figure 4: Model of elements of successful SE



Source: Ryback and Chen, 2010

The initiative that we have done by rearranging these elements and placing social wealth as the primary important characteristic is unique and bold. SE success shouldn't be primary based on their economical independency and capabilities. Thompson (2008), Miracky *et al.* (2007) and Crutchfield and McLeod Grant (2007) recommended the same idea but no one has created tangible elements due to volatility of the politically- driven interpretation, variety of approaches and backgrounds of different countries where SEs are located (Lyon and Sepulveda, 2009:83). One reason we see is that the economical wealth that an organization can produce is tangible which can easily be measured. On the other hand, the intangibility of the social benefits and the procurement of social wealth are easily overlooked and measured.

The chance that was given to Unitis to participate in Social Accounting (2007) and Audit (ongoing) with the help of Skoopi and Coompanion, has and still gives them a great help in assessing their organization. The elements that are proposed can assist the leaders in the organization to assess their association by themselves. The budget needs to perform such evaluation which is impossible to do considering SEs' "*shoestring budget*" and lack of expert resources. Such appraisal importance is not only for the reason that it can show the public how their money are used but also to make the people of a SE witness if they reach their goal and what (elements) they should improve.

6.3 Realization of Present Situation

Our journey has taught us the importance of SE, its benefits and the potentials to serve the unmet social need that neither public nor private can serve. Though, our investigation tells us that there are huge needs in catalyst to more rapidly mechanize these potentials. The three aspects of hindrances the Palmås (see Introduction) mentions such as finance, recognition and knowledge is evidently seen during our research. Our low *knowledge* about SE and dissatisfaction of Unitis in its *financial* help are (might be) due to the low *recognition* of SEs from normal business, government and society. However, we observe that these hindrances are gradually eradicating due to some "light we see in the tunnel" in the case of Unitis.

Poor recognition of SEs work is still the fact that institution should try to counter. SEs contributions are continuously growing in different kinds of businesses. They compete, act and adapt like other private and public business that make market work. They serve, reach,

sustain and fill up gaps and the unmet needs of community that other sectors tend forgot. They can also make the dreams of ordinary people to become possibly extraordinary. Sweden is model country in many aspects (i.e. technological advancement, environment concern, social welfare) and has recognized tradition of an active civil society which is institutionalised in the “people's movement” (*folkrörelse*) philosophy; so why it's so slow when incomes to developing SE notion? Our journey has taught us the importance of SE, its benefits and the potentials to serve the unmet social needs that neither public nor private can serve. Though, our investigation tells us that there are huge needs in catalyst to more rapidly mechanize these potentials. The three aspects of hindrances Palmås (see Introduction) mentions such as finance, recognition and knowledge is evidently seen during our research. Our little (in the beginning of our research) *knowledge* about SE since it's not taught in our university and dissatisfaction of Unitis in its *financial* help are (might be) due to the low *recognition* of SEs from normal business, government and society. However, we observe that these hindrances are gradually eradicated due to some “light we see in the tunnel” in the case of Unitis.

We mean, the institutions should try to counter the poor recognition of SEs work. SEs contributions are continuously growing in different kinds of businesses. They compete, act and adapt like other private and public business that make market work. They serve, reach, sustain and fill up gaps and the unmet needs of community that other sectors tend forgot. They can also make the dreams of ordinary people to become possibly extraordinary. Sweden is model country in many aspects (i.e. technological advancement, environment concern, social welfare) and has recognized tradition of an active civil society which is institutionalised in the “people's movement” (*folkrörelse*) philosophy; so why it's so slow when it comes to developing SE notion? (Palmås, 2007)

6.4 Recommendations to Unitis

Unitis Sweden - Light beyond the tunnel

Unitis Handicraft Co-operative is an outstanding example of SE and has full potential and capabilities to enlarge their result and impact to greater extent. They have a rich network that can be good starting point to advocate and start an association that can have a common name nationwide. In other words, we suggest that Unitis in Ljusdal should encourage other SEs all over Sweden that serve disable people to be a member of a organization that specialize in

this area i.e. Unitis Sweden. This joint organization will carry only one name, impose the same law but should be managed independently. This can increase their model, gain more integrity and authority which may provide them to become recognized in national level. This can perhaps lead them in acquisition of more funding from other concern entities (not only from their respective municipalities).

