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Master Thesis U.S.E.

Title: *Increasing the societal impact of Work Integration Social Enterprises (WISEs) through cross-sector collaboration.*

Evan Lotty

Student Number: 9059709

Student email: E.r.lotty@students.uu.nl

1st supervisor: Dr. Leendert de Bell
L.A.deBell@uu.nl

2nd Supervisor: Dr. Coen Rigtering
Email: J.P.C.Rigtering@uu.nl

Abstract

Work Integration Social Enterprises (WISEs) are integral to our society due to the social issues they combat; however, they face many challenges when attempting to scale their social impact. Drawing on evidence that cross-sector collaborations can result in the co-creation of social value; this study aims to answer the research question *“How can Work Integration Social Enterprises (WISEs) in Ireland and the UK utilize cross-sector collaborations to scale and increase their societal impact?”*. Work integration is the most widespread impact area that social enterprises in Ireland and the UK find themselves tackling. This present study uses exploratory case study research following the methodological tradition often associated with collaborations. Thematic analyses of eight WISEs that have engaged in cross-sector collaborations provide answers to the research question. The results of the present study identify the type of partners along with the elements of the value exchange that facilitate an increase in both direct and in-direct social impact. The social impact outcomes of these collaborations are also identified on the micro, meso and macro levels.

Keywords: Social Enterprise; Work Integration; Societal Impact; Collaborations

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1. Introduction

The age of social responsibility for businesses is evolving. The financial market is trending towards more socially responsible investments and thus, an increase in corporate social responsibility can be observed (Diez-Cañamero et al., 2020). A Social Enterprise (SE) can be described as an enterprise that integrates the methodology of both commercial and non-profit organizations in order to create profit and social value (Alter, 2007). The scope of SE activities is wide and can be difficult to categorize or define (Gordon, 2015). However, Defourny & Nyssens (2021) describe four SE models that they believe many SEs can be associated with. The four models are:

- *The entrepreneurial non-profit model*: Non-profit organizations where any earned income is used to achieve their social mission.
- *The public-sector SE model*: SEs that are often formed by local public entities as a result of a push towards the marketisation of public services. These SEs often provide outsourced services such as care services or work integration services.
- *The social cooperative model*: Based on a mutual social mission, these SEs pursue the mutual interest of its members along with the interests of the community or specific group.
- *The social business*: SEs with a shareholder driven business model that aims to achieve both economic and social outcomes.

A diverse array of impact areas can be associated with SEs (Defourny & Nyssens, 2021). Some examples of impact areas include poverty reduction, labour market participation, homelessness, environmental sustainability, and education (de Bell & Drupsteen, 2019; SEUK, 2021)). The present study will direct its focus on Work Integration Social Enterprises (WISEs). WISEs can be defined as entities in the SE bracket that have the primary goal of occupational integration for disadvantaged or excluded individuals in the labour market (Davister et al., 2021). WISEs often offer employment or training and aim to develop the skills of disadvantaged or excluded individuals (E.g., ex-convicts, people with disabilities, refugees, people from disadvantaged areas, individuals in long-term unemployment, homeless). These forms of enterprises aim to aid these individuals to avoid being marginalised. These individuals can often face exclusion from both the labour market and from civil society (Spear & Bidet, 2005) The four main modes of integration by WISEs are creating work experience or training, creating permanent self-financed jobs, creating employment positions along with subsidies and creating activities to aid in socialisation (Davister et al., 2021). The choice to focus on WISEs as part of this research is due to their

vast scope, the complicated challenges they face, and the lack of WISE focused research conducted. Work integration is the most widespread impact area of SEs across Europe (Defourny & Nyssens, 2021). WISEs offer high levels of effectiveness and have been observed to be capable of striking innovation (Spear & Bidet, 2005). Further research is required to develop the understanding of WISEs and the sector they operate in (Spear et al., 2017).

WISEs play an important part in society by accommodating individuals where the state may fall short (Spear & Bidet, 2005), yet, face challenges in growing and scaling their impact (de Bell & Drupsteen, 2019). Challenges faced by WISEs include, but are not limited to the complexity of their dual mission, diverse funding streams accompanied by varying requirements, internal operations constraints and dependence on labour integration schemes where policy priorities are constantly changing. (de Bell & Drupsteen, 2019; O'Hara & O'Shaughnessy, 2021; Spear & Bidet, 2005). When investigating SEs, we see that they have been looking towards cross-sector collaborations as a means to overcome challenges and to increase their social impact (Roh, 2016; Sakarya et al., 2012). A cross-sector collaboration can be defined as a process where actors from different sectors share resources and leverage their core capabilities as to co-create social value (Barraket & Loosemore, 2018). Challenges can arise within cross-sector collaborations, issues involving collaboration management, value exchange and the collaborative mindsets of partners can hamper the success of collaborations (Austin & Seitanidi, 2014). From current literature it is known that WISEs operate differently and face different challenges to those of regular SEs (Davister et al., 2021; de Bell & Drupsteen, 2019; Spear & Bidet, 2005). Current literature provides evidence that SEs have been successful in scaling their social impact via cross-sector collaborations (Di Domenico et al., 2009; Sakarya et al., 2012), but no research has been conducted investigating the engagement of WISEs in these collaborations. The aim of the present study is to highlight how WISEs can scale their impact via the utilization of these collaborations.

The number of SEs emerging across Europe is increasing an unprecedented rate (ESEM, 2021). Overall, the proportion of SEs established between 2017 and 2020 in the UK rose from 25% to 34%. Furthermore, 47% of SEs in the UK are under five years old compared to 10% of Small Medium Enterprises (SMEs) (SEUK, 2021). According to the Forfás review (2013), there were 1,420 SEs operating within the Republic of Ireland in 2011. A more recent report found that the figure had grown to 3,376 in 2016 (Hynes, 2016). The rise in the number of SEs can be explained by policy changes due the importance of SEs being recognised by the governments in Ireland and the UK (Hazenberget al., 2016; O'Hara & O'Shaughnessy, 2021; SEUK, 2021). The "Social Enterprise Policy for Ireland 2019-2022" is the

first social enterprise policy of its kind in the country. Along with building awareness and understanding of SEs in Ireland, the policy aims to grow and strengthen social enterprises with one tactic outlined being that of creating partnerships between businesses and social enterprises (*National Social Enterprise Policy Ireland 2019-2022*, 2019). In addition, a report on social enterprises by the British Council (2019) stated that a key success factor for the social enterprise sector will be to engage in collaboration with other stakeholders within the economy (Caffrey, 2020). The number of SEs is rapidly increasing in both Ireland and the UK, which in turn demands further insight as the structures of both social economies are far from solidified. This study will focus on WISEs in Ireland and the UK.

The present study seeks to answer the question *“How can Work Integration Social Enterprises (WISEs) in Ireland and the UK utilize cross-sector collaborations to scale and increase their societal impact?”*. The stakeholders within the present study include entities in the form of non-profit organizations, for-profit businesses, and SEs. The next chapters include a review of current literature, an explanation of the theoretical framework at the base of the study, a description of the methodological approach, the results, the discussion of the results, and a conclusion.

