Socialize your enterprise!

Exploring best practices and challenges of social entrepreneurship among women empowerment projects in the tourism sector: the case study of 'Flavours of Malaga'

Lizanne Hatzmann

Graduation Thesis

SAXION UNIVERSITY OF APPLIED SCIENCES

TUI CARE FOUNDATION

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Tourism Management

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Declaration of own work

I hereby declare that:

- I am fully informed about the Thesis C assessment criteria;
- all the work I have conducted to fulfill these criteria is entirely my own;
- I have not been assisted by any other person, except the coaching offered within HBS guidelines.

Name: Lizanne Hatzmann
Date: 14-10-19

Signature:

Preface

Welcome to the thesis Socialize your enterprise!; Exploring best practices and challenges of social entrepreneurship among women empowerment projects in the tourism sector: the case study of 'Flavours of Malaga'. This thesis was written especially for the project Flavours of Malaga and its project members. Additionally, this thesis was written to fulfill the graduation requirements of Saxion University of Applied Sciences and the Hospitality Business School for the Tourism Management Bachelor program (ENG). This thesis was an opportunity for me to combine my interests in social and cultural tourism with entrepreneurial approaches. I really enjoyed diving into this research topic, interacting with new cultures and speaking to professionals from the industry. Writing this thesis taught me that different cultures have different approaches, but sometimes these cultures have the same goal to aim for. Therefore, by working together a lot can be achieved. Although I have enjoyed writing this thesis, it was not without a struggle. During this period I did not only learn a lot about the topic but also about myself. As independent I might be at times, I sometimes needed someone to put me back on the right path again. Therefore, I would like to thank the Flavours of Malaga family for making me feel welcome and supported at all times. Of course, without the support from my parents and sibling, I could not have been able to finish these eventful few months. Finalmente, muchas gracias a las mujeres de La Alacena del Corralón por aceptarme en su cultura maraviosa!

Deventer, November 2019

Lizanne Hatzmann

Summary

The term 'social entrepreneurship' is quite a new term in the tourism industry. Many businesses are operating socially without realizing that they are a social enterprise. The same problem was found in the organization of the women of La Alacena del Corralón. This thesis entails a case study on the Flavours of Malaga project, who work together with the women of La Alacena del Corralón to create socio-economic improvement in their neighborhoods in Malaga. The project set four project aims all focus on achieving this socio-economic improvement. Therefore, this thesis aims to find out what the best practices and challenges of similar projects in the tourism industry are, in order to determine how the women of La Alacena del Corralón could create a sustainable business model. Seven interviews were conducted with similar projects as what Flavours of Malaga entails. These projects focus on social purposes, women empowerment, and gastronomic heritage. Within this research, the focus was on four aspects. The socio-cultural, market-related, legislative and administrative, and financial aspects were specified into more detailed sub-aspects. The most important sub-aspects for the project resulted to be professionality and structure. The research results of the interviews with the professionals as well as the results of the interviews with the expert of Flavours of Malaga and the literature research results were analyzed and from that, it was concluded that professionality and structure are the two more important aspects. After the analyses of the research, a few advice options have been considered. However, this thesis advises the Flavours of Malaga to start training the women of La Alacena del Corralón on their professionality skills and business knowledge for them to create a sustainable business model for their organization. In order for the Flavours of Malaga to implement these advice ideas, an implementation plan for the training is created.

Contents

List of abbreviations

FOM – Flavours of Malaga

LAC – La Alacena del Corralón

1 – Introduction

1.1 – Background information client

The client for this thesis is the project group of Flavours of Malaga. The Flavours of Malaga (FOM) project focuses on the empowerment of women through gastronomic heritage tourism in the neighborhoods of Trinidad and Perchel in the city of Málaga. The project was created by the project group of Saxion, the women of the association of La Alacena del Corralón, with financial funding from the TUI care foundation. Furthermore, the project has four objectives which it would like to achieve. The four objectives are:

1. Increase women's participation in the workforce and reinforce their socio-economic position within society.
2. Advance women entrepreneurial skills and leadership positions through trainings and workshops.
3. Improve the livelihood of the wider local community through sustainable business developments in the area.
4. Provide an exemplary connection between women empowerment strategies and sustainable tourism development as pillars of urban development in vulnerable areas (Hermann, 2019).

Within this thesis, the main focus will be on the second objective, which is focused on improving the women's entrepreneurial skills. These objectives will not be achieved by just the project group of Saxion and the women of La Alacena del Corralón, there is a need for more help and therefore, there are several stakeholders that wanted to help improve the socio-economic position of these women in the tourism industry. Therefore, ''Saxion University of Applied Sciences, in close collaboration with the Municipality of Málaga, the gastronomic club 'Kilómetro cero' and with financial support from the TUI Care Foundation, initiated the gastronomic heritage tourism project 'Flavours of Málaga'' (Hermann, 2019). Furthermore, in order to retrieve insights on several topics mentioned in the objectives, two graduating students are researching these topics. To give further insights into the two main groups in the project, a short explanation is given below.

The project group of Saxion (FOM)

The project group of Saxion consists of 4 lecturers, 1 intern, and 2 graduating students. They aim to work at achieving the four project objectives that were mentioned above. For the project and the organization to grow, there is a need for knowledge and advice. Therefore, there are several aspects of the project that are being researched by graduate students. The project group and the women of La Alacena del Corralón are joining forces for product development in the tourism industry of Málaga, which will enable the women of La Alacena del Corralón to improve their socio-economic position within their neighborhoods. Moreover, the project group of Saxion University of applied sciences is the client for this thesis. The main contact

Figure 1.1: Overview of participants

person for this thesis and within the project group is Mr. Jan-Willem Meijerhof. He is a member of the project group of Flavours of Málaga. Furthermore, he is the head of lecturers and researcher within the Hospitality Business School (Saxion, 2019).

La Alacena del Corralón (LAC)

The association of La Alacena del Corralón is established in the Corralón de Santa Sofia which is located in Málaga, Spain. According to Hermann (2019), Málaga is scoring high on being one of the most popular holiday destinations of Andalusia. However, not all parts of the city are benefitting from this growth, as in most touristic cities, in tourism and therefore the women of La Alacena del Corralón (LAC) are working towards organizing tourism products such as cooking workshops, a tour of the neighborhood and a booklet for the clients of TUI as well as joining forces with Saxion. The women of LAC realized that there was a gap in the market and therefore the women from Trinidad and Perchel have established their own association, called 'La Alacena del Corralón. According to Hermann (2019), every December and June, the women of LAC organize a gastronomic event in the 19th-century corralones, in the tradition of la Semana de los corralones. As well as, the more frequent walking tours through the neighborhoods ending in the Corralón de Santa Sofia with a typical Spanish snack and drinks. This walking tour is part of a TUI day excursion to Málaga, from which the corralones are just a pit stop. Currently, there are seven women from LAC involved in the project, but the goal is that ''through the project around 70 women living across 40 different traditional communal living spaces in the neighborhoods will be empowered to develop sound business models around gastronomic heritage tourism, harnessing its rising popularity in Málaga''(TUI Care Foundation, 2018). However, the focus of the women is currently on working on improving their own skills and to make their association an official business.

1.2 – Description of the reason

First of all, the relevance of the project to the women of LAC is the opportunity for them to improve their socio-economic position and feel more empowered as women in their community and the tourism industry. As well as the opportunity to receive more knowledge and skills on how to manage a sustainable business in the tourism industry. Additionally, the relevance of the thesis to the project group is that it gives insights, knowledge and advice on how to properly work in a social entrepreneurial environment. By looking at several similar projects, a comparison of best practices and challenges can be done. This knowledge is essential for the project 'Flavours of Málaga' because it can prevent them from making the same mistakes and they then can focus on executing the best practices. Furthermore, an insight will be given on what the current situation of the FOM project is. The advice will provide a trainings plan for the women of LAC based on topics such as representativity, business meeting skills, and business models. for the project group of Saxion to help implement a form of business in the organization of the women of LAC as well as to manage a sustainable business and further growth in the future.

1.3 – Place of the thesis

As mentioned before, the project group is the basis of the whole research part of the project, therefore there are several lecturers involved for them to provide their knowledge and guide the graduating students within the group. Currently, there are two graduating students involved in the project, each with their own topics and focusses. This thesis is one of those graduating projects. Meaning that the place of this thesis within this project is being one of the graduation theses. Because the organization of the women in Málaga is small, there is still a lot to learn. Therefore, the research in this thesis will be done on several similar projects to

find out what their best practices and challenges are. Then these results will be compared to the situation in Málaga and from that a piece of advice can be given.

1.4 – Description of the management problem
The project group has created the aforementioned four objectives for the project to reach. With this thesis topics such as social entrepreneurship, business models, best practices and challenges will be touched upon. The decision for the term social entrepreneurship is because this topic is an upcoming subject when talking about sustainable business, which is essentially what the LAC would like to become. Secondly, in order to find out what can be improved and implement to be a sustainable business, it might be wise to look into the best practices and challenges of other social enterprises or projects. Also, these topics link again to the four objectives of the project. As mentioned before, the focus within thesis in on the objective to improve the entrepreneurial skills of the women involved in the project. With this thesis, there will be further research on the way how the association of LAC could implement more business activities into their organization. Therefore, the purpose of the research is to find out what the best practices and challenges of similar enterprises or projects are.

1.5 – Objective of the advisory part
The objective of the advice is to increase the social entrepreneurial skills and knowledge of LAC by means of the best practices and challenges of similar projects within tourism. The management question can be answered by both desk and field research, which resulted in the research questions below.

1.6 – Management question
The management question in this research is: ''How can the women of La Alacena del Corralón create a sustainable business model by learning from the best practices and challenges of similar projects when focusing on social entrepreneurship in the tourism industry?''. The type of advice that has emerged from the management question is a trainings plan in order to improve the knowledge and skills of the women of LAC about professionality. The women of LAC are wishing for some type of business activities within their association and therefore within this thesis, it will be researched upon what other similar projects did in terms of setting up a social enterprise.

1.7 – Description of information required
The best practices and challenges described in the research questions are focused on the four aspects of Alrawadieh, Karayilan & Cetin (2018) and therefore aspects of the literature have been used for the research. Within the management question, the terms best practices and challenges are described. A best practice in this thesis will be defined as ''a working method or set of working methods that are officially accepted as being the best to use in a particular business or industry, usually described formally and in detail'' (Cambridge dictionary, 2019). Additionally, a challenge in this thesis will be defined as ''a task or situation that tests someone's abilities'' (Oxford living dictionaries, 2019). The definition of social entrepreneurship will be given later in this report to create a general understanding. Therefore, in order to create an insightful and useful business model for the women of LAC, there is a need for information on the current situation within the project. It is important to clearly describe how far LAC has already implemented aspects of a business into their association in order to paint the picture of what could be their business model. To

understand what can be learned from other projects, it is important to compare the current situation with the best practices and challenges of these similar projects.

1.8 – Research questions

Central research question 1: What is the current situation in the project of 'Flavours of Malaga' when focusing on social entrepreneurship in the tourism industry?

- **Sub-question A:** what is the current situation in the project of 'Flavours of Malaga' when looking at the socio-cultural aspects?
- **Sub-question B:** what is the current situation in the project of 'Flavours of Malaga' when looking at the market-related aspects?
- **Sub-question C:** what is the current situation in the project of 'Flavours of Malaga' when looking at the legislative & administrative aspects?
- **Sub-question D:** what is the current situation in the project of 'Flavours of Malaga' when looking at the financial aspects?

Central research question 2: What are the best practices and challenges of similar projects when focusing on social entrepreneurship in the tourism industry?

- **Sub-question 1:** what are the best practices and challenges of social entrepreneurship when looking at the socio-cultural aspects of similar projects?
- **Sub-question 2:** what are the best practices and challenges of social entrepreneurship when looking at the market-related aspects of similar projects?
- **Sub-question 3:** what are the best practices and challenges of social entrepreneurship when looking at the legislative & Administrative aspects of similar projects?
- **Sub question 4:** what are the best practices and challenges of social entrepreneurship when looking at the financial aspects of similar projects?

The research questions will be answered by a combination of desk and field research. This will be executed utilizing the theoretical aspects that will be compared to the aspects mentioned in the research results.

1.9 – Reading guide

In chapter 2, an extensive theoretical framework of one core concept can be found. This core concept is social entrepreneurship and will be further explained and operationalized. In chapter 3, the methodology of the research is discussed including research methods, strategy, methods of data collection, selection of data sources and data analysis. In chapter 4, there will be an extensive explanation of the research results. Followed by a conclusion in chapter 5 and a discussion of reliability and validity in chapter 6. Then, in chapter 7 the advice for the client will be described. The report will be concluded with an afterword, reference list and appendices in the final chapter.

2 – Research part

2.1 – Theoretical framework

In order to thoroughly understand the aim and subject of the research, it is important to explore different existing theories and literature. Therefore, the subject that will be discussed in the following theoretical framework is social entrepreneurship, with sub-concepts such as the definition, best practices, challenges and business models of social entrepreneurship. Within this theoretical framework, definitions of the subjects will be given as well as current insights into these subjects. The reason why these topics are chosen is because they are most suitable to the project and its identity. Moreover, social entrepreneurship has been chosen as a core concept because the organization of the women of La Alacena del Corralón can be defined as a social enterprise once they have agreed to work as an official business, because it focuses on improving their socio-economic position for not only themselves but also the other women in their neighborhoods. Additionally, this core concept focuses on the different aspects and structure of a business, which in many cases is applied by the use of a business model. What is also important is what the general best practices and challenges are of social entrepreneurship in literature, as well as, what the best practices and challenges are of social entrepreneurship within similar projects. Finally, it is important to emphasize on the current situation within the project FOM in order to be able to establish their business activity and compare this to the best practices and challenges of similar projects. To control the quality of the literature used in this thesis, there is an overview of AAOCC in appendix 1.

2.1.1 – Definition of Social entrepreneurship

According to Seelos & Mair (2005), the term of social entrepreneurship is described as follows: ''Social entrepreneurship is referring to the rapidly growing number of organizations which have created inspired models of value creation by combining resourcefulness of traditional entrepreneurship with a mission to change the society, in order to efficiently catering to basic human needs that existing markets and institutions have failed to'' (Seelos & Mair, 2005). This acknowledges the fact that social entrepreneurship is the regular activity of operating an enterprise but with a social focus on for example helping the neighborhood or working on women empowerment. On the other hand, Nicholls (2006) recognizes the social aspects as well as the environmental aspects by describing that social entrepreneurship is a term that focuses on the social factors as well as the environmental sectors especially when these practices are being done internationally. This is exactly what Austin et al. (2006) also mentioned, that social entrepreneurship is an entrepreneurial activity with social grounds. However, these authors fail to mention what best practices and challenges of social entrepreneurship could be as well as the reason for social entrepreneurship. Which is described by Dacin et al. (2010); Mair and Marti (2006); Zahra et al. (2008), who state that social entrepreneurship ''has become an important economic phenomenon at a global scale''. In essence, there are several reasons for the popularity of social entrepreneurship. First of all, the story behind the entrepreneur and their reason for running a social enterprise grows the attractiveness of the enterprise. Secondly, Martin & Osberg (2007) argue that the type of ideas that the social entrepreneurs come up with are extraordinary. These ideas are created against all expectations and success is not expected from these social entrepreneurs, therefore when they do succeed it comes as a surprise. There are two methods described by Hoogendoorn (2011) and Cochrane & von der Weppen (2012) below.

Four approaches of social entrepreneurship

According to Hoogendoorn (2011), there are four approaches to social entrepreneurship. The four approaches are a tool to determine what type of approach a social enterprise can have. For example, an innovative approach or a social focus. The four approaches are described below.

Approaches	Description
The innovation School of thought	''focuses on the social entrepreneurs as individuals who tackle social problems and meet social needs in an innovative manner'' (Hoogendoorn, 2011).
The social Enterprise School of thought	''In order to guarantee continuity of service provision, this school focuses on generating income streams independent from subsidies and grants'' (Hoogendoorn, 2011).
The EMES approach	The Emergence of Social Enterprise in Europe focuses on the development of social enterprises (Hoogendoorn, 2011).
The UK approach	An approach that focuses on the governmental side of entrepreneurship. They try to promote social enterprises within the country of destination and stimulate partnerships (Hoogendoorn, 2011).