6.5 Epilogue

Social enterprise in Sweden started late, but we believe their promising development in case of obtaining increasing support and innovation component. With help from non-profit organizations like FUB, they extend their impact and establish relationship with pioneer so that they minimize wasting growth opportunities. Some social enterprises have made contribution toward other countries. It's mentionable that SKOOPI utilized social accounting as a measure tool to help SEs evaluate their achievement and point out what they need to improve. Furthermore, they have courage to try different innovative new projects, throwing out conservative ways. For example, Unitis plan to run social franchising and negotiate with Touristbyrå office to provide their information so that more customers notice their shop and recognize social enterprise career.

Pestoff and Stryjan (2008) supposed the Swedish Law on Public Procurements (*Lagen om offentlig upphandling*, or LOU) prevents governments from considering social factors. New alternative procurement LOV (*Lagen om valfrihet*) is published as a compensation of LOU, allowing the disabled to be served by public and private service providers. It is new light for SEs to expand their service to more people and attain funding to release financial pressure. This act may be a threat because daily care centre and private companies would become competitors for SEs. In order to attract scarce resource, they need to perfect their services for their internal customers. If disabled members are not satisfied working in SEs, they can go back to daily care centre or participate in other private organizations. So we believe that the success not only lies in economic independency and high social impact, but also on excellent internal operation in the future.

We also think it has great value for traditional business to draw on experience of empowerment and democracy in social enterprise management. Karin Svard-Hertel, corporate human relations director, emphasized "a successful change requires the involved individuals engagement and participation" in a guest lecture. Some managers may suspect that democracy

in decision may speed down the reflection of new environment. But in social enterprise, the reality seems not like that. Managers play a role of a communicator and a coach, sharing their leadership and power to a cultivate second-in-command (Grant and Cruthchfield,2007). They still run business successfully. Different periods have different needs. In order to respond to changes rapidly, communication between leaders and staff is crucial important. Maybe it's time for managers to learn from social enterprises how to be good communicators.

6.6 Reflections and Further Research

No other course of action could give us more comprehensive elements as what we have now. We combined diverse well-formulated theories into Unitis, creating concrete successful elements of successful SE in Swedish context. Looking back the journey that we went through could only be possible employing the methods that we used. However, given the knowledge we have now, we should have perhaps considered using multiple case studies instead of single. This could facilitate testing our elements to two or more organizations that have different characteristics and origins, which benefits the reliability of the study. Thus this could be our suggestion to future research.

Generalizations of application of the prescribe elements might appear weak because the study was based only on one case. In addition to that our theoretical materials were lack of Swedish background and mainly originated from other countries which developed this research field well (i.e. United Kingdom and United States of America). But above limitations should not be evident to deny the value of the study. We recreated a theory (Thompsons) that we thought could give relevant data to the goal of our study. Two more theories were used to defy if the created elements are adequate through looking into pattern and connection between them and theories. The patterns were also connected to our unique organization. This process allowed us to gradually blend in the Swedish context. Studying a unique case that employed multiple data collection which led to in-depth insight into what made SE successful was an accomplishment. It also could be seen as a measure tool of social impact besides social accounting, to help social enterprise to their achievement and check where they need to be improved.

The case study was based on Unitis as a whole organization. Social entrepreneurial leaders, the initiators, were overshadowed by our purpose and still remained an unexplored area of research. Thus this served as our additional recommendation for further research.

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Appendix 1



Department of Business Administration

Michelle Rydback

Ruijun Chen

In these questionnaires we want to know more about our respondents.

1. Can you state how long have you been working in UNITIS?
2. What are your duties and responsibilities in this SE?
3. Are you fully employed or have other extra job?