2. Literature Review

As mentioned previously, the focus of the literature review accompanying the present study can be viewed from three stand points, literature relating to SEs and WISEs scalability, literature relating to social enterprises and cross-sector collaboration, and literature relating to social enterprises and WISEs in the more specific empirical setting of Ireland and the UK.

2.1 Scalability of Social Enterprises & WISEs

Scalability of SEs and of social impact is an issue that many fail to overcome (Lyon & Fernandez, 2012). From current literature, it is evident that SEs face many challenges and barriers both internally and externally that can hamper their ability to operate efficiently and achieve scale (de Bell & Drupsteen, 2019; Lyon & Fernandez, 2012; Weber et al., 2012). When compared to for-profit businesses, SEs are often driven using a bottom-up approach (Gramescu, 2016). This is to say that they begin with their social mission and the business aspect of the enterprise follows. Due to this approach, the management competence within the SE does not always align with the expertise required to operate a business efficiently (Weber et al., 2012). SEs have been seen to struggle with internal operations such as technology, accounting and marketing (Di Domenico et al., 2009). Externally, funding is a challenge that

is common amongst both SEs and WISEs (de Bell & Drupsteen, 2019; Lyon & Fernandez, 2012; Weber et al., 2012)

When comparing the literature pertaining to WISEs and SEs, similar challenges can be observed. A two yearlong study by de Bell & Drupsteen (2019) identified obstacles to growth in the form of constraints on internal operations, such as Human Resource management, Processes and Systems and Marketing and Branding. While similarities are evident with regards to scalability obstacles, differing challenges pertaining to WISEs can also be identified within current literature. An external barrier that is associated with WISEs is that of the intake and management of the labour target group (de Bell & Drupsteen, 2019; O'Hara & O'Shaughnessy, 2021). In many national contexts, the emergence of WISEs was in response to national levels of long-term un-employment as a result of economic depression (O'Hara & O'Shaughnessy, 2021; Spear & Bidet, 2005). WISEs were initially given funding through government employment initiatives, but with WISEs now growing and aiming to scale and achieve self-sustainability, challenges arise in terms of meeting differing requirements that are attached to their diverse sources of funding (O'Hara & O'Shaughnessy, 2021; Spear & Bidet, 2005).

The study of Weber et al (2012) examines the entirety of literature relating to the scaling of SEs and non-profits up to the year 2012. The study is one of the most comprehensive available on the subject, offering seven components addressing the scalability of SEs and non-profits, these components are derived from 147 scaling strategies and 241 drivers for scalability. The seven components are: commitment of the individuals driving the scaling process, management competence, replicability of the operational model, ability to meet social demands, ability to obtain necessary resources, scaling social impact with others and adaptability. While extensive, the results are generalised and do not control for contextual specifics, for example, the complexity and individualistic elements of WISEs. The literature available discusses the barriers and challenges associated with scalability but fails to represent how WISEs can scale successfully. This research aims to build on previous literature regarding the scalability of SEs, thus contributing to the gap in this area of study.

2.2 SEs and cross-sector collaboration

From current literature, it is understood that cross-sector collaborations between SEs and businesses can yield positive social impact (Roh, 2016; Sakarya et al., 2012) These collaborations can generate social value through complementary resource sharing (Austin & Seitani, 2014; Sakarya et al., 2012).

Resources shared by the corporate entities often come in the form of technological, accounting, marketing, and human resource expertise through financial resources and most commonly shared by the corporate entity. (Di Domenico et al., 2009; Sakarya et al., 2012). Equal value exchange is often an indicator of a successful cross-sector collaboration (Di Domenico et al., 2009). Expertise, networks, knowledge, and organizational infrastructure can be seen to be offered by SEs within these collaborations (Sakarya et al., 2012). Value is offered in the form of social capital and social legitimacy to the corporate entities which can be sought-after assets (Di Domenico et al., 2009). Di Domenico et al.,(2009) states success of a partnership can be underpinned by that of the selection of the type of partner and this is corroborated by the Collaboration Value Creation (CVC) Framework (Austin & Seitanidi, 2014) (See S.3)

When discussing value creation, current literature has varying perspectives on which type of values are created as a result of cross-sector collaborations. The study conducted by Di Domenico et al, (2009) views the value created in terms of the benefits to each organization but fails to identify the social value created, which is the primary sought-after value of SEs (Davister et al., 2021). This may be explained by the approach of Di Domenico et al, (2009) which adopts the views of the social exchange theory. The social exchange theory is predominantly used to assess the relationships between individuals and not the relationships between organizations. The theory has attracted criticism as it defines successful relationships through the advantages and disadvantages to the individuals of the relationships, not allowing for the interpretation of complex aspects relating to relationships (Cropanzano et al., 2017). The results of Sakarya et al (2014) found that corporate entities did form partnerships out of self-interest as di Domenico states, but that the social goals were also of equal importance (Sakarya et al., 2012)

Social value deriving from cross-sector collaborations can be viewed at micro, meso and macro levels (Sakarya et al., 2012). The impact assessment within the present study will be based on the CVC framework (Austin & Seitanidi, 2014) as it allows for a more in-depth assessment of the value created on the micro(individual), meso(organisation) and macro(society) levels as a result of cross-sector collaborations. The analysis of social impact at these different levels by Sakarya et al (2012) follows the typology of the social impact assessment of Becker (2001). This form of assessment focuses on the value created within individual projects and views the impact in broader collective terms, however, it fails to identify values created throughout collaborations. This choice is validated by the comments of Sakarya

et al (2012, p.1719) stating that “the applications of cross-sector collaboration frameworks to social alliances may also be rewarding”.

The main impact area of the cases of Sakarya et al (2012) was that of social mobilization with employment and training being areas that had a focus of 0.5% and 0.2%. Di Domenico’s (2009) research showed no focus towards any particular kind of SE or impact area. Previous literature has suggested that businesses are more often inclined to forge partnerships with direct-impact enterprises that focus on areas such as education, sustainability, or job development (Ashman, 2000; Hutchinson, 2000). This insight, given the lack of research pertaining to WISEs and cross sector collaborations (Spear et al., 2017) begs further attention. WISEs operate differently and face additional challenge when compared to general SEs (Davister et al., 2021). The aim of the present study is to build on previous literature pertaining to cross-sector collaborations with a specific focus on cross-sector collaborations involving WISEs. Elements of the partnerships and shared resources will be investigated to determine the similarities and differences when compared to the findings in current literature. The analysis of value created within the collaborations will follow a more in-depth approach to clearly identify the specific social impact of said collaborations.

