

**MASTER THESIS**

**Improving communication for Social impact organisations to create more impact on society.**

How entrepreneurs operating in the domain of social impact can communicate more effectively.

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## ABSTRACT

This study aims to give insight into the world of Social Impact, defined as strategies for organisations that pursue the goal to positively affect their surrounding community and/or the world. This topic is relatively new and is often related to the millennial generation because of a group of the millennials that focus on creating a positive impact on society (Deloitte, 2019). This is one of the reasons for an upcoming interest from the market in products and services that take people and planet into account. Both large and small companies are trying to supply this growing demand to create a more scalable impact on society. On one hand, due to their smaller size and intrinsic motivation, smaller companies do a better job. On the other hand, due to their lack of communication budgets and small audiences, they are restricted. This is something that larger companies are not negatively affected by though they do have other issues such as misalignments in their proposition and communication. Since communication is an effective way to connect to and expand an audience, creating more impact and is, therefore, a vital element to creating Social Impact.

That is why this study tries to answer the question – *“How can entrepreneurs operating in the domain of Social Impact communicate more effectively?”*. To answer this, a theoretical framework based on a more developed adjacent field; *“Corporate Social Responsibility”* or CSR is used. CSR is defined as *“a management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders”*. The data gathered from this field is then used in addition to a local qualitative interview approach. This split approach to evaluate existing CSR models and compare those to practical insights from the field of Social Impact yielded interesting insights and defined the differences and similarities between Social Impact and CSR more vividly. Smaller companies creating impact are usually founded with a focus on creating impact, while the larger companies took focus to their business that created no impact, but were obliged to add to its services after the market demanded more Social Impact to create a better image. This can cause misalignments in the public perception of such a company and create scepticism in stakeholders, thus preventing effective communication. In conclusion, an overview of the relationship between CSR frameworks and how they can be applied to both CSR and Social Impact organisations is presented as approaches to improving impact. Those approaches start by finding what a company does regarding CSR currently and what it wants to be doing. After which it is recommended to find the relationship between social activities and core activities and find out if changing that relationship would affect CSR communication. Finally, a course can be plotted to go from the current point to

the desired point using a combination of the CSR frameworks mentioned in this thesis.

## Acknowledgements

In hindsight even though this was a lengthy thesis and a topic that was further away from the faculty's common assignments, I'm glad for the help of Dirk Heylen and Jordy Gosselt Professor's at the department of Human Media interaction and Communication Science of the University of Twente. I'm also happy for picking a topic that is not easy, not within the lines, but simply a good topic to spend time on in my opinion. I'm also particularly thankful for my close friends and colleagues for helping me free time to finish this thesis.

*Bart Brinkman,  
Enschede, June 2020*

## 1. Introduction

The past couple of years I have been invited to many events regarding Social Impact. At first, I didn't think much of it until I heard about it from people I had been looking up to, so I joined my first upcoming event "Social Impact Day Twente"[SIDT] where several speakers spoke about the various levels at which businesses seem to ignore the impact they make on society. This can be observed primarily in the way that we as a society, executed by corporations such as supermarkets price our products without considering the collateral damage that is done. Those damages are but are not limited to; carbon emissions, underpayment, loss of biodiversity and water pollution. I quickly realised that these topics were close to personal aspects I was dealing with.

In this matter, it is easy to blame the corporations who set the prices, but the whole society is responsible, after all, it is our behaviour as a consumer which makes this approach a lucrative one. An example is our purchasing behaviour, we buy products from several sources that are good for our wallet e.g. Primark, Alibaba etc. whilst we are aware that these are not good for society and the environment as child labour and pollution are often discovered in these value chains. (Reuters, 2019; China Labor Watch, 2015) This coincides with my belief that the profit focussed attitude that the capitalistic market pushes businesses towards, does not help to inhibit this trend.

Social Impact is a term that is often used by people who are trying to inhibit this effect by working on and showing people other possibilities. Hence, I developed a great interest in being part of these events to influence how Social Impact is discussed and determined in our society. As this discussion is not a defined group, but simply a matter of people talking about it, the most obvious group was the group of people participating and visiting events like SIDT.

When I initially got in contact with these Social Impact entrepreneurs, it made me realise that this is a special group of people. One that identifies there are issues in society and take action instead of waiting for others to make a change. The groups I am particularly interested in are the small-scale entrepreneurs who are intrinsically motivated to deal with the issue they care about and work in small teams of likeminded people. Interestingly many of these entrepreneurs use some sort of personal branding using themselves as a face for the company; making it easier for people to connect.

These organisations are knowledgeable about the issue at hand and often have first-hand experience in solving them as when The Vegetarian Butcher realised that eating meat was not sustainable but that he did like the flavour and consistency. One facet that stood out at SIDT was the immense amount of effort

from the organisation on improving communication. What was particularly evident was the clear need for this from the audience, as they did not seem to have any prior knowledge regarding communication or marketing. Additionally, I noticed that as often as I heard about all these businesses creating Social Impact, when I would speak to others outside of these events, they had never heard of any of these organisations or events. This made it clear that these entrepreneurs were trying to communicate to the best of their extent, but their methods for communication were not effective.

## 1.1 Exploration

The primary step during exploration was to generate a more concrete understanding of the Social Impact network in Twente, how it functioned and who the participants are. This was done to acquire further insight into the communication strategies and processes of Social Impact [SI] organisations and to be able to create concrete research questions. When the second edition of the Social Impact day was hosted, I volunteered with helping in the creation of the Opening Titles of the event. An opening title is shown at the start of events to set the tone for the audience and participants and is most commonly done as a video that is highly condensed of key information about the topic of the event. This was a unique opportunity for me, as it allowed for collaboration with three specialised agencies in the area to create the Opening Titles, which also helped me at a later stage with getting in contact with the interviewees.

The small-scale SI companies that are present at events like SIDT, share multiple characteristics, firstly they are small in size meaning they have less than 10 employees. Second, they have a strong intrinsic motivation to create impact. And the third and final characteristic is that they are often selling public services as opposed to products, which in the case of SI often means that the target audience to “buy” the service are often governments while the people who will be benefitting from the service are the general public. An example would be the company Mindt, which has been interviewed for this thesis. Their buyers are municipalities and governments, yet their audience is the general public. An audience in the case of this thesis is defined as the group of people that the SI or CSR communication is targeting. In the case of SI, the reason to target communication towards this group is often to convince them to join a purpose or to educate to make the audience understand a certain point of view.

Additionally, I have explored the topic of SI briefly in academic research, which gave the realisation that it is a new topic in academics. It is therefore not yet developed and provided further support to explore this topic. To form the theoretical framework a developed field was researched, called Corporate Social Responsibility [CSR], defined as *“a management concept whereby companies*

*integrate social and environmental concerns in their business operations and interactions with their stakeholders*". (United Nations, 2020). It is, however, important to evaluate the similarities and differences between CSR and SI. To be able to determine what is due to a difference in domains and which knowledge applies across both domains.

This exploration gave the first insight into the domain of SI and where its strengths and weaknesses are, respectively small intrinsically motivated teams and on the other hand the communication and budgets. This made it clear that communication should be the focus of this thesis and that CSR would be able to offer insights for building a theoretical framework to be able to understand more of the domains of CSR and SI and how they relate to one another, such that we can learn from both and give practical insights for both domains.

## 1.2 Goal & Research Questions

The previous section elaborated that the focus would be on communication for Social Impact. This will be researched based on the following research question:

*“How can entrepreneurs operating in the domain of Social Impact communicate more effectively?”*

Because this thesis will draw a lot of its theoretical framework from CSR, it is necessary to first find out what the differences and similarities between CSR and SI are. This was phrased into the following question:

*“What differentiates Corporate Social Responsibility from Social Impact?”*

## 1.3 Structure and methodology

To answer the research questions, a few separate parts had to be tackled. The first was to develop a clear definition of SI and the second is researching the field of CSR.

The exploration phase gave enough familiarity with the topic and network to get to know the key individuals, collectives and organisations operating in the SI domain in Twente and analyse their methods of communication and online presence. The next course of action was to have qualitative interviews with various SI entrepreneurs to gather data from the field and compare the findings of the theoretical framework to their experiences. A detailed overview of the structure of this thesis can be seen in Figure 1.

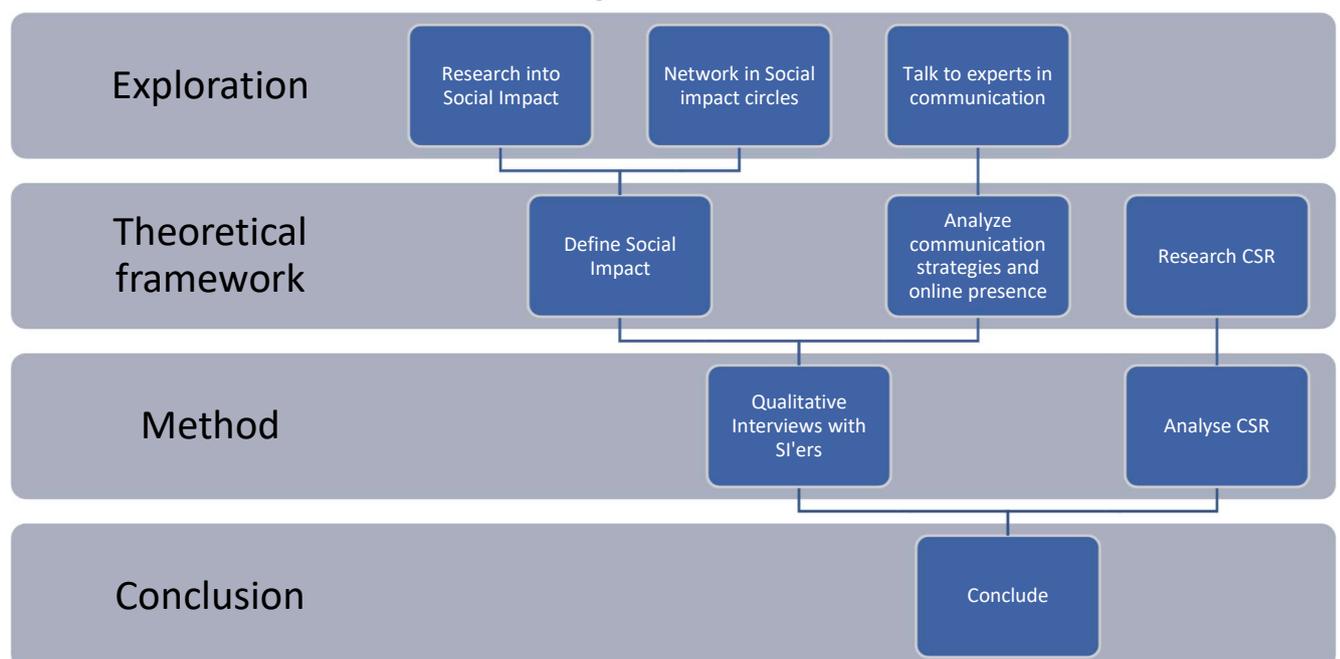


Figure 1: shows a visual overview of the structure of this thesis.

## 2 Theoretical Framework

In this theoretical framework, SI will be defined after which CSR will be studied, and how it relates to SI.

### 2.1 Defining communication

It is important to discuss what is meant by communication within the scope of this study. Communication is the message and messaging itself, but it consists of three main parts;

The first is a communication strategy, this is what is used to decide what will be in the message as well as what media will be used to distribute the message.

The second is the communication itself, this can be seen as the messaging on various channels and any communication to stakeholders.

The third aspect is the communication context, these are all “environmental” factors, such as stakeholders, brand identity and industry.

### 2.2 Defining Social Impact

As the term is broadly used, its definition is broad as well, a first step was to evaluate relevant definitions written by various relevant organisations. The second step is finding common denominators in the definitions and define SI for the scope of this thesis.

Centre for Social Impact Strategy: *“The activity of any sustained venture — a business, a non-profit, a government, a university — has an effect on the world. The effect of any organized action that systematically engages with the market, the government, the environment, or a group of people in society can be positive or negative. Organizational leadership can either ignore or direct the ventures’ effect on the world. Without careful planning, a venture \*could\* do wonderful things like create jobs, but does so while perpetuating existing institutional injustices and causing environmental harm. With awareness of one’s place in the world and careful planning, any venture in any sector can use its financial, social, technological, and knowledge resources to do no harm while doing business, or better, leave a lasting, systematic positive mark on the world.”* (The Center for Social Impact Strategy, 2019)

The Scottish Government: *“Social Impact can be difficult to define. It is often understood as the effects on people and communities that happen as a result of an action, activity, project, programme or policy. A common way to think about Social*

*Impact is to consider it as the change that happens for/to people as a result of an action or activity. In this context, Social Impact is about the positive contribution that public bodies and other public sector organisations can make to the local communities in which they operate.” (Government, 2018)*

*Good Finance: “Social Impact is the effect on people and communities that happens as a result of an action or inaction, an activity, project, programme or policy. (Ps. that's not a complete & definitive definition, but we like it). (Parrett, 2019)”*

*Definitions.net: “In business and government policy, Social Impact refers to how the organization's actions affect the surrounding community. See also the psychological "Social Impact theory". Social Impacts can link to areas such as health and community Social Impact is also the name of a service provider to NGOs and international agencies.” (Definitions.net, 2020)*

*European Parliamentary Research Service: “As basically all studies on the topic point out, there is no clear universally accepted definition of the term 'Social Impact', and it is often used interchangeably with the terms 'social value creation' and 'social return'. Social Impact is also related to the theory of change, which studies the mechanisms driving change. According to a 2015 paper on Social Impact assessment in the EU, published by the International Association for Impact Assessment (IAIA), it is necessary to draw a distinction between 'social change' and 'Social Impact'. Social Impact is something that is experienced or felt at the level of an individual, an economic unit (family/household), a social group, or a community/society. Social change processes lead to Social Impacts. These change processes can be of a demographic, economic, geographical, institutional and legal, emancipatory, empowering or sociocultural nature.” (Milotay, May 2017)*

The definitions overlap one another in their main concepts, namely how SI is used to have a positive effect on the surrounding community. There are however specific differences between each. For example, some papers state Social Impact is the change that happens due to an action, while Good Finance specifies that inactivity is just as important. The same counts for what Social Impact effects, some refer to the surrounding community, some to people and some include the environment explicitly. Additionally, The European Parliamentary Research Service specifies a difference between Social Impact and social change, the first is experienced at the level of an individual or household, whilst the latter are processes that lead to Social Impact. Also, The Center for Social Impact Strategy specifies that the activity of any sustained venture has an effect on the world positive or negative, the major factor whether or not this effect will be positive is careful planning and being aware of one's place in the world.

In the context of this thesis, we will focus on the positive social impact, and organisations as opposed to individuals and thus we will define Social Impact as; *The sustained activity of any organisation that results in a positive effect on the surrounding community or society.*

We will, therefore, build our thesis around the above definition. Focussing on organisations and how they can create a long-term positive impact.

### 2.3 Corporate Social Responsibility and Social Impact

Due to SI being a new term, there are no references to be found in research papers that discuss the communication aspect. However, Corporate Social Responsibility is a related concept that has been studied in more depth. It is defined as *"a management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders"* [CSR] (United Nations, 2020). This area of research is much more developed and can yield many insights. In section 3.2.6 of the research, this will be correlated to the information found during the qualitative interviews.

### 2.4 Stages of CSR

CSR can be executed at various stages; these stages describe the mode or motivation that a company is applying. These range from complying to the law, to intrinsic motivation to have a positive influence on the world. These stages are important concerning communication because they can help understand why certain choices are made regarding the communication strategy.