Table 2.1: Four approaches of Social Entrepreneurship (Hoogendoorn, 2011)

Three Alter model

Besides, social entrepreneurship goes hand in hand with any industry, especially with the tourism industry. Cochrane & von der Weppen (2012) state that companies with a focus on social-, environmental aspects and with a market-based approach are popping up more and more in the tourism industry. According to Backman, Brezet & Lordkipanidze (2005), the reason for these companies to create social enterprises in tourism is to increase the amount of opportunities for sustainable tourism. Two of the main aims of such social enterprises could be to help to decrease poverty and to protect the environment, which then leads to sustainable tourism. Although this acknowledges the fact that the reason for social enterprises to operate in the tourism industry is because it contributes to sustainable tourism. However, Cochrane & Weppen (2012) and Backman, Brezet & Lordkipanidze (2005) fail to mention any type of approach of these social enterprises in the tourism industry. On the other hand, Cochrane & Weppen (2012), later argue that touristic social enterprises operate in a similar way as the social enterprises in other sectors would do. However, they do mention that the touristic social enterprises in contrast to others have a preference for the so-called three 'Alter' model. The three 'Alter' model has three models, which are shown in the table below. Each model has the aspects of the social enterprise, target population, and the market. However, all applied differently. Within the context of this research and the FOM project, Several aspects are considered to be important when looking at social entrepreneurship. The aspects that are considered to be important are innovation, market-based focus, income generation, development, governmental support, target population, and training. This is because aspects such as target population and governmental support are very common aspects in social enterprises. These aspects will be used later in the research to analyze the results of the field research.

Models	Description	Visualization
Service subsidization model	''The service subsidization model of social enterprises sells products or services to an external market and uses the income it generates to fund its social programs'' (4lenses, 2019).	
Employment model	''The employment model of social enterprises provides employment opportunities and job training to its target populations or 'clients' people with high barriers to employment such as disabled, homeless, at-risk youth and ex-offenders'' (4lenses, 2019).	
Market intermediary model	''the market intermediary model of social enterprises provides services to its target population or 'clients', small producers (individuals, firm or cooperatives), to help them access markets''(4lenses, 2019).	
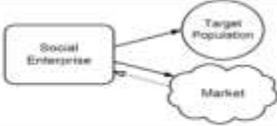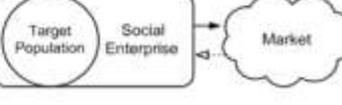
Table 2.2: three Alter model (Cochrane & Weppen, 2012)

2.1.2 – Best practices of social entrepreneurship

A best practice in this thesis will be defined as ''a working method or set of working methods that are officially accepted as being the best to use in a particular business or industry, usually described formally and in detail'' (Cambridge dictionary, 2019). Although there are many best practices of social entrepreneurship described in literature, there will be only three approaches mentioned in this thesis. The approaches that will be explained are the eight critical success factors of Dees (1994), four causes for success factors by Bartes and Strzednicki (2003), and the SCALERS model by Bloom and Chatterji (2009). Each approach has their way of explaining the best practices.

8 critical success factors of social entrepreneurship

First of all, Dees (1994) states that to operate a social enterprise successfully, there are eight characteristics. These eight characteristics lay their focus on several aspects of the organization such as flexibility and financial practices. With these eight characteristics, Dees (1994) argues that in every part of the enterprise there is an aspect that contributes to the best practices of the total enterprise. The eight characteristics are:

1. Gaining independence and autonomy through trading;
2. Entrepreneurial, innovative, risk-taking behavior;
3. Flexible and adaptable practices;
4. Customers and community focus;
5. Stakeholder engagement;
6. Democratic and participative management;
7. Delivering socially and/or environmentally as well as financially; and
8. Financially viable, gaining income from selling goods and services (P.54).

The view and characteristics of Dees (1994) go hand in hand with the view of Gierszewska & Romanowska (2007), who stated that a critical success factor can be used on any level and in any business and is used as a tool to determine the aspects of the industry that the enterprise competes in. On the other hand, Bartes and Strzednicki (2003) argue that their method is the cause for a best practice of a social enterprise.

4 causes of success factors

Additionally, when stating these four sources for the success of an enterprise, it can be seen that the best practice all depends on every enterprises' unique aspects. According to Bartes and Strzednicki (2003), the four causes for best practices are:

1. The organization's own and specific conditions defined by its field of activity,
2. The organization's position within a given sector,
3. The organization's environment, clients' preferences, the state's economic and political factors,
4. Present organizational factors, the significance of which depends on the situation

The essence of the four causes could be explained by stating that these causes focus on where the organization stands in the industry.

SCALERS

On the other hand, Bloom and Chatterji (2009), have created a model (SCALERS) which shows that there are seven organizational aspects for successful social entrepreneurship. This model accordingly measures the level of effectiveness that social entrepreneurs are looking for. These seven aspects according to (Bloom & Chatterji, 2009) are:

Aspects	Description
Staffing	"The effectiveness of the organization at filling labour needs… with people who have the requisite skills for the needed positions, whether they are paid staff or volunteers" p:5
Communicating	"The effectiveness with which the organization is able to persuade key stakeholders that its change strategy is worth adopting and/or supporting" p:7
Alliance–Building	"The effectiveness with which the organization had forged partnerships, coalitions, joint ventures, and other linkages to bring about desired social changes" p:9
Lobbying	"The effectiveness with which the organization is able to advocate for government actions that may work in its favour" p:11
Earnings Generation	"The effectiveness with which the organization generates a stream of revenue that exceeds its expenses" p:13
Replicating	"The effectiveness with which the organization can reproduce the programs and initiatives that it had originated" p:14
Stimulating market forces	"The effectiveness with which the organization can create incentives that encourage people or institutions to pursue private interests while also serving the public good" p:16 "

Table 2.3: SCALERS model of Bloom and Chatterji (2009)

Since this research focuses on the best practices of social entrepreneurship, there are several aspects that are considered to be important. These aspects are independence, autonomy, financial viability, customers, community, market position, communication, staff, and alliance–building. These internal and external aspects are important because all authors have similar views on social entrepreneurship. These aspects will be used later to analyze the results of the field research.

2.1.3 – Challenges of social entrepreneurship

Naturally in an enterprise, there is just as much chance for challenges as there is a chance for best practices. Therefore, the aforementioned definition according to Oxford living dictionaries (2019) is that a challenge is an aspect or situation that tests a person's skills. Many challenges could occur from operating a social enterprise in any industry. For example, Dees (2001) confirms that there can be several challenges in social entrepreneurship. However, he does mention that this is especially when a social entrepreneur is trying to

attract resources. Additionally, social entrepreneurs should be able to operate as a normal business with fewer resources according to Dees (2001).

4 obstacles of Social entrepreneurship in tourism

Following Dees' (2001) view on the challenges of social entrepreneurs, Alrawadieh, Karayilan & Cetin (2018) argue that particularly within the tourism industry there are four key challenges. According to Alrawadieh, Karayilan & Cetin (2018), these four challenges are socio-cultural, market-related, legislative & administrative and financial challenges. Each challenge is subdivided into several aspects that influence the main four challenges. First of all, Alrawadieh, Karayilan & Cetin (2018) argue that the socio-cultural challenges refer to the issues in the relationship of the entrepreneurs with the local culture and social structure. Also, aspects such as language barriers and social insecurity are mentioned by Alrawadieh, Karayilan & Cetin (2018). Following Alrawadieh, Karayilan & Cetin's (2018) view on socio-cultural challenges, they argue that within social enterprises there are market-related challenges also. Aspects such as discrimination from stakeholders and limited market growth are mentioned. Alrawadieh, Karayilan & Cetin (2018) argue that ''Discrimination from stakeholders in the industry, particularly from tourism and hospitality services' suppliers, seems to be a common concern for most of the informants''. Following the market-related challenges, there are legislative and administrative challenges. Alrawadieh, Karayilan & Cetin (2018) argue that the legislative and administrative challenges refer to the challenges of entrepreneurs with the state and the governing bodies. Aspects such as bureaucracy and mobility freedom are mentioned by these authors. Besides, Alrawadieh, Karayilan & Cetin (2018) argue that the financial challenges that entrepreneurs in tourism are facing consists of a wide range of financial issues. Aspects such as high tax rates and limited access to financial resources are stated by Alrawadieh, Karayilan & Cetin (2018). On the other hand, Alrawadieh, Karayilan & Cetin (2018) state that this depends on the country that the entrepreneurs are in. In table 2.4 all the aspects of financial challenges are shown.

Challenges	Aspects
Socio-cultural challenges	Relationship with local culture, social structure, language barrier, racism, discrimination, harassment from locals, alienation, social insecurity
Market-related challenges	Discrimination from stakeholders, market ambiguity and instability, unfair competition and harassment, high turnover rates, limited revenues, unfamiliarity with the market environment, limited market growth, discrimination from stakeholders
Financial challenges	Limited access to financial resources, rigid bank procedures, high tax rates, restrictions on capital mobility, limited facilities of payment, the willingness of financial institutions
Legislative & administrative challenges	Relationship with the state and its governing bodies, bureaucracy, complex procedures, limited mobility freedom, unclear laws, lack of special legislation and privileges, unfair tourism regulations, restrictions, ill-defined legal status, lack of governmental support

Table 2.4: four obstacles for social entrepreneurship in tourism by Alrawadieh, Karayilan & Cetin (2018)

Within the context of this research and the FOM project there are several aspects that are considered to be important when looking at the challenges of social entrepreneurship in the tourism industry. The aspects that are considered to be important are socio-cultural, market-related, legislative & administrative and financial aspects. With the important sub-aspects being: relationship with local culture, social structure, language barrier, market ambiguity & instability, discrimination from stakeholders, limited access to financial resources, relationship with the state and its governing bodies, lack of governmental support. These aspects can be found in any enterprise and are therefore considered to be important. These aspects will be used later to create the interview guide as well as to analyze the results of the field research.

2.1.4 – Business models

Although it seems obvious that there is a relation between social entrepreneurship and business models, it is often a very important asset for social entrepreneurs to make use of a business model. A business model is a tool for social enterprises to apply structure, strategies and, missions into their organization. In addition, Seelos & Mair (2005) argue that ''social entrepreneurship offers insights that may stimulate ideas for more socially acceptable and sustainable business strategies and organizational forms'' (P.241). Besides, Seelos & Mair (2005) continue to mention that social entrepreneurship creates opportunities for new business models, organizational structures and negotiation strategies to create more social value (P.244). Moreover, Seelos & Mair (2005) state that social entrepreneurship is a rich source for the creation and discovery of new and inspired models of value. Although Seelos & Mair (2005) extensively describe the positive influence of social entrepreneurship on the creation of valuable business models, they fail to mention a clear method for the creation of a business model. Osterwalder & Pigneur (2010) therefore created the business model canvas, which describes ''The rationale of how an organization creates, delivers and captures value'' (P.14). Furthermore, Osterwalder & Pigneur (2010) mention that the business model canvas is a conceptualization and visualization of three aspects. Namely:

(1) How key components and functions, or parts, are integrated to deliver value to the customer.
(2) How those parts are interconnected within the organization and throughout its supply chain and stakeholder networks
(3) How the organization generates value, or creates profit, through those interconnections.

Moreover, Joyce & Paquin (2016) argue that the business model canvas of Osterwalder & Pigneur (2010) is the original business model approach. In addition, Joyce & Paquin state that this business model canvas is ''a popular and widely adopted tool for supporting business model innovation'' (P.1474) and that this canvas is purely economic-oriented. In the table below there are definitions of every building block of the business model canvas of Osterwalder & Pigneur (2010).

Building blocks	Description
Key partnerships	''The building block describes the network of suppliers and partners that make the business model work'' (P.38).
Key activities	''The building block describes the most important things a company must do to make its business model work'' (P.36).
Key resources	''The building block describes the most important assets required to make a business model work'' (P.34).
Value propositions	''The value propositions building block describes the bundle of products and services that create value for a specific customer segment''(P.22).
Customer relationships	''The customer relationships building block describes the types of relationships a company establishes with specific customer segments''(P.28).
Channels	''The channels building block describes how a company communicates with and reaches its customer segments to deliver a value proposition'' (P.26).
Customer segments	''The customer segments building block defines the different groups of people or organizations an enterprise aims to reach and serve''(P.20).
Cost structure	''The cost structure describes all costs incurred to operate a business model''
Revenue streams	''The revenue streams building block represents the cash a company generates from each customer segment (cost must be subtracted from revenues to create earnings)''(P.30).

Table 2.5: the building blocks of the business model canvas of Osterwalder & Pigneur (2010)

A visualization of a business model canvas of Osterwalder & Pigneur (2010) can be found appendix 2. Following the view of Osterwalder & Pigneur (2010) are Joyce & Paquin (2016), who mention that a business

model is a tool to get clear insights and strategies into the organization. Joyce & Paquin (2016) have a similar view towards the purpose of a business model as Osterwalder & Pigneur (2010), they are more up to date in their approach and have a more fitting approach towards the circumstances of the present than Osterwalder & Pigneur (2010). Joyce & Paquin (2016) describe that nowadays businesses get a lot more responsibilities such as technological, economic, social and environmental challenges. They also mention that this can be seen as challenges, as well as an opportunity to stay up to date with sustainable innovations. Although Joyce & Paquin (2016) so far have mentioned their view on the business model canvas. However, they created their own, more extensive business model canvas. This business model canvas is called the triple-layered business model canvas and is focused on three aspects. These three aspects are the economic, social, environment aspects. Joyce & Paquin state that ''the Triple Layer Business Model Canvas (TLBMC) is a tool to support the creative exploration of sustainable business models and sustainability-oriented innovation more broadly'' (P.1474). Therefore, the triple layered business model canvas is following the view of Osterwalder & Pigneur (2010). However, this TLBMC has two extra layers of the business model, the environmental layer and the social layer. Since the project of FOM is not yet focused on environmental improvement, but more on creating more social impact, the focus in this research will be on the social layer.

Building blocks	Description
Local communities	''when interacting with communities, an organization's success can be greatly influenced through developing and maintaining mutually beneficial relationships'' (P.1480).
Governance	''the governance component captures the organizational structure and decision-making policies of an organization'' (P.1480).
Employees	''the employees' component provides a space to consider the role of employees as a core organizational stakeholder'' (P.1479).
Social value	''social value speaks to the aspect of an organization's mission which focuses on creating benefit for its stakeholders and society more broadly'' (P.1479).
Societal culture	''the societal component recognizes the potential impact of an organization on society as a whole'' (P.1480).
Scale of outreach	''Scale of outreach describes the depth and breadth of the relationships and organization builds with its stakeholders through its actions over time'' (P.1480).
End-user	''the end-user is the person who 'consumes' the value proposition'' (P.1481).
Social impacts	''the social impacts component addresses the social costs of an organization'' (P.1481).
Social benefits	''social benefits are the positive social value creating aspects of the organization's action'' (P.1481).

Table 2.6: the social building blocks of the triple layered business model canvas by Joyce & Paquin (2016)

A visualization of the social layer of TLBMC can be found in appendix 3. Since the link between social entrepreneurship and business model is very evident, because a business model is a very useful tool for social enterprises. Several aspects are considered to be important. These aspects are value proposition, customer segments, cost structure, local communities, and societal culture. These aspects will be used later to analyze the results of the field research. Since not one method or models fits this thesis, a combination of aspects has been made, especially while making the conceptualization of the research results.

3 – Methodology

Within this chapter, the concept of this research is sketched. In the following paragraphs of the research methodology topics such as the chosen research strategies, the chosen method of data collection, the selection of data sources and the method of data analysis will be elaborated on. This research aims to answer the before mentioned research questions.

3.1 – Research strategies

The type of research that has been used in this thesis is a qualitative research method and was divided into desk research and field research. The decision for qualitative research was based on the following advantages. Sirakaya-Turk, Uysal, Hammitt & Vaske (2011) stated that there are several advantages for using the qualitative research strategy, one of which was that this method is good at determining the meaning, describing, capturing and preserving of the information given. Another advantage was that it could generate new insights as well as that it can make the context clear. On the other hand, Sirakaya-Turk, Uysal, Hammitt & Vaske (2011) mention that the data in qualitative research is mostly in words and therefore it could be a disadvantage and a clear overview as there would be with having data in numbers is not there. In the context of this research, the qualitative method was the most suitable research method because there was not a big group of population and there was a request for an in-depth analysis of the case. The type of data collection method that was used in this research was open interviews and in the method of data collection paragraph, it will be further elaborated on. In order to have a clear understanding of the research results, an overview of the research results can be found in appendix 4 as well as an operationalization in appendix 5.

