

To ask or not to ask? The power and pain of seeking feedback

Emerging research and practitioner tools highlight the importance of feedback seeking for social entrepreneurs' success. This brief report reveals why social entrepreneurs seek feedback, why they do not, and outlines strategies for effective feedback seeking.

Executive summary

Social entrepreneurs play an increasingly important role in addressing significant societal issues, yet setting up a social venture is a challenging undertaking. This report examines feedback seeking as an essential activity that enables social entrepreneurs to create, lead, and manage sustainable organisations.

We outline the findings from an in-depth qualitative examination of why social entrepreneurs seek feedback, why they do not, and how they seek feedback effectively.

We propose that social entrepreneurs value feedback seeking to reduce uncertainty, learn, improve offerings and their positioning, and build a reputation. We also propose that feedback seeking can have high costs. Thus social entrepreneurs avoid feedback seeking to balance resources, maintain competitiveness, manage relationships, and maintain reputation.

Social entrepreneurs are motivated to seek and not to seek feedback at the same time. Instead of choosing between these motivations, social entrepreneurs manage these conflicting motivations by being sensitive to both of them and pursuing actions consistent with both. This means that they engage in a wide repertoire of feedback seeking actions with diverse individuals. We propose that those who manage the conflict more effectively through diverse portfolios of feedback seeking practices are also more likely to create sustainable organisations.

We identify several implications for social entrepreneurs' feedback seeking in terms of how to seek feedback, whom to ask, and on what topics. We encourage **social entrepreneurs to:**

- Not think about feedback seeking as something you do or do not do. Instead, think about how you can seek feedback to maximise the benefits from it while minimising the costs.
- Develop diverse portfolios of feedback seeking actions.

- Prioritise what to seek feedback about and from whom.
- Seek feedback about both yourself as a social entrepreneur and a leader and about your social venture from different people.
- Leverage both serendipity and planning.
- Learn from previous feedback interactions.

Our findings also have implications for organisations which support social entrepreneurs. We encourage **support organisations to:**

- Provide feedback seeking training and tools for social entrepreneurs.
- Broker access to feedback in diverse ways.
- Embed feedback seeking into other development initiatives.

What is feedback seeking?

Feedback is important for individuals and organisations to improve their performance because it is information about whether goals are achieved and how to achieve these goals. Unlike other individuals at work who are given feedback regularly, social entrepreneurs do not always receive feedback and have to proactively seek it. They seek feedback from various individuals (e.g., family, friends, advisors, potential clients, co-founders) to find out how to achieve their goals. Such interactions help social entrepreneurs to answer two questions: “How am I doing?” and “How can I do better?”

Research suggests that feedback seeking is an essential activity for social entrepreneurs impacting their success.¹ Feedback seeking has been found to be important for innovation (coming up with new ideas², developing new products and services³, balancing between entirely new products and services and incremental changes to existing offerings⁴), and for attracting first customers⁵. More generally it helps entrepreneurs to navigate the uncertainty involved in creating and running a venture.⁶

Even though feedback seeking is generally beneficial for social entrepreneurs, not all social entrepreneurs seek feedback.⁷ This research set out to investigate when, why (or why not), and how nascent social entrepreneurs seek feedback and with what consequences for themselves and their ventures. We aimed to distill effective feedback seeking practices that maximise benefits and minimise potential drawbacks from seeking feedback.

How was the research conducted?

We drew on questionnaire data and multiple in-depth semi-structured interviews with 37 social entrepreneurs from England, Scotland, and Wales conducted in 2014. All social entrepreneurs were in the process of setting up their business when we first contacted them in January 2014, i.e. they were nascent social entrepreneurs. We followed them for one year to track their feedback seeking

activities and progress in setting up their venture. In order to understand how social entrepreneurs seek feedback effectively, we further drew on six in-depth case studies comparing three innovative social ventures which grew in size during the year and three social ventures that either closed or became dormant.

We employed a grounded theory approach. This means we were interested in social entrepreneurs' interpretation of events and motivations of their actions. We then systematised these into a theoretical framework.