A measure of the various stages of CSR is written by Visser (2012) and is called the Five stages of CSR. In this paper Visser elaborates on the stages of CSR and defines the following as motivations that cause the company to apply CSR;

1. Defensive: CSR about compliance and risk management
2. Philanthropic or charitable: CSR about giving back to the community
3. Promotional: CSR about brand and reputation
4. Strategic: CSR that aligns the issues with core business by adopting codes or standards
5. Transformative: CSR that works to solve the environmental and social problems of the world

In this paper, *defensive* is considered the entry point to CSR and *transformative* the desired point from the perspective of society. Not all companies have the same ambition, most companies start at *defensive* and end at *promotional*, both are reactive to local law, which means that that they are not intrinsically motivated and not achieving impact beyond the norm in that the local law has

set. Promotional is often the strategy when a company has discovered that CSR can positively influence the quarterly sheets. While strategic is shifting from egocentric desires to a more global view and the philanthropic and transformative approaches are very similar to SI due to their intrinsic motivation and consideration of planet, people and profit. Visser suggests that anyone who wants to make a difference needs to only apply transformative CSR.

A similar overview is presented by O’Riordan and Fairbrass (2014). Its pyramid, as depicted in Figure 2, shows the stages most companies go through after discovering CSR. The paper describes how most start as law abiders and can move up to the top of the pyramid to their desired level. Accountable companies are defined as those who intrinsically practise all CSR behaviour. The authors do note that even though they have come across multiple examples of responsible management, in the final judgement they have yet to see a company that has evolved to the desired state of “accountable company”.



Figure 2: O’Riordan & Fairbrass, 2014. Evolutionary stages of CSR company Behaviour

Both models can be seen as a ladder in which an organisation is becoming more knowledgeable about the benefits of doing sustainable business. This aids in becoming more aware of the possibilities of CSR and sustainable business and the fact that CSR can help increase profit too. With that knowledge and newfound awareness, a company can choose to do more *transformative* or *accountable* effort. Both models note that not every company is interested in reaching the last step, often due to stakeholders and/or financial reasons. Additionally, when looked at in detail, we notice that the definitions that Visser (2012) takes are looked at from the perspective of the organisation. Whilst O’Riordan and Fairbrass (2012) take the perspective of the society or regulator.

Building on these findings, the rest of this chapter will dive into the challenges that CSR is dealing with, as well as how SI'ers can benefit from the same strategies.

## 2.5 CSR fit

CSR fit is a model that helps understand the various relations that CSR activities can have in relation to the core and peripheral business practices. It can help understand the public perception of a brand's identity which is part of the communication context. Figure 3 is an excerpt from the article written by Yuan et al. (2011) that helps visualize these relationships. The model is particularly useful for analysing many companies because it is a model that applies to all kinds of business. But it is also very applicable for evaluating individual companies, because of its detailed evaluations of each CSR fit and its effect on public perception. This helps to evaluate and reflect which CSR activities can be used to strengthen communication and help decrease risks of stakeholder scepticism, more information regarding the importance of scepticism can be found in section 2.6.

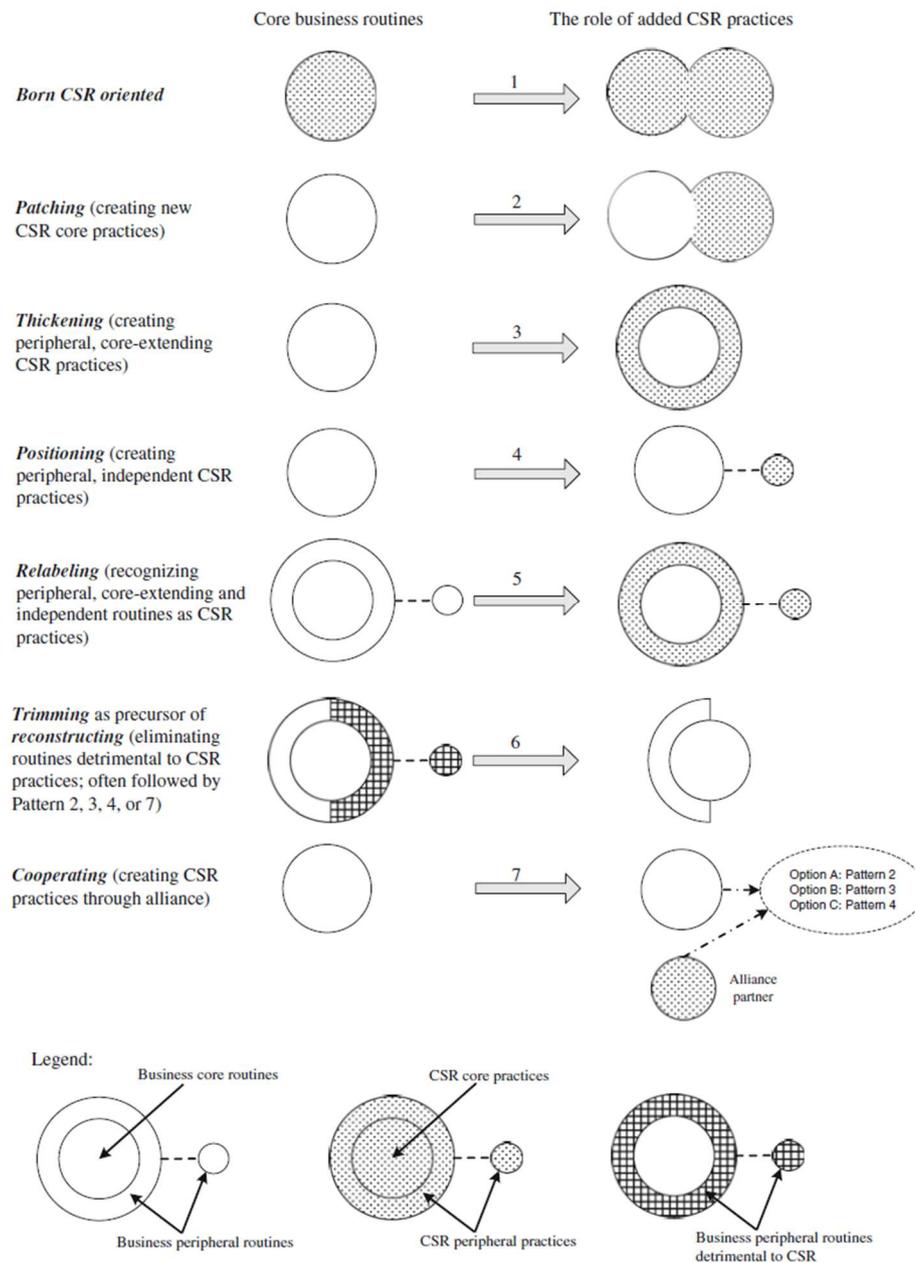


Figure 3: CSR fit as illustrated by Yuan, B

To be able to work with this model it is important to understand the most common degrees of CSR fit are as follows; *Born CSR*, *Patching*, *Thickening* and *Positioning*.

1. *Born CSR* means that the company had CSR as a crucial part of its operations from the beginning of their existence. CSR routines are indistinguishable from core business.

2. *Patching* is a pattern that describes the creation of new CSR core routines. The term patching is used when these routines codetermine the organizational routines and heavily weigh in on decision making.
3. *Thickening* is a pattern that also describes the creation of new CSR routines, that are peripheral and benefitting from the core routines strength but without influencing the core business.
4. *Positioning* is a pattern that involves the creation of new CSR routines as independent peripheral practices, they are not central to the firm's strategy and do not exert much influence over the firm's decisions.

An example of a misaligned CSR fit can be seen in Shell's CSR efforts; Shell tried to do good by providing development and infrastructure together with the Niger Delta Development Commission. But the commonly accepted negative public perception caused both peaceful and violent protests, that in turn prevented Shells efforts to reach the communities. Shell, however, has other projects that do create welcome impact, for example, providing energy to communities and investing in the energy transition. This example shows how simply attempting to do the 'right thing' can be problematic when core business and CSR activities are far apart. (Ite, 2006). There are however also industries that have an even bigger problem, the best example would be the tobacco industry, of which the World Health Organization has categorically questioned the possibility of social responsibility in the tobacco industry. This is due to a deep distrust linked to the lethality of their products and the dubious behaviour of their representatives in recent decades. Additionally, Palazzo and Richter (2005), describe that this mistrust together prevents almost all CSR activities from reaching their goal.

In the case of an SI business, the CSR fit will most often be *born oriented*, which means that these should not have issues regarding CSR fit. Additionally, it is important to be aware that the perception of CSR fit can also be heavily influenced by a cooperation between various companies, in which one can temporarily benefit from another company's public opinion. Take, for example, the case of The Vegetarian Butcher and Unilever cooperating with the Vegetarische Rookworst; This construction had benefits for both parties, on the one hand, the vegetarian butcher gets access to a broader audience and keeps its positive *born oriented* fit. While on the other hand, Unilever keeps its audience and gets to communicate that they co-produced together with a *born oriented* company.

Most interesting about CSR fit in the context of this thesis is that it provides good handles in beginning to understand the nuances of CSR as well as an organisation's relationship between core and CSR activities because it is a well-explained phenomenon and it is much more understandable than many of the

frameworks. It also immediately helps to understand which parts of the organisations to reorganise if the organisation is not satisfied with the current CSR fit.

## 2.6 Stakeholder scepticism

For any audience to know about CSR activities, communication is necessary. One of the main aspects to be aware of when communicating about CSR or SI is stakeholder scepticism, a general term for any stakeholder forming scepticism regarding the message, brand or communication. The main causes for stakeholder scepticism are related to the frequency of communication and misalignment in CSR fit as described in the section above. Awareness of scepticism is important to managers as it can be of great influence on the effectiveness of a communication strategy.

Regarding the frequency of communicating it is often thought, the more the better. This is however not the case, as a Danish study by Morsing et al. (2008) describes: "On the one hand, there is an expectation by the public that companies engage in CSR activities. On the other hand, the public does not appreciate that companies communicate too 'loud' to them about this engagement." (Morsing et al. 2008). They called this the catch 22 of CSR communication. Other studies present similar findings, for example; "Research indicates that the companies most active within CSR are also the most criticised, whereas companies doing the least are correspondingly the least criticised" (Vallentin, 2001) and "too much effort to create awareness can have a boomerang effect as stakeholders can become cynical and sceptical" (Coombs & Holladay, 2012).

Another insight is presented by Forehand and Grier (2003) who found that honesty is rewarding, specifically communicating about extrinsic firm serving motives in CSR messaging can enhance credibility and inhibit stakeholder scepticism. This is confirmed by Porter and Kramer (2006) who state "a company should emphasize the convergence of social and business interests, and frankly acknowledge that its CSR endeavours are beneficial to both society and itself."

Even though these researchers have focussed specifically on global CSR activities, a similar risk exists for SI activities. Communicating too much about SI activities can cause doubt regarding the honesty of the companies messaging. A good way to inhibit this effect is to motivate your actions regardless of whether motivation is intrinsic or extrinsic. Additionally, it prevents oversaturating communication channels with the messages about the same topic from the same perspective, a better choice would be to choose for different SI topics if those are available or approach the topic from a new perspective.

## 2.7 Content & channel

Another important aspect of communication is the content and channel, which is the message itself including what perspective it is written from and the media the communication is distributed to such as TV, print, CSR reports etcetera. The content and channel are heavily influenced by the communication strategy and in turn, has a significant effect on decisions regarding the communication itself.

The first model discussing this is written by O’Riordan and Fairbrass’s (2014) and is an iterative one, passing through the stages of context, choice, calculation before reaching communication as can be seen in Figure 5 in this research communication discusses the message and channel. Its steps are as follows: evaluating the context, deciding what to prioritise, measuring of CSR impact, both financial and societal and based on that input creating a communication strategy. The authors make clear that the framework is by no means a ‘one-size-fits-all’ approach but instead offers a basic guideline that is specific to the pharmaceutical industry, an industry which is prone to stakeholder scepticism.

The model should be iterated according to the authors as the method to gather information for any specific company is to gather empirical data by re-evaluating context, choice and calculation and adjusting communication.

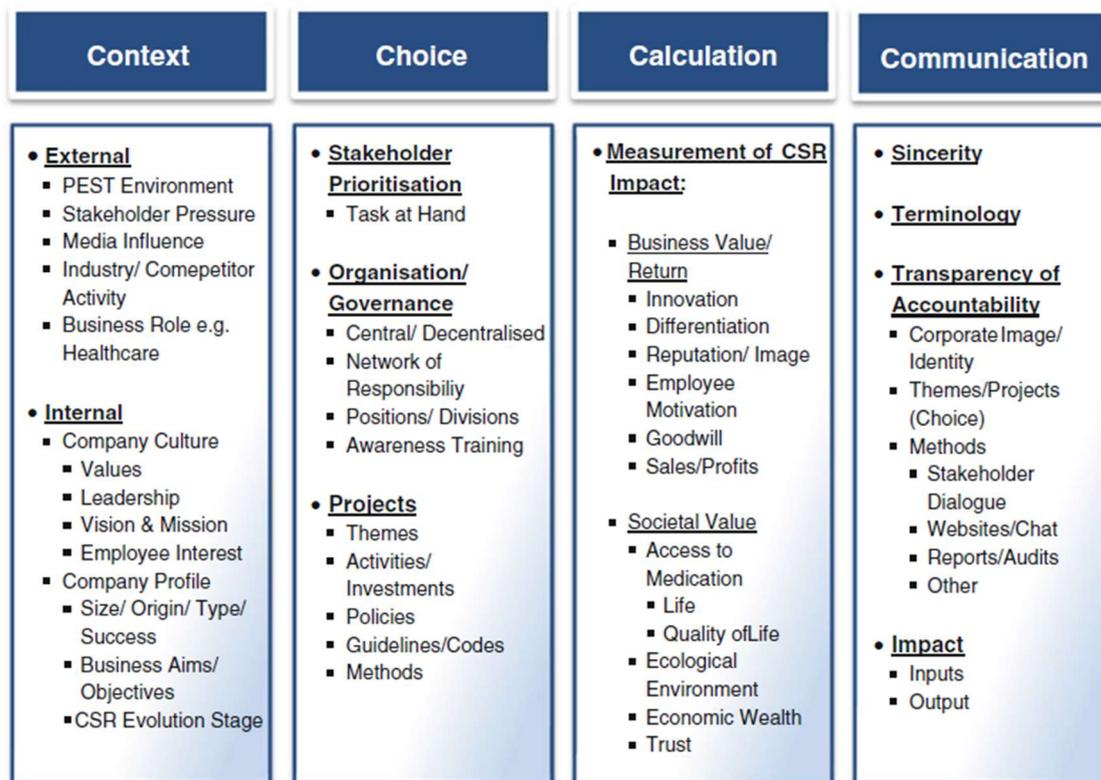


Figure 4: O’Riordan & Fairbrass, 2014 Conclusive Framework

The other framework that tries to encompass message and the channel has been written by Du et al. (2010). The authors have not focussed on a specific sector like the paper above and are therefore more widely applicable. Its framework is best understood as an all-round evaluation of a company's CSR communication proposition. This framework is extremely descriptive about each of the facets mentioned in Figure 6 which helps to create handles to evaluate each of the facets of a good CSR communication strategy.