2.3 SEs & WISEs in Ireland and the UK

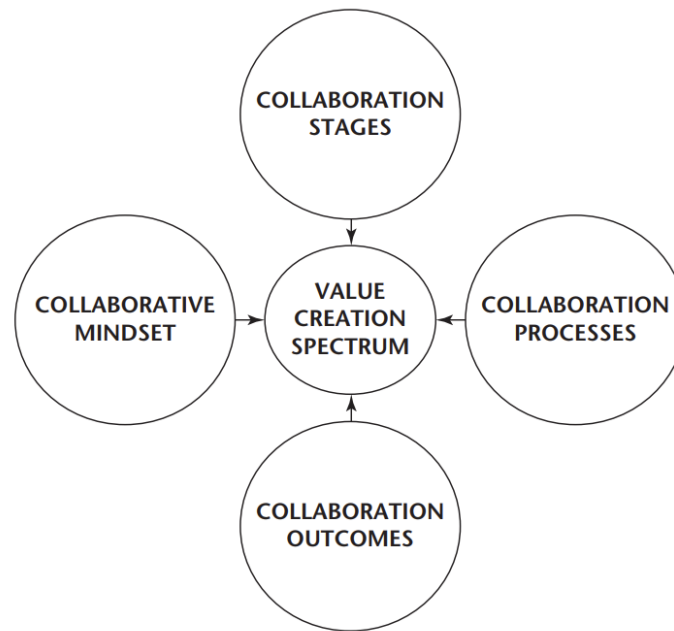
When attempting to investigate the scope of SEs in Ireland, the Forfás report (2013) and a study by Hynes (2016) are the most recent reputable documents and these were used to estimate of how many SEs operate within the country. There is some ambiguity regarding the operations and classifications of SEs in Ireland and thus, is difficult to give an accurate helicopter view of the social economy in Ireland (O’Hara & O’Shaughnessy, 2021). An empirical study by Hynes (2016) of twenty SEs in Ireland provides insights into the social contributions, the challenges faced, and the support required for SEs develop and scale successfully. While financial aid and government initiatives help SEs, knowledge and expertise in areas such as operations management, marketing and strategic management are required to facilitate long-term scalability (Hynes, 2016). A recommended action by Hynes (2016) to facilitate growth and to increase social value is for the SEs to form partnerships or collaborations with organizations in the public or private sector. Collaborations or partnerships between SEs and public/private organizations are not particularly evident in Ireland (Hynes, 2016). The present study provides evidence of cross-sector collaborations in Ireland accompanied by information relating to the value created from those collaborations.

Information pertaining to the scope of SEs in the UK is found in the SEUK report (2021). SEs in the UK are being seen to achieve scalability. In 2021, 4% were found to have a workforce of over 250 staff, compared to 2% in 2019 (SEUK, 2021). The classification of WISEs is not widely used in the UK. It is commonly found that SEs engaging in WISE like activities, often see these labour integration characteristics as part of their social activity and not part of their categorization (Spear et al., 2017). Due to this, there is a lack of academic literature that directly focuses on WISEs. When discussing WISEs challenges in the UK, the findings of Spear et al., (2017) mirror that of Ireland with regards to WISEs dependence on government initiatives accompanied by uncertainty due to government policy changes. This study aims to tackle this issue in the context of both Ireland and the UK by highlighting the current options in which WISEs can avoid this dependence through cross-sector collaboration.

3. Theoretical Framework

Austin and Seitanidi (2014) define collaborative value as “the transitory and enduring multidimensional benefits relative to the costs that are generated due to the interaction of the collaborators and that accrue to organizations, individuals, and society” (Austin & Seitanidi, 2014). The Collaborative Value Creation (CVC) Framework can be used as an analytical tool to facilitate a deeper level of understanding and a more structured approach to co-creating collaborative value. The CVC framework can highlight benefits on a multidimensional and multilevel basis that can occur during the collaboration process. As the present study aims to identify the social value that can be created during a cross-sector collaboration, this framework seems appropriate to use. The information gathered from the semi-structured interviews relating to the present study was analysed using the five components of the CVC framework. Identifying the various types of values created from each of the case studies facilitates the answering of the present study’s research questions. The five components of the CVC framework (Austin & Seitanidi, 2014) as depicted in figure 1 and will be further explained below.

Figure 1: Collaborative Value Creation Framework (Austin & Seitandi ,2014).



The Value Creation Spectrum

While each component of the CVC framework is interconnected, certain components are more relevant when answering the different research questions within the present study. The elements explained by the value creation spectrum component aid this research in answering the sub-question “*What elements of the value exchange between collaborators facilitate the scalability of WISEs?*”. Value is created by cross-sector collaborations, though to be able to identify and utilise this value, a deeper understanding is required regarding the source of value and the type of value offered. When discussing the sources of value, it is imperative to compare the resources required and the resources offered within a collaboration as more value is created when there is resource complementary evident. Resource directionality must also be observed, the direction can be in a unilateral flow, a parallel exchange or with conjoined resources. The CVC framework explains the different kinds of resources by categorizing them into two groups, generic resources, i.e., resources that any organization may have, such as money, and organization-specific resources i.e., specific expertise that can be shared, respectfully. We know from the findings of Sakarya et al. (2012) and Di Domenico et al. (2009) that both types of resources can be beneficial within a collaboration, so this research aims to find out if one creates more value than the other. Another source of value can be found by evaluating the level of

shared interests of both parties of the collaboration. The higher the number of shared interests along with higher levels of intensity towards each shared interest, results in higher levels of value created.

As mentioned above, the types of value as defined by Austin & Seitandi (2014) underpins the approach taken by this study to answer the sub-question *“What elements of the value exchange between collaborators facilitate the scalability of WISEs?”*. The offerings that WISEs receive can be categorized into the four types of value of the CVC framework.

Associational Value: This value is created by the nature of association between both partners. This value may increase the reputation, credibility, or legitimacy of both partners. This value can be offered both intentionally and unintentionally.

Transferred Asset Value: Value can be accrued due to the resources shared, these can be depreciable assets that are not long lasting like cash or donation, or durable assets such as equipment, facilities, skills.

Interaction Value: Depending on the level of interaction between partners and collaborators, a range of intangibles can be created such as relational capital, communication skills and access to networks.

Synergistic Value: The premise of synergistic value states that the creation of one form of value can influence another form of value which in turn, can have an effect on another form of value, thus creating a “virtuous value circle”.

The Collaborative Mindset

The collaborative mindset of cross-sector partners can be viewed in two mindset dimensions, the views of each partner influence the potential value that can be created from the partnership. The perspectives are broken into how one perceives value, and how one views the collaboration itself. The findings related to the collaborative mindsets of the collaborative partners in the present study, aid in answering the sub-question *“what type of partners create the most social value through cross-sector collaboration”*. When analysing the value mindset, seven dimensions are considered; Breadth, interrelatedness, compatibility, focus, outlays, time frame and purpose. Referencing these dimensions, one can assess the compatibility of possible partners.

The collaborative mindset complements the value mindset when attempting to assess potential compatible partners for efficient value creation. The six dimensions used when assessing the

collaboration mindset are attitude, dependency, compatibility, role, participation, and change. Within the present study, the researcher also assessed whether partners discussed mindsets and outlooks before engaging in a partnership, as this can help alter mindsets and, ultimately, help create more value.