We recognise that our qualitative sample may be small, however, to ensure trustworthiness and representativeness we engaged with social entrepreneurs with different demographical characteristics (e.g. age, gender, education, previous work and entrepreneurial experience) and with different venture characteristics (e.g. size, sector, products vs. services, B-to-B vs. B-to-C market).

What do social entrepreneurs aim to achieve?

Our informants aimed to create ventures that were financially sustainable, with appropriate structures, policies and procedures to be professional, and a collective of dedicated individuals to insure the longevity of the organisation and its social impact. As they worked to progress their social ventures, they developed new capacities to ensure the venture flourished in the future. They also aimed to address current needs and protect their progress. These two motivations to develop for the future and to address needs in the present represented the social entrepreneurs' reasons to seek and not to seek feedback.

Creating and leading a sustainable venture motivated both development and protection goals. These goals motivated the social entrepreneurs to both seek and not seek feedback, which created a paradox for them. By managing the paradox, social entrepreneurs sought feedback more effectively, which contributed to sustainability.

In the following sections of this report we elaborate on all these elements to develop a comprehensive model and recommendations for both social entrepreneurs and support organisations.

Why do social entrepreneurs seek feedback?

The social entrepreneurs sought feedback on a number of topics across three main areas: strategic decisions such as business models and products; management and operations such as health and safety procedures; and personal style related to leadership, skills and abilities.

The social entrepreneurs sought feedback to progress their ventures through reducing uncertainty, learning, improving offerings and their positioning, and building their own and the venture's reputation. Thus they valued feedback seeking to develop new or enhanced capacities for the future, thus pursuing development goals.

Reducing uncertainty

The social entrepreneurs sought feedback to minimise feelings of doubt, confusion, and insecurity, which were very common. They sought feedback about the market and revenue streams, legal structure, and personal commitment to the social venture. They sought feedback from customers, beneficiaries, professionals and experts, and support organisations to confirm decisions, decide between options, and generate new alternatives.

"We only started this activity, or I started with the idea probably at the mid point of last year, so late April time, and there was a period of speaking to people in the community and carrying out discussions and relatively low form of engagement to understand if there was a need and an interest beyond my own personal identification of the need and of this as a solution. So that was carried out throughout a number of months last year."

- Clinton⁸, community garden venture

Learning

The social entrepreneurs sought feedback to acquire or alter knowledge, skills, and habits to launch and manage a social venture. They often described starting their social ventures as a "journey" of stepping into a new world where they knew nothing and had "no experience". This was the case even for the social entrepreneurs who had started social or commercial ventures before. The social entrepreneurs sought feedback about both their personal styles as well as about strategic decisions, management and operations from other social and commercial entrepreneurs and mentors as a pathway to become more self-aware and to learn from different experiences.

"This is my second company but I am still learning to understand all aspects of the business from marketing and sales to managing resources, accounting, legal."

-Andrew, youth enterprise venture

Improving offerings and their positioning

The social entrepreneurs sought feedback to create better products or services or to position them more effectively in the marketplace by correcting errors. Thus the social entrepreneurs asked for feedback on the design, delivery, and marketing of their products and services. They sought feedback from customers, beneficiaries, employees, volunteers, professionals and experts, and other social and commercial entrepreneurs.

"With something as new as this, I think it is the only way I can improve. By gaining that feedback. [...] I am bringing something entirely new to the market and I had to develop it from the ground up. I don't have a model to follow. I don't have a business to try to copy."

- Peter, consultancy

Building Reputation

The social entrepreneurs sought feedback to build a reputation. By seeking feedback they aimed to create a positive image of a responsible and engaged venture that made a

difference. In this case, both the act of asking for feedback and the content of the feedback were deemed useful for the public image of the venture in front of key stakeholders, such as customers, beneficiaries, employees, volunteers, funders, and investors.

“If we are saying to our stakeholders, whichever group it is, ‘We need to know what you think, and we are interested in what you think, and we want to make things better for you.’ then that strengthens our relationships with them because it makes them think that we are responsible and responsive.”