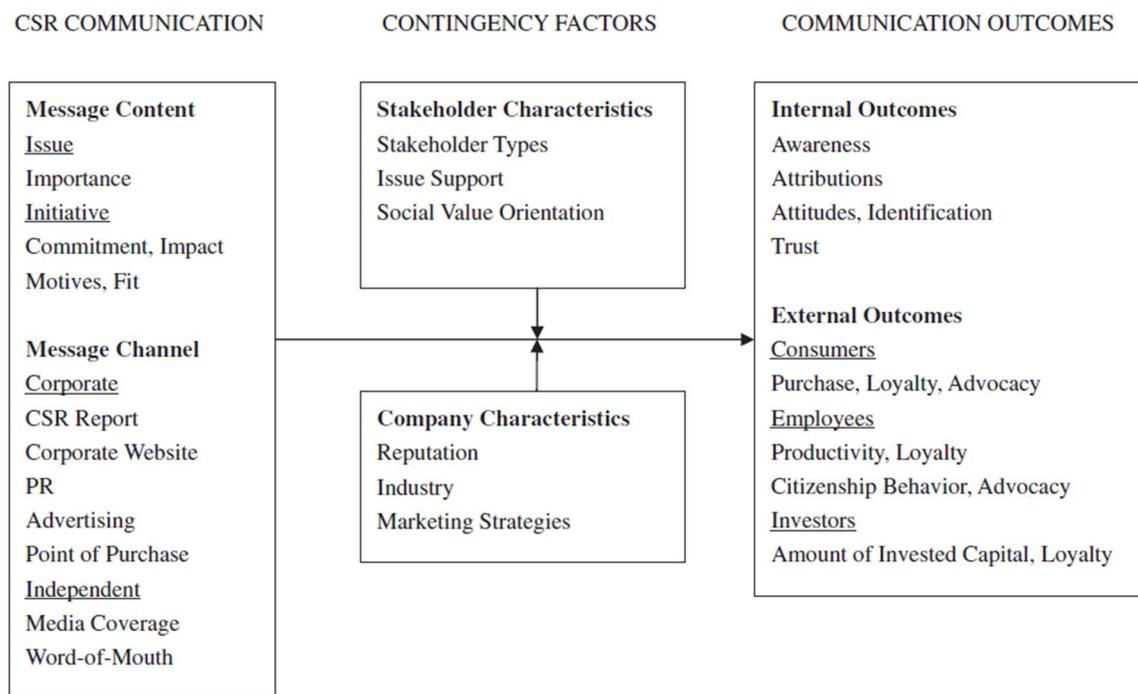


Figure 5. A framework of CSR communication as by Du et al.

Du's framework is closely related to O'Riordan's framework but omits the calculation phase making it less of an iterative framework and more of an analytical framework. It is, therefore, more suitable for researchers to use as a tool to evaluate entire corporate communication strategies as compared to O'Riordan's iterative approach.

Looking at the two models in-depth, we can see that although the organisation of the frameworks is different, many of the same points are considered important. First and foremost, they both stress the importance of *context* or *contingency factors*, which as we can see in Figure 5 and 6 are both external and internal factors, such as stakeholders, the company characteristics and local laws. These factors are important enough that both papers elaborate it in their figures. A similarity is pertaining to informal communication channels. Du et al. refer to a paper by Dawkins (2004) which emphasizes that companies should not underestimate the power and reach of employees as CSR communicators. When looking at SI, both of these insights help increase communication efficiency as context and thus stakeholders are of great importance and could be neglected

when managers are not applying CSR frameworks such as the ones presented above, which can cause managers to forget some essential parts of the communication, something that we will dive into deeper in a section 3.2.5.3. When looking at employees acting as CSR communicators, the smaller companies doing SI are at an advantage as these are often small similar-minded teams, who are well versed in both the practice of creating impact, which helps them communicate about it with their personal contacts.

Another major factor in both papers is preventing the aforementioned scepticism, though the first paper mentions authenticity and the latter mentions that stakeholders do not want to feel deceived, both stress that scepticism is a danger to the effectiveness of your communication efforts. Once again this applies to CSR mostly since SI enterprises are often fully aligned and are thus considered authentic.

When looking into communicating about CSR commitment, Du et al. refer to the importance of communicating the three major aspects of commitment; amount, durability and consistency. "For example, in its 2007 corporate responsibility report (Target 2008), Target talked about its signature Take Charge of Education (ECOE) program: 'Target . . . donates a percentage of purchases made on Target credit cards to K-12 schools that cardholders designate. Since we launched the program in 1997, we've donated more than \$246 million to schools.' Here the company emphasized all three aspects of its commitment: the substantial amount of input (i.e. \$246 million) as well as the durability (i.e. since 1997) and consistency of support (i.e. one percent of purchases made on Target credit cards)." (Du et al. (2010). When these major aspects of commitment are not available or cannot be publicized another option is focussing on the result as opposed to the commitment. On the other hand, O'Riordan & Fairbrass focus on transparency, sincerity and using the right terminology. Both give a different focus but do not oppose one another. More importantly for SI and CSR, one can argue they go hand in hand. After all, communicating the three major aspects of commitment can only be done transparently and sincere, as doing otherwise risks causing permanent damage to the brand identity. Using the right terminology can help to get the message to a broader audience by striking the right chord.

When evaluating the differences between the two approaches, the main difference is that Du et al. has a stronger focus on the message and channel which is evident from the papers focus; for example Du et al. elaborates that a perceived low fit due to an indirect connection between CSR activities and core activities or low fit due to a personally driven choice from a CSR manager, can yield good results when elaborated on in the communication. Additionally, they

specify two types of audience and that one should be careful which channel to use for each type; opinion leaders are often explicitly searching for communication on channels such as CSR reports and company blogs, while the general public is better reached through traditional media such as advertising or labelling on packaging. Du also stresses that when communicating, all sources are valuable, but it should be considered that *“the less controllable the communicator is, the more credible it is considered”*. (Du et al., 2010, p. 13) O’Riordan & Fairbrass, on the other hand, focusses more on approaches for communication and CSR practice; one of the major points is to make decisions based on social/relational exchange theory, which aids creating more enduring stakeholder relationships. This calls for new business solutions, such as *“re-designing a system in which commerce and production more positively impact living systems.”* (O’Riordan et al., 2014, p. 13) Additionally, in the calculation phase, it is stressed that until the majority of the businesses include planet and people in their decision making. It is advised to recalculate the social and environmental benefits to economic wealth. They add that a prerequisite for progress is an improved management mind-set in all businesses, which should originate from *a synergic inherent link between business and society*. (O’Riordan et al., 2014, p. 22)

Similar to CSR fit, each of the frameworks above can be used to assess CSR activities as well as SI activities. Because Du et al. focus more on the message and channel and use a very generally applicable approach, it would be advised to study that framework and take into account the insights from O’Riordan & Fairbrass mentioned above. O’Riordan & Fairbrass focus on both the approaches of communication and pharmaceutical corporations makes it more applicable to the CSR domain.

## 2.8 Conclusions regarding the Theoretical framework

This paragraph will outline the major findings and relate these to SI.

First, a definition for SI was created *“The sustained activity of any organisation that results in a positive effect on the surrounding community or society”* this definition will be leading for the context of this paper. After this, the theoretical framework was ordered into several fields, which also fit as an iterative step by step approach.

Section 2.3 discusses the papers by Visser (2012) and O’Riordan and Fairbrass (2014) about levels of CSR which are a good starting point for many companies to evaluate what stance they want to take regarding CSR. The two papers talk about the various levels of engagement to CSR. Both present a ladder from which most start at the bottom, at which point the organisation recognizes that

CSR communication is required to comply with stakeholder demand. Both also present the top of the ladder as an organisation that works to solve issues in the world out of altruistic motivation. This means that both consider SI companies as having reached the top of the ladder.

After evaluating a company's stance towards CSR, a manager needs to know the link between the core activities and current CSR activities. This is where CSR fit comes in. Once the current position has been evaluated, a course can be plotted to a possibly stronger or better fitting position. For SI organisations, this is often not necessary as they are often *born oriented* which means the core business and CSR activities are already aligned or fully integrated.

To help plot a course from the current to the desired situation, section 2.6 can be used. This section discusses the papers by Du et al (2010) and O'riordan and Fairbass (2014), that both discuss the perspective from which is written and the channel the communication is shared from. As Du et al. (2010) are the most all-round, we will use that for this stage. Du's framework first outlines all the facets that influence CSR communication and then dives into how they are related. By evaluating the current activities and methods for each of these points, companies can learn more about their own company. O'Riordan and Fairbrass (2014) insights are focussed on the issues at hand for corporations as opposed to smaller companies. E.g. transparency, enduring stakeholder relationships and recalculating social and environmental benefits to economic wealth. One very valuable point for both sides is *the right terminology* something that could otherwise be underestimated.

Last but not least, it is important to be aware of some common pitfalls as discussed in section 2.5. Two examples of these pitfalls are the Catch 22 of CSR communication as elaborated in section 2.5 the public does not appreciate too much or too little communication. Another common pitfall is not being honest in CSR communication, which can often lead to stakeholder scepticism, which is a general term any stakeholder forming any kind of scepticism regarding the message, brand or communication. When one aspect of the communication tells another story than the rest does, this can break an entire strategy.

## 3 Investigating Social Impact

This chapter will dive into the methods for gathering data as well as discuss the data and draw conclusions regarding the research.

### 3.1 Method

To relate the findings of the theoretical framework with the practical insights of the SI network, qualitative interviews have been used. This chapter will dive into the specifics of what has been said in the interviews.

#### 3.1.1 Respondents

The interviews have been conducted with people that are active in the SI Domain in the Netherlands and come from several backgrounds but were at the moment of research mainly operating in the field of marketing. They were all males and their ages ranged between 38 and 52 years old.

They are part of a bigger group of desired respondents that have been contacted, however, it appeared to be that most are very busy and thus could not participate in the research. No rewards have been used to persuade the participants.

All interviews have been conducted between during January 2019 and March 2019.

#### 3.1.2 Interview questions

The questions have been created based on two main pillars. The first being open questions that will make the interviewee talk freely and express their own opinion. Whilst the second pillar was to get an insight into the strategies that these SI'ers applied in their communication without getting biased by the questioning. To do this, the findings of the theoretical framework have been kept into account but not explicitly asked to prevent self-affirmation in the interviews.

The first step was to allow the interviewee to feel free to talk about their story regarding impact. This question used the word momentum as a trigger for people to find what gave them the biggest success in communication. *"How did you manage to get momentum?"*

The second question was used to verify a finding discovered in the introduction phase. This finding was that many SI companies use a "face" or a "frontman" for their company. This could be a big difference as compared to global enterprises

and could be an important differentiation between CSR and SI. *“Do you think a Social Impact related group or person always needs to have a face or frontman?”*

The third question was closely related to the communication aspect of CSR frameworks and methods of convincing. But maintained an open phrasing to get their personal insights. *“What is the best way to communicate about Social Impact to get to join your cause?”*

The fourth question was created to verify a finding of the theoretical framework, where we found that often oversharing is a risk, that can cause stakeholder scepticism. And to also get an insight into to what extent the quality is an important factor in communication, something that was often mentioned at SIDT. *“While sharing media online, what is more important, quality or quantity?”*

The fifth question was used to get valuable insights in what the current SI system is missing, it is not directly correlated to the theoretical framework, but makes sure that we understand the perspective of our interviewees on the topic. *“What do you miss in the current “Social Impact environment”?”*

The sixth question is designed to get the interviewee to open up and share their findings and tips. Therefore, the question was as open as possible. *“Do you have more lessons learned that we cannot miss?”*

### 3.1.3 Interview procedure.

These questions were then asked in an interview setting where each of the respondents had been invited to a meeting in their workplace, to prevent using too much time. For half of the respondents, this was not possible, and thus a skype meeting had been set up.

At the start of each interview, a quick moment was allocated to freely talk about the current state of mind and about things going on in their network, to get a frame of reference. Afterwards, we ran through each of the questions, without time boundaries. Due to this freedom, the degree of depth for each question could be decided by the respondent. Following the questions, another open part was planned so that possible extra experience or knowledge could be shared.

### 3.1.4 Analysis

After each of the interviews, the interview was transcribed, after which the entire conversation and each question got summarized. These were then related to one another so that a conclusion regarding their statements could be made.

## 3.2 Data & Analyses

Below a summary of each interview can be found. The full interviews can be found in Appendix 8.8.

### 3.2.1 Respondent 1 – Purpose People Practice

Respondent 1 is the founder of “Purpose People Practice” and has only one goal, which is to increase the speed at which the Netherlands is moving towards a *purpose economy*. A purpose economy is defined by respondent 1 as an economy in which money is not the only driver of the economy but also takes into account societal, environmental and other values. Respondent 1 contributes to this goal by being a public speaker, adviser and writing about the topic.

He is relevant to the field of SI and especially to communication because he is one of the main figures of SI in the Netherlands and has experience in marketing. He uses himself as a catalyst by collecting and sharing qualitative stories about SI. He also writes books, and uses his twitter, sharing posts related to his cause to his audience.

#### 3.2.1.1 Abstract

Respondent 1 shared his journey from marketeer to driver of the purpose economy, he mentioned that he clearly saw that the current system was too far away from human nature and that that is most likely the reason for the huge amounts of burnouts in the past years. He added to this that the fact that 2% of the people own the same amount of money as the other 98% simply cannot be right from a humanitarian perspective. He also mentioned that almost all people would not choose in favour of the current money-driven system. *“Simply ask anyone about why we are not helping Groningen after the earthquakes”*. When asked about his strategy for convincing his audience he shared that his strategy is to create a dialogue in which he will tell how much is already going on in the direction of a purpose economy.

#### 3.2.1.2 Momentum

Respondent 1 got momentum the moment he started speaking on a national television program “VPRO Tegenlicht”. He wrote four books before but clearly, the TV had a bigger audience. After this, it has been a rollercoaster, since then he has been invited to many companies and events to do public speaking as well as consultancy.

#### 3.2.1.3 Need for a face

Respondent 1 thinks it is a matter of choice to use a face or not. Often a face is required to “kickstart” a concept when an idea is not yet tangible. A face can be

something that people can hold onto and thus make it easier to support your goal.

#### *3.2.1.4 Communication method*

Respondent 1 never considered specific methods; he elaborates that he usually just presents the concepts he believes in as if they are the most normal things. He believes this makes it easier for people to go along with his thoughts and reasoning.

#### *3.2.1.5 Quantity vs. quality*

Quality is the most important but with MaatschapWij he learned that it is just as important to have a consistent schedule, this helps people coming back.

#### *3.2.1.6 What do you miss in the current "Social Impact environment"?*

Respondent 1 is not missing anything currently; it feels to him as if we are moving faster than ever in a common direction. That direction being the purpose economy.

#### *3.2.1.7 Lessons learned*

Working on the change he wants to see in the world every day is a great feeling. It might not go as quick as he would like it to be. But it is so much better for your happiness to not live in a split world. "Marketing asshole by day – changing the economy by night."

### 3.2.2 Respondent 2 - Handstand

Respondent 2 is part of a marketing agency called “Handstand”. Handstand specialises in marketing and communication in the social domain. They work for example with Humanitas and Arcon.

They are particularly interesting because they have a lot of experience both strategizing and communicating for and with companies in the domain.

#### 3.2.2.1 *Abstract*

Respondent 2 shared with us how their company is based on three pillars; euro’s, fun and impact, but that impact is the hardest to measure. During the past three years, they managed to do many social projects and slowly but surely, he noticed that they generate new clients and easily build very good connections with their clients because of their social agenda.

His strategy for any social domain product is to find a topic within the theme that can be addressed and is easy for people to relate to, after which he gets a first viable product out that makes use of good design as that can function as an authority. The last essential part is a network that helps to carry it from a crazy idea to a concrete project.

#### 3.2.2.2 *Momentum*

Respondent 2 is focussed on projects in various social domains. He does notice some projects get momentum easily as compared to others. For example, “de Grachten”, a local campaign to bring back the canals to Enschede. The reason that this project got momentum is that the municipality and newspapers jumped on it as it was a tangible concept. This created a platform for Respondent 2 to work from.