3.2 – Research methods

In this research, it was important to see what business aspects those similar projects were present and it, therefore, made it important to view the research elements in their normal environment. ''in qualitative research the research elements are studied on their own turf, in their normal surrounding. This is also known as holistic approach'' (Verhoeven, 2015). The field research was done in the form of open interviews. ''In these kinds of interviews, the interviewer has a list of questions or subjects (topic list). Respondents still have a great deal of freedom to contribute what they feel is relevant'' (Verhoeven, 2015). This type of interviewing was suitable for this research as the researcher had to touch upon certain topics. However, there was still room for extra input. The criteria for this type of interview can be found in appendix 5. ''If the group is small, then the decision to use interviews is made easier. This because preparing, conducting, processing and analyzing interviews is an intensive and time-consuming business'' (Verhoeven, 2015). Therefore, a disadvantage of open interviews was that it was time-consuming and intensive. Another aspect of open interviews that Verhoeven (2015) mentioned, was that the purpose of open interviews was to find the underlying motives and perception of the interviewee. It, therefore, dealt with complex topics. The business model and strategies of a social enterprise were not always clearly present and that, therefore, made this research a complex situation as well as the discussion of financial and legislative topics. This also made the decision to use open interviews clear. The focus of the research was on the best practices and challenges of similar projects and therefore the spokespersons of those projects were interviewed. This was either on-site (face-to-face) or via skype, due to the distance between the researcher and the projects. The

disadvantages of skype interviews were that it depended on the internet connection and time zone that both the interviewer and the interviewee were in. This made that preparation and planning were key. On the other hand, the advantage of skype interviews was that each person could stay in their own environment and it saved time and costs. The fact that there was an extra need for preparation, made that the interviewer and the interviewee were well aware of the topics and questions. In order to still have a clear structure while conducting the interviews, a topic list was made with topics such as socio-cultural, market-related, legislative & administrative and financial aspects as well as the different aspects of a business model. From this topic list, interview questions could be made, this means that the interview questions were based on the central topics within this research and the central topics within the project FOM, this in order to make the research connect to the project FOM.

3.3 – Selection of data sources

The people that were interviewed can be divided into two groups. The first group were the five similar projects. These similar projects arise from the list of similar projects and can be found in appendix 7. The second 'group' was 'the expert on the current situation in the project in Malaga'. Her name is Ms. Gonzalez and she is in charge of the networking within the project as well as for stakeholder agreements. She is an active member of the project team and therefore she knows what the current situation is. In total there were 7 interviews conducted. However, not all of the projects from the list had time or had responded, therefore a group of five participants and the expert of FOM remained as the sample. Verhoeven (2015) describes a population to be equal to a domain, which means that in other words, a population could be the people, an organization or a company that will be researched upon. To narrow down the population, a sample was drawn from the population. ''a sample is a small part of the population that you want to gather information from'' (Verhoeven, 2015). Then a non-random sample was drawn through a set of selection criteria. These selection criteria for similar projects are as follows.

- The projects need to have a social enterprise,
- This enterprise has to operate in the tourism industry,
- Within the project there is a focus on women empowerment and
- Preferably also focus on providing gastronomic products (however this option was still open because there are not many gastronomic heritage tourism projects that focus on both women empowerment and gastronomic heritage).

However, as mentioned before, not all projects responded or had the time to talk to the interviewer. Which means that the sample still was based on the selection criteria which means that it was still a non-random sample, however not the initially planned sample. All the participants have been asked for their permission on using the information provided in the interviews for this thesis and they all agreed. Below is a list of the final participants.

3.4 – List of respondents

The interview guide was based on the theory of Alrawadieh, Karayilan & Cetin (2018) and the aspects of the business model aspects of Osterwalder & Pigneur (2010). This because these theories have overarching aspects of theories mentioned in the literature. The interview guides can be found in appendix 8 as well as a description of all participants in appendix 9.

Nr. of Participant	Name	Social enterprise	Origin	Gender	Date of interview
1	Anna Kharzeeva	By my sisters	Georgia	Female	14-05-2019
2	Diana Zuluaga	5Bogota	Colombia	Female	15-05-2019
3	Lucky Chettri	3Sisters adventure trekking	Nepal	Female	14-05-2019
4	Iva Silla	Secret Zagreb	Croatia	Female	10-05-2019
5	Carole Favre	The Fabulous tourism academy	England	Female	09-05-2019
6	Almudena Gonzalez	Flavours of Malaga	The Netherlands	Female	27-05-2019 13-09-2019

Table 3.1: List of participants

3.5 – Method of data analysis

In order to analyze the results of the open interviews, the interviews were recorded. The recordings of the research can be found on the USB drive provided with this thesis. Then, the recordings were transcribed and coded, in order to apply structure. The transcriptions of the interviews can also be found on the USB drive and are structured per participant. Verhoeven (2015) stated that there are 8 steps in order to deconstruct the information given through the interviews, then applying structure is necessary. However, during this thesis, only six out of eight steps have been followed. These six steps according to Verhoeven (2015) are:

1. Select the relevant information and summarize this
2. Evaluate this summary
3. Start coding, by giving the most important information a specific word
4. Then sort the several words into groups
5. Sort the coded groups from most important to least important
6. Search for relationships between the groups, make use of axial coding

In terms of the steps of Verhoeven (2015), the summarizing and evaluation of the summary were not done by the researcher, due to the lack of time. The interviews have been transcribed and coded utilizing axial and open codes. The overview of codes can be found in appendix 10. The axial codes that were used are cost structure, key partners, general business, customer relationship, revenue streams, value proposition, eco-social benefits/costs, business strategy, cultural issues, language issues, motivation, heritage issues, market issues, channels, creativity. These codes were used because they overlap with the business model canvas aspects and the socio-cultural, market-related, legislative & administrative and financial challenges.

4 - Research results

For this research 7 interviews were conducted and the below results emerged from these interviews. All these interviews were focused on the four topics of Alrawadieh, Karayilan & Cetin (2018). Namely, socio-cultural, market-related, legislative & administrative and financial aspects of a social enterprise. Then, within each topic, the question was asked whether the sub-aspects of these topics are considered to be a best practice or a challenge. In order to distinguish the difference between the experiences of similar projects and the current situation of the Flavours of Malaga project, the results are divided into those two topics.

4.1 - The current situation of Flavours of Malaga

First of all the interviews with the expert of the Flavours of Malaga project, Ms. Gonzalez, have been analyzed. In these interviews best practices of the project have come to light as well as challenges.

4.1.1 - Socio-cultural aspects

The first topic that is focused on is the socio-cultural aspects. In this case, sub-aspects such as support, knowledge, and awareness come to light in these results.

Support

Currently, the project experiences to receive not only good support from family and friends but also people from the community that do not support the project and the women involved. Meaning that Ms. Gonzalez mentioned that an unexpected number of people from the community are truly supportive of the women and the project. However, there are also members of the community that do not understand the project and are against the women progressing and improving their socio-economic status. In the end, most people are supportive, therefore the community is seen as supportive. Ms. Gonzalez mentioned ''that the husbands give them room enough within their family obligations for them to be able to accomplish the deadlines''(Gonzalez). Meaning that the husbands of the women of La Alacena del Corralón are truly supportive and give the women space and time, which they need to develop themselves and their organization. Therefore, despite the lack of support from the community, the support from family and friends could be seen as a best practice within the FOM project. Mainly because it helps the women to grow and increase their organization.

Knowledge

Besides, the level of knowledge for the tourism industry is mentioned to be quite low amongst the women of La Alacena del Corralón. However, this could be seen as a best practice by Ms. Gonzalez because it makes the women eager to learn and to do more things themselves. Ms. Gonzalez mentioned that ''they have understood how it works regarding the different stakeholders''(Gonzalez) and that ''they are doing it by themselves, what we see is that the best way for them as for anyone is to learn by doing it''(Gonzalez). Which is a big difference between one year ago and the current situation of the women of La Alacena according to Ms. Gonzalez. ''there is a huge step forward''(Gonzalez) because the women themselves started to see and believe that their tourism activity could actually fit in the tourism industry after experiencing this in real life and not because they were told so.

Awareness

Besides everything, it is very important to Ms. Gonzalez and the project group to be very cautious of the roles within the project. Meaning that the project team will not make the final decision and will let the women of La Alacena del Corralón make those final decisions themselves, as a way to execute mutual respect towards each other. Ms. Gonzalez mentioned that ''women empowerment for us is not that they are going to do whatever we want them to do''(Gonzalez) but more that in certain situations the women feel secure enough to make their own decisions and choose what is best for themselves. And currently, the women of La Alacena del Corralón make more and more of these decisions. Therefore, this awareness is seen as a best practice by Ms. Gonzalez.

4.1.2 – Market-related aspects

The second topic that is focused on is market-related aspects. In this case sub-aspects such as structure, customers, stakeholders and type of product have come to light in these results.

Structure

Additionally, the market-related aspects within Flavours of Malaga have been discussed. When interviewing Ms. Gonzalez, many aspects have been mentioned to establish what the current situation within the project is. First of all, there is a need for good policies and management. Meaning that currently the management and policies are not as structured as they as wished to be. Especially, ''the stakeholders within the tourism activity they have told us ... these women do not look professional yet''(Gonzalez). Secondly, the division of roles is very clear within the project, meaning that currently there is one person that leads the group of women, which is Yolanda. The problem according to Ms. Gonzalez is ''that Yolanda is seen as someone who makes the decisions, but if Yolanda, for example, one day would get the flue, nobody would know what to do''(Gonzalez). Therefore, management wise certain things could be improved. Aspects such as the preparation of an event, the structure of professional meetings and the level of professionality amongst the women of LAC need to be improved. Therefore, the structure and professionality within the organization could be seen as challenges.

Customers

Besides, the current sales channel is via a tour operator. The main reason for this is because the women within the project do not yet understand the business side of entrepreneurship and therefore it was mentioned to be easier for the project to sell via a tour operator. On the other hand, Ms. Gonzalez mentioned that currently there are more offers from other potential clients. This means that the organization becomes less and less dependent on TUI, which was the only sales channel before. Additionally, the type of promotion that is currently used is word of mouth promotion as well as via one of the stakeholders, which is TUI. Simply by impressing the guests during the tours just so that they will tell their family and friends. The main reason for this is because currently there is no business activity present in the project and therefore this is the easiest and cheapest option. Thirdly, there currently is activity on social media on platforms such as Facebook and Instagram, however, this could use some improvement. This mainly because currently, the women post professional aspects mixed with personal aspects. Ms. Gonzalez mentioned that ''they cannot offer openly their products as a company because they are not yet a company''(Gonzalez). This means that the women are not allowed to professionally post about their products on social media yet because officially

they are not a company yet. When it comes to the target group of Flavours of Malaga, there are several aspects to be considered. The origin of the target group is preferred to be European, meaning to be Belgian, Dutch, German, French and possibly Spanish. Additionally, the age of the target group is preferably fifty years and older. The main reason for this is because this is the main target group of TUI, who is one of the main stakeholders. Therefore, the project wanted to match the type of target group. Accordingly, the type of customers and the sales channels for the customer could be considered as a challenge.

Stakeholders

Furthermore, there is a wish to improve the collaboration with Sabór a Malaga. Mainly because Sabór a Malaga is a very powerful gastronomic organization in the area and they could introduce many interesting people and aspects to the women of LAC. However also because ''for us Sabór a Malaga is … an organization that is recognized on a promised level that are keepers of the Malagan traditions''(Gonzalez). Ms. Gonzalez mentioned that ''at this moment it is also a challenge because we need to start all over again with all the conversations''(Gonzalez), mainly because since a few months the management board of Sabór a Malaga have organized elections which caused that all the board members have changed. Therefore, new conversations need to be done to make new collaboration regulations. Accordingly, the collaboration with Sabór a Malaga as a stakeholder could be seen as a challenge.

Type of product

Additionally, the type of products that Flavours of Malaga would like to sell are cooking workshops, tours of the neighborhoods and a little booklet containing stories and recipes of the women and the neighborhoods. The main reason for this is that these products are an opportunity for the women of LAC to present their culture and history in the products. These products are wished to be created because these could be used as tools to tell the story of the women to the tourists. As well as a tool to raise awareness about the situation and women empowerment. Ms. Gonzalez mentioned that the relevance of these products is that they create an opportunity for the women of La Alacena del Corralón to reflect their pride for their neighborhoods into the products (Gonzalez). On the other hand, the tours cause a challenging aspect, which is that the women themselves are not official tour guides, which causes the tour guide of TUI to put the women aside during the tours. According to Ms. Gonzalez, the type of products that the women of LAC are offering could despite the one challenge still be seen as a best practice because it allows the women to reflect their gastronomic heritage and culture into their products.

4.1.3 – Legislative & administrative aspects

The third topic that is focused on is legislative and administrative aspects. In this case, there was one sub-aspect that was central in the interviews, which is governmental support.

Governmental support

Along with the socio-cultural and market-related aspects, one legislative and administrative aspect has been mentioned. For example, the lack of understanding from the municipality is mentioned. Meaning that the municipality does not thoroughly understand the project and the women of LAC. The main reason for this is that the social affairs department of the municipality is not a promoter of tourism in Malaga, therefore not a lot of effort is put into the creation and guidance of projects such as Flavours of Malaga. This also

leads to the fact that the social affairs department does not completely understand the tourism industry. On the other hand, the social affairs department wants to help and support the project in terms of empowerment and guidance within their neighborhoods. According to Ms. Gonzalez the social affairs department is growing to be more supportive of the association of the women of LAC. Especially when stating ''they have seen that the TUI pilots are not as terrible, as evil as they thought it might be''(Gonzalez). Alongside the growing support of the social affairs department goes the view of the social affairs department on the organization. However, this is still seen as a challenge which is ''that social affairs are really going to see the women and the people involved in the tourism activity like independent individuals that are able to make their own decisions'' because at this moment social affairs are not seeing the association of the women like that.

4.1.4 – Financial aspects
The last topic that is focused on is the financial aspects. In this case sub-aspects such as financial viability and responsibility have come to light in these results.

Financial viability
Lastly, a few financial aspects have been discussed. First of all, the women of LAC could use more structure in their organization. Meaning that structure currently in the organization is missing, not only in the financial department. Ms. Gonzalez mentioned that because of the lack of structure, there is an urgency to become a business for the women of LAC. The women are currently getting more and more requests from potential clients and therefore the perspective on them earning their own money and being able to provide for their family with that money is growing amongst the women. Which means that the financial structure and growth within the organization is still a challenge because this process is not going fast enough. According to Ms. Gonzalez, the women are taking steps towards becoming a company, however ''extremely carefully, a little bit too slow''(Gonzalez).

Responsibility
However, a sense of reality and responsibility is present in the organization. The main reason for this is because the women of LAC are aware of their current situation within the economy. Ms. Gonzalez mentioned that ''there is a perspective of earning money and sustaining themselves with the tourism activity''(Gonzalez), which means that the women become more and more aware and responsible that by selling their product they could provide for themselves. Meaning that their role within the association is seen more and more as a real job. This sense of reality and responsibility is seen as a best practice by Ms. Gonzalez.

4.2 – Similar projects
Secondly, all the interviews with similar projects have been analyzed. These similar projects are by my sisters, 5Bogota, 3 sisters adventure trekking, Secret Zagreb and the Fabulous tourism academy. Within these interviews, the main focus was to enlighten the best practices as well as challenges of these similar projects.

4.2.1 – Socio-cultural aspects

The first topic that is focused on is socio-cultural aspects. In this case sub-aspects such as authenticity, awareness, motivation and social-cultural structure have come to light in these results.

Authenticity

The first aspect mentioned by multiple participants is authenticity. In short, both by my sisters and 5Bogota mentioned that a best practice of socio-cultural aspects within social entrepreneurship is the authenticity of a community and/or culture. For example by my sisters organizes tours for tourists, however, the tour invites the tourist into the home of a real Georgian woman. This woman will be the host for the evening and will cook dinner for the tourist. Nothing about this tour is staged or different from how the Georgian woman would celebrate a feast with her family, as mentioned by my sisters. By my sisters mentioned that authenticity adds a lot of value to the experience of tourist is that specific country. ''Because people want to see sort of the real stuff''(Kharzeeva). 5Bogota additionally added that the more you do what you want to do and not what others want you to do, the more tourists appreciate it. ''that's what they put more value on''(Zuluaga). Accordingly, authenticity is seen as a best practice for social entrepreneurship by 5Bogota and by my sisters.