- Josie, job board

Why do social entrepreneurs not seek feedback?

The social entrepreneurs also avoided seeking feedback because the act could have high costs. Thus the social entrepreneurs refrained from feedback seeking to address current needs and to protect themselves and the progress they had made toward sustainability. They were motivated not to seek feedback to balance resources, maintain competitiveness, manage relationships, and maintain reputation, thus pursuing protection goals.

Balancing resources

The social entrepreneurs recognised that seeking feedback was difficult as it required time, energy, and effort to find individuals to ask for feedback and to get meaningful and honest feedback. They avoided seeking feedback to conserve personal resources, such as time and energy, for other activities important for the success of the venture or the entrepreneur’s personal life. This was especially the case for social entrepreneurs who had other jobs or personal commitments such as childcare, which limited the time and effort they could devote to seek feedback. It was also a significant factor for those who lived in areas with fewer social entrepreneurs, which required more time and effort to find people to ask for feedback.

“But it is lack of time at the moment and lack of opportunities, but mostly time because I can make the

opportunities but I feel that I need to prioritise my time in different ways at the moment.”

- Eva, parent support venture

Maintaining competitiveness

The social entrepreneurs did not seek feedback to protect the competitiveness of their social ventures. This included not seeking feedback from other social entrepreneurs or even charities in fear they would appropriate the ideas for their organisations. The social entrepreneurs also refrained from seeking feedback to avoid delaying decisions or trading activities for two reasons. First, they shared that seeking feedback could cause confusion and make them feel less confident in their decisions. Second, they recognised that seeking feedback was a lengthy process. All these elements contributed to acting slowly and being less competitive.

“The woman that I set up the last social enterprise I worked for, the one before, she is a friend and an ex-colleague, but me and her have spoken about it but we are quite cagey with each other because I wouldn't want to tell her about some of the work I am doing because I am concerned she might take some of the ideas and I know she is the same. We are now in competition whereas before we'd talk much more freely about our plans and what we were doing.”

- Matthew, health care venture

Managing relationships

The social entrepreneurs did not seek feedback to maintain existing relationships with family members, friends, customers, and beneficiaries. They recognised that seeking feedback could create tensions with significant others such as friends and family.

“I realised my husband is the only one I wouldn't seek feedback from. And although, I do sometimes mention the project, majority of the time it is met with hostility because I am not bringing in any income. So it is very... It is a bit stressful really. The requirement for me

is really to get out and go get a real job and trying to make this work is quite hard because it is not very well respected in my family.”

- Rose, parent support venture

Additionally, feedback seeking was perceived to create negative encounters with customers and beneficiaries who might feel annoyed or threatened.

“When you are in a culture that is doing exactly the opposite of what you are trying to do, it is really difficult to ask for feedback. Again, this is about them feeling threatened [talking about the teachers]. [...] that actually won't help my project.”

- Yvette, education venture

Maintaining reputation

Lastly, the social entrepreneurs did not seek feedback to maintain a positive image. They recognised that their reputation had an impact on the reputation of the venture. Thus, they did not want to be perceived as insecure or incompetent because of feedback requests. This was a significant goal when considering feedback from customers, funders and investors, and beneficiaries.

“it worries me that if I go to someone and say ‘I don't know what the hell I'm doing, but in two weeks time I want to come back to you and ask you for £100,000.’”

- Daniel, employment agency

How do social entrepreneurs deal with the paradox?

The social entrepreneurs experienced a feedback seeking paradox because they were motivated to both seek and not seek feedback at the same time to achieve different goals. The pursuit of one set of goals meant the move away from the other set of goals. In order to manage the feedback seeking paradox, the social entrepreneurs engaged in two sets of feedback seeking practices: goal complexity and behavioural complexity.

Goal complexity

Goal complexity is the sensitivity to and pursuit of a wide variety of development and protection goals. This means that social entrepreneurs with high goal complexity are aware of both the value of seeking feedback and the challenges associated with it. Some social entrepreneurs exhibited low goal complexity and only focused on development or protection goals over time. Others demonstrated high goal complexity and over time pursued multiple development and protection goals. Even when they focused on only one goal at a time, they considered how seeking feedback could affect the other goals.