The Collaboration Stages

This study found that there are different levels in which the partners of the cross-sector collaborations interact, these can be explained by the four collaboration stages of the CVC framework. The philanthropic stage often entails donations, this is often the first stage of many partnerships. The transactional stage follows, resources specific to the needs of the SE can be witnessed to be shared within this stage. When partnerships become more strategically integrated with the shared common goal of social value creation, they have reached the integrative stage. The final stage, the transformational stage, entails partners going beyond their organization specific goals and attempting incur change on a larger scale. The different collaboration stages can create different types of value from one another, and partnerships can evolve through these stages. There are various drivers of evolution through the different collaboration stages and in this study, we focus on alignment, engagement, and the leverage of partnerships

The collaboration processes

Building on the collaboration stages, the collaboration processes of the partnerships were also analysed to give a more in-depth answer to the sub-question *“how can WISEs develop their partnerships as to mutually increase the level of social value created”*. The collaborative value creation processes component of the CVC framework suggests that there are four phases of collaboration: formation, selection, implementation and institutionalization. These processes coincide with the development of partnerships and can create substantial value if conducted correctly.

The collaborative value outcomes

While using the four phases of collaboration as a reference point to identify how, where, and what type of value is created within the cross-sector collaborations studied within this research, the outcomes must be identified as to gauge the success of the partnerships. The researcher assesses who has benefitted, what value was created and how the created value was measured.

4. Methodology

The present study follows an exploratory case study design method with a focus on answering the research question: *“How can Work Integration Social Enterprises (WISEs) in Ireland and the UK utilize cross-sector partnerships to scale and increase their societal impact?”*.

In order to answer the main research question, three sub-questions were derived.

1. *“What type of partnerships create the most social value through cross-sector collaboration?”*
2. *“What elements of the value exchange between collaborators facilitate the scalability of WISEs?”*
3. *“What type of social value is created as a result of WISEs engaging in cross-sector collaborations?”*.

4.1 Qualitative approach

The aforementioned research questions will be answered through a qualitative approach. The goal of this research is to identify the aspects of value exchange relating to cross-sector collaborations that can be utilized by WISEs so as to increase their societal impact and in turn derive a theory from the results. According to Spencer et al. (2004, p.10), the aim of qualitative research is to “provide an in-depth understanding of people’s experiences, perspectives, and histories in the context of their personal circumstances or settings. Among many distinctive features, it is characterised by a concern with exploring phenomena from the perspective of those being studied.”

A qualitative approach is suitable to answer this research question as the nature of the study involves interpretation of experiences and histories from different perspectives. Within this research paper, the aim is to delve deeper into the relationships within cross-sector collaborations and identify the aspects of value exchange from the collaborators and partners that will enable WISEs to scale their societal impact. This research was based on a case study design method. The case study method sheds focus on complex situations while also ensuring that the context is considered (Keen & Packwood, 1995), thus capturing the multitude of meaningful characteristics of events (Yin, 2009)

4.2 Data Collection

Desk research was initially conducted as to achieve a wider understanding of the intricacies of both WISEs scalability and cross-sector collaborations. Desk research can be defined as research conducted of predominantly external sources of data and materials (Law, 2016). The analyses of the research conducted by De Bell & Drupsteen (2019) provided a reference point regarding WISEs' barriers to scaling. The multiple case study research of cross-sector collaborations conducted by Sakarya et al, (2012) was also studied as to give a foundation of knowledge in relation to the inner workings of cross-sector collaborations. Additionally, impact reports released by the intended interviewees, where available, were studied as to give a helicopter view of the operations and impact of the relative WISEs.

Semi-structured interviews were conducted with the aim of gaining an insight into the aspects of the value exchange of the collaborations that enable WISEs to scale their societal impact. Semi-structured interviews can be described as where the interviewer has an interview guide consisting of questions and topics that they would like to cover, but there is flexibility in how and when the interviewer can approach these topics and ask these questions (Edwards & Holland, 2013). An inclusion criterion was created as to ensure the WISEs chosen for each case study would be able to provide information that was pertinent to focus of the present study. For the SEs to be eligible for this research, their form of operations and the impact area on which they focused on had to be aligned with the definition of WISEs as stated by Davister et al, (2021). The eligibility of intended interviewees also depended on whether the SE had partaken in cross-sector collaborations. The interviewees were required to be directly involved with the managing of partnerships and collaborations, and have in-depth knowledge of the operations and history of the SE.

A total of eight WISEs were chosen to be interviewed for this study. The target groups in which the WISEs aimed to train or integrate into the working economy varied. Four WISEs focused on individuals that are or have been through the legal system of their respective countries, two WISEs aimed their work integration efforts at disadvantaged or long-term un-employed individuals within their community and one SE trained and employed homeless individuals. The task of finding these WISEs was accomplished through the use of SE databases and via referrals by experts in the field. In the context of the UK, SEUK has developed an extensive database of SEs that allows one to search via the impact areas of said SEs. The WISEs that were identified on the SEUK database that appeared to meet the inclusion criteria were investigated further via web search as to increase the level of certainty of suitability. Any

WISEs that appeared suitable post-web search were contacted via email. Due to a lack of SE databases in Ireland, contact was made with a university lecturer specialising in the field of WISEs along with individuals involved with the organization, Social Enterprise Republic of Ireland (SERI). These contacts referred the researcher to WISEs that they believed would meet the inclusion criterion which were then contacted. The email sent to the WISEs in both Ireland and the UK requested an informal call as to discuss the operations and social goals of the respected WISEs. The informal call acted as a final stage of suitability checking, all WISEs that accepted the invite to call matched the inclusion criteria and thus, a semi-structured interview was scheduled for a later date.

The semi-structured interviews were conducted via online video calls, utilising the platforms of Microsoft Teams and Zoom. The video calls lasted between 30-45 minutes each and were recorded using the in-house recording feature of the aforementioned video conferencing platforms, initial thoughts were also noted once the video calls had concluded. The interview guide (See Appendix 3.) created for the semi-structured interviews contained a list of questions formulated based on two approaches. One approach was based off the CVC framework (Austin & Seitanidi, 2014), this allowed information to be collected regarding the social value created through the varying dimensions of the cross-sector collaborations. The questions asked based on the second approach aimed to identify personal opinions and preferences in relation to certain factors of the collaborations. The mixed approach gave an insight into the aspects of the collaborations that created the most amount of social value.

4.3 Data Analysis

According to Thomas (2011), there are two parts of a case within a case study, the subjects and the analytical frame or “object”. The subject in the context of the present study is that of the WISEs partaking in cross-sector collaborations. The analytical frame or “object” pertains to the researcher’s interpretation of the WISEs’ experiences in relation to their involvement in cross-sector collaborations. At the core of the study lays the analytical frame, but the way in which the analysis is conducted holds equal importance (Thomas, 2011). The thorough study of both the setting (cross-sector collaboration) and the individuals (WISEs and their collaborators) is followed by the analysis of the data with the intention of identifying themes (Creswell, 2013).