Awareness

Secondly, awareness is an aspect that is seen as a best practice for social entrepreneurs by multiple participants. For instance, 3sisters mentioned that raising awareness about the situation creates more understanding in general. Subsequently, by my sisters mentioned that when a traveler visits Georgia will most likely during their trip ''only see the men''(Kharzeeva), however when more awareness is raised about the women and their project, more tourists would want to visit the women of Georgia. Moreover, Secret Zagreb mentioned that the tour itself is a good tool to raise awareness because '' it just makes you aware of what you don't know and you should know''(Silla). Therefore, raising awareness is seen by 3sisters and by my sisters as a best practice for social entrepreneurship.

Motivation

One aspect that is seen as a powerful aspect of social entrepreneurship and women empowerment projects is according to 5bogota and 3sisters that when women work together they can achieve anything. 5bogota, in this case, gives an example of when women work together they are more likely to create a united group as well as that they try to work in the same way, which is seen as a best practice of social entrepreneurship. Especially, ''not someone to be the most important in the group, always trying to be all the same''(Zuluaga) would create a sense of coherence and motivation within the group.

Social-cultural structure

On the other hand, the social-cultural structure of a society can be seen as a challenge. When working with women in a social enterprise or project, there could be situations in which jealousy arises from other men or women in the community that do not completely agree with the women within the project growing in their social status. 3 sisters mentioned that within those situations aspects such as ''making the different story about us, trying to stop...our business''(Chettri), but also abusing the women and trying to discourage them. Furthermore, mentioned by the Fabulous tourism academy, also described that often from the

community jealousy arises as not all people would be in the same position to earn more money. She states that ''it is very very rare to be able to find communities that… all agree to create the same thing''(Favre). Besides, shyness is seen as a challenge as well. Since women in certain countries are used to being at the bottom of the social pyramid, they can often be shy and afraid to speak out for themselves. Besides, in countries where there is a sense of macho culture, women often ''shy away from selling and from promoting''(Favre) themselves. This is according to By my sisters because they are ''not used to this role''(Kharzeeva). Accordingly, the above sub aspects of the social-cultural structure within a community could be seen as challenges for social entrepreneurship with women by 3sisters, by my sisters and fabulous tourism academy.

4.2.2 - Market-related aspects
The second topic that is focused on is market-related aspects. In this case sub-aspects such as innovation, customers, market ambiguity and instability, and discrimination from stakeholders have come to light in these results.

Innovation
The first market-related aspect that has been mentioned multiple times in the interviews is innovation. The Fabulous tourism academy mentioned that it is very important for an enterprise to keep up-to-date with all the trends of the industry. Besides, understanding the market and keeping up with the competitors is an aspect that is seen as a best practice by 5Bogota. She mentioned there is a pitfall that could occur, for example, ''everyone was operating things that maybe you offered in the eighties but you never offer in the new… tourism''(Zuluaga). Which means that you need to stay alert to changes in the industry. 3sisters and secret Zagreb on the other hand, describe creativity to be a best practice of social entrepreneurship. The tourism industry allows entrepreneurs to be creative and flexible in many situations according to 3sisters and secret Zagreb. 3sisters mentioned that ''in tourism creation is the best way''(Chettri). Furthermore, by my sisters and fabulous tourism academy state the importance of creating a business model for a social enterprise, as it is a useful tool to not only understand your own enterprise but also get an advantage in the market. The fabulous tourism academy mentioned the creation of a business model ''is super important. That is part of the brand. …it helps build your brand''(Favre). Accordingly, the aspects of innovation, creativity and business models are seen as best practices by all participants.

Customers
Secondly, the aspect of customers is seen as a best practice by my sisters. In order to avoid any misunderstandings and wrong expectations of your clients, it is seen to be very important to find the right customers. When a social enterprise works with the right customers, these customers would have more patience for any imperfections of the hosts. In this case, shyness and lack of English have been mentioned as examples. Besides, the use of a social media influencer to get seen by a wider range of people is seen as a best practice by 5Bogota and secret Zagreb. When inviting a social media influencer to join the tour for free and let them post anything about how good the tour was, many followers will be interested and might do the tour as well. One step for promotion is including social media influencers according to 5Bogota, which is to ''try to involve them so they can talk about the project''(Zuluaga). Accordingly, the type of customers and social media influencers are seen as best practices for a social enterprise.

Market ambiguity/instability

In brief, market ambiguity and instability are mentioned to be a challenge for social entrepreneurs. More into detail, the sales channels that a social entrepreneur chooses to use could be a challenge. This because nowadays many sales channels require certain costs to sell the product trough that sales channel. Not only 5Bogota described this challenge, but also 3sisters and secret Zagreb notified this issue. Secret Zagreb describes that when clients book a tour or have a request via her website, ''that's always the best way''(Silla). Because social enterprises work to improve the situation of the community in any way possible, extra costs are often not wanted. It makes the enterprise partly independent for the market instability, because it is not dependent on the different sales channels. Therefore, finding a sales channel or way to sell the product is seen as a challenge by the before mentioned participants.

Discrimination from stakeholders

Discrimination is a topic that often occurs in social enterprises, as these enterprises are often looked down upon. If a certain country has a real macho culture where the men are considered to be more than women, discrimination in women empowerment projects and enterprises is most likely to occur. As described by 5Bogota and Fabulous tourism academy, social enterprises need a big range of networks to avoid discrimination from stakeholders and other parties involved. According to the fabulous tourism academy, ''the most important thing that they have to do is getting to networks''(Favre), because when the women have a good relationship with their network, it decreases the chance for the women to be discriminated by their stakeholder. Accordingly, discrimination from stakeholders is considered to be a challenge by 5Bogota and the Fabulous tourism academy.

4.2.3 – Legislative & administrative aspects

The third topic that is focused on is legislative and administrative aspects. In this case sub-aspects such as structure and governmental support have come to light in these results.

Structure

The first aspect to be considered as a best practice when it comes to legislative and administrative aspects is structure. The Fabulous tourism academy describes structure as an aspect that cannot be missed in a social enterprise. If women in a social enterprise do not have structure or a mission, it is more likely to fail. The fabulous tourism academy mentioned that it is important to ''have a structure for their vision and make it happen''(Favre). By having a vision, structure and business model it reflects a certain level of professionality towards the stakeholders. One way of implementing structure according to the fabulous tourism academy is to use a business model. This tool helps understand the business as well as apply structure. Accordingly, structure and business models are seen as best practices for a social enterprise by the Fabulous tourism academy.

Governmental support

Secondly, governmental support to a social enterprise could be very challenging according to 3sisters. In order to receive the right governmental agreements and cohesively work together with the government of your country can be difficult. Since social entrepreneurship and women empowerment is new in certain countries often resistance from the government occurs and Secret Zagreb also mentioned that the city

tourism board was less supportive ''at the beginning but I don't see why would they have to be while there is nothing there''(Silla). This means that she had to show the tourism board first that her plan would work after they started supporting her. However, this does mean that it becomes more difficult for a starting social enterprise to receive support from governmental organizations. Therefore governmental support is seen as a challenge for social enterprises.

4.2.4 – Financial aspects

The last topic that is focused on is financial aspects. In this case sub-aspects such as financial viability and level of understanding have come to light in these results.

Financial viability

The first financial aspect mentioned by multiple participants is financial viability. Both 5Bogota and Secret Zagreb mention the importance of financial viability. Secret Zagreb mentions that because all the products and produce are local, it creates extra value for the company. She stated ''I invested more money just knowing that it is going to help promote something local''(Silla). Which means that these choices do not only benefit your own company but also other local companies. Additionally, 5bogota keeps the suppliers local, especially when shopping for ingredients for the cooking workshops the local market is the cheapest option. 5Bogota also mentioned that for tourists anything local could be interesting because ''someone that had never seen something like that before would be...really happy''(Zuluaga). Not only staying local is considered to be a best practice, but also the use of online booking systems is considered to be helpful to financial viability. 3sisters uses an online booking system, which makes it easier for their customer from all over the world to book their tours. 5Bogota also mentioned the best practice of the online booking systems. Their number of customers has grown a lot since the use of the online booking system was used, ''Because when we could not receive the online payments, we lost a lot of customers or we lost our time''(Zuluaga). Accordingly, local produce and online booking systems are considered to be best practices for social enterprises.

Level of understanding

The foremost challenge mentioned by multiple participants is the level of understanding. A reason for this challenge is that the women in the project often do not fully understand how the business works, according to By my sisters. Due to the gap in education and cultural aspects of the Georgian culture, it is difficult for the women to understand not only financial aspects but also business aspects. By my sisters mentioned that the way the women cook reflected on the level of understanding of the women. ''the challenges...are a lot of times getting the women to understand that it's a business...and...not cooking too much''(Kharzeeva). Therefore, a challenge for social enterprises is the level to which women understand the business side of the enterprise.

5 – Conclusion

Emerging from the conducted interviews, were several relevant insights and relations. Within this chapter, a short overview of the emerged insights is given as well as a brief description of relations between insights. Within this chapter, the sub-questions of the central research questions will be answered, which will lead to the answer to the central research question. This conclusion consists of a mix of both results from the research and results from the literature. The research aimed to answer the following two research questions:

- What is the current situation in the project of 'Flavours of Malaga' when focusing on social entrepreneurship in the tourism industry?
- What are the best practices and challenges of similar projects when focusing on social entrepreneurship in the tourism industry?

In order to answer these two research questions, a set of sub-questions based on the socio-cultural, market-related, legislative & administrative and financial aspects are made for each research question as well as a conceptual framework to get an overview of all the best practices and challenges that have emerged from the research. The chosen research method was open interviews because it was important to find out what Flavours of Malaga and similar project perceived as best practices and challenges of social entrepreneurship. An interview guide was used as a tool of guidance through these open interviews. This method provided freedom for additional important insights. The following conceptual framework shows an overview of the research results.

Socio-cultural aspects			
Best practice	Challenge	Best practice	Challenge
Support Knowledge Awareness	....	Authenticity Motivation Awareness	Social-cultural structure
Market-related aspects			
Type of products	Structure Professionality Customers Sales channels Stakeholders	Innovation Type of customers	Market ambiguity/instability Discrimination from stakeholders
Legislative & administrative aspects			
....	Governmental support	Structure	Governmental support
Financial aspects			
Responsibility Sense of reality	Financial structure	Financial structure	Level of understanding

Conceptual framework 5.1: overview of best practices and challenges per main aspect and situation

5.1 – Socio-cultural aspects

When looking at the socio-cultural aspects that emerged from the research, three main relations could be seen. First of all, mentioned by a few similar projects was that authenticity of a community adds value to a product or organization. However, when looking at the socio-cultural challenges mentioned by the similar projects, it is that socio-cultural structure and jealousy influence the authenticity of a product and organization negatively. When looking at the current situation of the project it can be established that the level of support from family, friends and the community is done well, which could positively influence the authenticity of the project and the organization of the women of LAC. Also, Alrawadieh, Karayilan & Cetin

(2018) mention that the socio-cultural challenges refer to the issues in the relationship of the entrepreneurs with the local culture and social structure. However because the similar projects and Flavours of Malaga are not experiencing this as a challenge it has no priority, but something to keep an eye on. Therefore, authenticity and support are seen as best practices by both Ms. Gonzalez and similar projects. Secondly, mentioned by Ms. Gonzalez is knowledge, which was seen as a best practice because it makes the women of LAC eager to learn and more independent. This can be related to what emerged as a best practice of socio-cultural aspects by the similar projects, which is motivation. It was mentioned that when women work together and as one united group the chance to be successful is much bigger. This also makes women more eager to learn and create something great. Additionally to Dees (1994), the goal of social enterprises is to gain independence and autonomy through trading, and often this could be achieved by increasing the level of knowledge and this adds to the motivation. Therefore, knowledge and motivation are seen as best practices of socio-cultural aspects. Thirdly, mentioned by both the similar projects and Ms. Gonzalez was awareness. The similar projects mentioned that by raising awareness for the situation, it creates more general understanding. On the other hand, Ms. Gonzalez mentioned that awareness within the project is more about the empowerment of the women and the awareness they have about their own capabilities and skills. Furthermore, Joyce & Paquin (2016) mention that interacting and being open with communities can positively influence the organization's success. Therefore, both awareness of own strengths and awareness by the community are seen as best practices. To conclude, the socio-cultural aspects that are beneficial to focus on when having a social enterprise are authenticity, motivation, and awareness.

5.2 - Market-related aspects

The most aspects mentioned by both the similar projects and Ms. Gonzalez were about the market-related aspects. First of all, the type of product was mentioned by Ms. Gonzalez to be seen as a best practice. With the type of products that the women offer at this moment, they can reflect their pride for their neighborhoods and culture in these products. Which can be related to the before-mentioned authenticity aspect. On the other hand, the level of professionality of the women was described as being a challenge. This can be influenced by constantly staying innovative within the project according to the similar projects. Hoogendoorn (2011) mentions that the best way for social enterprises to handle social problems and meet social needs is to stay innovative. This means that the importance of innovation applies to the professionality of an organization as well as the type of product of the organization. Therefore, for Flavours of Malaga, it might be interesting to focus on the aspect of innovation. Secondly, the lack of structure, professionality, the type of customers and sales channels could be better, all because the organization of the women of La Alacena del Corralón is not an official business yet. Currently, within the project, the type of customers is seen as a challenge because officially the organization of the women of La Alacena del Corralón is not fully structured yet. Therefore, certain decisions based on reaching out to the customers and offering them the product is challenging. On the other hand, by the similar projects, the type of customers is seen as a best practice. When having found the right client, the chance for misunderstandings and miscommunications about community-based tourism, social entrepreneurship and authenticity will be much lower because this group of clients will be more interested in the precise product that you offer as an organization. Therefore, when the organization of the women of La Alacena del Corralón becomes an official business it will be much easier for them to find the right type of customer. Following the type of customers are the sales channels

that were mentioned by Ms. Gonzalez to be a challenge as well. This is also because there is no official business present within the organization. Also mentioned by the similar projects, the sales channels are seen as challenging because of market changes and ambiguity. Many of these general sales channels are attached to high costs for companies that would want to sell their product via these channels. This, therefore, could be a challenge whenever the women of LAC decide to become an official business. Also, Seelos & Mair (2005) continue to mention that social entrepreneurship creates opportunities for new business models, organizational structures and negotiation strategies to create more social value (P.244). The final market-related aspect that was mentioned by Ms. Gonzalez is stakeholders. It was mentioned that currently, the organization wants to work together with one specific stakeholder, namely Sabór a Malaga. However, this is a challenge because within the last months their complete board has changed and therefore negotiations and conversations need to be executed again. The challenge in this is the change of the stakeholder. Something that could be related to this, is the aspect that the similar projects mentioned. This is discrimination from stakeholders. Often the stakeholders consider the social enterprises to be less important and are often not considered to be helpful to their own organization. Furthermore, the stakeholder relationships and alliance-building activity is a very important activity because it stimulated social changes according to Bloom and Chatterji (2009). Therefore, it might be important for the organization of La Alacena del Corralón to maintain the network between them and the stakeholders, in order to avoid these challenges in the future. To conclude, the market-related aspects which are important to focus on are structure, professionality, customers, stakeholder, and innovation.

5.3 – Legislative & administrative aspects

Within the legislative and administrative aspects, one challenge has been mentioned by the similar projects. The challenge that was mentioned is governmental support, which was also mentioned by Ms. Gonzalez as being a challenge. The similar projects mentioned that social entrepreneurship and women empowerment are fairly new concepts in tourism and often hard to grasp for governmental institutions without them being able to look at an example. The same problem occurred within the Flavours of Malaga project. The social affairs department has not been that supportive of the project in the past. However, after experiencing the benefits of the TUI pilot tours, they became much more supportive. An aspect that is seen by the similar projects as a best practice is showing the governmental institutions that their own organizations are well structured. According to Joyce & Paquin (2016), organizational structure and decision-making policies are very important aspects. Therefore, this could be an important aspect to focus on.

5.4 – Financial aspects

First of all, mentioned by the similar projects as being a challenge is the level of understanding from the women within their projects for the financial structure. The main challenge is making the women understand that it is not just the spending and earning of money but also the way the women cook, meaning that they do not overcook every tour. On the other hand, Ms. Gonzalez mentioned that related to the level of understanding there is a sense of responsibility and reality present within the project. Which is seen by Ms. Gonzalez as a best practice. Secondly, the financial viability is seen by the similar projects as a best practice. However, this very aspect is seen by Ms. Gonzalez as a challenge within the project. Also, Dees (1994) mentioned the importance of financial viability, selling good services and gaining an income from that.

