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SOCIAL ENTREPRENEURSHIP

IN GASTRONOMY INDUSTRY:

A HOLISTIC APPROACH

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ABSTRACT

SOCIAL ENTREPRENEURSHIP IN GASTRONOMY INDUSTRY: A HOLISTIC APPROACH

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The world has changed drastically in the last couple of centuries. These changes caused the emergence of many social, economic, and environmental problems within the borders of society. These problems such as social exclusion, illiteracy, poverty, hunger, unemployment, inadequate health services, and climate change threat not only humanity but also the future of societies. In this regard, the social entrepreneurship phenomenon act as a hope for these types of social problems that are not provided or satisfied by government or private sectors. More precisely, social entrepreneurship is a fresh notion that refers to as an innovative tool of tackling society's most pressing and troubling social problems or unmet socio-economic needs. In this regard, social entrepreneurs play a crucial role in society and identify practical and long-term solutions to social problems by combining innovation and opportunity. Their meaningful contributions are can be seen in many different sectors. Today, the gastronomy industry is considered a new way of addressing social issues by social gastronomy entrepreneurs. As being change-makers or key players; chefs or gastronomy professionals are more conscious than before and dedicate themselves to discover social needs, pursue opportunities, solve complex problems, and impact the broader social system through the usage of the transformative power of gastronomy. Despite the apparent importance of the blend of these two topics, there is a lack of a holistic view of social entrepreneurship and gastronomy in the existing literature. With this gap in mind, this dissertation aims to provide a holistic approach about the blend of these two crucial topics. To be able to achieve a holistic approach to the issue, this study adopts qualitative research methods. Snowball sampling was employed to reach

social gastronomy entrepreneurs who desire to make a valuable contribution to their community. Data was collected through the secondary data collection technique. In the first stage of data analysis, inductive content analysis was conducted based on the data collected. Then hierarchical structure between determined variables was examined by Interpretive Structural Modeling and MICMAC analysis. According to the research results, it has been observed that there are seven different themes were revealed within the context of a holistic perspective about the issue. These themes give a strong clue about personality traits of social gastronomy entrepreneurs which reflect when they make crucial efforts, the core reasons that lead them to become a social entrepreneur, the main difficulties that they face, their purposes which they look forward to reaching, diverse supports that they received, processes that they followed, and eventually their crucial contributions that they make in the society. Lastly, a hierarchical model and dependent or independent classifications were developed among variables respectively. The findings of this dissertation will contribute to the practice and research in the field of social entrepreneurship by shedding light on the relationship between social entrepreneurship and the gastronomy industry.

ÖZ

GASTRONOMİ SEKTÖRÜNDE SOSYAL GİRİŞİMCİLİK: BÜTÜNSEL BİR YAKLAŞIM

Çelebi, Duygu

Doktora Tezi, İşletme

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Dünya son birkaç yüzyıl içinde köklü bir değişime uğramıştır. Bu değişim, toplum sınırları içinde birçok sosyal, ekonomik ve çevresel problemin ortaya çıkmasına neden olmuştur. Sosyal dışlanmışlık, cehalet, yoksulluk, açlık, işsizlik, yetersiz sağlık hizmetleri ve iklim değişikliği gibi sorunlar yalnızca insanlığı değil aynı zamanda toplumların geleceğini de tehdit etmektedir. Bu bağlamda sosyal girişimcilik olgusu, kamu sektörü veya özel sektör tarafından karşılanmayan veya çözümlenmeyen bu tür sosyal sorunlar için de umut aşılamaktadır. Daha iyi ifade etmek gerekirse sosyal girişimcilik, toplumun en can alıcı ve acil sosyal sorunlarını veya karşılanmamış sosyal ihtiyaçlarını ele alan yenilikçi bir araç olarak bilinen yeni bir kavramdır. Bu bağlamda sosyal girişimciler toplumda önemli bir role sahiptir ve yeniliği, beceriyi ve fırsatları bir araya getirerek sosyal sorunlara yönelik pratik ve uzun vadeli çözümler üretmektedir. Sosyal girişimcilerin faydalı katkıları birçok sektörde görülebilir. Günümüzde gastronomi endüstrisi, sosyal gastronomi girişimcileri için toplumsal sorunları ele almanın yeni bir yolu olarak görülmektedir. Şefler ya da gastronomi profesyonelleri, değişim yaratan kişiler veya kilit oyuncular olarak artık eskisinden çok daha bilinçlilerdir ve sosyal ihtiyaçları keşfetmeye, fırsatları takip etmeye, karmaşık sorunları çözmeye ve gastronominin dönüştürücü gücünün kullanılmasıyla sosyal sistemi daha fazla etkilemeye kendilerini adamış durumdalardır. Bu iki konunun birleşiminin taşıdığı bariz öneme rağmen, mevcut literatür, sosyal girişimciliğe ve gastronomiye yönelik bütüncül bir bakış açısından yoksundur. Bu bilimsel incelemede, bu eksiklik göz önünde bulundurularak bu iki kritik konunun birleştirilmesi konusunda bütüncül bir yaklaşım sağlanması amaçlanmıştır. Konuya

yönelik bütüncül bir yaklaşım elde edebilmek için niteliksel araştırma yöntemleri kullanılmıştır. Bulundukları topluluğa değer katmak isteyen sosyal gastronomi girişimcilerine ulaşmak için Kartopu Örneklemesi kullanılmıştır. Veriler ikincil veri toplama tekniği ile toplanmıştır. Veri analizinin ilk aşamasında toplanan veriler üzerinde tümevarımsal içerik analizi gerçekleştirilmiştir. Daha sonra, belirlenen değişkenler arasındaki hiyerarşik yapı, Yorumlayıcı Yapısal Modelleme ve MICMAC analizi kullanılarak incelenmiştir. Araştırma bulgularına göre, bütüncül bir yaklaşım kapsamında yedi farklı tema ortaya çıkmıştır. Bu temalar; sosyal gastronomi girişimcilerinin ne zaman önemli çabalar gösterdiklerini, girişimci olmalarına yol açan temel nedenleri, karşılaştıkları temel zorlukları, ulaşmayı bekledikleri hedefleri, aldıkları çeşitli destekleri, izledikleri süreçleri ve son olarak topluma yaptıkları önemli katkıları yansıtan kişilik özelliklerini güçlü bir şekilde ortaya koymaktadır. Son olarak, değişkenler arasında sırasıyla hiyerarşik bir model geliştirilmiş ve bağımlı veya bağımsız sınıflandırmalar yapılmıştır. Bu bilimsel incelemenin bulguları, sosyal girişimcilik ve gastronomi endüstrisi arasındaki ilişkiye ışık tutarak sosyal girişimcilik alanındaki uygulama ve araştırmalara katkı sağlayacaktır.

Anahtar Kelimeler: sosyal girişimcilik, gastronomi endüstrisi, sosyal gastronomi, tümevarımsal içerik analizi, yorumlayıcı yapısal modelleme

ACKNOWLEDGEMENTS

TEXT OF OATH

I declare and honestly confirm that my study, titled "SOCIAL ENTREPRENEURSHIP IN GASTRONOMY INDUSTRY: A HOLISTIC APPROACH" and presented as a PhD Thesis, has been written without applying to any assistance inconsistent with scientific ethics and traditions. I declare, to the best of my knowledge and belief, that all content and ideas drawn directly or indirectly from external sources are indicated in the text and listed in the list of references.

Duygu Çelebi

02.09.2021

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SYMBOLS AND ABBREVIATIONS

ABBREVIATIONS:

SE	Social Entrepreneurship
NGOs	Non-governmental Organizations
BCC	Basque Culinary Center
BCWP	Basque Culinary World Prize
F	Female
M	Male
BA	Business Administration
GCA	Gastronomy and Culinary Arts
ISM	Interpretive Structural Modeling
e.g	For Example
etc.	Et Cetera
vs.	Versus

SYMBOLS:

&	And

CHAPTER 1
INTRODUCTION

Humanity experiences numerous social and environmental problems as the years go by. Although some glimpses of hope still can be found all around the globe, coordinated and holistic activities are still in their infant stages. These problems include poverty, lack of basic human rights, high-grade pollution, unemployment, lack of access to basic education and healthcare systems, gender inequality, maltreatment of children and women, exclusion of the disadvantaged and marginalized groups from the bulk of society, armed conflict and ongoing fear of terrorism, refugee discrimination, and environmental problems both present in the contemporary era and those looming in the horizon such as high gas emission and pollution of the clean water sources (Seelos and Mair, 2005; Praszkier and Nowak, 2012). In addition to the aforementioned problems stated above, food insecurity and food waste present even bigger problems not only in undeveloped or developing countries but also in developed ones. As reported similarly in the reports of the United Nations, a third of the world's food is wasted while many people struggle with poverty and do not have access to sufficient food (FAO, 2020).

Dealing with these pressuring problems requires a systematic approach that can be provided by social entrepreneurship. Within this context, social entrepreneurship acts as a bridge between problems and their solutions by taking the role of a catalyst. According to Santos (2012), sustainable and long-term solutions to these problems are provided by social entrepreneurship. Various characteristics make up the nature of social entrepreneurs. These characteristics are ambition, persistence, altruism, and cantankerous nature. Furthermore, relying not on other people or public bodies and aiming for systematic changes can be listed as the additional traits of social entrepreneurs. Social entrepreneurship is exercised by aiming to generate social value and to host a social transformation endeavor. To achieve this aim, social entrepreneurs seek out opportunities to create value and identify them beforehand, embrace

innovative approaches, tolerate risk to a high extent, and refuse to limit themselves with the scarcity of the available resources (Peredo & McLean, 2006).

In the contemporary era, gastronomy is always considered as one of the biggest fields in the service industry along with other sectors such as tourism, hospitality, and recreation. Although many definitions exist in the literature, Artusi (2003) considers gastronomy as the "science of the kitchen and the art of eating well". On the other hand, Vega and Ubbink (2008) defines gastronomy as the "practice or art of choosing, cooking and eating good food". In the field of gastronomy, chefs are considered as the main players who design the food that is the final output of the process. In the recent years, chefs have become more visible and started to be more conscious of problems which endangers the social welfare. Also, they strongly desire to transform the plate that they prepared into a social benefit. In addition, they aim to destroy existing non-functional food systems and replace them with newer and more sustainable ones (Pereira et al., 2019). More clearly, social gastronomy entrepreneurs use their entrepreneurial principles to develop innovative ideas for social inclusion and wide-scale change in society. As stated by Navarro-Dols and González-Pernía (2020) chefs act as social innovator and change maker actors in the field of gastronomy. Thus, they have started to utilize the already-known transformative force of gastronomy (Morales and Copping, 2015) for developing the social welfare of the society they live within. This transformative and healing power of gastronomy is also closely associated with the social entrepreneurship aspects.

Widely considered as one of the biggest gastronomy associations, Basque Culinary Center (BCC) aims to change the various aspects of society via gastronomy since 2016 (Basque Culinary Center, 2020). To encourage chefs all around the world to be more conscious of the social problems, BCC holds a chef-exclusive competition called the Basque Culinary World Prize (BCWP), also dubbed as Nobel of gastronomy. Award of the BCWP is one hundred thousand euro, which is given to the winner to support their endeavor of developing their communities in various areas such as education, environment, supporting local products and producers as well as developing more abstract areas such as innovation of the culinary, developing the food industry and many other areas. The main goals of the BCWP can be derived from its finalists' social objectives, such as providing food for the disadvantaged population, completely reducing the waste of food, social and labor integration, improving the food

consumption habits and living conditions, and providing support for the local products and producers (Basque Culinary World Prize, 2019). Moreover, Social Gastronomy Movement (SGM) is another crucial reflection of social entrepreneurial practices within the borders of the gastronomy scene. SGM is a human-centered movement that was found by David Hertz with an aim to address social inequalities, eliminate food waste, reduce food insecurity, fight hunger, improve nutrition-based education opportunities, train disadvantaged young chef candidates, empower others, and create sustainable job offerings for those who live in the pariah of society and recognized as disadvantaged segments of the population. More precisely, achieving social inclusion through food is the main objective of SGM which confirms the speech of David Hertz; "Food for us is a tool, it's not a mean" (Global Gastro Economy Summit, 2019b).

In the light of this information, understanding how chefs have taken the role as gastronomic innovators or change-makers in recent years, what drives them to engage in social gastronomy entrepreneurship, and their ability to transform society through the altering power of gastronomy is quite crucial for both scholars and practitioners. In this regard, the creation of a detailed holistic approach to the topic of social entrepreneurship in the gastronomy industry constitutes the objective of this dissertation.

This dissertation is comprised of six chapters. The first chapter of this dissertation consists of the introduction part which acts as a pathway into the literature review and the overall topic. The introduction part provides brief information about social entrepreneurship, the transformative role of gastronomy in social problems, and some examples of the real-world practices that are currently undertaken by practitioners.

The second chapter of this thesis begins with the historical background of entrepreneurship and numerous definitions that were extracted from the literature. To develop a comprehensive and holistic understanding of social entrepreneurship, clarifying the term of entrepreneurship as the first step is deemed necessary. After defining entrepreneurship, the nature of the entrepreneurs is explained, followed by a detailed explanation of their personality traits such as risk-taking propensity, need for achievement, locus of control, tolerance towards ambiguity, innovativeness, self-confidence, creativity, and need for autonomy. The chapter is finalized with the shades of the entrepreneurial process and different types of entrepreneurship.

In the third chapter of this dissertation, the origins and boundaries of social entrepreneurship are scrutinized followed by the social entrepreneurial process. Same chapter is followed by the nature of the social entrepreneurs. Within this headline, personality traits, underlying motivations, main challenges that are faced on a day-to-day basis, and lastly resources available to social entrepreneurs are examined. Differences between traditional entrepreneurship and social entrepreneurship are mentioned, followed by the components of social entrepreneurship such as social mission, social vision, social venture, social enterprise, social innovation, and social economy. Successful social entrepreneurship examples from all over the world are also discussed throughout the chapter. The chapter is concluded by examining the related areas and the relationship between social entrepreneurship and gastronomy.

The fourth chapter of the dissertation consists of the methodology of the research. The chapter starts by mentioning the importance and foremost aim of the study, followed by the development of the research questions, research methodology, population, and the sampling technique employed throughout the study, process of data collection and its subsequent analysis has been examined. To be more specific; qualitative content analysis, interpretative structural modeling, and MICMAC analysis have been examined in detail.

In the fifth chapter, the findings and results of the study have been discussed. Findings have been separated into three parts. In this first part, results of the inductive content analysis have been displayed whereas, in the second and third parts, findings of the interpretative structural modeling and MICMAC analysis have been presented respectively.

Sixth and the last chapter of this dissertation presents the discussion and conclusion of the study. Within this chapter, inferences are made which derived from the findings of the study. In addition to this, potential implications to real-life examples and literature have been provided. Similarly, some suggestions are provided towards the social entrepreneur candidates whose main playing field is gastronomy. Lastly, the limitations of this study and future research recommendations are mentioned

CHAPTER 2
ENTREPRENEURSHIP

2.1. Historical Background and Definitions of Entrepreneurship

Considered as a relatively new phenomenon, social entrepreneurship emerged as a sub-discipline or sub-domain of entrepreneurship and aims to improve the wellbeing of societies or communities (Abu-Saifan, 2012; Celebi et al., 2020). In order to develop an understanding of social entrepreneurship, it is necessary to clarify the term of entrepreneurship as the first step (Martin and Osberg, 2007; Günlü, 2015). It is widely acknowledged that entrepreneurship is one of the humankind's oldest activities. From a historical standpoint, the word of entrepreneurship derived from the French word of "entreprendre" which firstly appeared in the French dictionary in 1437 (De Vries, 1977:33; Landstrom, 1999:9). According to diverse scholars, the pure meaning of the term was initially associated with verbs namely, "to bear a risk" and "to undertake" (Ivancevich et al., 1997; Carton et al.,1998; Peredo and McLean, 2006). Then, the meaning of entrepreneurship has been expanded day by day through the diverse definitions of different scholars or theorists. Although the "entrepreneurship" encompassed few and restricted meanings in its infant stages, as the literature expands, the word itself has embraced numerous different definitions and meanings. Consequently, the core meaning of entrepreneurship altered and varied significantly.

Academically, the term entrepreneurship was first coined into literature in 1755 by Richard Cantillon, who is an Irish entrepreneur, economist, and father of economic theory, in his famous work; Essai sur la Nature du Commerce en General (Long, 1983; Wickham, 2001; Brown and Thornton, 2013; Sharma, 2016). As clarified by Cantillon (1931), entrepreneurship refers to the act of combining factors of production (e.g. land, labor, and capital) in order to establish and manage a new business venture. According to him, entrepreneurship is about searching for the best opportunity of using resources. Moreover, he summarized entrepreneurship as self-employment and profit-oriented activity that is carried out by entrepreneurs under risky and uncertain conditions. At the beginning of the 19th century, the meaning of entrepreneurship has been expanded

and also redefined by famous French economist, Jean-Baptiste Say. According to the definition of Say, which was minted around 1817, entrepreneurship is a goal-oriented activity that comprised of bringing together the necessary elements for production. Furthermore, Say (1836) clarified the term entrepreneurship as a functional tool that creates a big change in the current economic system by "shifting economic resources from an area of lower and into an area of higher productivity and greater yield" (Dees, 1998:1; Topkaya, 2013). With this assertive definition, Say also emphasized the central role of entrepreneurs within the all stages of production. Chronologically, the word of entrepreneurship was reused again in a different manner in the 20th century by Austrian economist; Joseph Schumpeter. As summarized by Schumpeter in his related study, the meaning of entrepreneurship highly associates with the expression of "innovativeness". In other saying, innovation is the basis of entrepreneurial activity. According to Schumpeter (1934), entrepreneurship can be considered as a process of change which involves the launching of a new product or a new variant for an existing product or service, introducing of a new or unproven method of production, opening a new market, gaining a new source of raw material, and carrying out of a new enterprise. As expressed in his thoughts, all alterations that emerged in the economy can easily destruct the current economic order. Based on this information, Boyett (1996) argues that Schumpeter only considers completely unique products as entrepreneurial conduct. Thus, products with incremental change of features or imitation which are derived from other markets were not identified as an entrepreneurial conduct by Schumpeter. In this regard, Schumpeter summarizes entrepreneurship as a creative-destructive process of capitalism that driven by entrepreneurs. Similar to many previous researchers, Peter Drucker also constructed a definition for the phenomenon of entrepreneurship. According to Drucker (1985), entrepreneurship can be identified as a concept of systematic innovations which encompasses various actions such as the regulated and aimed search for changes in the marketplace. Furthermore, these changes may yield economic and socio-cultural innovative options if a thorough systematic analysis is conducted. In other words, it can be stated that Drucker identified the concept of entrepreneurship as an ever-continuous search of a newly arising opportunity. Similar to the perspective of Drucker, Kirzner (1985) defined entrepreneurship by creating an interrelated bridge between the niche points in a market and an individual's (entrepreneurs in this case) ability to effectively and efficiently exploit this niche market gaps.

Undoubtedly, these crucial definitions were constituted the building blocks of the entrepreneurship phenomenon. According to Martin and Osberg (2007), the foremost definitions of entrepreneurship were associated with three words; "risk" by Richard Cantillon, "production" by Jean-Baptist Say, and "innovativeness" by Joseph Schumpeter respectively. As mentioned before, the term entrepreneurship has been expanded continuously and meant different meanings to different scholars from past to present. In other words, the concept of entrepreneurship acts as an umbrella term that includes diverse components within itself.

Fundamentally, entrepreneurship is commonly known as creating something new and something different from nothing (Timmons, 1989). Similarly, Gartner (1985) asserted that the core meaning of entrepreneurship associates with the act of creating a new organization or new entity. More precisely, the activity of entrepreneurship refers to establishing an organization from scratch in order to gain profits or commercial benefits (Smith, 1776). From a similar angle, Cole (1968) provided a quite simple and plain definition of entrepreneurship. According to him, entrepreneurship encompasses the activities of launching, maintaining, and improving a business with profit orientation. Likewise, as summarized by Sharma (2016) entrepreneurship is an economic activity that involves not only establishing but also operating a new business with an aim to maximize profit. As it has seen in existing literature, through the inclusion of "risk factor" into these pioneer definitions the meaning of entrepreneurship was expanded and started to be defined as a practice of starting and operating a new business venture by taking considerable risks (Onuoha, 2007; Hisrich et al., 2017). More precisely, entrepreneurship is an activity that include many actions within itself as such; taking initiative, organizing socio-economic mechanisms to make resources available, and accepting the risk of failure (Shapero, 1975). In addition to this, "uncertainty itself" or "working under conditions of uncertainty" is another crucial components of the term entrepreneurship. As stated by Bylund (2019), uncertainty is a challenge that not only entrepreneurs but also managers face within the borders of a competitive business environment. Therefore, the earlier definition of Cantillon (1931) which explained entrepreneurship as a "process of taking some risks and bearing uncertainty" was authenticated and proven once again. On the other hand, the word "opportunity" has been identified as a vital element of entrepreneurial terminology that can easily shape and expand the definition of entrepreneurship. The

word itself and its importance has been debated by many scholars and also mentioned as a backbone for the entrepreneurial activities of entrepreneurs. Similarly, supported by Corner and Ho (2010:635) opportunities are positioned within the heart of entrepreneurial activities as well. In this regard, Kirzner (1985) defined entrepreneurship as an awareness of untapped opportunities which have already emerged in market conditions. Moreover, Kao and Stevenson (1985) asserted that entrepreneurship is a value creation process that is accomplished through the recognition of diverse opportunities in the business environment. In a similar manner, Kaish and Gilad (1991) explained entrepreneurship as two-fold process which identified as a process of discovery followed by exploiting the opportunity of lack of balance.

To sum up, entrepreneurship is the unique process of doing something new or creating something fresh to obtain a commercial benefit or commercial value while assuming risks, working under uncertain circumstances, and seeking opportunities. In addition to this, entrepreneurial activity can be described as an; innovative way of determining the gap which emerged among human needs and goods & services (which are available in the marketplace) to create value not only for individuals (e.g. personal gain) but also for society (e.g. employment generation, economic development, or country development).

2.2. The Nature of Entrepreneurs

Similar to entrepreneurship, the definition of "entrepreneur" has been debated in various ways by numerous scholars within the business and economy related literature (as demonstrated in Figure 2.1.). Although being a longstanding topic, the term has been still expanding up until the second decade of the 21st century. Traditionally, entrepreneurs are known to play a crucial and starring role in entrepreneurial-based activities since the 18th century (Ağca and Yörük, 2006). Undoubtedly, entrepreneurs are referred to as an "indispensable" element of the topic of entrepreneurship. In other words, "entrepreneur" and "entrepreneurship" are fully blended terms that cannot be separated from each other and often work together as a team. In a similar manner, within the entrepreneurial environment, terms of entrepreneur and entrepreneurship go together hand to hand which cannot be used exclusively.
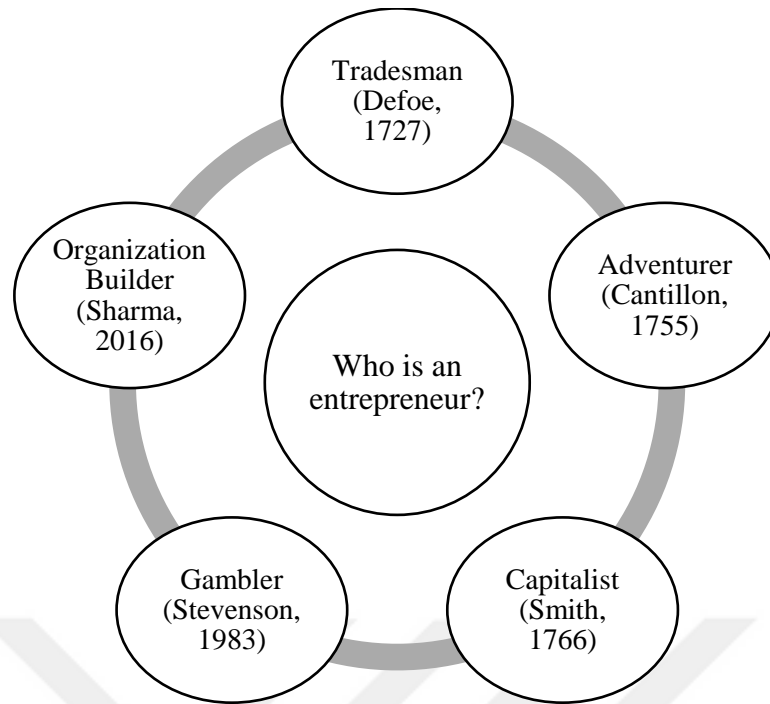
Figure 2.1. Who is an entrepreneur?

Source: (Defoe, 1727; Cantillon, 1755; Smith, 1766; Stevenson, 1983; Sharma, 2016)

Back in the 18ᵗʰ century, Defoe (1727) defined entrepreneurs as "tradesmen" by profession. As remarked by the same author; tradesmen and entrepreneurs are the same individuals because they show similar features in regards to their nature, definition, and domain. But oppositely, Abu-Saifan (2012:23) claimed that; entrepreneurs and businessmen differ from each other in terms of outputs they create. According to his thoughts; entrepreneurs create needs initially then businessmen try to satisfy these needs which have already been created by entrepreneurs. Besides this, Cantillon (1755;1931;2010) clarified entrepreneur as an "adventurer" who willing to undertake several severe risks and display high tolerance towards uncertainty while investing in a new enterprise (Hisrich and Peters, 1989:7; Hidalgo, 2014; Langroudi and Momayez, 2014). As it has seen through this definition, Cantillon underlined the adventurous feature of entrepreneurs by mentioning the "risk-bearing" and "uncertainty return" feature of the entrepreneurial activity. According to Cantillon, entrepreneurship is all about acquiring inputs and services before making any sale of a product, which has no pre-designated value in the marketplace with significant uncertainty entailed. In other words, buying a good at a certain price and selling them at an uncertain price is the summary of an entrepreneur's entrepreneurial activities which enormously involve

adventure. From the similar point of view, Stevenson (1983) also emphasized the risk factor as same as Cantillon and he explained entrepreneurs as a "gambler" by the same reasons that mentioned above broadly. On the other hand, Smith (1776) asserted that entrepreneurs are "capitalist" individuals who create an organization from scratch with an aim to gain commercial benefits by taking some considerable risks as well. Similarly defined by Sharma (2016), entrepreneurs act as "organization builders" who have the ability to establish a new business or manage a new venture (Mescon and Montanari, 1981:413) which has to be new and not previously established with the same purposes within the borders of competitive marketplace (Hornaday and Bunker, 1970).

In addition to these definitions, the narrow meaning of the term has been improved by other scholars through the addition of new features and make some diversifications. For instance, similar to previous definitions; Say (1803) recognized entrepreneurs as the people who create an economic value while taking considerable risks within the borders of a business environment. In addition to this, he added that entrepreneurs have an ability to organize and manage the factors of production alongside taking some risks. According to him, entrepreneurs can easily alter the insufficient structure of capital and resources by using them in more productive and higher efficiency areas (Dees, 2001). Considering this definition, it can be argued that Say added overseeing capabilities of entrepreneurs to the related literature. In a similar vein, McClelland (1976) remarked that an entrepreneur has a leadership role over the means of production and also produces more than he consumes in order to gain personal profit as well. Besides this, Drucker (1985) defined entrepreneur as an individual who performs his roles in order to maximize the opportunities in the market place. In a similar way, Bygrave and Hofer (1992) described entrepreneur as an individual who sees a business opportunity and establish an organization to pursue it. In addition to this, Ireland et al. (2003) melted the words of entrepreneur and opportunity in the same pot and clarified the meaning of entrepreneur as an opportunity seeker who can identify and use opportunities that have never been noticed by anyone before. Furthermore, Hisrich and Peters (1989) underlined the functional role of entrepreneurs and claimed that the creation of great value, personal gaining, or opportunity recognition becomes possible if an entrepreneur brings essential factors (e.g. labor, raw materials, or assets) together successfully. On the other hand, Schumpeter (1934)

asserted that entrepreneurs play a crucial role in the development process of the current economic environment. In this regard, he introduced them as "innovator" and "change agents" by taking into consideration of their ability to change the current state through the act of making new combinations in a creative-destructive process of capitalism (Schumpeter, 1934; Dees, 2001:2; Rahim and Mohtar, 2015; Scarborough, 2016). From a broad perspective, Bolton and Thompson (2004) identified entrepreneurs as "a person who habitually creates and innovates to build something of recognized value around perceived opportunities". The last but not the least, entrepreneurs are defined as "risk takers", value creators", and "innovators" (Peredo and McLean, 2006) who develops an idea first, then adopts this idea to the market opportunities, and finally makes a combination between existing resources in order to reduce costs, maximize benefits, generate self-employment, and eventually ensure economic benefits (Gartner, 1990).

The review of the literature demonstrated that there are various types of definitions were specified by scholars about the terms of entrepreneurship and entrepreneur respectively. As mentioned before, these terms are blended terms that are used simultaneously all the time. In this regard, entrepreneurship can be referred to as a whole of activities which performed by entrepreneurs. More precisely, while entrepreneurship is defined as a process, entrepreneurs have been described as the owners of this process. Therefore, in order to create a deep understanding of the topic of entrepreneurship or social entrepreneurship, entrepreneurs' identity, nature, and also their personality traits should be investigated in detail and taken into consideration.

2.3. Personality Traits of Entrepreneurs

By the nature of being human, each entrepreneur is unique and distinct from one another. In this regard, entrepreneurs display not only similar but also dissimilar observable personality traits while performing multiple tasks of entrepreneurship and its requirements. When defining the entrepreneurship phenomenon, it has seen that; entrepreneurial activities and behaviors are the main topics that discussed by numerous scholars. But it must be taken into consideration that; personality traits are also as crucial as the activities and behaviors of entrepreneurs (Cornwall and Naughton, 2003). Just because personality traits play a significant role in the determination of human behaviors in general (Naffziger, 1995).

In the context of entrepreneurship, Brandstatter (1997) asserted that personality traits have a strong authority on the whole entrepreneurial behaviors of entrepreneurs from beginning to end. In other words, entrepreneurial traits distinguish entrepreneurs from another people. As confirmed in the literature, there is considerable debate regarding the personality traits of entrepreneurs. The topic has been examined broadly by many scholars (Brockhaus, 1982; Caird, 1991; Koh, 1996; Chell, 2008; Kirzner, 2009; Smith et al., 2014; Chaudharry, 2017; Keer et al.,2017) from a variety of perspectives within the existing literature. (as demonstrated in Table 2.1)

Table 2.1. Entrepreneurial Personality Traits

Author (s)	Year	Entrepreneur's Personality Traits
Brockhaus	1982	Need for Achievement-Internal Locus of Control- Risk Taking Propensity
Caird	1991	Calculated Risk Taking-Creative Tendency-Need for Achievement- Need for Autonomy-Internal Locus of Control
Koh	1996	Risk Taking Propensity-Need for Achievement-Locus of Control-Tolerance of Ambiguity-Innovativeness-Self-Confidence
Chell	2008	Need for Achievement-Locus of Control-Risk Taking Propensity
Kirzner	2009	Creativity
Chaudhary	2017	Lotus of Control-Need for Achievement-Tolerance of Ambiguity-Risk Taking Propensity-Self-Confidence-Innovativeness
Kerr et al.	2017	Self-efficacy-Innovativeness-Locus of Control-Need for Achievement

Source: (Brockhaus, 1982; Caird, 1991; Koh, 1996; Chell, 2008; Kirzner, 2009; Chaudhary, 2017; Kerr et al., 2017)

As a consequence of these studies, main personality traits of entrepreneur's were identified as; "risk taking propensity", "need for achievement", "locus of control", "tolerance of ambiguity", "innovativeness", "self-confidence", "creativity", and "need for autonomy" respectively indicated below in Figure 2.2.;
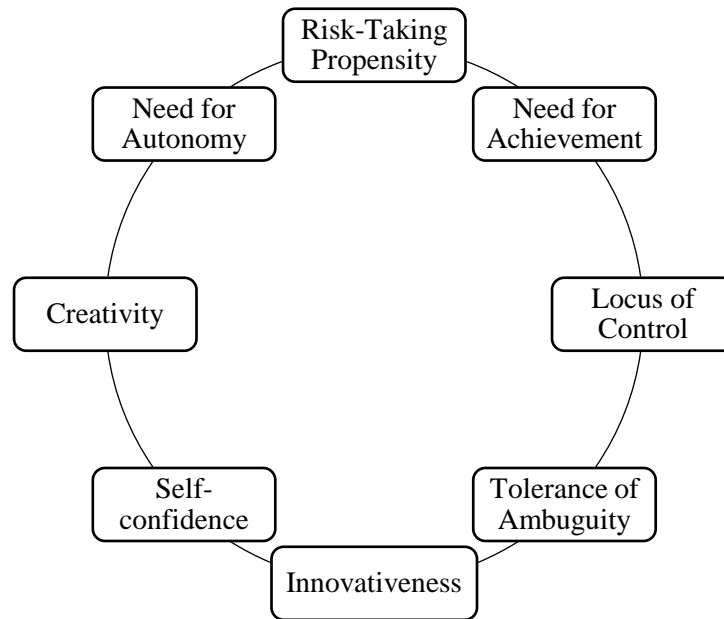
Figure 2.2. Personality Traits of Entrepreneurs

Source: (Brockhaus, 1982; Caird, 1991; Koh, 1996; Chell, 2008; Kirzner, 2009; Chaudhary, 2017; Kerr et al., 2017).

2.3.1. Risk-Taking Propensity

Undoubtedly, the "*Risk-Taking Propensity*" is the most well-known personality trait that perfectly associates with entrepreneurs and their entrepreneurial actions as well. As mentioned previously, the majority of entrepreneurial definitions have been blended with the risk factor since the well-known statement of Cantillon. Thereafter, the importance of this personality trait was also approved by various scholars in the related entrepreneurship literature (McClelland, 1976; Brockhaus, 1980; Caird, 1991; Gifford, 2003; Bolton and Thompson, 2004; Burns, 2012). Thus, risk taking became an indispensable element of entrepreneurial process. As clarified by Davidsson (2010), the word meaning of risk is the probability of facing undesirable consequences, situations, or challenges. According to Mill (1848), who firstly introduce the term entrepreneurship to the science of economy, "propensity for risk-taking" is the foremost personality trait of an entrepreneur which can easily distinguish the roles of entrepreneurs and managers within the business environment. In this regard, entrepreneurs are perceived as more risk-prone than other people by the reason of acting in the face of uncertainty. These risks that are undertaken by entrepreneurs can be divided into three as follow; financial risks, reputational risks, physiological, or psychological risks (Akkuş et al., 2019). But the thing is, entrepreneurial risk-taking

does not mean bearing a risk unmeasurably, unreasonably, or unconsciously. The ideal level of entrepreneurial risk should be "intermediate" as argued by diverse scholars (McClelland, 1976; Brockhaus, 1980; Timmons, 1989). According to their thoughts, intermediate-risk is assuming the risk of business through making rational decisions in an affordable and measured way. Additionally, Ismail et al. (2015) stated that; in order to accomplish entrepreneurial purposes, entrepreneurs must be able to calculated risk of business in advance.

2.3.2. Need for Achievement

The "*Need for Achievement*" is another vital personality trait of entrepreneurs that firstly asserted by McClelland (1976) in the literature. Basically, the term "need for achievement" describes a person's continuing desire for significant accomplishment (Zeffane, 2013). According to thoughts of diverse scholars, the trait; need for achievement acts as a push factor for the development of societies, the realization of economic developments and personal development as well (Hansemark, 2000; Fuad and Bohari, 2011; Bozkurt and Erdurur, 2013). It has also known as powerful psychological factor that influences entrepreneurial behavior and act as one of the main determinants for the successful completion of any business. More specifically, the need for achievement is a fundamental trait of an entrepreneur which arises as a critical unmet need that requires satisfaction through entrepreneurial desire, ambition, and persistence for accomplishment (McClelland, 1976). Traditionally known that individuals who with a low need for achievement seem pleased with their current situation and they do not want to do more. Contrary to this, an entrepreneur with a high need for achievement, willing to compete with challenges in order to reach excellence in performance. In addition to this, they have a strong responsibility to bear the consequences of their entrepreneurial behaviors and to solve the problems. Furthermore, they have ability to analyze the circumstances, investigate the possibilities for success, and prefer compelling goals (Özdemir et al., 2016). According to Keleş (2013) an individual with a high need for achievement exhibits a variety of characteristics including; futurism, optimism, task orientation, time management, result orientation, quickness, high energy, and insistence. As declared by Soyşekerci (2001) high need for achievement stands for one of the indispensable traits that entrepreneurs should have it unarguably.