The analysis of the data collected from the present study is done using thematic analysis. Thematic analysis is a widely used method of analysis in qualitative research analysis (Guest et al., 2011; Thomas & Harden, 2008). Thematic analysis can be used to identify and analyse trends within data (Braun & Clarke, 2006) which supports the aim of the present study. Through inductive reasoning, meaning is derived from the data relating to the value exchange of both parties involved in the cross-sector collaborations. The analytical interests concerning these research questions and theoretical assumptions were driven by the thematic analysis. According to Braun and Clarke (2006), there are six phases relating to conducting thematic analysis as shown below in figure 2, these phases combined with the qualitative data analysis research methods of Miles, Huberman and Saldaña (2014) are followed in the present study.

Figure 2. Phases of data analysis. (Braun & Clarke 2006)



Figure. 3 Data Analysis Process

<p><u>Phase 1:</u> Initial notes created at the time of interviews were reviewed as to be familiar with the content. Interviews were transcribed using the transcription service Otter.ia followed by the uploading of said transcripts to the qualitative data analysis system (CAQDAS) known as NVivo. The data was read and re-read several times accompanied by note taking of initial ideas.</p>
<p><u>Phase 2:</u> The first cycle of coding commenced (Miles et al., 2014; Saldana, 2021). This entailed the initial stage of coding of the interview data (See Appendix 1). The methods relating to first cycle coding entail initially assigning codes to the chunks of data (Miles et al, 2014).</p>
<p><u>Phase 3:</u> The second cycle of coding then followed (Miles et al., 2014; Saldana, 2021) This phase is often described as focused coding, selective coding, or axial coding (See Appendix 2). The methods relating to second cycle coding guided the researcher in re-organising and analysing the data coded in the previous coding cycle in an advanced manner (Saldaña 2013). The codes were then arranged into themes.</p>
<p><u>Phase 4:</u> Analytical Memos were created (Miles et al 2014). Codes and themes were collated together followed by the activity of seeking and identifying relationships, gaps, points of interest, practical implications, and analytical questions of previous codes.</p>
<p><u>Phase 5:</u> Within-case and cross-case analysis was conducted (Miles et al, 2014). Within-case analysis allowed for a more in-depth understanding and familiarisation of each independent case (Huberman and Miles, 2002). Following this, Cross-case analysis afforded the selection of categories and the search for similarities and differences between all cases. (Huberman & Miles, 2002)</p>
<p><u>Phase 6:</u> This phase involved post-coding and pre-writing (Saldana, 2021). Major themes and categories were selected.</p>
<p><u>Phase 7:</u> The data is displayed in a descriptive narrative manner, conclusions were drawn, and verification occurred (Miles et al., 2014).</p>

The process of thematic analysis used in the present study was influenced by the qualitative data analysis research methods of Miles, Huberman and Saldaña (2014). The approach relating to this method consists of the collection of data followed by the application of numerous cycles of coding and analytical memos. The aforementioned activities are followed by data display, conclusion, and verification. An iterative approach was taken throughout the analytical process of the present study, refinements were made when required. Data analysis according to Miles, Huberman and Saldaña (2014) is viewed as three simultaneous flows of activity: Data condensation, Data display, Conclusion drawing and verification.

Coding of data is seen as one of the main steps in the process of qualitative analysis (Bryman, 2012). The process of coding entails the assignment of “tags, names or labels against pieces of data” (Punch & Oancea, 2014). When using codes, the researcher can opt for the use of pre-determined codes, codes created through an inductive process of analysing data, or both (Creswell, 2013). Within the present study, codes relating to the 5 elements of the CVC framework (Austin & Seitandi, 2014) were created prior to the process of inductive reasoning as to simultaneously identify the varying types of value created within the cross-sector collaborations. The qualitative data analysis software NVivo 12 was utilised within the present study as to aid in maintaining a clear process of analysis. The software can be used to for file storage, coding, and relationship identification.

5. Results

Through the method of thematic analysis, three main themes have been identified deriving from the data. The emerging themes consisted of the following: Partnership Dynamics, Value Exchange, and Social Value Outcomes.

5.1 Partnership Dynamics

Throughout the process of data collection and analysis, it was found that each WISEs interviewed was involved in various partnerships with a multitude of differing types of partners. Using thematic analysis, these partner types have been split into eight different categories. These categories have been formulated while considering such factors as the nature of the partnership, the offerings of the partners and the level of engagement within the partnership. Each category is non-mutually exclusive, this is to

say that some partners fall under the description of multiple categories. A brief description of each category can be found below.

1. Funders: Partners that fund the WISEs monetarily.
2. Discounters: Partners that allow the WISEs to avail of discounts. These types of partners predominantly came in the form of suppliers and landlords.
3. Committers: Partners that form contractual agreements with the WISE, add them to their supply chain or use them as service providers for particular events (Catering, Venue hire).
4. Expertise Lenders: Partners that offer their professional expertise free of charge. This expertise predominantly came in such areas as accounting, branding, coaching, consultancy, management, marketing, and legal.
5. Collaborators: Partners that collaborated on employment/training programmes or initiatives.
6. Industry Partners: Partners that offer traineeships, employment trials or employment to the target group that is associated with the WISEs. These partners took the form of corporate entities.
7. Strategic Partners: Partners that aid in the development and execution of WISEs' strategies on a continual basis. The goals of these strategies relate to increasing the social impact of the WISEs.
8. Networkers: Partners that offer up access to their professional network and that connect the WISEs with additional partners that match any of the previous seven categories.

5.1.1 Collaborative Mindset & Resource Directionality

It is evident from the findings that the compatibility of mindsets of both partners and the level of resource reciprocity between them were important elements of successful partnerships. Surprisingly, there was almost a negative correlation between these factors observed in many of the partnerships. This is to say, the more the partners shared the same social values and goals as the WISEs, the less they desired in return, resulting in a more unilateral resource sharing scenario. These partners were described as “really purpose lead organizations”. This was often the case with the Funders, Discounters and Networkers. More commonly found, were the partners that shared a similar level of social mindset but also gained a form of value in return, this value often being related to services provided or CSR “box checking”. This involved bilateral resource sharing and commonly associated with Committers, Expertise Lenders and Collaborators. While it was found that Industry Partners did care for the social impact, resources being received was of a higher priority. One interviewee remarked that Industry Partners participate “Under the guise of being socially minded, but ultimately, just because they need stuff”. The

Strategic Partner is an outlier when looking at the relationship between the level of resources shared and the level of compatible mindset. The strategic partner often cares deeply for the social mission but also aims to combine their resources with that of the SE to create more social value.