Behavioural complexity

Behavioural complexity is the engagement in a wide repertoire of feedback seeking actions targeting diverse individuals as ‘sources’ of feedback. We identified two general types of feedback seeking actions: separation and integration.

Separation actions prioritise one set of goals over another across time, individuals, and/or topics when seeking feedback. Such separation actions include:

- Temporarily not seeking any feedback.
- Segmenting individuals into different groups to seek feedback on different topics. This can even include not seeking any feedback from specific groups, such as family members.
- Searching for individuals outside of the social entrepreneur's network, particularly experts and other social entrepreneurs.
- Carefully framing feedback requests not to disclose too much information in front of other social entrepreneurs or charities which address similar social issues.

Integration actions combine development and protection goals when seeking feedback. Such integration actions include:

- Building feedback structures such as forming feedback teams within the venture and informal advisory groups, and finding personal advisors, peer supporters, and mentors. This action was perceived to make feedback more accessible while limiting the risks of losing competitiveness or damaging the public image of the entrepreneur or the venture.

- Creating feedback routines to seek feedback regularly from the same groups. This involved meeting with peers on a weekly, monthly or quarterly basis, scheduling meetings with employees for feedback, and always seeking feedback at specific incidents, such as service delivery or losing customers.
- Building feedback channels which make it easier for individuals to provide feedback to an ongoing feedback request. This ranged from creating newsletters, digital platforms with comments, consultation events and groups, to coffee beans in a mug to determine the summer opening hours for a coffee shop.

Learning about feedback seeking

As the social entrepreneurs engaged in different actions to seek feedback from different individuals, they also learnt about seeking feedback and made changes to their approaches. First, they learnt about new goals they could pursue with seeking or not seeking feedback. For example, when they had their ideas copied after seeking feedback, they became more concerned with maintaining competitiveness. Second, they learnt which practices worked well and when and adjusted how they sought feedback. For

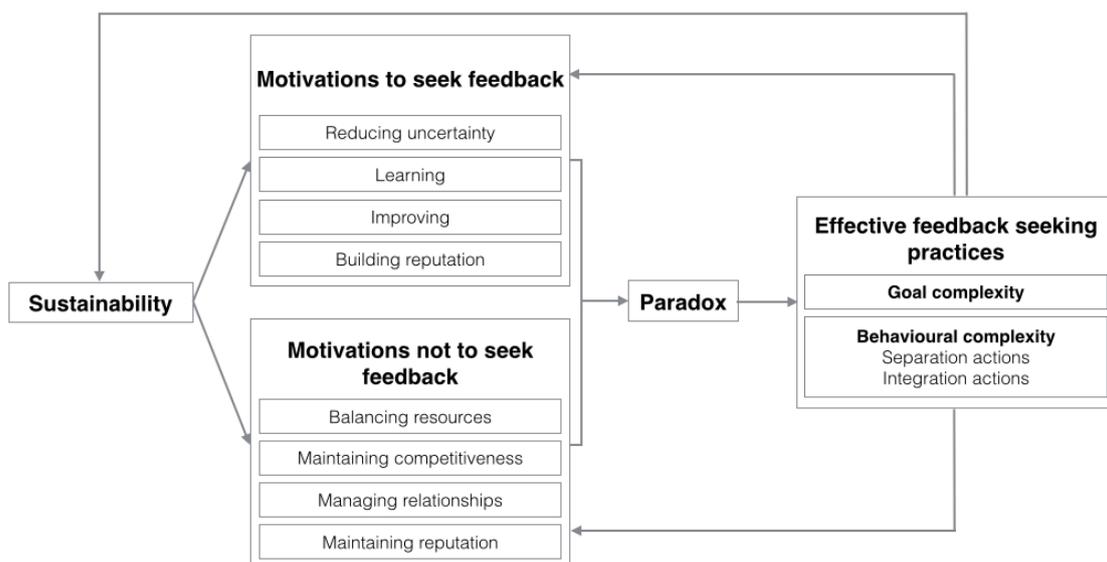
example, some social entrepreneurs found it difficult to receive honest feedback from family members, friends, employees or beneficiaries. Thus, they started to seek feedback from professionals and experts or tried less formal ways to seek feedback with sticky notes, drawings, or giving their employees time and space to prepare the feedback.