#### 3.2.2.3 *Need for a face*

Respondent 2 thinks a face is just required in a particular phase. It can be a distraction in case the concept is not fully worked out or realistic yet. A face can help get the project to the next step. The project can be taken from a concept with a face, to a project without a face. He adds “Whenever you do choose for a face, you should be aware, however, that it is not easy to take the face of a company away. E.g. Sheltersuit a project that started with Bas Timmer in which he was used as a face, now years later, it’s extremely hard to take him away, even though the team has gotten much bigger. Simply because people expect him to be doing the communication.”

#### 3.2.2.4 *Communication method*

Respondent 2 approaches this from a marketing perspective and says the method should not matter. As long as you have a spark, a good story and quality

content you are ready to communicate effectively. Positivity is key though, that creates a following.

#### *3.2.2.5 Quantity vs. quality*

Respondent 2 relates this question to his clients. His clients are usually new to creating media for communication and their challenge is thus to start communicating in the first place or for some to do it regularly. He does note though that for his own projects he believes a minimum level of quality is very necessary.

#### *3.2.2.6 What would you like to see different regarding the Social Impact ecosystem?*

“A long-term vision is what is missing, we are looking 2-3 years ahead and see lots of issues. But looking at it for 100 or 1000 years, that is what really changes the perspective. It allows us to skip looking at the small-scale problems and ignore our assumptions about what can and cannot be done.” says Respondent 2.

#### *3.2.2.7 Lessons learned*

Respondent 2 has learned two major things, do not postpone your goals and think they will come later. Your priorities will shift, so do what you want to do now! Second, it is all about falling and getting back up again. The success formula seems to be recognizing good concepts, good storytelling, and quality content.

### 3.2.3 Respondent 3 - Mindt

Respondent 3 is part of Mindt, Mindt calls themselves “A lab for an honest and regenerative economy”. They are known for being the hosts of SIDT, as well as the thinkers behind the coworking space “The Cee Spot” and various other purpose-driven concepts.

Mindt is interesting because they are involved in many projects and advise on the government and municipalities sides often. Therefore, their perspective might shed light from a different angle.

#### 3.2.3.1 Abstract

Respondent 3 shared with us how Mindt has been busy for 3 years, trying to figure out what they need to achieve. They want to make an impact but are struggling in figuring out how to attain maximum impact. He continued talking about SIDT and how they tried to figure out to what extent people can change something today, that has an impact for yourself, your business, or your surroundings. At the same time, they were busy doing research and constantly trying to further understand the world of SI. He continued to describe that they are still their own experiment on the cutting edge of business, research, and education. Experimenting in business by doing small experiments such as creating the cee spot. Experimenting with research by reading papers and getting into discussions, but in the future, they would prefer to have qualified researchers attached to Mindt. Lastly, experimenting in education by teaching at Saxion University but also by sharing knowledge about the topic.

They are busy with the impact of tomorrow, e.g. social development goals and how they can be of influence on those. But this is still too short term/small thinking for Mindt. They are constantly looking at how a system change can be achieved to make actual change. He continued by talking about the necessity of an economy, one rather based social worth instead of the monetary worth, which is creating an increasing gap between rich and poor.

#### 3.2.3.2 Momentum

Respondent 3 has been doing this for 2.5 years now. The first year was mostly evangelizing. “*What do we want and what exactly is our model?*” The momentum came when the idea of a SIDT arose in Twente and all people pointed towards Mindt. Prework was necessary, but this was the tipping point.

#### 3.2.3.3 Need for a face

Respondent 3 tells us that it depends completely on what the goal is, take for example “the rules”. A small collective of social outliers that demands global change. Their goal is to start the narrative about degrowth, in their case, it does

not matter who says that. It might even be better to have a bit of mystery around it. If, however, your livelihood depends on it and you are the brand. E.g. Vegetarian Butcher, Maurits Groen or Tony Chocolonely, then someone will have to take the stage.

#### *3.2.3.4 Communication method*

Respondent 3 thinks every method has its ups and downs and anyone interested in this should look into examples close to the domain he/she is looking into, for example, *“Communicating about climate change”* (Guardian, 2018) or watch *“Get me Roger Stone”* (Dylan et al., 2017). Respondent 3 could not point out a single winning strategy.

#### *3.2.3.5 Quantity vs. quality*

Respondent 3 thinks quality needs to always be above a certain line, what that line is, depends on your audience and what you are trying to achieve. Quantity is simple, more is better until the moment it starts being spam. But as long as the quality is above that line, don't worry about it being too much.

#### *3.2.3.6 What do you miss in the current “Social Impact environment”?*

Respondent 3 would like education to take the step to teach people not for tomorrow, but for the day after tomorrow. To make people think for themselves, as opposed to people only learning what the study program dictates them to do. This should create more awareness overall and help people make decisions that are right for them, not just the common choices.

#### *3.2.3.7 Lessons learned*

Respondent 3 has learned that if you think something is important, then don't deal with it as a side job. Mindt had some cases they were extremely enthusiastic about, so they did them either for free or in their evening hours. This always raises complications, so they decided to internalise them so that they could talk about the challenges close to their heart every day which made them both a lot happier. Respondent 3 left his previous job in marketing because he thought the marketing world was moving in the wrong direction, so he could hardly keep doing consultancy while thinking it should work differently altogether and fix that on the side. This question is something that kept on coming back for him, *“how could I do what I do while thinking it's a bad idea.”*

### 3.2.4 Respondent 4 - Raakkracht

Respondent 4 is Founder of Raakkracht, Krachthonk and one of the minds behind the marketing and strategy of Sheltersuit. Raakkracht is a strategy and communication bureau that specialises in SI. They stand by the term “We do give a fuck” referring to businesses often not minding the collateral damage they create when money is made.

They are interesting because they are bold in their statements and are involved with many local projects, whilst also helping clients with marketing commercial products and services.

#### 3.2.4.1 *Abstract*

Respondent 4 shared with us how times have changed, he remembered how he was on top of his game, getting a car from his employer before he even finished school but after years, he realised that the jobs which are only looking for maximising profit were not good enough for him. He then describes a slow but consistent trajectory in which he sped up to the path towards the Purpose Economy.

Respondent 4 told us “The purpose economy is in its first bubble. This means it is a group of fast-moving people, whilst the majority of the people who are not in the bubble usually know the concepts such as “Vegetarian Butcher” or “Tony Choclonely” but don’t know any of the details. Thus, he thinks the role of the people within the bubble is to create awareness by sharing those cases making sure they reach a broader audience.

Additionally, he believes that if you want to get society moving, entrepreneurs are the way as politicians are slow. He feels as if we are all slowly starting to realise politicians are regulators, not the pathfinders.

#### 3.2.4.2 *Momentum*

After Respondent 4 discovered that speeding up the purpose economy would be the focus of Raakkracht, things slowly seemed to move that way. They chose to not exclude their current clients but instead made it clear that this is the new heading for Raakkracht and that this will come with the Raakkracht package. Interesting is that his Netflix subscription is what ultimately sped up their discovery the most. Respondent 4 and his partner watched a multitude of documentaries on Netflix that made it clear to them that they should act now or let our children deal with our problems. His momentum comes from himself joining initiatives he stands for.

#### *3.2.4.3 Need for a face*

Respondent 4 learned that an organisation can be personal without a face, its branding can be the total package, and its identity is how you address your audience. So in that regard, a face is not necessary. A face can be a good way to distract and give body to your idea without it being there yet. It is a bit of a shortcut which usually causes problems in a later stage. This applies the same way to social influencers who use their network to share your SI proposition or cause but do not become a part of your SI proposition. These often end up using their network for other propositions too, which might or not match your proposition.

#### *3.2.4.4 Communication method*

Raakkrecht believes that it is never a good idea to tell people that they are doing something wrong. Instead, show them different perspectives to the problem and although they may still experience issues with these perspectives, it is better than the current scenario.

The most important point is to stick to yourself, have a dot on the horizon where you want to go, and communicate both the goal and the steps you are taking continuously. Make sure it is not just about communicating about this, but actually doing what you say you do. This helps not only in communicating your message, but also allows people to join your cause.

When talking about changing perspectives for bigger companies, boards often negate the value that their employees can have and instead focus on marketing the right message. Instead, they should focus on making sure their employees start believing in their goals and the steps needed to achieve them.

“Authenticity is the fundament to the Purpose Economy” says Respondent 4

#### *3.2.4.5 Quantity vs. quality*

Respondent 4 shares that authenticity is the most important for any communication and quality is the biggest factor in consistently sharing that. A minimum quantity is required to keep an audience engaged. This means that you need a balance between quantity and quality whilst maintaining authenticity.

#### *3.2.4.6 What do you miss in the current “Social Impact environment”?*

Respondent 4 would revise the tax system; people that can “prove” that they make a positive impact on the world would pay low taxes, whilst the polluters of the system would end up in the high taxation box. This would be the financial stimulus to use policymaking to speed up the path to a Purpose Economy.

#### *3.2.4.7 Lessons learned*

Respondent 4 tells us “Making an impact cannot be done by sticking purpose to your business, but can only be achieved by making impact an integral facet of your business. Be critical about your own choices, often we are so set in our daily ways, we do not even realise when we are doing things poorly. Once again, do more than just talk. This is critically important. Money is a method, not a goal.

#### *3.2.5 Conclusions regarding the interviews.*

On average, the interviews took about one hour and were full of great information. Ranging from other leads to interesting and unique perspectives on the topic that furthered my knowledge on the subject, contributing to the authenticity of my research. This conclusion will discuss the specific questions as well as take note of differences and similarities between the interviews.

##### *3.2.5.1 How did you manage to get momentum?*

Both Respondent 1 and Respondent 3 noticed that their momentum came from other people or a platform pushing them forward after several years of hard work and being clear about their ambitions. Respondent 2 noted that he does not notice this because his projects are not directly related to one another. He did notice the same with several of his projects. Once he gets either the news or authority behind him, momentum is there.

All answers suggest that, as they have a limited budget, to saturate the market with their communication, local authority or news outlets should be used instead. This minimises costs while yielding the same results. Additionally, as Respondent 1 and Respondent 3 mentioned, consistency in communication or authenticity is deemed important.

##### *3.2.5.2 Do you think a Social Impact related group or person always needs to have a face or frontman?*

Regarding the necessity of a frontman, there are a couple of lessons learned. Respondent 1 and Respondent 2 think a face is required in a particular phase, but it can be a distraction from the concept if it is not fully worked out or realistic yet. Respondent 4 mentions that a better solution is possible, while Respondent 3 mentions that it probably depends more on whether your livelihood depends on it and that collectives might even benefit from the mystery surrounding them. Respondent 3 notes that many people who often use their face are also on the payroll at booking agencies, which can help them earn extra income while simultaneously spreading their message!

When we relate the above answers to the goal of the question; could a need for a face be an important differentiation between CSR and SI, there is no concrete

conclusion to be made. It could be that concepts that are not fully worked out yet in a corporate structure are often marketed to verify their viability, the frontman might be the viability test for smaller organisations but this is mere speculation.

#### *3.2.5.3 What is the best way to communicate about Social Impact to get people to act?*

Respondent 2 approaches this from a marketing perspective and says the method should not matter if you have a spark, a good story and quality content. Positivity is key, that is what creates a following. Both Respondent 1 and Respondent 3 share some resources but usually do not apply tactics except for saying what they think and present it as if it is common practice and the whole world should work like this.

The original goal of this question was to find out the specific tactics, systems, or frameworks that the respondents apply to promote Social Impact within their business. However, it seems that this is uncommon, and most of our respondents either create their own frameworks or follow their instincts.

#### *3.2.5.4 While sharing media online, what is more important, quality or quantity?*

Regarding this topic, all respondents seemed to have the same experiences. Firstly, they established a habit of doing things regularly to maintain the highest quality. *"Don't overdo it as you will waste time and money"*. Quality starts being important when you have a brand or big following. At that point, quality can prevent people from believing in you.

When we relate this to the two pillars of the question; 1. is oversharing a risk? and 2. to what extent quality is important? we can conclude that creating time to communicate more frequently is a larger issue than oversharing is. Moreover, once a brand is built or a large number of people are following your account or brand, the quality progresses into an important factor for SI'ers. Similar to the corporates who have had a brand from the start.

#### *3.2.5.5 What do you miss in the current "Social Impact environment"?*

Respondent 2 is missing a long-term vision so that people can look past the short-term problems. Respondent 3 is applying his long-term vision by investing in educating for the day after tomorrow. Respondent 1 sees considerable movement around the topic that he is content about the current situation. Respondent 4 shares with us his tax reformation system to speed up the purpose economy.

When we look at the perspective of our interviewees, we can conclude that all are considering Social Impact a global long-term process that can hopefully lead to a more social society in which they hope to add a piece of the puzzle.

#### 3.2.5.6 *Do you have more lessons learned that we cannot miss?*

The findings of this question are too variable to outline here. One interesting point that was picked up during the interviews, is that most people have consciously made the switch from doing a “regular” job to starting their own business to facilitate the integration of SI into their daily lives. All respondents reported that they are significantly happier because of it. Next to these findings, many sources have been named by the group of respondents, these can be found in Appendix 8.9.

#### 3.2.6 Additional findings related to the theoretical framework

Next to the specific interview questions, several additional points were expressed during the interviews that have a strong or explorative link to the theoretical framework. These insights can be found below and are in no particular order.

Respondent 4 makes note that the most important factor for communicating a story is authenticity and a balance between quantity and quality. This shows similarities to both Du et al (2010) and Balmer et al. (2006) who focus on the importance of aligning all facets of communication to prevent stakeholder scepticism.

Furthermore, the described iterative method from section 2.7 stresses the importance of iteration and re-evaluating the steps described to improve communication. Similarly, Respondent 3 mentioned that the way they improve is by viewing themselves as a continuous experiment: reiterating and experimenting every step of the way. Which suggests that respondent 3 came to that conclusion independently.

The last takeaway is regarding one difference between CSR and SI in their definitions respectively; *Corporate Social Responsibility is a management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders.*” and *“The sustained activity of any organisation that results in a positive effect on the surrounding community or society.”* The difference between these statements is relatively clear, the first is about corporates and discusses consideration and evaluation. Whereas the latter points to an act of doing. This is confirmed by both Respondent 2 and Respondent 4 who have mentioned multiple times that it is extremely important to not just say but also to do.

### 3.3 Conclusion

This research had two main goals, the first being to give practical real-world insights into what SI is and how communication can be improved to create more impact or reach out to a bigger group. The second was to compare the qualitative research to the theoretical framework to discover to what extent those differ.

#### 3.3.1 Research Question: What differentiates Corporate Social Responsibility from Social Impact?

Many factors differentiate CSR from SI as has been discovered in chapter 2 of this paper. The first and foremost is to look at both definitions. The definition for CSR that has been used in this thesis is taken from UNIDO (2018) and describes CSR as; *“A management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders.”*. For Social Impact, a new definition was created as a result of the research in this paper which is; *“The sustained activity of any organisation that results in a positive effect on the surrounding community or society”*. The difference between these definitions lies in its perspective. Whereas SI is the activity of an organisation that has a positive effect on the surrounding, CSR on the other hand, is about internalizing social and environmental concerns in the business operations. Which in the first place enables them to do something about it, but it does not immediately mean they do something regarding these concerns. In short, SI describes the act of doing, while CSR describes the act of consideration and evaluation.

This brings us to a set of frameworks by Visser (2012) and O’Riordan and Fairbrass (2014) discussed in section 2.3, the frameworks describe a ladder on which most companies start on the bottom when they start using CSR and work till they have reached the desired step of the ladder. The first step of the ladder is when a company starts looking at the effect it has on society and does what the local government requires of them. The final steps are called Transformative CSR and Accountable Companies respectively and describe entities which work to solve the environmental and social problems of the world, and accountable companies are “those who intrinsically practice all CSR behaviour definitions, with a focus on the maximum economic, societal and environmental impact.”(O’Riordan et al., 2014, p. 19) Both steps match the definition of SI, which clearly shows the differences in an organisation’s stance regarding the environmental and social problems that the company can affect. On the one hand, there are companies which intrinsically attempt to do what they can, and on the other hand, there are organisations which begin doing the necessities and might evolve to create more impact.

