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**Understanding social enterprise organizations and the causes of
organizational tensions and conflicts: a case of Camara Education**

Master's Thesis, 2019

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ABSTRACT

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Social enterprises are hybrid form of social purpose organizations that use a commercial strategy to achieve their social mission. These organizations display entrepreneurial behaviors in their strategic thinking and decision making while also dealing with tensions and conflicts that arise as a result of balancing two often competing institutional logics. This research explores these behaviors, conflicts and tensions within these organizations using the Social Entrepreneurship Orientation (SEO) framework as a basis for analysis using a single-case study approach. Data was collected using an online survey, analyzed using qualitative and quantitative analysis. The study affirms social enterprise (SE) organizations' behaviors of innovativeness, proactiveness, risk management, effectual orientation and social mission orientation. In addition, human resources, organizational identity and external factors were determined to be key variables that cause tension and conflicts within these types of organizations. Therefore, in addition to exhibiting these SEO characteristics at organization level, successful SE organizations must learn to strategically manage these inherent conflicts and tensions as part of their core strategy.

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Symbols and Abbreviations

CFA: Confirmatory Factor Analysis

CSR: Corporate Social Responsibility

EO: Entrepreneurship Orientation

NGO: Non-governmental Organizations

MNC: Multi-National Corporations

RMSEA: Root Mean Square Error of Approximation

SDGs: UN Sustainable Development Goals

SE: Social Enterprise

SEO: Social Entrepreneurship Orientation

Camara Education Hubs:

CAC: Camara Africa Center

CEE: Camara Education Ethiopia

CEI: Camara Education Ireland

CEK: Camara Education Kenya

CEL: Camara Education Ltd (Dublin)

CELe: Camara Education Lesotho

CET: Camara Education Tanzania

CEUK: Camara Education UK (London)

CEZ: Camara Education Zambia

1. Introduction

This section presents the master's thesis and describes the general background of the study with brief outline of the structure of the paper. It also discusses the main concepts and their definition in terms of this study, including how the research problem, objectives and the research questions were formulated and executed.

1.1. Background

Social entrepreneurship has been identified as a powerful means of addressing global and national issues, such as confronting poverty (Saebi, Foss, & Linder, 2019), foster inclusive and sustainable innovation policies (Rinkinen, Oikarinen, & Melkas, 2016) and promote institutional change and social transformation (Zahra & Wright, 2016). In the context of today's growing interest in sustainable development, social entrepreneurs are being viewed as change agents who employ entrepreneurial means for providing solutions to social, environmental and economic concerns (Bansal, Garg, & Sharma, 2019). These expectations are put on social entrepreneurs in both developed and developing economies as they are seen a means to achieve innovative and sustainable social value creation.

Consequently, there is a growing interest within the academic literature to define what constitutes social entrepreneurship as part of understanding the role and impact of organizations that apply the principles of social entrepreneurship in their social value creation efforts. The lack of empirical data about the impact of social enterprise (SE) organizations and the different

operationalization of the concept, however, has created a debate about its definition and theoretical boundaries (Saebi et al., 2019).

The broader definitions look for innovative activity with a social objective in either the for-profit sector, such as in social-purpose commercial ventures or in the nonprofit sector, or in hybrid organizational forms which mix for-profit and nonprofit approaches (Dees, 2011). However, it is also used to generally refer to the idea of applying business expertise and market-based skills in the nonprofit sector such as when nonprofit organizations develop innovative approaches to earn income (Lurtz & Kreutzer, 2017). Moreover, there is a general agreement in the literature that nonprofits are adopting these market-based and entrepreneurial approach due to an increasing competitive environment for funds or donations (Dwivedi & Weerawardena, 2018; Liu & Ko, 2012; Lurtz & Kreutzer, 2017).

What is common among these various definitions is the fact that the core motivation for social entrepreneurship is to create social value, rather than personal and shareholder profit (Zahra, Rawhouser, Bhawe, Neubaum, & Hayton, 2008), and that the activity is characterized by innovation, or the creation of something new or a novel approach to addressing social issues (Saebi et al., 2019). The central driver for social entrepreneurship is the social problem being addressed while the commercial model is adopted in order to achieve this primary objective of social value creation.

Social value creation can be defined as bringing social change or creating social impact while addressing particular problems, issues or needs on the institutional, individual, community, state, regional, national or international level (Singh, 2016). This social change could include creating awareness, empowering beneficiaries, bringing about changes in behavior, attitude, perception,

norms and institutions with general objective of creating direct or indirect socio-economic impact on the lives of beneficiaries (Singh, 2016).

Although the broader definition is inclusive, this research paper will argue that social entrepreneurship is distinct from these other related concepts that are often either used interchangeably, namely nongovernmental organizations (NGOs), Corporate Social Responsibility (CSR) and commercial entrepreneurship. While these concepts may pursue a social mission, it is neither their core objective nor does it have the same level of strategic importance as it does in SE organizations (Lurtz & Kreutzer, 2017).

Thus, this research will use a definition of social entrepreneurship that is specific to those organization with hybrid institutional logic that includes the social value creation and commercial revenue generation. The research will contribute to the current discussion of social entrepreneurship using organizational level analysis by focusing on the behavioral characteristics of SE organizations. It will also explore the cause of conflicts and tension discussed in the social entrepreneurship literature that is attributed to the hybridity of SE organizations (Saebi et al., 2019).

While building on previous research on social entrepreneurship, this research will contribute to two areas of research in the literature that have been a focus of a call for future research. 1) the heterogeneity of the SE construct and the need to capture its unique and multidimensional nature using organizational level behavioral characteristics (Dwivedi & Weerawardena, 2018; Lurtz & Kreutzer, 2017) 2) the internal conflicts evident in SE organizations (Lurtz & Kreutzer, 2017; Saebi et al., 2019; Weerawardena & Mort, 2006).

A single case study design was selected using Camara Education as the case organization. Camara Education is a social enterprise based in Ireland that primarily provides refurbished computers and digital literacy training to primary and secondary schools through its Education hubs in Ethiopia, Kenya, Lesotho, Tanzania, Zambia and Ireland that are supported by the resource Hubs in Ireland and United Kingdom (UK). Camara's main vision is to improve the quality and delivery of education by providing access to technology and educational resources to some of the most disadvantaged communities using the principles of a business or commercial entrepreneurship (*Camara Education - Annual Report, 2018*).

A self-administered online survey with both multiple choice and open-ended questions were used to collect data from selected Camara Education employees. The Social Entrepreneurship Orientation (SEO) theoretical framework proposed by Dwivedi & Weerawardena (2018) that describes SE organizations as having 5 core characteristics of innovativeness, proactiveness, risk management, effectual orientation and social mission orientation will be used as basis for analysis. Furthermore, key variables that cause tension and conflicts within these types of organizations as they try to balance the commercial and social mission in their quest to maximize their social value creation will be identified.

The conceptualization of the social entrepreneurship construct discussed in this research may provide useful insight for both academics and practitioners in that it captures unique attributes that define social entrepreneurship. In addition, understanding the key causes of conflicts within these types of organizations likely helps future entrepreneurs and managers understand how to manage SE organizations.

1.2. Research Questions and Objective

The nature of the social issues SE organizations address are diverse; i.e., providing micro finance loans for women in developing economies (Battilana & Dorado, 2010), cheap and affordable healthcare for the elderly and increase employment, etc. This diversity combined with the diverse business models implemented by SE organizations around the world create interests from various academic disciplines. It also creates a debate about what constitutes social entrepreneurship, including the theoretical boundaries and the operationalization of the concept. This has many implications and is often attributed to the lack of empirical data about the contribution of social entrepreneurship to social value creation (Rawhouser, Cummings, & Newbert, 2019a).

Furthermore, many researchers attribute the hybrid nature of the organization to internal conflicts and tensions that impacts the performance of the venture due to the two conflicting social and commercial missions (Saebi et al., 2019). This research contributes to these discussions using two main research questions to explore:

RQ1) What are the distinctive characteristics of social entrepreneurship organizations?

RQ2) What are the crucial management issues and tensions arising from bringing together the financial and social objectives in SE organizations?

The objective of the two research questions is to help explore the two main issues that are constantly being recommended for further research in the SE literature (Rawhouser, Cummings, & Newbert, 2019b; Saebi et al., 2019). RQ1 is concerned about the general conceptualization of the social entrepreneurship construct based on the SEO framework. RQ2 will explore the

specific organizational and management related issues that arise within SE organizations as the result of the two competing institutional logics; social and economic. Table 1 outlines the key objective of these research questions.

Research Questions	Objective
RQ1) What are the distinctive characteristics of social entrepreneurship organizations?	<ul style="list-style-type: none"> • To validate the SEO framework using quantitative data analysis • To evaluate the case organization using the SEO framework as a measure of SE characteristic
RQ2) What are the crucial management issues and tensions arising from bringing together the financial and social objective in SE organizations?	<ul style="list-style-type: none"> • To understand what internal issues the dual institutional logics of SE organizations cause • To categorize and define these issues to better understand their implications on the organization's performance

Table 1: Objectives of research questions

1.3. Execution of the thesis

The thesis project was completed during the course of six months starting in June 2019 with major activities outlined in Figure 1 taking place between August and November 2019.

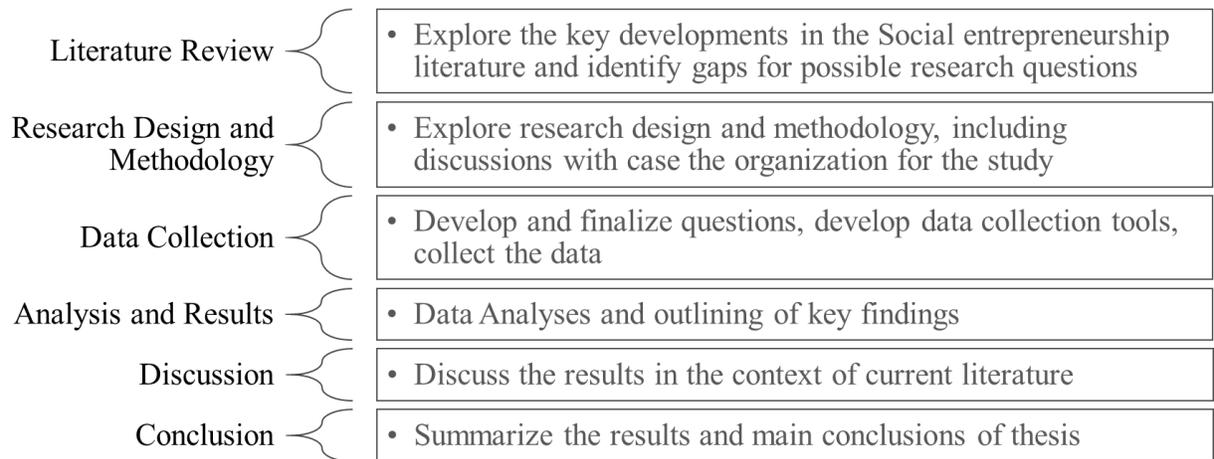


Figure 1: Major activities of the thesis research project

The interest to explore the topic stems from the authors' experience working for Camara Education and specifically observing the tensions and conflicts due to the two competing social and commercial missions. The literature review was conducted in early June - July 2019 to explore the subject matter and develop a framework to use as a basis for studying the case organization.

Based on these, the case organization was approached to be part of the study and an online survey was developed and was open between August and September 2019. The remaining activities (analysis, discussion and conclusions) were conducted between September and November 2019.

2. Literature Review

This section reviews the extant literature on social entrepreneurship, which can get confusing for a new researcher in the field due to the fact that the concept transcends traditional academic boundaries. Saebi et al. (2019) recommends generalizing the SE literature at three levels of analysis – individual, organizational and institutional.