5.1.2 Preferred Partnerships for Social Impact

High levels of resource sharing were found to be more important than compatible mindsets when it came to creating direct social impact. Industry partners were seen to seek out relationships with WISEs due to labour shortages, WISEs were able to share their access to an untapped labour force and, in turn, the Industry Partners were able to supply training and employment, ultimately achieving a goal at the core of every WISE. While indirect social impact can be attributed to the other partnerships due to synergistic effects, partnerships with strategic partners were shown to create the most indirect social impact. The high level of care for social impact and level of resources combined, facilitated the WISEs in creating more social impact indirectly. Partnerships with strategic partners were found to enter a transformational stage of partnership which entailed the strategic partner creating social impact “independently of what we’re (the WISEs) doing”. Furthermore, involving partners in training or employment initiatives/programs was seen to facilitate engagement, develop relationships further and in turn, create longevity in the partnerships.

5.2 Value Exchange

As touched upon whilst discussing partnership dynamics, there is an exchange of value between partners that can be viewed in terms of resources shared and benefits received. The value obtained by both members of the partnership differ entirely. The values created are illustrated using three types of value as categorized by the Collaboration Value Creation Framework (Austin & Seitandi ,2014); Associational Value, Transferred Asset Value, Interaction Value.

5.2.1 Value Created

Associational Value

For WISEs: By forming partnerships with other organizations, the WISEs were found to develop their reputation and visibility. A common issue amongst the WISEs was that their products or services were often viewed in a different light when compared to for-profit business. The perspective observed was that of assumptions being made that the WISEs were not professionally run businesses, partnerships were found to illuminate the skills and professionalism of the WISEs and in turn, created legitimacy for

the enterprise. This was mainly observed amongst the partnerships with collaborators, committers, industry partners and networkers.

For the Partner: The corporate entities were found to also benefit from this kind of value. While it is difficult to quantify the extent of increased reputation amongst certain partners, local partners were found to gain community support which transferred to an increase in customers. This type of value was thought to be the most commonly sought after by the corporate entities due to CSR initiatives or branding goals.

Transferred Asset Value

For WISEs: Monetary funding deriving from partnerships was a resource that was being received in the case of every WISE. Multiple streams including, from the government for to labour initiatives, charities and from commercial businesses. As cash is a depreciable asset, it was found that it became a managerial challenge to oversee the multiple streams of funding. Managing funding was found to be a time-consuming task which required relationships with funders to be maintained whilst also seeking new sources of funding as not all streams could be depended upon long-term. Other, more durable, assets received were seen to be in the form of heavily discounted property or skills and expertise. As mentioned previously (5.1), expertise was received in the areas of accounting, branding, coaching, consultancy, management, marketing, and legal.

For the Partner: Skills and expertise were also evidently transferred from the WISEs, most notably in the cases involving strategic partners or industry partners. Strategic partners were seen to change their internal operations as to achieve more social impact, which was achieved through the advice of WISEs. Due to a labour shortage in Ireland and the UK, for-profit businesses investigated other sources of labour and found that WISEs had an untapped labour force. It was seen that some industry partners sought advice from WISEs on how to replicate certain work integration characteristics of the WISEs. Other Industry partners received the asset of a labour force that had been trained by the WISEs. In one case of a highly self-sufficient and well established WISEs, it was observed that they openly shared their training model and business model with both SEs and government bodies which facilitated replication.

Interaction Value

For WISEs: Access to the partners network was an asset received in the majority of partnerships. Other main intangible assets came from the partnerships with collaborators and strategic partners, including an increased ability in communicating, coordinating and joint problem solving.

For the Partner: The interviewees stated that multiple partners developed more empathy and solidarity in relation to disadvantaged individuals in the labour market.

5.2.2 Resources to Facilitate Scalability

The preferred values or resources of the WISEs were found to be split between two main perspectives. These perspectives can be encapsulated in the following quotes by the interviewees, “show me the money” and “we don’t want free money, we want orders”. While every WISEs interviewed stated that funding was invaluable, half of the WISEs stated that it was not their preferred resource for scalability. It was identified that the WISEs that found funding to be the most important resource to facilitate scaling, were the more established WISEs, with larger numbers of staff. Due to having more experienced staff with dedicated positions within the enterprise, these WISEs were able to utilize the funding to grow and scale aspects of the enterprise. The newer and lesser established WISEs had a primary objective to become self-sustainable and sought to grow the business organically. The most important resource for these WISEs to facilitate scaling was that of access to networks. Utilizing networks had a synergistic effect that created legitimacy and increased the level of incoming business.

Two other resources commonly found to be of benefit to WISEs, were pro bono legal services and access to property/facilities. Due to the nature of WISEs within the present study, many work with individuals that are either within or that have passed through the legal system. Coupled with this, other WISEs were found to help their labour target group with other external legal issues. It was found that legal services were of huge benefit to various WISEs in achieving their social mission. The main goals of other WISEs are training and employing individuals. Space is required to scale the social impact in those regards. Being given priority access to facilities and to be offered very low rent on buildings allowed many WISEs to move to bigger properties, scale their enterprise and in turn, employ and train more individuals from the target group.

5.3 Social Value Outcomes

The social value outcomes that are attributable to the partnerships studied within this research can be viewed on micro, meso and macro levels. The interpretations of micro, meso and macro by Austin & Seitandi (2014) theorized within the CVC framework are utilised in the following findings.

Micro

When analysing the social impact on individuals, it was found that cross-sector collaborations with WISEs created a direct social impact that were in line with the core goals of WISEs. It was observed that the target group of WISEs were able to find employment opportunities due to the partnerships with industry leaders. Collaborations with organizations on employment and training programs provided individuals from the target group with the skills needed to progress in the labour market, reaching numbers that would have been unattainable without said collaborations. Strategic partners were seen to combine their resources with WISEs as to create analytical tools to assess the performance of trainees within the target group. This was created as it often occurs that individuals from the target group may not be able complete their training due to circumstances that may relate to specific disadvantaged groups. These tools would provide a personal performance document for each trainee including employment performance indicators that the individual can use when seeking employment. The performance documents also acted as evidence of progression even if training was not completed, thus creating self-esteem in the individuals.

Meso

The social impact created within the organization by these cross-sector collaborations can mostly be observed in an in-direct way. It has been shown that the value exchange occurring within these partnerships benefit the WISEs and aid in its overall scalability. Each of the types of partnerships mentioned assist the WISEs in pursuing their social mission.

Macro

When viewing the social impact that these cross-sector collaborations have had on society, an impact on mindsets and perspectives of society comes to the forefront. These industry partners were able to experience the value of a labour force that would have previously been disregarded as unemployable. Wider society also observed this type of labour force being integrated within for-profit business. Examples of large, well-known companies approaching WISEs to engage with their target group indicate that perspectives around this target group have changed. In one case, a restaurant chain with over 450 restaurants in the UK sought to collaborate with the WISEs in question. Apart from the perceptions of society being changed, these cross-sector collaborations also succeeded in filling employment vacancies within society.