Successful SE generates economic wealth

1. How much it cost to operate UNITIS per year?
2. This organization manages coffee shop and selling handcrafts and restored furniture to generate income. Do they make enough money to cover operating expenses? For documentation purpose, may we secure a copy of your financial report from last three years?
3. How loyal are customers? Do you have any business or organization as customer?
4. What tangible asset (building, equipment, space, etc.) UNITIS own?
5. What are the intangible assets (good relationship with consultant company, supplier, other organization) UNITIS own?
6. Does this co-operative have bank loan?
7. Does the local government of Ljusdal saves money in supporting UNITIS than having these disable members to stay in community based housing?
8. Do you get professional advice (i.e. ekonom) and what do you think about this?

Successful SE can able to make some profit and not completely reliant to government funding

1. Can you say that this organization is not completely reliant on government funding?
2. Are you satisfied with the funding?
3. Can you state some examples of such independence (i.e. paying your own rent)?
4. How much fund/s do you get per year? Are you getting it yearly or monthly?
5. Are there any requirements from the funder's side before releasing their fund or it comes out without difficulty?
6. Where is this fund/s coming from?
7. How UNITIS utilize and allocate this fund?
8. In the case of making profit, how do you use this money?

Successful SE generates social wealth.

1. How do you promote empowerment in UNITIS?
2. Do you have special way/method in determining your members' satisfaction?
3. UNITIS recruits people with wage and employment security. How many of you employees have this secure employment? How much they are earning?
4. How about the 10 disable members how do they get their salary?
5. Why are you urging everyone to seek individual plans under LSS? Can you please clarify more of this advocate?
6. Can tell us more details on how members are participating in decision making?

Successful SE is not dependent on volunteer workers

1. Is UNITIS dependant of the volunteers?
2. How many volunteer workers do you have in UNITIS?
3. Do they receive any form of compensation?
4. Do they have any special skills?
5. How do you recruit them?
6. How long they usually stay at UNITIS?
7. Do some of these volunteers are (family) related to the members?

Successful SE can sustain the resources it requires to carry out efficiently but is aware of recycling and waste minimizing opportunities.
Successful SE understands wherever its growth opportunities lie.

1. In your website you have mentioned about UNITIS early challenges and problems, can you tell us about them and how UNITIS was able to solve it?
2. Networking is one of the key aspects of SE's social capital. What network do you develop and why?
3. Do you participate in cooperative networks and why?
4. Do UNITIS help others who want to set up cooperatives and how?
5. Do you think it is important to cooperate with local entrepreneurs and why?
6. About your new project with ASPACHIDEM (association for relatives of the mentally retarded in Cochabamba) in Bolivia. Can you please tell us more details how is it going?
7. Is there any financial involvement in the project?
8. Do you see new opportunity for UNITIS to develop business to other municipalities (i.e. Gävle)?

Miscellaneous

1. Do you have new project plan in coming years?
2. What is the relationship between Coompanion and UNITIS?
3. What is the advantage/s with this business? Do you see disadvantage/s?



Department of Business Administration

Michelle Rydback

Ruijun Chen

Well-Being Questionnaire for Unitis

Female Male

Chore/Duty_____

Assessment for overall life

1. Are you happy with your life now?

1

2

3

Not so Happy

Happy

Very Happy

Questions below regard people's social well-being

2. How much do you feel that you belong to Unitis?

1

2

3

Too Little

About Right

Too Much

3. How much you trust people that you come into contact with in your work place?

1

2

3

Don't trust

A Little Trust

Trust

4. How much do you feel you are able to contribute positive to Ljusdal?

1

2

3

Don't Contribute

A Little Contribution

Contribute

Questions below regard people's *satisfaction* with their lives.