Additionally, the arguments given by the similar projects for it being a best practice are local produce adds value to the product and an online booking system makes it easier for potential clients to buy a product from the organization. Moreover, the challenge emerging from the results of the similar is the level of understanding. In order to implement structure, there is a need for understanding. Therefore, within the Flavours of Malaga project, this structure is still missing and the process to introduce this structure is going very slow. This, therefore, could be an aspect that needs attention.

It can be concluded that from the best practices and challenges of similar projects and the current situation within Flavours of Malaga, the following aspects need focus; structure, professionality, type of customer, sales channels, stakeholders, governmental support, authenticity, motivation, awareness, innovation, and level of understanding. Therefore, these aspects are marked in the below conceptual framework.

Conceptual framework 5.2. Overview of the best practices and challenges selected by importance

6 – Discussion

6.1 – Reliability

The way Verhoeven (2015) describes reliability is the level in which the research is free from random errors. When we look at the requirements for reliability three requirements have been met while conducting the research, all in different stages of the research. In order to make sure that the research design was up to standard, the use of peer feedback has been valued. Additionally, in terms of the design, existing literature for research approaches and existing literature for the core concepts are used. However, due to lack of time, there was no pilot executed. Secondly, when looking at the random errors that have appeared in this research, the following situations appeared. The five interviews with the similar projects were conducted via skype, which could mean that the participants could have been distracted by things happening around them. For example, one participant was babysitting her daughter while doing the interview, which caused some interruption of the interview. Also, one participant needed to go charge her phone during the interview. Additionally, many answers and questions were open for interpretation and therefore, the replicability of the research might be affected. These aspects were seen as random errors that appeared during the research. As well as several meetings to update the status of the research have made. Also, recording equipment was used during the interviews (Verhoeven, 2016. P.303). On the other hand, in order to increase the validity of the research, two interviews for the current situation have been conducted. Mainly because the situation might have changed between May 2019 and September 2019, therefore, a second interview has been conducted. Other requirements of reliability are reporting and justification, and intersubjectivity (Verhoeven, 2016. P.188). However, these requirements were not taken into account during the execution of this research. Furthermore, in the case of standardization, a coding system has been used while analyzing the research results as well as an interview guide as a standardization process for standardizing the interviews. The data has been carefully gathered, analyzed and discussed by peers. To conclude, since this is a qualitative research approach, it becomes difficult to assess the reliability of this research. Also, the fact that this research is specific to a case and a project. However, when executed in the future within the same project, the chance is still slim that the same results will arise. This is mainly because this research aims to find out what the current situation at that moment in time is and therefore this situation is likely to change over time. For this research, an open approach has been used and therefore it is difficult to determine whether the study can be replicated with similar outcomes or not (Verhoeven, 2016. P.302). Despite, the faults of the random errors and requirements of reliability still three requirements were met, therefore the reliability of this research is moderate.

6.2 – Construct & Internal validity

Construct validity according to Verhoeven (2015) that you assess if measure what you were expected to be measured. Concerning this, the internal validity of this research can be considered to be good because the research focuses on answering the research questions. The questions that were formed within the interview guide were focused on the best practices and challenges of four main topics within social entrepreneurship and this, therefore, adds value to the construct validity. Besides, the answers given by the participants were also focused on stating what the best practices and challenges are of their organization, with a reason why. Therefore, this is seen benefitting for construct validity. Additionally, the theoretical framework extensively described what the best practices and challenges are of social entrepreneurship. However, one aspect that

could influence the construct validity negatively is the interviewing method, meaning that during the interviews more guidance for the answers was needed. In this case, the choice was made to use an open interview research method, however that decreases the chance to measure that needs to be measured because there is more freedom for unnecessary things to arise.

Internal validity means that ''we can draw the correct conclusions from them'' (Verhoeven, 2015. P.191). Also meaning that, ''we check to see whether the researcher has answered the question properly, whether the conclusions are unbiased'' (Verhoeven, 2015. P.304). Within the internal validity of a research, few aspects need to be considered thoroughly. First of all, the selection of the participants. In the case of this research, the participants have been selected after being tested by a few selection criteria. These criteria were applied to make sure that the group of participants is not random. Secondly, there is maturation. This research is done in a time range of several months, therefore between conducting the first interviews and writing the conclusions, there was a time frame of two to three months. This means that in order to keep the status of the current situation of the project up-to-date a second interview was conducted. This also means that the interview guide was changed for the last interview. Furthermore, the interviews have been conducted via Skype and recording equipment has recorded all the interviews, to ensure that all the data is as it was stated by the interviewees. However, the research can be considered poor as well because some statements of the researcher can be considered biased as well as the interpretations of the answers of the participants are left to the researcher. In terms of language, all the interviews have been conducted in English, which did not have to be translated and it, therefore, makes this research more valid. With regard to time, the interviews were conducted in a time frame of two weeks and conducted via skype, which is not always working due to connection problems. No direct facial expressions and non-verbal communication played a big role in the interpretation of the interview, due to the Skype interviews. Besides, an open interview method was used and therefore the participants sometimes discussed non-relevant topics. In conclusion, the internal validity can be considered to be average to good, because the research is still very much focused on answering the research question, however the interpretation of the answers was open for the researcher and therefore could be biased.

6.3 – External validity

External validity is seen as a measurement of to what extent the results and the population can be generalized (Verhoeven, 2015. P. 192). With regard to this research, the external validity is poor to average. The research results can be generalized by the descriptions of all the participants. Each participant stated what the current situation in their project or enterprise is and therefore these results are similar. In terms of the sample size, this sample is very small. The sample size is five external participants, which makes the external validity level a lot lower. This also makes the generalization lower for this research. However, there are several pieces of researches on social entrepreneurship and women empowerment in tourism, which increases the level of generalization of this research and makes a comparison between case studies better. On the other hand, the results of this research are mostly focused on increasing the knowledge and helping the project group of FOM and it, therefore, changes the level of external validity. In conclusion, the way this research is set up makes the research average on external validity. However, because this research is solely focused on helping the FOM project, it makes the level of external validity poor.

7 – Advice

Within this chapter, the advice for the project Flavours of Malaga will be presented. The objective of the advice is to increase the social entrepreneurial skills and knowledge of LAC by means of the best practices and challenges of similar projects within tourism. The management question that will be focused on in this chapter is: ''How can the women of La Alacena del Corralón create a sustainable business model by learning from the best practices and challenges of similar projects when focusing on social entrepreneurship in the tourism industry?''. First of all, three advice options will be elaborated on in order to carefully consider and select the final advice. Then, the final advice will be thoroughly elaborated on and it will include an implementation plan as well as a financial implication.

7.1 – Advice options

The results of both desk and field research have illustrated that there are many aspects that the women of La Alacena del Corralón could improve in order to create a business model. However, three overarching aspects would combine multiple research results in one. To make sure that the needs of the project and the women are met, a few experts of the Flavours of Malaga project have been consulted. This means that after careful consideration, the decision has been made to focus on the most essential overarching aspects. All three aspects will help improve the structure of the organization of the women of La Alacena del Corralón. The three main topics are professionality, authenticity and stakeholder collaboration.

7.1.1 – Advice option 1: Professionality project

The findings from the interviews with Ms. Gonzalez showed that there is a lack of professionality within the Flavours of Malaga project. Furthermore, according to Favre, Kharzeeva and Zuluaga (2019) innovation and customers are very important. In relation, Dees (1994) stated the importance of flexible and adaptable practices, and the importance of delivering socially, environmentally and even financially. When looking at the before mentioned aspects, it was concluded that the organization of the women of La Alacena del Corralón is not organized to be a business. This is the reason why particular choices about customers and sales channels are not being made. Additionally, from the research, it resulted that stakeholders believe that the women are not yet very professional. However, to continue growing and to be prepared to start a business, there is a need for skills and knowledge about professionality, structure, customers, innovation, and stakeholders. These five aspects are seen as being challenges by Flavours of Malaga. Backman, Brezet & Lordkipanidze (2005) mentioned that the amount of opportunities for sustainable tourism practices increase when a social enterprise is started and operated. In other words, the market-related aspects could be worked on. This, therefore, means that the project needs to invest in the skills and knowledge of the women of La Alacena del Corralón with a focus on market-related aspects. Dees (1994) mentioned that the improvement of knowledge and skills creates more independence, and autonomy is gained as well as more entrepreneurial, innovative and risk-taking behavior is shown. The women of La Alacena del Corralón need to increase their knowledge and skills about professional aspects. The way to do this is to follow several courses focused on topics such as representativity, meeting skills, and business model aspects. These topics focus both on internal and external aspects, which means that the understanding of a business, as well as the industry, will be improved. For example, during the business model aspects course, the method of Osterwalder & Pigneur (2010) will be used to apply structure and a general view of the organization. This

because one of the visualizations of the business model is how key components of the business add value to the business and to the customer, which then creates more structure in the business (Osterwalder & Pigneur, 2010). Therefore, it becomes clear what value your business is worth as well as the implementation of structure with the business. Furthermore, it was mentioned by Ms. Gonzalez that the women of La Alacena del Corralón do not write down notes whenever they have had training, therefore for them to look back at what they have learned, a short video with do's and don'ts will be provided with each course. In other words, several aspects of informal learning methods will be applied for the women to learn in an interactive and non-formal way. McGivney (1999) mentioned that often with adults learning does not go as well when it is done one way, therefore the informal learning methods with interacting ways is a good method to use with the women of La Alacena del Corralon. In terms of internal aspects, the focus will be on applying structure within the organization. Additionally, for the external factors, the focus is on the communication towards clients and stakeholders. All these before mentioned aspects are beneficial for the improvement of the professional skills of the women of La Alacena del Corralón.

7.1.2 – Advice option 2: Authenticity plan

Secondly, the next important research finding emerging from the interviews with Kharzeeva, Zuluaga, Silla and Chettri (2019), and literature is authenticity concerning the overall organizational concept of the women of La Alacena del Corralón. ''The type of ideas that the social entrepreneurs come up with are extraordinary. These ideas are created against all expectations and success is not expected from these social entrepreneurs, therefore when they do succeed it comes as a surprise'' (Martin & Osberg, 2007). This means that the value of social enterprises lies in their authenticity and creativeness. Moreover, the findings from the similar projects showed that authenticity is an aspect that was seen as a best practice because it provides the possibility to reflect the culture and heritage of the organization into the tourism product that are offered by the organization. The aspect of authenticity is currently within Flavours of Malaga present. However, it does not have a main focus within the project. Another aspect that is currently not the focus point is the level of because the women of La Alacena del Corralón are really motivated, however in order not to lose the motivation of the women, it might be good to keep the women motivated. According to Dees (1994) a way to keep employees motivated is to have democratic and participative management systems. Mentioned by both Flavours of Malaga and the similar projects as a best practice, was the aspect of awareness. These aspects can all be linked to each other. Employees and customers are more interested when the organization is as authentic as possible. This means that authenticity influences the motivation of both the customer and the employee. Meaning that, the more aware people are of the organization, the more motivated or interested they will be. Cochrane & Weppen (2012) mentioned that the main aim of a social enterprise could be the market intermediary model, which means that the social enterprise services to its targeted population, customer or producers in order to help the enterprise access the market. Therefore, the reason for keeping customers motivated is because this group could help establish the enterprise in the market. In practice, the FOM project could do more research on the authenticity and cultural heritage of the organization of the women of La Alacena del Corralón, to understand the heritage of the organization. In order to keep the women of La Alacena del Corralón motivated, they need to participate in the research. Dees (1994) described before that a way to keep employees motivated is to have democratic and participative management systems. Additionally, in order to raise awareness for the project the women of La Alacena del Corralón

could use their social media account to reach more people and talk about more authentic, cultural and content of the project as well as the organization. The similar projects described that the use of social media influencers is a very helpful in the process of promoting awareness of your organization. Therefore, two things need action in this advice option. The first thing is the research on the cultural heritage and authenticity of the women of La Alacena del Corralón. The second thing is social media training for the women in order for them to post on social media with a purpose and goals. All the before mentioned aspects in this advice option are beneficial for the improvement of the value of the organization and its products.

7.1.3 – Advice option 3: Stakeholder collaboration plan

In the findings of the interviews with Favre, Zuluaga, and Silla (2019), but also from theory, it resulted that stakeholder support is a very important aspect, which is currently seen as a challenge within Flavours of Malaga. More specifically, the support of the social affairs department of Malaga is not perfect. Bloom & Chatterji (2009) mentioned the importance of alliance-building. They see the effectiveness of working together with other stakeholders in order to bring the desired social changes. Another challenge of Flavours of Malaga is the collaboration with one of the biggest stakeholders (Sabor a Malaga), which is not going as hoped for. Since the whole management department of Sabór a Malaga has changed, there is a need for new meetings and negotiations, while before this was already taken care of. Sabór a Malaga has more partnerships with other small gastronomic organizations in Malaga and therefore it might be interesting to talk with these partners of Sabór a Malaga. Furthermore, when meeting with stakeholders and governmental departments, the best way for Flavours of Malaga and La Alacena del Corralón would be to come prepared and show them that they are structured, communicate well and are professional. According to similar projects, that is the best way to earn the trust of the governmental departments and stakeholders. Bloom & Chatterji (2009) also stated the importance of communication, by explaining that when an enterprise communicates its value towards the stakeholders it is most likely to be more effective. In other words, show that your organization is structured and reliable. Currently, within the organization of La Alacena del Corralón, there is a lack of structure. Therefore, the structure and communication with stakeholders need to be improved. In order to improve the communication with stakeholders, it might be useful to contact at least ten small local stakeholders in one year, who are also operating in the gastronomy sector and that are also partners of Sabór a Malaga. With these small stakeholders, tips and tricks can be exchanged and possibly they can provide certain local products and ingredients, in order to create more local and cultural value to the products that LAC offers. Dees (1994) especially states that stakeholder engagement with small stakeholders is one of the best practices of social entrepreneurship. Additionally, in order to impress the governmental departments, there is a need for structure. This can be confirmed by what Bloom & Chatterji (2009) state about lobbying. Mainly the flexibility towards governmental organizations and the capacity to which the social enterprise can work with the governmental actions is most effective according to Bloom & Chatterji (2009). Therefore, documents such as a handbook and newsletter need to be made, so that these governmental departments stay up to date and can read about the project regularly. All the above-mentioned aspects in this advice option are beneficial for the improvement of the current stakeholder collaboration.

7.2 – Comparison of advice options

In order to select the most suitable advice option for Flavours of Malaga, the consideration of several aspects needs to be made. Aspects such as time, money, urgency, resources, impact and client needs. In order to truly meet the brief of the client, the clients' needs are very important. Besides, since the organization of La Alacena del Corralón and the Flavours of Malaga project are small organizations and do not have unlimited resources, time and money, it important to make sure that these aspects will be taken into account when considering all the advice options. Additionally, the level of impact that the implementation of the advice options will have will determine how important this advice option will be for the project. Therefore, the higher the impact the better. The final aspect will be urgency, this is an important aspect because for some actions there is a bigger urgency than for others. A short description of all aspects will be given below:

- Client needs: in how far does the advice option meet the needs of the client
- Resources: the number of resources that are needed for the implementation of the advice option
- Time: the amount of time that is needed for the implementation of the advice option
- Money: the amount of money that is needed for the implementation of the advice option
- Impact: how big is the impact of the advice option on the project
- Urgency: in how far is the advice option important at this moment in time

The aspects of impact, client needs and urgency are considered to have positive effects (left) on the project. In other words, the higher the score, the better for the project. Additionally, the aspects of time, money and resources are considered to have negative effects (right) on the projects. In other words, the higher the score, the worse it is. That means that these scores need to be low to be good. For the consideration of all advice options, a matrix will be used with scores of 1, 2 and 3. The score with 1 is seen as low, the score with 2 is considered moderate and the score with 3 is seen as high.