How do social entrepreneurs seek feedback effectively?

The social entrepreneurs who were successful (i.e. those who were highly innovative⁹, became operational¹⁰, and hired employees during 2014) differed from the unsuccessful social entrepreneurs (i.e. those who closed their ventures or became dormant¹¹) in two main ways:

- Goal complexity: Those who were successful demonstrated high goal complexity compared to those who were not successful.
- Behavioural complexity: Those who were successful demonstrated high behavioural complexity of combining integration and separation actions compared to those who were not successful.

Figure 1. Grounded model of feedback seeking



What is “the big picture” of feedback seeking?

Our findings indicate that feedback seeking is a complex process with multiple decisions. Figure 1 summarises the findings and demonstrates how different benefits (i.e. development goals) motivate social entrepreneurs to seek feedback. It also shows how different costs and challenges (i.e. protection goals) motivate social entrepreneurs to refrain from feedback seeking. As these two motivations are conflicting, social entrepreneurs experience paradox between the benefits and costs of feedback seeking. They manage the paradox in two ways. First, they are sensitive to both the benefits and costs of seeking feedback (i.e. goal complexity). Second, they seek feedback on a wide range of topics from diverse individuals with diverse methods to use for different purposes over time (i.e. behavioural complexity). As social entrepreneurs engage in feedback seeking, they also learn about how to approach it more effectively in the future. Those with high goal and behavioural complexity are more likely to create sustainable organisations.

What do these findings mean for social entrepreneurs?

These findings highlight several implications for social entrepreneurs. Overall, they demonstrate that “to ask or not to ask” is not the right question. Feedback seeking is not an either/or decision. Effective feedback seeking requires a both/and approach that focuses on how to ask whom about what. It requires sensitivity to both the challenges (e.g. resources, loss of competitiveness, negative impact on relationships and reputation) and benefits (e.g. confidence in decisions, learning, improving offerings and their positioning, and building a positive image) of seeking feedback. It also requires using a variety of different actions to harness the power and minimise the pain in the long-term. We encourage social entrepreneurs to consider the following five recommendations.

Develop a diverse portfolio of actions.

Effective feedback seeking involves specific actions based on the unique situation. Such actions may focus on only one goal at a time, switch between goals or establish long-term initiatives to combine multiple goals. Developing a portfolio makes it easier to find the appropriate action in each situation, combining actions, and quickly switching between actions. For example, a social entrepreneur may avoid seeking feedback from family members, carefully frame feedback requests to other social entrepreneurs, and create routines for seeking feedback from employees weekly.

Prioritise.

Feedback seeking requires time and energy to develop actions, to select actions, to find the right individuals, and to engage in the act of asking for feedback. It also requires time and energy from the person giving feedback. Prioritising why to seek feedback, about what topics, and from whom is an effective way to cope with these demands. For example, a social entrepreneur may recognise he/she has only 15 minutes for feedback with an expert and ask for feedback on only one topic.

Seek feedback about yourself and your venture from different people.

While feedback seeking is often considered when designing and improving products and services, it can also be beneficial in many other areas. For example, strategic decision-making on revenue streams and target markets; management and operations of the venture; and improving skills and abilities to be an effective entrepreneur and leader. Combining feedback on all these topics from the relevant individuals is an effective way to develop both the entrepreneur and the venture. While effective feedback seeking requires a diversity of family, friends, customers, beneficiaries, investors, funders, peers, mentors, experts, professionals, and authorities, they are in positions to provide feedback on different topics. For example, individuals who work closely with the entrepreneur are appropriate for feedback on his/her personal style, skills, and abilities. On the other hand, consumers, beneficiaries,

experts, and authorities are appropriate for feedback on the venture.

Leverage both serendipity and planning.