5. How satisfied are you with your relationships with other people in Ljusdal?

1

2

3

Not so Satisfied

Satisfied

Very Satisfied

6. How satisfied are you with the activities you do in your leisure time?

1

2

3

Not so Satisfied

Satisfied

Very Satisfied

7. How intensely involved do you become with the leisure activities you do?

1

2

3

Not so Involved

Involved

Very Involved

8. How satisfied are you with your paid work or job?

1

2

3

Not so Satisfied

Satisfied

Very Satisfied

9. How much do you feel that the work you do suits with whom you are?

1

2

3

Not so Suitable

Suitable

Very Suitable

Questions below regard people's *personal development*.

These questions below cover people's experience of their working life in more detail.

10. How satisfied are you with the degree of control you have over your workload?

1

2

3

Not so Satisfied

Satisfied

Very Satisfied

11. How satisfied are you with the amount of variety of tasks you do in your job?

1

2

3

Not so Satisfied

Satisfied

Very Satisfied

12. How satisfied are you about safety at work?

1

2

3

Not so Satisfied

Satisfied

Very Satisfied

13. How satisfied are you with your relationships with other people at work?

1

2

3

Not so Satisfied

Satisfied

Very Satisfied

14. How respected do you feel for the job you do within the organization?

1

2

3

Not so Respected

Respected

Very Respected

15. How respected do you feel for the job you do from other people i.e. customers?

1

2

3

Not so Respected

Respected

Very Respected

16. What do you want to change with your job?



Department of Business Administration

Michelle Rydback

Ruijun Chen

Må Bra Frågeformulär för Unitis

Kvinna Man

Din arbetsuppgift _____

Bedömning för hela livet

1. Är du nöjd med ditt liv nu?

1	2	3
Inte så nöjd	Nöjd	Mycket nöjd

Frågor nedan gäller människors sociala välbefinnandeL1

2. Hur mycket känner du att du tillhör Unitis?

1	2	3
För lite	Lagom	För mycket

3. Hur mycket litar du på folk som du kommer i kontakt med på din arbetsplats?

1	2	3
Litar inte	Litar	Litar mycket

4. Hur mycket tycker du att du kan bidra positivt till Ljusdal?

1	2	3
Bidrar inte	Bidrar	Bidrar Mycket

Frågor nedan gäller människors tillfredsställelse med livet.

5. Hur nöjd är du med dina relationer med andra människor i Ljusdal?

1	2	3
Inte så Nöjd	Nöjd	Mycket nöjd

6. Hur nöjd är du med de aktiviteter du gör på din fritid?

1	2	3
Inte så Nöjd	Nöjd	Mycket nöjd

7. Hur intensivt engagerad blir du med fritidsaktiviteter du gör?

1	2	3
Inte så engagerad	Engagerad	Mycket engagerad

8. Hur nöjd är du med ditt arbete?

1	2	3
Inte så Nöjd	Nöjd	Mycket nöjd

9. Hur mycket tycker du att det arbete du gör passar med vem du är?

1	2	3
Passar inte	Passar lagom	Passar mycket

Frågor nedan gäller människors personliga utveckling.

Dessa frågor omfattar nedan människors erfarenheter av sitt yrkesverksamma liv mer i detalj.

10. Hur nöjd är du med den grad av kontroll du har över din arbetsbörda?

1	2	3
Inte så Nöjd	Nöjd	Mycket nöjd

11. Vad gör du på jobbet? Hur nöjd är du med de uppgifter du har i ditt jobb?

1	2	3
Inte så Nöjd	Nöjd	Mycket nöjd

12. Hur nöjd är du med säkerheten på jobbet?

1	2	3
Inte så Nöjd	Nöjd	Mycket nöjd

13. Hur nöjd är du med dina relationer med andra människor på arbetet?

1	2	3
Inte så Nöjd	Nöjd	Mycket nöjd

14. Hur respekteras du för det jobb du gör inom organisationen?

1	2	3
Inte så respekterad	Respekterad	Mycket respekterad

15. Hur respekteras du för det jobb du gör från andra människor, dvs kunder?

1	2	3
Inte så respekterad	Respekterad	Mycket respekterad

16. Vad vill du ändra i ditt jobb?