	Impact	Client needs	Urgency	Total	Time	Money	Resources	Total
Option 1: Professionality plan	3	3	3	9	3	2	3	8
Option 2: Authenticity plan	2	1	2	5	3	2	2	7
Option 3: stakeholder collaboration plan	3	2	2	7	3	2	2	7

Table 7.1: assessment of advice options

When looking at the matrix option 1 score overall highest. For both the positive and the negative aspects it scores the full scores, apart from the money aspect. Since the organization La Alacena del Corralón is growing and doubting to decide whether to become a business or not, it is important to have the right professional skills. An additional benefit is that the women will learn these skills in an informal learning manner, therefore it is more likely to meet the clients' needs. Therefore, the aspects of impact and urgency are very important. In other words, this advice option creates a lot of positive impact and the urgency for this advice is also quite high. Another important aspect, that was not included in the matrix is the relation to the literature review. In advice option 1 there is far more relation to what other author mention about the professionality topic than it does in the following to advice options. However, this advice option also means an investment of time and resources especially from the Flavours of Malaga project. The kind of resources that are needed for this advice option are mainly the expertise and knowledge of the project team as well

as the materials to record a short video. As well as the business coach that will mentor the women with all business-related aspects. Also, tools for informal learning methods are necessary. The main investment is the transferring of knowledge towards the women of La Alacena del Corralón and the creation of the content in the videos. The expert of the Flavours of Malaga project mentioned that there is a big need for professionality skills and therefore the score of this advice option is high. Advice option 2 resulted in a total of 5 positive aspects and a total of 7 in the negative aspect. This means that the score on positive aspects is lower than the negative aspects. From the positive aspects, the impact and urgency have scored medium. The reason for this is because organizations need to stay authentic. However, since this is not really what the clients' needs are not directly focused on authenticity it scored low. On the other hand, resulting from the research was that authenticity is one of the most important aspects of a social enterprise. When looking at the negative aspects, time is the factor that received the most points. This is because the research will take a lot of time. In contrary to the time factor are money and resources because they scored moderately. In comparison to the first advice option this option does not need as much money because the research can be done through the project team themselves as well as the resources, there is only a need for a laptop on which skype meetings and research can be done. When looking at advice option 3, it can be seen that both the positive and negative aspects score equally. The scores on urgency and clients' needs are scored moderately because the expert of Flavours of Malaga mentioned the importance of the collaboration with stakeholders. However, this is not a priority. On the other hand, the amount of time and money it will take to implement this advice option is quite a lot because personal communication with the stakeholders is needed. The extent to which this advice option will impact the project is scored high because the collaboration with different stakeholders will create different and other opportunities that now the project does not have yet. To conclude, the matrix showed that the highest scores on positive aspects are advice option 1 and 3. Also, the advice options that meet the clients' needs the most are advice options 1 and 3. The collaboration with stakeholders is very important to broaden the horizon. However, advice option 1 shows more urgency. This is because the current skills of the women are not as good as the project would like to see, therefore it is important to first work on the internal qualities and then later focus on external factors. Therefore, when looking at the short term advice option 1 with the professionality plan will be the main focus of this advice. However, for the long term, advice option 2 might be useful for the project. Concluding the considerations is the result that this advice will focus on advice option 1.

7.3 – The Professionality project

The plan is to organize courses based on representativity, meeting skills, and business model knowledge. with an overall focus on professionality. Bloom & Chatterji (2009) mentioned that a business is far more effective and efficient when their staff has the right skills. The reason for the three main topics is that the skills within the business reflects how the business will come across towards the clients and stakeholders and therefore representativity, meeting skills, and business model knowledge are key. These courses would take place in the first and third week of the month. In order to increase the knowledge and understanding of the women of La Alacena del Corralón of the industry and their own organization. The courses will be prepared, planned, taught and evaluated all in the timeframe of ten months. In the planning below there is a more specific overview. The tool of the video is useful because the women could watch the videos again and refresh their memories until they understand. Of course, during the courses more explanation is given.

However, the point is that the women never write anything down and often forget what the course was about. This is a way for them to look back and remember what has been said and what are the do's and what are the don'ts. The courses will be about representativity, dress codes, non-verbal communication, verbal communication, do's and don'ts, with as overarching topics representativity, business meetings, and business models. Additionally, the Business model courses are focused on; partners, clients, channels, relations, activities, resources, proposition, cost, and revenue. This all is beneficial for the improvement of the understanding, knowledge and skills of structure, professionality, customers, sales channels, and stakeholders.

7.3.2 – The implementation

The implementation of the courses and concrete actions will be based on the PDCA cycle. According to Johnson (2002), the abbreviation PDCA stands for Plan, Do, Check and Act and is a tool to implement management practices that works on the constant evaluation of these management practices. The PDCA cycle is in essence about quality control of the implementation process and the product. The advice implementation will be based on informal learning, which means that courses will be taught on representativity, business meeting skills, and business models in an informal learning way. ''Informal learning refers to learning that occurs away from a structured, formal classroom environment. Informal learning comes in many forms, including videos, self-study, reading articles, participating in forums and chat rooms, performance support, coaching sessions, and games. Informal learning is a style of learning in which the learner sets their own goals and objectives. Other informal learning methods mentioned by (Skillshub, 2017), are job rotation and gamification. Therefore, in the planning of this advice, the use of these informal learning methods will be considered as well as used. Furthermore, Coffield (2000), stated the value of informal learning to the increase of knowledge and skills of the employees.

7.3.3 – Planning the professionality project

Stage	Time frame	Activities	Involved	Location
Plan	• Preparing			
	November 2019	Find the business coach	FOM	Deventer
		Discuss the course content	FOM & BC	Deventer/ Malaga
	December 2019	Prepare the presentation for the course	BC	Deventer
	January 2020	Set the date for the first 6 courses via skype	BC & LAC	Deventer /Malaga
		Confirm the course presentations	FOM & BC	Deventer
		Excursion with LAC to a local enterprise	BC & LAC	Malaga
DO	• Learning & Doing			
	February 2020	Representativity course 1	LAC & BC	Malaga
		Watch the do's and don'ts video	LAC	Malaga
		Representativity course 2	LAC & BC	Malaga
		Implementation day	LAC & BC & FOM via skype	Malaga/ Deventer
	March 2020	Business meeting course 1	LAC & BC	Malaga

		Watch the do's and don'ts video	LAC	Malaga
		Business meeting course 2	LAC & BC	Malaga
		Implementation day	LAC & BC & FOM via skype	Malaga/ Deventer
	April 2020	Business model course 1	LAC & BC	Malaga
		Watch the do's and don'ts video	LAC	Malaga
		Business model course 2	LAC & BC	Malaga
		Implementation day	LAC & BC & FOM via skype	Malaga/ Deventer
Check	• **Evaluating**			
	May 2020	Use of knowledge in practice	LAC	Malaga
		Trip to Malaga	FOM & LAC	Malaga
		Business presentation	FOM & LAC	Malaga
		Evaluation meeting	FOM & LAC & BC	Malaga
		Assessment of courses	FOM & BC	Malaga/ Deventer
		Make a new course proposal	FOM	Deventer
Act	• **Improving**			
	June 2020	Representativity course 3	LAC & BC	Malaga
		Watch the do's and don'ts video	LAC	Malaga
		Representativity course 4	LAC & BC	Malaga
		Implementation day	LAC & BC & FOM via skype	Malaga/ Deventer
	July 2020	Business meeting course 3	LAC & BC	Malaga
		Watch the do's and don'ts video	LAC	Malaga
		Business meeting course 4	LAC & BC	Malaga
		Implementation day	LAC & BC & FOM via skype	Malaga/ Deventer
	August 2020	Business model course 3	LAC & BC	Malaga
		Watch the do's and don'ts video	LAC	Malaga
		Business model course 4	LAC & BC	Malaga
		Implementation day	LAC & BC & FOM via skype	Malaga/ Deventer

Table 7.2 – Planning of the professionality project

7.3.4 – Description of the project stages
Stage 1: Planning/ Preparing
The planning and preparing stage is the stage in which mostly the project members of the Flavours of Malaga project prepare the learning topics for the courses that will be given and look for the business coach. Then, the business coach will start preparing the actual courses following the order of representativity, business meeting skills and then the business model skills. The reason for this is that the similar projects and other authors from literature value the importance of looking professional towards the stakeholders as well as towards the clients. Besides, Bloom & Chatterji (2009) mentioned the importance of the stakeholder support for the achievement of social changes. Therefore, the topic of representativity is important in this

advice option and will be discussed first. Followed by the business meeting skills because these skills are also seen as very important when working with stakeholders. Then, in order to get a thorough understanding of how a business works and how to set up a business concept, the final topic that will be discussed is business model skills. However, these courses will be executed in an informal learning method. This means that all the courses will be in an interactive way of learning, for example, gamification or roleplay. The reason for this is that ''informal learning often started people on a continuing learning path by helping them become confident and successful learners'' (McGivney, 1999). Also, the women of La Alacena del Corralon are adult women and therefore learning could be more difficult for them. The reason for the different informal learning methods is that in order for the women to learn something, it is important to keep the method of learning divers. We ''must consider the fact that adult learning pathways are not always in a single direction'' (McGivney, 1999). Therefore, the type of informal learning methods that were selected, are carefully considered according to the situation of the women of La Alacena del Corralon. For these courses to take place, the lesson materials need to be prepared as well as the three videos (for each topic one) and the exact dates of the course need to be planned. These activities will be done by the business coach. Furthermore, in order to make sure that the women understand that this needs to be done an excursion to a local enterprise will be arranged so that the women can hear from other entrepreneurs what it takes to be a social enterprise. Also, as Dees (1994) mentioned before, a democratic and participative approach engages employees to be more motivated and wanting to be successful. Therefore, there is room in this advice for the input of the women. When using the informal learning methods such as the use of role models and mood boards, the women could give their input on what they believe is important for a social enterprise as well as what they truly would like to learn about.

Type of course	Course subjects	Informal learning methods
Representativity course	• Introduction to representativity • How do you look professional? • Behavior and attitude • Who is your role model? • Do's and don'ts	1. Make a mood board 2. Use of role models 3. Fashion show 4. Brainstorm sessions 5. Video
Business meeting course	• Introduction to business meetings • The basics of a business meeting • The structure of a business meeting • Attributes needed during a business meeting • Ways of non-verbal communication • Ways of verbal communication • Do's and don'ts	1. Job rotation 2. Roleplay 3. Act out non-verbal communication 4. Act out verbal communication 5. Use of roles model 6. Video
Business model course	• Introduction to the business model • Customers segments • Value proposition • Key partners • Key activities • Key resources • Channels • Customer relations • Cost structures • Revenue streams • Do's and don'ts	1. Gamification 2. Case study 3. Use of role models 4. Interactive brainstorm 5. Fill in the business model canvas in an interactive way 6. Video's

Table 7.3 – Overview of advised courses

Stage 2: Doing/learning

The learning and doing stage is about executing the courses and really start teaching the women new skills and knowledge. This means that two times per month there will be one course of 2 hours about one topic. As can be seen in the planning, there will be a new topic each month. Therefore the duration period will be for three months. The first week there will be one course, the second week the women have to do a little self-study and watch the do's and don'ts video, the third week there will be another course and the last week of the month there will be an implementation day on which the women will show the team of FOM and the business coach what they have learned that month. The women will get a notebook in which they can make notes, especially during the self-study. However, because it resulted from the research that the women do not make notes in general, the videos are used as a tool to refresh memories on the topic taught the week before. The women, therefore, will have access to these videos via a USB stick, on which all three videos are provided.

Stage 3: Check/Evaluating

In the check and evaluating stage the purpose is to check and evaluate the quality of the courses and to actually have a meeting with the women and test them on their business skills. In the first two weeks of the month the women would be able to put their new knowledge and skills to practice. Within this month, there will also be a trip from the FOM team to Malaga, where the FOM team and the women of LAC will have a meeting which will be led by the women themselves, for the FOM team to see how much the women have learned. After this, there will be an evaluation meeting during which all the strengths improvement points of the business meeting will be discussed. Also, the women will be asked what they want to learn more about. As well as what the FOM team believes is missing from the previous courses. Two people of the FOM team will then look at the content proposal and adjust this to the needs and wishes of the women, the business coach and the project team themselves. In order for the project team to make sure that the plan is working as expected and that the result is as good as possible, regular control skype meetings will be held with the business coach as well as with the women of La Alacena del Corralon. Also, the evaluation phase where the FOM project members will go to Malaga to test the skills of the women and to see what the progress is within the project will be a moment where it will be tested if the results are as expected.

Stage 4: Act/ Improving

During the act and improving stage, the improvement points from the evaluation meeting will be implemented and a new round of improved courses will take place. This means that the representativity topic, business meeting, and business model topics will be revised and confirmed to be either still of importance or not. Then new course materials will be made by the business coach and the new dates for the courses will be set.

7.4 – Financial implication

In this section, the financial implications of the chose advice option will be provided. A calculation of the costs for the preparations, execution of the workshops and the evaluation of the workshops will be given. The costs and numbers below are a rough estimation of the financial implications, the actual costs can differ due to factors such as seasonality, variable transportation costs, and difference in actual hours spent on the actions. The costs of this advice are calculated for a period of ten months.

Cost aspects	Description	Amount	Time	Costs per unit/ hour	Total
Personnel FOM	Preparation of the courses	1 person	4 hours	€57	€228
	Evaluation of the courses	2 persons	10 hours	€57	€1.140
Personnel BC	Preparation of the courses	1 person	24 hours	€15,65	€376
	Execution of the courses	1 person	36 hours	€15,65	€564
	Evaluation of the courses	1 person	6 hours	€15,65	€94
Materials	Notebooks for LAC	42		€1,50	€63
	USB-stick for all presentations	8		€7	€56
	A2 paper sheets(Flip-over block)	8		€13	€104
	Markers (10 pack)	8		€0,91	€7,28
	Post-its (12 pack)	8		€1,69	€13,52
Malaga trip	Return flight AMS-AGP	2 persons		€175	€350
	*extra baggage costs	2 x 7kg		*€50	*€100
	Transportation (taxi/bus/train)	2 x		€75	€150
	Accommodation	3 nights		€80	€480
	Meals	2 x 12 meals		€40	€960
	Parking at the airport (AMS)	3 nights		€60	€60
Total excluding baggage costs					€4.645,80
Total including baggage costs					€4.745,80

Table 7.4 – cost overview of the advice

Personnel costs

The costs of personnel consist of two groups. The first group is the personnel of the Flavours of Malaga project. There are two phases that the FOM project members are involved in and those phases are the preparation and the evaluation. The FOM members will make the content proposal for the course, then the business coach will make the actual courses and its content. Since the business coach will be hired for not only teaching the courses but also for other activities, the business coach will be working on this for a part of the 24 hour working week. Therefore, not too many hours are given to the business coach. For the preparation, a total of hours needed is 4 because the FOM personnel will solely give a proposal of content to the business coach. These 4 hours will cost €228. Additionally, after the courses have been executed within three months, there will be an evaluation phase. During the evaluation, two of the FOM members will visit the women in Malaga and experience a business meeting hosted by the women of LAC. Afterward, there will be an evaluation meeting to discuss the strengths and improvement points in order to establish what has to be improved for the next round of courses. Therefore, for the total of the evaluation, there are 10 hours needed which will cost €570 per person involved. In order to make sure that the evaluation has done correctly there is a need for two people. Additionally, there is the business coach who will guide the women of LAC as well as other entrepreneurs. However, when looking at this advice, the business coach will be responsible for teaching the courses, of course, this will need a decent amount of preparation. Therefore, the amount of hours needed for the preparation of the courses is 24 hours which will cost €376. These 24 hours are divided over the three months of teaching or could be filled in before the three months of courses start. Furthermore, the execution of the courses will take 2 hours per course, therefore the total amount of hours needed is 36 hours which will cost €564. Then, the evaluation of the courses will take fewer hours for

the business coach because the end responsibility of this is with FOM. Therefore, the amount of hours that the business coach needs for the evaluation of the courses is 6 hours which will cost €94. The personnel costs have been carefully discussed with the client, in order to make the costs as realistic as possible.

Materials

The kinds of materials needed for this advice are mainly writing materials. Notebooks, markers, post-its, A2 paper, etc. However, there is a need for a laptop to record the videos with, but this is already present in the project that is why there is no need for this in the financial implications. The materials needed are the least expensive side of the advice and in total will only cost around €243,80. These prices might differ depending on where the materials are bought and whether there is special pricing or not. The prices of the above mentioned materials are taken from Staples.nl in October 2019. For every course topic there are new materials available. For example, for the business meeting skills course 7 notebooks, 1 USB-stick, 1 flip over, 10 markers and 12 post-it blocks will be available. Mainly because certain things might get lost or could be finished after the previous courses.