5.4 Ireland & the UK

“I don't ever want to be reliant on a government department for anything”. It was a common perspective amongst WISEs in Ireland and the UK that relying on government entities was not a long-term solution. The majority of WISEs were either no longer reliant on government funding or were pursuing seeking self-sufficiency. It was found that the legal structures of WISEs in Ireland and the UK vary between each enterprise. With regards to UK cases, WISEs were seen to operate under charity status in addition to being a Company Limited by Guarantee (CLG). Other structures included Community Interest Companies (CIC). One WISE had two legal entities, a charity and their CLG. It was found that only one WISEs did not operate under the legal structure of a charity or a SE in the UK. WISEs in Ireland were found to mainly operate as a CLG that had charity status. One WISEs operated as a charity but ran the businesses it owned as companies limited by shares.

6. Discussion

This study highlights both the similarities and differences between cross-sector collaborations between WISEs, shown in the results of this study, and more general SEs, described in the existing literature. The discussion section of the present study aims to answer the research questions as stated in section 4. The discussion also compares and reflects on the results that corroborate, differ from, and build upon the findings of the literature review.

6.1 Partnerships Creating Social Value

The results within the present study were in line with those of Roh (2016) and Sakarya et al (2012) with regards to cross-sector collaborations increasing social impact. While Sakarya et al, (2012) identified the partners as solely corporate entities, the present study categorized the different types of partners as to ascertain which partners facilitate an increase of social value the most. The process of finding and selecting a partner is of the utmost importance when seeking a successful partnership (Austin & Seitanidi, 2014; Di Domenico et al., 2009). Thus, categorization of the eight different types of partners aims to contribute to the decision-making process when selecting suitable partners.

It was found that WISEs engaging in partnerships with industry partners created the highest level of direct social impact. The outcomes of these partnerships aligned with the core goals of the WISEs, and the levels of employment and training of the WISEs' target group clearly increased due to these partnerships. Strategic partners and collaborators were seen to create both high levels of direct and in-

direct social impact. The pooling of resources with the WISEs facilitated an increase in trained individuals, and utilising their expertise to aid in formulating strategies would ultimately increase levels of training and employment. The majority of other partners had an in-direct impact and allowed the WISEs to pursue their social goals independently.

Within the literature review, conflicting outlooks were found in relation to the partners' intentions. Di Domenico et al. (2009) found that partners engaged in partnerships solely for their own benefit, whereas Sakarya et al. (2012) concluded that some partners engaged in partnerships with self-benefit and social outcomes as equally balanced objectives. In the case of collaborations with WISEs, it was found that there was a blend of these outlooks depending on the partner in question. Partners that acted more so out of their own self-benefit often created more direct social impact. While partners that shared common social goals as the WISEs, had a more in-direct social impact but often remained a partner for longer periods of time.

6.2 Scaling of WISEs

As previous literature has suggested, SEs and WISEs face many challenges when attempting to scale (de Bell & Drupsteen, 2019; Lyon & Fernandez, 2012; Weber et al., 2012). They face constraints relating to internal operations and external factors (de Bell & Drupsteen, 2019; Di Domenico et al., 2009). The results pertaining to this research identified such similar challenges, and constraints on internal operations in the areas of accounting, branding, management, and marketing. These challenges were overcome due to partners lending their expertise in these areas. In the majority of cases, the WISEs did not face large obstacles in securing funding streams, though the challenge lay in the ongoing management of said streams. A growth barrier specific to WISEs, is that of the intake and management of the labour target group (de Bell & Drupsteen, 2019). It was reported that partnerships with industry partners, collaborators and strategic partners increased the number of positions available for skilled training courses, thus alleviating the intake pressure of WISEs. The issue of commitment arose amongst cases, often expertise would only be shared for a certain amount of time. WISEs that succeeded in forming strategic relationships were seen to avail of expertise aid for long periods of time. It could be argued that Weber's et al., (2012) theorized approach of scaling impact can be verified due to the present study.

Funding was the most important resource to facilitate scaling by the larger more well-established WISEs as they had the expertise to utilize the funding in a way that enabled growth. Smaller WISEs were seen to prioritise creating economic stability and self-sustainability, which corroborates the findings of De Bell (2019). The WISEs with the goal of economic self-sufficiency sought access to networks over funding. These two perspectives can be viewed as two separate stages of the development of a WISE. Smaller WISEs may scale and grow to become self-sufficient, following this, the scaling tactic may change, and the resource priorities may pivot also. Two resources that aid scalability that appear important to WISEs specifically, are pro bono legal services and access to property. The legal services were stated as a resource that was essential, while access to cheap property allowed WISEs to operate with more space and increase the number of trainees or employees.

6.3 Social Impact Outcomes

Following the CVC framework, the value created, and the benefits received by both partners of the collaborations have been identified. Furthermore, an in-depth look at the social value created due to the cross-sector collaborations with WISEs has been conducted. The social value and social impact created as a result of the cross-sector collaborations are evident on three levels: micro, meso and macros (Also referred to as individuals, organizations and society). The theory by Sakarya et al (2012) that a cross-sector collaboration framework to analyse social alliances would be rewarding is validated through the present study.

Cross-sector collaborations involving WISEs can create significant social impact, the level of social impact and the directness of the impact depends on the partner. WISEs have the ability to form multiple collaborations and partnerships, all resulting in varying forms of social impact. Engaging in cross-sector collaborations with industry partners can have direct social impact on both a micro and macro level. Industry partners can be seen to offer traineeships, employment trials and employment to the labour target group, thus creating direct social impact. The integration of the labour target group within regular for-profit businesses has also been observed to have an affect on a macro level. Both businesses and individuals in society have been reported to have an altered perception as to the capabilities of individuals within the labour target group. This perception change has seen an increasing number of businesses come forth seeking employees from the labour target group. It can be argued that a synergistic effect is present due to the changes of perception in society. This is to say that with more businesses employing individuals within the labour target group, more perceptions are altered,

ultimately leading to more businesses hiring individuals within the labour target group thus, creating a cycle of social impact. It should be noted that the sample of the present study is drawn from an economy amid a labour shortage, thus creating an extra incentive to engage in partnerships with WISEs. It is possible that the demand for labour may be misconstrued as initial perception change of the industry partners.

Employment and training are not the only goals of WISEs. Re-integrating individuals into society and creating self-worth and confidence is another major aim for WISEs. Cross-sector collaborations with WISEs can result in achieving these goals. Well-developed personal assessment tools have been the product of cross-sector collaborations through utilising the expertise of partners. These assessment tools create social impact on the micro level by allowing individuals from the labour target group to see their personal and professional progression and development. The social impact created by collaborations on the macro level can be observed in-directly. WISEs benefit from each collaboration, whether that be internal benefit or benefit relating to their goals. Each collaboration that does not create direct social impact, facilitates WISEs in doing so themselves.