Individual level of analysis explores the key characteristics of social entrepreneurs' that influence their personal and professional decision to be associated with social entrepreneurship or SE organizations. (Nga & Shamuganathan, 2010), for example, argue that social entrepreneurs often possess certain distinct personal characteristics which define their behaviors and actions through their deep commitment towards the social vision, their commitment to sustainable practices and ability to build social networks.

Furthermore, socioeconomic backgrounds and past experiences (e.g. poverty, educational opportunities) not only determine social entrepreneurship intentions but these are often shared with the population they want to serve and the social issue they want to get involved through their SE engagement (Yiu, Wan, Ng, Chen, & Su, 2014; Zahra et al., 2008). Thus, personality traits may influence the intentions and the manner in which the individual acts and also determine the effectiveness and impact of SE organizations. These deep commitment to the social mission can become source of tension and conflict within SE organization that will be discussed extensively in the later sections of this paper.

Research on the institutional level of analysis can be characterized in two ways. One area of research focuses on the role and value of strong institutions and frameworks that can enable or

hinder SE organizations in achieving their social value creation. These specially explore the regulatory, political and policy frameworks that influence resource mobilization by SE organizations and generally agree on the importance of these institutional variables on both the emergence and success of SE organizations (Busenitz, Gomez, & Spencer, 2000; Zahra et al., 2008).

On the other hand, the absence of strong institutional frameworks to address existing social issues is seen as predictor of the emergence of SE organizations. Unmet social needs that are unattractive to the private sector (Saebi et al., 2019), existence of institutional voids (Zahra et al., 2008) and resource scarcity (Zahra, Gedajlovic, Neubaum, & Shulman, 2009) are considered an important predictors of social entrepreneurship. Social entrepreneurship is also seen as a catalyst to support the transformations of these institutions in creating innovative policy and institutional frameworks to tackle local, national and international challenges (Zahra et al., 2008).

Research on the organizational level of analysis focuses on the nature and type of the organizational model pursued by social entrepreneurs, the dual (social and commercial) missions and the implications for creating and managing the organization. These discussions are at the core of what constitutes social entrepreneurship, its definitional and operational boundary that are the main topic of this research. Thus, these topics are explored in detail in the sub-sections that follow.

2.1. What is Social Entrepreneurship?

Based on an extensive review of 395 top-tier journal articles, Saebi et al.(2019) conclude that the interest in social entrepreneurship from diverse academic disciplines has not only created ambiguity of the concept but has also resulted in its confusion with phenomena such as CSR, philanthropy and commercial entrepreneurship. Nevertheless, Saebi et al. (2019) argues that the dual mission of social and economic value creations that reflects the core characteristics of social entrepreneurship can be used to explore the concept. Many researches (e.g., (Alegre, Kislenko, & Berbegal-Mirabent, 2017; Battilana & Dorado, 2010; Mitra, Byrne, & Janssen, 2017; Weerawardena & Mort, 2006) argue it is this dual identity along with an explicit social mission that distinguishes social entrepreneurship from other related phenomena that do not have the same level of strategic emphasis on the social value creation (Lurtz & Kreutzer, 2017).

In social entrepreneurship, the social mission dictates opportunity identification, resource mobilization and innovation, and social entrepreneurs and SE organizations identify and pursue opportunities based on the merit of their social value not on the revenue potential or the size of the profit margin (Zahra & Wright, 2016). Most importantly, social entrepreneurs and SE organizations engage in entrepreneurial activities in order and only as a way to address social problems or maximize their impact or to scale their social mission. For SE organizations the economic mission is only a means to an end – needed only to achieve the social mission. This is a key distinction from CSR initiatives that are driven by business opportunities identified by the commercial enterprise to which they have full accountability (Saebi et al., 2019).

While these CSR initiatives, which are an internal initiative of commercial enterprises, may be interested in creating social value, they are primarily driven by profit maximization, increase

market share or community engagement for the main enterprise (Saebi et al., 2019). While the concept of CSR itself is very contentious in its own, contemporary meaning and understanding of CSR compel businesses to make solving social issues a priority to ensure the wellbeing of their local and global community as part of their business practices (Blowfield, 2005).

Consequently, there has been an increasing expectation from business, mainly driven by Multinational Corporations (MNCs), to use CSR initiatives to be relevant in the issue of international development and the goals of poverty alleviation and sustainability. Unfortunately, it is primarily the business case that often drives the engagement in CSR initiatives and in the selection of the social mission (Blowfield, 2005).

NGOs also strive to create social value as their primary mission using donation and public funds as a primary source of income to finance their philanthropic activities. Increased competition for funding and changes in the traditional development sector, however, is forcing NGOs into profit making activities as a way to supplement and support their charitable activities and sustain their organization (Doherty, Haugh, & Lyon, 2014). Although this entrepreneurial behavior is becoming common in NGOs, income generating activity does not have the same long-term strategic orientation. Consequently, NGOs do not experience similar challenges that comes along with having dual institutional logic unique to social entrepreneurship (Lurtz & Kreutzer, 2017). That is unless they make a strategic decision to venture into a form of an organization that uses a commercial model to achieve its social mission as part of its core strategy.

Therefore, in the discussions that follow in this paper, an SE organization (or Social Venture) is defined as a hybrid organization built on an explicit social mission (e.g., improve education for a segment of the population that are excluded or disadvantaged) that strives to create social value

while securing profits and doing so in an entrepreneurial and innovative way (Doherty et al., 2014).

2.2. The Social Entrepreneurship Construct

Dwivedi & Weerawardena (2018) argue the field of social entrepreneurship is still in the early stage of theorization with extant literature dominated with success stories of social entrepreneurs with almost non-existent empirical data and lacking explanatory and quantitative inquiries. This is partly because given the fact that social entrepreneurship model of social value creation includes anything that involves any kind of social value creation, (i.e. delivery of health for the poor, providing access to education for rural communities, etc.), it can be challenging to define a broad characteristics of SE organizations in order to measure the performance of the social mission. This may also explain the lack of impact measurement for SE organizations discussed extensively in the literature (Rawhouser et al., 2019a).

Nevertheless, researchers (Zahra & Wright, 2016) often attempt to define and understand the concept in the context of related phenomenal, such as CSR, social innovation and philanthropy while others use management and commercial entrepreneurship related theories to advance the field (Dwivedi & Weerawardena, 2018). As Dwivedi & Weerawardena (2018) argue, however, discussing the SE concept in the context of the other related phenomena falls short of capturing the essence of social entrepreneurship which is discussed in the earlier section of this paper – the social mission at the center of and what drives the behaviors and decision making of the SE organization. It also does not capture the unique operational characteristics, entrepreneurial nature of the organization along with the environmental and institutional contexts that defines social entrepreneurship (Sullivan Mort, Weerawardena, & Carnegie, 2003).

A growing number of researchers (Dwivedi & Weerawardena, 2018; Saebi et al., 2019; Weerawardena & Mort, 2006), recognizing the multidimensional nature of the social entrepreneurship construct, call for such an approach using organizational level analysis based on the behavioral characteristics of SE organizations in their strategic posture and decision making. Building on this, Lurtz & Kreutzer (2017) explore the Entrepreneurial Orientation (EO) of NGOs that are increasingly getting involved an entrepreneurial activity to support their social mission. In commercial entrepreneurship, EO is a firm-level strategic orientation which captures a firm's strategy-making practices, managerial philosophies, and behaviors that are entrepreneurial in nature and conceptualized by three elements; innovativeness, risk taking, and proactiveness (Lurtz & Kreutzer, 2017). Lurtz & Kreutzer (2017) conclude that these organizations demonstrate these three EO characteristics as part of their strategic decision making in the creation process of an SE organization.

Building on this work, Dwivedi & Weerawardena (2018) propose to add two additional characteristics to the EO construct creating a new framework called Social Entrepreneurship Orientation (SEO) that is specific to social entrepreneurship. SEO can be defined as a strategic behavioral orientation expressed through the organizational level characteristics of innovativeness, proactiveness, risk management, effectual orientation and social mission orientation that together aim to create social value and maximize social impact (Dwivedi & Weerawardena, 2018).

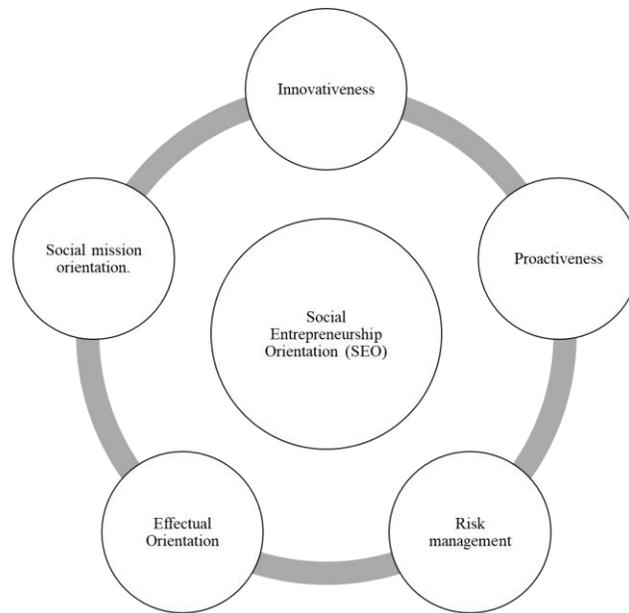


Figure 2: Social Entrepreneurship Orientation (SEO) adopted from (Dwivedi & Weerawardena, 2018)

These five elements of SEO define the strategic and decision-making behavior of SE organizations in their quest to fulfill their primary mission of social value creation using innovative and entrepreneurial approaches.

- **Innovativeness** captures the SE organizations' approach to continuously finding, developing and promoting novel idea and solutions to address social needs using new ways of marketing, raising funds, identifying social gaps, and influencing stakeholders as part of their work (Dwivedi & Weerawardena, 2018).
- **Proactiveness** reflects their resilience to unpredictability and their ability to prepare for uncertainty proactively (Dwivedi & Weerawardena, 2018).
- **Risk management** captures their ability to identify, take manageable risks and, their cautious and careful management of commitments (Sullivan Mort et al., 2003).

-
- **Effectual orientation**, based on the effectual framework in commercial entrepreneurship, captures the resource constrained environment SE organizations operate and includes behaviors such as effective utilization of limited resources and forming and exploiting strategic partnerships (Sarasvathy, 2001).
 - **Social mission orientation** captures the essence of SE organizations' mission and tendency to addressing social needs and creating social value (Lurtz & Kreutzer, 2017).

In this research, the SEO framework is used to explore RQ1 and measure the characteristics of the case organization using the five proposed elements of the framework. The original instrument used by Dwivedi & Weerawardena (2018) to test the framework using U.S.-based Social purpose organizations will be utilized in order to validate the framework in response to a call by the authors to replicate the model in the social enterprise context.

2.3. Hybridity of the SE organization

The hybrid nature of the SE organization has attracted many scholarly attentions due to its implications for organizing and managing the organization (Al Taji & Bengo, 2019; Battilana & Dorado, 2010; Doherty et al., 2014; Mitra et al., 2017). The fact that SE organizations pursue the dual mission of achieving both financial sustainability and social value creation makes them an example of a hybrid organizational form that span the boundaries of private, public and non-profit sectors. It also make them vulnerable to organizational and institutional challenges that comes along with having a dual identity and mission (Doherty et al., 2014).