Trip to Malaga

The trip to Malaga consists of three aspects. The return flight, transportation such as taxi or train and the accommodation costs. The average cost of one return flight in May 2020 from Amsterdam airport Schiphol to Malaga Airport and back is €175 without extra luggage. Which means that only one small backpack is allowed. Therefore, the optional extra costs are depending on the airlines, but an average of €25 per 7kg suitcase. These prices are averages from Skyscanner.com in October 2019. The estimated amount needed for extra transportation is €75 per person. Additionally, the accommodation for May 2020 is estimated to be €80 per person per night. These costs are an average of a regular hotel. However, this could differ depending on the time of booking and the season. The accommodation prices were retrieved from booking.com in October 2019. Furthermore, the costs for the meals are €40 per meal for 3 meals per day. Lastly, for the parking of the car on the airport for 4 day costs €60 in total.

7.5 - Conclusion

As mentioned before the objective of the advice was to increase the social entrepreneurial skills and knowledge of LAC by means of the best practices and challenges of similar projects within tourism. It can be concluded that the most urgent topic that the project should focus on is professionality. This topic was mentioned by both Ms. Gonzalez and the similar projects as an important topic. The informal learning courses in this advice are the most suitable method to use because it suits best to the women of LAC and their working method. In this way, the FOM project helps the women of LAC focus on improving their knowledge and skills based on entrepreneurship, which was one of the management aims of the project. With the skills and knowledge that the women will gain, they will be able to understand the industry and the business much better. With this advice, the several aspects of the research have been focused on, which can be found in appendix 11. This means that there will be an improvement in the market-related approach of the women of LAC.

8 – Afterword

During the process of writing this thesis, there were many learning points for me. The very first time to write such a big document all by myself was quite challenging. Of course, mistakes were made and a lack of time was arising. Especially because the way I work is when I read the parts I wrote down that day it is followed by an extensive evaluation in order to improve it. However, due to the lack of time and sometimes knowledge, there was no room to use this way of working. On the other hand, this made me challenge myself to see whether I could work in a differently and still deliver the same work in a shorter time. In terms of feedback moments, I probably could use more of them in order to increase the quality of this thesis, however again due to the lack of time and availability, there was not too much room for feedback moments. On the other hand, being part of a group of graduating students working from an office every single day and asking them questions and helping each other really helped with the confirmation on how some parts of the thesis should look like. However, in the end it, was clear that more analyzing and attention was needed to make this thesis a success. Therefore, I spent the whole summer analyzing research results and brainstorming to find the success formula for this thesis. My work strategy is that I do everything myself and I only ask questions when I really do not know the answer or I am really stuck in one part. However, this is something that could be improved because often an objective answer to a question is very useful. Therefore, this is a massive learning point for me. After realizing that I might need some more help, I asked for it and found the balance on this. Moreover, the aim for us graduating students was to get as much involved in the project as possible, to get an excellent view of the situation of the project and the organization of the women, however this understanding for me came only when I was halfway through writing the thesis. When time flew by, more and more input was asked of us and it made me feel really involved in the project and like my opinion and view on the situation was really appreciated. I realize that I maybe should have addressed the previously described concerns, however during that time it did not seem like it was a big issue. When looking back on the situation these concerns arise. Furthermore, one of the most stressful issues was that I had to contact over fifteen projects and to plan an appointment with them was an obstacle. Meaning that some projects kept moving the appointment or there was a case of miscommunication, which has a massive influence on the planning of this thesis. However, when looking at this realistically, I completely understand the situation these organizations were in and I, therefore, was quite flexible in the way appointments with these organizations were made. My overall learning points from the thesis writing process are to be flexible and to be more proactive when it comes to asking for feedback and questions. However, I do believe that my motivation and mindset were my strong points in this process.

When looking at the value of this thesis within the industry, the value is quite good I would say. This thesis was specifically written for the 'Flavours of Malaga' project and therefore it makes generalization more difficult. However, I believe that this is very valuable for the 'Flavours of Malaga' project because it provides the project with a tool on how to implement structure and knowledge of a business and the industry, not only from commercial perspective but also from social background, which is one of the main focuses of the project. When looking at the type of research that has been conducted and the type of researches that already exist on this topic. This thesis definitely adds an extensive view on social entrepreneurship in relation to women empowerment. In conclusion, the overall process of writing this thesis did not go without obstacles. However, every obstacle has been faced and learned from. The learning point for myself is to stay flexible and be more proactive. To say that I have learned a lot is a big understatement, not only about myself but also on a professional level. Therefore to me, it has been a very good experience.

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10 – Appendices

Appendix 1: AAOCC

Search engine	Search term	Article found
Google Scholar	Business models AND Social entrepreneurship	Osterwalder, A. & Pigneur, Y. (2010). Business model generation. *A handbook for visionaries, game changers, and challengers.*
Google Scholar	Challenges AND Social entrepreneurship	Alrawadieh, Z., Karaylian, E. & Cetin G. (2018). Understanding the challenges of refugee entrepreneurship in tourism and hospitality. The service industry journal.
Google Scholar	Social Entrepreneurship	Austin, J., Stevenson, H., & Wei-Skillern, J. (2006). Social and commercial entrepreneurship: same, different, or both? *Entrepreneurship: theory in practice, 30*(1), 1-22.
Google Scholar	Social entrepreneurship	Hoogendoorn, B. (2011). Social entrepreneurship in the modern economy. *Warm Glow, Cold Feet.* Rotterdam: Erasmus Research Institute of Management.
Google Scholar	Social AND business models	Joyce, A. & Paquin, R.L. (2016). Journal of cleaner production. *The triple layered business model canvas: a tool to design more sustainable business models.*

Osterwalder, A. & Pigneur, Y. (2010). Business model generation. *A handbook for visionaries, game changers, and challengers.*

Authority: one author is a professor at the university of Lausanne and the other author has a PhD in Management information systems. Therefore, this is a trustful source.

Accuracy: this is a well-known published book, used by many universities.

Objectivity: thorough research has been conducted before writing this book, this therefore is not objective.

Currency: the book has been published in 2010 and therefore on the edge of being current

Coverage: the book explains several dimensions of a business model and therefore very important.

Alrawadieh, Z., Karaylian, E. & Cetin G. (2018). Understanding the challenges of refugee entrepreneurship in tourism and hospitality. The service industry journal.
Authority: These three authors are all professors at the university of Istanbul. Therefore, this makes it a trustful source.
Accuracy: Several academic source have been used in this article, this therefore is very accurate.
Objectivity: Several statements have been made based on academic sources, therefore this article is objective.
Currency: The article is published in 2018, therefore very current.
Coverage: The article focuses on the four challenges of entrepreneurship, which are used in this thesis, therefore very important.

Austin, J., Stevenson, H., & Wei-Skillern, J. (2006). Social and commercial entrepreneurship: same, different, or both? *Entrepreneurship: theory in practice, 30*(1), 1-22.
Authority: These three author are all professors at Harvard business school and this therefore makes it a trustful source.
Accuracy: This article has several academic sources stated in it. That is why this article is very accurate.
Objectivity: In this article several statements have been made while using academic sources, this therefore is an objective source.
Currency: 2006 is the year of publication, therefore it is not a very current source.
Coverage: This article explains what social entrepreneurship about and compares it to commercial entrepreneurship, this therefore is a very usable source.

Hoogendoorn, B. (2011). Social entrepreneurship in the modern economy. *Warm Glow, Cold Feet.* **Rotterdam: Erasmus Research Institute of Management.**
Authority: Brigitte Hoogendoorn is a professor at the Erasmus school of economics in Rotterdam and this therefore is a trustworthy source.
Accuracy: several academic sources have been used in this article and this therefore is an accurate source.
Objectivity: This article is objective because several statements have been made based on academic sources.
Currency: 2011, therefore not very current but still current enough.
Coverage: This article describes four approaches to social entrepreneurship and therefore is very usable for this thesis.

Joyce, A. & Paquin, R.L. (2016). Journal of cleaner production. *The triple layered business model canvas: a tool to design more sustainable business models.*
Authority: both authors are professors at the Concordia university of Montreal, this therefore is a trustful source.
Accuracy: Several academic sources have been used in this articles and that makes this article accurate.
Objectivity: several statements have been made based on academic sources and therefore this articles in objective.
Currency: the articles was published in 2016 and there still very current
Coverage: the article describes social, environmental and economic dimensions of the business model and therefore very usable for this thesis.

Appendix 2: Business model canvas by Osterwalder & Pigneur (2010)

Appendix 3: overview of TLBMC
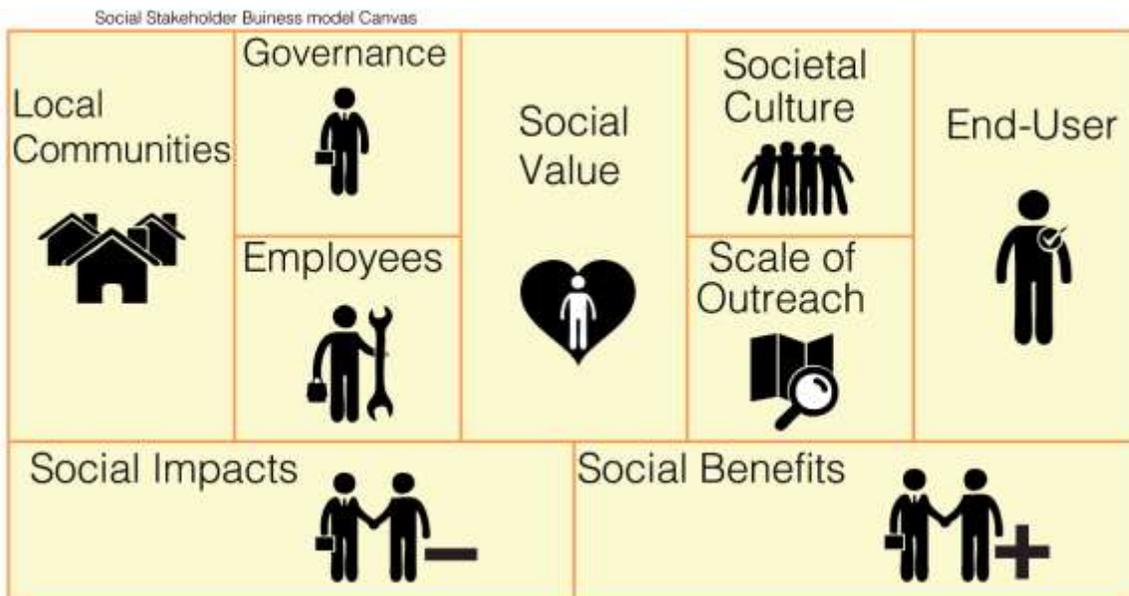
Appendix 4: Overview of research results

Type	participant	Best practices	Challenges
Socio-cultural aspects	By my sister	Authenticity	Macho culture
		Raising awareness WE	Nervous/shyness
		Word of mouth	
		Clear communication	
	5Bogota	Authenticity	Lack of English
		Connection between tourist and local	
		Women working together	
	3sistsers	Growth and increased skills	Manipulating women
		Increased opportunities for women	Lack of understanding community
		Women working together	Jealousy
		Always keen to learn	Physical abuse
	Secret Zagreb	Storytelling adds value/ raises awareness	Understanding heritage/ history of women
		Using heritage/ history of women	Language barriers
		Local/ small businesses as stakeholders	
		Consistency	
	Fab tourism	Support	Shyness
		Be hungry for knowledge	Massive pressure
		Mindset, motivation, mentality	Jealousy
			Boundaries
			Time management
			Structure
			Clarity
			Communication

Type	Participant	Best practices	Challenges
Market-based aspects	By my sisters	Finding the right client	Level of understanding from client
		Good business plan	
		Structure	
	5Bogota	Innovation (up-to-date)	Building a network
		Understanding the market	Types of sales channels
		Social media influencer	The right promotion
	3sisters	Good communication with suppliers	Most fitting customer group

		Ability to be creative	Several types of channels
	Secret Zagreb	Value adding by using social media influencer	3 different sales channels
		Small local businesses	Keep local inhabitants satisfied
		Target group is local	
		Food is promotional tool	
		Use local media to promote	
		Clear communication	
		Be creative/flexible	
	Fab tourism	Networking	Lack of networking
		Knowledge of value	
		Expression of values	
		Innovation	
		Create a business model	

Type	Participant	Best practices	Challenges
Legislative & Administrative aspects	By my sisters	-	Be both NGO & business
			Several organizational influences
	5Bogota	-	-
	3sisters	Be adaptive	Governmental agreements
	Secret Zagreb	Get help from tourism board	-
	Fab tourism	Structure	Decisions based on mission/vision
		KPIs	
		Create business model	
		Knowing what problem is solved	

| Type	Participant	Best practices	Challenges
Financial aspects	By my sisters	Structure	Men do not agree
		Supplier is local market	Women should understand business
		Grow own products	Lack of accessibility to products
	5Bogota	Online payment systems	Customer relations are upselling
		Local experience to create value	

	3sisters	Small sponsors	-
		Online booking systems	
	Secret Zagreb	Local produce creates value	3 years to be profitable
	Fab tourism	Community working to create economic impact	

Flavours of Malaga → current situation

Type	Aspects	Best practice or challenge
Socio-cultural aspects	Cautiousness about the roles	-
	Support	Best practice
	Lack of tourism knowledge	Best practice
	Historically focused	-
Market-related aspects	Need for good policies and management	Challenge
	Sales channels via tour operator	-
	Word of mouth promotion	-
	Good collaboration with Sabor a Malaga	Challenge
	Need for better social media activity	Challenge
	European tourists	-
	50 years and older	-
	Cooking workshops	Best practice and challenge
	Tour of the neighbourhood	Best practice and challenge
	Little booklet	Best practice and challenge
Legislative & administrative aspects	Lack of understanding from municipality	Challenge
	Lack of tourism understanding from social affairs	Challenge
	Still good support from social affairs	-
Financial aspects	Financial unstructured	-
	Sense of reality is present	-
	Sense of responsibility is present	-
	Local markets are suppliers	-

Appendix 5: Operationalization
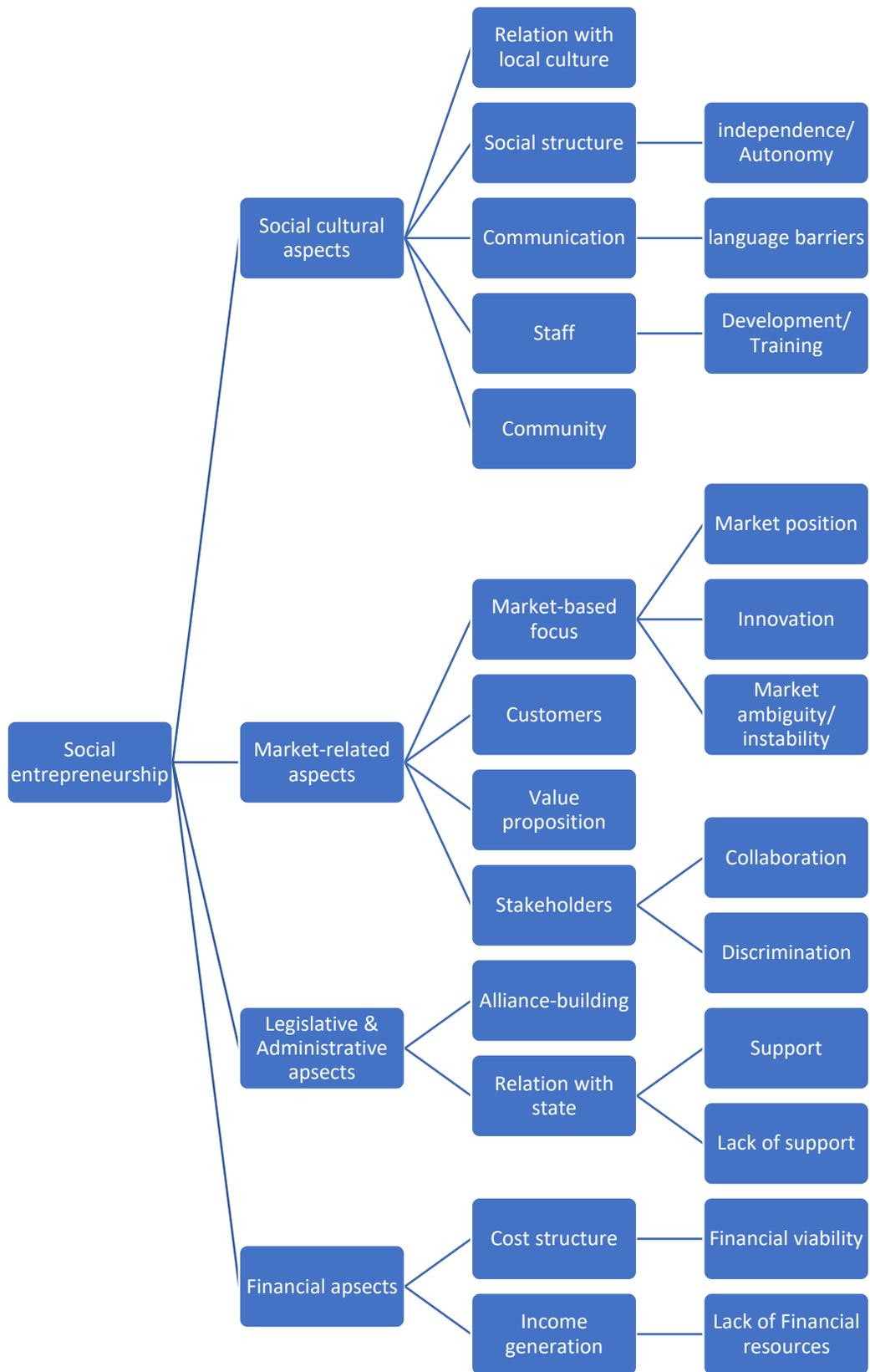
Appendix 6: The criteria for conducting open interviews