Sometimes seeking feedback is an elaborately planned activity with set priorities and a search for the right people. Other times, unique opportunities to ask for feedback appear serendipitously. Taking advantage of these opportunities is easier when the social entrepreneur has a diverse portfolio of feedback seeking actions. For example, he/she may start with a carefully framed and very indirect request for feedback to “test the waters” and adjust appropriately depending on the response.

Learn from previous feedback interactions.

Social entrepreneurs who seek feedback effectively learn from their previous feedback interactions. They learn from what worked well, what did not work, when it worked, and make adjustments. This can include recognising new benefits and new challenges of seeking feedback. For example, learning that feedback seeking can be used to create a positive image or that it can disclose sensitive information about new ideas that other organisations can use for their benefit. It also involves adjusting feedback seeking actions and developing new ones. For example, recognising that employees or volunteers may not provide honest feedback when asked face to face. Instead giving them space and time to prepare their feedback individually as well as a group and then deliver it to the entrepreneur.

What do these findings mean for support organisations?

These findings also have implications for organisations that provide support to social entrepreneurs. In many ways feedback seeking and giving is implicitly embedded across multiple types of support focused on experiential learning and reflection provided by UnLtd (e.g. coaching, mentoring, residential learning events). We encourage social entrepreneurship support organisations to consider the following suggestions.

Provide feedback seeking training and tools for social entrepreneurs.

Social entrepreneurship support organisations can provide training and tools for individuals to learn how to seek feedback effectively for multiple purposes and from different individuals. This can include workshops, webinars, and self-directed tools to be downloaded from the web and used to guide individuals through the decision-making process. Such training should recognise that feedback seeking contributes not only to experiential learning and reflection, but has additional benefits such as developing better offerings and building a reputation. Seeking feedback for all these purposes should be encouraged while also increasing awareness of the potential challenges and costs.

Broker access to feedback.

Accessing both feedback as well as individuals who can provide feedback is difficult. Social entrepreneurs need to find individuals who understand both the social and the commercial aspects while protecting their ideas and reputation. Support organisations can broker access to both feedback and individuals with different approaches:

- Offer one-off and short-term feedback events and clinics for social entrepreneurs to gather as much feedback as possible in a short period of time. These can include networking and professional speed dating events focused on feedback, as well as conferences, seminars, and workshops with feedback components. A more targeted approach may also include learning trips, residential learning events and one-off surgeries. All these interventions can focus on feedback from peers, professionals and experts for learning and uncertainty reduction purposes on management and personal style topics.
- Offer long-term initiatives for social entrepreneurs to get smaller pieces of feedback at a time and have time to act on the feedback and learn how to seek feedback more effectively in future interactions. Such initiatives can include mentoring, local, peer and support networks, and support by award managers. All these interventions can

focus on feedback for uncertainty reduction, learning and product/service improvement purposes on strategic, management, and personal style topics.

- Carefully select participants for one-off events and long-term initiatives to ensure there are no competing interests. This is particularly relevant for peer learning and peer support networks where selection of peers can be approached based on the similarities of target audiences or geographical differences. Connecting those who serve similar customers and beneficiaries, but solving different social issues may be more effective than connecting those who aim to address the same social issue in reducing fear and mistrust. Another way to provide opportunities for peer learning and support while reducing fear of competition is to connect ventures with a similar social purpose that are not operating in the same geographical areas. These two approaches can make it easier for social entrepreneurs to be more open and trusting when seeking feedback on more sensitive for the venture topics.
- Build (or leverage existing) networks with high levels of trust. Trust is important for feedback seeking because it makes social entrepreneurs less likely to be concerned with exposing vulnerabilities and insecurities, and how another organisation may appropriate their ideas. Both of these concerns limit the opportunities for reflection and learning because they constrain what social entrepreneurs share. As highlighted by research on peer-to-peer support and learning networks, creating entirely new networks with high levels of trust is challenging.¹² However, another approach is to leverage formal and informal networks that already have high levels of trust.
- Broker access to local or asynchronous feedback. Many of the social entrepreneurs in less urban areas and those who have childcare responsibilities struggle to find relevant individuals to seek feedback from locally or the time to attend events and meet with individuals in metropolitan areas. Brokering access to local feedback sources and providing opportunities for feedback not in real time

through technology are two ways to address this issue.