2.3.3. Locus of Control

"Locus of Control" is accepted as one more crucial personality trait that perfectly associates with the activities of entrepreneurs (Kaufmann et al., 1995). As detailed by scholars (Boone et al., 1996; Boone et al., 2005); action orientation, proactiveness, and transformational leadership are prominent ingredients of this personality trait. Originally this trait has divided into two as; internal locus of control and external locus of control. More precisely, individuals with an internal locus of control believe that their own decisions, behaviors, or actions control their lives, while those with an external locus of control, interpret the reasons of situations by external factors such as; fate, chance, luck, environmental features, natural events, or powerful others which they cannot influence or change (Rotter, 1966; Levenson, 1974; Lii and Wong, 2008). The essence of the matter is; the locus of control is an "individual's perceived ability to influence events" (Lee and Tsang, 2001) that aims to determine the types of control (e.g. internal or external) in situations. As being one of the most studied psychological traits in entrepreneurship literature; internal locus of control and its relationship with the concept of entrepreneurship has been examined for many years (Perry 1990; Hansemark, 1998; Mueller and Thomas, 2001). According to diverse study findings, contrary to other people (non-entrepreneurs) who has not an entrepreneurial tendency, entrepreneurs are people with a high internal locus of control and they show adaptability towards all situations successfully through their ability, effort, or creative solutions that they offered (Hornaday and Aboud, 1971; Levenson, 1974; Shapero, 1975; Brockhaus, 1980; Jennings and Zeithaml, 1983; Brockhaus and Horwitz, 1986; Nelson, 1991; Tsai et al., 2008). To sum up, the core findings of these studies revealed that entrepreneurs or individuals with entrepreneurial intentions had a higher internal locus of control than others who did not have such intentions.

2.3.4. Tolerance of Ambiguity

"Tolerance of Ambiguity" is a vital personality trait of entrepreneurs stands for "accept of uncertainty", "respond to ambiguous conditions", or "undertake the unknown" (Budner, 1962; Mitton, 1989; Koh, 1996). As clarified by Furnham and Ribchester (1995) a person with a low ambiguity tolerance; experiences tension, responds prematurely, and also avoids uncertainty while those with a high tolerance for ambiguity perceive ambiguity conditions as desirable, interesting, and challenging.

This personality trait or variable has become a focal topic of various entrepreneurial research fields in recent years. For instance, Bhushan and Amal (1986) labeled this trait as an emotional reaction of entrepreneurs when they take an action in an unstructured, complex, or unpredictable environment. According to the comparisons made by Teoh and Foo (1997) and Schere (1982), entrepreneurs tolerate a high level of uncertainty greater than managers, middle managers, or top executives. From a similar perspective, Bozkurt (2006) asserted that entrepreneurs' tolerance of ambiguity is higher than other people by the reason of core actions of entrepreneurship which are blended with a range of uncertainty. Undoubtedly, except for entrepreneurship, only a few situations can involve more ambiguity than starting a new business or new venture. In other words, all entrepreneurial actions or decisions include ambiguity by the reason of being innovative and original nature. On the other hand, scholars reveal the correlation between tolerance of ambiguity and organizational success in existing literature. For instance, Lumpkin and Erdoğan (2004) asserted that the level of this personality trait (e.g. low, moderate, or high) may influence the success degree of any organization. In this regard, same scholars claimed that entrepreneurs must show a high tolerance for ambiguity towards uncertain situations or environmental changes in order to enable the survival of the organization within the competitive business environment.

2.3.5. Innovativeness

"Innovativeness" is the most well-known personality trait of entrepreneurs that plays a critical role within the entrepreneurial process. More clearly, innovativeness is the characteristic of being innovative. According to Schumpeter (1934), an entrepreneur's innovative nature is the most distinguishing factor among entrepreneurs and other people. In other words, innovativeness is one of the basic dimensions of entrepreneurial personality. In general, innovativeness refers to the ability to generate new ideas, thoughts, or methods to solve complex problems or meet a need within the borders of society. It has already known that innovation is a different and more comprehensive concept than invention. More precisely, invention stands for the creation of something new which has not existed before while innovation is associated with an idea or method that has been transformed into practical reality. As argued by Bird (1989:39) the meaning of innovation much more complex than invention. According to her; the commercialization of new ideas, application, and also

modification of existing (e.g. product, resource, or system) are recognized as fundamental activities of innovation. In this regard, innovativeness is described as a new way adopt by entrepreneurs in order to evaluate the opportunities, improve the existing technology, and use it practically (Wonglimpiyarat, 2005). Within the existing literature, the relation between innovativeness and entrepreneurship has been interpreted intensely by various scholars in different ways. Not surprisingly, the majority of studies build consensus about the high-level innovativeness trait of entrepreneurs. According to their general thoughts, entrepreneurs are more innovative than other individuals or managers by the reason of their nature (Carland et al., 1988; Goldsmith and Kerr, 1991; Mueller and Thomas, 2001). On the other hand, other scholars underlined the main function of this personality trait and they asserted that innovativeness is the foremost drive to start a new business or venture (Shane et al., 1991). Lastly, many scholars stated that innovativeness is not only playing a vital role at the beginning of the entrepreneurial process, it also acts as a significant factor or fuel for an organization's success, profitability, growth, and competitiveness (Carland et al., 1984; Coad and Rao, 2008; Falk, 2015; Tominc, 2019).

2.3.6. Self-confidence

"Self-confidence" (also referred to as; self-reliance) is another important personality trait of entrepreneurs that spurred several empirical studies. According to Bozkurt and Erdurur (2013), entrepreneurs with high self-confidence can tackle challenges through undertaking new ventures with limited resources, capital, and time. As described by Bowman (1999) self-confidence is the belief of individuals that they have the talent they need. The majority of studies demonstrated that successful entrepreneurs are generally self-confident persons who have the ability to see the challenges in advance and know their potential to cope with these challenges (Longenecker et al., 1997). As with previous personality traits, entrepreneurs display high self-confidence within the business environment in contrast to other people. For instance, the study of Busenitz and Barney (1997), revealed that entrepreneurs behave more confidently than managers when information is limited or there is a great deal of uncertainty involved. From a similar angle, Ferreira et al. (2012) and Liñán and Fayolle (2015) asserted that entrepreneurs show higher self-confidence when they performing entrepreneurial tasks than other people who act as non-entrepreneurs within the business environment.

2.3.7. Creativity

"Creativity" has been emerged as an indispensable element for the nature of humans. As similarly stated by Runco (2007) *"creativity is an enormously important part of human nature"*. Within the context of the entrepreneurial perspective, creativity has traditionally been expressed as the creation of novel and potentially useful ideas or goods (Amabile, 1988). Furthermore, Hoyte (2019) described an entrepreneur as an individual who has the ability to create something new and transform his/her creativity in a business venture with an aim to meet the needs of not only individuals but also organizations (Oldham & Cummings, 1996) Moreover, Fillis and Rentschler (2010) asserted that creativity has been viewed as a foremost tool of entrepreneurs in problem-solving and decision making. Additionally, same scholars stated that this personality trait enables the creation of a competitive advantage for the organization. On the other hand, Rangarajan and Lakshmi (2013) claimed that creativity and innovativeness act together and they cannot separate from themselves in the entrepreneurial process.

2.3.8. Need for Autonomy

"Need for Autonomy" (also known as; need for independence or self-esteem) is the last crucial trait associated with the activities of entrepreneurs. Fundamentally, this personality trait refers to the ability of an individual to follow their own purposes and make their actions through their own decisions and choices rather than external forces or factors (Lumpkin and Dees, 1996; Van Gelderen and Jansen, 2006; Legault, 2016). From an entrepreneurial angle, this trait can be interpreted as the ability of self-governing of entrepreneurs when they take an action within the border of the business environment. As claimed by Lumpkin et al. (2009) autonomy is an important aspect of an entrepreneurial mindset. According to previous study results, entrepreneurs were found to have a high need for autonomy (Collins et al., 1964) but alongside have a lower need for support (Litzinger, 1965). In brief, entrepreneurs want to feel autonomy and they do not like be one working under the direction and pressure of someone. They tend to control their own business environment through their own thoughts and actions self-drivingly.

2.4. The Shades of Entrepreneurial Process

The entrepreneurial process is the concretization of entrepreneur's activity of starting a new venture (Hisrich and Peters, 2002:39). As mentioned earlier, each entrepreneurship activities are unique inherently but the entrepreneurial processes followed by the entrepreneurs are generally standard. According to Bygrave and Hofer (1992) entrepreneurial process "involving all the functions, activities, and actions associated with the perceiving of opportunities and the creation of organizations to pursue them". It must be remembered that the entrepreneurial process is to be pursued, over and over, whenever any new venture is taken up by an entrepreneur. Therefore, entrepreneurial process refers to as the never-ending process. As it is seen in existing literature, there is no consensus regarding the steps of entrepreneurial process. Nevertheless, the content of the entrepreneurial process includes same ingredients everywhere with different titles. As stated by many scholars, entrepreneurial process comprised of three (Kang and Uhlencruck, 2006), four (Bygrave and Zacharakis, 2007) or five stages. From a broader point of view; the entrepreneurial process has been divided into five stages as; **Stage 1:** Discovery, **Stage 2:** Developing a Business Plan, **Stage 3:** Resourcing, **Stage 4**: Managing, Stage 5: Growth. These five stages which are following each other are demonstrated respectively in Figure 2.3.
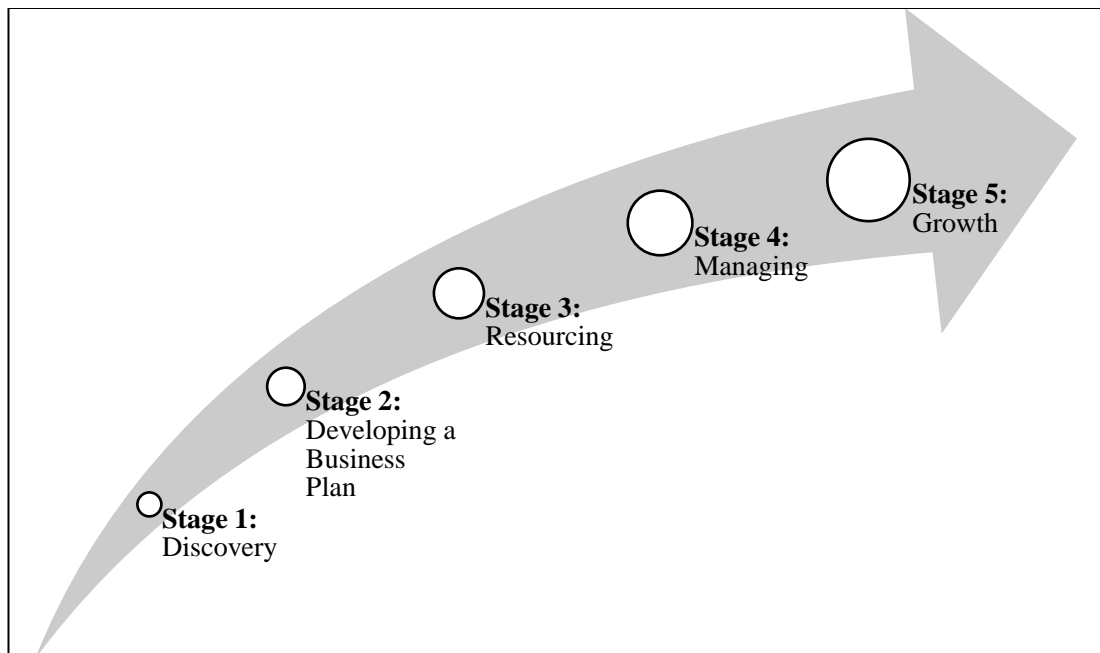
Figure 2.3. Entrepreneurial Process

Source: Adapted from literature

2.4.1. Stage One: Discovery

Undoubtedly, all entrepreneurial processes begin with idea generation. Hence, the first stage of the entrepreneurial process refers to as; *"Discovery"*, *"Innovation"*, or *"Idea Generation"*. Within this stage, an opportunity is determined initially then the entrepreneurial process continues with the evaluation of opportunities which identified previously. Thus, it can be stated that; the first stage of an entrepreneurial process not only identifies the business opportunities but also evaluates them respectively (Hisrich and Peters, 2002). But the thing is, either identification or evaluation of opportunities is not an easy task. In order to reach an optimal opportunity, entrepreneurs try to acquire diverse inputs from each member of the workplace as such; consumers, employees, or partners (Bhave, 1994). In other words, entrepreneurs need to consider consumer needs at this stage and should conduct surveys and questionnaires to reveal those. Eventually, the efficiency and effectiveness of opportunities that gained can be evaluated by the entrepreneur through several determinant tools namely; degree of worthiness (of investment), feasibility analysis, competitive advantage analysis, and level of risk that undertaken (İlter, 2010). To put it in a nutshell, the first stage of the entrepreneurial process is strikingly associated with opportunity recognizing, opportunity identification, or opportunity screening (Mazzarol and Reboud, 2020).

2.4.2. Stage Two: Developing A Business Plan

"Developing a Business Plan" (also known as; concept development) is the second stage of the entrepreneurial process that is followed by entrepreneurs. To foresee the future, entrepreneurs need a business plan which clearly expresses the main borders and goals of an organization (Beaver, 2002). A standard business plan involves many components within itself as such; overview of an organization, the structure of market, mission and vision statements, competitors, capital requirement, financial plans, objectives of an organization, marketing plans, and detailed description of products and services that provided by the organization (İraz, 2005; Hisrich et al., 2017). In this stage, many entrepreneurial activities are performed by entrepreneurs. For instance, the determination of data about marketplace, pricing, and sales & distribution channels are quite essential actions that are performed by entrepreneurs when they developing a business plan (Hisrich and Peters, 2002; İlter, 2010). Not only the determination of those but also the investigation of new technologies, processes, and changes are also

should take into consideration by entrepreneurs within this stage. It must be remembered that a business plan plays a critical role in the success of any organization (Kuratko and Hodgetts, 1997). In other saying, a comprehensively created business plan act as a mirror of reality which displays organizational success. In brief, the second stage of the entrepreneurial process is associated with preparing the organization's detailed business plan.

2.4.3. Stage Three: Resourcing

"Resourcing" is the third vital element of an entrepreneurial process. Within the context of this stage, entrepreneurs attempt to identify the sources that will be used by themselves in their entrepreneurial activities (Wickham, 2001). As is generally known that, the main sources of entrepreneurs have been divided into three as such; financial sources, human resources, and capital (Jones et al., 2013). To carry out the business activities, the determination of appropriate/potential investors and also employees is highly crucial for the survival of new ventures. In short, this stage is associated with resource gathering and underlines the importance of the determination of the resources required.

2.4.4. Stage Four: Managing

"*Managing*" (also known as; implementation) is the fourth stage followed by entrepreneurs in the entrepreneurial process. This stage associates with different entrepreneurial activities and involve not only the operation of new business but also the utilization of resources by entrepreneurs. These activities are performed by entrepreneurs in order to achieve the purposes of an organization, which has already been determined in the comprehensive business plan (Hisrich and Peters, 2002).

2.4.5. Stage Five: Growth

"*Growth*" (also known as; harvesting the venture) is the final step of an entrepreneurial process (Bygrave and Zacharakis, 2007) which involves the growth of the innovative idea, new venture, product, or services (Pirnar, 2015). This stage is the most essential part of the entrepreneurial process because it stands for a decisive moment on behalf of an organization. In this stage, the entrepreneur has to determine the organization's fate by asking these questions to himself; is it continue to grow/development or shut down the venture?

2.5. Types of Entrepreneurship

As it is understood that, entrepreneurship is a well-known process that concerns entrepreneurs who analyze the opportunities in the marketplace, take some considerable risks to make use of the opportunities they find, and try to create change and innovation in the society. There are many types of entrepreneurs involved in this process, and the types of entrepreneurship gain importance in terms of the field where the entrepreneur will focus. In this regard, types of entrepreneurship should take into consideration before deciding and taking an action in the entrepreneurial process. In the literature, different types of entrepreneurship have debated by many scholars for many years (Top, 2006; Küçük, 2014; Marangoz, 2016). Generally accepted types of entrepreneurship can be listed as demonstrated in Figure 2.4.
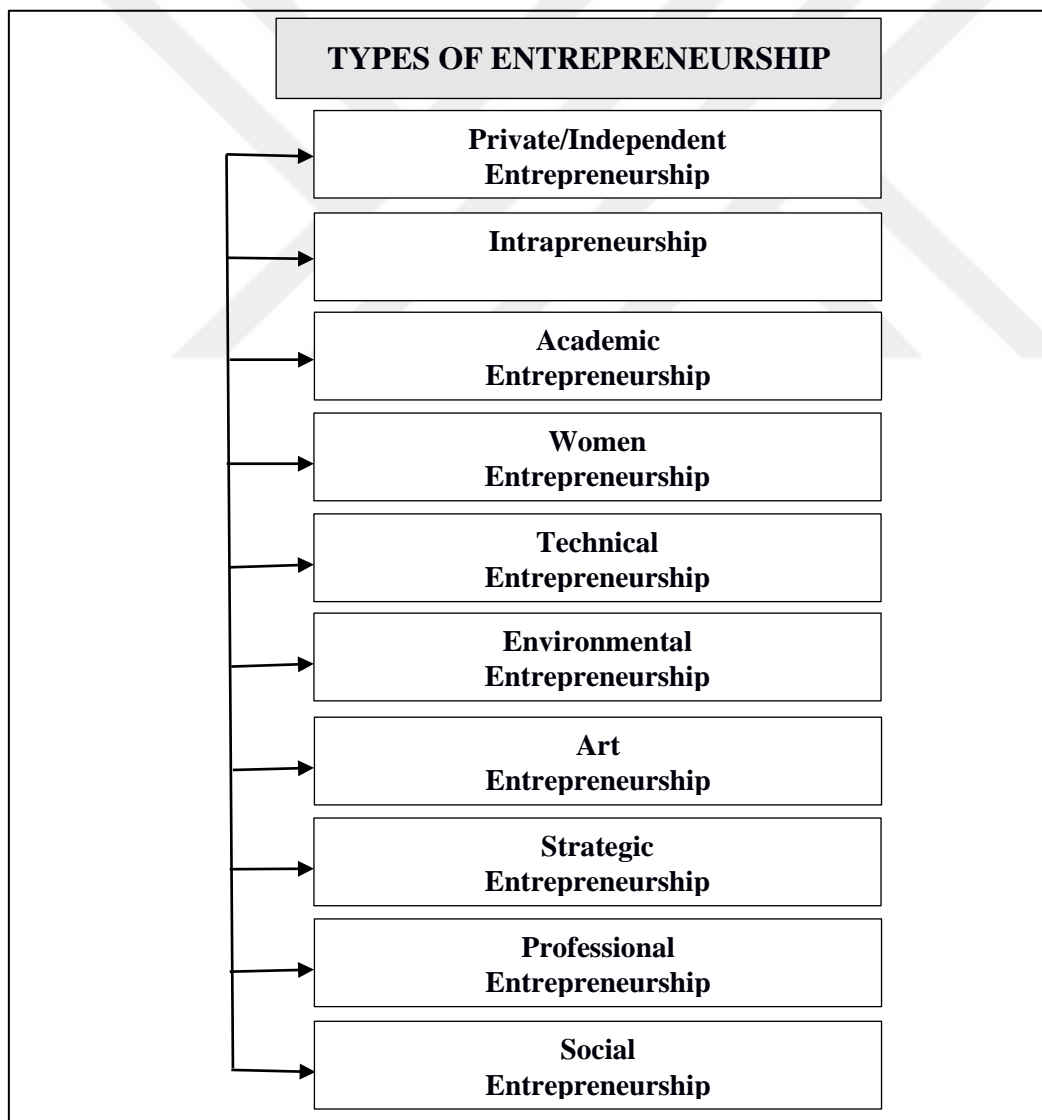
Figure 2.4. Types of Entrepreneurship

2.5.1. Private/Independent Entrepreneurship

Private/Independent entrepreneurship is a process that performed by entrepreneurs who willing to conduct entrepreneurial processes independently. Independent entrepreneurship also refers to the initiatives that are established for the first time (Küçük, 2014). In this type of entrepreneurship, entrepreneurs act independently in an entrepreneurial environment instead of work under the roof of any management or supervision (Apak et al., 2010). In other words, independent entrepreneurs have complete control over their own company or management. In this classification, entrepreneurs' own power, ability, perception, intuition, skill, mastery, knowledge, and experience play a crucial role in their success.

2.5.2. Intrapreneurship

The term "intrapreneuring" was first coined into related business literature by Gifford Pinchot in 1985. Since that day, the definition of the term was discussed by numerous scholars. Fundamentally, intrapreneurship is used to describe the whole entrepreneurial activities performed within the borders of the existing company or organization (Saetre, 2001; Apak et al., 2010). In other words, intrapreneurship is comprised of strategic activities that carried out in the organization which has already been established. Intrapreneurial activities are conducted by intrapreneurs who are known as an entrepreneur that positioned between the definition of independent entrepreneurs and traditional managers (Hisrich and Peters, 1998). According to Başar and Tosunoğlu (2006), intrapreneurship is a complex process performed by intrapreneurs who improve the investments, inventions, ideas, and behaviors with a purpose to use them in new products, services, management programs, and plans. In related literature, it has seen that scholars underlined the importance of intrapreneurship not only for the company itself but also for society. Respectively, Kaygın (2012) asserted that organizations or companies gain a sustainable competitive advantage over their competitors through the well implementation of intrapreneurial activities in the workplace. As stated broadly by Ağca and Yörük (2006) intrapreneurship act as a vital role in the emergence of innovations, the creation of employment opportunities, the establishment of new organizations, the increase of economic growth, and welfare of the society.

2.5.3. Academic Entrepreneurship

In contrast to previous years, universities display more willingness to engage in entrepreneurial activities with an aim to generate additional income, create a new value, competitiveness, and gain benefits recently (Minola et al., 2016; Kireeva et al., 2018). The term academic entrepreneurship was born as an intellectual enterprise in American Universities to enable benefits for not only universities but also their students (Khegay et al., 2017). As defined by Jones and Jones (2013) academic entrepreneurship refers to whole entrepreneurial activities that are carried out in a university environment. More clearly, academic entrepreneurship stands for an activity that is performed within the borders of university campuses to commercialize the diverse outcomes that gained from academic research results (Wood, 2011).

2.5.4. Women Entrepreneurship

Women entrepreneurship is an activity that performed by female entrepreneurs who have responsibility for all stages of the entrepreneurial process. The majority of studies have been proven that female entrepreneurs and their entrepreneurial contributions are highly significant in economic growth (Brodman and Berazneva, 2007). As summarized by Ecevit (1993) woman entrepreneur is a person who has many responsibilities about organizing the business process, managing an organization, and giving a final decision about the future of an organization. Similarly stated in detail by Keskin (2014) female entrepreneurs have the ability to start an initiative from scratch, establish and manage an organization, and also generate employment. In other words, female entrepreneurs can evaluate the opportunities and aggregate the required resources successfully at least as much as male entrepreneurs. In the existing literature, many comparisons between male and female entrepreneurs were made by scholars. For instance, Hisrich and Peters (2002) noted that male entrepreneurs generally prefer manufacturing and constructing sectors in their first initiative while women entrepreneurs mostly display an active role in the service sector or education, consultancy, public relations, and health-related fields. In terms of the size of an organization, study results demonstrated that female entrepreneur willing to limit the organization size in contrast to male entrepreneurs (Minniti and Arenius, 2003). As claimed by several scholars, women entrepreneurs face much more difficulties than male entrepreneurs when they starting and operating a business and also cope with

gender-based discrimination within the business environment (Bedük, 2005; Öğüt, 2006; Soysal, 2010; Keskin, 2017).

2.5.5. Technical Entrepreneurship

Technical entrepreneurship (also referred as; techno entrepreneurship) is a complex process performed by technology-based entrepreneurs who have the ability in technology development and innovation alongside creating and developing a market (Soyşekerci, 2011). By the reason of technological nature, technical entrepreneurs located in the middle of the technical and commercial world. These types of entrepreneurs take advantage of scientific developments (which newly emerged within the field of information technologies, biotechnology, and engineering) and offer these benefits (which they gained) to a wide range of areas. Fundamentally, technical entrepreneurship is a business of team that is performed especially within the field of technology and involves not only financing but also managing innovation, creativity, research & development activities (Cooper, 1973; Top, 2006). As summarized by Marangoz (2016) technical entrepreneurship is one of the entrepreneurship types where technical partnerships are at stake and mutual interest is guaranteed as well.

2.5.6. Environmental Entrepreneurship

Environmental entrepreneurship (also known as; eco-entrepreneurship or green entrepreneurship) stands for one of the crucial types of entrepreneurship where emerging opportunities are evaluated to protect the ecological balance of nature. In other words, this type of entrepreneurship is performed by entrepreneurs who display entrepreneurial behaviors in order to address environmental challenges (Melay and Kraus 2012). More clearly, environmental entrepreneurship refers to a process that includes processing the products (e.g waste of paper, newspaper, magazines, or oil) that can be recycled, turning them into a new product, and commercialization of those (Apak et al., 2010). With the increase of environmental issues, environmental entrepreneurship becomes widespread all around the world (Lenox and York, 2011; Sun et al., 2020). In this direction, the environmental activities of entrepreneurs have gained attention day by day undoubtedly.

2.5.7. Art Entrepreneurship

As being a relatively new type of entrepreneurship, art entrepreneurship is an

entrepreneurial process performed by entrepreneurs similarly with an aim to gain profit (Scherdin and Zander, 2011; Chang and Wyszomirski, 2015). This process is comprised of four different stages. Respectively, the activity of finding new art ideas constitutes the first step of art entrepreneurship. But the determination of new art-related ideas is not enough to perform entrepreneurial activities thus entrepreneurs should follow the new ideas (which are determined in advance) in the second stage. Making different combinations from new art ideas is the third step of this process. Eventually, the presentation of those combinations that are made in the previous stage constitutes the last step of art entrepreneurship. Similarly, Jayadi (2018) revealed four steps of art entrepreneurship. According to this, the selection of art materials, production, promotion, and sale and distribution are recognized as four components of art entrepreneurship.

2.5.8. Strategic Entrepreneurship

Strategic entrepreneurship has vital importance in today's competitive business environment. In other words, strategic entrepreneurship is one of the types of entrepreneurship that performed by entrepreneurs who have the ability to combine the opportunity-seeking and advantage-creating activities in order to provide a company's wealth creation within the competitive business conditions (Ketchen et al., 2007). According to Apak et al. (2010), strategic entrepreneurship is a complex entrepreneurial process that involves crucial activities within itself as such; (1) determination of variables that can affect initiative and sector, (2) creation of understanding about newly established companies, consumers, substitute products, competitors, and government, and (3) determination of strengths and weaknesses of the company.

2.5.9. Professional Entrepreneurship

Professional entrepreneurship is an entrepreneurial process that performs by professionals or managers instead of entrepreneurs (Choi and Kim, 2021). In other words, in professional entrepreneurship managers or professionals act as an entrepreneur within the borders of the company which has still operated. Just like entrepreneurs, they are responsible for all entrepreneurship-based activities in the company, especially innovation. According to Top (2006) and Apak et al. (2010), professional entrepreneurship can be actualized in two different ways namely, through

management by in (refers to the assignment of manager from internal environment of company) or management by out (refers to the assignment of manager from external environment of company or sale of the business/company).

2.5.10. Social Entrepreneurship

As a relatively new phenomenon, social entrepreneurship has gained increased popularity and recognition, especially in recent years. Social entrepreneurship is a crucial type of entrepreneurship that perform by social entrepreneurs in order to address the social challenges, problems, issues or inequalities that emerged within the borders of society or social sphere (Alvord et al., 2004; Peredo and McLeand, 2006). In other words, social entrepreneurship is comprised of many activities of social entrepreneur who innovates in the social field by taking a considerable risk to improve the social problems that he/she tries to develop. As summarized by Özdevecioğlu and Cingoz (2009) social entrepreneurship is a nonprofit action of a social entrepreneur who aims to create social value through the addressing unmet needs of individuals.

CHAPTER 3
SOCIAL ENTREPRENEURSHIP

3.1. Origins and Boundaries of Social Entrepreneurship

Social entrepreneurship is a subdiscipline or subcategory of entrepreneurship that has gained remarkable attention among scholars and practitioners in recent years (Austin et al., 2006; Mair et al., 2006; Abu-Saifan, 2012; Rahim and Mohtar, 2015). Although relatively new and rare in academic writing, the concept of social entrepreneurship had implemented for many years by individuals who existed within the society to cope with social challenges, even if they were not recognized as social entrepreneurs (Dees, 2001). According to Shaw and Carter (2007), the origins of social entrepreneurship traced to the 18th century. It has claimed that the Anti-Slavery Society was the first representative of this phenomenon that was founded in 1833 by William L. Garrison to eradicate the slavery and slave trade and also protect slave's humanitarian rights (Barendsen and Gardner, 2004; Okpara and Halkias, 2011). Additionally, Hull House was another well-known antecedent of social entrepreneurship that was founded by Jane Addams and Ellen Star in 1889 to address the social problems, improve the social conditions, offer educational and social opportunities, and provide welfare to the members of the working class which were mostly comprised of European immigrants (Lissak and Shpak-Lisak, 1989; Harkavy and Puckett, 1994; Oppedisano, 2004; Prieto and Phipps, 2014). Moreover, Manchester Craftsmen's Guild is another significant reflection of the term social entrepreneurship in history. It was founded by Bill Strickland in 1968 in order to develop community programs through the power of art (Mair and Marti, 2006; Perrini and Vurro, 2006).

Social entrepreneurship has gained growing recognition within the related business literature during the last few years (Hemingway, 2005; Tan et al., 2005; Certo and Miller, 2008; Zahra et al., 2008). As a term, social entrepreneurship was firstly introduced by Bill Drayton, who is also known as the founder of the Ashoka Foundation (Barendsen and Gardner, 2004). But many scholars also claimed that the

term social entrepreneurship was first coined into literature by Howard R. Bowen through his book (Social Responsibilities of Businessman) which was published in 1953 (Koçak and Ersin, 2014; Fındıklı and Yozgat, 2019). While there is no definitional consensus (Seelos and Mair, 2004; Dorado, 2006), the term social entrepreneurship has been discussed and defined broadly by scholars in different ways. In other words, as a blended concept, the meaning of social entrepreneurship implies different meanings to different scholars (Emerson and Twersky, 1996; Mair and Marti, 2006).

Fundamentally, social entrepreneurship is defined as a catalyst for social transformations (Dees, 1998). More precisely, social entrepreneurship is a social-oriented action that stands for the creation of new products and services to improve individuals' lives (Martin and Osberg, 2007). Similarly defined by Austin et al. (2006) social entrepreneurship is an innovative and value-creating activity that has a social purpose to enrich societies and change the world (Bornstein, 2007). As demonstrated in Figure 3.1., Ersen et al. (2010) summarized the role and position of social entrepreneurship with a well-known example. According to this, "giving a fish to someone" is a charitable act that ensures temporary satisfaction to the problem of poverty. Secondly, "teaching someone how to catch a fish" is more important than giving a fish but again it only provides sustainability or empowerment which are not enough to solve the poverty problem. As third, "creating a radical change" or "revolutionizing" in the fisheries sector procures persistent solutions to the main problem. In this regard, it can be stated that social entrepreneurship focuses on systematic changes instead of temporary solutions (Ersen et al., 2010).
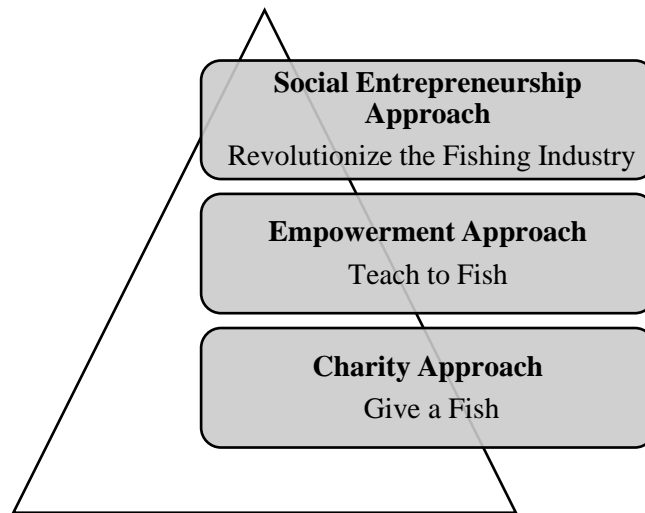
Figure 3.1. The Role and Position of Social Entrepreneurship

Source: (Ersen et al., 2010:8)

From a broad point of view, social entrepreneurship is defined as a way of solving social problems through entrepreneurial approaches and business skills (Akar and Ustuner, 2017). According to Rhodes and Donnelly-Cox (2008), social entrepreneurship is a concept that offers innovative approaches to address and solve complex social needs that are emerged within the society. In respect to this, several scholars described social entrepreneurship as a newly emerged entrepreneurial culture (Bull, 2008). According to their thoughts, social entrepreneurship is a complex process that comprised of pursuing opportunities (Mort et al., 2003), employing innovation (Peredo and McLean, 2006), and combining resources (Mair and Marti, 2006) in order to create resolutions for social problems. As clarified by Certo and Miller (2008), the process of social entrepreneurship begins with recognition, then continues with evaluation and also exploitation of opportunities to achieve social value in the society. Similarly, Mair and Marti (2006) asserted that social entrepreneurship is a value creation process that includes innovation and diverse resource combinations to pursue opportunities to offer unique, appropriate, and sustainable solutions for social problems. These complex social problems or needs can be listed in Figure 3.2 as follows; unemployment, poverty, health-related issues, illiteracy, educational inequality, gender inequality, child abuse, social exclusion, disability, sickness, diseases, human rights, terrorism, discriminations (e.g refugees) and environmental issues (Cox and Healey, 1998; Dees, 1998; Alter, 2003; Seelos and Mair, 2005;

Harding, 2007; Haugh, 2007; Zahra et al., 2009; Betil, 2010; Praszkier and Nowak, 2012; Kırılmaz, 2015).
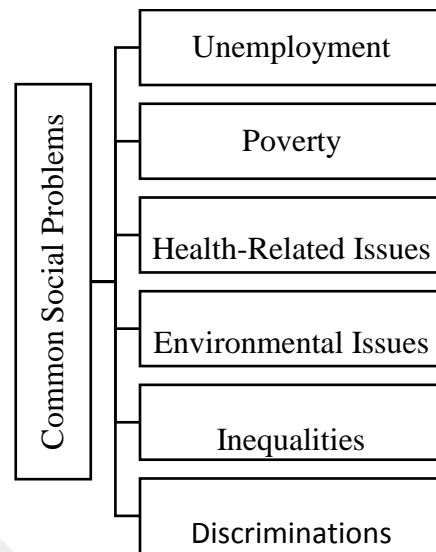
Figure 3.2. Common Social Problems

Source: Adapted from literature

To sum up, social entrepreneurship is the recognition of a social problem and the usage of whole entrepreneurial principles to organize, create, and manage a social venture in order to reach a desired social change. As it is seen that, the term social entrepreneurship act as a hidden bridge between social challenges and social transformations. More clearly, social entrepreneurship refers to as an entrepreneurial activity that addresses the social problems (Zahra et al., 2008; Murphy and Coombes, 2009; Sud et al., 2009) or unmet complex social needs (Leadbeater, 1997; Korosec and Berman, 2006; Peredo and McLean, 2006; Haugh, 2007; Shaw and Carter, 2007) with an aim to create social value (Austin et al., 2006; Abu-Saifan, 2012; Dacin et al., 2011), social wealth (Mort et al., 2003; Zahra et al., 2008; Zahra et al., 2009), social justice (Zadek and Thake, 1997), or social change (Mair and Marti, 2006).

On the whole, the majority of social entrepreneurship definitions concentrated on the last factor (Dacin et al., 2011) or social ends (Leadbeater, 1997; Hibbert et al., 2001) which stands for the creation of social impact on behalf of the disadvantaged segments of society. In another saying, it can be stated that social entrepreneurship is a whole concept that comprises the creation of socio-economic structures, institutions, organizations, relations, and practices to create and sustain social benefits within the

society (Fowler, 2000). As determined by many scholars, social entrepreneurship has several crucial actions that contribute to society (Smallbone et al., 2001; Certo and Miller, 2008; Lumpkin et al., 2011; Abu-Saifan, 2012; Santos, 2012; Lumpkin et al., 2013; Kostetska and Berezyak, 2014). In this direction, social entrepreneurs aim to make significant contributions to the society and disadvantaged or marginalized groups in terms of;

- Creation or Development of job opportunities (employment),
- Creation of new institutions,
- Creation of empowerment,
- Creation of sustainability,
- Creation of social value/social wealth/social transformation,
- Development of economy,
- Development of social economy,
- Development of regional economy,
- Development of society,
- Development of social services,
- Development of new business models,
- Improvement of community welfare,
- Satisfaction of (multiple) shareholders,
- Expand the structure of social programs,
- Reduce of burden on local governments,
- Reduce of social isolation,
- Increase the number of volunteers and voluntary works,
- Provision of (new) services,
- Redirection of existing or new resources,
- Ensure social inclusion,
- Ensure social integration,
- Mobilization of business and volunteers' sectors,
- Generation of social capital benefit.