Research on the organizational level of analysis indicate that this dual mission leads to conflicts and tensions that needs to be resolved effectively in order for the organization to thrive and fulfil its social mission (Saebi et al., 2019). Environmental, institutional and social realities that may create conflicting demands, such as competition, regulations and stakeholder expectations may put SE organizations in a position to carefully balance the need for financial sustainability while still focusing on the social mission. Some studies have also found that the dual missions may also lead to mission drift (Ebrahim, Battilana, & Mair, 2014) in which the social objectives of the SE organizations are sacrificed to achieve financial sustainability. These may lead to internal conflicts between employees that are prosocial and those who may lean toward the commercial mission, and it may also create ambiguity, role tension, internal conflicts causing reduced motivation, high employee turnover that may ultimately have a negative impact on the performance of the organization (Battilana & Dorado, 2010; Zahra & Wright, 2016).

Although numerous researchers (Battilana & Dorado, 2010; Doherty et al., 2014; McMullen & Warnick, 2016) explore these tensions and conflicts using institutional theory and organizational identity, there is a need for an empirical research focused on SE organization that calls to understand the real causes of these conflicts and in what specific forms of SE organizations these exist. Therefore, in response to (Saebi et al., 2019) call to explore the cause of these tensions and conflicts in the context of social entrepreneurship, RQ2 is added to the main research question to explore and understand critical management issues and tensions arising from bringing together these financial and social objectives.

3. Research Design and Methodology

In this section, the specific research design and methodology used in this research is presented along with the explanation and justification of the methodologies used and their applicability of the specific context. In addition, the case organization selected for the study is discussed in the context of the research questions.

3.1. Research Design

This research employs a single case study to explore the two research questions discussed in the previous sections. A case study is a recommended approach for studying an area of research that is new, complex and a limited knowledge is available and when the focus is on contemporary phenomenon within a real-life context (Yin, 2009). It investigates the phenomenon in depth and within its real-world context with the purpose of describing, understanding and predicting it. It is intended to give better understanding of a process, person, household, organization, group, industry, culture or nationality (Lewis, 2015; Yin, 2009).

As part of the case study, the researcher may observe multiple cases or single case based on the specific nature of the inquiry. A single case study is based on the single unit of analysis while multiple case study incorporates multiple cases in the study for observation and analysis (Yin, 2009). A case study allows for different data collection methods and can be examined using mixed methods to enhance the quality of the study (Lewis, 2015).

For this research, both qualitative and quantitative data were collected using survey as a primary means of data collection. A modified version of Dwivedi & Weerawardena (2018) questionnaire was administered as an online survey using google forms to a selected number of employees of the case organization - Camara Education. Camara Education is an example of an organization that is using the social entrepreneurship model to advance a social mission, exhibiting an entrepreneurial behavior and also one experiencing the challenges that come along with having a dual mission and identity. This along its geographic presence in Africa and Europe makes Camara an ideal case to study in the context of the two research questions and the research gaps identified.

The original questionnaire adopted from Dwivedi & Weerawardena (2018) explored 10 factors that may possibly determine the behavioral characteristics of the proposed SEO model, including the five ultimately included in the final framework. There are 37 questions (observed variables or indicators) in the survey representing these 19 latent variables. These latent variables are Innovativeness (4 indicators), Proactiveness (4 indicators), Risk management (4 indicators), Effectual orientation (5 indicators), Social mission orientation (4 indicators), Sustainability orientation (4 indicators), Product innovation (2 indicators), Service innovation (2 indicators), Environmental turbulence (4 indicators) and Institutional support structure (4 indicators).

In addition, an open-ended question (refer to Appendix 1) was included in the survey that is specific to the RQ2, which is about identifying and understanding the causes of the internal conflicts and tensions created due to the dual mission of the SE organization.

3.2. Case Description

Camara Education is a social enterprise based in Dublin, Ireland that primarily sends refurbished computers and provides digital literacy training to primary and secondary schools through its Education Hubs in Ethiopia (CEE), Kenya (CEK), Lesotho (CELe), Tanzania (CET), Zambia (CEZ) and Ireland (CEI) that are supported by the resource Hubs in Ireland (CEL) and the United Kingdom (CELUK). Camara's main vision is to improve the quality and delivery of education by providing access to technology and educational resources to some of the most disadvantaged communities. Camara is a social enterprise, meaning it aims to use the principles of a business or commercial entrepreneurship in order to maximize its impact on the communities where it has operations.

Since Camara was founded in 2005, it has experimented in a number of business, operational and strategic models as part of ensuring it is aligned on delivering the main mission in innovative and financially sustainable way in all of the countries it operates. This has initiated a number of internal strategic reviews that resulted changes to the strategy document, structure and operation model across the organization. The last strategic review that resulted the current strategy, for example, was focused around the need to redefine Camara as a global organization that is focused on delivering and ensuring educational impact in alignment with the UN Sustainable Development Goals (SDGs) (*Camara Education - Annual Report, 2018*).

While the specific legal structures of each of its Hubs varies across the different countries, Camara operating model is consistent with the definition of a social entrepreneurship discussed in the earlier sections; in addition to funding from donors and foundations, Camara generates revenue from social enterprises sales and projects. The primary sales revenue comes from the

sales of computer hardware and educational training delivered to primary and secondary school teachers in the local countries. The profit from these revenues is used to cover local operational and overhead costs in each country while also contributing to cover fundraising and governance costs incurred by the head office.

Camara seems to follow a mix of the differentiated and integrated approach (see Table 2) discussed by Saebi et al. (2019) to its revenue model while in some instances, revenue from a project (s) is used to subsidize a social mission, beneficiaries are also paying customers that benefits from cheap or subsidized products and services, i.e. refurbished hardware and training.

		Social mission	
		For beneficiaries (beneficiaries are solely recipient)	With beneficiaries (beneficiaries are part of value creation process)
Economic mission	Differentiated (commercial revenue cross-subsidizes social mission)	(Quadrant A) Two-sided value model	(Quadrant B) Market-oriented work model
	Integrated (beneficiaries are paying customers)	(Quadrant C) One-sided value model	(Quadrant D) Social-oriented work model

Table 2: Topology of Social Entrepreneurship (source: (Saebi et al., 2019))

Over the last couple of years, there has been an increasing recognition that while Camara needs to align itself with global goals around impact and sustainability, it also needs to operate in a financially sustainable model. This recognition has resulted a number of strategic reviews and changes in its operational model. While these strategic changes were intended to make Camara an innovative international organization, realizing this has not been easy due to internal and external factors.

At the start of 2018, Camara had 120 paid staff and over 100 volunteers and interns based in the 2 countries in Europe (UK and Ireland) and the 5 countries in Africa (*Camara Education - Annual Report, 2018*). When this survey was conducted in August 2019, the organization lost at least 10 staff over a course of 6 months due to depletion of financial resources required to sustain the organization. The author was based in the Ethiopia hub (CEE) and has been part of internal initiatives related to innovative products and services intended to align educational products and services to the impact targets as well as generate and increase revenues from sales of these products and services.

During the 12 months prior to the survey was taken, there has been some internal tensions related to the balance between educational impact (social mission) and revenue generation that, in the author's view, caused a number of key leadership staff leave the organization. This led to a drastic change in the composition of the top leadership on the head and country offices.

4. Data Collection & Analysis

Forty employees of Camara Education were selected to participate in the self-administered online survey. In order to ensure to capture the behavioral characters of social entrepreneurship at the strategy formation level (Dwivedi & Weerawardena, 2018), participants that are involved in key strategic decision making were selected based on their current and past roles within their respective organizations. These included a minimum of 3 staff holding a leadership position in each country office, including the Country Manager, and mid-level managers holding titles such as Technical Manager, Project Manager, Education Manager, Finance/Administration Manager. Additional staff were also selected based on their level of involvement in strategic planning, decision making and leadership within their respective country offices. All roles based on the head office and Camara Africa Center (CAC) that make up the top leadership team were included, including the Chief Executive Officer (CEO), Head of Education, Fundraising, Operations Manager for Africa, Communication and Human Resources.

A quantitative analysis was conducted for RQ1, which is focused around the Social entrepreneurship construct and characteristics of SE organizations. The online questionnaire had 37 questions with a 5-point Likert scale labeled “Strongly Agree’ (5), “Agree’ (4), “Neutral’ (3), “Disagree’ (2), and “Strongly Disagree’ (1). STATA quantitative analysis software was used to analyze responses to the multiple-choice questions. In addition to descriptive analysis, STATA was also used for Structural Equation Modeling (SEM) and estimate as part of validating the SEO model.

For RQ2, a qualitative analysis was done by analyzing the open responses to the questions concerning conflicts and tensions. Qualitative analysis is the analysis of qualitative data such as

text data from interview transcripts. The emphasis in qualitative analysis is “sense making” or understanding a phenomenon, rather than predicting or explaining (Lewis, 2015). 1 open-ended question asked participants to discuss their observations and experience of some of the tension and conflicts caused by the dual mission of Camara Education. This response was analyzed using NVivo qualitative analysis software, including all activities related to coding and analyzing the open-ended responses.

The process of coding followed both an inductive and deductive approaches in a two-step process in order to minimize the influence of the researcher’s preconception. First, a list of common themes and sub-themes were identified by thoroughly reviewing the data in NVivo while utilizing NVivo’s analysis feature for identifying common themes, frequent words and searching capabilities (Refer to

Table 3).

Theme	Sub-Theme	Definition
Staffing	Staff background, staff values, staff commitment, staff understanding of the organization mission and model	Staffing relates to all issue that arise due to staff understanding, value and views about the organization’s mission. The issues mostly arise from the staff’s personal, professional background and understanding.
Organization level issues	Messaging, communication, mission and strategy conflicts, organizational model	Organizational level of issues include issue that arise as a result of to how the organization has chosen or not chosen to carry out its mission either internationally or due to some internal and/or external realities.
External factors	Conflicting demands, existing environment	External factors include all variables that influence the organization and as a result create tensions and conflicts internally
Business model	Business license, NGO, projects delivery	This category includes specific references to the organizational business model, and references that include delivery of projects and activities that is appears to create some disagreements and conflicts

Table 3: Initial themes derived from the data as part of qualitative analysis

The sub-themes identified initially were used to code the data followed by in depth analysis of the emerging trends and common themes. As part of this process, the initial themes were reviewed, renamed and merged as needed based on the discussions of the topic in the social entrepreneurship literature.

The primary bases for renaming the themes was to be consistent with the current discussion of the identified issues in the literature. For example, the issue of “staffing” was discussed in the literature using a broader term “human resources”. “Organizational level issues” and “business model” were also merged and renewed as “organizational identity” during the deductive step of the qualitative analysis. The final output was three common themes that will be discussed in the results section that follows.

5. Results

Out of the 40 invited employees, 29 responded to the survey resulting acceptable response rate of 73%. All of the offices in Africa and Europe were represented with the highest number of respondents coming from the head office (24%) followed by the Kenyan office (21%) and the CAC (14%). 52% of the respondents have worked for Camara between 1 and 3 years, 34% have been with the organization between 4-6 years with the remaining 14% representing those that have been with the organization for more than 7 years. With the exception of the Lesotho office, at least 3 individuals from each country office were able to respond to the survey.

One possible explanation for the lack of responses from the 11 individuals who were selected and has expressed willingness to complete the survey is that some individuals were in the process of exiting the organization during the phase of data collection. Although the survey was also sent to their personal email, it is possible they did not have time to complete the survey before their organization email was deactivated and also may have forgotten to remember to check their personal emails before the survey closed. It is also possible that some participants opted to not complete the survey due to the sensitive nature of some of the questions given the turbulent times at the organization. Perhaps there was also some concern about confidentiality given the researcher was employed by the organization at the time of the data collection.