- Small groups of people
- Perception, motives, experience, meaning
- Complex subjects, taboo subjects
- Gathering new information, defining concepts
- Availability of manpower, time and money

Appendix 7: list of similar projects

Type/name of project	Topic	Contact person	Country
7 women	Gastronomic heritage tourism & Women empowerment	Mrs. Radel or Steph Woollard (founder)	Nepal
Fab tourism academy	Social enterprise training women that struggle setting up a business in tourism	Carole Favre https://www.travindy.com/2018/10/empowering-women-leaders-tourism-interview-carole-favre-fabulous-tourism-academy/	England
The sustainable tourism hub (STH)	Promoting inclusion of small and medium enterprises in Myanmar's tourism industry (which includes women entrepreneurs)	Intrepid Group Travel https://sdgs.org.au/project/the-sustainable-tourism-hub-sth/	Myanmar
5Bogota	Tours in Colombia focusing on culinary talents, salsa dancing, photography and more	5bogota.com	Colombia
Evolution Treks	Hiking Tours in Peru employing women to guide them	Evolutiontreksperu.com	Peru
Girls trip	Unconventional travel experiences combined with a transformative mentorship program	Girlstrip.tours	Kenya, Rwanda, Nigeria & Ghana
YESD	Guided tours by women and educational programs to promote sustainable travel	YESD.org	Vietnam
My sisters	Part handicraft social enterprise, part tourism company supporting women in Georgia	Madebymysisters.com	Georgia

Secret Zagreb	Tours in Zagreb which shows the role of women in the development of the city	Secret–zagreb.com	Croatia
ArcheoAdventures	Female guides to lead its immersive tours in the middle east and northern Africa	Archeoadventures.com	Jordan, Egypt & Morocco
Maggie's Tours	Mentoring women to advance a carreer in tourism by operating a travel company	Maggiestourcompany.com	Tanzania

Source: Wander–lush.org

Appendix 8: interview guides

Interview Flavours of Malaga
Interviewer: Lizanne Hatzmann
Interviewee:
Date:

Introduction

I am lizanne hatzmann and I am a student at Saxion university of applied sciences. My major is tourism management and for my bachelor thesis I am researching the successes and challenges of projects within women empowerment and social entrepreneurship. With this I focus on the business model aspects and other influencing aspects of social entrepreneurship. This interview is find experiences of professionals with these projects or companies. Your participation is greatly appreciated and your experiences will be greatly valued.

This interview has two main focuses. The first main focus is the aspects of a business model canvas (Osterwalder & Pigneur, 2010) and the second focus are the influencing aspects such as Legislative & administrative, financial, Socio-cultural and Market-related challenges.

Introduction questions

Question 1: Could you tell me a bit about yourself? (think about things such as how many years you've worked in this company and what role you have in this company, what motivates you to work in this company)

Question 2: Could you tell me a bit about your company/ the project? (think about things such as the aim of the project or the strategy of the company, what does your company stand for?)

Main focus 1: Business model canvas aspects

Question 3: What aspects do you think a good business model should contain? (think of aspects such as type of suppliers, type of resources, type of customer groups, etc.)

Question 4: Could you tell me something about the product that you offer? (think about things such as, is it a service or a tangible product and why this product fits with your company).

Question 5: Could you tell me something about the type of customer group you offer your product to? (think about things such as is it part of a mass market or a niche market and why this group of customers).

Question 6: Could you tell me something about the way that you sell your product to your customers? (think of things such as websites, stores or indirect sales via wholesalers).

Question 7: Could you tell me something about the way that you try to maintain a relationship with your customers? (think of things such as subscriptions or loyalty programs or customer services).

Question 8: Could you tell me something about the type of resources that you need to create your product? (think about things such as what kind of raw materials or preparation do you need).

Question 9: Could you tell me something about the kind of activities needed to offer your final product? (think of things such as what service or production process you need to do before you can offer the product).

Question 10: Could you tell me something about the type of suppliers that you use? (think about the whole process and things such as the type of suppliers but also challenges and success factors).

Question 11: Could you tell me something about what kind of costs you would have in order to make the product? (think of things such as production costs, service costs, rent of a property, etc).

Question 12: Could you tell me something about how your company/project affects the community? (think of things such as challenges or success factors that you've experienced or positive/negative impacts of your company/project on the society).

Main focus 2: Four obstacles of social entrepreneurs (Alrawadieh, Karayilan & Cetin, 2018)

Question 13: Could you tell me something about the financial challenges & success factors when operating in the project? (think of things such as a lack of financial resources or problems with financial accessibility).

Question 14: Could you tell me something about the legislative & administrative challenges and successes when operating the project? (think of things challenging laws and regulations or challenges with the government etc.).

Question 15: Could you tell me something about the socio-cultural challenges and successes when operating the project? (think of things such as language barriers between you and the locals or the relationship with the local culture).

Question 16: Could you tell me something about the market-related challenges and successes when operating the project? (think of things such as the relationship with the stakeholders is good or if there is limited market growth).

Question 17: Do you any tips for the project of Flavours of Malaga?

Question 18: Would you like to add any information? That I might have forgotten or that you think is valuable to this research?

<u>**Afterword**</u>

I would like to thank you for your participation and that you took the time from your busy life you help me with my research. If you like, I could send you the results of my research when it is finished.

Interview guide for the additional interview

Socio-cultural aspects	Overlapping aspect	Sub-aspects	Best practice	Challenges	Why?
	Community	Support from community/family/friends			
	Motivation	Lack of tourism knowledge			
		Historical aims (focus)			
	Social-cultural structure	Cautious about roles in the project			
	Other topics	Authenticity			
		Awareness			
		Team cohesion			
		Jealousy			
Market-related aspects	Structure	Need for good policies and management			
	Innovation				
	Customers	Sales channel via tour operator			
		Word of mouth promotion			
		Need for better social media activity			
		European tourists			
		Tourists 50 years and older			
	Stakeholders	Good collaboration with Sabor a Malaga is wished for			
	Product	Cooking workshop			
		Tour of the neighbourhoods			
		Little booklets			
Legislative & administrative aspects	Governmental support	Lack of understanding from social affairs			
		Lack of tourism understanding from social affairs			
		Good people at social affairs			

	Structure				
Financial aspects	Financial viability	Financially not structured			
	Motivation	Sense of reality			
		Sense of responsibility			
	Cost saving	Local markets as supplier			
	Income generation				

- Could you give me an update on what has happened within the project between May 2019 and now?
- Have there been any recent changes in the project? Related to SC/MR/LA/FIN
- Is there already a decision from the women to become an official business or not yet?
- What is exactly the problem with the policies and management at the moment?
- Follow: what then can be improved according to you?
- Sabor a Malaga: what can be improved in this relationship?
- What do you think about innovation, in how far is it present within the project? Best practice or challenges?
- In how far is it important to show that you (as a business) are structured your case?
- In how far is the thought of income generation important in your project at this moment?
- How do the women currently work together, could you sketch a case?

Appendix 9: Explanation of participants

The name of the first participant is Miss Anna Kharzeeva and she is the co-owner of the By My Sisters social enterprise. She and her partner have founded this enterprise and are currently working hard to make it successful (A.Kharzeeva, Personal Communication, 14 may 2019). My sisters is a social entrepreneurship that took it upon themselves to help the women of Georgia. The company works with needlewomen, designs for them and sells the final products in Georgia and abroad. Women in the regions of Georgia have the techniques to work with felt, wool and other materials, however they do not have access to a good design and a wide market. A second product that the social enterprise offers is lunches or dinners with real Georgian women. The women will welcome the tourist in their home and serve them a typical Georgian lunch or dinner. The enterprise is seen as it could be a start for the women to get an income. The aim of the project is to give more than 100 women permanent jobs and incomes. *Source: My sisters. (2019). My sisters – social entrepreneurship for regions of Georgia. Retrieved from:* http://tbilissimo.ge/my_sisters_socialnij_proekt_dlya_regionov_gruzii

Participant 2 is Diana Zuluaga and she is one of the co-founders, together with her mother and sister of 5Bogota. She lived outside of Colombia a few years before returning to Colombia, when she started this social enterprise. This was the perfect time according to her because now she could understand what tourists would see and experience when they are exploring the city (D. Zuluaga, Personal communication, 15 may 2019). 5Bogota is a social enterprise that offers a variety of experiences that show the authentic feel of the city of Bogota. They offer products such as, Food tours, Salsa lessons & cocktail workshop, photography tours, farmer market & cooking workshop, eating with locals, architecture tours, city tours and local coffee tours. Their aim is the following ''we connect hosts with travellers who want to explore the city in a different way. Live the city like a local sharing with a 5Bogota host, ensuring you experience

the real vibration of the city. Explore Bogota through the 5 senses and support local development''. *Source: 5Bogota. (2019). 5Bogota: travel with locals. Retrieved from: http://5bogota.com/tours/*

Participant 3 is Lucky Chhetri and she is one of the sisters and therefore also one of the co-founders of 3sisters Adventure Trekking. 3sisters Adventure Trekking is a social enterprise that is founded in 1994 by the three sisters Chhetri. This social enterprise consists of two parts. The first part is the NGO which provides training programs for Nepalese women. The second part is the business at which they sell trekking tours, accommodations and much more. Together they form the social enterprise that is called 3sisters Adventure Trekking. *Source: https://www.3sistersadventuretrek.com/*

Participant 4 is Iva Silla Iva Silla is the founder of Secret Zagreb and the Bad ass women tour. When she noticed that most history in Croatia is written by men and about men. She therefore researched the history about bold women in Croatia and started incorporating them into a walking/storytelling tour. Iva Silla owns and operates this social enterprise all alone, however she aims to involve as much local suppliers and small businesses as possible (I.Silla, Personal Communication, 10 may 2019). Secret Zagreb is a social enterprise that organizes and celebrates the special history of bold women in Zagreb and Croatia. By means of storytelling tours in Croatian and English the heritage of women in Zagreb is shared. This enterprise is owned and operated by one person only. With a little activist touch, the founder of secret Zagreb brings along her guests on very special tour of the city. *Source: Secret Zagreb. (2019). Meet Iva, our founder. Iva Silla explains how Secret Zagreb started. Retrieved from:http://www.secret-zagreb.com/meet-iva*

Participant 5 is Carole Favre. Ms. Favre is the founder of the Fabulous tourism academy and aims to help women in developing countries create their own social enterprise. She does this a lot of experience and knowledge from the tourism industry. The fabulous tourism company is a company that stands for empowering women through social entrepreneurship. The owner and founder of the company is Carole Favre, who created this company after a very extensive and professional career in tourism. ''really the purpose of that is to educate and support and empower women. Especially women that develop experiences in developing countries'' (C. Favre, Personal communication, 9 May 2019). This company offers courses to female entrepreneurs in order for them to responsibly start a business in tourism. The main purpose of miss Favre is to help entrepreneurs create their business from their heart. *Source: Fabulous tourism academy. (2019). Grow yourself. Grow your business. Grow you community. Retrieved from: https://www.fabtourismacademy.com/.*

Participant 6 is Almudena Gonzalez. Ms. Gonzalez is a lecturer and account manager for Spain. This is because of her roots. Her role in the project Flavours of Malaga is that she is in charge of networking and handles several agreements with different kinds of stakeholders. This participant has been interviewed in order to establish what the current situation within the FOM project is. *Source: A. Gonzalez, Personal communication, 13th September 2019.*

Appendix 10: overview of codes

	Axial code	Open code
Financial challenges		
	Cost structure	**CoS.1.1, CoS.2.2, CoS.6.1**
	Key Partners	**KP.1.1, KP.3.2, KP.5.3, KP.6.13**
	General business	**GB.1.1, GB.1.2, GB.4.3, GB.6.14**

	Customer Relationship	**CR.2.1**
	Revenue Stream	**RS.2.1, RS.3.1**
	Value proposition	**VP.1.1, VP.1.2, VP.1.3 , VP.2.4, VP.4.5**
Legislative & Administrative challenges		
	General business	**GB.1.2, GB.5.4, GB.5.5, GB.5.6**
	Eco-social benefits/costs	**ESB.1.1**
	Key Partners	**KP.3.4, KP.4.5, KP.6.10, KP.6.11, KP.6.5, KP.6.12**
	Business strategy	**BS.5.1, BS.5.2, BS.5.3**
	Value Proposition	**VP.5.6**
Socio-cultural challenges		
	Value Proposition	**VP.1.2, VP.1.7, VP.1.8, VP.2.7, VP.2.9, VP.2.1**
	Cultural Issues	**CI.1.1, CI.3.2, CI.3.3, CI.5.4, CI.5.5, CI.5.3, CI.5.6 , CI.5.7, CI.6.3, CI.6.7, CI.6.8**
	Eco-social benefits/costs	**ESB.1.2, ESB.1.3, ESB.2.4, ESB.3.5, ESB.3.6, ESB.3.7, ESB.3.4, ESB.4.3, ESB.4.8**
	Language Issues	**LI.1.1, LI.2.2, LI.3.3, LI.3.4, LI.6.2, LI.6.5**
	Customer Segment	**CuS.2.1**
	Motivation	**MO.3.1, MO.5.2, MO.5.3, MO.5.4, MO.5.5, MO.6.4**
	Heritage Issues	**HI.4.1, HI.4.2, HI.6.3**
	Key Partners	**KP.4.6**
	General Business	**GB.2.7, GB.4.8, GB.5.9, GB.5.10**
	Business strategy	**BS.4.4**
Market-related challenges		
	Market Issues	**MI.2.1, MI.2.2, MI.6.3**
	Key Partners	**KP.1.7, KP.2.8, KP.2.9, KP.3.10, KP.4.11, KP.4.12, KP.5.9, KP.6.9**
	Customer segments	**CuS.1.2, Cus.1.3, CuS.2.4, CuS.2.5, CuS.2.6, CuS.3.7, CuS.4.8, CuS.4.9, CuS.6.5, CuS.6.8, CuS.6.10**
	Channels	**CH.2.1, CH.2.7, CH.2.2, CH.3.1, CH.4.1, CH.4.5, CH.4.6, CH.6.1, CH.6.7**
	Value Proposition	**VP.1.10, VP.3.11, VP.3.12, VP.3.13, VP.4.12, VP.4.14, VP.4.15, VP.5.16, VP.5.6, VP.6.17**
	Customer relationships	**CR.3.2, CR.3.3, CR.4.4**
	General Business	**GB.1.10, GB.4.11, GB.4.12, GB.5.13, GB.6.9**
	Creativity	**CRE.3.1, CRE.4.2, CRE.4.3**
	Business Strategy	**BS.1.5, BS.5.6, BS.5.7, BS.5.8, BS.5.9, BS.5.10, BS.6.6**

Appendix 11: Overview of best practices and challenges selected by the use in the advice

Current situation	Socio-cultural aspects				Similar projects
	Best practice	Challenge	Best practice	Challenge	
	Support Knowledge Awareness	....	Authenticity Motivation Awareness	Social-cultural structure	
	Market-related aspects				
	Type of products	Structure Professionality Customers Sales channels Stakeholders	Innovation Type of customers	Market ambiguity/instability Discrimination from stakeholders	
	Legislative & administrative aspects				
	....	Governmental support	Structure	Governmental support	
	Financial aspects				
	Responsibility Sense of reality	Financial structure	Financial structure	Level of understanding	

Conceptual framework 7.1: overview of best practices and challenges selected by the use in advice