Another framework which helps highlight the differences between CSR and SI is CSR fit. It shows how CSR activities can be positioned in relation to core business activities. This relates to one of the biggest factors that differentiate between the two; how they reached their current state. While a SI company is most often “Born CSR Oriented”, most CSR developing companies are not. CSR developing companies often have a core business that is not specifically focussed on solving environmental and social problems. A side effect of this is that often the DNA of the company is split, where one part is focussed on core business and another part on CSR activities. Social impact entities usually do not have split agenda’s and therefore have employees who share the same goals.

The final differentiation between CSR and SI is simply the size and budget of the business. As CSR already implies, it is exclusively used by corporate companies who are, by definition, big. Whereas SI usually starts extremely small and might grow to become big. This adds challenges such as limited time and budgets for communication.

In short, this means that the differentiation between CSR and SI is in the positioning of its social activities next to its core activities. As well as to what extent the organisation is progressing along its evolutionary stages of CSR. Both these points are heavily influenced by the intrinsic motivation of SI organisations. Finally, two practical differences are the size and budgets these companies work with.

### 3.3.2 Research Question: How can entrepreneurs operating in the domain of Social Impact communicate more effectively?

To answer this question, it is important to look at both sides of the research; the theoretical framework and the practical life experiences from the interviews.

The findings of the theoretical framework are elucidated below, whereas the details of the interviews can be found in section 4.5 and 4.6. In short, the theoretical framework presents us with an iterative step by step process to work towards the desired level of CSR. The interviews help us see both the success factors and the pitfalls of communicating about creating SI on a smaller scale. The advised method to improve communication for entrepreneurs operating in the domain of SI is, therefore, to use the iterative process outlined in the theoretical framework and build upon that with the valuable insights of the interviews.

There are many frameworks to assess the current position of a company. Based on the findings in Chapter 2 Theoretical Framework, the most important ones are; CSR Fit which helps to understand how the company is behaving and what

the strong points of communication can be. Du et al's or O'Riordan and Fairbrass's frameworks are also important as they can be used to evaluate the entire SI proposition that the company is currently executing, and find out where changes need to be made. Both are all-round approaches and can give similar insights.

The use of any of these frameworks is highly dependent on the amount of energy, understanding, and communication within a firm. For example, someone could read any of these frameworks and ignore certain layers because an initial fit is not seen and has no benefit. However, the power lies in really understanding these frameworks and thoroughly discussing these points within the company. This will create awareness and increase the chance of a successful communication implementation.

The mentioned frameworks can also work well together to create a packaged framework that is not only a suitable method of evaluating the company's current state from several perspectives but can serve as an introduction to the topic of creating SI. This process is described below.

1. *Discover the current Level of CSR and the desired level of CSR.*

By using either one of the frameworks in section 2.3 and objectively comparing that to the current position and the desired position.

2. *Find the relationship between social activities and core activities.*

By using CSR fit and evaluating the current position and deciding whether another fit would work better, considering the stakeholders and mission.

3. *Plot a course to go from the current point to the desired point in both the level of CSR and CSR fit.*

Use Du et al's framework discussed in section 2.6 to find out what detailed steps should be taken to reach the CSR destination.

Findings of interviews.

1. When a story cannot be shared by using big marketing budgets, it is important to either become an authority on this domain or to get authority behind the story, such as a local newspaper.
2. When an idea is not completely worked out, a frontman can be of aid. This helps test the viability of a concept, without the need to have all operations running. However, one must be aware that it can be difficult to remove the figurehead at a later stage.
3. When communicating about SI it is important to use positivity and create a spark, this can be achieved by having a good story, quality content, and finding something that resonates with the audience.

4. Oftentimes small-scale entrepreneurs have a harder time communicating regularly due to time management; however, it is believed that communicating regularly is more important than quality. As that only starts to matter when a greater audience is addressed.
5. Find and use local SI networks to grow your reach. Likeminded people are the easiest means to acquire more support, grow, and increase your audience.
6. Communicate transparently and evaluate your mistakes, this creates trust.

Additionally, there are very few things that the research and the interviews do not agree on, see section 4.6 for the details. Striking was that both SI and CSR could benefit from what the other has. Whereas small scale entrepreneurs struggle with communicating enough and maintaining quality content. They do have an ideal CSR fit as well as having their communication, company identity, and employees aligned to prevent stakeholder scepticism. The corporates, on the other hand, do enough communication, and can easily maintain quality content. But they often suffer from stakeholder scepticism and suffer from a less than ideal CSR fit. This would suggest that both can learn significantly from one another and that collaborations such as the one between The Vegetarian Butcher and Unilever could yield great results.

## 4 Discussion

When reading this thesis, it is important to keep a couple of points in mind. First of all, the qualitative interviews have been deducted on a small group that was as broad as possible but originate from a single source "Twente". Next to that, SI is a previously unexplored topic in scientific research and has been related to the research done in the neighbouring field of CSR. The findings of the theoretical framework regarding communication have then been related to the practical insights of local SI entrepreneurs. This gives insights about the field of SI but by no means proves them, as this would require further research and evidence on a bigger scope. It offers an incredibly broad insight in both domains, that can offer considerable help whilst striving to come up with new or better communication strategies.

It is also important to note the location bias that originates from the fact that this master thesis has been executed in the Twente area in the Netherlands. This is important because socio-economic research should always take into account its location due to major differences in perspectives from one area or country to another. Socio-economic values are highly dependent on their social and economic circumstances.

Another bias that is important to note, is that there is a significant amount of activity in the SI domain currently. Meaning that we are in an isolated bubble with events organised around this theme within the same group. This makes it easier to discuss the topic and surrounding opportunities, as well as provide a good ground for meeting people. The bubble comes with its own bias, that everyone shares the same values and role models.

During this master thesis, there have been a plethora of other ideas and concepts that could have been tested, evaluated, or further explored. The following concepts which might be the most interesting for future research:

- Methods for convincing are valuable assets for entities with SI aspirations, these are however not found in CSR research specifically. Neither are the interviewees of this research aware of what strategy they usually apply, thus it can be extremely interesting to either evaluate people and conclude what strategy they use, or to find groups who are focussed on their communications to that length. This is particularly interesting to SI'ers who are busy trying to change the perspective of the many.
- Global quantitative analysis of smaller companies could contribute to future research. Due to the scope of this project and the small number of companies actively communicating consciously in the SI domain, this was not feasible. However, if looked upon globally there is a vast supply of companies

to build reputable valid research on, that the entrepreneurs of tomorrow can then also build on.

- In this research we concluded that CSR companies should not overcommunicate their CSR activities, and part of the reason for this is that often the CSR fit is off, creating stakeholder scepticism. Evaluation of the communication frequency of companies with a pure CSR fit could give interesting insights into how this mechanism works exactly.
- Another interesting research topic would be to compare the frameworks discussed in this thesis, to more market-ready frameworks such as B Corp and see both the differences and similarities. B Corp is a framework that was created to aid entrepreneurs in measuring their impact and accelerate their progress.
- While reading papers, research written by Balmer et al. (2006) spiked my interest. It did not present interesting insights within the scope of this thesis but has a striking resemblance to what our interviewees state about their methods and beliefs regarding CSR communication. Namely that the authors of this framework believe an all-round approach is the only method, Balmer states “we regard corporate marketing as more of a philosophy rather than a function” (Balmer et al., 2006, p.731). This subject may be interesting to look into further, possibly uncovering why this paper and the interviewees are so much alike.
- As noticed in this thesis, both SI and CSR climb the same ladder as described by Fairbrass and O’Riordan (2014). It is also known they both start at either end of the spectrum; we know from corporates that they often progress towards the top of the pyramid due to a better understanding of CSR. However, an interesting case would be to see what happens to a SI company once it begins growing? Would it get slowed down by the processes of a corporate or would it be the best of both worlds?
- While discussing channel and content in section 2.3, O’Riordan and Fairbrass’s (2014) noted that even though the ladder was to be climbed to the desired point, they had yet to find a corporate company that could be put in their category of “accountable companies” at the top of the ladder. It would be interesting to see if any corporates match this description, to then investigate what they do differently compared to the standard corporate. Especially focussing on their corporate structure and whether they do generate similar cash flow as compared to other corporates. These companies might suggest the blueprint for a sustainable means of business.

Regarding the value of this thesis, I think it offers new insights on both sides of the spectrum. While CSR has a solid base in research, particularly on how to implement it and what communication pitfalls to be aware of, it has not yet been compared to entities who are *born oriented* or SI entities. Most learnings are specifically related to SI difficulties related to size and budget, but specific approaches communication such as being positive while communicating or communication about an issue from various perspectives can have a big impact on CSR too. Additionally, this thesis does not just present an overview of widely applicable CSR research papers but also has found a way to integrate several into a process that can help managers who want to improve their CSR and CSR communication. This is particularly valuable to the managers who are just starting or want to restructure their CSR approaches. Regarding SI, a significant first step has been made. Not only has this research differentiated CSR from SI, but it has also evaluated the research into CSR and interpreted that research and outlined what frameworks and insights are applicable for SI.

Finally, as stated within the introduction it was not just my motivation or an accident running into this topic. My company and I were hoping to learn a lot from this endeavour, such as what communication strategies can be applied to get people to join a cause. Looking back, I can say that the points where I was expecting to learn most, were disappointing. Examples include the methods for convincing and how animations influence the global perspective, as these are next to impossible to find research on, with the experts from this field being generally busy with different strategies than these. What was stimulating and thoroughly helped me was the different viewpoints to communication regarding SI, as well as the CSR frameworks to approach this. My favourite and last point is that I realised that CSR is not just a strategy for increasing profit, but often seems to slowly turn around the stakeholders of big global companies. This makes me hopeful for moving towards a purpose economy without requiring a massive teardown of our current social and economic system.

## 5 Practical Insights - Winning Strategies and Takeaways

Due to the theoretical nature of this thesis, it is important to me to also show the practical findings of this thesis, as this was originally the reason why the topic was chosen. This chapter will try to elaborate on the content of this thesis from the practical side and it will share tips, tricks, and practical approaches for small and large business alike.

### 5.1 Small Business

1. Create your communication strategy
  - a. Pinpoint your cause or main causes.
  - b. Find out where this cause is in relation to your core business (CSR fit).
  - c. Find out what makes your organisation special, e.g. are you the only one doing what you do, is your method different, or do you combine singing with helping refugees getting to know the language? (Tubantia, 2018)
  - d. Find out who your audience is, what you are trying to get them to do, and where you can reach them.
  - e. Create a content schedule to make sure communication is sustained and people keep listening.
  - f. Do not think you are done now; communicate with these people, listen to them, and try to find people who can help you or even networks of likeminded people.
2. Remember:
  - a. Positivity is key, whilst criticism often scares people away positivity creates a following. You can however always show different perspectives.
  - b. Authenticity is key; make sure your entire storyline is up and is factual. This also means that if you have colleagues, they should stand behind the same story.
  - c. Collaboration is highly effective and all parties can only win if you exchange networks and learn from one another.
  - d. Quality of imagery should be good; this ensures your audience is willing to receive your message and makes it easier for new people to start listening.

### 5.2 Global Enterprise

1. Create your plan to realign your company and communication.
  - a. Find the current CSR fit and the desired CSR fit for the enterprise (re-evaluate yearly).

- b. Select one of the frameworks that best suits your transformation (re-evaluate yearly).
    - i. A framework of CSR communication as by Du et al
    - ii. O'Riordan & Fairbrass, 2014 Conclusive Framework
  - c. Create a planning for both the internal and external communication transformation (re-evaluate quarterly).
  - d. Execute the planning (all year long).
  - e. Iterate each of these steps as specified.
2. Remember:
- a. Good CSR fit will reduce stakeholder scepticism.
  - b. Communicate transparently and sincerely, and evaluate mistakes to create trust.
  - c. Do not over-communicate your CSR activities, this creates scepticism.
  - d. Partner with companies that were Born CSR Oriented or Social Impact oriented for added trust and knowledge.
  - e. For the time being it is important to recalculate the social and environmental benefits to economic wealth, as most companies are still organised to make decisions based on economics.
  - f. The less controllable the communicator is, the more credible it is considered.

Another interesting method is following the B Corp Certification track. This is an independent organisation focussed on helping others balance purpose and profit. They provide an entire track to evaluate and improve your companies proposition and you can get certified when you qualify for their measures. It is a one-size-fits-all approach, therefore some facets of the tool might not be relevant to your company. It is, however, the easiest to work through without any prerequisite knowledge.

## 6 Appendices

### 6.1 SIDT people with a big role in SI in the Netherlands.

#### 6.1.1.1 *Jaap Korteweg*

Jaap is also known as “The Vegetarian Butcher”, his dream is to be the biggest butcher of the world. This started due to his love for meat, that was being contended by his aversion to the way we treat animals in the meat industry.

The story he told was a linear progression from the start, to right now whilst mentioning key moments. Such as food critics believing it was real meat or that they cannot keep up with the demands.

When asked about how he managed to get this much attention, he mentioned a few key points

- Instagram is where most of his audience is and luckily his audience is proactive about being a vegetarian, meaning that was quickly picked up and reached a huge audience
- His store in The Hague, giving him a “visible location” allowed to grow from a physical location. This condensed group can then grow across the country as an oil stain.
- Last but not least, as a commercial party that has big international ambitions, co-branding with Unilever to use each other’s network. Is going to multiply your exposure and guarantee a strong position in the market.

#### 6.1.1.2 *Ivo Kleine Schaars & Lorena Voskamp*

Are part of a marketing agency called “Handstand” that gave a lecture on Content marketing for Social Impact. They are the odd one out in this list because they are approaching this from a more general point of view, however, the advantage is that they have experience around the board.

The main points to take away from their talk were,

- Add value to the lives of your audiences.
- Long term investment equals long term return
- Consistency is very important. This is what can “bind” your audience
- Bold is beautiful. Being bold makes sure that you immediately catch people’s attention.
- Give, give, give take. Meaning that you should give value (fun, knowledge, free stuff) take means ask for something in return, fill this in, buy this etc.
- Tell stories that only you can tell. By giving it your own twist, your content becomes unique

- There is no winning strategy, it's all about testing and consistency.
- Steady and killer content, steady makes sure your audience stays engaged, killer content are your strategies and activation. These are the things you can add budget onto.
- Check statistics on all platforms and decide where to invest your marketing budgets, right now LinkedIn is cheap and your content keeps on being pushed.

Another great tip here is that Social Impact shouldn't change your audience but "develop" them. Meaning you should not address them as being wrong, but showing them other options. That hopefully are recognized as better.

#### *6.1.1.3 Respondent 1*

Respondent 1 is founder of "Purpose People Practice", he has one main goal, which is to increase the speed with which the Netherlands is moving towards a "betekenis economie" loosely translated as Purpose Economy. He does this by being a public speaker, adviser and writing about the topic.

His background is in marketing where he worked for BBDO, Y&R & TBWA. Respondent 1 also chose to share a personal story, however he added handles for the audience. He started out with that he had worked for BBDO, Y&R & TBWA but that he could no longer manage working for companies that only strive for maximum profit. He then quickly made the shift towards systems which would allow a focus on an impact economy and how everyone can be an influence on that.

He is an interesting case, because as opposed to creating media as a catalyst. He has put himself as a catalyst. He writes books, and is using his twitter as another catalyst, sharing posts related to his cause to his audience.

The main points from his presentation were

- Speak up about what you believe
- Find likeminded people and refine each other's thoughts
- Normal is only normal because more people accept it. Getting to a "Purpose Economy" is a road of many small steps.
- Don't underestimate the reach of twitter for socio-political ideas.