5.1. RQ1: Characteristics of SE organizations (Quantitative Analysis)

The result of descriptive analysis shows high level of effectual orientation (mean=3.5/5.0), risk management (mean=3.4/5.0), innovativeness (mean=3.3/5.0), social mission orientation (mean=3.2/5.0) and sustainability orientation (3.2/5.0). This indicate a high level of entrepreneurial behavior by the case organization and is also consistent with the results of Dwivedi & Weerawardena (2018). Table 4 reports the results of quantitative analysis for all the latent variables included in the survey.

	Mean	S.D.	INV	PRC	RSK	EFF	SOC	SUS	SIN	PIN	ENV	ISS
Innovativeness (INV)	3,3	0,92	0,84									
Proactiveness (PRC)	3,1	0,91	0,52	0,82								
Risk Management (RSK)	3,4	0,87	0,52	0,58	0,76							
Effectual orientation (EFF)	3,5	0,81	0,50	0,37	0,48	0,65						
Social mission orientation (SOC)	3,2	1,19	0,75	0,70	0,75	0,60	1,41					
Sustainability orientation (SUS)	3,2	1,05	0,77	0,74	0,71	0,58	1,03	1,10				
Service Innovation (SIN)	2,9	0,81	0,17	0,08	0,16	0,33	0,19	0,25	0,66			
Product Innovation (PIN)	2,9	0,92	0,10	0,13	0,04	0,23	0,12	0,19	0,42	0,84		
Environmental turbulence (ENV)	4,0	0,81	0,28	0,26	0,19	0,06	0,18	0,17	-0,12	-0,18	0,65	
Institutional support structure (ISS)	2,7	0,68	0,25	0,05	0,06	0,11	0,21	0,27	0,01	0,18	-0,11	0,46

Table 4: Results of descriptive statistics, bivariate correlations. S.D is standard deviation

The positive and significant correlations between the SEO dimensions as shown in Table 4 are also consistent with the SEO framework. Consistent with the result of Dwivedi & Weerawardena (2018) research, institutional support structure, product innovation and service

innovation had the lowest mean values as reported in Table 4. The mean for Proactiveness (mean=3.1) was relatively lower than the previous results.

Cronbach's α (Alpha) Coefficient was calculated to get the overall items and instrument reliability and for comparison with results from Dwivedi & Weerawardena's (2018) analysis. Cronbach's α (Alpha) is used to measure the reliability of a set of indicators used to measure latent variables (Herman, 2016). It demonstrated acceptable reliability for all of the constructs except Product Innovation ($\alpha = 0.54$) and Service Innovation ($\alpha = 0.33$) and Institutional support structures ($\alpha = 0.66$). Consistent with previous research, the values for the other construct were greater than the minimum value for Cronbach's α (Alpha) ($\alpha \geq 0.7$) as shown in Table 5. The responses to the question "*Product Innovation introduced the last five years*" and "*product Innovation have been mainly (incremental vs. radical)*" were not a reliable and consistent measure of Product Innovation based on the survey responses of sample size 29. As a result, these 3 variables (Product Innovation, Service Innovation and Institutional support structures) were excluded from the initial model considered for structural equation model analysis.

		Standardized loading (7 Factors)	Standardized loading (5 Factors)	Cronbach's Alpha
	INNOVATIVENESS			0,82
Q1	We look for new ways of delivering social outcomes (i.e, Educational Impact)	0,95	0,92	
Q2	We look for new ways of delivering social outcomes (i.e, Educational Impact)	0,58	0,59	
Q3	We look for innovative ways of marketing our products and services	0,70	0,70	
Q4	We look for new ways of working with outside agencies like government agencies, businesses or other non-profits	0,49	0,51	
	PROACTIVENESS			0,82
Q5	We engage in forecasting to avoid surprises	0,88	0,81	
Q6	We consider it important to be ready for future unexpected events	0,66	0,69	
Q7	We engage in financial modeling to prepare for the future	0,73	0,69	
Q8	We actively monitor external forces affecting us	0,74	0,75	
	RISK MANAGEMENT			0,75
Q9	We always engage in managing risks associated with our projects	0,56	0,59	
Q10	We will not undertake a project without considering associated costs and benefits	0,51	0,54	
Q11	We will commit resources to a project only when assured of funding to cover the cost	0,73	0,68	
Q12	We have a caution approach to making resource commitments	0,80	0,74	
	EFFECTUAL ORIENTATION			0,82
Q13	On high social impact projects, we take steps to potential losses are affordable	0,82	0,82	
Q14	In designing new services, we see the value in partnering with Clients/beneficiaries	0,49	0,48	
Q15	We believe in shaping our destiny using whatever means at our disposal	0,70	0,68	
Q16	We believe it is important to get funding pre-commitments from our donors when undertaking new projects	0,71	0,71	
Q17	We believe in undertaking pilot projects before fully implementing new programs	0,64	0,63	
	SOCIAL MISSION ORIENTATION			0,94
Q18	Our philosophy guides everything we do in the organization	0,98	0,98	
Q19	We often ask ourselves - how is this activity achieving the purpose of the organization?	0,93	0,92	
Q20	We are deeply committed to creating social value (Educational Impact)	0,79	0,78	
Q21	Whatever surplus funds we generate are re-invested toward fulfillment of the mission	0,83	0,82	0,83
	SUSTAINABILITY ORIENTATION			
Q22	We always seek to balance Social mission (Educational Impact) and financial viability in the organization	0,87	NA	
Q23	Our organization closely manages costs	0,74	NA	
Q24	We seek sustainable sources of income to remain viable	0,85	NA	
Q25	Long term survival is always a top priority	0,85	NA	
	SERVICE INNOVATION			0,33
Q26	Service Innovation Introduced during the last five years at Camara has been	NA	NA	
Q27	Service innovations have been mainly (incremental vs. radical)	NA	NA	
	PRODUCT INNOVATION			0,54
Q28	Product Innovation Introduced during the last five years has been	NA	NA	
Q29	Product innovations have been mainly (incremental vs. radical)	NA	NA	
	ENVIRONMENTAL COMPLEXITY			0,76
Q30	The economic conditions impacting non-profits are becoming uncertain	NA	NA	
Q31	Charitable funding is becoming highly unpredictable	NA	NA	
Q32	There is increasing competition for government funding	NA	NA	
Q33	Government regulations for non-profits are always unpredictable	NA	NA	
	INSTITUTIONAL SUPPORT STRUCTURES			0,66
Q34	Local and National governments have special support program for social purpose organizations	0,53	NA	
Q35	There are sufficient institutional support structure to assist social purpose organizations	0,86	NA	
Q36	There is adequate information available on social needs that needs to be addressed	0,33	NA	
Q37	We have access to sufficient resource support from financial institutions	0,83	NA	

Table 5 : Reliability and validity estimates

The relationship between the latent variables and the indicator variables is measured by factor loadings, which the value of should be ≥ 0.70 although a value as low as 0.05 can be acceptable based other model fitness measurement such as Root Mean Square Error of Approximation (RMSEA) and CFI from first-order Confirmatory Factor Analysis (CFA) are achieved (Herman, 2016). Standardized factoring loading in CFA is used to test whether the data fits the hypothesized measurement model, in this case the SEO framework and whether the measures of the constructs are consistent with the nature of the SEO construct. The CFA for the data showed a convergent validity value of (RMSEA < 0.08) but the CFI and Absolute Fit indices (Chi-square) were not found to be significant probably due to the low number of sample data used in this research.

Although the common recommended adequate sample size (N) for CFA is $N \geq 200$, this research adopts the alternative $N/q \geq 5$ recommendation for smaller sample size that is based on the ratio between the sample size and the number of model parameters or latent variables (q) in the model (Myers, Ahn, & Jin, 2011). The initial 7 latent variables were included in the model for a sample size of 29, which yields 4.14 for $N/q \geq 5$. Although the value of 4.14 is not considered acceptable, the model with the 7 variables was built and the result was included in Table 5. With the exception of 3 indicators, all of the other variables were in the acceptable range of factor loading indicating that most of the questions are acceptable measure of the construct variables in the data.

Since, however, Dwivedi & Weerawardena (2018) did not find any empirical support for sustainability orientation and environment complexity and they were excluded in their final proposed SEO framework, these two factors were removed and the CFA analysis was reran with

a new model that only included the 5 factors. This result is also included in Table 5 and the model is also illustrated in Figure 3.

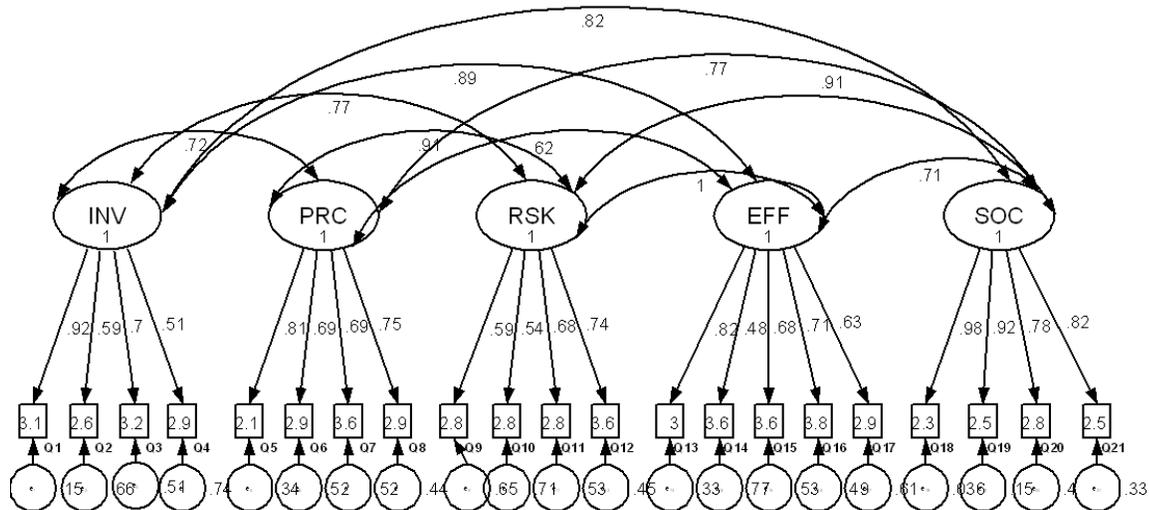


Figure 3: Standardized factor loading for 5 latent and indicator variables

In this research, it was not possible to construct a structural model using Product and Service Innovation due to the exclusion of these two latent variables as a result of low internal reliability. Therefore it was not possible to validate the SEO measure using the social innovation as a latent variable composed of Product Innovation and Service innovation as it was done by Dwivedi & Weerawardena (2018).

The analysis, nevertheless, supports the applicability of the indicator variables to measure the 5 latent variables part of the proposed SEO framework with the exception of Product Innovation and Service innovation. While the analysis supports the conclusion that the case organization exhibits a characteristic of an SE organization as defined by the SEO framework, it did not

support the product and service innovation as strategic organizational level strategic behavior exhibited by the case organization.

5.2. RQ2: Conflict and tensions in SE organizations

(Qualitative Analysis)

The result of the qualitative analysis revealed three common organizational level variables as potential cause of internal conflict and tension that arise due to the dual mission of the SE organization.

Theme	Reference (#)	Reference (%)
Human resources	14	26%
Organizational identity	28	53%
External factors	11	21%

Table 6: major causes of conflicts and tensions within SE organizations

As showed in

Table 6, Organizational identity appears to have the larger percentage of references (53%) in the data followed by human resources (26%) and external factors (21%). In the sections that follow, these will be discussed in detail using references both from the data as well as the social entrepreneurship and related literature.