Social entrepreneurship is generally associated with non-profit organizations in the existing literature. As mentioned before, several scholars defined social entrepreneurship as an innovative activity that is performed through the adoption of social objectives within the borders of non-profit sectors or organizations (Austin et

al., 2006; Spear, 2006) But in contrast to this, opposite thoughts were proposed by many scholars. For instance, Peredo and McLean (2006) asserted that the development of social enterprises underlines only one aspect of social entrepreneurship. As added by the same scholars, the term also plays an essential role in other organizations which established to gain profits. In this regard, social entrepreneurship can be seen in different institutions as such; for-profit sectors with a social purpose, not-for-profit organizations, or across sectors which include both for-profit and not-for-profit approaches (Dees, 1998). From a similar angle, Rahim and Mohtar (2015) developed a model of social entrepreneurship. According to this model, social entrepreneurial activities emerge in both non-profit and hybrid organizations.

As demonstrated in Figure 3.3., non-governmental organizations (NGOs) are positioned under the title of non-profit organizations. These types of organizations are established by local citizens or professional groups (Wasilewski, 2014) and also supported by government, private foundations, or individuals (Rahim and Mohtar, 2015). As it is seen from the same figure, hybrid organizations divide into two as; social hybrid organizations and economy hybrid organizations. Both of them stands for organizations which have not only financial but also social purposes. These mentioned organizations distinguish each other in terms of their priorities. Respectively, social hybrid organizations primarily focus on social purposes instead of income or profit generation. In other words, gaining a profit is the second objective of these organizations. As stated by Rahim and Mohtar (2015) these kinds of organizations use their gained profits to ensure the continuity of the organization. In opposite to this, maximization of profit constitutes the foremost focal point of economy hybrid organizations. For instance, socially responsible business organizations are located under the roof of economy hybrid organizations.
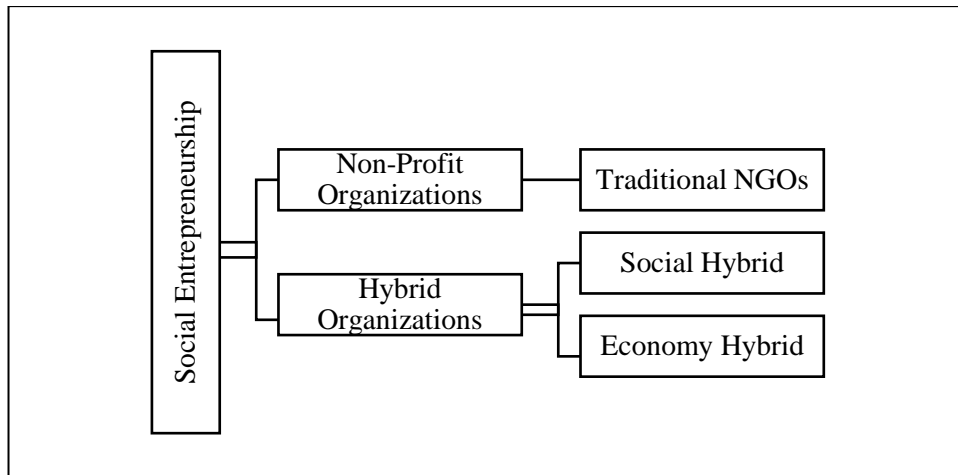
Figure 3.3. Social Entrepreneurship Model

Source: Rahim and Mohtar (2015)

More clearly, Masetti (2008) developed a matrix to determine the role of the social entrepreneurship in different types of organizations. As demonstrated in Figure 3.4., the social entrepreneurship matrix is comprised of four different quadrants in below;

      I. The Traditional Non-profit Quadrant

      II. Tipping Point Quadrant

      III. Transient Organization Quadrant

      IV. Traditional Business Quadrant
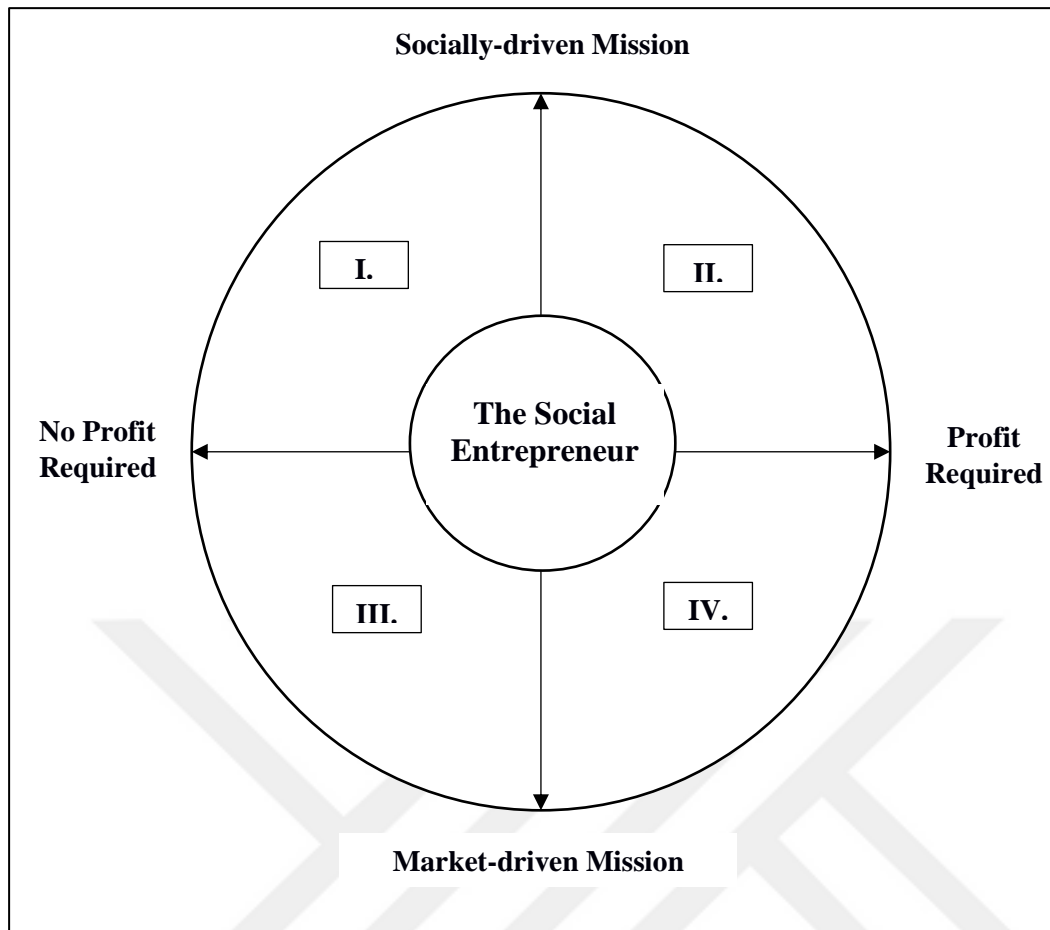
Figure 3.4. The Social Entrepreneurship Matrix

Source: Masetti (2008)

Respectively, traditional non-profit organizations are located within the borders of the first quadrant (also called; the traditional non-profit quadrant). According to Masetti (2008), these types of organizations take an action in line with their social missions and they do not need to make a profit. These organizations (e.g. foundations, churches, museums, and charities) continue their existence through donations, membership fees, or grants. Similarly, organizations that position in the second quadrant (also called; tipping point quadrant) of this matrix, are driven by social missions too. But the thing is, these types of organizations must gain profits to the maintenance of their existence in the competitive business environment. As declared by Massetti (2008) these types of organizations address the problems caused by both the profit-oriented and the non-profit-oriented sides of the economic system. Transient organizations are known as another component that positions in the third quadrant (also called; transient organization quadrant) of this matrix. These types of organizations (e.g. Drug-Free America) aim to respond to the market needs without profit gaining. Their efforts need

to be supported by both private and public organizations. Finally, business organizations are located in the fourth quadrant (also called; traditional business quadrant) of the social entrepreneurship matrix. Maximization of profit represents their foremost objective. Besides this, these types of organizations (e.g. Starbucks) donate a portion of their profit on behalf of charity works to support them financially.

3.2. The Process of Social Entrepreneurship

As mentioned before, social entrepreneurship phenomenon acts as a catalyst between social problems and social transformations. Undoubtedly, social entrepreneurship derives from a systematic problem and aims at systematic transformation or change. In this regard, it can be stated that entrepreneurial process in social entrepreneurship begins with the identification of systematic social problem and ends with the actualization of social impact. In order to create a social transformation, social wealth, social wellbeing, or social change social entrepreneurs need to follow these steps one by one. The five stages of social entrepreneurship were proposed by Tanabe (2012) as follows;

- **Stage 1:** Defining Systematic Problem
- **Stage 2:** Individualizing Enterprise
- **Stage 3:** Organizing Enterprise
- **Stage 4:** Socializing Enterprise
- **Stage 5:** Achieving Systematic Change.

These five stages which are following each other are indicated in Figure 3.5.
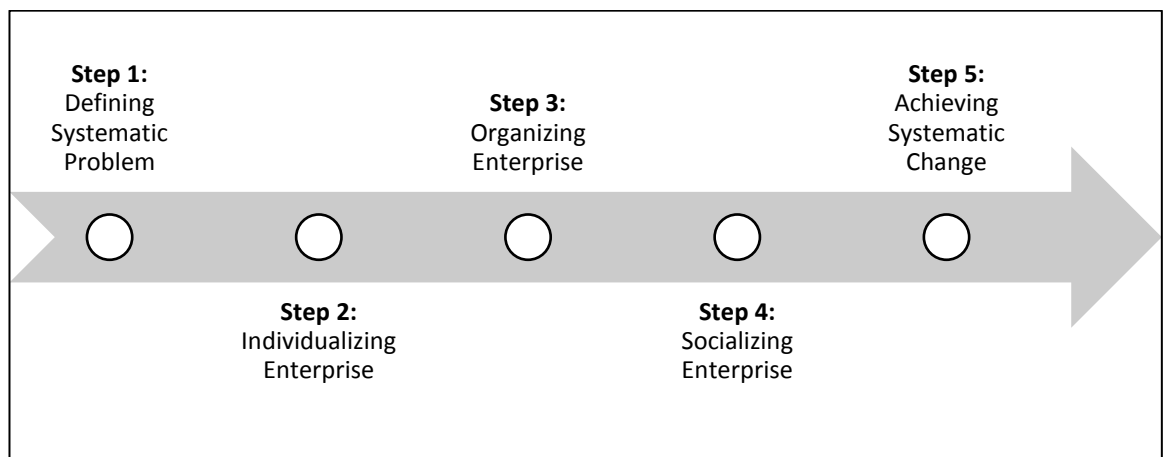
Figure 3.5. The Process of Social Entrepreneurship

Source: Tanabe (2012)

3.2.1. Stage One: Defining Systematic Problem

As stated by Tanabe (2012) the process of social entrepreneurship begins with the identification of the systematic problem (e.g. educational inequalities, unmet needs, economic gap, unemployment, poverty, homelessness, hunger, child abuse, women abuse, human rights, gender discrimination, refugee discrimination, sustainability, environmental challenges) which emerges within the borders of society. Marginalized and disadvantaged segments of society and the challenges that they suffer constitute the subject of these social problems. In this step, social entrepreneurs try to recognize the root cause of social problems in order to take the opportunity to tackle social problems and create wellbeing in society. In other words, an opportunity within a social problem is identified by social entrepreneur in the first step.

3.2.2. Stage Two: Individualizing Enterprise

Individualizing enterprise refers to the whole activities (e.g. foundation or launch of an enterprise, development of programs, marketing etc.) that performs by the founder of a social enterprise. In this step, social entrepreneur dedicate himself/herself to start and sustain the social enterprise despite many challenges that generally arise in the foundation phase of an enterprise as such; low or insufficient capital, constant criticism, budget crisis, professional immaturity, or unrecognize brand name. These mentioned difficulties prevent the rapid spread of mission and activities of social enterprise (Tanebe, 2012). In this regard, strong sense of individuality and leadership are required in this step for social entrepreneurs to respond social problems or unmet social needs which are generally derived from market or government failures (Monllor, 2010).

3.2.3. Stage Three: Organizing Enterprise

The organization of an enterprise represents the third step of the social entrepreneurship process. In this process, social entrepreneurs try to build a team (e.g. internal members, external stakeholders, and strategic alliances) for their social enterprise. To accomplish this, they seek to hire the right employee to the right position, provide quality trainings, use fundraising strategies, and create an understanding of the social problem that they address and the founding purpose of the

social enterprise that they create. To spread of this understanding, organization related information (e.g. goal, motivation, social impact etc.) should be shared with team members and society. As declared by Tenabe (2012) only strong and professional teamwork can tackle the persistent social problems. In this regard, this step gains importance not only for the wellbeing of society but also the growth of a social enterprise.

3.2.4. Stage Four: Socializing Enterprise

Socializing the enterprise is the fourth step of the social entrepreneurship process. In this step, multistakeholder's supports act as a crucial role in creating a long-lasting social impact on society. In this regard, the creation of an ecosystem, impact investment, policy proposals, social impact estimation, and multistakeholders engagement are required activities that should perform to solve a systematic social problem collectively. According to Tanabe (2012), this mentioned collective approach is vital not only for social entrepreneurs but also for multistakeholders to create social impact.

3.2.5. Step Five: Achieving Systematic Change

Achievement of systematic change is the final step of the social entrepreneurship process. In this stage of the process, a significant change occurs at the level of the social system which prevents or alleviates the aforementioned social problems. As determined by Tanabe (2012) sustainability and social resource circulation are the success factor of this process. As it is understood that, the entrepreneurial process of social entrepreneurship is comprised of five different stages. Within the borders of this complex process, social entrepreneurs as being "social engineers" (Zahra et al., 2009) or "social entrepreneur leaders" (Prabhu, 1999) recognize an opportunity to improve the existing social system, create different solutions and invent new methods to tackling social problems. More clearly, the efforts of social entrepreneurs begin with opportunity recognition, continue with concept development, resource determination, launch & venture growth and conclude with goal attainment eventually.

3.3. The Nature of Social Entrepreneurs

As representatives of the social entrepreneurship phenomenon, social entrepreneurs play a vital and critical role in the progress of society. In this regard, social entrepreneurs and their distinctive roles have been discussed many times by numerous scholars in the existing literature. As being "community entrepreneurs" (Leadbeater, 1997), "one kind of entrepreneur" (Dees, 1998), "entrepreneurial leaders" (Thompson et al., 2000), "change agents" (Emerson, 1999; Dees, 2001: 4; Drayton, 2002; Harding and Cowling, 2004; Sharir and Lerner, 2006), "social innovators" (Casson, 2005; Certo and Miller, 2008), "social engineers" (Zahra et al., 2009), "transformational leaders" (Renko, 2013), "social heroes" (Boluk and Mottiar, 2014), and "transformation agents" (Büyükaslan and Kızıldağ, 2017), social entrepreneurs aware of the ignored social problems around and have the intention to cope with these. More precisely, social entrepreneurs are people whose values center on identifying, addressing, and solving immediate social issues.

Generally known that social entrepreneurs aim to transform the fields that they are affiliated and ensure social benefits for society and disadvantaged groups of people (Leadbeater, 1997). Similarly, Alvord et al. (2004) stated that social entrepreneurs intend to accelerate the social transformations within the borders of society. According to scholars (Barendsen and Gardner, 2004; Bornstein, 2007), social entrepreneurs are people who organize, create and manage an enterprise by using traditional entrepreneurship principles or business skills to facilitate long-term social change by recognizing social problems. From a broad perspective, social entrepreneurs are explained as individuals who recognize the opportunity to satisfy unidentified social needs, gather required resources, and use them to make a difference in society (Johnson, 2003). In other words, social entrepreneurs represent the group of people who develop new ways (e.g. new ideas, products, services, methods, and approaches) to solve and respond to social problems or unmet social needs through the usage of idle resources such as; people, building, or equipment (Leadbeater and Goss, 1998; Glancey and McQuaid, 2000). More clearly, social entrepreneurs adopt new business models to create and sustain social value in society by offering creative resolutions to complex and persistent social challenges.

According to Thompson (2002: 413-414), social entrepreneurs can turn their innovative ideas into social actions within the voluntary sectors (humanitarian action,

charity or philanthropy), social enterprises (which are established for social purposes), or for-profit organizations (which try to contribute to society through their own strategies and financial donations). Like commercial entrepreneurs, social entrepreneurs similarly establish new (social) enterprises, implement innovation programs, and organize new services (Sharir and Lerner, 2006; Frumkin, 2009). But it must be remembered that social entrepreneurs intend to help people, contribute the society, and create social value rather than maximizing personal and financial profits (Thompson, 2002; Martin and Osberg, 2007; Shaw and Carter, 2007; Zahra et al., 2009; Kümbül Güler, 2011). As summarized broadly by Dees (1998), social entrepreneurs are individuals who;

- adopt a social mission that will create and sustain social value,
- recognize and pursue new opportunities to serve that social mission,
- concern with continuous innovation, adaptation, and learning processes,
- act boldly without being limited by existing resources,
- display a strong sense of accountability to the community they served and for the social outcomes that they create.

To sum up, social entrepreneurs are people who listen to the voice of society to determine the unmet social needs and provide appropriate resources to react to these needs in meaningful ways (Özdevecioğlu and Cingöz, 2009). In respect to this, social entrepreneurs continuously desire to find new and better ways to raise awareness about social issues and impact the broader social system. Although they operate locally, social entrepreneurs' actions can expand the borders and have a global impact through the efforts of multipliers. In order to create a detailed understanding of social entrepreneurs, other crucial issues like; personality traits, motivations, and challenges of social entrepreneurs should take into consideration respectively.

3.3.1. Personality Traits of Social Entrepreneurs

Undoubtedly, personality traits play a key role in the entrepreneurial behaviors of any entrepreneur. According to several scholars, commercial and social entrepreneurs show not only similar but also dissimilar traits when they perform their entrepreneurial actions (Mair and Noboa, 2003; Austin et al., 2006). In the existing literature, there are many personality traits-related points of view and large debates around the concept of social entrepreneurship. In other words, the personality traits of

social entrepreneurs were examined and stated in the studies of different scholars. As indicated in Table 3.1., these associated personality traits can be listed as; "leadership" (Llewellyn et al., 2000; Dees et al., 2001; Alvord et al., 2004; Dees et al., 2004; Pariyar and Ward, 2006; Abu-Saifan, 2012), "altruism" (Dees et al., 2004; Tan et al., 2005; Mair and Marti, 2006; Martin and Osberg, 2007), "innovativeness" (Leadbeater, 1997; Mort et al., 2003; Dees et al., 2004; Peredo and McLean, 2006; Partzsch and Ziegler, 2011), "persistency" (Young, 1990; Dees, 1998; Barendson and Gardner, 2004; Bornstein, 2007), "risk-taking propensity" (Brinckerhoff, 2001; Dees, 2004; Ernst, 2012), "extraversion" (Ciavarella et al., 2004; Nga and Shamuganathan, 2010; İrengün and Arıkboğa, 2015), "opportunism" (Mort et al., 2003), "openness to change" (Abu-Saifan, 2012; Bargsted et al., 2013) "ethics" (Dees, 1998; Mair and Marti, 2006; Chell, 2007; Abu-Saifan, 2012; Bornstein, 2007; Jilinskaya-Pandey and Wade, 2019), "creativity" (Kümbül Güler, 2010; Jilinskaya-Pandey and Wade, 2019), "inner locus of control" (Kümbül Güler, 2010), "need for achievement" (Nga and Shamuganathan, 2010; Jilinskaya-Pandey and Wade, 2019), and "need for autonomous (Young, 1990; Kümbül Güler, 2010; Jilinskaya-Pandey and Wade, 2019).

Table 3.1. Personality Traits of Social Entrepreneurs

Author(s)	Personality Traits of Social Entrepreneurs
Llewellyn et al. (2000) Dees et al. (2001) Alvord et al. (2004) Dees et al. (2004) Pariyar and Ward (2006) Abu-Saifan (2012)	Leadership
Dees et al. (2004) Seelos and Mair (2005) Tan et al. (2005) Mair and Marti (2006) Martin and Osberg (2007) Kümbül Güler (2010)	Altruism
Leadbeater (1997) Mort et al. (2003) Dees et al. (2004)	Innovativeness

Peredo and McLean (2006)	
Partzsch and Ziegler (2011)	
Young (1990)	Persistency
Dees (1998)	
Barendson and Gardner (2004)	
Bornstein (2007)	
Brinckerhoff (2001)	Risk Taking Propensity
Dees et al. (2004)	
Ernst (2012)	
Ciavarella et al. (2004)	Extraversion
Nga and Shamuganathan (2010)	
İrengün and Arıkboğa (2015)	
Mort et al. (2003)	Opportunism
Abu-Saifan (2012)	Openness to Change
Bargsted et al. (2013)	
Dees (1998)	Ethics
Mair and Marti (2006)	
Chell (2007)	
Abu-Saifan (2012)	
Bornstein (2007)	
Jilinskaya-Pandey and Wade (2019)	
Kümbül Güler (2010)	Creativity
Jilinskaya-Pandey and Wade (2019)	
Kümbül Güler (2010)	Locus of Control (Inner)
Nga and Shamuganathan (2010)	Need for Achievement
Jilinskaya-Pandey and Wade (2019)	
Young (1990)	Need for Autonomous
Kümbül Güler (2010)	
Jilinskaya-Pandey and Wade (2019)	

3.3.2. Motivations of Social Entrepreneurs

Within the borders of the social arena, many social interests motivate social entrepreneurs to do something good on behalf of society. In this regard, the development of an understanding of their motivational factors which encourage them to get involved in social change or social transformation is highly significant (Mair and Marti, 2006). As being a striking issue, the motivations of social entrepreneurs

have been investigated broadly by numerous scholars in the existing literature (Bird, 1989; Barendsen and Gardner, 2004; Mair and Noboa, 2005; Plater-Zyberk, 2005; Seelos and Mair, 2005; Austin et al., 2006; Steinerowski et al., 2008; Baron, 2012; Ebrashi, 2013; Boluk and Mottiar, 2014; Braga et al., 2014; Omorede, 2014; Yitshaki and Kropp, 2016; Ghalwash et al., 2017; Humphris, 2017; Farny et al., 2019; Pangriya, 2019). The results of various prior researches demonstrate that social entrepreneurs are motivated by social, economic, and environmental concerns in general.

Table 3.2. Motivation Factors of Social Entrepreneurs

Author(s)	Motivation Factors of Social Entrepreneurs
Baron (2012) Boluk and Mottiar (2014)	To change society
Mair and Noboa (2005) Steinerowski et al. (2008)	To change the lives of others To make a difference in other's lives
Braga et al. (2014) Seelos and Mair (2005)	Altruism
Austin et al. (2006) Omorede (2014)	Inequalities
Bird (1989:321-322) Braga et al. (2014) Ghalwash et al. (2017)	Role Models Inspiration
Omorede (2014) Ghalwash et al. (2017)	Supports of Social Networks
Barendsen and Gardner (2004) Plater-Zyberk (2005) Ebrashi (2013) Braga et al. (2014) Yitshaki and Kropp (2016) Pangriya (2019)	Past Personal Experiences Past Life Events Traumatic Events Past Negative Events
Omorede, 2014	To educate individuals
Humphris (2017) Farny et al. (2019)	Personal Rewards Improvement of own well-being

According to Table 3.2., starting a systematic change within the social environment is the chief factor that motivates social entrepreneurs. The majority of findings indicate

that as being change-makers; social entrepreneurs motivated by the strong desire to change not only the lives of disadvantaged or marginalized segments (Mair and Noboa, 2005; Steinerowski et al., 2008) but also the society at large (Baron, 2012; Boluk and Mottiar, 2014). According to Santos (2012), social entrepreneurs are individuals who seek to address social-based issues to create social value rather than gain financial benefit. This mentioned motivation factor also represents the core difference between commercial and social entrepreneurs. Prior studies show that altruism is another vital motivation factor that motivates social entrepreneurs (Seelos and Mair, 2005; Braga et al., 2014). Fundamentally, this strong motivation factor represents a selfless mission of social entrepreneurs who work for the benefit and welfare of society. More precisely, social entrepreneurs motivated by different types of inequalities (e.g. gender inequality, health inequality, or income inequality) that occur in the social environment Additionally, different types of inequalities represent another crucial factor that motivates social entrepreneurs in terms of alleviation of these problems or challenges (Austin et al., 2006; Omorede, 2014).

In addition, role models also play a crucial role in the motivations of social entrepreneurs (Bird, 1989:321-322, Brage et al., 2014; Ghalwash et al., 2017). More precisely, role models (which are comprised of relatives, friends, family members, or peers) have the ability to inspire or influence the decisions, entrepreneurial actions, or entrepreneurial directions of social entrepreneurs. As added by Omorede (2014) and Ghalwash et al. (2017), not only physical but also emotional supports of relatives (also known as social networks) act as driving forces for social entrepreneurs to complete or maintain their social entrepreneurial activities.

Furthermore, past personal experiences or past life events symbolize another crucial motivation factor that can easily motivate social entrepreneurs (Barendsen and Gardner, 2004; Ebrashi, 2013; Braga et al., 2014; Yitshaki and Kropp, 2016; Pangriya, 2019). More clearly, social entrepreneurs seek to help people with an aim to overcome challenges which they have overcome in advance themselves in the past. At that point, past experiences and knowledge of social entrepreneurs gain importance in terms of solving the current social challenges that are emerged in society. In other words, past traumatic or negative events which were similarly encountered by social entrepreneurs motivate them to help people empathetically who suffering from similar challenges (Plater-Zyberk, 2005).

Moreover, Omorede (2014) proposed that social entrepreneurs are motivated by the desire to educate the members of society to make a difference in their lives, knowledge, and degree of awareness. In this direction, social entrepreneurs take actions to decrease illiteracy and increase the awareness of people towards social problems as such; social exclusion, environmental pollutions (e.g. land degradation, water pollution (lack of clean water), air pollution, climate change), the integration of minorities (e.g. refugees), drug addiction, illiteracy, poverty, and lack of medical treatment (e.g. inadequate health care) (Praszkier and Nowak, 2012; Sastre-Castillo et al., 2015).

On the other hand, Humphris (2017) identified personal rewards as an important motivation factor for social entrepreneurs. As explained by Farny et al. (2019), social entrepreneurs are emotionally charged individuals who are motivated, fulfilled, or improved their own well-being by the positive transformation, change, or difference that they accomplish.

3.3.3. Main Challenges of Social Entrepreneurs

As it is known that, social entrepreneurs face an array of challenges when they act in the social environment. In the existing literature, diverse scholars proposed that different types of challenges can affect social entrepreneurs in a negative way (Sivathanu and Bhise, 2013; Braga et al., 2014; Malunga et al., 2014; Terziev and Arabska, 2017). These mentioned challenges are demonstrated as follows in Table 3.3.

As determined by Terziev and Arabska (2017) many factors affect both the development of social entrepreneurship and the ability of social entrepreneurs. In other words, these factors act as a strong barrier for social entrepreneurs within the borders of the social stage. According to scholars, "funding" is the first barrier that is positioned in front of the entrepreneurial activities of social entrepreneurs. As second, the same scholars asserted that "policies that made by government" are significant as well. Moreover, "lack of knowledge" creates another big challenge for social entrepreneurs which prevents them and their activities respectively. In addition to these, "lack of legal structure" stands for a vital challenge that faced by social entrepreneurs. Undoubtedly, the legal framework or legal structure is a critical requirement for each enterprise, no matter it is social or commercial. Without any legislative framework, social entrepreneurs are regarded as hybrid social entrepreneurs (Dees, 2007) who are forced to act as members of nonprofit organizations. As claimed by Malunga et al.

(2014) this situation creates a big challenge for social entrepreneurs in terms of dealing with social enterprises independently and finding adequate support that they need. In other words, the lack of legislative framework builds an invisible wall (known as a barrier) in front of social entrepreneurs which prevents their real potential, capacity, ability, and operations. According to their study results, these findings pursued by other essential challenges as such; "conditions of local environment", "access to credit and market", "perceptions of the public", "absence of consultants", "heavy bureaucratic environment", "lack of desire", and "lack of entrepreneurial culture".

Table 3.3. Challenges of Social Entrepreneurs

Author(s)	Challenges that faced by Social Entrepreneurs
Terziev and Arabska (2017)	Funding
	Lack of governmental policies
	Lack of knowledge
	Lack of legal structure
	Conditions of local (business) environment
	Credit access
	Market access
	Perceptions of the public
	Absence of consultants
	Heavy bureaucratic environment
	Lack of desire for social entrepreneurship
	Lack of public interest
	Lack of entrepreneurial culture
Sivathanu and Bhise (2013)	Getting fund
	Raising money
	Approval of government
	Conveying the business idea
	Attracting donors
	Lack of time
	Working remotely
	Supports of others
	Maintaining product quality
	Hiring employees
	Sustaining employees

	Competition with others
	Promoting or increasing awareness
	Acquiring technologies
Malunga et al. (2014)	Lack of legal framework
	Poor business models
	Lack of sustainability
	Premature scaling-up
Braga et al. (2014)	The mobilization of human resources
	The mobilization of financial resources
	Time management
	Communication management
	The process of decision making
	Lack of credibility
	Lack of experience
	Business bureaucracy

Source: Adapted from literature

Moreover, Sivathanu and Bhise (2013) also listed many types of challenges faced by social entrepreneurs when they fight against major social problems in society. Similarly asserted by themselves; "funding related issues" (e.g. financial support, getting fund or raising money) and "approval of government" are referring to as similar common social issues that create a strong challenge for social entrepreneurs in their working area. Besides these, they also mentioned other issues that can create challenges among social entrepreneurs. These problematic issues are; "conveying the business idea", "attracting donors", "lack of time", "working remotely", "supports of others", "maintaining product quality", "hiring (skilled) employees", "sustaining employees", "competition", "promoting/increasing awareness", and "acquiring technologies".

Furthermore, Malunga et al. (2014) stated that "lack of legal framework", "poor or inadequate business models", "lack of sustainability", and "premature scaling up" known as other threatening challenges that tackled by social entrepreneurs within the social environment. As it is seen that, the lack of legal framework is mentioned similarly by other scholars. Differently, scholars claimed that poor or inadequate business plan also creates a big problem for social entrepreneurs in terms of hindering their potential. In this regard, finding the right and appropriate business plan is highly

essential to combat social issues. Sustainability is another key challenge for not only social but also commercial entrepreneurs. In this direction, the determination of sustainable solutions is required to create social value eventually.

According to Braga et al. (2014), there are many challenges, difficulties, or obstacles that faced by social entrepreneurs when they not only creating but also developing a social enterprise. As claimed by the same scholars, these obstacles are emerged by the reason of unfulfilled expectations. These founded similar obstacles are can be listed as; "the mobilization of human resources", "the mobilization of financial resources", "time management", "communication management", "the process of decision making", "lack of credibility", "lack of experience", and "bureaucracy".

3.3.4. Resources of Social Entrepreneurs

As aforementioned, social entrepreneurs aim to create social value on the behalf of society. They primarily desire to gain social benefits rather than financial. According to social entrepreneurs gaining a financial profit is seen as a secondary tool for achieving their main goal and resolving social problems permanently (Mair and Marti, 2006; Santos, 2012; Akkan and Süygün, 2016). In this regard, it can be said that gaining financial value is also essential and required for social entrepreneurs to maintain the financial viability of their ventures or enterprises. In other saying, not only non-financial but also financial resources are used by social entrepreneurs to reach their social purposes. As determined by Asılsoy (2016:33), resources that are used by social entrepreneurs have divided into two namely as follows: a) financial resources and b) non-financial resources. According to Figure 3.6., financial resources are divided into two again within itself as "market-based resources" and "non-market-based resources". Respectively, market-based resources refer to the resources that gained by product sales, service provides, consultancy fees, or rental income (Zietlow, 2001). In contrast to this, non-market-based resources comprised of membership fees, donations, aids, independent grants, collaborations with the private sector, or funds that are gathered by the government (Frank, 2002; Kümbül Güler, 2010). On the other hand, non-financial resources have divided into three namely as follows; a) employees, b) volunteers, and c) social capital (Asılsoy, 2016:33-34).
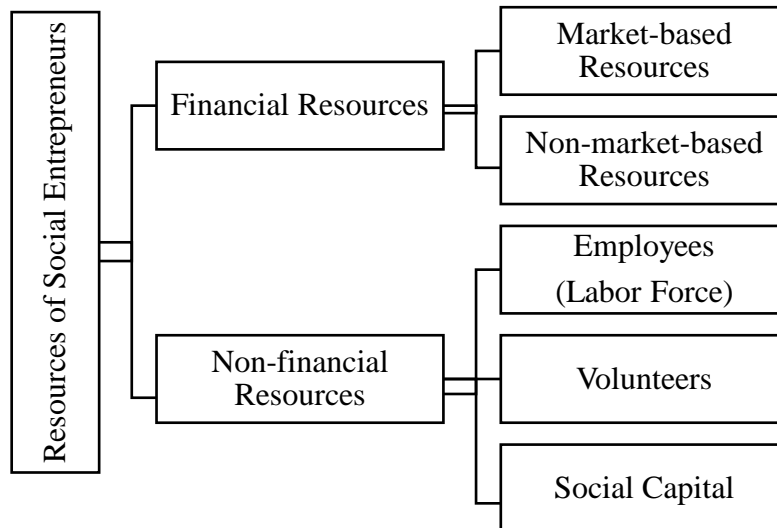
Figure 3.6. Resources of Social Entrepreneurs

Source: Asılsoy (2016)

According to this, employees are referred to as the first members of non-financial resources that used by social entrepreneurs. These employees undertake a distinctive role in opposite to other employees who work in commercial enterprises. According to Kümbül Güler (2010:70), employees who work in social enterprise are more loyal, dedicated, embedded in social purpose, and focus on the quality of output they create instead of the income they earn. In general, these employees also referred as a beneficiary of social value which is created by social entrepreneurs. As second, volunteers play an essential role in the entrepreneurial activities of social entrepreneurs to maintain the venture. As stated by Sharir and Lerner (2006) these volunteers accept to work in social enterprises for free or below-market wages. Lastly, social capital stands for acting together to achieve goals and developing a network based on mutual trust and relationships. According to Stoll (2002), social capital is a network that does not consume away when it is used, on the contrary, it increases. Not surprisingly, social capital depletes when it is not used by members of this social network. As asserted by Thompson (2002), social capital consists of community-based intangible and tangible assets. According to this, tangible assets can be buildings, services, and support networks whereas intangible assets symbolize recognition, fame, and respect.

3.4. The Difference Between Traditional Entrepreneurship and Social Entrepreneurship

As understood from the previous parts, traditional (also known as; commercial or business) entrepreneurship and social entrepreneurship differ in several ways. In other words, as being representatives of traditional entrepreneurship and social entrepreneurship; commercial and social entrepreneurs display not only similar but also dissimilar features within the business environment. As demonstrated in Table 3.4., the differences between commercial and social entrepreneurs were examined in detail by numerous scholars in related business literature (Barendsen and Gardner, 2004; Austin et al., 2006; Özdevecioğlu and Cingöz, 2009; Kümbül Güler, 2010; Braga et al., 2014). These differences are explained as follows;

Table 3.4. Traditional Entrepreneur vs Social Entrepreneur

	Traditional Entrepreneur	**Social Entrepreneur**
Objective	Build or start a new business	Create a social change
Linkage	Indirect	Direct
Target	Investors or shareholders	Disadvantaged, neglected or underserved actors of society
Profit Motives	Desire to gain personal profits	Desire to gain social profits
Value Creation	Financial value creation	Social value creation
Risk Taking	Take a risk at individual level	Take a risk at community level
Decision Making	Decide for financial issues	Decide for social issues
Measurement	Quantitative (Tangible)	Qualitative (Intangible)
Innovation	Discover the ideas and methods	Unify the resources of society
Feedback	Always - Certain	Rare - Uncertain
Return of Investment	Economic Return	Social Return

According to this comparative table, the objectives of these two sides (traditional entrepreneurship vs social entrepreneurship) are totally different. As mentioned before, building or starting a new business is the foremost objective of commercial entrepreneurs. In opposition to this, social entrepreneurs aim to benefit society (Tan et al., 2005; Peredo and McLean, 2006; Martin and Osberg, 2007; Certo and Miller, 2008) through the creation of social change, social transformation, or social impact (Barendsen and Gardner, 2004:43; Shaw and Carter, 2007). In this regard, it can be stated that social entrepreneurs link to the social problems directly while commercial entrepreneurs associates indirectly. Undoubtedly, the missions of entrepreneurs influence their profit motives too. More clearly, the primary purpose of a commercial entrepreneur is to build a business and gain financial personal profits from it (Knight, 1921; Martin and Osberg, 2007; Abu-Saifan, 2012; Tan et al., 2005), while social entrepreneurs aim to create social profit (e.g. social capital and social benefit) and change the structure of the existing social system (Kümbül Güler, 2010:58). As understood from those, social entrepreneurs target disadvantaged, neglected or underserved actors of society instead of investors or shareholders (Martin and Osberg, 2007). At the end of these processes, financial values (progress of economy) and social values (progress of society) occur respectively in traditional and social entrepreneurship (Austin et al., 2006). Risk-taking propensity is another crucial topic that causes a remarkable difference between social and traditional entrepreneurial behaviors. As declared by Özdevecioğlu and Cingöz (2009), the risk is taken by entrepreneurs individually to gain personal profit in the scope of traditional entrepreneurship. But in contrast to this, the risk is taken at the community level to respond to unmet social needs or social problems in social entrepreneurship. Similarly, decisions that are made by entrepreneurs display another striking difference among traditional and social entrepreneurs. For instance, social entrepreneurs make decisions on social issues (social needs or social problems), while commercial entrepreneurs primarily focus on financial topics (maximization of profits). In addition to these, performance measurement (success) is another essential topic for both social and traditional entrepreneurs. As stated by Dees et al. (2001), performance is measured qualitatively (how well: e.g. social impact) in social entrepreneurship whereas quantitatively (how much: e.g. profit margin, customer satisfaction, market share) in commercial entrepreneurship. Furthermore, the resources of innovation vary between

the concepts of social and traditional entrepreneurship. For instance, social entrepreneurs try to unify the diverse resources of society to get more with fewer resources (Kümbül Güler, 2010:58). On the other hand, in commercial entrepreneurship, innovation is done through discovering new ideas and methods. When the entrepreneurial process is completed, social entrepreneurs need to determine new objectives and follow new opportunities with an aim to ensure the sustainability of their social enterprise. However, in commercial entrepreneurship, it is not necessary to undertake a new purpose to ensure continuity of business. The way of receiving any feedback constitutes another difference between traditional and social entrepreneurship. In traditional entrepreneurship, entrepreneurs are rewarded by the degree of profit as feedback. But oppositely, social entrepreneurs are rewarded rarely in social entrepreneurship (Dees et al., 2001). In this regard, it can be stated that feedback is uncertain within the border of social entrepreneurship. Furthermore, the return of investment demonstrates the last distinguishing factor between commercial and social entrepreneurs. In this regard, it can be said that social entrepreneurship concludes with a social return while commercial entrepreneurship ends with a financial return (Austin et al., 2006; Braga et al. 2014).