#### *6.1.1.4 Michel Scholte*

Michel is known for being active in the global change economy, his most recent focus is "True Price" a company with which he activates governments and conglomerates to consider the true price of products. A true price is the price of

a product including the negative social and ecological effects that come with the production and shipping of a product. E.g. child labour, CO2 expelled or simply land that cannot be used to supply the producing nation food rations.

The main points from his story were:

- Keep on sharing your story wherever you can, as long as you keep going people will keep listening.
- Surround yourself with a passionate team.
- Work together with brands that have more attention, e.g. Tony Chocolonely.
- Find your audience and bring it right in front of their eyes. In my case I am trying to put it in the supermarkets.

## 6.2 Content productions that inspire people

Content productions focussed on creating Social Impact are interesting, mainly because of the same reason that the opening titles for SIDT were interesting, these heavily condensed pieces of content are trying to grasp the essence of a story and finding several ways to convince the audience. As these are so condensed it is easier to analyse then years of strategies from global firms.

Most businesses that are focussing on Social Impact are not the ones that have marketing budgets to produce animation content to engage with their users. Thus, a selection of content from the creative field has been made. These productions are often created by freelancers or studios in their free time, to create Social Impact. These could give a good insight in what communication or content strategies are used and how they impact the viewer's experience.

### 6.2.1 Selection method

Productions like this are hard to find, because they all have their own specific goal and audience. Therefore, an approach had to be created to find these productions. After hours of searching and asking around at the few productions that were originally found. These were the results that helped.

- Bigger animation festivals
- ADAA (adobe design achievement awards)
- Ted
- Disney
- Pixar

Next to that it some topics stand out. These have therefore been added due to their similarities.

- Kindness: Be nice, it brightens (y)our world
- Phone addiction / Focus your attention
- Capitalism
- Colour your world.
- Environment

### 6.2.2 Selection criteria.

Criteria for these productions is that they are no longer than 15 minutes, thus categorizing them as "short films". As well as being linked to Social Impact or the topics defined above. Other than that, any media production was allowed in the selection, think of animations, films, 3d animations or drawn stories.

### 6.2.3 Analysing the productions

The following things have to be extracted to allow for the first analyses

- Topic

- Method for convincing see 8.2.4 for further details
- Type of production
- Method of spreading the content

#### 6.2.4 Ways of convincing the audience.

Most of the above are obvious points, however the method of convincing requires more elaboration. Those methods have been explained below.

1. Objective; By presenting a scenario without judging, the viewer has to create his/her own opinion
2. Introduce; Present your thoughts as neutral as possible
3. Idealism; Pretend you're a religion, and preach it like it's the only way. shoot everything else down along the way.
4. Personal stories, e.g. I found capitalism was not the way, and I looked further. When looking further you start thinking about other methodologies, but you end up finding that donation-based charities don't usually get very far. Also, on the economic side, we actually thrive on capitalism so why get rid of it, if it could be the catalyst to change. Thus, I came to social consumerism.
5. Inspire/You are the change: E.g. Government says the market figures out, the market points to consumers. Make sure you break the chain.
6. Ridicule/confront: This is an approach many movies take, take some distance and confront people with the causality of their choices.

#### 6.2.5 Results

The following results are a summary of the information presented in Appendix 8.3 - Analyses of SI Productions

Several things stand out, the most commonly used communication tactics are "inspire" and "ridicule", these are the most convincing methods so that might have something to do with the nature of the animations selected. Since they have been selected because they try to achieve Social Impact. Another interesting find is some topics seem to have a favourite communication method. E.g. productions about phone addiction often use ridiculing to confront the user. This is possible because most people are aware of the issue already and thus are prone to the ridicule. While productions about kindness are often inspiring, this is also relatively logical because usually kindness is triggered by small inspiring moments thus these productions try to flip the entire storyline around those inspiring moments.

### 6.3 Analyses of SI Productions

Production By:	Title:	Topic:	Method:	Type:	How did it reach its audience?	Current Url:
Job Joris & Marieke	A Double Life	Gender Conformity	Introduce	3D	Social Media	<a href="https://vimeo.com/">https://vimeo.com/</a>
3Dar	Uncanny Valley	Virtual Reality	Warning	3D	Social Media	<a href="https://vimeo.com/">https://vimeo.com/</a>
Random acts of kindness	Kindness	Kindness	Idealism	2D	Festivals	<a href="https://vimeo.com/">https://vimeo.com/</a>
<a href="#">Hamad Alawar</a>	Daddy ABC	Kindness	Introduce	2D	Festivals	<a href="https://www.imdb.com/">https://www.imdb.com/</a>
SEDA	How can countries measure the well-being of their citizens?	What is well being	Informative	2D	TED	<a href="https://youtu.be/4">https://youtu.be/4</a>
Daniel Martínez Lara & Rafa Cano Méndez	Alike	Kindness	You are the change	3D	Social Media, Festivals	<a href="http://www.alike.com/">http://www.alike.com/</a>
François Alaux	Logorama	Capitalism	Ridiculisaton	3D	Social Media	<a href="https://youtu.be/c">https://youtu.be/c</a>
Esmá	The Box	Kindness	You are the change	3D	Social Media	<a href="https://youtu.be/2">https://youtu.be/2</a>
Pixar	Lou	Kindness	You are the change	3D	Festivals	<a href="https://youtu.be/S">https://youtu.be/S</a>
Alastair Campbell	This Animation Explores the Shocking Environmental Impact of a Meat Heavy Diet	Environmental	Informative	2D	TED	<a href="https://youtu.be/C">https://youtu.be/C</a>
Moby	Are you lost in the world like me	Phone addiction	Ridiculisaton	2D	Famous artist, Social media	<a href="https://youtu.be/V">https://youtu.be/V</a>
The Atlantic slave trade: What too few textbooks told you	Ted	Slave trade	Informative	2D	TED	<a href="https://youtu.be/3">https://youtu.be/3</a>
TheMingThing & Digi	Relationship Status: Online	Phone addiction	Ridiculisaton	Movie	Social Media	<a href="https://youtu.be/n">https://youtu.be/n</a>
Shae-Lee Shackleford	The Anti-Social Network	Phone addiction	Ridiculisaton	Movie	Social Media	<a href="https://youtu.be/e">https://youtu.be/e</a>

Kerith Lemon	A Social Life	Phone addiction	Ridiculisaton	Movie	Social Media	<a href="https://youtu.be/C">https://youtu.be/C</a>
Shaun Higton	What's on your mind?	Phone addiction	You are the change	Movie	Social Media	<a href="https://youtu.be/C">https://youtu.be/C</a>
?	Connected?	Phone addiction	Ridiculisaton	Movie	Social Media	<a href="https://youtu.be/r">https://youtu.be/r</a>
UNDP	<a href="http://actnewsavelater.org">actnewsavelater.org</a>	Environment/Kindness	Informative	2D	UNDP	<a href="https://youtu.be/H">https://youtu.be/H</a>
designndoppel	Chicken Cube	Capitalism	Ridiculisaton	3D	Social Media	<a href="https://vimeo.com">https://vimeo.com</a>
Matthias Ries	GIANT PLANT EATER HYPOTHESIS	Environment	Introduce	2D	Adobe	<a href="https://www.adobe">https://www.adobe</a>
John Robson	Quality time	Phone addiction	Ridiculisaton	3D	Not yet	<a href="https://vimeo.com">https://vimeo.com</a>
	small in a tall world	Kindness	You are the change	3D	Festivals	
Aryasb Feiz	Mr indifferent	Kindness	You are the change	3D	Paid advertising	<a href="https://www.youtu">https://www.youtu</a>

## 6.5 Creating opening titles to activate people.

This was an amazing opportunity, because it allowed collaborating with three specialized agencies in the area to create the opening titles. Mindt; hosts of SIDT, Tiny Giants a communication studio specialized in 3d content and Raakkracht specialised in purpose marketing, more about those later.

The goals were clear, first make sure to set the tone of the event; “anyone can make positive impact, however small or big” and second, help motivate people to take one positive action the next day. It would be the first thing that would be seen during the event after everyone was put into the same room. It was a high stakes production, that would have a 100% view rate.

The first thing that had to be decided on was how to address the audience. Show the audience inspiring interviews with successful Social Impact entrepreneurs, or address them as individuals and confront them with hard the fact that good choices are not hard to make. As the event already would allow speakers to share their stories, the group opted for the second option, address the audience directly.

Respondent 3 (Mindt) mentioned the following issue “people often cannot see how they can contribute to society by themselves because the issues are too big in most people’s eyes. E.g. world hunger, capitalism and pollution.” Therefore, it was decided to start big and end small, meaning that the production starts talking about global problems and make its way to local problems.

Now that it was known what the beginning and end were to be, the production needed a voice to tell the story. When it comes to making people listen, there are a couple of things that stand out. This is a voice that is recognizable e.g. Morgan Freeman, or very specific voices e.g. old or young, vulnerable or strong. As the recognizable voice was not possible within the budget, a very specific voice was the best choice. Tiny Giants shared that using a vulnerable or strong voice is often very dependent on the audience state of mind. As the state of mind could not anticipated, that would be a risky choice. The young and old were then compared, whereas the young voice felt inspiring, encouraging and innocent and on the other hand the old voice came across as experienced and aware. Both valuable properties.

The goal for this production was to inspire and to show that anyone can do their part. We decided that finding a young voice that already made some inspiring Social Impact would be the most suitable approach. Because we had a big team working on this, it was easy to find someone young and brave. The kid was called Pepijn.

The next step was to create visuals that would carry the story and prove what was said. Here Tiny Giants suggested to do two things, make sure to extrapolate what was said when talking about problems and impact, and concretise when addressing the audience. That together with a script (see Script Social Impact Day Twente Opening Titles) that leaped from huge problems to more local problems made sure that attention was grabbed on the first seconds by showing terrifying imagery of where the world is going, but quickly made the switch to motivating and inspiring working initiatives.

The last challenge was to make sure that people did not forget the opening titles and thus why they were at the event in the first place. A reminder was necessary, however to keep on sharing the same voice over or fragments of the clip would possibly be to conflicting with the positive vibe of the rest of the day. Respondent 3 came with the brilliant idea to not only use the boys voice, but also his innocence as a constant reminder. That's why it was decided that he would come to the front after the opening titles, at the main break and also at the end of the event.

## 6.6 Questions for interviews

### 1. Bart introduction

#### 2. Introduction

- a. How would you describe what you do related to Social Impact?
- b. Could u tell a little bit about the key moments of getting there.
  - i. Why did you choose
  - ii. When did you get momentum?
  - iii. How do you keep that momentum?
- c. Do you support a single cause or a multitude?

#### 3. Online presence as a catalyst to Social Impact.

- a. Was/is social media a big influence for you?
- b. Did you use a specific strategy?

#### 4. If you are using social media a lot

- a. Quality of the content (visual, clear or otherwise?)
- b. Quantity of the content (do you believe much is necessary?)
- c. Do you leave room for debate in your social media?
  - i. Do you even use that debate to your advantage?
- d. Platform vs networked approach

#### 5. OPTIONAL: content strategy

- a. **There are many content strategies, e.g. convince, personal, reason do you have experience with any of them and do you believe any to be a more secure choice?**

## **6. Face to face network as a catalyst to Social Impact**

- a. How would u say your f2f network had an influence on your Social Impact?
- b. Would u say a social change organisation should have a spokesperson? Or do you think it could be “headless”

## **7. General lessons learned**

- a. What other lessons have you learned on your journey?
- b. Anything you regret?

## **8. Conclusions and finishing off**

- a. If you were able to add one thing to the Social Impact ecosystem, what would it be?
  - i. E.g. an over viewable platform?
  - ii. A get your voice heard platform?
  - iii. A specific thing you don't have time for, but you think should be awareness for?
- b. Anything else that you would like to tell, advice or that we didn't elaborate enough on
- c. Thank you for your interest and help, if you have any questions please let me know, otherwise I will thank you kindly, and I will share my findings with you as soon as I have more insights.

### 6.7 Interview guidelines

[https://sociology.fas.harvard.edu/files/sociology/files/interview\\_strategies.pdf](https://sociology.fas.harvard.edu/files/sociology/files/interview_strategies.pdf)

in short, open questions that elicit long answers. Active listening to provoke more elaborate answers. E.g. That's interesting, could u tell me more about that?

## 6.8 Interviews raw data

This appendix has the raw preparation and notes during interviews, the full recordings can be requested at bartbrinkman5@gmail.com.

### **What do I want to get out of these interviews?**

Various strategies for specific kinds of "Social Impact", currently I define those as.

Catalysts, people that use their network to create more positive awareness about any Social Impact

Fighters, people that have their own battle, e.g. kickstarting the betekenis economy.

Social entrepreneurs, these find models to create value as well as Social Impact

#### Respondent 1

Respondent 1 is founder of "Purpose People Practice", he has only one goal, that is to increase the speed with which the Netherlands is moving towards a "betekenis economie" loosely translated as purpose economy. He does this by being a public speaker, adviser and writing about the topic.

His background is in marketing where he worked for BBDO, Y&R & TBWA. Respondent 1 also chose to share a personal story, however he added handles for the audience. He started out with that he had worked for BBDO, Y&R & TBWA but that he could simply no longer manage working for companies that simply only strive for maximum profit. He then quickly makes the shift towards systems which would allow a focus on an impact economy and how everyone can be an influence on that.

He is an interesting case, because as opposed to creating media as a catalyst. He has put himself as a catalyst. He writes books, and is using his twitter as another catalyst, sharing posts related to his cause to his audience.

#### Abstract

Respondent 1 shares his journey from marketer to driver of the purpose economy, he mentions that he clearly sees that the current system is so away from people nature. That that is most likely the reason for the huge amounts of burnouts in the past years. He adds to this that the fact that 2% of the people own the same amount of money as the other 98% simply cannot be right from a humanitarian perspective. He also mentions that almost all people wouldn't choose for the current money driven system. Simply ask anyone about why we are not helping Groningen after the earthquakes or why they don't manage their household the same way as we do the economy. His strategy for change is to

create a dialogue to start talking about the problem as well as to show how much is already going on in the direction of a purpose economy.

### **Momentum**

Respondent 1 got momentum the moment he started speaking on tv on VPRO Tegenlicht. He wrote four books before, but clearly the TV has a way bigger audience. After this it's been a rollercoaster.

### **Need for a face**

Respondent 1 thinks it's a matter of choice, although often a face is required to "kickstart" a concept. If your idea is not yet graspable, a face can be something that people hold onto.

### **Communication method**

I honestly don't know. I never really do think about the specific method. I do think that I usually present the concepts as if they are the most normal things. This I believe makes it easier for people to get along with my thoughts.

### **Quantity vs quality**

Quality is the most important, but with Maatschapwij. We learned that it's just as important to have a schedule, this helps people coming back.

### **What do you miss in the current "Social Impact environment"?**

I don't think I miss something at the moment, it feels as if we are moving faster than ever towards a common direction.

### **Lessons learned**

Being busy with the change I want every day, is a great feeling. It might not go as quick as I would like it to be. But it is so much better for your personal happiness to not live in a split world. Marketing asshole by day – changing the economy by night.

### **What got you started?**

Became 50, 1992-2005 marketing

Left socialistic nest.

Marketingasshole by day – Buddhist by night.

Karmanomics

Nvo, duurzaamheid → sociale winst, ipv geld verdienen.

2008 betekenis-economie

2018 directeur SMO – Stichting maatschappij en Onderneming

Hypothese “benefit = profit x progress” progress = impact van impact instead of only talking about monetary profits.

We are currently trying to move towards this direction; however, the mindset is just not there yet, we keep calculating it back to euro’s instead of measuring in social benefit. Or what I call benefit.