- Broker access to feedback from (potential) customers and beneficiaries. While support organisations provide many opportunities to seek feedback from peers, mentors, and experts, seeking feedback from (potential) customers and beneficiaries to improve offerings remains a challenge. It would be challenging for support organisations to negotiate access to specific customers or beneficiaries for each social venture. However, they can broker access with popular types of potential customers and beneficiaries. For example, a few individuals from social services or the NHS can provide feedback to early-stage social entrepreneurs working in those sectors on how desirable social entrepreneurs' offerings are and how to improve them.
- Offer training to those providing feedback. One of the challenges the social entrepreneurs identified was receiving useful feedback from those who have only social or commercial backgrounds and do not know anything about social entrepreneurship. Thus, such training can include increasing knowledge and awareness of social ventures and their challenges.

Explicitly embed feedback seeking into other development initiatives.

As already mentioned, feedback seeking and giving are implicitly embedded in other development initiatives. These initiatives provide an opportunity for explicitly embedding feedback seeking in a meaningful way through short, but dedicated feedback sessions. Incorporating feedback seeking in these existing initiatives can minimise the resources that both individuals and organisations use to seek or support seeking feedback. At the same time, social entrepreneurs seek feedback to achieve outcomes similar to those of peer learning, peer support, mentoring, and professional development. When designing such initiatives, support organisations can pay special attention to how they create designated opportunities and safe spaces for social entrepreneurs to seek feedback.

¹ Katre, A., & Salipante, P. (2012). Start-up social ventures: Blending fine-grained behaviours from two institutions for entrepreneurial success. *Entrepreneurship Theory and Practice*, 36, 967-994.

² Gemmell, R.M., Boland, J., & Kolb, D.A. (2012). The socio-cognitive dynamics of entrepreneurial ideation. *Entrepreneurship Theory and Practice*, 36, 1053-1073.

³ Fisher, G. (2012). Effectuation, causation, and bricolage: A behavioural comparison of emerging theories in entrepreneurship research. *Entrepreneurship Theory and Practice*, 36, 1019-1051.

⁴ Volery, T., Mueller, S., & von Siemens, B. (2015). Entrepreneur ambidexterity: A study of entrepreneur behaviours and competencies in growth-oriented small and medium-sized enterprises. *International Small Business Journal*, 33, 109-129.

⁵ Corner, P.D., & Wu, S. (2012). Dynamic capability emergence in the venture creation process. *International Small Business Journal*, 30, 138-160.

⁶ Sarasvathy, S. (2001). Causation and effectuation: Toward a theoretical shift from economic inevitability to entrepreneurial contingency. *Academy of Management Review*, 26, 243-288.

⁷ Katre, A., & Salipante, P. (2012). Start-up social ventures: Blending fine-grained behaviours from two institutions for entrepreneurial success. *Entrepreneurship Theory and Practice*, 36, 967-994.

⁸ All names have been anonymised to protect the identities of the informants.

⁹ We measured innovation with six questions about new or significantly improved products, services, and processes, following the Community Innovation Survey protocol. We labeled ventures with three or more radical or incremental innovations as highly innovative and those with fewer innovations as low in innovation.

¹⁰ We operationalised ventures as operational if they had started trading and had three or more consecutive months of surplus (including a salary for the entrepreneur as cost).

¹¹ We operationalised ventures as dormant if the social entrepreneur had not engaged in any activity related to the social venture for three or more months or was not planning to engage in any activity for the following three or more months, yet the venture was not legally dissolved.

¹² Thorlby, K. (2015). *Spark Awards: Boosting investment in peer-to-peer support for social entrepreneurs in the UK*. UnLtd: London. Accessed from <https://unltd.org.uk/wp-content/uploads/2015/05/Spark-Awards-Report-Digital.pdf> on June 4, 2015.

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