3.5. Components of Social Entrepreneurship

Social entrepreneurship is a complex process undertaken by social entrepreneurs to combat society's most challenging social problems. To address social, economic, and environmental challenges social entrepreneurs take an action with the existence of many components in the social environment. More precisely, the concept of social entrepreneurship consists of several components. As demonstrated in Figure 3.7., these crucial components can be listed as follows; social mission, social vision, social venture or social enterprise, social innovation, and social economy. As stated by Dees (2001), the social mission is one of the main components of social entrepreneurship. Through the determination of social mission, social entrepreneurs aim to create a social value and social capital towards disadvantaged segments and society respectively (Özdevecioğlu and Cingöz, 2009; Günlü, 2015). It is well understood that social mission represents the main purposes of social entrepreneurs and enables their competitive advantage within the social arena (Muñoz and Kimmitt, 2019). According to Dees (1998), the social mission also plays a critical role in not only perception but

also assessment of opportunities. In this regard, it can be stated that social missions act as a bridge between social problems and social transformations.
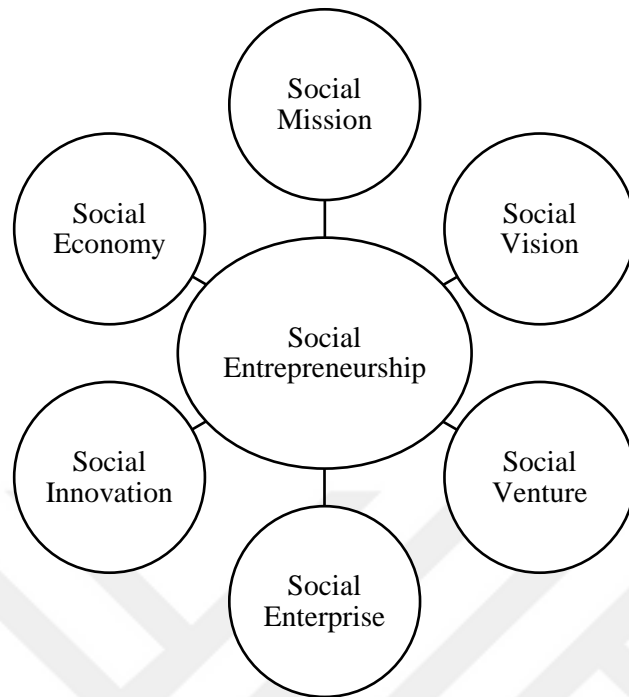
Figure 3.7. Components of Social Entrepreneurship

Social vision is another well-known component of social entrepreneurship. More precisely, social vision is a future-based management tool for social entrepreneurs. As declared by Denizalp (2009), social entrepreneurs with a social vision play a crucial role in society in terms of identifying and solving social-based problems. More clearly, social entrepreneurs have a clear vision about the question of "how to achieve progress/development" and they struggle continuously to realize this vision (Özdevecioğlu and Cingöz, 2009). According to Rudd (2000), the development of social vision enables long-term sustainability and competitive advantage for social entrepreneurs in their social ventures. In addition to this, social vision also provides the ability to see the opportunities that are emerged in the social environment (Kırılmaz, 2015). As described by Reyhanoğlu and Akın (2012) social vision comprised of four different variables namely as follows; a) determination to be mediate the change of society, b) determination to address the social need, c) to focus on current social problems, and d) innovative personality traits of social entrepreneurs.

Social venture (also known as; social enterprise) established or created by the valuable efforts of social entrepreneurs to create systematic solutions and achieve sustainable

social value within the borders of the social environment (Haugh, 2007). In other words, the establishment of social enterprise stands for an innovative response towards social and environmental difficulties that are emerged in society (Defourny and Nyssens, 2007). Social enterprises are known as developed business models set up to tackle social, economic or environmental issues. Through the existence of social ventures or social enterprises, social entrepreneurs discover innovative ways for providing social benefits. As aforementioned, the problems tackled by social ventures cover the range of societal or environmental issues namely as follows; poverty, hunger (starvation), homelessness, unemployment, social exclusion, violence, discriminations, inequalities among society members, human rights, insufficient health care or medical treatment, inadequate educational opportunities, and diverse environmental problems. To tackle these mentioned complex problems, social ventures are created by independent entrepreneurs as well as companies. The majority of social ventures begin domestically before gradually expanding internationally while others are born global and operate within the borders of various countries (Elkington and Hartigan, 2008; Zahra et al., 2008).

Social innovation is another well-known element of social entrepreneurship. Undoubtedly, social innovation act as a crucial role in the entrepreneurial activities of a social entrepreneur's in terms of finding long-term solutions to the persisting problems of society, eradicating inequality and injustice among the society members, providing employment opportunities, and protecting the environment (Esmer and Korkmaz, 2021). More clearly, social innovation is a process of developing solutions for social, economic, and environmental problems and putting them into practice. The purpose of any innovation displays the difference between traditional and social innovation. As aforementioned in the previous part of this dissertation, through social innovation social entrepreneurs aim to create social improvement and renewal instead of economic gain. As summarized by Topsakal and Yüzbaşıoğlu (2017), social innovation is a process that implemented by range of actors and stakeholders to reach the desired systematic change in society. As added by the same scholars; social innovation is triggered by social, economic, and environmental challenges faced by the members of society. More precisely, social innovation is carried out to design, deliver, and also maintain new types of services or methods towards disadvantaged or marginalized segments of society (Datta, 2011). In addition to these, social innovation

not only generates social change but also stretches the resistance to change (Giddens, 1986).

Social economy is the last social entrepreneurship-related topic that is positioned somewhere between for-profit and governmental organizations. In other words, social entrepreneurship is a crucial part of the social economy (Kazmi et al., 2016). More clearly, social economy refers to economic activities that are run by several organizations which belong to the "third sector", "voluntary sector", or "non-profit sector" (Birch and Whittam, 2006; Defourny and Develtere, 2009). According to Cace et al. (2011), social economy acts as an alternative and complementary way of supplying social welfare on the behalf of individuals who are called marginalized and also ignored by society. Last but not least, the social economy stands for whole economic activities that are performed to improve the living conditions of society and empower social cohesion among the members of society (Demirel, 2017).

3.6. The Successful Examples of Social Entrepreneurship from the World

Undoubtedly, the concept of social entrepreneurship has numerous examples all around the world. Each social entrepreneurial activity has different social missions to change or transform the existing structure from negative to positive. As shown in Table 3.5., these well-known examples can be listed as follows;

- Grameen Bank
- Ashoka
- Schwab Foundation
- Skoll Foundation
- Acumen
- Çöp(m)adam
- Sogla
- Ecording

Table 3.5. Well-known Examples of Social Entrepreneurship

	Founder	Year	Field of Activity	Central Office
Grameen Bank	M. Yunus	1976	Bank	Bangladesh
Ashoka	Bill Drayton	1980	Network	USA
Schwab Foundation	Klaus Schwab Hilde Schwab	1998	Foundation	Switzerland
Skoll Foundation	Jeff Skoll	1999	Foundation	USA
Acumen	J. Novogratz	2001	Funding	USA
Çöp(m)adam	Tara Hopkins	2008	Social Venture	Turkey
Sogla	Ece Ercel Timur Tiryaki	2009	Network	Turkey
Ecording	Mert Karslıoğlu	2017	Social Venture	Turkey

3.6.1. Grameen Bank (Bangladesh)

Grameen Bank of Bangladesh is one of the most famous representatives of the social entrepreneurship phenomenon (Todaro and Smith, 2012). It has known as a microfinance system that was founded by father of microcredit; Muhammad Yunus in 1976 (Martin and Osberg, 2007; Yunus et al., 2010). Originally the word of Grameen refers to "rural" or "village" according to the language of Bangladesh (Akbulaev et al., 2017). In this direction, Grameen Bank aims to improve socio-economic conditions of individuals who live in the rural areas of Bangladesh and cope with poverty within the borders of society (Sarker, 2001; Yunus et al., 2010). According to the founder of Grameen Bank, these people are not only suffering from being poor but also, have difficulties by the reason of their status in the social environment. For instance, because of their economic conditions, their loan applications are generally declined by traditional banks. This situation was the foremost motivation factor of Muhammad Yunus when he found the Grameen Bank of Bangladesh. In this regard, Grameen Bank has targeted the poorest members of society who are unemployment or works in the informal parts of the economy since its foundation. In other saying, as being a social entrepreneur Muhammad Yunus made a revolution in the banking system and addressed the poverty problem in South Asia. According to thoughts of Yunus (1999), poor people remain poor because they are not given the opportunity, not because they

are incapable of being successful or they are lazy. Through his valuable efforts, he was awarded a Nobel Peace Prize in 2006 (Daru and Gaur, 2013).

As being a bank for the poor, Grameen Bank founded to provide microcredit (which also known as micro-loan) opportunities to the disadvantaged group of people through taking a minimum level of risk and utilizing the abilities of individuals. According to scholars, Grameen Bank is a well-known microfinance institution that provides microcredit services without any collateralizing to the poor people or women in order to encourage them to engage in income-generating activities or become an entrepreneur (Dewan and Bhatnagar, 2003; Corsi et al., 2006). In other words, Grameen Bank allows unemployed people to establish their own business by providing unsecured microcredit services. Unlike traditional bank loans, Grameen Bank is secured by only compulsory savings (mutual trust) instead of physical assurances such as; land or real assets (Karim, 2008). But of course, as a bank, they have several requirements to survive or maintain the social entrepreneurial activities.

According to the rules of Grameen Bank, entrepreneurs must apply to the institution with an appropriate and applicable project (business plan) to get a loan. In addition to this, applications of Grameen Bank are made as a group, not an individual (Akbulaev et al., 2017; Bhuiyan, 2017). These groups must comprise of five different individuals who are not family members and they are also obliged to share responsibility as a group in case of problems that may arise. Moreover, individuals who apply for microcredit must join and also complete training programs which take seven days and includes different types of subjects as such; economy, social problems, environmental awareness, and family planning.

Through the valuable efforts of Muhammad Yunus, millions of disadvantaged people around the globe can access the small loans which contribute to their lives directly and the economic health of the community indirectly (Martin and Osberg, 2007).

3.6.2. Ashoka (USA)

Another crucial example of social entrepreneurship is the Ashoka, a nonprofit organization based in Virginia, founded by W. Bill Drayton in 1980 (Volkmann et al., 2012; Gupta and Chatterjee, 2018). The name of this foundation derived from a leader, Ashoka who dedicated his whole life to the social and economic development of India (Kayalar and Arslan, 2009). As being a well-recognized organization, they define

themselves as the world's first and largest social entrepreneurship platform. The working system of Ashoka is quite simple. Identification of social entrepreneurs who bring effective and lasting solutions to the urgent social problems constitute the first stage of Ashoka's social entrepreneurship process. Secondly, Ashoka tries to bring them (social entrepreneurs) together in a global support network in order to realize their potential and spread their solutions all around the world. As stated by Mair and Marti (2006), funding the social entrepreneurs through social vision is the foremost objective of Ashoka. In other words, Ashoka displays global efforts to catalyze social change in the scope of social entrepreneurship by not only selecting but also supporting the social entrepreneurs. Within the context of the network, social entrepreneurs called as; Ashoka fellows who willing to address social problems (which generally arisen in the field of education, health care, environment, or human rights) and have the ability to drive radical change in society (Roberts and Woods, 2005).

As clarified by Bill Drayton, who is the founder of Ashoka, the concept of social entrepreneurship is much more than giving fish or teaching how to fish. According to him, social entrepreneurship is about having the power to revolutionize the fishing industry (as cited by Daru and Gaur, 2013). Today, as being a famous network Ashoka acts as an essential role by addressing social problems and creating social value through the efforts of over 3500 Ashoka Fellows, in more than 90 countries on the world's six continents (Ashoka Turkey, n.d.).

3.6.3. Schwab Foundation (Switzerland)

The Schwab Foundation for Social Entrepreneurship was founded by Klaus and Hilde Schwab in 1998 in order to tackle the big problems, to change the lives of thousands, and to enable social inclusion (Nicholls, 2008; Kümbül Güler, 2010). The chief objectives of the foundation vary from addressing ecological to social problems (Kirby and Ibrahim, 2011). To accomplish these purposes, the Schwab Foundation has been supporting and encouraging numerous social entrepreneurs since its foundation. As stated by Hilde Schwab (chairperson and co-founder), the Schwab Foundation gives a network to the social entrepreneurs to exchange expertise and experiences which gives them a global presence and visibility in the world (Schwab Foundation, n.d.). More precisely, the Schwab Foundation gives a chance to the social entrepreneurs to scale their impact. Today, more than 300 social entrepreneurs which also referred to as

Schwab Fellows have been continuing to engage with the social activities (e.g. empowering a woman, generating employment, and educating youth and women) of the foundation (The Schwab Foundation, n.d.). As summarized by Bravo (2016), this foundation acts as a catalyzer to reach a more equitable and sustainable world through the actualization of a large scale of innovation or social change.

3.6.4. Skoll Foundation (USA)

The Skoll Foundation is another dominant player in the field of social entrepreneurship. According to Berzin (2012), the Skoll Foundation acts as "*a leading agent for developing and promoting social entrepreneurship*". With an aim to catalyze transformational change, Skoll Foundation was founded by Jeff Skoll in 1999 (Kümbül Güler, 2010; Kreitmeyr, 2019). To accomplish this crucial purpose, Skoll Foundation implements three diverse actions (Skoll Foundation, n.d.). According to this, investment is the first action of the Skoll Foundation. In this regard, Skoll Foundation invests in both social entrepreneurs and social innovators to gain creative solutions to the pressing social problems that emerged in society. Connection is the second action that taken by the Skoll Foundation to drive transformational change. This action also stands for the union of forces which include the community members such as; stakeholders, social innovators, network, and funders. Finally, champion is the third action of the Skoll Foundation that used to support the efforts and expand the impacts of social innovators for lasting social change.

3.6.5. Acumen (USA)

Acumen Fund is another significant example of social entrepreneurship that was created by Jacqueline Novogratz in 2001. The foremost aim of Acumen is tackling the problems that emerged in society by the reason of poverty. As indicated on their official web page, "*more than two billion people around the world lack access to basic goods and services – from clean water and electricity to an education and the freedom to participate in the economy*" (Acumen, n.d). In respect to this, Acumen acts as an essential role in society by investing in companies and change makers to gain entrepreneurial solutions towards the global poverty problem (Novogratz, 2007; Brest et al., 2009; Ebrahim and Rangan, 2009).

On the contrary to traditional banks, Acumen Fund takes a long-term approach to support the investee's development and growth (Novogratz, 2007). According to their vision, dignity is the most crucial component of their social entrepreneurial actions. As declared by Jacqueline Novogratz; the main reason behind the foundation of Acumen is to use the power of entrepreneurship to build a world where everyone had the equal opportunity to live with dignity (Acumen, n.d.).

3.6.6. Çöp(m)adam – The Garbage Ladies (Turkey)

Çöp(m)adam is another well-known social entrepreneurship example that was founded by Tara Hopkins in 2008 within the borders of Turkey (Çöp(m)adam, n.d., Özeren et al., 2018). Çöp(m)adam, which also known as; The Garbage Ladies, was created to address three crucial problems; poverty, women unemployment, and recycling of waste (Atalay, 2015; Özeren and Saatçioğlu, 2016). With this social venture, waste materials (e.g. packages of chips, banners, empty containers, wrappers, metal bottle caps, plastic bags, and sacks) transformed into useful items by the efforts of local women who never work for income before or ignored by society (Erdur, 2021). As indicated on their official web page, they have worked with over 400 women and save 6 tons of waste (Cöp(m)adam, n.d.).

3.6.7. Sogla – The Academy of Young Social Entrepreneurs (Turkey)

Sogla is a platform that was founded in 2009 to spread the concept of social entrepreneurship among young people. The creation of social value by supporting university students constitutes the main purpose of this social venture. As clarified by Taş and Şemşek (2017) Sogla aims to help university students by teaching them, business models. Through this support, Solga aims to reveal, improve and support the social ideas of future representatives of social entrepreneurs. In other words, Sogla is comprised of four different principles namely; share, reveal, improve and support. In this regard, rearing pioneer social entrepreneurs refers to a long-term objective of this youth-oriented social venture (Nhuta, 2012; Sogla, n.d.).

3.6.8. Ecording (Turkey)

Ecording is a social venture that was created in 2017 by Mert Karslıoğlu to generate solutions towards to the global climate crisis. More precisely, ecording is a social venture that improves sustainable and innovative environmental technologies against

climate-based problems (Ecording, n.d.). As stated in their official web page by Karslıoğlu, through this social venture they aim for a more livable world. In order to accomplish and reach this objective, ecording developed an aerial vehicle as a solution which called as ecoDrone. The working process of EcoDrone is quite simple. EcoDrone delivers airborne seed ball shoots in hard-to-reach areas that need to be afforested. By this social venture, ecording is not only addressing environmental problems but also inequalities among people. More clearly, seed balls are produced by women who are exposed to income inequalities within society. Thus, this social venture brings two essential challenges (women unemployment and climate change) together and contributes them simultaneously.

3.7. Related Areas

Existing literature demonstrates that the topic of social entrepreneurship and several sectors are closely related to each other in terms of their fields of activity (Lortie and Cox, 2018). In other saying, social entrepreneurship is performed as a new technique of improvement within the borders of distinct industries. As determined through McKinsey Survey on social enterprises, numerous related social ventures play an active role in the social environment (Keizer et al., 2016; De Vries, 2019). According to this, related sectors are can be listed as;

- Health Care & Wellbeing,
- Energy Supply and Energy Saving,
- Financial and Business Services,
- Education,
- Culture, Arts, Sports and Recreation,
- Retail,
- Horeca,
- Food,
- Facility Management,
- Waste Processing,
- Information and Communication,
- Agriculture, Forestry and Fishing,
- Transport and Storage,
- Tourism and Recreation,
- Housing,

-   Production.

For instance, social entrepreneurs play a significant role in the food industry and their main contributions are revealed in the production of food, the distribution of local food, and the ability to access not only affordable but also nutritious food. As being a science of flavor and a vital part of the food industry; gastronomy and its reflections have been rising as a star in recent years (This, 2002; Santich, 2007; Arslan, 2020). In recent years, there has been a substantial increase in the number of social entrepreneurs within the borders of the gastronomy industry. Through the development of the social gastronomy movement, chefs use food to transform society at first then the world respectively (de Albeniz, 2021). As pointed out by King (2018), this mentioned movement positively impacts society through food. More clearly, today chefs are more conscious than before and they act as a change agent to address unmet social needs (e.g. hunger), and social problems (e.g. social inequality) through the usage of the transformative power of gastronomy (Mendini et al., 2019; Navarro-Dols and González-Pernía, 2020). According to them, food is a tool, not a mean. In this regard, this essential question comes to mind; what is the degree of relationship between the gastronomy industry and social entrepreneurship? In terms of academic inquiry, answers to this crucial question (availability of gastronomy and social entrepreneurship-related studies) which are gathered from existing literature are insufficient and small-scaled. There are only few numbers of blended studies are available in the current literature (Özden et al., 2018; Mendini et al., 2019; Pereira et al., 2019; Celebi et al., 2020; Navarro-Dols and González-Pernía, 2020). This situation indicates that there is a huge academic gap between social entrepreneurship and gastronomy due to the scarcity of related studies and holistic approaches. In this regard, understanding the boundaries of social entrepreneurship as well as its relations with the gastronomy industry is increasingly essential to evolve. More precisely, as being significantly popular topics; social entrepreneurship and gastronomy should be blended and examined together systematically to offer sustainable solutions to society's most pressing social-based problems and create wellbeing, social value, social change, or social transformation respectively.

CHAPTER 4
METHODOLOGY

4.1. The Importance and Aim of the Research

As mentioned before in previous chapters, social entrepreneurship has received gaining interest in the literature in recent years (Zahra et al., 2009). Similarly, the gastronomy industry has rapidly evolved and expanded its borders during the last years. According to Navarro-Dols and González-Pernía (2020), as being an emerging useful social tool; gastronomy is a heterogeneous subject that can be perfectly examined with the aspects of social entrepreneurship. But as it is seen from existing literature, the blend of social entrepreneurship and gastronomy is a relatively new study of field. Until now, there are only a few studies available that focus on social entrepreneurial reflections in the gastronomy industry (Özden et al., 2018; Mendini et al., 2019; Pereira et al., 2019; Celebi et al., 2020; Navarro-Dols and González-Pernía, 2020). In other saying, there is a research gap between these two crucial topics from an academic point of view. Unarguably, the melting of social entrepreneurship and gastronomy in the same pot gain importance for not only practitioners but also scholars. In this regard, the purpose of this dissertation is to create a detailed holistic approach to the topic of social entrepreneurship within the borders of the gastronomy framework. Through the objective of research, this dissertation addresses the gap in literature by proposing a detail framework derived from findings of six chefs (as a social entrepreneur) who play a key role in gastronomy industry.

4.2. Development of Research Questions

As it is known that, research questions are tremendously beneficial for researchers, namely in regards to narrowing the borders of focus and providing a structure to the research (Kross and Giust, 2019). Regarding the objective of this dissertation, research questions were developed through existing literature and expert interviews. First of all, future research directions of related studies (Mair and Marti, 2004; Dacin et al., 2011; Boluk and Mottiar, 2014; Navarro-Dols and González-Pernía, 2020) were examined

carefully and some of the issues were adopted as a research question for this dissertation. Thereafter, expert interviews were conducted respectively in order to reveal other essential issues that associate with the concept of social entrepreneurship in the gastronomy environment. In this regard, seven experts were chosen according to their departments and fields of study. As demonstrated in Table 4.1., three experts were invited from the Department of Business Administration (BA) and the remaining ones participated from the Department of Gastronomy and Culinary Arts (GCA). Their fields of study were various and ranged between marketing, gastronomy, management and organization, entrepreneurship, tourism, and food science. The expert interviews were conducted between 01.04.2020 and 11.04.2020. The duration of interviews was ranged from 21 and 70 min.

Table 4.1. Expert Interviews

Experts	Gender	Age	Department	Field of Study	Date	Duration
A	F	33	BA	Marketing, Gastronomy	01.04.2020	70 Min
B	M	42	BA	Management & Organization, Social Entrepreneurship	04.04.2020	35 Min
C	F	55	BA	Marketing, Social Entrepreneurship, Gastronomy	05.04.2020	50 Min
D	F	46	GCA	Management & Organization, Tourism, Gastronomy	08.04.2020	34 Min
E	M	40	GCA	Food Science, Gastronomy	08.04.2020	43 Min
F	F	38	GCA	Food Science	10.04.2020	28 Min
G	F	32	GCA	Tourism, Marketing, Gastronomy, Social Entrepreneurship	11.04.2020	21 Min

At the end of this process, based on the opinions of experts (as summarized in Appendix A) eight different research questions were determined to create a holistic approach for the issue of social entrepreneurship in gastronomy as indicated below;

- **Research Question 1:** Which personality traits are associated with social entrepreneurs in the field of gastronomy industry?

- **Research Question 2:** What are the core reasons that lead individuals to become social entrepreneurs in the field of gastronomy?

- **Research Question 3:** What are the main difficulties that social entrepreneurs face in the field of gastronomy?

- **Research Question 4:** What are the purposes of social entrepreneurs within the field of gastronomy?

- **Research Question 5:** What kind of supports that received by social entrepreneurs in the field of gastronomy?

- **Research Question 6:** Which processes or steps are followed by social entrepreneurs in the field of gastronomy?

- **Research Question 7:** What kind of contributions that made by social entrepreneurs in the field of gastronomy?

- **Research Question 8:** What is the hierarchical order of the challenges that social entrepreneurs face in the field of gastronomy?

4.3. Research Methodology

In respect to the aim and research questions of this dissertation, qualitative research was preferred as a method in order to provide a holistic view of the issue. As it is known that; holistic approach is the unique characteristic of a qualitative research. More precisely, in qualitative research, instead of hypotheses tested by statistical methods, methods that help establishing causal relationship and data analyses are used (Creswell and Poth, 2016). Qualitative researches are done with the purpose of understanding the true nature of an event or situation and the researches do not always lead to researcher to definite results. The events or situations are evaluated in accordance with the conditions present within the environment. At the same time, qualitative research method is preferred where it is not possible to use quantitative research method (Yıldırım and Şimşek, 2013: 45-47).

The reasons that led to usage of qualitative research methods in this research are stated below:

• Lack of research regarding social entrepreneurship in gastronomy field and existence of many elements waiting to be discovered.

• The aim of the researcher is to gather information which could help establishing a holistic approach rather than testing a hypothesis.

• When the limited literature and sample are considered, the researcher believes that a qualitative research would yield more detailed data.

4.4. Research Sample

The population of this research comprised of chefs or professionals who play a meaningful role to take gastronomy further and additionally introduce themselves as a social entrepreneur in the gastronomy scene. In order to identify the sample of this dissertation, snowball sampling (which is also referred to as chain sampling) was selected as being one of the most widely preferred sampling techniques in qualitative researches (Biernacki and Waldorf, 1981; Baltar and Brunet, 2012; Kozak, 2014:119). Similarly defined by many scholars, snowball sampling is a non-probability sampling method that begins with only one respondent (who is known as an expert about the issue) then respectively continues with referrals which stated by previous respondents and eventually concludes when desired information is acquired sufficiently by the researcher (Goodman, 1961; Noy, 2008; Goodman, 2011; Ghaljaie et al., 2017). As clearly summarized by Patton (2002) in the first stage of snowball sampling, a person who has required information or background about the case is selected then through the suggestions or referrals of his/her, next respondents are selected one by one like a rolling snowball (Heckathorn, 2011).

According to scholars, snowball sampling is generally used in the cases when sampling frame is hard to establish (Katz, 2006), hard to reach (Grossnickle and Raskin, 2000; TenHouten, 2017) or hard to locate (Etikan et al., 2016). As stated previously, a blend of social entrepreneurship and gastronomy is a comparatively new and striking issue for both scholars and practitioners. Existing literature indicates that; the topic of social entrepreneurship in gastronomy has been studied by only a few scholars with different approaches and limited samples (Celebi et al., 2020; Mendini et al., 2019; Navarro-Dols and González-Pernía, 2020; Özden et al., 2018). Undoubtedly, this situation complicates the determination of adequate sampling for further studies. Therefore, snowball sampling was preferred in this dissertation to get detail desired information about the issue.
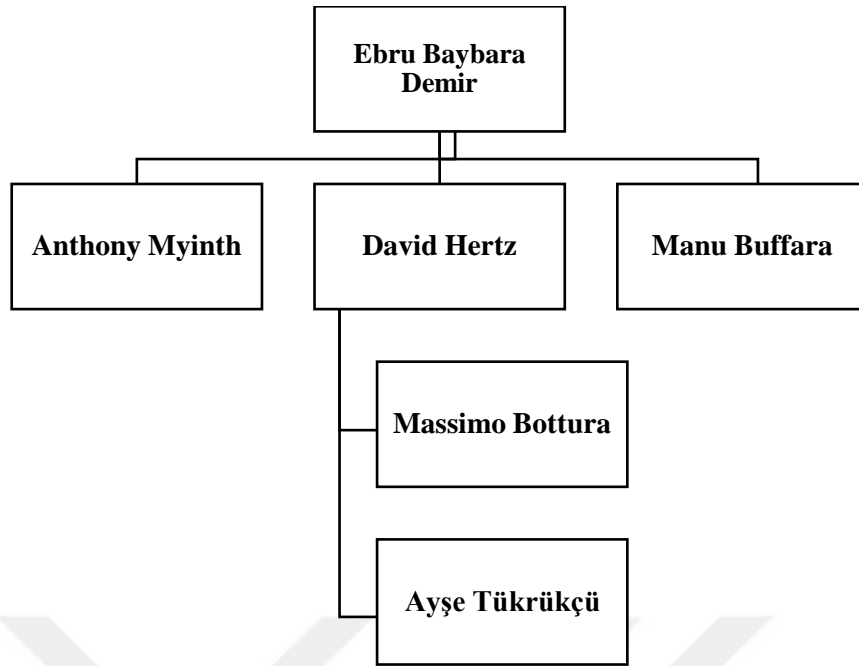
Figure 4.1. Snowball Sampling Process

As demonstrated in Figure 4.1., the sampling process began with Ebru Baybara Demir being a well-known Turkish chef and social entrepreneur in the field of gastronomy (Navarro-Dols and González-Pernía, 2020). Her popularity has been rising in the gastronomy market over the past few years. Because she was recognized as a candidate for Basque Culinary World Prize for two consecutive years (Ensari, 2017: 121). When the researcher examined the case of Ebru Baybara Demir, names of other three similar chefs were revealed and also included in the sample of this research namely; Anthony Myinth, David Hertz, and Manu Buffara. Respectively, Anthony Myinth was determined as the second member of the sample who is known as a chef, environmental activist, restaurateur, and the winner of the Basque Culinary World Prize in 2019 (Barth, 2019). Thirdly, David Hertz was added to the sample as being a winner of the 2019 Charles Bronfman Prize (Sokol, 2019) and a leader of Gastromotiva which was founded as a non-profit organization in 2006 (Pinheiro and Silva, 2018). Similarly, another Brazilian chef; Manu Buffara (Price, 2018) was selected as the fourth member of sample. Same as before, when the efforts and gastronomy-based contributions of David Hertz were examined in detail, the researcher reached another two-essential change-makers; Massimo Bottura and Ayşe Tükrükçü as being remaining members of the dissertation sample. The sampling process was ended by researcher when the data was saturated. Thus, the sample of this

study consisted of six different game-changers who have radically changed the rules of the existing game within the scope of the gastronomy industry.

4.4.1. Description of Research Sample

As indicated in Table 4.2., the sample of this dissertation consisted of six people who introduce themselves as a social entrepreneur in the field of gastronomy. They believe that transformation of societies is relatively possible with the healing power of gastronomy. As shown in the same table, the majority of the sample work as a chef-owner in their restaurants as such; Ebru Baybara Demir, Anthony Myinth, Manu Buffara, and Massimo Bottura. Besides this, they conduct many social projects or workshops to prove how gastronomy can be a motor for change of societies and humanity.

Additionally, they can manage organizations or foundations as well. For example, Zero Foodprint, Refettorio Gastromotiva, and Refettorio Ambrosiano are the organizations founded by Anthony Myinth, David Hertz, and Massimo Bottura respectively. Besides this, social gastronomy is a human-centered movement that proposed by David Hertz only. Moreover, Food for Soul and Hayata Sarıl are the well-known foundations that founded by two members of the sample as follows; Massimo Bottura and Ayşe Tükrükçü. Their scopes give crucial clues about their sphere of influence. In this regard, half of the sample's scope is local, two of them are both local and international, and the remaining one is international. The same table also illustrated that; gender of the sample is distributed equally. In addition to this, their age ranges from 36 to 57 years old. Furthermore, nationality is the last defining attribute of this mentioned sample. In respect to this, two members of the sample are Turkish, similarly, another two are Brazilian, one is Italian, and the remaining one is American.

Table 4.2. Description of Sample

Name Surname	Owner/Founder/Leader	Scope	Gender	Age	Nationality
Ebru Baybara Demir	Chef Owner of Murat Cercis Mansion	Local	Female	44	Turkey

Anthony Myinth	Co-founder of the Zero Foodprint Chef and Co-owner of Perennial Restaurant	International	Male	42	USA
David Hertz	Co-Founder and President of Gastromotiva Leader of Social Gastronomy Movement Founder of Refettorio Gastromotiva	Both Local and International	Male	NA	Brazil
Manu Buffara	Chef Owner of Restaurant Manu	Local	Female	36	Brazil
Massimo Bottura	Founder of Refettorio Ambrosiano Co- Founder of Food for Soul Foundation Chef Owner of Osteria Francescana	Both Local and International	Male	57	Italy
Ayşe Tükrükçü	Founder of Hayata Sarıl Foundation Founder of Hayata Sarıl Lokantası	Local	Female	52	Turkey

4.4.2. Brief Information about Sample

4.4.2.1. Ebru Baybara Demir

Ebru Baybara Demir is a Turkish chef, social entrepreneur, culinary researcher, and storyteller within the gastronomy industry (Global Gastro Economy Summit, n.d.-b). In 1976, she was born in Edirne as a third child of her family which originally migrated from the Mardin province of Turkey (Bilen, 2018). She spent her childhood and youth years in İstanbul and thereafter she took her bachelor's degree successfully from the department of Tourist Guiding, Marmara University (Ebru Baybara Demir, n.d.; TEDx Talks, 2017). According to the speech of Ebru Baybara Demir in Global Gastro Economy Summit (2019a); in the year 1999, radically she decided to move to Mardin in an attempt to evaluate the tourism opportunity of the area. As stated by her, in those years Mardin suffered from crucial reputational challenges such as; terrorism, security, insufficient border trade, unemployment rate, and gender inequality as well. According to thoughts of her; these mentioned challenges were preventing the development of tourism opportunities in this province directly or indirectly. She also added that; in the year 1999, the tourism capacity of Mardin was consist of 11.000

tourist arrivals and 220 bed capacity in total. Eventually, Ebru Baybara and 21 women believed in the healing power of gastronomy, and consequently, they created an economy out of nothing. Against all the odds, a historically renovated Assyrian building; Cercis Murat Mansion was born as the first tourism establishment of Mardin through the efforts of Ebru Baybara Demir and 21 women who were the member of disadvantage groups of the population. By this venture, primarily those women were educated, trained, began to work, and earned money for the first time in their life. And consequently, in the year 2018; the worst tourism market of Mardin has altered strikingly with the new statistics namely; 1.300.000 tourist arrivals and 15.800 total bed capacity. This was the success of Ebru Baybara Demir and 21 women who believed her unquestioningly in any situation (TEDx Talks, 2017). Later on, she has conducted many social projects related to the integration of gastronomy and disadvantageous groups. For instance, Harran Gastronomy School is one of those (Harran Gastronomy School, n.d.). In this project; Ebru Baybara Demir aimed to support the integration of Syrian refugees into social life (Basque Culinary World Prize, 2020). Through this, at the end of this project, they have contributed to the regional economy by converting a group of disadvantaged women into a qualified workforce. As second, "Living Soil, Local Seed" referred to as another essential project of Ebru Baybara Demir which again aimed at the social integration of Syrian refugees within the society (Global Gastro Economy Summit, 2019a; Living Soil Local Seed, n.d.). With the same project, Ebru Baybara Demir and her team aimed to find the best local seed which not require any water, electricity, fertilizer, or power in contrast to hybrid seeds. Through this project, she combined three challenges that threatened society, the first one is; unemployment rates, and as second; the refugee crisis, and finally climate change. Additionally; "Bread and Pastry Workshop", "Mushroom Workshop", "Let's Talk Soil", and "Hope in Kitchen" were other social ventures of Ebru Baybara Demir which aimed to provide Syrian refugees an occupation by improving their knowledge and also skill by many training programs (Global Gastro Economy Summit, 2019a; Bread & Pastry Workshop, n.d.; Mushroom Workshop, n.d.; Let's Talk Soil, n.d.; Valadeau, 2019). With these social efforts, she won various types of awards with her social entrepreneur identity such as; "Turkey's Successful Women Award", "Turkey's Social Entrepreneur Award", and "Turkish Female Entrepreneurs Creating a Difference in Their Regions Award" (Basan, 2019). Today she has continued her social gastronomy-related projects through the focus on

refugee life and she also continued the belief in the healing and transformative power of gastronomy.