Terug naar de basis, kees leeuwert in brussel → stop knop drukken..

We know exactly what we should do, but we don’t want to accept that.

No more flying

No more meet consumption

Going to drop significantly in welfare.

Not trying to dictate the biosphere but trying to find our place in there.

Rutger Bregman – Davos the real problem is taxes

<https://www.theguardian.com/business/2019/jan/30/historian-berates-billionaires-at-davos-over-tax-avoidance>

Utopia for realists

Groningen – I see with my own eyes how that effects people – the only problem I see is that the ROI is not there. It simply requires an investment to restore. This is more than bizarre.

The reason for burnouts is that we are unrooted from being human. We do things, that we simply do not agree to.

2% has the same amount of money as the other 98% of the people.

Imagine we apply what we do macro economically, to our household. This would mean I will not do this or that for you, because you owe me so many hours.

Language (language as a matter of speaking about a topic. Right now, money) is the solution, forcing people to stop talking about “the” problem. But it being my problem. Whether that is about plastic, poverty or about unfair tax distribution. For these people this is not a measurable value, but it gives positive benefit.

### **How did you manage to get momentum?**

This was after my 4<sup>th</sup> book – betekenisvol ondernemen, I was invited by VPRO tegenlicht about the topic of betekenisvol ondernemen. This resonated so much with the audience. People recognized themselves in that and due to the fact that way more people watch tv as opposed to books. My attention spiked skyhigh. This also started the movement around “betekenisvol ondernemen” in the netherlands. E.g. kwartiermakers brabant, rotterdam betekenisconomie etc. these exist literally to create bruto national happiness instead of bruto national product. People needed to find the words and need to get confirmed that this is in fact a topic.

This seems to be especially true fo the younger generation, who do not just want to achieve profit, but also want to create impact. Minimum viable profit, is striving for as little profit to sustain the company (thus the employees and owners) whilst maximizing “benefit”.

Now moving onto the big corporates, we'll need to get that mindset over there as well, right now the system is built to reward businesses to cut corners regarding healthcare, climate and other causes which do not immediately influence profit. If you do invest in these things, the company economist will tap you on the shoulder that you are simply doing the wrong thing. The trick would be to measure companies not only by the monetary profit, but also the social profit.

### **What do you think is the way to communicate this story to different people?**

Purpose is centered around intrinsic motivation, we use to address this really individually, but slowly it seems to be taken to a more general approach. Now take for example the "vegetarian butcher" being bought by Unilever, that is a good example of the fact that big enterprises start recognizing that this market truly exists.

A couple of these areas that have started in the purpose-economy circles. Are now being adapted by the enterprises, take for example upcycling, labor inclusiveness, waste reduction by scaling them up. At this point there is no longer a hyper segmentation. But were these topics are becoming common good. Small start, big ending and thus another approach due to the cause being a given at that point already.

### **How about the actual method of convincing?**

Well to be honest, I don't know. I have just been myself. But what seems to have resonated the most hearing it in hindsight, was that I have told my story as if it is the most normal thing, a logical given. When I give a lecture, I also usually touch on Tony Chocolonely. We are prone to put that company on a pedestal, saying this is a "good company" because they take slavery out of chocolate, but what is strange is that we call Nestle that has been sued for 5<sup>th</sup> time now for dealing with slaves a trustworthy corporate. While it is absurd that you crank up your profits with slaves.

### **What do you think about the "media" the actual content you can use to convey these messages?**

Well, I'm a part of purposepeople, maatschapwij. This is a great way to distribute the message, content works extremely well! People pick up personal stories way better any written text.

Respondent 2 - Handstand

Are part of a marketing agency called "Handstand" they gave a lecture on Contentmarketing for Social Impact. They are the odd one out in this list because they are approaching this from a more general point of view, however the advantage is that they have a lot of experience.

#### Abstract

Respondent 2 shares with us how their company is based on three pillars; euro's, fun and impact. But that impact is hard to measure. During the past three years they managed to do many social projects and slowly but surely, he notices that they generate new clients and easily build very good connections with their clients because of their social agenda.

His strategy for any social domain product is to find a topic within the theme that is addressable and easy for people to relate to, after that he gets a first viable product out that uses good design as authority. The last essential part is a network this help carry it from a crazy idea to a concrete project.

#### **Momentum**

Respondent 2 is focussing on separate projects in separate domains, he does however notice some projects very easily get momentum. For example, de Grachten.

Need for a face

#### **Need for a face**

Respondent 2 thinks a face, is just required in a particular phase, it comes back to the previous point. It can be a distraction for the concept not being fully worked out or even realistic yet. The project can be taken from a concept with a face, to a project without a face. Whenever you do choose for a face, you cannot however easily take that away. E.g. Sheltersuit.

#### **Communication method**

Respondent 2 approaches this from a marketing perspective and says the method should not matter. As long as you have a spark, a good story and quality content. Positivity is key though. That creates a following.

#### **Quantity vs quality**

Respondent 2s clients are usually new to creating media, for them the matter of doing it is the most important. He does note though that for his own projects or the success of projects a minimum level of quality is very necessary. He refers to a seven or an eight.

#### **Lessons learned**

Three things, don't postpone your goals and think they will come later. Your priorities will shift, so do what you want to do now! Last but not least, it is all about falling and getting back up again. The success formula seems to be recognizing good concepts, good storytelling and quality content.

### **What would u like to see different regarding the Social Impact ecosystem?**

A long-term vision is what is missing, we are looking at 2-3 years usually and see a lot of issues. But looking at it for a 100 or a 1000 years, that's what really changes the perspective.

Respondent 2 shares with us, how Handstand combines personal goals with generating revenue. He starts of by sharing their three main pillars; euro's, fun, impact. Impact is the only one that is hard to define. On the one hand "its about adding to a better world" which is a big topic and not very defined, even after to years of development there is no answer yet. Personally he says, I want to add to things I personally believe in. This results that we work for tech, social and governmental parties. Next to that, Respondent 2 manages to do his own projects. For example "de grachten", "hiphop4hope" en "3fm vruchtwater".

### **Does that attract other customers?**

Yes it does, its definitely a slow approach. But we notice that lately more and more people got to know us through these events. And are simply attracted to the causes, this also creates the immediate benefit that we start of with a good amount of goodwill.

### **How do you approach these projects?**

First of all, you find topic with the theme that is adressable. E.g. the canals, we know its an ambitious project, but one street turned into a small canal that is concrete and approachable, gives people the handles they need to start thinking about such a concept.

Second of all get a "first viable product" to start testing the response to your concept. People need to understand it, and if that spark isn't triggering in people. You can work out the concept, but it will usually not get better because you worked it out. What is very important here though is that you have an "image" already. It needs to come across as trustworthy and concrete. This usually comes from either a branding, or a slick website. Doesn't have to be amazing, but has to be decent. This gives the feeling that people actually support the concept.

Last, but definitely not least. You'll need to have partners, you can barely ever create Social Impact by yourself. These partners can be anyone who stands

behind the concept, ranging from global enterprises to your friend working at the bakery. When something is more abstract, it can help a tremendous amount to have a sort of “dorpsgek” that is just enthusiastic to carry the concept and get it going from mouth to mouth. Such that the concept is that common that it’s approachable for local reporters etc.

### **Do you think projects that want to create Social Impact need a face?**

Respondent 2 thinks a face, is just required in a particular phase, it comes back to the previous point. It can be a distraction for the concept not being fully worked out or even realistic yet. The project can be taken from a concept with a face, to a project without a face. Whenever you do choose for a face, you cannot however easily take that away. E.g. Sheltersuit.

### **Can u tell a little bit more about the factors that succesful campaigns have according to you?**

The shortest you can sum it up is, quality content, a spark and authority. The spark should trigger people and create interest, after which authority gives people the trust they need and the quality content makes it shareable, both online and offline.

### **What are your thoughts about quantity vs quality?**

Well for our clients, quantity is the first value we teach them. Simply because they are usually not yet at the point of actually sharing. What you do need to watch out for, is the “geitenwollensokken gehalte”. Whenever people are sharing a personal story this doesn’t really matter. However its combined with a more business oriented or more global goal, you lose authority because of low quality, it is however almost always a entrepreneurial choice. An eight can be enough, and creating a 9-10 almost never actually creates profit.

### **What do you miss in the current “Social Impact environment”?**

I would like people to approach things on longer terms, everyone keeps looking at next quarter and if people approach a “long term vision” they talk about a couple of years. But what about a 100 years or even a 1000 years. That would really change the perspectives.

### **Any lessons learned that you would like to share with us?**

Strive to achieve your goals, don’t think it comes later. People sometimes think “I’ll first make money, and then I’ll commit to my goals”. That never works.

Next to that, the following seems to be the requirements for creating Social Impact. Being able to recognized good concepts, good storytelling and quality content. Last but not least a persistency, just like entrepreneurship is falling and

getting up again. These people seem to come from studies like creative technology and not so much from the business oriented studieprograms.

Interesting tips took look into

Trashpaker (created a horde of backpackers grabbing trash)

The long now (bringing DNA of the mammoth back)

Mindt

Hosts of SIDT, aswell as the thinkers behind coworking space "The Cee Spot" and various other purpose driven concepts.

Respondent 3 shares with us how Mindt is already for 3 years, busy trying to figure out what they are trying to achieve. They want to make an impact, but how do you achieve maximum impact. He continues talking about SIDT and how they tried to figure out to what extend people can change something today, that impact yourself, your business or your surroundings. At the same time they are busy doing research, constantly trying to understand the world of Social Impact. An interesting topic right now is Climat change, would that be susceptible to individuals changing their own behaviour. The literature seems to say no, it needs a "systeemverandering". He continues to describe that they are still their own experiment, on the cutting edge of business, research and education. Business by doing small experiments e.g. cee spot  
Research by reading papers and getting into discussions, but in the future preferably have researchers attached to Mindt.  
Education by teaching but also by simply sharing knowledge about the topic.

On the one hand we are busy with the impact of tomorrow, e.g. social development goals and how we can influence that. But this is still too short term/small thinking. We are also at all times looking at how we can actually achieve that systeemverandering to make actual change.

He continues by talking about the necessity of an economy, but rather an economy that is based social worth, instead of the monetary worth which is creating a bigger and bigger gap between rich and poor, for instance if you look at Davos this year, people are getting more and more critical.

### **Momentum**

Well we've been doing this for 2,5 years now. The first year was mostly evangeliseren. What do we want and what is exactly our model. The momentum mostly came when the idea of a SIDT arose here and people all pointed towards us. Pework was obviously necessary, but this was definitely the tipping point.

### **Need for a face**

Well that depends completely on what your goal is, take for example the rules. They have as a goal to start the narrative about degrowth, then it doesn't matter who says that. It might even be nicer to have a bit of mystery around it. If however your livelihood depends on it and you are the brand. E.g. vegetarian butcher or maurits groen, tony chocolonely, then you'll have to take the stage. But they are almost all also bookable through staging agencies.

### **Communication method**

I think every method has its own ups and downs you should for example look into, Guardian on communicating about climate change or watch "Get me Roger Stone". I could not advise a single one.

### **Quantity vs quality**

I think quality needs to always be above a certain line, what that line is depends on your audience and what your trying to achieve. Quantity is simple, more is better till the moment it starts being spam. But as long as the quality is above that line, don't worry about it being too much.

### **What do you miss in the current "Social Impact environment"?**

I would like education to take the step to teach people not for tomorrow, but for the day after. To make people think for themselves, as opposed to people only learning what the study program dictates them to do.

### **Lessons learned**

Well, I've learned that if you think something is really important, than please don't deal with it as a sidejob. We thought some cases were extremely enthusiastic about, but we did them either for free, or in our evening hours. This always raises complications, so we actually decided to internalize them so that we can work/talk about those every day which made us both a lot happier. I left my previous job at blink because I thought the marketing world is moving in the wrong direction, so I could hardly keep doing consultancy when I actually think it should work in a different way altogether and that I do on the side. This question is something that kept on coming back for me, how could u do what you do, while thinking something else.

Respondent 3 shares with us how Mindt is already for 3 years, busy trying to figure out what they are trying to achieve. They want to make an impact, but how do you achieve maximum impact. He continues talking about SIDT and how they tried to figure out to what extend people can change something today, that impact yourself, your business or your surroundings. At the same time they are busy doing research, constantly trying to understand the world of Social Impact. An interesting topic right now is Climate change, would that be susceptible to

individuals changing their own behaviour. The literature seems to say no, it needs a "systeemverandering". He continues to describe that they are still their own experiment, on the cutting edge of business, research and education.  
Business by doing small experiments e.g. cee spot  
Research by reading papers and getting into discussions, but in the future preferably have researchers attached to Mindt.  
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On the one hand we are busy with the impact of tomorrow, e.g. social development goals and how we can influence that. But this is still too short term/small thinking. We are also at all times looking at how we can actually achieve that systeemverandering to make actual change.  
He continues by talking about the necessity of an economy, but rather an economy that is based social worth, instead of the monetary worth which is creating a bigger and bigger gap between rich and poor, for instance if you look at Davos this year, people are getting more and more critical.

We also run into this with clients more and more often, they might have earned insane amounts of money over the back of other people. But they come to us trying to figure out how to change that. Which we believe is always a good thing, trying to switch to impact is important. The bigger question is whether that change is going to actually create change, or is that merely a band aid?

We also personally have this issue in our company, we try to do good. But if we believe in this shouldn't we become a non-profit ourselves? The same applies for our "statushouders" project, we want them to start their own business and we could advise them to become a non-profit. But we are still living in the here and now and thus business is done in a certain way.

### **What do you think about the influence of media in this regard?**

I don't know if you know the rules, it's a collective of creatives and storytellers that is purely focussed on "the new economy", they keep on making productions regarding the topic. You can even join the collective if you want.

But another case, Greta Thunberg is also simply a media offensive. She and the team around her are using her voice and the temporary attention she got to get way more listening ears and the media is a catalyst for that.

### **What do you think about the method of storytelling?**

I know about some articles that talk about how you can be communicating about climate change for example, I think they were posted in the guardian. Especially on the emotion, while others say don't throw it on emotion.

You should also watch “get me roger stone” he is doing right way media, fake news etc. They show how the “right wing” conservatives use these kind of “dirty” tricks to bully their opposition.

Talking about this, I’ve recently had my first “trollenleger” over me. I was chatting with a journalist and he retweeted my statement saying something like “klimaatgekkie”. It didn’t take more than a couple of minutes before an army of accounts with lights and ducks as profile pictures start writing bad comments towards you.

Rutger Bregman, is also an interesting one. He is one of the pullers of universal basic income. Recently he got in the spotlight because at Davo’s he said we should stop talking about philanthropy and start talking about rich people’s tax evasion. He also wrote a utopian book, which describes using another method that seems to work very well for the progressives.

Dawn and salt are also interesting ones, they help deal with the questions of tomorrow for within the companies of today. E.g. unilever etc.

**Can you find a certain moment where you could say this is how I/we got momentum?**

Well we’ve been doing this for 2,5 years now. The first year was mostly evangeliseren. What do we want and what is exactly our model. The momentum mostly came when the idea of a SIDT twente arose here and people all pointed towards us. That made sure we got in contact with the right people. We already had contact with the people of twente branding / rode loper. But first year was of the rode lopers was still thin. We are getting more and more calls to help people out. The thing which puts the clearest brake on the pedal is that we are still not sure what people can approach us for.

**Can you pinpoint why people starting pointing at you to organise SIDT?**

We visited the Social Impact day in the Utrecht and we’ve brought up the topic multiple times. So when ROZ group decided Twente should have a SID too, we seemed to be the obvious choice.

This also seems to happen aswell around the general topic of Social Impact. More and more people get our names passed when they want to have something to do with Social Impact. These are most of the time starters, but its good to hear that we are being considered knowledgeable.