6.3 Ireland & the UK

O'Hara & O'Shaughnessy (2021) describe a situation in Ireland where the majority of WISEs are largely reliant on government funding. While not fully reliant, certain WISEs in Ireland appear to still depend on certain funding from the government, more so than the UK. However, Due to cross-sector collaborations and ongoing partnerships, WISEs have been seen to be able move away from dependence on government funding. When comparing the legal structures of both countries, the UK has Community Interest Companies (CIC), entities were created for the sole purpose of SEs, whereas Ireland is still lacking a dedicated legal structure(O'Hara & O'Shaughnessy, 2021). Comparing both contexts, Irish WISEs were found to have more challenges in seeking funding than their British counterparts, this was due to issues surrounding clarity and understanding of what the WISEs was. In the UK, one WISE did not register as a charity and claimed it was easier to grow and scale due to less bureaucracy. To benefit from both sides, another WISEs had two legal entities, a CLG in which they could grow easily and a charity in which they could receive government funding.

7. Conclusion

This aim of this research was to answer the question; *“How can Work Integration Social Enterprises (WISEs) in Ireland and the UK utilize cross-sector collaborations to scale and increase their societal impact.* By analysing multiple WISEs and the cross-sector collaborations that they engaged in, this thesis has provided an insight into how these collaborations can be utilised as to increase and scale social impact both directly and in-directly. The results of this research identified the specific kinds of partners that WISEs can collaborate with to directly accomplish their main goals of employment, training, and socialisation of the labour target group. Furthermore, the findings highlight the types of partners that can aid WISEs in achieving their social goals in an in-direct way. Partnerships were found to have varying dynamics; the present study highlighted the important elements of the partnerships which resulted in different outcomes. The value exchange within the partnerships was assessed and the assets and resources that facilitate scalability of both the organisation and of social value were identified. To articulate the importance and potential of these partnerships, the types of social value outcomes were portrayed on the micro, meso and macro level. Insight was provided as to how the national contexts of Ireland and the UK affect the way in which WISEs operate.

The choice of methodology in the present study proved successful as it aided in the identification and categorisation of various types of partners. The categorization enabled a clear way to identify trends and relationships in the data. The expectation precluding the present study was that similarities of elements of cross-sector collaborations with regular SEs would be evident. Additionally, it was expected that differences would be found in the areas of value exchange and social impact outcomes due to the nature of activities carried out by WISEs. Following the completion of this research, the general expectations were found to match the results, but details involving partnership dynamics, shared resource preferences and social outcomes due to the collaborations were of substantial insight.

The results pertaining to this current research are obtained with a multiple case study approach, which invites further research involving a larger number of cases and should be considered a limitation of the present study. In addition, interviews were conducted with individuals associated with the WISEs. Further research could include the interviewing of both partners of the cross-sector collaborations so as to present all perspectives. Varying modes of integration (Davister et al., 2021) were associated with the WISEs studied, further case study research on WISEs engaging in the same modes could be rewarding.

It can be argued that results of this thesis hold societal relevance and can contribute to current academic literature. This research fills a gap in literature relating to cross-sector collaborations by utilising a cross-sector collaboration specific theoretical framework to conduct the research, as recommended by Sakarya et al (2012, p.1719). The findings of de Bell & Drupsteen (2019) highlight the obstacles in the way of achieving scalability for WISEs and show different routes to overcome those barriers. This research corroborates these findings while also offering evidence that cross-sector collaborations can be an additional route to overcome such barriers. Finding and selecting the correct partner for a cross-sector collaboration is both a difficult and important process (Austin & Seitanidi, 2014; Di Domenico et al., 2009). The result of this thesis hopes to find societal relevance acting as a guide to WISEs when seeking partners to co-create social impact with.

8. References

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9. Appendices

Appendix.1 Initial Codes

Codes				
⊕	Name	^ ↔	Files	References
[-]	○ Challenges		0	0
	○ Challenges For SEs		5	7
	○ Challenges For WISEs Specifically	↔	8	27
[-]	○ CVC Framework		0	0
	○ Collaboration Process (Formation&		4	8
	⊕ Collaborative Mnidset		5	10
	⊕ Collaborative Stages		6	19
	⊕ Collaborative Value Outcomes		4	6
	○ Differetiating WISEs factors		4	11
	○ Legal Structure		8	10
[-]	○ Partnerships Or Collaborations		8	35
	○ Partner Benefits or Interest		6	17
	○ Preffered Partnership		6	10
	○ Resources		8	42
	○ Scaling		7	17
	○ SE Operations and Social Mission		8	23
	○ Social Value Created		7	27
[-]	○ The Value Creation Spectrum		1	1
	○ 1 vs 2 Way Collaboration		3	6
	○ Type Of value Created		4	5

Appendix.2 Second Stage Codes

⊕	Name	Files	Reference
[-]	○ Challenges	0	0
	○ Challenges for SEs	5	9
	○ Challenges for WISEs	6	20
[-]	○ Effective Relationships	8	69
	○ Benefit Directionality	8	31
	○ Collaborative Mindset	7	21
	○ Depth of Partnership	7	38
	○ Type of Partner	8	17
	○ Important Insights	8	29
	○ Legal Structure	8	12
[-]	○ Resources That Facilitate the Scalability (Social Value)	1	1
	○ Inbound	8	57
	○ Outbound	5	9
[-]	○ Value Created	0	0
	○ Macro (Organization)	8	21
	○ Meso (Society)	7	31
	○ Micro (Individual)	7	31

Appendix.3

Interview Guide

1. Could you tell me a little about what you do and what your social mission is? (Work integration, social inclusion, Employment inclusion)
2. What is the legal structure of the enterprise?
3. What challenges does your enterprise face in terms of growth or scalability?

Sources of value – Collaborative Value Outcomes

4. What businesses or organizations have you formed partnerships/Collaborations with? (Examples of types: Consultancy, training, funding, adding to supply chain)
What type of collaboration creates the most social value?
5. What type of resources (Financial, Training, Expertise, Network, Manpower) does/did this partner provide?
What resource helps scalability the most?
6. > Which is most beneficial (Partnership/resource) to your enterprise?
7. [Possibly can deduct from Q.3] What Value did you get from this partnership?
Associational value –
Asset Value –
Interaction Value –
Synergistic Value –
8. What was the partner's interest in doing this, did they benefit?

Collaborative Value Creation Processes

9. How did this partnership come about and why that partner? (Their interests, goals)

Collaborative Stages

10. How has the relationship developed in terms of what the partner offers and their involvement with your enterprise? (*Funding > Resources > Strategy collaboration (joint venture) > Transforms to increase the societal impact*)
[Value Drivers: Alignment – Engagement – Leverage (type of resources) Did these change? Traineeship program? Industry partners brought along]

Collaborative Value Mindset (Value Mindset/Collaborative Mindset)

11. Do you think the partner shares similar goals and gives priority in the partnership to the social goals?
12. Do you and your partners share the same social goals?

Collaborative Value Creation Processes

13. Were there any challenges/differing views relating to this partnership?

Collaborative Value Outcomes

14. Did either partner have any way of evaluating the value creation throughout the partnership?