4.4.2.2. Anthony Myint

Anthony Myint is a famous chef who was born in 1978 in the United States. He has been working as a chef-owner of "The Perennial" and also known as a co-founder of the "Zero Foodprint" organization (Oatman, 2021). Respectively, "The Perennial" is a mission-driven or environmentally-minded restaurant located in San Francisco (Henry, 2019). This restaurant has a special mission and reputation about creating beneficial solutions to climate change. After a while, Anthony Myint and his wife; Karen Leibowitz decided to expand their environmental efforts towards climate change and global warming. And so, the idea of Zero Foodprint (ZFP) was born in 2014 (Tuder, 2016) with an aim to reduce environmental impact. Zero Foodprint (ZFP) is a nonprofit organization that aims to fight climate change through a kind of environmentalism within the field of the gastronomy industry (Talks at Google, 2017). More clearly, Anthony Myinth raises awareness in the society to aid in the reduction of greenhouse gas emissions (Navarro-Dols and González-Pernía, 2020) In other words, it helps not only restaurant owners but also diners who want to combat climate change. Zero Foodprint (ZFP) organization allows engaging people and also provides a tangible and meaningful way for diners and corporations by using gastronomy as an engine to tackle society's most pressing challenges. By this successful social venture, Anthony Myint and Karen Leibowitz won the "Basque Culinary World Prize" which is also considered as The Nobel Prize of gastronomy with a 100.000 Euro (Fort, 2019) in 2019 (Barth, 2019).

4.4.2.3. David Hertz

David Hertz is an internationally recognized chef and social entrepreneur who was born in Curitiba, Brazil (World Bank, 2017). Within the field of the gastronomy industry, he is commonly known as a social leader by the reason of being a supporter of equitable society for each member of the population. Starting from this, in the year 2006, he reshaped the social gastronomy model and accordingly founded Gastromotiva to reveal the healing power of gastronomy on behalf of the society (Global Gastro Economy Summit, 2019b). Through this foundation and David's all efforts concluded with "The Charles Bronfman Prize" which is known as an annual

award of $100,000 presented to a humanitarian under fifty whose innovative work, informed by Jewish values, has significantly improved the world (The Charles Bronfman Prize, n.d.). Gastromotiva is the first socio gastronomic organization within the borders of Brazil that uses not only the potential but also the responsibility of gastronomy to generate empowerment and social awakening (Gastromotiva, n.d.-a, Gastromotiva, n.d.-b). In other words, Gastromotiva promotes gastronomy as social inclusion for transforming an individual's life strikingly through vocational education, vocational training opportunities, and business incubation (World Economic Forum, 2012). More precisely, this social non-profit organization fights unemployment and social inequality synchronously and also uses food waste as an effective tool to provide radical transformations (Refettorio Gastromotiva, n.d.) or opportunities for people who live on the margins of society. In Gastromotiva, disadvantaged people are trained by peer-to-peer education for becoming professional chefs and food mentors (MAD, 2015). To sum, Gastromotiva acts as a change agent and capable of transforming human life founded by David Hertz who uses food as a currency to reach a community change in the long term. Furthermore, David Hertz is also the pioneer of the Social Gastronomy Movement (Global Gastro Economy Summit, 2019b). To enable social change through the diverse collaborations in the society; David Hertz, Nicola Gryczka, Charlotte Schaus and Patrick Honauer came together to found Social Gastronomy Movement (SGM) (Social Gastronomy Movement, n.d.-a). Social Gastronomy Movement (SGM) is a global network that draws its strength from the power of food and uses this acquired power to create radical social changes through the interconnection and engagement of local communities, different institutions, sectors, and people (Social Gastronomy Movement, n.d.-a).

4.4.2.4. Manu Buffara

Manu Buffara is a chef from South Brazil, the city of Curitiba (Balston, 2019). Her desire for "change" derived from her childhood memories and from her father who worked as a farmer for many years. In the first blush of youth, she went outside from her hometown to learn English. Then she found a job in the restaurant within this period. Although she wanted to be a chef in the restaurant she got her undergraduate degree from the department of journalism (Bluevision, 2019; Sajovic, 2019). After a while, she decided to go to Italy for cooking school and to work as a chef in top restaurants (Fabricant, 2019) and she also gained many opportunities to work with

popular chefs as such Rene Redzepi (Bluevision, 2019). In 2011, she opened her small restaurant which has a 20-seat capacity "Restaurant Manu" and today she has been working as a chef-owner in Curitiba (50 Best Restaurants TV, 2018; 50 Best Restaurants TV, 2019). Manu Buffara has been involved in many social projects to know her state, city, and the producers around. As being a chef, she values the local production and this automatically requires respect not only to small producers but also seasons as well (Bluevision, 2019). In this regard, as a pioneer, she believes the power of integration with nature and she focuses on urban gardens mostly. Therefore, she conducted a significant project (Manu Project) to create a community to provide food in Curitiba. In this project, sustainability and nature came into prominence. In the context of this project, they require to work with suppliers synchronously to gain the right product at the right time (Bluevision, 2019). In her restaurant; Manu, she only serves what they gathered from mother nature daily. As it is understood that, the menu of the restaurant is highly flexible and it also depends on the weather, rain periods, seasons, and eventually mother nature (Restaurante Manu, n.d.). In other words, this restaurant doesn't keep a fixed menu since the day it was opened. Manu Buffara and her team who work in her restaurant plan the meals which they serve and recipes according to these mentioned changeable factors. In addition to these, she also supports her foremost project with another crucial project called; Bee Project (Sansom, 2019). According to Manu, bees act as an essential role too in terms of pollination to provide diversity for urban gardens. Undoubtedly, she has changed strikingly her hometown through social projects which aimed to feed the disadvantaged population with a better environment, better nutrition, and waste reduction (Kotthoff, 2020).

4.4.2.5. Massimo Bottura

Massimo Bottura is an Italian chef who was born in 1962 in Modena, Italy. According to Raphael Anson, president of the International Academy of Gastronomy, Massimo Bottura is an iconic chef of Italy (Gelb, 2015). His cooking desire and curiosity traced to his childhood. He started his professional career with his first restaurant which was called; Trattoria del Campazzo (DeJesus, 2014). After a couple of years, when Campazzo was successful and embraced by locals he decided to go to New York to get some experience and he started to work in Caffe di Nonna as a chef (The New School, 2017). After a while, he had to go back to Modena to manage again his restaurant. But it did not take a long time, the famous chef of the current year; Alain Ducasse, offered

him a job in the Hotel de Paris (Gelb, 2015). Massimo Bottura accepted this indispensable offer and started to work until he decided to go back to Modena permanently. In 1995, he opened Osteria Francescana Restaurant, 3 Michelin Star Restaurant, which was awarded by prestigious San Pellegrino World's 50 best in the year 2014 (You and Neild, 2018). In the beginning years, the whole of Italy especially the locals of Modena who has a very strong gastronomic tradition was against him and also his extraordinary way of cooking (Gelb, 2015). Because Massimo transformed the traditional Italian food into a modernized Italian food. In other words, he has a special talent to reinterpret the traditional ingredients innovatively. Not only interpret the traditional Italian cuisine in a new way but also he gives unusual names to each plate of Osteria Francescana as follows; "Oysters in the Woods", "A Potato Waiting to Become a Truffle", "Zuppa Inglese, Hot & Cold", An Eel Swimming Up the Po River", "Camouflage: a Hare in the Woods", "Caesar Salad in Emilia", "Oh Deer!", "Bread is Gold", "The Crunchy Part of the Lasagna", "Oops! I Dropped the Lemon Tart", "Five Ages of Parmigiano Reggiano" and "Croccantino of Foie Gras with Aged Balsamic Vinegar Heart" (Osteria Francescana, n.d.). Massimo Bottura is also known as co-founder of the Refettorio Ambrosiano which stands for the idea of changing the way of a soup kitchen (The New School, 2017). During the time of Expo 2015, Massimo and other celebrity chefs came together to fight against food waste and cook gourmet meals for disadvantaged groups (homeless, refugees, etc.) through the effective usage of leftover foods that gathered from Expo 2015, Milan (Massimo Bottura's Expo Project, 2014). Initially, Refettorio Ambrosiano was founded temporarily (for six months only), during the time of Expo 2015, but today it has still continued to create value among needy people since 2015 with 90 serves capacity in a day (Food for Soul, n.d.-e). Thereafter Massimo Bottura and his wife Lara Gilmore founded the non-profit "Food for Soul Foundation" which aimed to open more refettorios (Mendini et al., 2019). Food for Soul Foundation consists of some crucial keywords namely; "collaboration", "potential", "empathy", "excellence", "integrity" and "imagination" (Food for Soul, n.d.-e). Today, there are four different refettorios in total which were founded in Italy (Milano), England (London), Brazil (Rio de Janeiro) and, France (Paris). According to recent numbers, +200 tons of food recovered as waste to edible, +80 thousand disadvantaged groups (refugees, homeless and isolated members of society) of people impacted positively and lastly, +15 thousand people became a volunteer from all around the world (Food for Soul, n.d.-d).

4.4.2.6. Ayşe Tükrükçü

Ayşe Tükrükçü is a woman who was born in 1967 in Gaziantep Turkey. She has many traumatic experiences in her early childhood. When she was 9 years old, she was raped by a birth uncle (Bana Gore TV, 2019; TEDx Talks, 2019). Then not only incest sexual abuse but also violence in the family increasingly continued for many years. At the age of the early 20s, she married her first husband but their marriage breakdown by the reason of violence and many conflicts. After many years, when she was 26, she remarried her second husband who sold and forced her to work in brothels (Hattam, 2018). After all these dark days, she began to live as a homeless on the streets of İstanbul. By the reason of her past, every door closed in her face. This situation took approximately 4 months. In the meantime, she slept in the emergency part of hospitals and ate the foods which left over from hospital visitors (TEDx Talks, 2019). Then she found various jobs and started to earn money. Immediately after she tried to make difference for homeless people by touching their lives. She acted as a leader of a project titled "Soup Kitchen for Homeless" and takes part in the Sabanci Foundation Turkey's Changemakers Program (Sabancı Vakfı, n.d.). Within the scope of this unique project, she cooked a soup every night and served it with other volunteers (ŞefkatDER) to the more than a hundred homeless who lived in the borders of Taksim province (Hürriyet Daily News, 2015). But then she realized that; this is not a long-term solution to alleviate their problems permanently. In order to create a valuable chance for the homeless people, in 2017 she founded Hayata Sarıl Association and Hayata Sarıl Restaurant respectively in Beyoğlu İstanbul (Hattam, 2018; Önceler, 2018; TEDx Talks, 2019). Hayata Sarıl Restaurant is a small and cozy place that serves diverse delicious homemade meals, desserts, or beverages to their customers until 6 pm every day (Doğan, 2020). The restaurant is financially supported with revenues obtained from customers and also supported by many donations and sponsorships. After 6 pm the restaurant transforms into a place that serves a free hot meal to homeless people. Averagely, 100-150 homeless visit the restaurant each day. They set the tables, eat their meals, drink their beverages, and also talk with each other as a normal daily customer. In this social venture, not only free food but also many other opportunities are provided for homeless people. Although all the bad situations she suffered, nonetheless she has been working as a real changemaker and she continuing to touch the lives of the homeless like the first day. Food is not a purpose

in this restaurant food is a tool to create a big difference within the society.

4.5. Data Collection Process

The data collection process varies from research to research depending on the objective, research questions, method, and sample of the study. As stated by many scholars; interviews, focus groups, observations, documents, and artifacts are used as an instrument to collect data in qualitative researches (Carter and Henderson, 2005; Polkinghorne, 2005; Lopez and Whitehead, 2013; Barrett and Twycross, 2018). The data collection process has been divided into two as; primary and secondary data collection. Respectively, the primary data collection process involves original data which collected by the researcher for a specific research objective (Rabianski, 2003; Hox and Boeije, 2005). In contrast to this, the secondary data collection process is comprised of pre-existing data which have already collected by another person or researcher (instead of the current researcher) for any other purposes (Golden, 1976; Cowton, 1998). According to Hox and Boeije (2005) secondary data can be useful in some situations when the researcher wants to (a) describe contemporary and historical attributes, (b) reanalyze, (c) do comparative research, (d) advance research design, or (e) learn/teach the issue. This type of data can be found in any sources such as; governmental records, company records, organization records, archives, academic databases, web databases, official statistics, interview transcripts, documents, mass media, and photographs (Curtis, 2008; Smith and Smith, 2008; Reddy and Agrawal, 2012; Pathychakis, 2017).

Using secondary data in research, provide many advantages to the scholars. Secondary data is comparatively cheap and easy to access in contrast to primary data collection (Hofferth, 2005). In this dissertation, secondary data collection was performed in order to create a holistic approach and reach the appropriate answers of research questions. In this regard, each member of the sample was examined in detail between the period June and August 2020 (Table 4.3).

Table 4.3. Data Collection Process

Data Collection Process	Ebru Baybara Demir	Anthony Myint	David Hertz	Manu Buffara	Massimo Bottura	Ayşe Tükrükçü
June 01-15	■					
June 16-30		■				
July 01-15			■			
July 16-31				■		
August 01-15					■	
August 16-30						■

Researcher spend approximately 15-20 days collect suitable data for each person of the sample. In this regard, adequate data were gathered through secondary data collection tools such as; published articles, books, book chapters, reports, documents, news (from newspapers or portals), interview transcripts, documentaries, speeches (which held in summit, meeting, event, forum, or conference), podcasts, internet articles, blogs, and web pages (as indicated in Table 4.4.). The data collection process was concluded by the researcher when the data was saturated for each member of the sample. Then, obtained data were grouped respectively, translated in English (if required), and transformed into written texts. At the end of the process, seven different units of analysis were created to use in content analysis process (Appendix C-I).

Table 4.4. Data Collection Tools

Data Collection Tools	Ebru Baybara Demir	Anthony Myint	David Hertz	Manu Buffara	Massimo Bottura	Ayşe Tükrükçü	TOTAL
Published Article	1	1	1	-	-	2	5
Book Chapter	1	-	-	-	-	-	1
Report	-	1	1	-	1	-	3
News	4	6	1	1	1	7	20
Interview	4	1	3	5	3	5	21
Video	4	2	1	2	3	7	19
Documentary	-	-	1	-	2	-	3
Web Page	7	5	13	-	6	1	32
Speech	3	2	4	2	2	2	15
Podcast	1	-	-	-	-	-	1

Internet Article	3	1	4	2	3	2	**15**
Blog	-	1	-	1	-	-	**2**
TOTAL	**28**	**20**	**29**	**13**	**21**	**26**	**137**

In terms of data collection, a total of 177 different sources were collected at first glance. By the reason of inadequacy of data, 41 sources were eliminated from written texts. Eventually, 137 different sources were examined in total within the context of this dissertation.

More precisely, 28 sources for Ebru Baybara Demir (Table 4.5.), 20 sources for Anthony Myinth (Table 4.6.), 29 sources for David Hertz (Table 4.7.), 13 sources for Manu Buffara (Table 4.8.), 21 sources for Massimo Bottura (Table 4.9.), and lastly 26 sources for Ayşe Tükrükçü (Table 4.10.) were collected throughout the data collection process. Regarding this; 4 published articles, 1 book chapter, 3 reports, 20 news, 21 interview transcripts, 19 videos, 3 documentaries, 32 diverse web pages, 15 speeches, 1 podcast, 15 internet articles, and only 2 blogs were reviewed by the researcher one by one in order to create a holistic approach about the issue and also find appropriate answers for research questions of this study.

Totally, 382 pages and 23 hours 08 minutes videos were reviewed within the context of this research. As indicated in the following tables, data collection tools were determined for each member of the sample according to the order, number, title, type, length, source, and language of data. As follows;

Table 4.5. Data Collection Tools for Ebru Baybara Demir

	No	Title	Type	Length	Source	Language
EBRU BAYBARA DEMİR	1	"About me"	Web Page	1 Page	Ebru Baybara Demir (n.d.)	English
	2	"Harran Gastronomy School"	Web Page	3 Pages	Harran Gastronomy School (n.d.)	English
	3	"Living Soil Local Seed"	Web Page	3 Pages	Living Soil, Local Seed (n.d.)	English
	4	"Bread & Pastry Workshop"	Web Page	2 Pages	Bread & Pastry Workshop (n.d.)	English
	5	"Ebru Baybara Demir"	Web Page	1 Page	Basque Culinary World Prize (2019a)	English

	6	"Mushroom Workshop"	Web Page	2 Pages	Mushroom Workshop (n.d.)	English
	7	"Biography"	Web Page	1 Page	Global Gastro Economy Summit (n.d.-b)	English
	8	"Ebru Baybara Demir"	Speech (Summit)	16:02 Mins	Global Gastro Economy Summit (2019a)	Turkish
	9	"Speech of David Hertz"	Speech (Summit)	17:38 Mins	Global Gastro Economy Summit (2019b)	English
	10	"Yola çıktım Mardin'e"	Speech (Event)	23:50 Mins	TEDx Talks (2017)	Turkish
	11	"Toprağın Kadınları'19"	Video	03:23 Mins	Yves Rocher Türkiye (2019)	Turkish
	12	"Ebru Baybara Demir"	Video	05:04 Mins	İşte Kadın (2017)	Turkish
	13	"Ebru Baybara Demir, BCWP Finalist 2018"	Video	1 Min	Basque Culinary World Prize (2018)	Turkish
	14	"Basque Culinary World Prize Finalist"	Video	1 Min	Ebru Baybara Demir Topraktan Tabağa Kooperatifi (2017)	Turkish
	15	"Ebru Baybara Demir"	News	3 Pages	Yasar University News Portal (2018)	Turkish
	16	"En eski buğdayı üretiyor"	News	01:38 Mins	NTV (2018)	Turkish
	17	"Şef Ebru Baybara Demir'in başarı öyküsü"	News	02:35 Mins	CNN Türk (2018)	Turkish
	18	"Mutfakta Umut Var"	News	7 Pages	Hürriyet (2019)	Turkish
	19	"This Turkish chef is fighting climate change with the help of Syrian refugees"	Internet Article	4 Pages	Hattam (2020)	English
	20	"The Golden Hair Girl of Mesopotamia: Sorgul Wheat"	Internet Article	5 Pages	BBM Magazine (2018)	English
	21	"Women of the Food Industry"	Internet Article	3 Pages	Valadeau (2019)	English

22	"TMK Talks - Ebru Baybara Demir"	Interview	47.41 Mins	TMK Talks (2019)	Turkish
23	"Ebru Baybara Demir"	Interview	47.28 Mins	Soyut Şeyler Ekonomisi (2020)	Turkish
24	"Mardin'de gözü kara bir kadın: Ebru Baybara Demir"	Interview	4 Pages	Milosyan (n.d.)	Turkish
25	"1 Kadın, 1 Göç, 1 Değişim"	Interview	5 Pages	Bilen (2018)	Turkish
26	"Gastronomy as a real agent of social change"	Published Article	24 Pages	Navarro-Dols and González-Pernía (2020)	English
27	"SMEs and Competitors"	Book Chapter	22 Pages	Ensari (2017:121)	English
28	"Ebru Baybara Demir"	Podcast	23.17 Mins	Blue Chip Event (2020)	Turkish

Table 4.6. Data Collection Tools for Anthony Myint

	No	Title	Type	Length	Source	Language
ANTHONY MYINT	1	"The Perennial"	Speech (Event)	52:12 Mins	Talks at Google (2017)	English
	2	"Anthony Myint-Basque Culinary World Prize Winner 2019"	Speech (Event)	06:08 Mins	Basque Culinary World Prize (2019c)	English
	3	"How Restaurants Can Revert Climate Change"	Video	03:23 Mins	Basque Culinary Center (2020)	English
	4	"Anthony Myint- Basque Culinary World Prize Finalist 2019"	Video	01:28 Mins	Basque Culinary World Prize (2019b)	English
	5	"Earth Day"	News	8 Pages	Guerrero (2020)	English
	6	"Beyond zero food waste with Zero Foodprint"	News	4 Pages	Sherman (2020)	English
	7	"Restaurants put climate change on the menu"	News	1 Page	Henry (2019)	English
	8	"New Initiative Aims to Mobilize the Restaurant Industry to Fight Climate Change"	News	3 Pages	Campbell (2019)	English
	9	"Can climate-friendly cuisine help save the planet? Welcome to Zero Foodprint week"	News	4 Pages	Halper (2018)	English
	10	"ZFP Founder: Anthony Myint"	News	3 Pages	Glazer (2020)	English

11	"Hand line: Zero Foodprint"	Internet Article	3 Pages	Hom-Dawson (2019)	English
12	"Restore the Planet"	Document	10 Pages	Zero Foodprint ZFP (n.d.)	English
13	"Find a Zero Foodprint business"	Web Page	2 Pages	Zero Foodprint (n.d.-a)	English
14	"Let's eat our way out of the climate crisis"	Web Page	2 Pages	Zero Foodprint (n.d.-b)	English
15	"Restoring the climate one meal at a time"	Web Page	5 Pages	Zero Foodprint (n.d.-c)	English
16	"Join ZFP"	Web Page	3 Pages	Zero Foodprint (n.d.-d)	English
17	"Stakeholders"	Web Page	2 Pages	Zero Foodprint (n.d.-e)	English
18	"Zero Foodprint: Interview with Anthony Myint"	Interview	3 Pages	Shed (2017)	English
19	"How Zero Foodprint helps restaurants fight climate change"	Blog	2 Pages	Miller (2016)	English
20	Gastronomy as a real agent of social change	Published Article	7 Pages	Navarro-Dols and González-Pernía (2020)	English

Table 4.7. Data Collection Tools for David Hertz

	No	Title	Type	Length	Source	Language
DAVID HERTZ	1	"Theatre of Life (2016)"	Documentary	93 Min	Svatek (2016)	English
	2	"David Hertz"	Internet Article	2 Pages	PR Newswire (2019)	English
	3	"These chefs are fighting hunger and poverty with gastronomy"	Internet Article	2 Pages	Gryczka (2018)	English
	4	"How a Restaurant Born at the Olympics has Strengthened the "Social Gastronomy" Movement"	Internet Article	6 Pages	Ferraz (2019)	English
	5	"Food for Change"	Internet Article	3 Pages	Hertz (2017)	English
	6	"David Hertz"	Speech (Summit)	17:38 Mins	Global Gastro Economy Summit (2019b)	English
	7	"Cities as Labs of Innovation"	Speech (Meeting)	11:59 Mins	Clinton Global Initiative (2014)	English
	8	"Social gastronomy"	Speech (Event)	05:32 Mins	TED Archive (2016)	English
	9	"Empowerment Through Cooking"	Speech (Event)	11:11 Mins	MAD (2015)	English
	10	"David Hertz"	News	4 Pages	Gastromotiva (2019)	English
	11	"David Hertz"	Video	02:30 Mins	World Economic Forum (2012)	English
	12	"David Hertz"	Interview	16:25 Mins	Gastromotiva (2017)	English
	13	"The entrepreneur who reshaped the social gastronomy"	Interview	3 Pages	UBS Editorial Team (2018)	English
	14	"Food for the Soul"	Interview	7 Pages	Artiach (2020)	English

15	"2019 David Hertz"	Web Page	2 Pages	The Charles Bronfman Prize (n.d.)	English
16	"David Hertz"	Web Page	3 Pages	World Bank Live (2017)	English
17	"David Hertz"	Web Page	1 Page	Global Teacher Prize (n.d.)	English
18	"SGM -What is social gastronomy?"	Web Page	1 Page	Social Gastronomy Movement (n.d.-b)	English
19	"SGM - Our Story"	Web Page	1 Page	Social Gastronomy Movement (n.d.-c)	English
20	"SGM – FAQs"	Web Page	4 Pages	Social Gastronomy Movement (n.d.-d)	English
21	"Gastromotiva"	Web Page	5 Pages	Gastromotiva (n.d.-a)	English
22	"Gastromotiva"	Web Page	4 Pages	The Intrepid Foundation (n.d.)	English
23	"Make a Donation"	Web Page	1 Page	Gastromotiva (n.d.-c)	English
24	"Partnership"	Web Page	3 Pages	Gastromotiva (n.d.-d)	English
25	"Our Partners & Alliences"	Web Page	2 Pages	Social Gastronomy Movement (n.d.-e)	English
26	"What do we stand for?"	Web Page	1 Page	Social Gastronomy Movement (n.d.-f)	English
27	"Biography"	Web Page	1 Page	Global Gastro Economy Summit (n.d.-a)	English
28	"Annual Report (2019)"	Report	6 Pages	Social Gastronomy Movement (2019)	English
29	"Social food pleasure"	Published Article	13 Pages	Mendini et al. (2019)	English

Table 4.8. Data Collection Tools for Manu Buffara

	No	Title	Type	Length	Source	Language
MANU BUFFARA	1	"How Manu Buffara Transforms Cities Through Food"	Speech (Event)	12:46 Mins	50 Best Restaurants TV (2019)	English
	2	"Sustainable Thinking"	Speech (Conference)	18:49 Mins	Basque Culinary Center (2019)	English
	3	"Brazil chef Manu Buffara's Manu restaurant in Curitiba"	Video	01:52 Mins	50 Best Restaurants TV (2018)	English
	4	"Cooking for Change"	Video	01:05 Mins	Forecast (2020)	English
	5	"Interview with Chef Manoella Buffaro"	Interview	12:39 Mins	The Culinary Institute of America (2018)	English
	6	"Live Talks with Chefs"	Interview	48:17 Mins	The Best Chef (2020)	English
	7	"Manu Buffara"	Interview	7 Pages	Brincat (2017)	English
	8	"Manu Buffara"	Interview	4 Pages	Bluevision (2019)	English
	9	"Brazilian chef Manoella Buffara becomes a champion of change as Manu puts Curitiba on the culinary map"	Interview	4 Pages	Price (2018)	English
	10	"Manu Buffara Restaurant Manu"	Blog	3 Pages	Cook Concern (n.d.)	English
	11	"A Brazilian Chef Plans Her 4,800-Mile Commute to New York"	News	2 Pages	Fabricant (2019)	English
	12	"Manu Buffara"	Internet Article	3 Pages	Sajovic (2019)	Turkish
	13	"The best ingredients from Latin America"	Internet Article	7 Pages	Fine Dining Lovers (2018)	English

Table 4.9. Data Collection Tools for Massimo Bottura

	No	Title	Type	Length	Source	Language
MASSIMO BOTTURA	1	"Food for Soul"	Video	02:16 Mins	Grundig (2016)	English
	2	"What is Food for Soul?"	Video	03:54 Mins	Food for Soul Info (2017)	English
	3	"A Place at the Table"	Video	04:31 Mins	Elie York (2020)	English
	4	"Chef's Table (S1E1)"	Documentary	54:56 Mins	Gelb (2015)	English
	5	"Theatre of Life (2016)"	Documentary	01:33:00 Mins	Svatek (2016)	English
	6	"Noma wins top prize at San Pellegrino World's Best Restaurants awards"	Internet Article	4 Pages	You and Neild (2018)	English
	7	"Massimo Bottura and his global movement to feed the hungry"	Internet Article	7 Pages	Adams (2017)	English
	8	"How a Restaurant Born at the Olympics has Strengthened the "Social Gastronomy" Movement"	Internet Article	6 Pages	Ferraz (2019)	English
	9	"Dünyanın en iyi şefi' Olimpiyat Köyü'nden artanlarla yoksullara yemek hazırlıyor"	News	3 Pages	Pınar (2016)	Turkish
	10	"Dishing up food with real soul"	Interview	3 Pages	Grundig (2018)	English
	11	"Yaratıcılığın İzinde"	Interview	4 Pages	Özöğretmen (2018)	Turkish

12	"World-renowned chef Massimo Bottura open to working with Expo 2020 Dubai"	Interview	3 Pages	Gibbon (2020)	English
13	"Food for Soul (What we do? – Refettorios)"	Web Page	1 Page	Food for Soul (n.d.-f)	English
14	"Food for Soul"	Web Page	2 Pages	Ruhun Doysun (n.d.)	Turkish
15	"Food for Soul – Donation"	Web Page	2 Pages	Food for Soul (n.d.-a)	English
16	"Food for Soul- About Us"	Web Page	2 Pages	Food for Soul (n.d.-b)	English
17	"Food for Soul – Become our Partner"	Web Page	5 Pages	Food for Soul (n.d.-c)	English
18	"Food for Soul – Our Impact"	Web Page	2 Pages	Food for Soul (n.d.-d)	English
19	"Zero Waste Food Conference"	Speech (Conference)	01:30:00 Mins	The New School (2017)	English
20	"Massimo Bottura"	Speech (Conference)	35:31 Mins	Food on the Edge (2017)	English
21	"Food for Soul Annual Report (2018)"	Report	19 Pages	Food for Soul (2018)	English

Table 4.10. Data Collection Tools for Ayşe Tükrükçü

	No	Title	Type	Length	Source	Language
AYŞE TÜKRÜKÇÜ	1	"Ötekileştirmeyi Tersine Çeviren Bir Örnek: Ayşe Tükrükçü"	Published Article	11 Pages	Bingöl (2020)	Turkish
	2	"Hope in Gastronomy: As an Example of Social Entrepreneurship" - "Hayata Sarıl Lokantası"	Published Article	13 Pages	Özden et al. (2018)	Turkish
	3	"Hayata Sarıl"	Speech (Event)	17:45 Mins	TEDx Reset (2019)	Turkish
	4	"Hayata Sarılmak Sokaktan Başlar"	Speech (Event)	17:42 Mins	TEDx Talks (2019)	Turkish
	5	"Arda'nın Mutfağı ekibinden Hayata Sarıl Derneğine büyük destek"	Video	03:20 Mins	Kanal D (2019)	Turkish
	6	"Ayşe Tükrükçü'nün Hikâyesi – 2. Bölüm"	Video	48:32 Mins	Ahbap (2019a)	Turkish
	7	"Ayşe Tükrükçü'nün Hikâyesi – 3. Bölüm"	Video	31:17 Mins	Ahbap (2019b)	Turkish
	8	"Hayata Sarılanlar: Hayata Sarıl Lokantası"	Video	02:00 Mins	Bilge Ar (2019)	Turkish
	9	"Türkiye'nin ilk evsizler lokantası "Hayata Sarıl" açıldı!"	Video	06:14 Mins	Kiamore (2017)	Turkish
	10	"Hayata Sarıl Lokantası"	Video	33:25 Mins	NEF (2020)	Turkish
	11	"Hayata Sarıl Lokantası"	Video	08:56 Mins	Turkish Heritage Organization (2019)	English
	12	"Hayata Sarıl Lokantası"	News	03:54 Mins	İstanbul Üniversitesi (2019)	Turkish

13	"Hayata Sarıl Lokantası"	News	02:19 Mins	RGB (2017)	Turkish
14	"Bu lokantada umut pişiyor"	News	02:46 Mins	Show TV (2019)	Turkish
15	"İstanbul'da evsizleri yalnız bırakmayan Hayata Sarıl Lokantası"	News	3 Pages	The Brand Age (2019)	Turkish
16	"Ünlü otellerin şefleri, Hayata Sarıl Lokantasında evsizler için yemek pişirdi"	News	07:14 Mins	MSN News (n.d.)	Turkish
17	"Embracing the homeless in Istanbul"	News	5 Pages	Doğan (2020)	English
18	"Turkey's Changemakers: A bowl of soup, a hope"	News	6 Pages	Hürriyet Daily News (2015)	English
19	"Hayata Sarıl Lokantası: Meals with a Mission"	Internet Article	5 Pages	Hattam (2018)	English
20	"Hayata Sarıl Lokantası: the beginning of something wonderful"	Internet Article	7 Pages	Kocamaz (2019)	English
21	"Susmak en büyük öfkedir"	Interview	44:41 Mins	T24 (2020)	Turkish
22	"Cesaret"	Interview	24:57 Mins	Ruhun Doysun (2019)	Turkish
23	"Evsizlere bedava yemek veren lokantanın sahibi de evsizdi"	Interview	4 Pages	Gökçe (2017)	Turkish
24	"Eski bir hayat kadını olan Ayşe Tükrükçü, hayata sarılmayı anlattı"	Interview	30:45 Mins	Haber Türk (2019)	Turkish
25	"Bu mutfağın menüsünde sevgi, yaşam ve umut var"	Interview	7 Pages	Q Blog (2018)	Turkish
26	"Bağış"	Web Page	1 Page	Hayata Sarıl Foundation (n.d.)	Turkish

4.6. Data Analysis

In this dissertation, gathered data were analyzed through three different data analysis methods as demonstrated in Figure 4.2. At first, to create a holistic approach for the issue of social entrepreneurship in the gastronomy industry, content analysis was performed. Through this method, different codes, categories, and eventually main themes were identified respectively. In other words, the variables related to the subject were determined in detail. As second, in order to examine the relationship between these variables, Interpretive Structural Modeling (ISM) was used to develop a final model. Lastly, MICMAC Analysis (Cross Impact Matrix Multiplication Applied to Classification) was conducted to classify the variables with respect to their driving and dependency powers. These three different data analysis methods were explained in detail respectively as listed in below.

| Content Analysis | Interpretive Structural Modeling (ISM) | MICMAC Anlaysis |
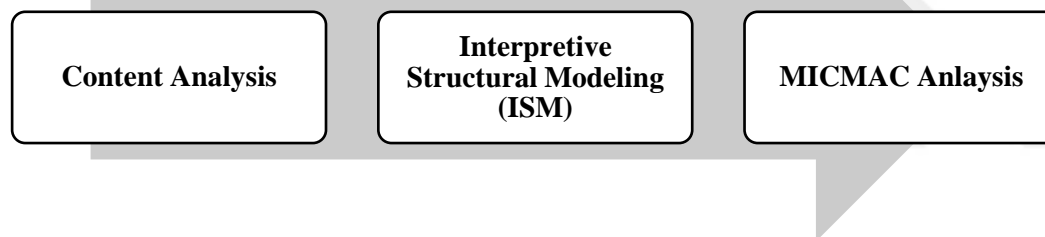
Figure 4.2. Summary of Data Analysis Methods

4.6.1. Content Analysis

Content analysis is a well-known method that enables researchers to analyze the content of a wide variety of data more scientifically and systematically. Within the existing literature, it has been used by many scholars in different research fields as such; sociology, anthropology, psychology, education, communication, history, business, and linguistics (Krippendorff, 1980). Although it's steady growth in recent years, the content analysis technique has a long history. As stated by Harwood and Garry (2003) the first reflections of content analysis have seen approximately 200 years ago through the analysis of textual materials, advertisements, and political speeches. As being the most preferred analyzing method (Neuendorf, 2002), content analysis has been defined by many scholars from past to present. For instance, Holsti (1969) explained content analysis as; "*any technique for making inferences by*

objectively and systematically identifying specified characteristics of messages". Similarly, Cole (1988) summarized content analysis as a "*research method for analyzing written, verbal and visual communication messages*". As summarized by Downe-Wamboldt (1992:314) content analysis is a striking technique that is used by many researchers with an aim "*to provide knowledge and understanding of the phenomenon under study*". Identified by many scholars, content analysis is a technique that may be used in a content examination which gathered from a variety of sources as such; written texts, speeches, interview transcripts, observations, advertisements, academic databases, campaigns, images, photographs, news, articles, videos, sounds, audios, graphics, social media accounts, online sources, websites, forums, blogs, and print media (Kondracki et al., 2002; Neuendorf, 2002; Mayring, 2004; Scheufele, 2008; Stemler, 2015; Neuendorf and Kumar, 2015). In addition to this, the process of content analysis has varied and also divided into two processes namely as follows; quantitative content analysis and qualitative content analysis. Respectively, quantitative content analysis was explained by Berelson (1952:18), who is known as a father of content analysis, as "*a research technique for the systematic, objective, and quantitative description of the manifest content of communication*". According to Scheufele (2008), the quantitative content analysis technique adopts a deductive approach to measure the data quantitatively. Similarly defined by Morgan (1993) quantitative content analysis is a technique that is also referred to as quantitative analysis of qualitative data. In contrast to this, qualitative content analysis is associated with qualitative data which concerns the meanings of the content and words rather than numbers (Elo et al., 2014). As clarified by Weber (1990) qualitative content analysis method acts as a crucial role in the classification of a large amount of data into an efficient number of categories. According to Elo and Kyngäs (2008), both inductive and deductive content analysis techniques include the same phases which start with the preparation of data, continue with organizing, and eventually conclude with reporting. But the purposes of these two approaches differ from each other. As added by the same authors; deductive content analysis is generally used for retesting the hypothesis or theory which has already exist in related literature. In opposite to this, inductive content analysis is preferred by the researcher when there is a lack of the issue or phenomenon within the existing literature (Lauri and Kyngäs, 2005). Not only purposes but also steps are different in the application of these approaches. More precisely, inductive content analysis is comprised of three distinctive steps as

demonstrated in Figure 4.3. These steps are; open coding, creation of categories, and abstraction (Elo and Kyngäs, 2008). As being one of the crucial processes of analyzing textual content (Khandkar, 2009); open coding is the first step of inductive content analysis.
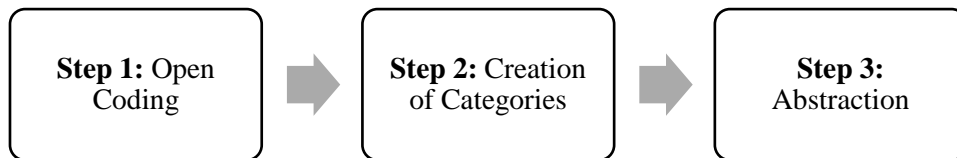
Figure 4.3. Steps of Inductive Content Analysis

Source: Elo and Kyngäs (2008)

In this step, gathered text segments are allocated to codes in the coding scheme which has already been developed by the researcher. Then, the researcher takes some notes while reading the textual data and accordingly grouping the possible headings carefully. Secondly, the researcher creates categories according to the previous step. Lastly, abstraction is done by the researcher as a final step in order to formulating a general description of the topic (Robson, 1993). To sum up, inductive content analysis begins with open coding which creates subcategories (codes) at first. Then these subcategories lead to the creation of categories which are also known as generic categories. And finally, these generic categories constitute the main categories (themes) as well (Dey, 2003; Kyngäs, 2020). Similarly, Erlingsson and Brysiewicz (2017) proposed this ordering as code, category, and theme respectively. On the other hand, deductive content analysis is comprised of three different steps similar to inductive content analysis (Figure 4.4.). The development of a categorization matrix is the first step of this analysis technique (Vimal and Subramani, 2017). As a second step, data is coding according to the categories. Eventually, a review or maybe comparison with earlier studies is done by the researcher to retesting the existing data. As it has been seen that, the inductive content analysis describes the movement of data from specific to general when the data in deductive content analysis conversely move from general to specific (Burns and Grove, 2001).

| Step 1: Development of Categorization Matrix | → | Step 2: Data Coding | → | Step 3: Restesting the Existing Data |
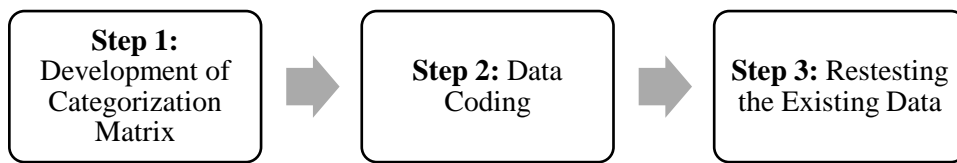
Figure 4.4. Steps of Deductive Content Analysis

Source: Elo and Kyngäs (2008)

Reliability is another essential issue for either inductive or deductive content analysis. In this regard, intercoder reliability (also known as; interrater) is the process that exists in the concept of content analysis to enable the reliability for researchers in their studies (Tinsley and Weiss, 1975). Basically, intercoder reliability can be defined as a measure of agreement between researchers who coding the related data (Kurasaki, 2000; Burla et al., 2008). As stated by Lombard et al. (2005) intercoder reliability is a crucial component of content analysis that must consider by researchers to avoid intersubjectivity. Undoubtedly, the foremost aims of this process are to minimize the subjective bias and enhance the credibility of the study results. According to Freelon (2010) two or more, trained coders or experts are required to make this assessment. In order to assess the agreement between coders or calculate the reliability, scholars proposed many methods to measure intercoder reliability scientifically such as; percent agreement, Holsti's method, Scott's Pi, Cohen's Kappa, and Krippendorf's Alpha (Lombard et al., 2005; De Swert, 2012).