5.2.1. Human Resources

Since the majority of SE organizations are resource constrained and they often cannot pay the market rate salary, they use the social mission to attract and motivate employees, managers, volunteers and supporters (Doherty et al., 2014). Consequently, it is the fulfilment of this social mission that often determines employees' job satisfaction, commitment and continuous motivation. As discussed previously, individuals socioeconomic background and personal experience is an important determination of their engagement in SE. Thus, their commitment and motivation are highly correlated with the fulfilment of the social mission as defined by the organization.

When there appears to be a deviation from this mission due to recruitment and hiring employees from other sectors, often to help strengthen the commercial mission, there seems to arise tensions with employees and managers coming from private sector (Doherty et al., 2014). These tensions are often caused due to conflicting values, practices and perspectives with respect to the approach on achieving the social mission and are caused due to the background, values and commitment of the staff as it is illustrated in the following response:

The backgrounds of staff has varied with some coming from a business background, some from education and some from development. This has caused misunderstandings and divergences in opinions as to how best to achieve the social mission. It has also meant some value breadth of coverage while others value depth. (Camara Education Ltd – CEL)

To illustrate this, the following two different quotations are taken from the data:

Employee A

I think the tension occurs from a misunderstanding that the educational Impact might not generate income. But it is imperative to understand that for an SE, impact as well as profit is important. Without the money, there would no means to have impact. (Camara Education Ltd – CEL)

Employee B

The buy in and understanding of the what constitutes education/educational impact has been lacking within the organization, and there is no balance or full appreciation of the internal investment/funding required to meet the impact targets. (Camara Africa Center – CAC)

Employee A, probably advocating focus on revenue generation, seems to suggest that strict pursuit of the mission does not generate revenue. She/he seems to suggest there is a need to first be able to generate the money in order to pursue and achieve impact targets. On the contrary, Employee B seems to point out the lack of appreciation and focus on impact while at the same time acknowledging that it does require financial investment in order to achieve it. Based on the authors experience working for the case organization, it is clear these two employees are from the two different camps although it may appear both of them are trying to make a similar point about the need for financial resources in order to achieve the social impact.

Reading between lines, Employee A is suggesting to the other “prosocial” camp that you cannot evaluate opportunities based only the merit of their impact but rather on their potential for creating revenue. Employee B, who appears to be from the “prosocial” camp is complaining that the organization does not fully appreciate what it takes to realize our social mission, which is reaching our organization level educational impact targets.

Close analysis of the data shows a number of instances where these kind of settle differences transpire on how the employee express their concerns. Often, as in the example above, it is a common concern – we need to be able to have the finances to achieve our social mission. In the example above, Employee A would pursue those projects with high profit margin even if there is no or little social impact while Employee B would say *“It takes a lot of investment to achieve impact, we should invest more to achieve the needed impact even if it means there is no or little profit margin”* or *“We should reduce the cost of the product or services sold to the beneficiaries since they cannot afford it and if they cannot afford it and we are not able to sell it to them, we are neglecting our values.”*

This dilemma along with *“No clear policies to guide the organisation on balancing between revenue generation and education impact...”* leads to conflicting approaches and decision-making process. Moreover, conflicts sometimes also arise due to lack of commitment to the mission by some staff perhaps because of a lack of clear understanding of how to deliver the mission using the commercial model or how the revenue from the sales is used to advance the mission.

These internal conflicts and tensions became problematic if they are not dealt with strategically, and may create further tensions, even suspicion and confusion between individuals, organizational units and overtime will have a negative impact on the overall mission and value of the organization.

By not properly acknowledging this tension and mapping out Camara's position on it we have stumbled between the two. This has led to confusion on the organization's key focus and purpose, has led to conflict between opposing views on the where the organization should be going and where investment should be made. (Camara Education Ireland – CEI)

Therefore, the issue of human resource management is an important element of the success of SE organizations and requires a delicate balance between staff with both commercial and social sector knowledge and values (Liu & Ko, 2012).

5.2.2. Organizational identity

In this research, organizational identity includes issues that create conflicting views (both internal and external) of the mission and strategic direction of the organization from the way it is planned, executed or communicated. It seems a lot of these issues arise directly from the issue of revenue generation and how that creates undesired perception of the organization both internally and externally:

The range of sources of revenue generation is quite varied (state donors, trusts and foundations, corporates, sales, individual giving). This has led to mixed messages in our fundraising strategy. (Camara Education Ltd – CEL)

Similarly, the pursuit of some specific revenue making activities to achieve short term financial objectives seems to create tension and conflicts internally. There appears to be some resentment by some staff about decisions made by top leadership about these opportunities while some take issues with how they are being communicated internally and are concerned about the external impact they may have on the organization's overall image and identity.

Finances constrain all our activities, projects always seem more enticing than direct social enterprise activities because of the volume of revenue they bring, however projects have defined life cycles, building social enterprise streams may prove more sustainable in the long terms as you have a higher number of smaller clients who will repeat purchase allowing for longer term sustainable engagements. (Camara Education Ltd – CEL)

Moreover, some of the conflicts seems to arise also from the reality of managing an SE organization and the dilemma that comes along with creating a balance organizational identity.

One response from the Camara Education Kenya (CEK) Office describes these dilemmas;

“...for example training has a high education impact but doesn't have high margin while hardware sales have high margin with little education impact.”

The result of not managing this strategically creates a perception of mission drift, lack of leadership, commitment or capacity to deliver on the mission as well as internal disagreements on how to resolve and address these issues as illustrated by the following:

No clear vision on what the mission really is (no common objective and shared outcome) and how SE activities should be supporting Education and not the other way around. Rules aren't clear, division of labour isn't set in stone, poor executive leadership. Not having the capacity or right (law) to fully run SE in hubs also sending a mixed message. (Camara Education Ltd – CEL)

Moreover, it is also noted by the participants that this may led to confusion about the organization's focus and purposes:

By not properly acknowledging this tension and mapping out Camara's position on it we have stumbled between the two. This has led to confusion on the organisation's key focus and purpose, has led to conflict between opposing views on the where the organisation should be going and where investment should be made. (Camara Education Ireland – CEI)

It also appears the issue of “organizational identity” is directly related to the “human resources” variable discussed previously as it leads to conflicts and issues due to the sensitivity of members of the organization to the perception of mission drift and lack of focus on the social mission.

5.2.3. External Factors

As discussed in the previous sections, SE organizations exist in a unique environment where their success is determined by various factors that both enable and constrain them as they strive to achieve their core mission of creating social value. These external factors include government regulations that often determine how they structure their internal organization for effective delivery of their mission and also limit their ability to generate income either through sales revenue or fundraising efforts (Pache & Santos, 2013).

The analysis of the data showed two kind of external factors that create tensions and conflicts; conflicting demands and the existing environment. Conflicting demands includes external demands from various stakeholders that often conflict with the core mission of the organization either on how it delivers and communicate its social mission or how it provides revenue making services and products. The issue of conflicting demands from customers is illustrated by the following quotation:

Furthermore, sales tend to respond to client needs - for better and worse. For schools, this may mean 'ticking the box of training', rather than designing training that is effective.
(Camara Education Ireland - CEI)

Similarly, the question “Should we pursue a business opportunity even if it does not stand to benefit the ‘customer’?” becomes problematic as one respondent from the Camara Education Kenya (CEK) office put it “...*this brings about who can buy the Camara equipment, if any buyer comes with good money can we sell the equipment?*” Another respondent from Camara Education Kenya (CEK) was even more direct “...*a Business development staff would want to sell even to people whose mission is not in line with the organizations mission so long as they achieve their targets.*”

These issue along with poor institutional and policy frameworks to support social enterprises lead to internal strife about how to balance these conflicting expectations and institutional dilemmas. When coupled with employees', volunteers' and supporters' personal and professional values and commitment to the social mission and also the commercial related activities, these external factors can put pressure on the top leadership if not properly and delicately managed (Doherty et al., 2014).

Table 7 below summarizes the aforementioned three themes with additional illustrative examples from the data as well as references to the main articles in the literature that discusses the issue in detail.

Source of Tensions & Conflicts	Description	Example from Data	Literature Reference
Human Resources	The diverse background, value and commitment of members (Employees, volunteers, etc.) of the SE organization can be a source of conflict and tension with respect to how to balance the social and commercial missions	<p><i>The backgrounds of staff has varied with some coming from a business background, some from education and some from development. This has caused misunderstandings and divergences in opinions as to how best to achieve the social mission. It has also meant some value breadth of coverage while others value depth (Camara Education - CEL).</i></p> <p><i>And within the organisation there are some leaders who are pro education impact and others who are pro revenue generation (Camara Education Tanzania)</i></p> <p><i>There was tension sometimes between one particular person in the education department and others at senior management for this very reason. He was very black and while about it but failed to understand that revenue generation was an important focus area to ensure educational impact could happen. But I think in general this tension was carefully managed by the CEO at Camara. (Camara Education – CEL)</i></p>	Doherty, B., Haugh, H., & Lyon, F. (2014). Social Enterprises as Hybrid Organizations: A Review and Research Agenda. <i>International Journal of Management Reviews</i> , 16(4), 417–436.
Organizational Identity	If and when the way the two institutional logics are planned and executed impacts the identity of the organization both internally and externally, tensions and conflicts arise	<p><i>The range of sources of revenue generation is quite varied (state donors, trusts and foundations, corporates, sales, individual giving). This has led to mixed messages in our fundraising strategy (Camara Education – CEL)</i></p> <p><i>I am yet to see a balance reached between the two [Social and commercial mission] such that they take equal importance at the same time. There has been a time when a hub if provided with the capacity at senior level to have two persons one looking at the educational aspect while the other prioritizes Revenue generation then maybe a balance could be struck. (Camara Africa Center – CAC)</i></p>	Battilana, J., & Dorado, S. (2010). Building Sustainable Hybrid Organizations: The Case of Commercial Microfinance Organizations. <i>Academy of Management Journal</i> , 53(6)
External factors	When the external environment adds to the already existing dilemma on how to properly balance the two missions, conflicts and tensions arise if/when they are not strategically dealt with	<p><i>A Business development staff would want to sell even to people whose mission is not in line with the organizations mission so long as they achieve their targets.</i></p> <p><i>Poor institutional and policy frameworks to support social enterprise organizations is also a challenge (Camara Education Ethiopia).</i></p> <p><i>The range of sources of revenue generation is quite varied (state donors, trusts and foundations, corporates, sales, individual giving). This has led to mixed messages in our fundraising strategy (Camara Education – CEL)</i></p>	Pache, A.-C., & Santos, F. (2013). Inside the Hybrid organization: selective coupling as a response to competing institutional logics. <i>Academy of Management Journal</i> , 56(4), 972–1001.

Table 7: Conflicts and tensions with literature and data references

6. Discussion

This research, although limited with small sample size and therefore requiring further exploration and testing, contributes to the larger discussion about the unique characteristics and challenges of SE organizations. These discussions are imperative in order to ensure these organizations can make a positive contribution to sustainable development and related issues of poverty alleviation. Moreover, this research is a continuation and a response to a call for further research about two important areas concerning the study of social entrepreneurship based on organizational level of analysis.

The first area is one advanced by Dwivedi & Weerawardena (2018) concerning the conceptualization of the social entrepreneurship construct based on the strategic level behavioral characteristics of SE organizations. This research contributed to validating the SEO behavioral framework as a measure of strategic entrepreneurial behavior. The finding confirmed SE organizations can be characterized with organizational level behavior composed of innovativeness, proactiveness, risk management, effectual orientation and social mission orientation. While effectual orientation, risk management and innovativeness emerged to be the top three dimensions, all of the results for all of the five dimensions were consistent with the earlier work by Dwivedi & Weerawardena (2018).