### **What about bigger entities, like for example the vegetarian butcher and unilever?**

Well we don't think those are very interesting. This is the split we were talking about earlier. What we like more is that because of Start-T(statushouders) we get asked by ROC to help think about the "inburgeringsbeleid" of 14 municipalities. Because we managed to make 14 of them work together on our project last year. At the same time Enschede will most likely also ask whether we can or want to help. This way we experts in a particular field, in this case inclusivity. Maybe that is something we will be known for in the long run. At the same time my colleague niels is excelling in the domain of building coworkingplaces. Which is about connecting entrepreneurs with talent. He repeats, we are one big experiment.

### **How is online for you in compared to face 2 face?**

I think it's a good combination, first of all the policymakers and locals easier to connect with face to face, whilst our "following" is easier to keep in touch with over the web, we can keep sharing what we are busy with in that way. We could however definitely do more on the web, but I think we are simply busy with what we are doing too much, that we sometimes forget to share that online. That's also a reason why maatschapwij exists, to put social entrepreneurs in the picture. Because otherwise these stories risk getting lost.

### **What do you think of having a "headless" Social Impact organisation?**

Well that depends completely on what your goal is, take for example the rules. They have as a goal to start the narrative about degrowth, then it doesn't matter who says that. It might even be nicer to have a bit of mystery around it. If however your livelihood depends on it and you are the brand. E.g. vegetarian butcher or maurits groen, tony chocolonely, then you'll have to take the stage. But they are almost all also bookable through staging agencies. But also sheltersuit the pride of twente, they keep being asked to take the stage, while they are totally not those kind of people, so issues arise such as bad planning, not really wanting to do it. Simply rather wanting to design than speak.

So the difference is also hugely based on individuals or collectives.

### **What about life lessons, anything that you think cannot be missed?**

Well, I've learned that if you think something is really important, than please don't deal with it as a sidejob. We thought some cases were extremely enthusiastic about, but we did them either for free, or in our evening hours. This always raises complications, so we actually decided to internalize them so that we can work/talk about those every day which made us both a lot happier.

I left my previous job at blink because I thought the marketing world is moving in the wrong direction, so I could hardly keep doing consultancy when I actually think it should work in a different way altogether and that I do on the side. This question is something that kept on coming back for me, how could u do what you do, while thinking something else.

Tip for decision tree, will you take integrity into that aswell. to what extend are you integer, media can also be used as merely a color. While you should ofcourse be true to your goal and not use marketing as a disguise.

I think marketing lost its truth, and turned out to be more about making up stories. Whilst it used to be about bringing products to the market, we also used to join the discussion way earlier. While at this point we get to sit at the table when the product is done and then we get told to make up a story to sell it... this is similar to how we lost grip on capitalism.

How do you make sure that purpose is "real".

If you truly do something with purpose, I don't think you'll need marketing. You might need a channel or a place to speak from. But you definitely don't need a marketer to come up with a story.

### **What do you miss in the current Social Impact ecosystem?**

I would like that education, would integrate purposeful entrepreneurship. That they truly teach for the day after tomorrow instead of tomorrow. Together with us. Which also teaches to ignore the current system. There are plenty of people who are already active in this. That are truly in connection with themselves, the others and also the system to do this.

The current group I am teaching for example, feels as if they are being taught something out of themselves. Whenever you speak about them, they cannot actually appoint why there doing it. Except for making money.

If we could only add that question in education, why do I want X or Y. That would be a significant change already.

Raakkracht

Advertising agency specialised in purpose marketing, they know the ins and outs of Social Impact and how to communicate that.

Q's Jullie zijn bijvoorbeeld bekend met de sheltersuit case. Het lijkt vanaf de buitenkant behoorlijk afhankelijk van Bas timmer en zijn directe contacten. Tegelijkertijd zie ik ook veel persoonlijke posts voorbij komen, kunnen jullie daar eens wat over vertellen?

Wat zijn nou andere takeaways wat jullie betreft voor het success van sociale impact, op globale en locale schaal?

Direct opgepikt van school, dure auto. Sollicitatie bij de cardealer. A fantastic buildup to a career. He even made a decent amount of money, however not feeling great at all.

One it didn't feel comfortable, and two it was simply about making as much money in the shortest time available, without any consideration for nature or other people, markets or products. Try explaining that to a schoolkid, they would simply derive that you are a criminal.

### **How'd you get here**

we couldn't really lay the finger on the problem, but we've been "uncomfortable" for a long time. We noticed that we had a preference for a bunch of specific clients. When we started looking at them, we noticed that these were all clients that tried to do something around the topic of meaning, either helping people or building products that were considered factors beyond finance. Netflix was funny because that actually pushed us into Purpose economy.

Respondent 3

Hosts of SIDT, as well as the thinkers behind coworking space "The Cee Spot" and various other purpose driven concepts.

Interesting Suggestions for related media projects

The Rules, a collective of creatives that believe the status quo is simply wrong, and fight it with media productions. <https://therules.org/#/home>

Greta Tunbergh, a 15 year old Swedish girl. That moved people, by presenting the urgency of climate accord (paris agreement)

<https://www.youtube.com/watch?v=VFkQSGyeCWg>

Maatschapwij (meisje die de hele wereld over reis ten vraagt wat geluk is voor hen, businessmodel) <https://maatschapwij.nu/videoportret/janne-willems/>

Interesting topics to look into in general

Klimaatverandering – artikelen over hoe je iemand moet enthousiasmeren (the guardian)

Get me roger stone – overtuigen (Netflix)

Beide kanten belichten

Twitter – climatechange.

Trollenleger.

Rutger bregman – correspondent – voorvechter voor basisinkomen. (davo's niet over filantropie hebben, maar belasting heffen. Utopisch denken.

Momentum

Eerste jaar, evangeliseren – wat is ons model

Inmiddels is het momentum opgepakt voor Social Impact day te organiseren, Respondent 3 en ellen twente branding.

We waren al in Utrecht bij het event geweest, en toen werd er in twente naar ons gewezen.

Meedenken bij inburgeringswetten. Inclusiviteit.

Het is nog wel lastig om te weten waar mensen ons nou voor bellen.

To what extent do you think a organisation that is busy with SI can be headless

Degrowth – headless is zeker mogelijk. Als je levensonderhoud ervan afhankelijk is, moet je er wel een gezicht aan hangen. Ook je boodschap is belangrijk.

(rutger dregtman, in collectieven.

Bas timmer, balans vinden tussen hoofdpersoon, geen persoon.

Lessons learned

Als je iets heel belangrijk vindt, behandel het niet als bijzaak. (gelukkiger gemaakt)

Ben ooit bij blink weggegaan met een reden. Hoe kan je nou constant bezig zijn met Social Impact.

Hoe ga je integriteit in je “decisiontree” meenemen, media kan ook als kleurtje gebruikt worden.

Hoe krijgt marketing zijn oorspronkelijk integriteit terug.

Verkopen van dingen die we niet nodig hebben.

Ipv het vermarkten van een product of een dienst.

Hoe zorg je dat purpose "echt is"

Als wij integer zijn, hebben

Wat zou ik willen veranderen: Onderwijs leid op dit moment voor morgen op.

Leid ze dan op.

Het lijkt wel alsof de studenten iets buiten zichzelf aan het leren zijn.

Zodra ze

SI day

we zijn op zoek naar hoe je de wereld ietwat veranderen. er zou een systeemverandering moeten hebben.

mindt = snijvlak business/educatie/innovatie onderzoek

lesgeven op saxion. - missiegedreven ondernemen.

school of life.

impact van morgen, - sustainable developmentgoals.

davo's

## 6.9 Recommendations

A number of great tips have been shared during the interviews; we can separate these into; interesting Social Impact goals or collectives and more in-depth tips to look into regarding the specific questions. For reference these are included below, they will also be investigated further in the next chapter.

### 6.9.1 Various entities and their approach to Social Impact

During the interviews a few possible paths were mentioned that someone could be travelling whilst being busy approaching Social Impact, a couple have also been noted to be claiming to be busy doing Social Impact, but are not authentic.

- Organisations whose purpose is to achieve Social Impact whilst also generating a profit including the organisations which are in the process of integrating Social Impact as the backbone.
  - o Vegetarische Slager
  - o Voltalent
- Organisations and people whose sole purpose is to achieve Social Impact.
  - o The Long Now
  - o Thrashpackers
  - o The Rules
  - o Greta Thunberg
  - o Rutger Bregman
- People or organisations that function as catalysts, enhancing Social Impact by helping other reach more people or get in touch with the right people.
  - o Maatschapwij
  - o The Happy Activist
  - o Kees Klomp
  - o Kaj Morel
- People who want to do their part, they are not aiming to change the system, but rather be the best they can for their surroundings.
- Policy Makers and politicians that are pro-active regarding Social Impact.
- Creatives and Studios who want to produce content to trigger the masses

The other group is mainly built up out of similar people and organisations, that vary only in commitment and authenticity, they often either stick Social Impact to their business for marketing purposes or make choices based on capital instead of Social Impact.

### 6.9.2 Sources that might help answer these questions.

The following are sources that were found during the process that specifically elaborated about strategies to convince and inform people so they will be more likely to join a cause.

### 6.9.3 The guardian on how to talk about climate change

This article outlines some possible ways to talk to your family about climate change.

It is interesting even though it focussed on climate change due to its approach. It breaks the topic up in five parts to make sure you don't start a discussion with your audience, but rather inform them. (Black, 2018)

Simon Black kicks off with debunking that presenting merely the facts, are the way to get people to join the cause. According to cognitive scientist George Lakoff "People think in terms of conceptual structures called frames and metaphors. It's not just the facts" concluding that storytelling based on emotion and backed with facts is the way to go. The UN adds to that, "telling a human story, talking about the real world, knowing what matters to the audience and employing visual aids". The next part is more centred around climate change, but can be closely linked to Social Impact too, "make it urgent" many people have heard the climate change or Social Impact for a long time now. But still don't see the urgency, by mentioning interesting examples such as more droughts happening right now, or slave trade still happening, your audience is more inclined to listen. The next tip is more about the conversation itself and the framing of concepts. Black mentions that you shouldn't refute what has been said even if it's wrong, this will immediately upset the conversation and put it to a halt. Instead counter with stories or facts without refuting their statement. The next is framing, where an example is given about "carbon tax" which was just framed as a tax by the opposition whilst it was never a tax, these framing can change the hearts of people, because everyone hates tax. Last but not least "Non-violent communication" gets brought to the table, a methodology created by Marshall Rosenberg created a way to bridge communication divides by focusing on universal human needs. The theory describes how you should listen and repeat and thus find out more about the actual issue instead of what is being brought to the table. Often an underlying problem is the driver of the real issue. Once you understand the person and gained their trust, you can ask for a request, for example. "Would u be willing to look at the graphs regarding slaves used for chocolate?"

Black closes of with "The main thing is to keep trying. Stress the urgency, try to understand where people come from, have the conversations. This affects us all." A very pressing statement that can be applied to Social Impact just as well.

### 6.9.4 VPRO Tegenlicht

Gives an insight about how Rutger Bregman and Respondent 1 communicate around their respective topics. As well as being a program that is constantly communicating new societal concepts to its audience.

Both Rutger and Respondent 1 recommended me to take a look at their respective Tegenlicht episodes to get more insight into how they usually communicate around their respective Social Impact topics. The following is what has been noticed; Tegenlicht explains and presents various facts around the topic to be discussed, whilst filling the rest of the program with short snippets of interviews from both side of the spectrum while the main thread is being spun by the host of the program. E.g. Rutger or Respondent 1 , Rutger for example starts out the program with a rant about how conservative our economy has become and that if you have any strand of liberalism in your heart you must hate the system, he is clearly agitated. After a couple more rants, the theoretical explanation about Universal Basic Income and the way Rutger presents it as a solution take over as a positive wave carrying through the entire 45-minute long episode. His tactic is clearly ridiculing, which then carries over to storytelling supported by more practical showcases. Respondent 1 talks about the purpose economy and takes a slightly different approach, he kicks off with explaining his own story how he got where he is today and how that changed his perspective, after which the program immediately goes to prove what he says by several examples. After which he start throwing ridicule into the currents system, by some other examples which we as society have accepted, but we would incapable of justifying in front of our kids. Essentially reversing the protocol, what is interesting is that the program and with that both speakers ticked all the boxes of the guardian article.

#### 6.9.5 Rockefeller Storytelling regarding Social Impact

Rockefeller dedicated a presentation (Geneske, 2014) and blog towards the topic of “Digital Storytelling for Social Impact” this will give insight regarding the way digital changed storytelling.

Jay Geneske, Director of Marketing at World Bicycle Relief shares the results of several roundtable discussions with industry leaders from various industries and concludes the following;

- Journalists noticed new topics in public dialogue while stories get longer life cycles than before.
- Entertainment industry experiences increased competition and decreased funding for production of compelling stories about Social Impact.
- Brand strategists say creating an organizational strategy and a culture that empowers every staff member to create and value the role of stories in their work is the latest challenge.
- Non-profits about the importance of stories coming from the people influenced by the work.
- Technologists provided ideas on the best digital tools to capture and share stories with a broader audience.

- Government and academia shared about the gap in digital skills in Social Impact organizations and the need for training services and metric-driven examples of storytelling success.

A more in-depth overview of the discussions can be found on the site of Rockefeller foundation.



## 6.11 Open letter to interviewees

Dear....

I'm significantly interested in the use of animations and new media as a method to get societies moving (social development), to find out more I looked at brands and collectives that I envy and think can teach me a thing or two about the roads taken, the lessons learned and hopefully point out some key moments in that journey.

Let me quickly introduce myself, I'm Bart Brinkman Master student Human Media Interaction at University of Twente as well as Co-Founder of a young company called Tiny Giants. We are focussed on creating visually attractive stories, sadly so far, we find that most people that approach us, are companies that do not share our idealisms. Obviously, we were aware of that when we build the company. The plan has however always been to keep on investing in causes and ideologies that we do believe in. This is where my Master Thesis, my professional domain and my personal interested all come together.

Now the question to you would be, whether you or one of your colleagues would like to speak to me about your road to where you are now. I would use this information to develop a report full of qualitative findings, on how whether and particularly in what ways, media can influence/inspire social change. After the thesis part is over, me and my team of designers/storytellers will also create an animation that will be following the lessons learned along the way.

## 6.12 Script Social Impact Day Twente Opening Titles

[Pepijn als voice-over van de film]

Ik ben Pepijn, 8 jaar en ik voel heel goed wat er speelt in de wereld.

Oorlog, natuurrampen, zwerfafval, kind slaven en mensen die heel arm zijn.

Ik word er soms verdrietig van.

En heb het gevoel dat ik iets moet dóen.

Twee jaar geleden was ik vrijwilliger bij Dagje Sinterklaas, waarbij kindjes die geen geld hebben toch een Sinterklaascadeautje krijgen.

Vorig jaar heb ik in plaats van de wandelvierdaagse zwerfvuil opgeruimd in mijn wijk.

Het zijn kleine dingen, maar toch.

Hoe zit dat met jou? Wat ga jij doen voor de wereld?

Alles heeft impact. Oók wat jij doet. Elke stap telt.

Welk verschil ga jij maken?

Neem je verant ` `woordelijkheid. Niets doen is niet meer genoeg.

[Vanaf hier Pepijn in beeld op scherm met SDG blok]

Vandaag ben ik hier.

En ik vraag jullie samen met mij de wereld mooier, beter en schoner maken.

Ik maak een stap.

[Pepijn loopt uit beeld en on stage en playbackt bijvoorbeeld]

Samen kunnen we het!

Wie volgt?

[op dit moment komen de anderen met de SDG-blokken in beeld lopen]

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