As being a widely used model; Cohen's original kappa formula has been preferred by many scholars to reach intercoder reliability. According to Cohen (1960), the values of Kappa vary from 0 to 1. As classified by Everitt (1996) kappa values have divided into three as such; moderate, satisfactory, and perfect agreements. More precisely, if kappa values range between .41 and .60 this result refers to a moderate agreement. As second, if kappa values are ranked above .60 this is referred to as satisfactory or solid agreements. Finally, if kappa values are ranked above .80 this stands for nearly perfect agreements between the coders.
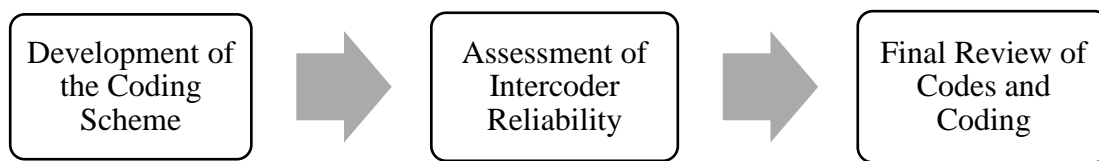
Figure 4.5. Steps of Assessing Intercoder Reliability

Source: Burla et al. (2008)

According to Burla (2008), assessment process of intercoder reliability comprised of three different stages as demonstrated in Figure 4.5. First step starts with the development of the coding scheme which includes; the name of code, the definition of code, the example of text (unit of analysis), and rules of coding procedure. The initial version of the coding scheme is discussed firstly then coded independently by two experts in this step. At the end of this process, some modifications (exclusion of codes, reduction of codes, or assign of codes) are done by these experts if required. Eventually, a final coding scheme is created for the assessment of intercoder reliability. Within the second stage of this process, the assessment of intercoder reliability is done through the calculation of the coder's agreement rates. Finally, a final review of codes and coding is performed within the third step of this process.

4.6.2. Interpretive Structural Modeling (ISM)

Interpretive Structural Modeling (ISM) is a methodology that was first coined into literature by Warfield in 1974 to analyze the complex structure of socioeconomic systems (Dewangan et al., 2015). This well-developed method has been used to clarify undefined or unspecified complex systems, problems, and also issues through identifying relationships among variables or specific items. According to Sage (1977), ISM is a very useful qualitative method (Mathiyazhagan et al., 2013) that used to make visible the invisible the unclear models of systems. More precisely, this method is preferred for summarizing the special relationships between certain variables in defining one specific problem or issue. Additionally, this modeling plays an active role on decision making process and forecasting as well (Saxena and Vrat, 1990). As indicated by Karadayı and Küçükyazıcı (2016), ISM is generally used for the analysis of negative factors that cause a specific problem, issue, challenge, or complexity. With

the help of this beneficial method, the hierarchical ordering can be systematically modeled at the end of the methodology process (Bag and Anand, 2014). In other saying, this modeling approach enables clarification of factors then represents the mutual relationships based on hierarchy. As demonstrated in Table 4.11., ISM has performed by many scholars in recent years in different frameworks to understand and simplify the complexity of one specific topic, determine diverse factors concerning to the subject, and analyze the relationship among these factors.

Table 4.11. List of ISM Related Studies

Author (s)	Year	Aim of the Study
Saxena and Vrat	1990	To identify the key variables which could influence the future dimensions of energy conservation in the Indian cement industry.
Ravi and Shankar	2005	To analyze the interaction between main barriers which prevent the application of reverse logistics in automobile industry.
Wang et al.	2008	To analyze the interactions between the main barriers which prevent the practice of energy saving.
Saatçioğlu and Özmen	2010	To investigate the interrelations among the barriers which encountered in innovation process of Turkey.
Bag and Anand	2014	To develop green supply chain management (GSCM) model (based on key variables) for the Indian rubber industry.
Kumar et al.	2015	To develop the relationships between the identified supplier selection process enablers (SSPEs).
Dhochak and Sharma	2016	To develop a holistic approach about venture capital investment process through the examination of interrelationship between decision making factors.
Tan et al.	2019	To investigate the barriers in implementation of TPM which stands for; Total Productive Maintenance through the usage of ISM.
Çalişkan	2020	To examine the main difficulties with regards to smart port transformation.
Rostami et al.	2020	To investigate factors which affecting induced demand for health services.

Interpretive Structural Modeling comprised of eight steps (Ravi and Shankar, 2005; Attri et al., 2013; Chander et al., 2013; Kannan et al., 2009; Khanam et al., 2015:202). The following steps are;

- **Identification of Variables:** Topic related variables are gathered and listed in the first step.

- **Establishment of Contextual Relations:** A contextual relationship is established among the variables which have already identified in the first step. Data is gathered from expert interviews thus expert opinions are considerably essential in the application stage of this method. But it has seen that, there is a lack of consensus among scholars regarding the number of experts in existing literature. For instance, Singh and Kant (2008) stated that ISM is a technique that required as much as possible number of experts to avoid subjectivity. On the other hand, Zhou et al. (2019) asserted that the number of experts can be range between minimum three and maximum five in order to perform ISM.

- **Development of Structural Self-Interaction Matrix (SSIM):** A structural self-interaction matrix (SSIM) is developed for variables. According to the rules of ISM; the relation between any two variables (i and j) is shown with four different symbols; "V", "A", "X", and "O" (Chander et al. (2013:177) to represent the direction of the relationship within the third step, as demonstrated in below:

  - **V:** i has an impact on j
  - **A:** j has an impact on i
  - **X:** i and j affect each other
  - **O:** i and j are unrelated

- **Development of Reachability Matrix:** Reachability matrix is the transformed form of the SSIM. This step comprised of two essential parts. At first, reachability matrix is developed from SSIM and then this developed matrix is checked for transitivity as second. In this direction, the pairwise relationship of variables which are indicated in SSIM previously, is converted into initial reachability matrix through the usage of digits; 0 or 1. According to rule of ISM (Jha and Devaya, 2007), this mentioned transformation is done as followings;

  - If the (i,j) entry in the SSIM is V, the (i,j) entry in the reachability matrix equals to 1 and the (j,i) entry equals to 0.
  - If the (i,j) entry in the SSIM is A, the (i,j) entry in the reachability matrix equals to 0 and the (j,i) entry equals to 1.
  - If the (i,j) entry in the SSIM is X, the (i,j) entry in the reachability matrix equals to 1 and the (j,i) entry also equals to 1 similarly.

- If the (i,j) entry in the SSIM is O, the (i,j) entry in the reachability matrix equals to 0 and the (j,i) entry also equals to 0 similarly.

Transitivity is a well-known assumption that imply both direct and indirect relationships between two certain variables as such; if a variable X is related to Y and Y is related to Z, finally X is inevitably related to Z (Mudgal et al., 2010; Katiyar et al., 2018). At the end of checking process for transitivity, final reachability matrix is created.

- **Partition of Reachability Matrix:** Within this step, the final reachability matrix which has already obtained from previous step, is portioned into different levels. As stated by Ünlü and Tosun (2018) this step is used to determine the hierarchical order of variables through the usage of dependence and driving powers (which have already gathered from final reachability matrix). According to same scholars, both reachability set and antecedent sets are created for each variable in final reachability matrix. Respectively, reachability set comprised of the variable itself and other variables that may be affected. On the other hand, antecedent set also includes variable itself and other variables that may affect it. And lastly, intersection set is created for all variables. According to ISM rules; variables which reachability and intersection sets are same, located in same level in the hierarchy of ISM. To determine the top level of ISM hierarchy, Tan et al. (2019) suggested that the researcher must identify the reachability and intersection sets in the first phase. If the values of these are resulted same, relevant variable is positioned at the top level of hierarchy. When the top level of the hierarchy is determined, a researcher should remove mentioned variable from the reachability set. In order to determine the next levels, same process will continue until all variables are positioned in the hierarch.

- **Draw of Graph:** In the six steps of ISM, directed graph is drawn according to relationships which determined in the final reachability matrix and then transitive links are also removed.

- **Development of ISM Model:** Eventually, the ISM model is developed in seventh step.

- **Review of ISM Model:** At the end of development of ISM model, conceptual inconsistency is checked and necessary modifications are done if required.

4.6.3. MICMAC Analysis

MICMAC Analysis (which also known as; Cross Impact Matrix Multiplication Applied to Classification) was developed by Duperrin and Godet in 1973. As stated by Jha and Devaya (2007:419) this method used to create detailed understandings about the role of diverse components of a complex system. The foremost objective of MICMAC analysis is to evaluate the both driving and dependence power of variables (Bag and Anand, 2014). According to Duperrin and Godet (1973) MICMAC analysis has divided into four categories as demonstrated in Figure 4.6.;
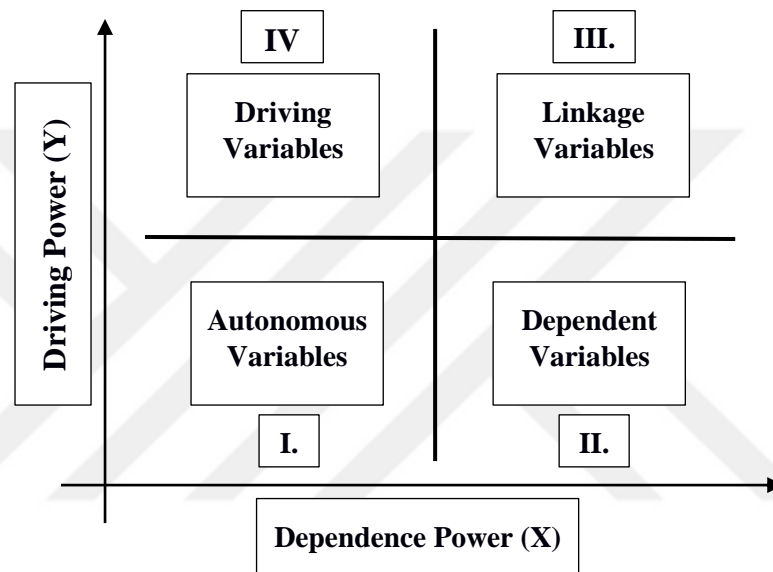
Figure 4.6. Driving Power and Dependence Power Diagram

Source: Duperrin and Godet (1973)

These categories can be explained as follow (Attri et al., 2013);

- **Autonomous Variables:** Autonomous variables have a weak drive power and similarly weak dependence power. In other words, "low dependency" and "low driving power" are the determinant attributes of autonomous factors. These variables are located in the first part (quadrant) of diagram.

- **Dependent Variables:** Dependent variables have a weak drive power but oppositely strong dependence power. In other words, "high dependency" and "low driving power" are the determinant attributes of dependent factors. These variables are located in the second part (quadrant) of diagram.

- **Linkage Variables:** Linkage variables have a strong drive power and similarly strong dependence power. In other words, "high dependency" and "high

driving power" are the determinant attributes of linkage factors. These variables are located in the third category (quadrant) of diagram.

- **Driving Variables:** Driving variables have a strong drive power but oppositely weak dependence power. In other words, "low dependency" and "high driving power" are the determinant attributes of independent factors. These variables are located in the fourth category (quadrant) of diagram.

The determinant attributes of each category are summarized in Table 4.12. as below;

Table 4.12. Driving Power and Dependence Power

| Category	Driving Power	Dependence Power	Quadrant in Graph
Autonomous Variables	Low	Low	1st
Dependent Variables	Low	High	2nd
Linkage Variables	High	High	3rd
Driving Variables	High	Low	4th

CHAPTER 5
FINDINGS

The findings chapter of this dissertation has divided into three sections (Figure 5.1.). Within the first section, the results of inductive content analysis were explained in detail. As a second, through the identification of variables in the first step, the relationship between variables was examined then the final model was developed with the usage of Interpretive Structural Modeling (ISM). Thirdly, MICMAC analysis was used to classify the variables according to their driving and dependency power.
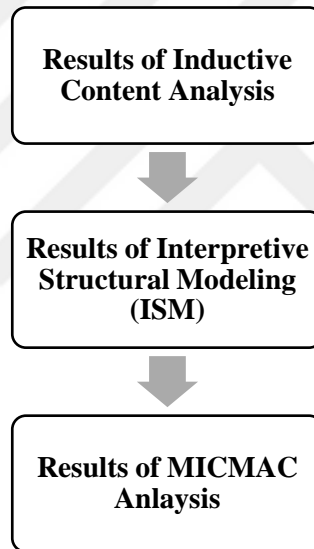
Figure 5.1. Summary of Findings

5.1. Results of Inductive Content Analysis

As a result of inductive content analysis, a total of 621 codes were revealed through data gathered from the unit of analyses (Appendix C-I). Intercoder reliability was calculated using Microsoft Excel. As mentioned in the previous part; the Kappa value varies from 1 to 0. According to this, unsatisfactory represent by 0 whereas satisfactory represent by 1. According to Landis and Koch (1977) kappa coefficients are listed as follows;

- < 0 indicates "poor agreement" between coders,
- 0.0 to 0.20 "indicate "slight agreement" between coders,

- 0.21 to 0.40 indicate "fair agreement" between coders,
- 0.41 to 0.60 indicate "moderate agreement" between coders,
- 0.61 to 0.80 indicate "substantial agreement" between coders,
- 0.81 to 1.00 indicate "almost perfect agreement" between coders.

Results of intercoder reliability (or level of interrater agreement) demonstrated in Table 5.1.

Table 5.1 Results of Intercoder Reliability

		CODER A			
		0	1		
CODER	0	167	20	187	30,11%
B	1	30	404	434	69,89%
		197	424	621	
		31,72%	68,28%		

- Coder A indicated unsatisfactory and Coder 2 also indicated unsatisfactory (Number of times: 167).
- Coder A indicated satisfactory and Coder B also indicated satisfactory (Number of times: 404).
- Coder A indicated unsatisfactory and Coder B indicated satisfactory (Number of times: 30).
- Coder A indicated satisfactory and Coder B indicated unsatisfactory (Number of times: 20).

In respect to these, intercoder reliability was founded as k= 0,8116 (81,16%) which represents a perfect agreement among two independent coders according to Cohen's Kappa formula as indicated below.

$$k= (Pr\ (a) - Pr\ (e)) / (1-Pr\ (e))$$

- P (a) represents the relative observed agreement among coders (167 + 404) / 621 = 91, 95%
- P (e) the hypothetical probability of chance agreement (31,72 * 30,11) + (68,28 * 69,89) = 57,27%
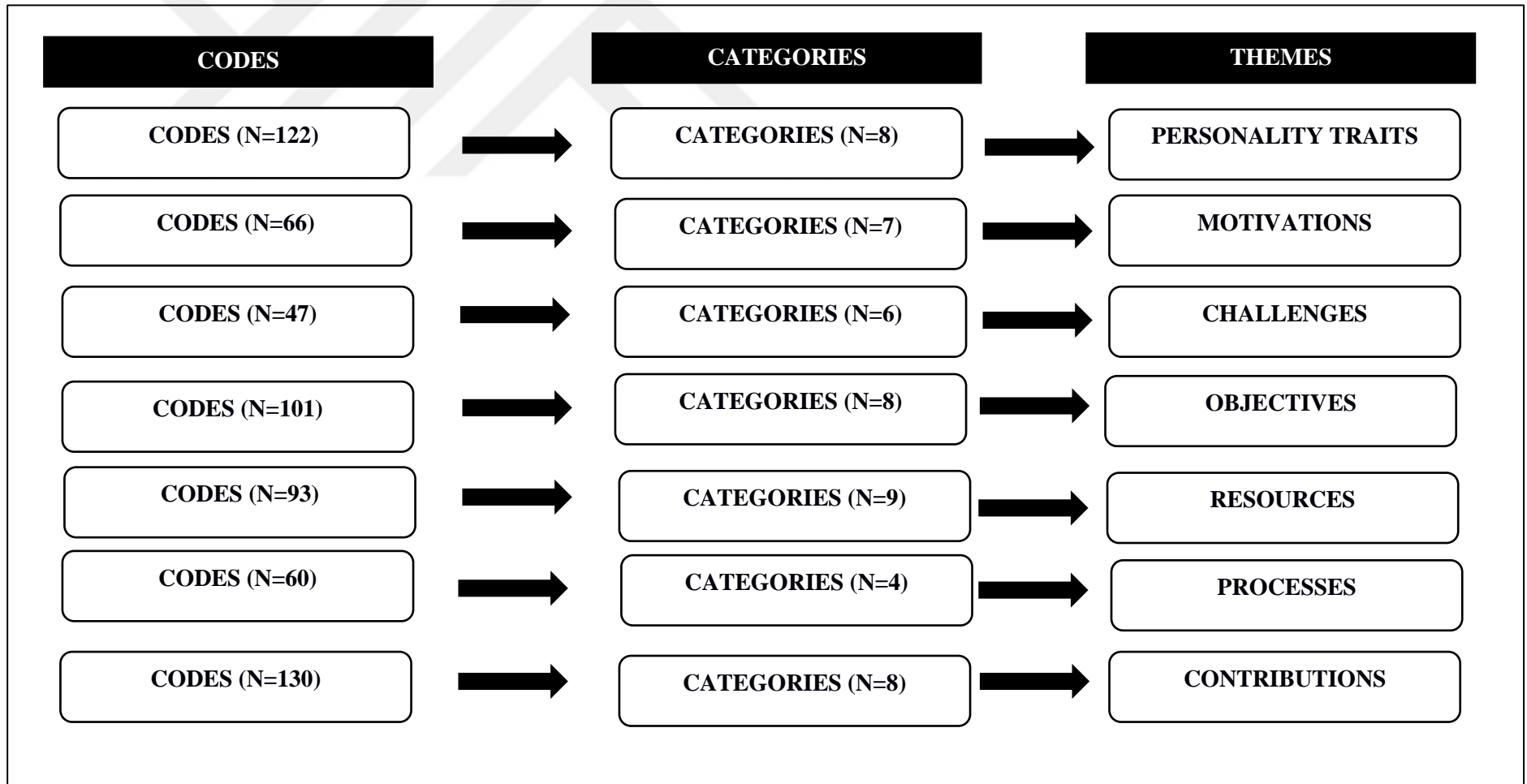- k= (0,9195 – 0,5727) / (1 – 0,5727) = 0.8116 = **81,16%**

As a result of inductive content analysis, units of analysis (which were developed in advance) marked with code color (highlighter). In other saying, units of analysis were coded with the same colors to indicate the same topic, issue, concept, or theme. Through this helpful coloring method (Erlingsson and Brysiewicz, 2017), similar codes were grouped together in order to determine diverse categories. As indicated in Table 5.2., within the context of this study, 50 different categories were determined and then with these similar categories 7 main themes were constituted at the end of the content analysis process. Respectively, main themes were named as following; personality traits, motivations, challenges, objectives, resources, processes, and contributions. These themes are also giving a strong clue about; personality traits of social entrepreneurs which reflect when they make crucial efforts, the core reasons that lead them to become a social entrepreneur, the main difficulties that they face, their purposes which they look forward to reach, diverse supports that they received, processes or steps that they followed, and finally their vital contributions.

As demonstrated in Figure 5.2., "personality traits" is the first main theme includes eight different categories. In addition to this, within the "motivations" theme seven motivational factors were examined as core reasons of chefs to become a social entrepreneur. Moreover, six important difficulties were shown within the context of "challenges" theme. Furthermore, the purposes of social entrepreneurs divided into nine categories and referred as "objectives" as well. In this regard to succeed these objectives; nine different supports that gained and four types of processes that conducted were also revealed under the main themes of "resources" and "processes" respectively. Eventually, eight essential improvements by social entrepreneurs into a gastronomy field were specified in the main theme of contributions.

Table 5.2. Main Themes and Categories of Research

Main Themes Categories	Number of Social Entrepreneur	Frequency (%)
Personality Traits	**6**	**100**
▪ Altruism	6	100
▪ Change-orientation	6	100
▪ Leadership	6	100
▪ Solution-orientation	6	100
▪ Extraversion	5	83,3
▪ Persistency	5	83,3

▪ Innovativeness	5	83,3
▪ Perfectionism	3	50
Motivations	**6**	**100**
▪ Health Related Concerns	4	66,6
▪ Disadvantaged Groups	4	66,6
▪ Environmental Concerns	4	66,6
▪ Food Insecurity	3	50
▪ Food Waste	3	50
▪ Low Know-How	2	33,3
▪ Gender Inequality	1	16,6
Challenges	**4**	**100**
▪ Hard Working Conditions	4	100
▪ Lack of Support	4	100
▪ Social Pressure	3	75
▪ Cultural Issues	1	25
▪ Demanding People	1	25
▪ Security Issues	1	25
Objectives	**6**	**100**
▪ To Empower	6	100
▪ To Educate and Train People	5	83,3
▪ To Generate Employment	4	66,6
▪ To Improve Health	4	66,6
▪ To Fight Climate Change	3	50
▪ To Ensure Sustainability	3	50
▪ To Minimize Food Waste	3	50
▪ To Achieve Zero Hunger	3	50
Resources	**6**	**100**
▪ Donation & Sponsorship	5	83,3
▪ Partnerships	4	66,6
▪ Labor Force	3	50
▪ Volunteers	3	50
▪ Capital	3	50
▪ Intellectual Capital	3	50
▪ Nature	2	33,3
▪ Governmental Organizations	2	33,3
▪ Non-governmental Organizations	2	33,3
Processes	**6**	**100**
▪ Collaboration	6	100
▪ Education & Training	4	66,6
▪ Know-How Exchange	3	50
▪ Research & Development	1	16,6
Contribution	**6**	**100**
▪ Teaching Know How	6	100
▪ Minimizing the Food Waste	5	83,3
▪ Providing Employment Opportunities	4	66,6
▪ Enabling Social Inclusion	4	66,6
▪ Increasing Sustainability	3	50
▪ Reducing the Impacts of Climate Change	3	50
▪ Fighting with Hunger	3	50
▪ Supporting the Regional Economy	3	50

CODES	CATEGORIES	THEMES
CODES (N=122)	CATEGORIES (N=8)	PERSONALITY TRAITS
CODES (N=66)	CATEGORIES (N=7)	MOTIVATIONS
CODES (N=47)	CATEGORIES (N=6)	CHALLENGES
CODES (N=101)	CATEGORIES (N=8)	OBJECTIVES
CODES (N=93)	CATEGORIES (N=9)	RESOURCES
CODES (N=60)	CATEGORIES (N=4)	PROCESSES
CODES (N=130)	CATEGORIES (N=8)	CONTRIBUTIONS

Figure 5.2. Main Themes and Categories of Research

5.1.1. Personality Traits of Social Gastronomy Entrepreneurs

Study findings reveal that the personality traits of social entrepreneurs, fall into eight different categories (Table 5.3.) which consisting of 122 codes in total (Table 5.4.). In this regard, these categories are determined as; "Altruism", "Change Orientation", "Leadership", "Solution-orientation", "Extraversion", "Persistency", "Perfectionism", and "Innovativeness" (as summarized in Figure 5.3.).

Table 5.3. Personality Traits of Social Gastronomy Entrepreneurs

No	Theme: Personality Traits	Number of Social Entrepreneur	Number of Codes	Frequency (%)
1	Altruism	6	19	100
2	Change Orientation	6	17	100
3	Leadership	6	22	100
4	Solution-orientation	6	14	100
5	Extraversion	5	14	83,3
6	Persistency	5	18	83,3
7	Innovativeness	5	12	83,3
8	Perfectionism	3	6	50

Table 5.4. Open Coding Results for Question 1 (Personality Traits)

Theme	Categories	Codes
PERSONALITY TRAITS	Altruism (19)	- Committed - Selflessness - Care about others - Provide pleasure for others - Concern for others - Put others first - Dedication - Sense of responsibility - Desire to help - Addressing the social problems - Concern for wellbeing - Do for others - Other orientation - Desire to benefit someone - Empathy - Compassion - Sharing - Willingness - Community driven

	Change Orientation (17)	- Make a difference - Believe in change - Evolve - Desire to change - Change advocate - Creation of social value - Changing the existing - Voice of change - Social inclusion - Transformation of lives - Transformation of communities - Social change - Changing the World - Changing the city - Vision for change - Social change agency - Take action
	Leadership (22)	- Pioneer - Supported by others - Mission driven - Reaching the masses - Influencing the masses - Ten steps ahead - Didactic - Embracing the failure - Trustworthiness - Encourage others - Interaction with others - Passionate - Self confidence - Inspiring the masses - Impressiveness - Humbleness - Women of people - Charismatic - Opinion leader - Visionary - Driving force - Leading society

Solution-orientation (14)	- Being a calm - Versatile - Creative - Finding solutions - Fixing a problem - Knowing how - Resourcefulness - Adaptability - Flexibility - Offering an alternative - Solution-based thinking - Opportunity alertness - Turning a negative into a positive - Understanding the needs	
Extraversion (14)	- Connected with others - Tend to collaborate - Gregarious - Exciting - Energetic - Action oriented - Enthusiastic - Sense of curiosity - Communicate easily - Proactive - Tend to connect - Assertive - Sociable - Emotionally charged	
Persistency (18)	- Fearless - Brave - Stubborn - Determined - Indomitability - Opponent - Tackle with uncertainty - Make risky choices - Insist on - Willingness to take risk - Provocative - Continuity - Self confidence - Tackle with problems - Do not give up - Indefatigable - Avoiding excuses - To avoid borders	

	Innovativeness (12)	▪ Open minded ▪ Openness ▪ Doing things differently ▪ Willingness to try ▪ Finding innovative solutions ▪ Finding innovative ideas ▪ Creating innovative recipes ▪ Reinterpretation ▪ Opportunity seeking ▪ Potential seeking ▪ Constant curiosity ▪ Recognizing opportunities
	Perfectionism (6)	▪ Responsibility ▪ Learn from failure ▪ Zero Error ▪ Impeccable ▪ Obsessing ▪ Disciplined

Based on research findings, "Altruism", "Change Orientation", "Leadership" and, "Solution-orientation" were observed to share the same frequency of 100% (f=6) among 6 social entrepreneurs as indicated in Table 5.5.

Table 5.5. Summary of Personality Traits (Social Gastronomy Entrepreneurs)

Personality Traits of Social Entrepreneurs	Social Entrepreneurs					
	Ebru Baybara Demir	Anthony Myint	David Hertz	Manu Buffara	Massimo Bottura	Ayşe Tükrükçü
Altruism	+	+	+	+	+	+
Change Orientation	+	+	+	+	+	+
Leadership	+	+	+	+	+	+
Solution-orientation	+	+	+	+	+	+
Extraversion	+	+	+	+	+	-
Persistency	+	-	+	+	+	+
Innovativeness	+	+	+	+	+	-
Perfectionism	+	+	-	-	+	-

According to the first trait; Altruism, the defining attributes of these six social entrepreneurs are related with the codes of commitment, selflessness, dedication, empathy, willingness, sense of responsibility, compassion, concern for others, desire to help, concern for wellbeing, other orientation, desire to benefit others, and the ability to care others, provide pleasure for others, put others first, address the social problems,

do for others, and share. For the second trait; "Change Orientation", the defining attributes are associated with the codes as such; belief in change, desire to change, voice of change, community drive, vision for change, social change agency, and the ability to make a difference, evolve, understand needs, advocate change, create social value, change the existing, transform lives and communities, provide social inclusion, change the World by changing a city, and take an action. For the third trait; "Leadership", the defining attributes are; mission drive, didacticism, trustworthiness, passion, self-confidence, impressiveness, humbleness, charisma, vision and the ability to be supported by others, reach, inspire, and influence the masses, be ten-step ahead of others, embrace the failure, encourage and interact with others, and be a driving force. As forth, "Solution-orientation" is another essential personality trait that observed among all social entrepreneurs as well. Solution-orientation trait is defined by; versatility, solution-based thinking capability, calmness, creativity, resourcefulness, adaptability, flexibility, opportunity alertness attributes, and the ability to find solutions, fix problems, know-how, offer many alternatives, and turn negatives into positives.

Moreover, "Extraversion", "Persistency", "Innovativeness" personality traits also share the same frequency with 83.3% (f=5) among 6 social entrepreneurs. Within the context of "Extraversion", the followings were observed as the defining attributes; the tendency to collaborate and connect, gregariousness, excitement, energy, action orientation, enthusiasm, sense of curiosity, proactiveness, assertiveness, sociability, and the ability to connect and communicate easily with others. For another prominent personality trait; "Persistency", the associated attributes are; fearlessness, braveness, stubbornness, determination, indomitability, opposition, willingness to take risks, proactiveness, continuity, self-confidence, and the ability to tackle uncertainty and many problems, make risky choices, not give up, and insist on about what they want to do and what they want to achieve. Besides all these, "Innovativeness" personality trait is another observed trait according to study findings. Open-mindedness, openness, doing things differently, willingness to try, finding innovative solutions and ideas, creating innovative recipes, reinterpreting, seeking opportunity and potential, and constant curiosity are the codes of attributes which define innovativeness traits for social entrepreneurs who make crucial efforts within the field of gastronomy.

Finally, "Perfectionism" personality trait was observed in half of the respondents according to the study findings. This trait is mainly characterized by the codes of; responsibility, zero errors, learning from mistakes, impeccability, obsession, and discipline.
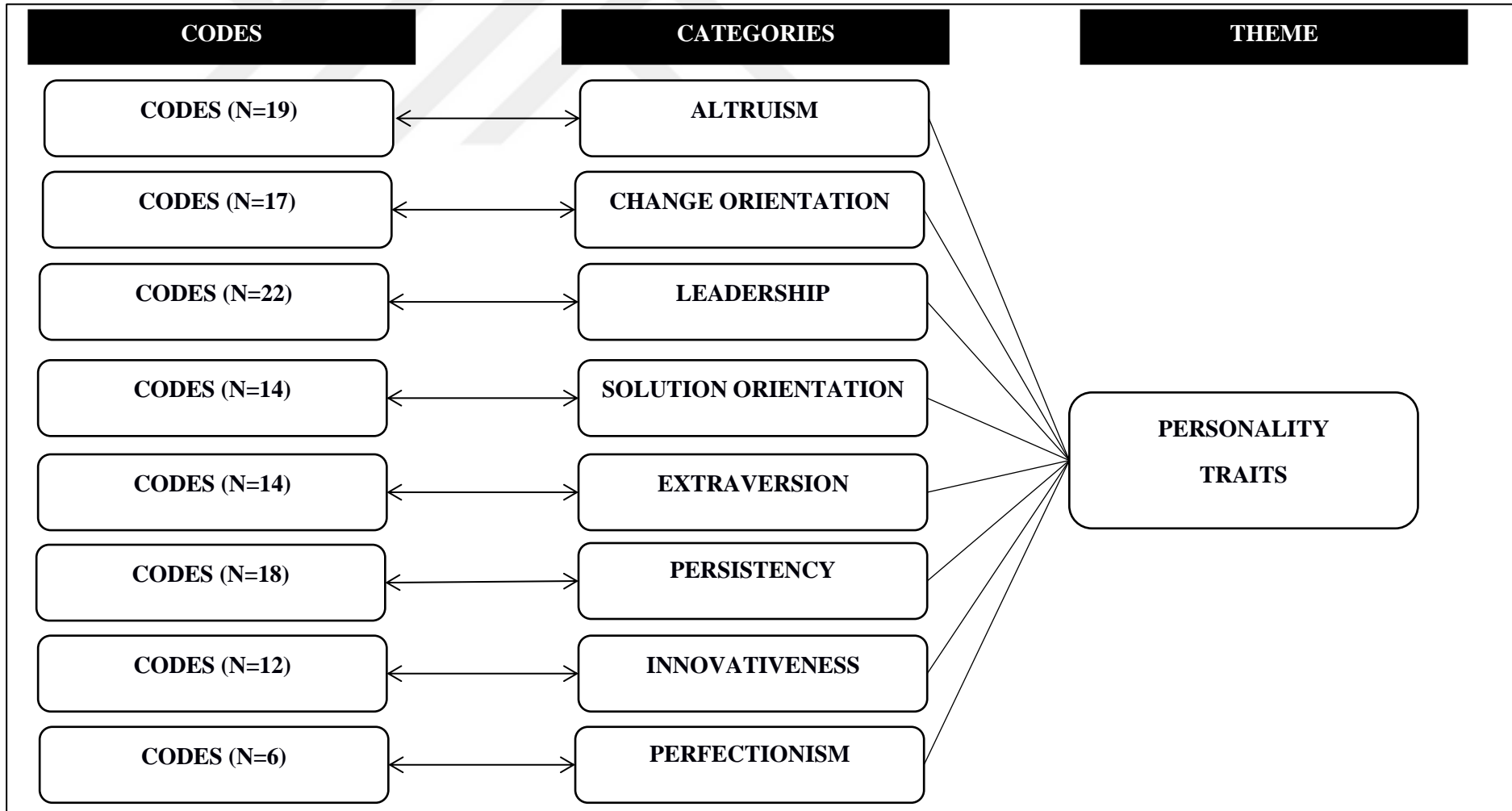
Figure 5.3. Personality Traits of Social Gastronomy Entrepreneurs

5.1.2. Motivations of Social Gastronomy Entrepreneurs

In the second step of content analysis, 7 different categories (Table 5.6.) and 66 associated codes (Table 5.7.) were determined under the theme of motivations of social entrepreneurs. As summarized in Figure 5.4. these categories are identified as; "Health Related Concerns", "Disadvantaged Groups", "Environmental Concerns", "Food Insecurity", "Food Waste", "Low Know-How", and "Gender Inequality". These mentioned categories are also recognized as the main motivational drivers or factors of social entrepreneurs when they take an action in the field of gastronomy industry.