Therefore, the SEO framework can be used as a measure of SE organizations regardless of the specific kind of organization model or the nature of their social intervention. This means successful SE organizations are innovative in the product and services they deliver to both their beneficiary and business customers. They also adopt innovative approaches to identifying social

needs to address and are committed to their mission and only use their commercial mission to achieve this core objective.

The institutional and social environment in which SE organizations operate also demand that they become proactive and prone to risk. Therefore, SE organizations display high level of proactiveness and risk management in their strategic decision making, identification of opportunities, partnerships and collaborations while displaying effectual orientations in how they manage limited resources at their disposal.

However, exhibiting these five characteristics does not create a successful SE organization as decision making consistent with these strategic behaviors can create internal tensions and conflicts that arise as a consequence of trying to balance the two social and commercial institutional logics. The finding of this research identified three main issues (See Figure 4) that can be the cause of these tensions and conflicts frequently discussed in the social entrepreneurship literature.



Figure 4: Source of Conflicts and tensions in SE ventures

The first one, human resources, has to do with the members of the organization (staff, volunteers, supporters, etc.) that play a role in not only making strategic decisions but are also important players in carrying out the mission. Internal tensions and conflicts arise if the background and value of these members are different, especially between the commercial and social related operations of the organizations. While past research on institutional theory suggest these kind of tensions are inherent when organizations have a dual institutional logics similar to SE organizations, hiring and socialization policies are suggested as a way to mitigate such conflicts and tensions among members of the organization (Battilana & Dorado, 2010).

The second cause of conflict and tensions identified in this research has to do with organizational identity which relates to how certain activities and decisions that are executed, reported and communicated internally and externally can impact the identity of the organization. Tensions arise when management or employees who are committed to the social mission feel such activities or strategies are impacting the perception of the organization or are perceived to have contributed to a possible mission drift.

The third cause of conflicts and tensions identified has to do with factors external to the organization. External factors, such as financial reporting attached to funding and government regulations, not only impact organizational identity, but also cause their own tensions and conflicts internally. Research suggests the extent and impact of these conflicts and tensions is determined by the profile of the organizations members and the degree to which they represent the competing logics in which the organization is embedded (Pache & Santos, 2013). These determine how these organizations experience, interpret and deal with these competing logics and the conflicts that arise.

As member of the leadership team for over 3 years, the author has firsthand experience and has observed how specially risk management, proactiveness and effectual orientation are important behavioral characteristics for strategic planning and decision making at Camara Education.

While social mission orientation is the fabric of Camara Education, the author's experience and observation is also consistent with some of the issues discussed in the literature related to finding the balance between this social mission and the need to raise the financial resources to make it possible to deliver it while at the same time sustaining the organization.

Furthermore, the author also has firsthand experience of the tension and conflicts discussed by many of the participants and these are consistent with the SE literature both at the organizational and individual level of analysis. It is true that most employees of Camara Education are motivated by the social mission and most have personal experience and professional expertise in their area of their work, such as training, education and technology. Some of the tensions and conflicts started to emerge when there was a strategic shift on strengthening the organization's resource acquisition, both through sales revenue and fundraising.

One consequence of this new strategy was a new work environment where the conversation of margins, revenue and rigorous financial planning into every initiative and at every level became a new norm. It also included the creation and hiring of strategic roles with staff with a more commercial and business background who, by some, were viewed as very aggressive in pursuing this new strategy and had a different perception, value and lack the same level of appreciation for the social mission as well as past achievement and progress made toward the existing focus on social impact. What was also observable was a new language that seems to have dominate the planning and decision-making conversations, such as "margins" as oppose to "impact" and "value" and "customers" as oppose to "beneficiaries", etc.

In the authors view, this started to trigger some tensions and conflicts internally but also impacted the moral of some employees at the leadership level that believed they have made personal and professional investment in defining and evolving the social mission of the organization as well as improving the operational and commercial aspect. Although the author's past involvement with the case organization has helped immensely to get a deeper understanding of these issues, an effort was made to not introduce possible bias while conducting the research, especially during the qualitative analysis.

These findings and understanding of these causes of conflicts and tensions coupled with the organizational behavioral characteristic of SE organization are an important addition to the growing discussion and interests about the role and impact of social entrepreneurship in social value creation. It can help better facilitate the delivery of social value to target communities through better management of the SE organization.

7. Conclusion

This study has contributed to research in social entrepreneurship in two important ways. The first contribution is validating the proposed SEO model that identifies the core behavioral dimensions of SE organizations. These dimensions are also the basis for understanding the social entrepreneurship construct and capture its multidimensional nature. The understanding of the social entrepreneurship construct and SE organizations discussed in this research provides useful insight for both academics and practitioners. It suggests the capacity of SE organizations to deliver the defined social mission effectively is based on their ability to adopt a culture of innovativeness and risk management. They also need to be able to deliver on their social mission based on proactive adoption of their environmental context; hence, displaying social mission orientation and affectional orientation behaviors in their strategic decision making.

The second contribution is identifying the major causes of conflict and tensions within these hybrid organizations. This finding contributes to (Saebi et al., 2019) call for a more understanding of the nature and cause of conflicts and tensions that exists in hybrid SE organizations using the social enterprise typology presented Table 2 as basis for investigation. The finding has identified the important variables that cause these internal tensions and conflicts, namely human resources, external factors and organizational identity.

While it might be possible to generalize the findings here to all hybrid SE organization regardless of their underlying typology and business model, the case organization here is one that follows more or else an integrated model where beneficiaries are paying customers as well as direct beneficiaries of the products and services. Understanding the key causes of conflicts within these type of organizations helps future entrepreneurs and managers understand how to

manage SE organizations in today's complex and competitive environment these organizations operate. This means SE organizations should not only strive to capture the core SEO characteristics but should have policies and strategies in place to properly deal with expected tensions and conflicts that arise internally.

8. Recommendations for the Case organization

For Camara Education, this research provides an important insight about the organizational level behavior of SE organizations and the cause of tensions and conflicts that is reported by the survey participants. The result reveal Camara Education exhibit these core characteristics of risk management, innovativeness, effectual orientation, social mission orientation and proactiveness. In fact, the increasing competitive environment in which Camara exists required these behavioral characteristics not only in order to deliver the social mission but also for the very survival of the organization.

The result also identifies the core issues of tensions and conflicts that are, in the authors view, the cause of recent unexpected high employee turnover and financial challenges at Camara Education. Some of these factors are expected realities and are captured by the SEO framework. The human resources and organizational identities issues, however, require creating a new organizational culture that is centered around not only the mission but also the various strategies and means of delivering that mission and their implications for communication, stakeholder engagement, reporting, compliance and regulation related issues. Having a clear strategy will help avoid these conflicts and tensions, at the very least minimize their impact on the strategic mission and future of the organization.

For Camara, part of the challenge could be the lack of clear separation between the commercial activities and the delivery of the social mission. Based on the responses and the authors observation this has resulted in “revenue” conversations to dominate discussions at every level of the organization, which resulted confusion and doubt about the commitment to the social mission.

While some researchers have suggested decoupling the commercial and social missions as a way to deal with these issues, research by Pache & Santos (2013) has showed the contrary; hybrid organizations take the approach of selective coupling. Contrary to decoupling, selective coupling discussed by (Pache & Santos, 2013) take the approach of selectively decoupling these logics based on the specific environmental, practical and organizational realities. For Camara, the challenge is to explore in what ways these two missions can be managed separately, strategically and selectively based on the specific contexts and realities on the ground.

9. Limitation and Future Research

A common issue with case study research is the degree to which findings are generalizable to a broader population. While this research will be liable to the same criticism especially given the small sample size, it certainly contributes to the growing discourse about SE organizations and social entrepreneurship in general. Thus, future research may explore this issue using a larger sample size and multiple organizations covering larger geographic areas for further generalization of the results.

Future research could also explore these variables in organizations that follow the differentiated model where there is likely more separation between commercial and social activities. The topology of social entrepreneurship described by Saebi et al. (2019) and shown in Table 2 could serve as starting point for exploring different forms of organizational models.

Moreover, researchers could also be interested to explore the topic from individual level of analysis to get a better understanding of how individuals' socioeconomic backgrounds that is discussed as motivating factor for their engagement in social entrepreneurship could also be a source of conflict and tension in these organizations.

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10. Appendices

10.1. Appendix 1: Survey Questions

Social Enterprise Orientation (SEO) Survey

Thank you for agreeing to participate in this survey. It should only take 10 minutes of your time at best. It is completely anonymous and 100% confidential.

The first set of questions are focused on the Global Camara Organization. When responding to the second set of questions, however, please think about the specific HUB/organization/Country you belong it regardless of your location.

You have any questions about the survey, please email me at mrayele@gmail.com. I really appreciate your input.

*** Required**

Which organization entity (Hub) within Camara do/did you belong to? *

Choose

How many months have you/did you work with Camara? *

Please provide your responses in months.

Your answer

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Social Enterprise Orientation (SEO) Survey

* Required

About Camara Education

Please answer the following questions about the global Camara organization, NOT specifically about any entity/Hub.

*

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
We look for new ways of delivering social outcomes (i.e., Educational Impact)	<input type="radio"/>				
We look for innovative ways of marketing our products and services	<input type="radio"/>				
We look for new ways of working with outside agencies like government agencies, businesses or other non-profits	<input type="radio"/>				
We seek novel ways of fundraising	<input type="radio"/>				
We engage in forecasting to avoid surprises	<input type="radio"/>				

Again, answer following questions about the global Camara organization, NOT specific to any Hub.*

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
We consider it important to be ready for future unexpected events	<input type="radio"/>				
We engage in financial modeling to prepare for the future	<input type="radio"/>				
We actively monitor external forces affecting us	<input type="radio"/>				
We always engage in managing risks associated with our projects	<input type="radio"/>				
We will not undertake a project without considering associated costs and benefits	<input type="radio"/>				

Continue to answer following questions about the global Camara organization, NOT specific to any Hub. *

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
We will commit resources to a project only when assured of funding to cover the cost	<input type="radio"/>				
We have a caution approach to making resource commitments	<input type="radio"/>				
On high social impact projects, we take steps to potential losses are affordable	<input type="radio"/>				
In designing new services, we see the value in partnering with Clients/beneficiaries	<input type="radio"/>				
We believe in shaping our destiny using whatever means at our disposal	<input type="radio"/>				

Again, answer following questions about the global Camara organization, NOT specific to any Hub. *

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
We believe it is important to get funding pre-commitments from our donors when undertaking new projects	<input type="radio"/>				
We believe in undertaking pilot projects before fully implementing new programs	<input type="radio"/>				
Our philosophy guides everything we do in the organization	<input type="radio"/>				
We often ask ourselves - 'how is this activity achieving the purpose of the organization?'	<input type="radio"/>				
We are deeply committed to creating social value (Educational Impact)	<input type="radio"/>				

Continue to answer following questions about the global Camara organization, NOT specific to any Hub. *

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Whatever surplus funds we generate are re-invested toward fulfillment of the mission	<input type="radio"/>				
We always seek to balance Social mission (Educational Impact) and financial viability in the organization	<input type="radio"/>				
Our organization closely manages costs	<input type="radio"/>				
We seek sustainable sources of income to remain viable	<input type="radio"/>				
Long term survival is always a top priority	<input type="radio"/>				

Product and Service Innovation at Camara

The following questions are about Innovation at Camara. Service Innovation refers to innovation in the services (i.e, teacher training) Camara provides to stakeholders while Product Innovation refer to innovation in products (i.e, Computers, educational resources, etc). Incremental means marginal improvements to existing products/services while radical means radical changes/additions to existing products/services.

Service Innovation Introduced during the last five years at Camara has been

	1	2	3	4	5	
Very Limited	<input type="radio"/>	Extensive				

Service innovations have been mainly (incremental vs. radical)

	1	2	3	4	5	
Incremental	<input type="radio"/>	Radical				

Product Innovation Introduced during the last five years has been

	1	2	3	4	5	
Very Limited	<input type="radio"/>	Extensive				

Product innovations have been mainly (incremental vs. radical) *

	1	2	3	4	5	
Incremental	<input type="radio"/>	Radical				

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Social Enterprise Orientation (SEO) Survey

* Required

Social Vs. Financial Value Creation

There is a lot of academic research about the dual mission (Revenue generation and Education/Educational Impact) of Social Enterprises (SE) and the inherent tensions that it creates within the organization. What has your experience been at Camara? Can you discuss/list specific reason (s) why this tension may occur? (1-2 Paragraph) *

Your answer

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Environmental and Institutional Support

The following questions are about the general environment impacting Social Enterprises. As you respond, think about your specific organization/HUB. If you are part of CAC, think about the Hubs and Africa in general. If you are CEL (Dublin) think about CEL/Dublin/Europe.

*

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The economic conditions impacting non-profits are becoming uncertain	<input type="radio"/>				
Charitable funding is becoming highly unpredictable	<input type="radio"/>				
There is increasing competition for government funding	<input type="radio"/>				
Government regulations for non-profits are always unpredictable	<input type="radio"/>				
Local and National governments have special support program for social purpose organizations	<input type="radio"/>				
There are sufficient institutional support structure to assist social purpose organizations	<input type="radio"/>				
There is adequate information available on social needs that needs to be addressed	<input type="radio"/>				
We have access to sufficient resource support from financial institutions	<input type="radio"/>				

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SUBMIT

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10.2. Appendix 2: Questions (variables) and indicators

	INDICATOR	QUESTION	STRONGLY DISAGREE (5)	DISAGREE (4)	NEUTRAL (0)	AGREE (2)	STRONGLY AGREE (1)
1	Innovativeness	1 We look for new ways of delivering social outcomes					
		2 We look for innovative ways of marketing our services					
		3 We look for new ways of working with outside agencies like government agencies, businesses or other non-profits					
		4 We seek novel ways of fundraising					
2	Proactiveness	5 We engage in forecasting to avoid surprises					
		6 We consider it important to be ready for future unexpected events					
		7 We engage in financial modeling to prepare for the future					
3	Risk Management	8 We actively monitor external forces affecting us					
		9 We always engage in managing risks associated with our projects					
		10 We will not undertake a project without considering associated costs and benefits					
		11 We will commit resources to a project only when assured of funding to cover the cost					
4	Effectual Orientation	12 We have a caution approach to making resource commitments					
		13 On high social impact projects, we take steps to potential losses are affordable					
		14 In designing new services, we see the value in partnering with Clients/beneficiaries					
		15 We believe in shaping our destiny using whatever means at our disposal					
		16 We believe it is important to get funding pre-commitments from our donors when undertaking new projects					
		17 We believe in undertaking pilot projects before fully implementing new programs					
5	Social mission Orientation	18 Our philosophy guides everything we do in the organization					
		19 We often ask ourselves - 'how is this activity achieving the purpose of the organization?'					
		20 We are deeply committed to creating social value					
		21 Whatever surplus funds we generate are re-invested toward fulfillment of the mission					
6	Sustainability Orientation	22 We always seek to balance mission and financial viability in the organization					
		23 Our organization closely manages costs					
		24 We seek sustainable sources of income to remain viable					
7	Service Innovation	25 Long term survival is always a top priority					
		26 Service innovations introduced during the last five years (incremental=1 vs. radical=5)					
8	Product Innovation	27 Service innovations have been mainly (incremental=1 vs. radical=5)					
		28 Product innovations introduced during the last five years					
		29 Product innovations have been mainly (incremental vs. radical)					
9	Environmental complexity	30 The economic conditions impacting non-profits are becoming uncertain					
		31 Charitable funding is becoming highly unpredictable					
		32 There is increasing competition for government funding					
		33 Government regulations for non-profits are always unpredictable					
10	Institutional Support Structures	34 Local and National movements have special support program for social purpose organizations					
		35 There are sufficient institutional support structure to assist social purpose organizations					
		36 There is adequate information available on social needs that needs to be addressed					
		37 We have access to sufficient resource support from financial institutions					

10.3. Appendix 3: Survey Response data - Quantitative data

ORG	MONTH	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21	Q22	Q23	Q24	Q25	Q26	Q27	Q28	Q29	
1	Camara Education (CEL - Head Office)	56	4	3	5	4	1	2	4	2	4	4	2	2	2	4	4	4	4	2	1	2	3	2	4	2	4	3	4	4	
2	Camara Africa Center (CAC)	48	2	2	4	4	1	2	2	2	4	3	4	4	4	2	2	4	3	3	4	4	2	2	4	2	1	3	2	2	2
3	Camara Education Kenya (CEK)	19	2	2	4	5	4	3	3	3	3	1	4	4	4	2	4	4	3	1	1	1	2	2	3	4	3	3	4	4	
4	Camara Education Kenya (CEK)	12	5	3	5	5	5	4	5	3	5	5	5	5	3	3	5	5	5	5	5	5	5	5	5	5	3	2	3	3	
5	Camara Africa Center (CAC)	24	3	2	3	2	2	4	4	4	4	2	3	3	3	3	2	4	2	2	2	4	4	2	2	2	2	1	1	2	2
6	Camara Education (CEL - Head Office)	18	4	2	5	4	4	4	4	4	4	5	5	4	3	5	5	5	3	4	5	5	5	4	5	5	4	4	2	3	3
7	Camara Education Ethiopia (CEE)	11	4	3	4	2	3	3	4	4	4	5	4	3	4	4	3	2	3	4	4	4	5	4	2	3	4	3	2	2	2
8	Camara Education (CEL - Head Office)	35	2	3	3	2	2	2	3	1	2	3	2	4	3	4	3	4	2	1	2	1	2	2	3	3	3	3	2	4	4
9	Camara Education Tanzania (CET)	82	4	4	4	4	3	4	2	2	3	2	2	2	2	2	3	4	2	2	2	4	2	2	3	2	2	1	1	1	1
10	Camara Education (CEL - Head Office)	12	4	2	2	3	3	3	3	4	4	4	4	4	4	5	3	5	5	4	4	3	3	2	4	3	3	3	3	4	3
11	Camara Education Zambia (CEZ)	78	2	1	1	2	4	1	4	3	2	4	1	4	1	4	1	3	2	2	2	2	2	3	3	2	2	2	2	2	3
12	Camara Education Zambia (CEZ)	14	4	4	5	5	4	4	4	4	4	4	4	5	4	4	4	5	4	4	4	4	4	4	4	3	4	5	3	4	4
13	Camara Education Ireland (CEI)	7	3	2	4	3	1	2	2	2	1	1	3	2	2	5	3	4	4	2	2	4	3	2	3	2	3	2	3	3	3
14	Camara Education (CEL - Head Office)	42	4	1	2	2	1	4	3	2	1	3	2	4	4	4	4	5	4	2	3	3	2	2	1	2	2	4	3	5	3
15	Camara Education Tanzania (CET)	48	2	1	2	3	1	1	1	1	1	3	4	3	3	3	3	3	2	1	2	2	1	1	1	1	1	3	3	2	2
16	Camara Education Ireland (CEI)	20	4	2	5	2	1	2	4	3	4	2	4	4	4	5	4	5	4	2	2	4	2	4	4	1	4	4	4	1	1
17	Camara Education Kenya (CEK)	8	1	1	1	1	1	1	2	2	1	1	3	1	1	1	2	1	2	1	1	1	1	1	1	1	1	1	5	1	5
18	Camara Africa Center (CAC)	60	3	3	4	4	5	4	4	4	4	3	4	3	3	3	3	4	3	3	3	3	4	3	4	4	4	2	4	1	4
19	Camara Education Ireland (CEI)	26	4	2	4	4	3	4	4	3	4	4	5	4	4	5	4	5	5	5	5	5	5	4	4	4	4	4	3	3	4
20	Camara Education (CEL - Head Office)	43	4	3	4	2	5	4	4	2	3	3	3	4	3	4	4	3	3	3	3	4	3	3	5	3	3	5	3	4	4
21	Camara Africa Center (CAC)	52	2	4	4	2	4	4	4	3	4	4	2	4	2	3	3	4	3	3	2	2	3	2	4	2	2	4	2	3	2
22	Camara Education UK (London)	59	3	3	3	3	3	3	3	2	3	4	1	2	2	4	3	3	2	2	3	5	4	4	3	4	3	3	3	3	3
23	Camara Education (CEL - Head Office)	127	4	4	4	2	2	2	4	2	2	2	2	4	2	4	4	2	4	4	4	5	5	2	4	4	4	4	3	4	4
24	Camara Education Lesotho (CET)	11	5	4	5	4	5	4	4	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5	3	5	3
25	Camara Education Kenya (CEK)	56	5	5	5	4	4	4	3	4	3	3	5	4	3	4	5	4	5	5	4	5	4	4	4	4	5	4	3	4	3
26	Camara Education Kenya (CEK)	22	4	4	5	3	4	3	3	5	5	5	3	5	4	4	5	4	2	4	4	5	3	4	4	4	5	4	4	3	3
27	Camara Education Ireland (CEI)	18	2	3	4	3	2	3	2	3	4	3	3	3	3	3	3	3	2	3	3	4	3	3	4	3	2	2	2	2	2
28	Camara Education Kenya (CEK)	68	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	2	4	4	4	3	4	4	4	4	2	2	3	2
29	Camara Education Ethiopia (CEE)	98	5	4	5	4	4	3	4	3	4	4	4	4	4	4	4	5	5	4	4	4	4	5	4	5	4	4	1	3	1

10.4. Appendix 4: Survey Response data - Qualitative Data

	ORG	MONTH	Q30
1	Camara Education (CEL - Head O	56	<p>The backgrounds of staff has varied with some coming from a business background, some from education and some from development. This has caused misunderstandings and divergences in opinions as to how best to achieve the social mission. It has also meant some value breadth of coverage while others value depth.</p> <p>The range of sources of revenue generation is quite varied (state donors, trusts and foundations, corporates, sales, individual giving). This has lead to mixed messages in our fundraising strategy.</p>
2	Camara Africa Center (CAC)	48	During my time at Camara this was always a bone of contention. Although I understand the reason for needing to generate revenue to sustain and grow the business I don't believe we were always transparent with our donors (in-kind or cash) about how we were doing this. It's possible we were on an individual basis but as an organisation we were not transparent about this in our public image. There was also tension created by the perception that funds being generated were unfairly allocated to support the existence of the head office rather than expanding our social impact/growth.
3	Camara Education Kenya (CEK)	19	The mission of Camara is noble, but over the months that I have worked in Camara, margin discussions have been more prominent than social impact discussions.
4	Camara Education Kenya (CEK)	12	This is tension occurs due to the fact that as an enterprise, operational costs need to met while still focusing on the social mission that is central to the organisation.
5	Camara Africa Center (CAC)	24	Camara will not carry out projects that are not profitable. This is even though it has funding constraints
6	Camara Education (CEL - Head O	18	Finances constrain all our activities, projects always seem more enticing than direct social enterprise activities because of the volume of revenue they bring, however projects have defined life cycles, building social enterprise streams may prove more sustainable in the long terms as you have a higher number of smaller clients who will repeat purchase allowing for longer term sustainable engagements.
7	Camara Education Ethiopia (CEE)	11	Both missions don't necessarily go hand in hand, so at times, one must be a priority at the expense of the other. This will create tensions because one mission has been relegated. Revenue generation became the priority at Camara, for understandable reasons in hindsight, which meant Education impact suffered, creating tensions among different factions.
8	Camara Education (CEL - Head O	35	In my view, Camara does not have a strong fundraising strategy hence most of the focus has always been on strengthening the financial aspect of the organization rather than social value creation. This has created a situation where by projects are designed and implemented only when an external funding is secured, rather than re-investing profits made from the business wing of the organization. In such dilemmatic situation, values, views, perspectives and priorities of decision makers at leadership level ultimately determined the fate of the organisation.
9	Camara Education Tanzania (CET)	82	<p>the purpose of camara is to have education impact is the society but revenue generation is important to to the survival of the organisation. Balancing the two aspects has always been an issue because in some instances projects or activities which have the greatest education impact cost a lot of money and don't generate enough in return and those which generate enough income don't always have high social impact.</p> <p>For example training has a high education impact but doesn't have high margin while hardware sales has high margin with little education impact.</p> <p>And within the organisation there are some leaders who are pro education impact and others who are pro revenue generation.</p>
10	Camara Education (CEL - Head O	12	I think the tension occurs from a misunderstanding that the educational Impact might not generate income. But it is imperative to understand that for an SE, impact as well as profit is important. Without the money, there would no means to have impact.
11	Camara Education Zambia (CEZ)	78	n/a
12	Camara Education Zambia (CEZ)	14	It is currently quite difficult for schools to generate the funds that are required for them to purchase the equipment and therefore enroll onto the projects which would give them access to training which would enhance schools and improve capacity of teachers within the schools. Therefore a large number of schools and learners are missing out on the opportunity to benefit from Camara's projects.