Table 5.6. Motivations of Social Gastronomy Entrepreneurs

No	Theme: Motivations	Number of Social Entrepreneur	Number of Codes	Frequency (%)
1	Health Related Concerns	4	19	66,6
2	Disadvantaged Groups	4	12	66,6
3	Environmental Concerns	4	10	66,6
4	Food Insecurity	3	3	50
5	Food Waste	3	8	50
6	Low Know-How	2	7	33,3
7	Gender Inequality	1	7	16,6

Table 5.7. Open Coding Results for Question 2 (Motivations)

MOTIVATIONS	Health Related Concerns (19)	- Tumor - Cancer - Structure of soil - Changing eating habits - Changing consumption patterns - Unhealthy agriculture - Unhealthy products - Nutritional value - Natural/Organic products - Back to the soil - Healthy food production - Chemical usage - Malnutrition - Obesity - Pesticides consumption - Know what we eat - Know where it comes from - Know who makes it - Thinking of future

Disadvantaged Groups (12)	▪ Refugees ▪ Persons in need ▪ Unemployed ▪ Dysfunctional family ▪ Pariah ▪ Social exclusion ▪ Unqualified persons ▪ Homeless ▪ Ignored by the society ▪ Starving person ▪ Broke person ▪ Trauma	
Environmental Concerns (10)	▪ Chemical usage ▪ Pesticides ▪ Drought ▪ Hybrid seeds ▪ Energy consumption ▪ Water consumption ▪ Unsustainable food systems ▪ Gas emission ▪ Future thoughts ▪ Climate change	
Food Insecurity (3)	▪ Inequality distribution of food ▪ Hunger ▪ Access to food	
Food Waste (8)	▪ Feed the planet ▪ Fight the waste ▪ Surplus ▪ Transformation of food ▪ Leftovers ▪ Overripe banana ▪ Ugly tomato ▪ Breadcrumbs	
Low Know-How (7)	▪ Inadequate farming applications ▪ Wrong chemical usage ▪ Excessive chemical usage ▪ Problems faced by farmers (monetary) ▪ Lack of knowledge ▪ Lack of education ▪ Lack of information	
Gender Inequality (7)	▪ Male children ▪ Discrimination ▪ Disadvantaged ▪ East ▪ Being a woman ▪ Weak Status of Women ▪ Female children	

Based on study findings; "Health Related Concerns", "Disadvantaged Groups", and "Environmental Concerns" factors were found to have the same frequency of 66.6% (f=4). In other words, these mentioned categories are the main motivation factors for the vast majority of the respondents (Table 5.8.).

Table 5.8. Summary of Motivations (Social Gastronomy Entrepreneurs)

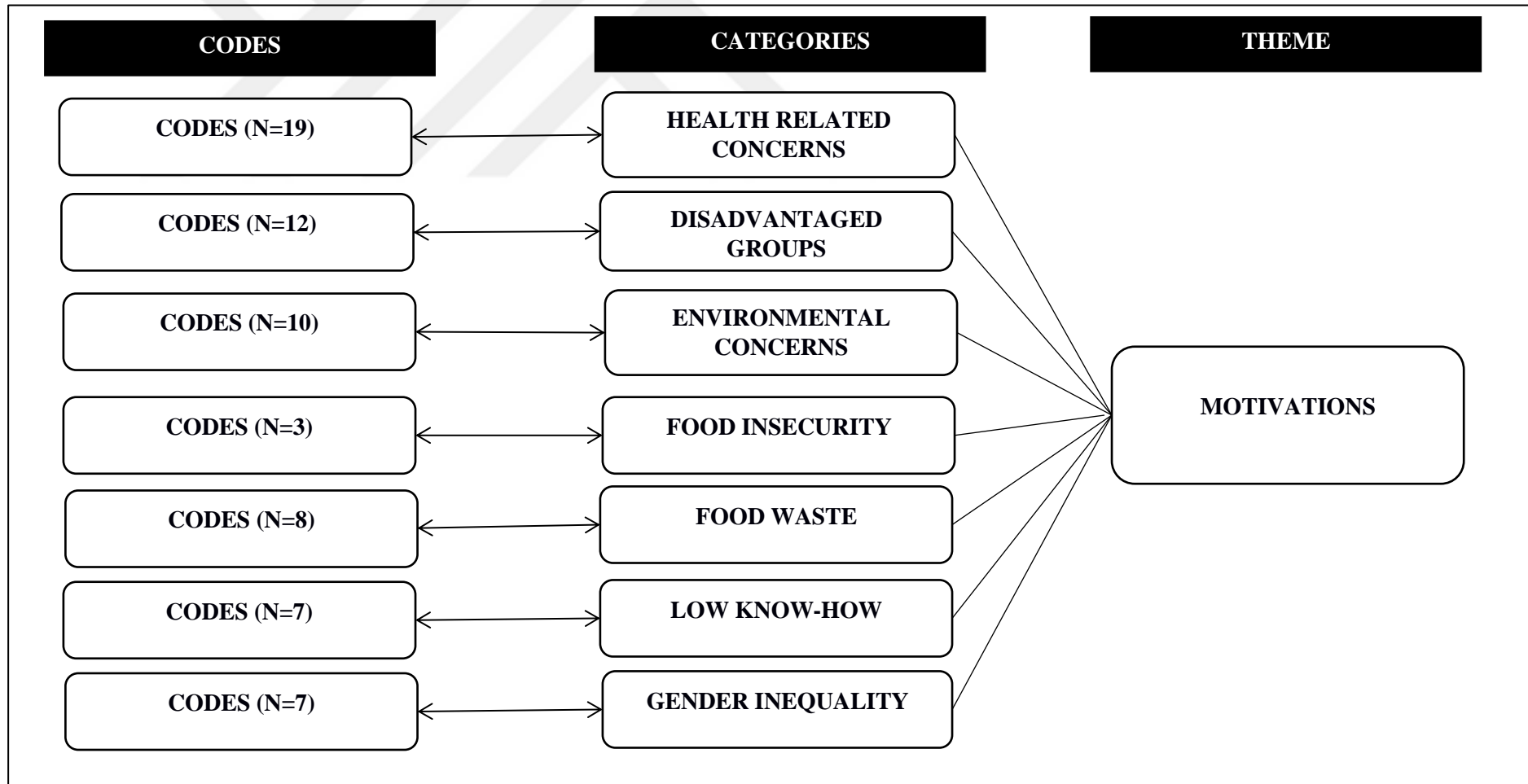| Motivations of Social Entrepreneurs	Social Entrepreneurs					
	Ebru Baybara Demir	Anthony Myinth	David Hertz	Manu Buffara	Massimo Bottura	Ayşe Tükrükçü
Health Related Concerns	+	+	+	+	-	-
Disadvantaged Groups	+	-	+	-	+	+
Environmental Concerns	+	+	+	+	-	-
Food Insecurity	-	-	+	-	+	+
Food Waste	-	-	+	+	+	-
Low Know-How	+	-	-	+	-	-
Gender Inequality	+	-	-	-	-	-

First of all, the associated codes of "Health Related Concerns" can be listed as the following; tumors, cancer, the structure of the soil, changing eating habits and consumption patterns, unhealthy agricultural practices and products, nutritional value, organic food, healthy food production, chemical usage, pesticide consumption, malnutrition, and obesity. The respondents who were concerned about not only their but also the community's health was also conscious of what they eat, where the food comes from, and who prepares it alongside concerns for the future. Second of all, the groups that were classified as "Disadvantaged Groups" can be listed as; refugees, homeless people, groups that battle against poverty and hunger, unemployed people, people that come from dysfunctional families and pariahs, and unqualified people who motivated 66.6% of social gastronomy entrepreneurs to do something good on behalf of them. These people are usually the groups that are subject to social exclusion and ignored by society. One thing most of the members of these groups have in common is their past traumatic experiences. Thirdly, research findings revealed that the associated codes of "Environmental Concerns" include; harmful effects of drought, usage of hybrid seed, degree of energy and water consumption, gas emission, unsustainable food systems, and climate change. Similar to the previously mentioned "Health Related Concerns", "Environmental Concerns" also include chemical and

pesticide usage, and finally future-related thoughts and concerns.

"Food insecurity" and "Food Waste" was indicated as a motivation factors by 3 different respondents, thus, the frequency is 50%. Study findings revealed that; inequality in food distribution, hunger, and access to food are the main concerns regarding the category of food insecurity that motivated social entrepreneurs to find diverse solutions. Additionally, "Food Waste" as a motivational factor report that they drive their motivation from the idea of reducing food waste and surplus while feeding the planet through the transformation of food.

"Low Know-How" was other crucial factor which has frequency of 33.3% as 2 respondents indicated them. Respondents that mentioned "Low Know-How" factor comprised of inadequate farming applications, wrong and excessive chemical usage, monetary problems faced by farmers, lack of knowledge, lack of education, and, lack of information that not only motivated social entrepreneurs but also inspired them to do many beneficial improvements within the borders of gastronomy industry.

Lastly, "Gender Inequality" was mentioned only once in the study, therefore, the frequency is 16.6%. The respondent that mentioned gender inequality states that there are a social power and representation imbalance between the male and female population in certain social aspects and this gives the respondent the motivation to take a step towards fixing the imbalance.

Figure 5.4. Motivations of Social Gastronomy Entrepreneurs

5.1.3. Challenges of Social Gastronomy Entrepreneurs

The study findings point to 6 different challenges (Table 5.9.) that social entrepreneurs face frequently when they insist on revealing the transformative power of gastronomy. These challenges are identified as; "Hard Working Conditions", "Lack of Support", "Social Pressure", "Cultural Issues", "Demanding People", and "Security Issues" (Figure 5.5.). As listed in Table 5.10., in total 47 codes effectuate these mentioned challenges within the scope of this research.

Table 5.9. Challenges of Social Gastronomy Entrepreneurs

No	Theme: Challenges	Number of Social Entrepreneur	Number of Codes	Frequency (%)
1	Hard Working Conditions	4	11	100
2	Lack of Support	4	6	100
3	Social Pressure	3	9	75
4	Cultural Issues	1	14	25
5	Demanding People	1	4	25
6	Security Issues	1	3	25

Table 5.10. Open Coding Results for Question 3 (Challenges)

CHALLENGES		
	Hard Working Conditions (11)	- Prohibitions - Limitations - Refuse to collaborate - Complex high qualifications - High Mental effort - High Physical effort - Required courage - Required flexibility - Required leadership - Required creativity - Long working hours
	Lack of Support (6)	- Low tourism income - Alienation of farmers - Disapproved by others - Low investments - Loss of governmental support - Sounded utopian

Social Pressure (9)		▪ Disparaging talks ▪ Negative WOM ▪ Negative opinions ▪ Set a bad example ▪ Overthinking about comments ▪ Protests ▪ Despising the disadvantaged people ▪ Prejudgments ▪ Career expectations
Cultural Issues (14)		▪ Status of women ▪ Role of women ▪ Family Structure ▪ City Culture ▪ Single women ▪ Divorced women ▪ Employed women ▪ Western Women ▪ Serves alcohol ▪ Clothing style ▪ Lifestyle ▪ Habits ▪ Norms ▪ Rules
Demanding People (4)		▪ Endless expectations ▪ Made them lazier ▪ Goodwill abuse ▪ Taking advantage of people
Security Issues (3)		▪ Terrorism ▪ War ▪ Middle East

According to research findings; "Hard Working Conditions" and "Lack of Support" challenges were found to be the most frequent ones with 100% (f=4) among four respondents (Table 5.11.).

Respectively, "Hard Working Conditions" refers to being subject to challenging situations such as; prohibitions, limitations, refusal of collaboration, complex and high qualifications, high mental and physical effort, and long working hours. According to the respondents in order to overcome these hard-working conditions, one must have courage, leadership skills, flexibility, and creativity. Furthermore, the codes that contribute to the category of "Lack of Support" include; low tourism income, alienation of farmers, disapproval of others such as family, society, and the local community, low investments, and withdrawal of governmental support. As it is seen that, these two categories were determined as the main challenges for social
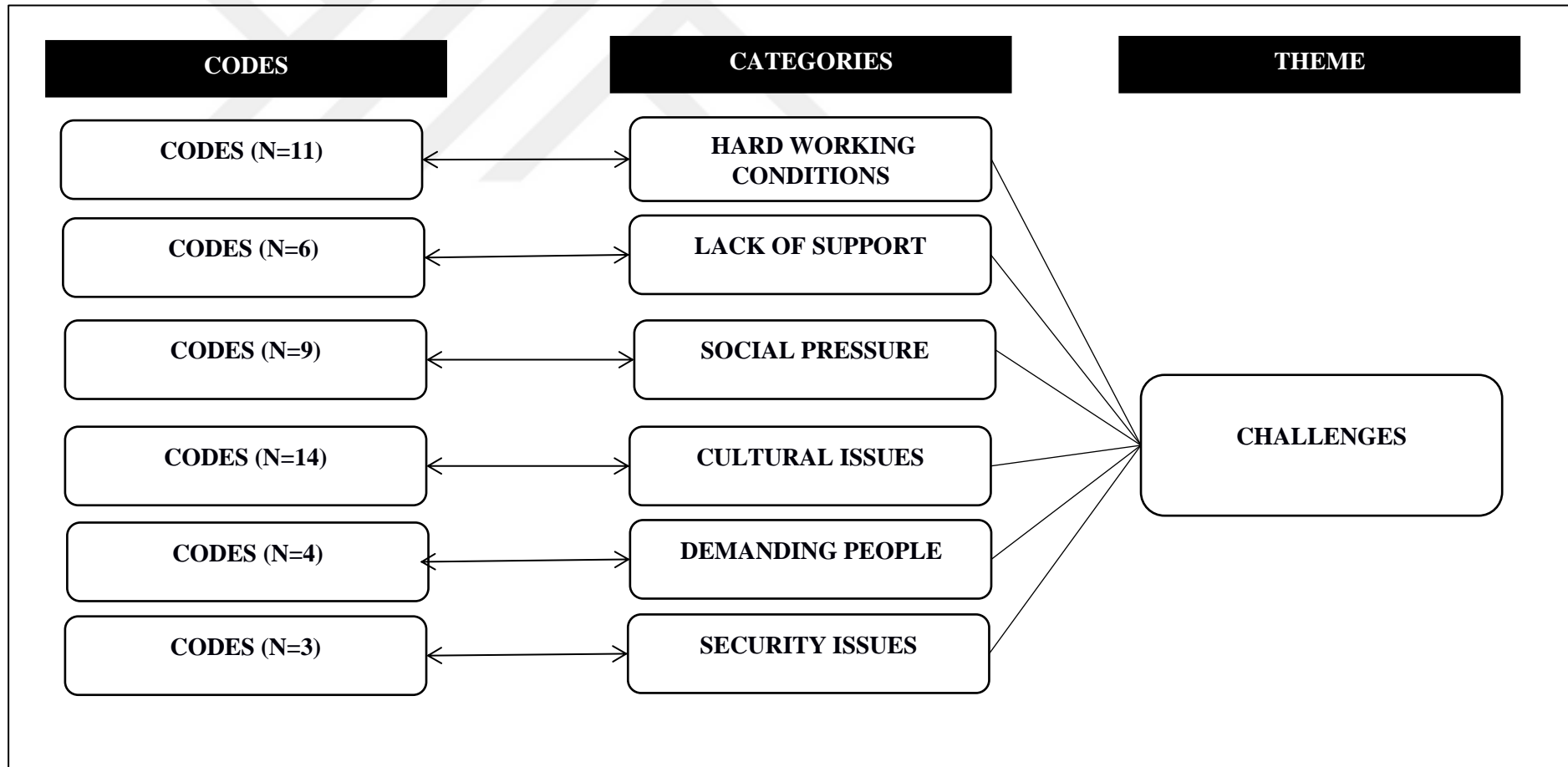
entrepreneurs within the gastronomy environment.

Table 5.11. Summary of Challenges (Social Gastronomy Entrepreneurs)

Challenges of Social Entrepreneurs	Social Entrepreneurs					
	Ebru Baybara Demir	Anthony Myinth	David Hertz	Manu Buffara	Massimo Bottura	Ayşe Tükrükçü
Hard Working Conditions	+	-	-	+	+	+
Lack of Support	+	-	-	+	+	+
Social Pressure	+	-	-	+	+	-
Cultural Issues	+	-	-	-	-	-
Demanding People	-	-	-	-	-	+
Security Issues	+	-	-	-	-	-

Besides these, "Social Pressure" challenge was also noted by 3 respondents amounting to 75% frequency. More precisely, "Social Pressure" category includes the codes of; negative word of mouth, negative opinions of others, overthinking about the comments people made, protests, prejudgments, high career expectations of others, and the despising of the disadvantaged groups within the society.

Moreover "Cultural Issues", "Demanding People", and "Security Issues" related challenges have the same frequency of 25% as they are noted by only one respondent within the context of research. Respectively, "Cultural Issues" include; status and the role of women, family structure (patriarchal), city culture, clothing style, lifestyle, habits, marital status of women, employed women, western women, and alcohol servings in restaurants. Another essential challenge caused by "Demanding People" refers to people in need abusing and taking advantage of the person that tries to help them by constantly demanding something while making no effort to earn that favor. It can be conceptualized as someone asking for fish all the time rather than learning how to fish. Finally, "Security Issues" is the last category that refers to the challenge of a social entrepreneur which blended with wars, terrorism, and the situation in the Middle East.

Figure 5.5. Challenges of Social Gastronomy Entrepreneurs

5.1.4. Objectives of Social Gastronomy Entrepreneurs

Based on the study findings, there are 8 objective related categories (Table 5.12.) revealed that social entrepreneurs are hoping to achieve within the gastronomy stage. There are 103 codes (Table 5.13.) in total which completely associated with these 8 categories. These categories are; "To Empower", "To Educate and Train People", "To Generate Employment", "To Improve Health", "To Fight Climate Change", "To Ensure Sustainability", "To Minimize Food Waste", and "To Achieve Zero Hunger" (Figure 5.6.).

Table 5.12. Objectives of Social Gastronomy Entrepreneurs

No	Theme: Objectives	Number of Social Entrepreneur	Number of Codes	Frequency (%)
1	To Empower	6	27	100
2	To Educate and Train People	5	18	83,3
3	To Generate Employment	4	7	66,6
4	To Improve Health	4	8	66,6
5	To Fight Climate Change	3	13	50
6	To Ensure Sustainability	3	18	50
7	To Minimize Food Waste	3	7	50
8	To Achieve Zero Hunger	3	5	50

Results indicated that; the objective of empowering people, societies, and the environment are the main concern for all of the respondents (f=6) as specified in Table 5.14. The main motivation behind empowering is generating social change and equity through supporting and integrating marginalized or disadvantaged groups of people. The codes associated with this category are; improvement of life quality, care for people, creation of dignity, recognition, and well-being, promoting self-determination, providing opportunities, permanent help, and solutions, uncovering the hidden potential, engaging and reintegrating people, social cohesion and, battling social inequality as well.

The category with the second-highest frequency is "To Educate and Train People" with 83.3% (f=5). The driving forces behind this category are; training disadvantaged or marginalized groups, changing the mindset, raising awareness and know-how, teaching how to catch fish, and improving skills. In order to accomplish this category, they provide theoretical and practical knowledge, offer training programs, and provide

many opportunities for vocational education to the group of people who had no change to get education before. Beside this, promotion of the slow food movement, reconnection with the land through knowing the state, city and producers are also examined as crucial elements within the context of this category.

The other objective related categories are; "To Generate Employment" and "To Improve Health" shared same frequency of 66.6% (f=4). Generating employment category associates with the similar codes of creating employment and sustainable income, providing job opportunities, and battling unemployment for disadvantaged or marginalized groups. In addition to these, "To Improve Health" category comprised by the codes of local wheat usage, whole wheat flour usage, high-quality products or foods, improvement of nutrition, better foods, better ingredients and, organic products.

Moreover, the remaining categories; "To Fight Climate Change", "To Ensure Sustainability", "To Minimize Food Waste", and "Achieve Zero Hunger" are another critical objectives with a frequency of 50% (f=3). The essential codes for "To Fight Climate Change" category is referred to as; temperature, global warming, drought, drought-tolerant seeds, dry farming, fertilizer usage, water consumption, compost, carbon footprint, less transportation and pollution, and recovery of farming activities. According to the respondents ensuring sustainability is only possible through maintaining the sustainability of agriculture, food and, resources. Defending high-quality food, product diversity, local producers, farms, farmers and ranchers are another crucial milestone in ensuring sustainability. "To Ensure Sustainability" category also includes reproduction and multiplication of local seeds, protection of local values, recording local products and recipes (which are almost forgotten), and expansion of wheat varieties. "To Minimize Food Waste" category aims to transform and adapt food through the usage of food surplus, leftovers, edible wastes, trash, and reduction of waste. Finally, "To Achieve Zero Hunger" category is associated with the codes of feeding the poor, preparing meals for the poor, providing food, changing the food system, and combatting hunger.

Table 5.13. Open Coding Results for Question 4 (Objectives)

| OBJECTIVES	To Empower (27)	▪ Improvement of life ▪ Cared about people ▪ Creating a dignity ▪ Recognition ▪ Creating wellbeing ▪ Support of marginalized people ▪ Integration of marginalized people ▪ Support of refugees ▪ Integration of refugees ▪ Integration of societies ▪ Gender empowerment ▪ Promotion of self determination ▪ Involvement of women ▪ Community empowerment ▪ Permanent help ▪ Provide opportunities ▪ Generate social change ▪ Generate Equity ▪ Looking for solution ▪ Finding the potential ▪ Combating with social inequality ▪ Engagement of people ▪ Human centered solution ▪ Connecting people together ▪ Reintegration of people ▪ Social cohesion ▪ Use as healing force
	To Educate and Train People (18)	▪ Theoretical knowledge ▪ Practical knowledge ▪ Improvement of skills ▪ Training programs ▪ Change the mindset ▪ Raising awareness ▪ Trained disadvantaged groups ▪ Vocational education ▪ Teaching details ▪ Educating people ▪ Teach to catch fish ▪ Theoretical agricultural knowledge ▪ Practical agricultural knowledge ▪ Promoting slow food movement ▪ Reconnection with the land ▪ Knowing the state ▪ Knowing the city ▪ Knowing the producers

To Generate Employment (7)	- Create employment - Unemployed women - Sustainable income - Employing people - Fights unemployment - Generating income - Provide job opportunities	
To Improve Health (8)	- Use of local wheat - Use of whole wheat flour - High quality products - High quality foods - Improvement of nutrition - Better food - Better ingredients - Organic products	
To Fight Climate Change (13)	- Temperature - Global warming - Drought - Dry farming - Fertilizer usage - Water consumption - Drought tolerant seeds - Fight for better environment - Compost - Less transportation - Less pollution - Recovery of farming activities - Carbon footprint	
To Ensure Sustainability (18)	- Sustainability of agriculture - Sustainability of food - Sustainability of sources - Reproduction of seeds - Seed store of Turkey - Multiplication of seeds - Local seeds - Local values of region - Recording the local products - Recording the local recipes - Use of local wheat - Expansion of wheat varieties - Defend the high-quality food - Defending diversity - Defending the local producers - Defending the local farms - Defending the farmers - Defending the ranchers	

	To Minimize Food Waste (7)	- Transformation of food - Adaptation of food - Food Surplus - Re-usage of leftovers - Usage of edible wastes - Usage of trash - Waste reduction
	To Achieve Zero Hunger (5)	- Feeding the poor - Meals for the poor - Proving the food - Changing of food system - Combating with hunger

Table 5.14. Summary of Objectives (Social Gastronomy Entrepreneurs)

Objectives of Social Entrepreneurs	Social Entrepreneurs					
	Ebru Baybara Demir	Anthony Myint	David Hertz	Manu Buffara	Massimo Bottura	Ayşe Tükrükçü
To Empower	+	+	+	+	+	+
To Educate and Train People	+	-	+	+	+	+
To Generate Employment	+	-	+	+	-	+
To Improve Health	+	+	+	+	-	-
To Fight Climate Change	+	+	-	+	-	-
To Ensure Sustainability	+	+	-	+	-	-
To Minimize Food Waste	-	-	+	+	+	-
To Achieve Zero Hunger	-	-	+	-	+	+
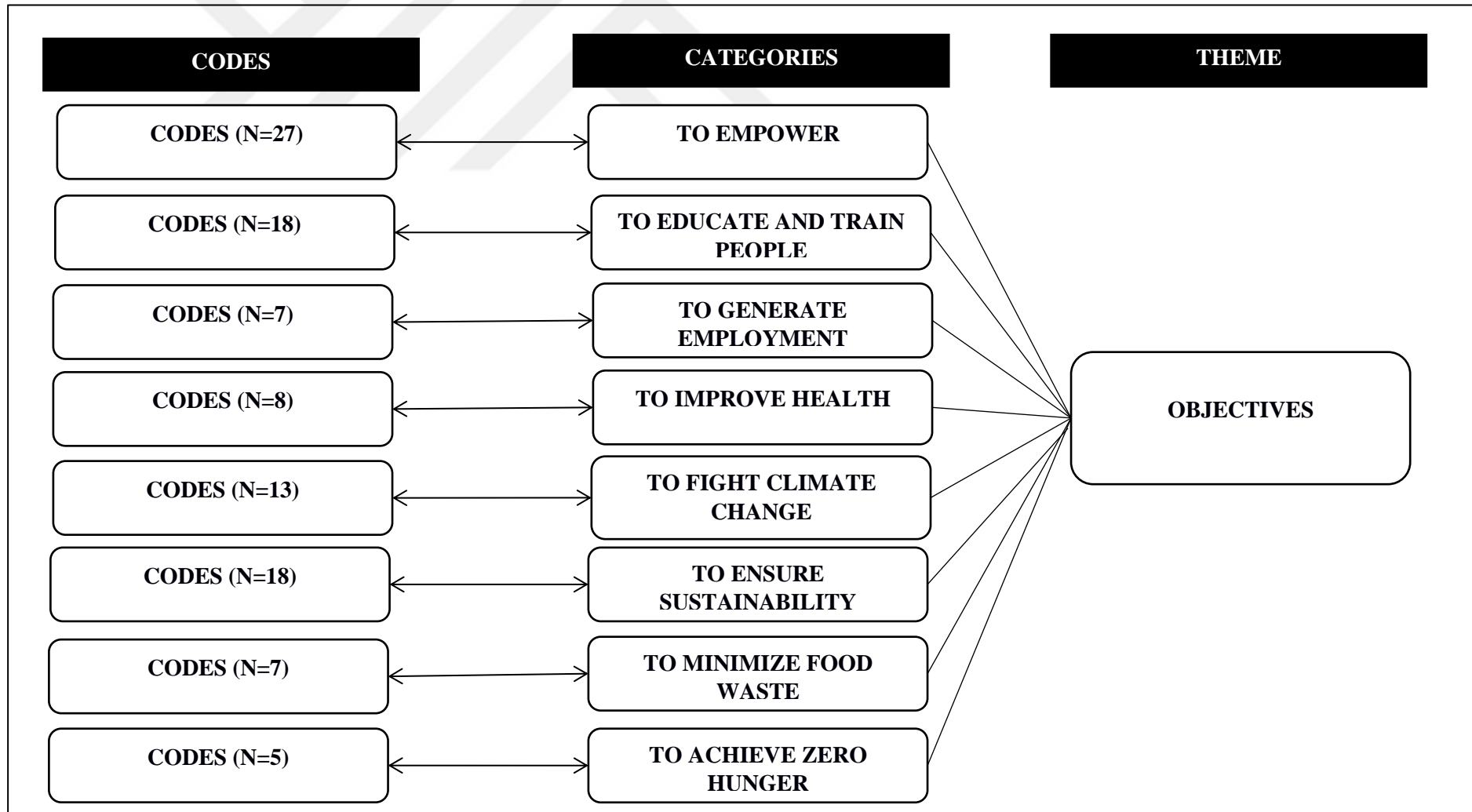
Figure 5.6. Objectives of Social Gastronomy Entrepreneurs

5.1.5. Resources of Social Gastronomy Entrepreneurs

According to study findings, social entrepreneurs listed various types of supports which they have received through as the following; "Donations & Sponsorship", "Partnership", "Labor Force", "Volunteers", "Capital", "Intellectual Capital", "Nature", "Governmental Organizations", and "Non-governmental Organizations" (Table 5.15.). As indicated in Figure 5.7., these kinds of supports are also represented the nine categories which shaped the main theme of "Resources". These nine categories consist of 93 associated codes in total. (Table 5.16.)

Table 5.15. Resources of Social Gastronomy Entrepreneurs

No	Theme: Resources	Number of Social Entrepreneur	Number of Codes	Frequency (%)
1	Donations & Sponsorship	5	19	83,3
2	Partnership	4	18	66,6
3	Labor Force	3	9	50
4	Volunteers	3	11	50
5	Capital	3	4	50
6	Intellectual Capital	3	8	50
7	Nature	2	11	33,3
8	Governmental Organizations	2	8	33,3
9	Non-governmental Organizations	2	5	33,3

Table 5.16. Open Coding Results for Question 5 (Resources)

RESOURCES	Donations & Sponsorship (19)	- Call for donation - Support - Supply - Contribution - Donation options - Company donations (leftover foods) - Foundation donations (leftover foods) - Food surplus - Land donations - Sponsors - Self-production - Hook system - Pax meal donation - Donation by consumers - Donation by diners - Few cents per meal - Raise fund - Funding - Additional revenue
	Partnership (18)	- Strategic partnerships - Togetherness - Strengthening - Supporting - Sharing - Stand side by side - Providing appliances - Meeting the needs - Partner companies - Partner universities - Partner agencies - Partner organizations - Connections - Stakeholders - Branches - Alliances - Boards - Networks
	Labor Force (9)	- Qualified workforce - Labor workforce - Women employees - Female farmers - Engineers - Sustainable income - Revenue - Producing products - Working

Volunteers (11)		- Giving time - Giving love - Hospitality - Helping - Serving - Supporting - Celebrity chefs - Voluntarily - Acceptance - Local community - Customers
Capital (4)		- Usage of academy - Usage of public education center - Usage of old building - Transformation of abandoned parts
Intellectual Capital (8)		- Learned from ancestors - Gain knowledge - Proprietary information - Know-how - Knowledge exchange - Transavanguardia artists - Designers (Italian) - Ability to plan
Nature (11)		- Cave - Native/local seeds - Land - Soil - Plants - Mother Nature - Rain Forest - Weather - Climate - Rain period - Water resource
Governmental Organizations (8)		- Government - Local administrations - Ministries - Supports of deputies - Governorship - District governorship - Municipalities - Government agency
Non-governmental Organizations (5)		- Associations - Cooperatives - Foundations - Agencies - International Organizations

"Donations & Sponsorship" category is the most mentioned category with a frequency of 83.3% (f=5) among six social entrepreneurs (Table 5.17.). Based on study findings, the donation process starts with a special call for donations which announced by social entrepreneurs frequently as "Call to Act"! Diverse companies, foundations, consumers, or diners respond to this call by donating food and leftovers, money, additional revenue, or land. For instance, food donation options include hook system, pax meal donation, and a few cents per mal, whereas, money donation consists of raising funds and providing funding. On the other hand, organizations or people can also choose to sign sponsorship agreements with social entrepreneurs to support their social based initiatives or projects as well. Within the context of this study, respectively; Food Deposit Co-Op., Renault, PGO, The Basic Need Association (TIDER), Grunding, Sabancı Foundation, Lav, and individual donors can be listed as donors or sponsors of social entrepreneurs who wants to create a social change to provide dignity and reintegration of people.

Table 5.17. Summary of Resources (Social Gastronomy Entrepreneurs)

Resources of Social Entrepreneurs	Social Entrepreneurs					
	Ebru Baybara Demir	Anthony Myint	David Hertz	Manu Buffara	Massimo Bottura	Ayşe Tükrükçü
Donations & Sponsorship	-	+	+	+	+	+
Partnership	-	+	+	+	+	-
Labor Force	+	-	-	+	-	+
Volunteers	-	-	+	-	+	+
Capital	+	-	-	+	+	-
Intellectual Capital	+	-	-	+	+	-
Nature	+	-	-	+	-	-
Governmental Organizations	+	-	+	-	-	-
Non-governmental Organizations	+	-	-	-	-	+

The second most mentioned category is; "Partnership" with a frequency of 66.6% (f=4). According to this, "Partnership" category includes the codes of; strategic partnership, togetherness, strengthening, supporting, sharing, standing side by side, providing appliances, meeting the needs, and forming connections. Partners can be companies, universities, agencies, organizations, stakeholders, branches, alliances, boards, or networks which share the same passion, philosophy, and purpose with social
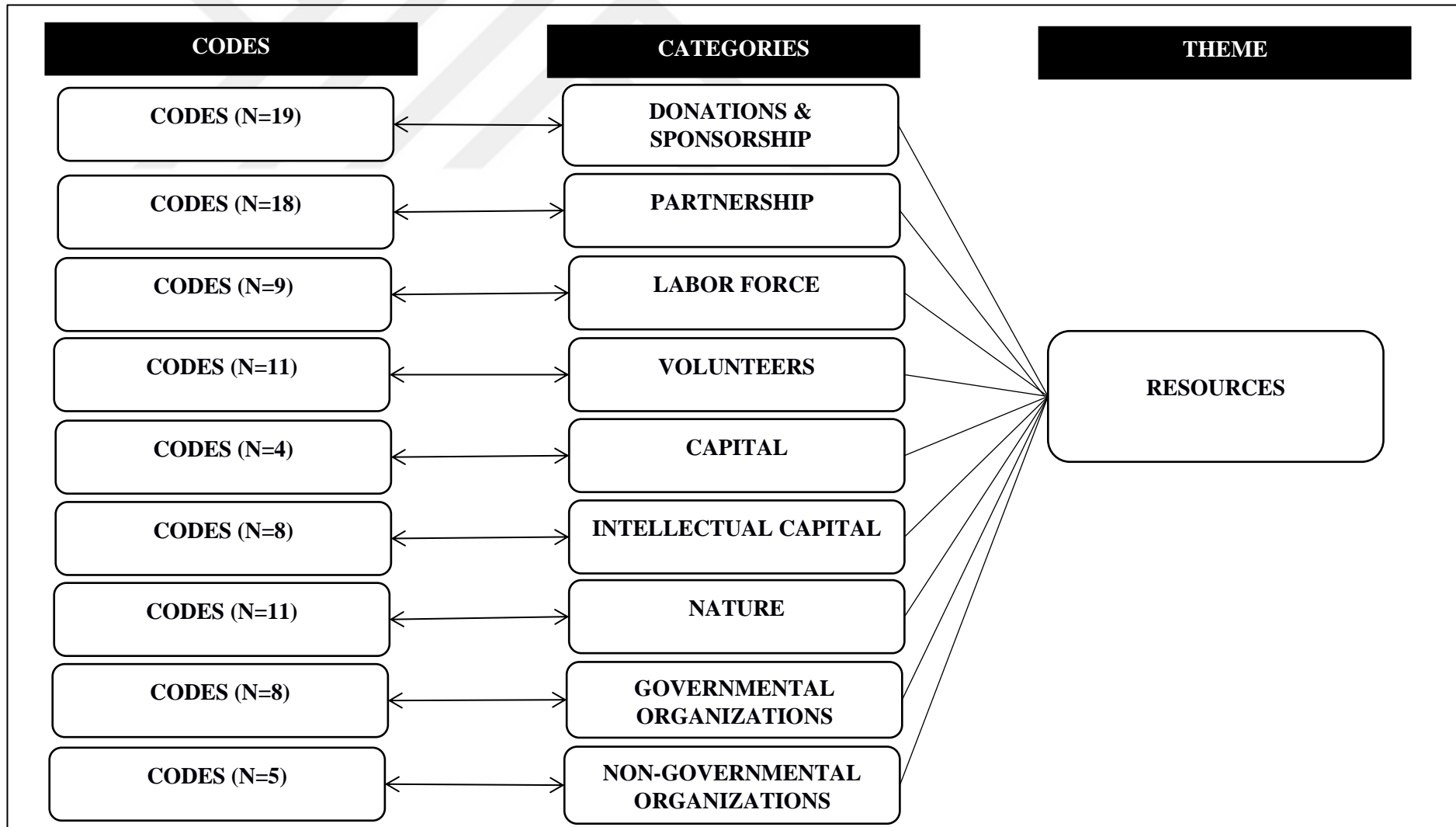
entrepreneurs and also work closely with them to meet the needs of members of disadvantaged groups as the first step and then the society in a large scale. Within the context of this research, the official partners can be referred as; Grunding, Lavazza, Parmigiano Reggiano, Gelato University, Giblor's, Pavoni, Pentole Agnelli, Pasta di Martino, Cacao Barry, Coap, The Rockefeller Foundation, Cargill, Carrefour, Latam Airlines, DSM, Grupo Benassi, Swiss Philanthrophy, Grand Hayatt, Accor, Unisuam, Ta e Gui Barthel, Bacio di Latte, Universidade Anhembi Morumbi, Grupo Son, Artemisia, Food for Soul, Fiat Panis, Ashoka, World Food Programme, Global Shapers Community, Young Global Leaders, The Chefs' Manifesto, Infinity Culinary Training, TED, Initiative Save Food, LIFE, Slow Food, Mesa, Colabora, Akerman, Moet Hennessy, Nex, ZFP Restaurants, US Department of Agriculture, Basque Culinary World Prize, CDFA-California Department of Food & Agriculture, California Air Resources Board, California Environmental Protection Agency, Resource Conservation Districts, California Green Business Network, Golden Gate Restaurant, SF Environment, Square, Salesforce, Patagonia, IDEO, Malt-Marin Agricultural Land Trust, 3Degrees, Kiss the Ground, GMIC Inspiring Sustainability, Center for Ecoliteracy, E2, Grantham Foundation for the Protection of the Environment, Invoking the Pause, Panta Rhea, Breakthrough Strategies & Solutions, and TomKat Ranch.