	ORG	MONTH	Q30
13	Camara Education Ireland (CEI)	7	<p>In the time that I have been working here, I would 4 that there is tension between the dual mission of the organisation. In general priority is given to the delivery of the funded educational projects over delivering social enterprise activities. There appears to be an inherent belief that the organisation can be fully funded through projects, that SE activities are not necessary to sustain the org.</p> <p>Another issue is the way in which Camara have used the term "social enterprise" in the past, used mainly in reference to "hardware sales". However, it would appear that the majority of these "hardware sales" were actually funded project deliverables. I have not seen specific objectives related to social enterprise activities for Camara - however I have not seen the Strategic plan for Camara.</p>
14	Camara Education (CEL - Head O	42	<p>Corporate mentality vs Development mentality ; Sales for money vs Educational impact. I believe tensions are major within Camara Education and are one of the reasons why Camara is facing rough time and letting go most of its staff. No clear vision on what the mission really is (no common objective and shared outcome) and how SE activities should be supporting Education and not the other way around. Rules aren't clear, division of labour isn't set in stone, poor executive leadership. Not having the capacity or right (law) to fully run SE in hubs also sending a mixed message. Some countries only make sales, others deliver project and education but generate little money, others only deliver projects with technology impact or education impact.</p>
15	Camara Education Tanzania (CET)	48	<p>No deep focus on the Education impact at Camara that's why we don't have a strong M&E plan that will help us to assess the impact of our projects. Most of our initiatives focus on giving kids access to technology without measuring the impact in their learning.</p> <p>No clear policies to guide the organisation on balancing between revenue generation and education impact.</p>
16	Camara Education Ireland (CEI)	20	<p>In Camara, I feel the main problem we have had with this tension is not facing up to it, getting it out in the open and discussing it and its effects in the organisation.</p> <p>We have never properly debated and decided a clear vision on the question of high volume / low impact sales versus low volume / high impact projects.</p> <p>By not properly acknowledging this tension and mapping out Camara's position on it we have stumbled between the two. This has led to confusion on the organisation's key focus and purpose, has led to conflict between opposing views on the where the organisation should be going and where investment should be made.</p>
17	Camara Education Kenya (CEK)	8	<p>The system is under money making, no value addition but just to create jobs for the favoured ones. No social impact at all, its is just an inside story</p>
18	Camara Africa Center (CAC)	60	<p>There is evident tension that the two fight to have the stage and sometimes we have been found to prioritize one over the other. I am yet to see a balance reached between the two such that they take equal importance at the same time. There has been a time when a hub if provided with the capacity at senior level to have two persons one looking at the educational aspect while the other prioritizes Revenue generation then maybe a blance could be struck.</p>
19	Camara Education Ireland (CEI)	26	<p>There is some tension between revenue generation and educational impact. I find, in my work, this is partly because revenue generating product/training sales tend to be focused on short term goals of schools rather than the potentially long term thinking of funded projects that aim to create the educational impact we desire. Furthermore, sales tend to respond to client needs - for better and worse. For schools, this may mean 'ticking the box of training', rather than designing training that is effective. It is often squeezed into a whole-staff session at the start of the year. This does not align with out educational goal for impact.</p>
20	Camara Education (CEL - Head O	43	<p>There was tension sometimes between one particular person in the education department and others at senior management for this very reason. He was very black and while about it but failed to understand that revenue generation was an important focus area to ensure educational impact could happen. But I think in general this tension was carefully managed by the CEO at Camara.</p>

	ORG	MONTH	Q30
21	Camara Africa Center (CAC)	52	The buy in and understanding of the what constitutes education/educational impact has been lacking within the organisation, and there is no balance or full appreciation of the internal investment/funding required to meet the impact targets.
22	Camara Education UK (London)	59	The two need to work in parallel to each other and be like siamese twins - they are inseparable and each intrinsic to the other. Without funds no educational impact is going to happen. Without educational impact, then the social enterprise has compromised it's purpose. In the UK we have a subsidiary Trading Company whose sole purpose is to trade to generate funds for Camara Education UK. It is very clear which activities are processed through Camara Trading and then the profits are donated to Camara Education UK every year. This structure enables a clear division of activity and the accountants enforce this division in how the funds are allocated. As an organisation you need to spend equal effort on these things. Robust, professional channels for attracting funds should be in place to ensure delivery of robust, professional educational delivery that is reliably funded and resourced.
23	Camara Education (CEL - Head Office)	127	Ultimately the Ethiopia project has drained the resources of Camara to the point of unsustainably as an organization, At no point was it sustainable in the last 10 years and it was unrealistic to believe that the gaps could be filled with fundraising. That generated a tension because of the pressure that it continually put CE under. We did not seem to learn the lessons as we went from contract to contract. Revenue targets were constantly underachieved to mt memory. Part of the reason for this was due to poor quality CEO's in hubs as a result of uncompetitive salaries. So we kept eating ourselves. We were also doing too many different activities in the hubs and we failed to cover the costs as a result of being spread too widely. Perhaps, we lacked string management to keep Camara focussed on doing fewer activities well rather than too many poorly.
24	Camara Education Lesotho (CET)	11	na
25	Camara Education Kenya (CEK)	56	The organization is really looking for ways to generate capital for sustainability of Hubs without looking for our mission and vision . This is because the top managers in Training and Education we don't have enough building capacities to support training at Hubs.
26	Camara Education Kenya (CEK)	22	My experience has been that the duality of mission has led to the Social Enterprise facet being suspended because it was not doing so well as so many resources were being pumped in with little or no return on investment in terms of Revenue Generation which to me is a consequence of this tension that comes about as a result of duality of missions. In my opinion, this tensions may occur because people who champion the two separate missions often have opposing specific targets set by the organization and the conflict of targets or objectives may result in tensions. A Business development staff would want to sell even to people whose mission is not in line with the organizations mission so long as they achieve their targets. Secondly, the Revenue generation mission was not an initial mission from the onset of the organization and was only incorporated later when it was discovered that it was paramount to look at sustainability of the projects beyond project cycle maturity. A project that does not look at sustainability from the onset and builds a model around it and only starts incorporating sustainability interventions towards the end is most likely to create tensions.
27	Camara Education Ireland (CEI)	18	In my experience there is no coherent framework to measure educational return on investment. As a result revenue generation is very broad stroke and does not relate activities that result in educational outputs directly to cost and resourcing. The outcome is an organisation that is led by fundraising targets rather than led by an analysis of what we want to achieve and then looking at how much this will cost.
28	Camara Education Kenya (CEK)	68	Often we are caught in a situation where we need to generate income while at the same time want to remain true to our mission of enhancing educational outcomes amongst the learners. This brings about who can buy the Camara equipment, if any buyer comes with good money can we sell the equipment?
29	Camara Education Ethiopia (CEE)	98	From my experience at Camara, charities/donor-funded projects are limited, inefficient as there is not enough aid money in the world to meet the needs of the poor. 2. Poor institutional and policy frameworks to support social enterprise organizations is also a challenge. 3. In achieving scale and self-sustaining and the potential for growth and expansion, the Social enterprise model would be a preferable solution to charities/ Fully funded donor projects. Although Local and National governments try to address some of the difficulties facing charities in achieving scales, such as, for instance, the introduction of a cost-sharing model in Ethiopia, it remains difficult for them to achieve this when aid and private donations are their only viable and regular source of funds. Social enterprises, on the other hand, can avoid the need for charitable funding entirely.

10.5. Appendix 5: Qualitative analysis Codes in NVivo

The screenshot displays the NVivo interface. On the left, the 'Nodes' pane shows a hierarchical tree of codes. The main window shows a text excerpt with several lines of text, each preceded by a number (1-7) indicating its association with a specific node.

Name	Files	References
EXTERNAL FACTORS	1	11
Conflicting demands	1	5
Existing Environment	1	6
ORGANIZATION IDENTITY	1	28
Conflicting Priority & Message	1	13
Mission & Strategy	1	6
Organization model	1	9
STAFFING	1	14
Staff Background and values	1	7
Staff commitment and understanding	1	7

ID	Text Excerpt
1	The backgrounds of staff has varied with some coming from a business background, some from [unclear] and divergences in opinions as to how best to achieve the social mission. It has also meant so
2	The range of sources of revenue generation is quite varied (state donors, trusts and foundation fundraising strategy). During my time at Camara this was always a bone of contention. Although I understand the re, believe we were always transparent with our donors (in-kind or cash) about how we were doi were not transparent about this in our public image. There was also tension created by the pe existence of the head office rather than expanding our social impact/growth.
3	The mission of Camara is noble, but over the months that I have worked in Camara, margin dis
4	This is tension occurs due to the fact that as an enterprise, operational costs need to met whil
5	Camara will not carry out projects that are not profitable. This is even though it has funding co
6	Finances constrain all our activities, projects always seem more enticing than direct social ent have defined life cycles, building social enterprise streams may prove more sustainable in the purchase allowing for longer term sustainable engagements.
7	Both missions don't necessarily go hand in hand, so at times, one must be a priority at the exp

10.6. Appendix 6: Letter to Case organization

Social Enterprise Orientation (SEO) Online Survey > Inbox x

Yared Ayele <yaredaye@camara.org> Mon, 12 Aug, 22:12 ☆ ↶ ⋮

Dear Colleagues,

Per my earlier communication, I am conducting a short survey about Camara Education in order to understand a phenomenon called Social Enterprise Orientation (SEO), which is an instrument used to define/measure organizations' level of Social Enterprises-ness (SE), and the challenges and opportunities related to Social Value Creation (i.e, Educational Impact in the case of Camara).

You have been selected to take this survey based on your current or past role at Camara Education. The survey should only take 10 minutes of your time at best. It is completely anonymous.

Link to Online survey: <https://forms.gle/RSnBXQ7p67VNwNDt8>

The survey will CLOSE and the link will expire on September 9, 6PM GMT. Of course, I will greatly appreciate if you can take it as soon as possible.

Thank you very much in advance.

Best,
YA
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