"Labor Force", "Volunteers", "Capital", and "Intellectual Capital" categories are all mentioned by 3 respondents, thus, they shared the same frequency of 50%. As the labor force in these initiatives is made of members of marginalized and disadvantaged groups, these workers are also the beneficiaries. This category is also associated with producing, working, qualified workforce, labor force, women employees, female farmers, engineers, sustainable income, and revenue. Furthermore "Volunteers" category cannot be separated from the concept of social entrepreneurship as they are vital for the processes of these initiatives. Within the borders of gastronomy environment, these volunteers can be; customers, local community members, or celebrity chefs such as; Ferran Adria, Rene Redzepi, Alain Ducasse, Arda Türkmen, Mehmet Gürs, Civan Er, Şemsa Denizsel, and Maksut Aşkar. The volunteers spare their time, give their love, and provide hospitality, help and support the disadvantaged people, and serve them voluntarily. Moreover, "Capital" is a category that is comprised of the usage of the academy, public education center, old buildings, or transformation

of abandoned places. More precisely, social entrepreneurs used these mentioned buildings or places as a resource to actualize their objectives, and contribute to the group of people's lives who have been ignored by society or lost all hopes for the future. In addition to this, "Intellectual Capital" is another significant category that includes any knowledge that can be transformed into value. In terms of this category, the associated codes are can be referred to as; learning from ancestors, gaining knowledge and proprietary information from experts or artists, knowing how, exchanging knowledge, and the ability to plan.

"Nature", "Governmental Organizations", and "Non-governmental Organizations" are the least mentioned categories with a frequency of 33.3% (f=2) among six social entrepreneurs. Study findings showed that; human related factors are not the only resources that social entrepreneurs rely on. In such a way that, nature-based resources such as; land, soil, plants, cave, native seeds, mother nature, rain, rain forest, rain period, weather, climate, and water resources are also utilized by these entrepreneurs to further their efforts within the context of gastronomy. As being another significant resource; Governmental organizations are can be listed as; government, local administrations, ministries, governorships, district governorships, municipalities, and government agencies. On the other hand, non-governmental organizations are can be referred to as; different types of associations (such as; Hayatım Yenibahar Association and Şükraan Association), cooperatives (From Soil to Plate, Agricultural Development Cooperative), foundations (The Rockefeller, Hayata Sarıl Foundation, James Beard Foundation Award for Excellence and etc.), agencies, and international organizations (FAO) that used by social entrepreneurs to touch the lives of disadvantaged people.

CODES	CATEGORIES	THEME
CODES (N=19)	DONATIONS & SPONSORSHIP	
CODES (N=18)	PARTNERSHIP	
CODES (N=9)	LABOR FORCE	
CODES (N=11)	VOLUNTEERS	RESOURCES
CODES (N=4)	CAPITAL	
CODES (N=8)	INTELLECTUAL CAPITAL	
CODES (N=11)	NATURE	
CODES (N=8)	GOVERNMENTAL ORGANIZATIONS	
CODES (N=5)	NON-GOVERNMENTAL ORGANIZATIONS	

Figure 5.7. Resources of Social Gastronomy Entrepreneurs

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5.1.6. Processes of Social Gastronomy Entrepreneurs

There are several processes that an initiative started by a social entrepreneur needs to go through to become functional. These processes or steps which followed by social entrepreneurs, give vital clues about the answer of question; "How it works?". It must be remembered that; processes can be varied from situation to situation, people to people, or society to society. According to research findings, processes followed by social entrepreneurs have been divided into four as; "Collaboration", "Education & Training", "Know-How Exchange", and "Research & Development" (as showed in Table 5.18. and Figure 5.8.). The number of codes related to these four categories are 60 in total (Table 5.19.).

Table 5.18. Processes of Social Gastronomy Entrepreneurs

No	Theme: Processes	Number of Social Entrepreneur	Number of Codes	Frequency (%)
1	Collaboration	6	24	100
2	Education & Training	4	21	66,6
3	Know-How Exchange	3	7	50
4	Research & Development	1	8	16,6

Table 5.19. Open Coding Results for Question 6 (Processes)

PROCESSES	**Collaboration (24)**	- Working with farmers - Working with producers - Working with chefs - Working with supermarkets - Working with organizations - Working with companies - Working with associations - Working with voluntaries - Working with hubs - Working with other social entrepreneurs - Working with partners - Working with consumers - Working with members - Working with projects - Working with experts - Working with locals - Connections - Transformations - Stakeholders - Creation of networks - Creation of communities - Self-production - Self-consumption - Coordinating producers
	Education & Training (21)	- Getting an education - Gastronomy education - Certificate - Students - Lectures - Training curricula - Workshop - Training - Practices - Training programs - Theoretical trainings - Practical trainings - On the job trainings - Projects - Vocational kitchen training - Free culinary programs - Trainee - Educating the producer - Developing - Teaching - Coaching

Know-How Exchange (7)	• Provide information • Production techniques • Knowledge • Specialization • Traditional methods • Develop understanding • Know the conditions	
Research & Development (8)	• Field studies • Searching • Visiting • Networking • Collection • Multiplication • Application • Establish contact	

First category, "Collaboration" is stated by all 6 respondents (Table 5.20.), therefore, the frequency is 100%. It has seen that, as being the first category; "Collaboration" is highly crucial for social entrepreneurs with regards to promote and enhance the movement which they have started.

Based on associated codes; the participants of collaboration process can be listed as the following; farmers, producers, famous chefs, partners, other social entrepreneurs, volunteers, stakeholders, consumers, members, experts, locals, supermarkets, organizations, companies, associations, and hubs. Making connections and transformations as well as creating networks and communities are also known as indispensable for this category.

Table 5.20. Summary of Processes (Social Gastronomy Entrepreneurs)

Processes of Social Entrepreneurs	Social Entrepreneurs					
	Ebru Baybara Demir	Anthony Myint	David Hertz	Manu Buffara	Massimo Bottura	Ayşe Tükrükçü
Collaboration	+	+	+	+	+	+
Education & Training	+	-	+	+	-	+
Know-How Exchange	+	-	-	+	+	-
Research & Development	+	-	-	-	-	-

The second category, "Education & Training" process is noted by 4 respondents; thus, the frequency is 66.6% among 6 social entrepreneurs. According to these four social

entrepreneurs; not only education but also training have a vital role in the creation process of radical changes within the society. In this regard, social entrepreneurs offering free culinary programs, free vocational kitchen trainings or classes about cooking, entrepreneurial skills, budget, food safety and hygiene, culinary, and nutrition education to the participants while they are working. Undoubtedly, the duration and the content of process varies restaurants to restaurant or chef to chef. At the end of this process, participants are given a certificate when they complete these mentioned trainings. The category of education and training process comprised by the codes of; providing gastronomy education, certifications, lectures, students, workshops, projects, practices, curricula, theoretical and practical trainings, on the job trainings, vocational kitchen trainings, free culinary programs, and coaching. The targets of this process are the disadvantaged and marginalized groups, and producers as well.

In the light of study findings, the third category; "Know-How Exchange" mentioned by 3 respondents with a frequency of 50%. The basis of "Know-How Exchange" is developing final thought on the mind of individuals by sharing different types of information, knowledge, some production techniques, and traditional methods. More precisely, the associated codes of this category are; providing information, diverse production techniques, knowledge, specialization, traditional methods and develop understandings.

Finally, the last category, "Research & Development" is only mentioned by one respondent and accordingly its frequency is 16.6%. The category includes field studies, making many searches based on specific issues, visits, networks, collection, multiplication, and application of precious products such as; ancient seeds like Sonik, Beyaziye, İskenderi, and Sorgül.
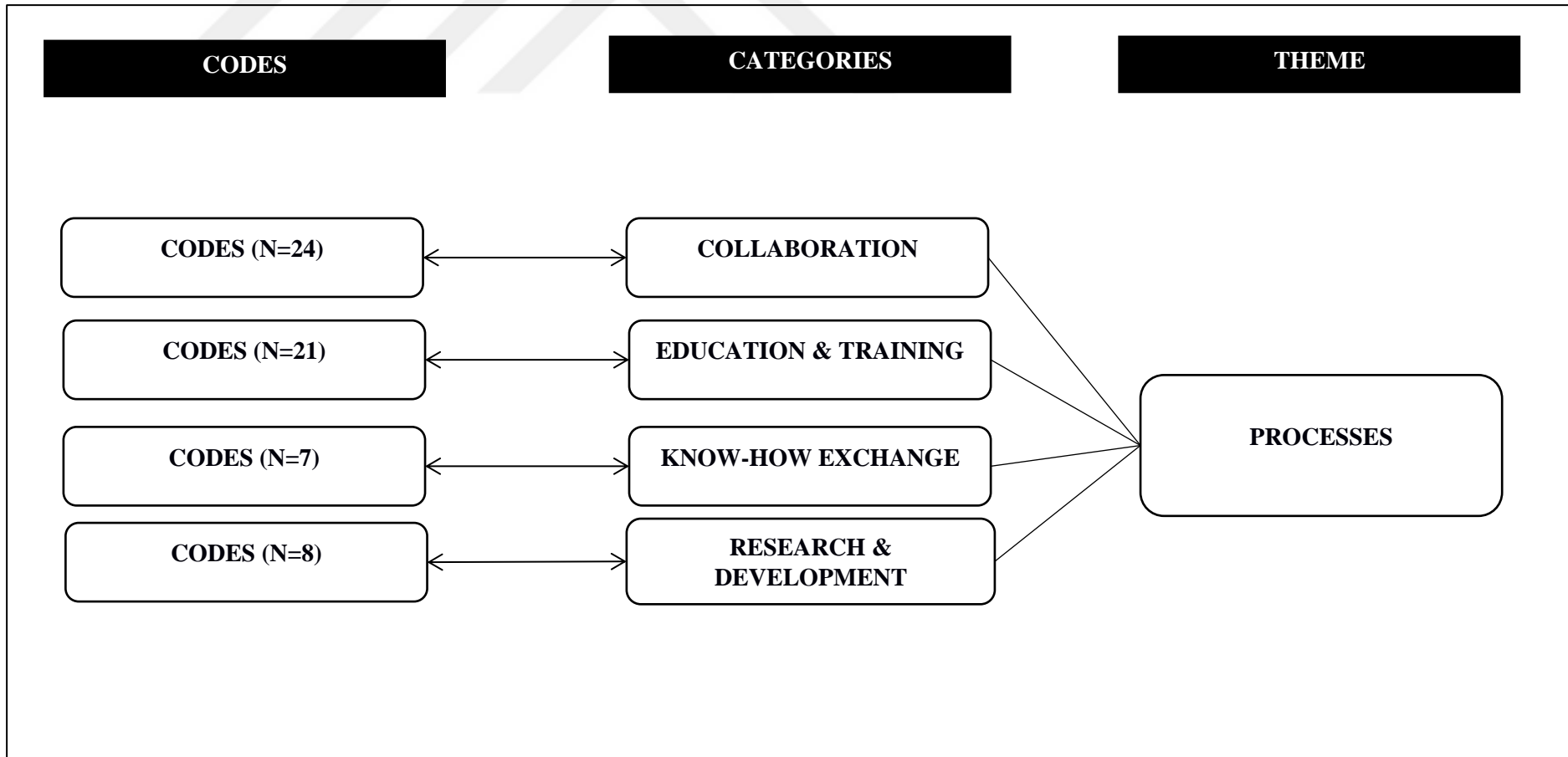
Figure 5.8. Processes of Social Gastronomy Entrepreneurs

5.1.7. Contributions of Social Gastronomy Entrepreneurs

Lastly, study results indicate that there are 8 core contributions of social entrepreneurs within the gastronomy field (Table 5.21.). As demonstrated in Figure 5.9., these contributions are namely as follows; "Teaching Know-How", "Minimizing the Food Waste", "Providing Employment Opportunities", "Enabling Social Inclusion", "Increasing Sustainability", "Reducing the Impacts of Climate Change", "Fighting with Hunger", and "Supporting to the Regional Economy". The numbers of codes associated with these 8 categories are 130 in total (Table 5.22.).

Table 5.21. Contributions of Social Gastronomy Entrepreneurs

No	Theme: Contributions	Number of Social Entrepreneur	Number of Codes	Frequency (%)
1	Teaching Know-How	6	20	100
2	Minimizing the Food Waste	5	6	83,3
3	Providing Employment Opportunities	4	11	66,6
4	Enabling Social Inclusion	4	37	66,6
5	Increasing Sustainability	3	17	50
6	Reducing the Impacts of Climate Change	3	10	50
7	Fighting with Hunger	3	8	50
8	Supporting the Regional Economy	3	21	50

Undoubtedly, "Teaching Know-How" is the most vital, beneficial, and long-term contribution of social entrepreneurs (with a frequency of 100% (f=6)) in the gastronomy environment. As being an output; educating individuals capable of making money, cooking, using healthy ingredients, and catching their own fish instead of making endless demands can be referred to as crucial contributions especially for disadvantaged groups of people. Moreover, setting an example or model on the behalf of social entrepreneurs of the future, the next generation, and people in need, creating multipliers, awareness, and philosophy, helping people through developing their skills and careers, providing physiological support, and building a new movement or understanding are other important components of the category of teaching know-how.

Table 5.22. Open Coding Results for Question 7 (Contributions)

CONTRIBUTIONS	Teaching Know How (20)	▪ How to make money from the soil… ▪ Obtained education opportunities ▪ Obtained trainee opportunities ▪ Received a certificate ▪ Gained awareness ▪ Setting an example ▪ Becoming a multiplier ▪ Becoming an entrepreneur ▪ How to cook… ▪ How to use health ingredients… ▪ Provided knowledge ▪ Provided expertise ▪ Personal development ▪ Professional development ▪ Creation of philosophy ▪ Teach people to fish ▪ Helping farmers ▪ Teaching farmers ▪ Teaching better farming practices ▪ Build a movement
	Minimizing the Food Waste (6)	▪ Tones of surplus food ▪ Transformation of surplus ▪ Turning waste into healthy meals ▪ Eliminating the food waste ▪ Leftovers ▪ Using leftovers to cook
	Providing Employment Opportunities (11)	▪ Earning money ▪ Make a living by cooking ▪ Gaining sustainable income ▪ Obtaining a revenue ▪ Receiving salary ▪ Employed people (in restaurants) ▪ Offering of good wages ▪ Providing job opportunities ▪ Opportunity to work ▪ Enabling to join working world ▪ Creating local jobs

Enabling Social Inclusion (37)		▪ Beginning of change ▪ Changing the lives ▪ Touches the lives ▪ Changing the role of women ▪ Changing the statue of women ▪ Refugee integration ▪ Women integration ▪ Combating with female unemployment ▪ Women empowerment ▪ Refugee empowerment ▪ Founding a place for themselves ▪ Rebuild the dignity ▪ Offering new opportunities ▪ Improving wellbeing ▪ Giving a hope ▪ Cared about disadvantaged people ▪ Creation of new dialogue ▪ Feeding the disadvantaged people ▪ Empowering the disadvantaged youth ▪ Empowering the marginalized ▪ Empowering the prison inmates ▪ Empowering the jobless immigrants ▪ Empowering the homeless ▪ Combating with poverty ▪ Using the power of food ▪ Providing real solutions ▪ Addressing the social inequality ▪ Providing adaptation ▪ Engagement ▪ Helping people ▪ Creation of gratitude ▪ Threating like human being ▪ Supporting the marginalized people ▪ Supporting the oppressed people ▪ Integration into life ▪ Promotes social justice ▪ Creating social inclusion

Increasing Sustainability (17)	▪ Revitalization of agriculture ▪ Recording of cultural blend ▪ Multiplication of seed ▪ Sustainability of region ▪ Urban gardens ▪ Growing new types of vegetables ▪ Growing new types of herbs ▪ Providing organic seeds ▪ Provide pollenization ▪ Production diversity ▪ Organic production ▪ Renewable energy ▪ Renewable food system ▪ Renewable farming practices ▪ Conducting different practices ▪ Restoring the soil ▪ Regenerative farming	
Reducing the Impacts of Climate Change (10)	▪ Harvest of heirloom (Sorgul) ▪ Reducing the usage of hybrid seeds ▪ Production with less transportation ▪ Production with less pollution ▪ Carbon neutral ▪ Becoming part of the solution ▪ Reduce of carbon footprint ▪ Creation of healthy soil ▪ Reversed of gasoline emissions ▪ Turn bad carbon into good carbon	
Fighting with Hunger (8)	▪ Foundation of new refettorios ▪ Foundation of social tables ▪ Serving meals ▪ Living with chronic hunger ▪ Coping with malnutrition ▪ Providing food ▪ Free food ▪ Refill the food systems	

		▪ Number of tourists visiting
	Supporting the Regional Economy (21)	▪ Number of tourists visiting ▪ Bed capacity ▪ Regional tourism ▪ Investments in tourism ▪ Destination development ▪ Tourism development ▪ Restaurant example ▪ City economy ▪ Creation of sector ▪ Labor force participation ▪ Increase in production ▪ Increase in productivity ▪ Rural development ▪ Economic sustainability ▪ Production of local products ▪ Creation of local jobs ▪ Production of own products ▪ Regional development ▪ Supporting local producers ▪ Supporting local community ▪ Generating income

"Minimizing the Food Waste" category was ranked as the second most important contribution with a frequency of 83.3% (f=5) among six social entrepreneurs (Table 5.23.). According to their thoughts; fighting with food waste was only possible through the transformation of food surplus, elimination of food waste, and efficient usage of leftovers as ingredients for cooking. In this regard, striking contributions can be varied within the borders of the gastronomy industry, for example, these mentioned chefs transformed more than 200 tons of surplus food (as indicated by Massimo Bottura), turned 15 tons of food waste into 10000 healthy meals (as indicated by Massimo Bottura) reclaimed many kilos of food from being wasted (as indicated by David Hertz) and, 5650 kg of food was saved from being wasted (Ayşe Tükrükçü).

Table 5.23. Summary of Contributions (Social Gastronomy Entrepreneurs)

Contributions of Social Entrepreneurs	Social Entrepreneurs					
	Ebru Baybara Demir	Anthony Myint	David Hertz	Manu Buffara	Massimo Bottura	Ayşe Tükrükçü
Teaching Know-How	+	+	+	+	+	+
Minimizing the Food Waste	-	+	+	+	+	+
Providing Employment	+	-	+	+	-	+

Opportunities						
Enabling Social Inclusion	+	-	+	-	+	+
Increasing Sustainability	+	+	-	+	-	-
Reducing the Impacts of Climate Change	+	+	-	+	-	-
Fighting with Hunger	-	-	+	-	+	+
Supporting the Regional Economy	+	-	+	+	-	-

"Providing Employment Opportunities" and "Enabling Social Inclusion" categories are the categories with a frequency of 66.6% (f=4) among six social entrepreneurs. Respectively, 4 respondents stated that the objective of "generating employment" was successfully translated into a contribution. Providing employment opportunities in the gastronomy environment enabled people to earn money, to join the working world, make a living by cooking and, gain a sustainable income. Study findings revealed that; many people who were unemployed, homeless, in need or a member of disadvantaged groups in the past, predominantly employed in good restaurants at good wages through the transformative power of gastronomy. Furthermore, the study findings also showed that the efforts made in order to empower disadvantaged groups bore fruits. It was observed that; there were significant changes in people's lives, status and the role of women within the society through empowerment and integration of women, refugees, and other disadvantaged groups such as disadvantaged youth, prison inmates, jobless immigrants, the homeless, and marginalized groups which were excluded from the society as they don't necessarily share the same cultural values with the rest of the society. In summary, this category proves that; social entrepreneurs created new dialogue and create diverse opportunities by using the gastronomy as a tool for integration for addressing social inequality, and promoting social justice.

The remaining "Increasing Sustainability", "Reducing the Impacts of Climate Change", "Fighting with Hunger", and "Supporting to the Regional Economy" categories were ranked as another significant contributions of social entrepreneurs in the gastronomy field with a frequency of 50%. According to this, sustainability has been increasing by a revitalization of agriculture, record of cultural blend in an inventory, multiplication of seeds (Sorgül which planted to 650 decares), development

of urban gardens (89 gardens, approximately 200000 meters), growth of new types of vegetables and herbs, provision of organic seeds and pollination to produce more (Bee Project), enablement of product diversity and organic products, conduction of different farming practices (renewable farming practices), restoration of soil, renewable food system, and regeneration of farming practices. They support the usage of renewable energy, food system, and farming practices as well. In order to minimize the environmental impact of their operations, social entrepreneurs resorted to the usage of local seeds over hybrid seeds while designing a production process that involves less transportation and pollution, thus, decreasing their carbon footprint and gasoline emission as such; 1,425,302,9 gallons of gasoline emissions reversed by ZFP restaurants (as indicated by Anthony Myint) under the category of; Reducing the Impacts of Climate Change. With another essential category; "Fighting with Hunger", social entrepreneurs, also as being a chef, continuously provide millions of portions food to those who struggle with chronic hunger and malnutrition through new types of restaurants (Hayata Sarıl Lokantası), refettorios (Refettorio Ambrosiano (Italy), Refettorio Gastromotiva (Brazil), Refettorio Felix (England), Refettorio Paris (France)), and social tables (Social Tables Antoniano (Italy), Social Tables Ghirlandina (Italy), Social Tables Made in Cloister (Italy)). For instance, as stated by Massimo Bottura, they served meals to more than 80.000 people. Their contributions have been continuing as; they serve 500 meals a week just only in Milan. Similarly, David Hertz added that; we served approximately 140.000 dishes through Refettorio Gastromotiva. In addition to those, as declared by Ayşe Tükrükçü, the homeless were served free meals of 38.000 plates at the restaurant from November 2017 to April 2019. Finally, their contributions to the regional economy include the increased number of tourist visits (arrivals), accommodation (bed) capacity, investments in tourism, labor force participation, production and productivity, economic sustainability, creation of local jobs, and support for local producers and community. As a result, regional tourism, city economy, destination, and rural areas saw development through the efforts of social entrepreneurs and the transformative power of gastronomy.
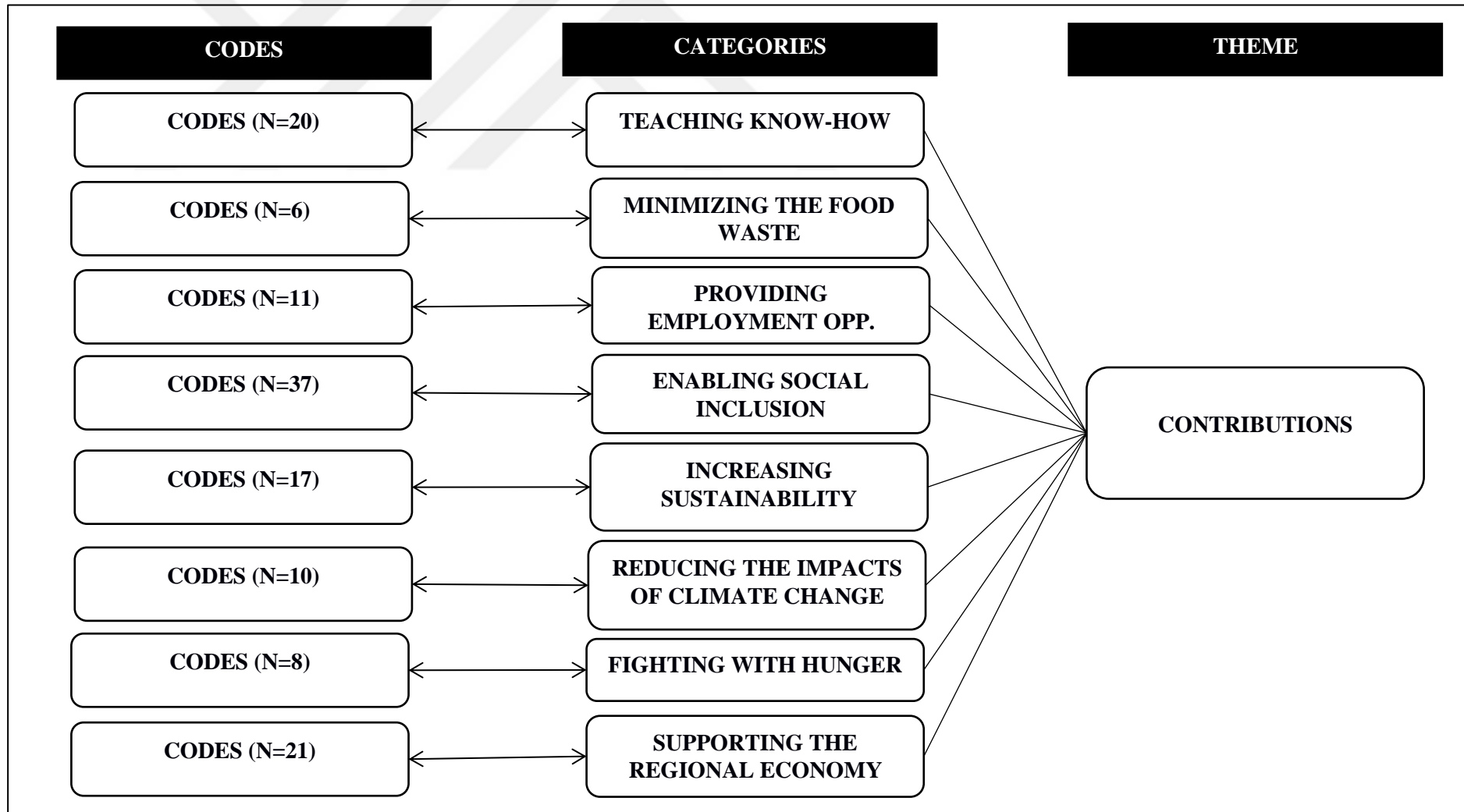
Figure 5.9. Contributions of Social Gastronomy Entrepreneurs

5.2. Results of Interpretive Structural Modeling (ISM)

In this dissertation, interpretive structural modeling (ISM) was utilized to summarize the challenges faced by social entrepreneurships in gastronomy industry, and to describe the interrelationships among them. At the end of Interpretive Structural Modeling (ISM), MICMAC analysis was conducted to identify the variables in respect to their driving and dependency power as demonstrated in Figure 5.10.
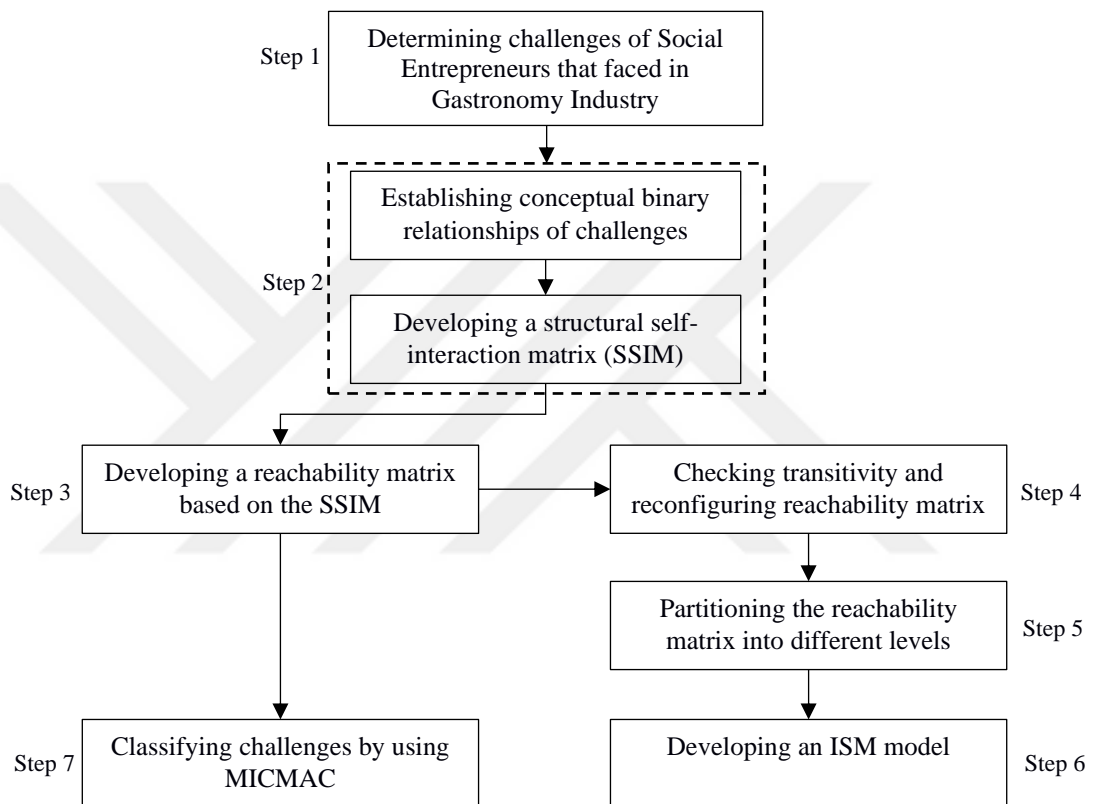
Figure 5.10. Summarization of ISM Steps

In this regard, six different factors which create challenges for social entrepreneurs were determined through the qualitative content analysis as indicated below*;*

- **Challenge 1:** Security Issues
- **Challenge 2:** Cultural Issues
- **Challenge 3:** Social Pressure
- **Challenge 4:** Lack of Support
- **Challenge 5:** Hard Working Conditions
- **Challenge 6:** Demanding People

In the second step of ISM, the establishment of contextual relationship was required for the variables which were determined in the beginning of process. In this regard, expert interviews were carried with five different academicians who have required qualifications and related studies about the issue (as demonstrated in Table 5.24.).

Table 5.24. Expert Interviews for ISM

Interviewee	Gender	Age	Area of Expertise	Interview Date	Interview Duration
Expert 1	Male	48	Tourism, Gastronomy	08.06.2020	15 Min
Expert 2	Male	42	Entrepreneurship, Management and Organization	08.06.2020	18 Min
Expert 3	Female	45	Tourism, Gastronomy, Management and Organization	09.06.2020	11 Min
Expert 4	Female	41	Gastronomy	10.06.2020	21 Min
Expert 5	Female	40	Gastronomy	10.06.2020	14 Min

At the end of expert interviews, gathered data can be listed as follows;

- "Security Issues" do not affect "Demanding People" and similarly "Demanding People" do not affect "Security Issues" as well. This means that there is no relationship between the challenges of "Security Issues" and "Demanding People". (No relation between variables)

- "Security Issues" affect "Hard Working Conditions" but oppositely "Hard Working Conditions" do not affect "Security Issues". This means that there is a one-way relationship between the challenges of "Security Issues" and "Hard Working Conditions". (One-way relation between variables)

- "Security Issues" affect "Lack of Support" and similarly "Lack of Support" affects "Security Issues as well. In other words, the challenges of "Security Issues" and "Lack of Supports" affect each other. This means that there is a two-way relationship between the challenges of "Security Issues" and "Lack of Support". (Two-way relation between variables)

- "Security Issues" do not affect "Social Pressure" and similarly "Social Pressure" does not affect "Security Issues" as well. This means that there is no

relationship between the challenges of "Security Issues" and "Social Pressure". (No relation between variables)

- "Security Issues" do not affect "Cultural Issues" and similarly "Cultural Issues" do not affect "Security Issues" as well. This means that there is no relationship between the challenges of "Security Issues" and "Cultural Issues". (No relation between variables)

- "Cultural Issues" affect "Demanding People" but oppositely "Demanding People" do not affect "Cultural Issues". This means that there is a one-way relationship between the challenges of "Cultural Issues" and "Demanding People". (One-way relation between variables)

- "Cultural Issues" affect "Hard Working Conditions" but oppositely "Hard Working Conditions" do not affect "Cultural Issues". This means that there is a one-way relationship between the challenges of "Cultural Issues" and "Hard Working Conditions". (One-way relation between variables)

- "Cultural Issues" affect "Lack of Support" but oppositely "Lack of Support" does not affect "Cultural Issues". This means that there is a one-way relationship between the challenges of "Cultural Issues" and "Lack of Support". (One-way relation between variables)

- "Cultural Issues" affect "Social Pressure" and similarly "Social Pressure" affects "Cultural Issues" as well. In other words, the challenges of "Cultural Issues" and "Social pressure" affect each other. This means that there is a two-way relationship between the challenges of "Cultural Issues" and "Social Pressure". (Two-way relation between variables)

- "Social Pressure" does not affect "Demanding People" and similarly "Demanding People" do not affect "Social Pressure as well. This means that there is no relationship between the challenges of "Social Pressure" and "Demanding People". (No relation between variables)

- "Social Pressure" affects "Hard Working Conditions" but oppositely "Hard Working Conditions" do not affect "Social Pressure". This means that there is a one-way relationship between the challenges of "Social Pressure" and "Hard Working Conditions". (One-way relation between variables)

- "Social Pressure" affects "Lack of Support" but oppositely "Lack of Support" does not affect "Social Pressure. This means that there is a one-way

relationship between the challenges of "Social Pressure" and "Lack of Support". (One-way relation between variables)

- "Lack of Support" affects "Demanding People" and similarly "Demanding People" affect "Lack of Support" as well. In other words, the challenges of "Lack of Support" and "Demanding People" affect each other. This means that there is a two-way relationship between the challenges of "Lack of Support" and "Demanding People". (Two-way relation between variables)

- "Lack of Support" affects "Hard Working Conditions" and similarly "Hard Working Conditions" affect "Lack of Support" as well. In other words, the challenges of "Lack of Support" and "Hard Working Conditions" affect each other. This means that there is a two-way relationship between the challenges of "Lack of Support" and "Hard Working Conditions". (Two-way relation between variables)

- "Hard Working Conditions" affect "Demanding People" and similarly "Demanding People" affect "Hard Working Conditions" as well. In other words, the challenges of "Hard Working Conditions" and "Demanding People" affect each other. This means that there is a two-way relationship between the challenges of "Hard Working Conditions" and "Demanding People. (Two-way relation between variables)

According to these expert opinions, the contextual relationships between two challenges were expressed by four different symbols. Then, a structural self-interaction matrix (SSIM) was developed according to relationships of variables. As indicated in Table 5.25.;

- **V:** If challenge i affects challenge j
- **A:** If challenge j affects challenge i (one-way relationship)
- **X:** If two of challenges affect each other (two-way relationship)
- **O:** If two of challenges are unrelated (no relationship)

Table 5.25. Structural Self Interaction Matrix (SSIM)

		C6	C5	C4	C3	C2
C1	Security Issues	O	V	X	O	O
C2	Cultural Issues	V	V	V	X	-
C3	Social Pressure	O	V	V	-	-

C4	Lack of Support	X	X	-	-	-
C5	Hard Working Conditions	X	-	-	-	-
C6	Demanding People	-	-	-	-	-

Based on the Structural Self Interaction Matrix (SSIM); V, A, X and O symbols were assigned numeric values and demonstrated as initial reachability matrix in Table 5.26.

Table 5.26. Initial Reachability Matrix

	C6	**C5**	**C4**	**C3**	**C2**	**C1**
C1	0	1	1	0	0	1
C2	1	1	1	1	1	0
C3	0	1	1	1	1	0
C4	1	1	1	0	0	1
C5	1	1	1	0	0	0
C6	1	1	1	0	0	0

Based on the initial reachability matrix, transitivity rule was checked and then final reachability matrix was created as indicated in Table 5.27. The way of transitivity checking and applying can be explained with an example. Normally there is no direct relationship between C1 and C6. But there is a relationship between C4 and C6, in addition there is a relationship between C1 and C4. So, according to the transitivity rule of ISM, we can conclude in the final reachability matrix that there is also (indirectly) a relationship between C1 and C6 by depending on the relationship between C4 and C6.

Table 5.27. Final Reachability Matrix

|	**C6**	**C5**	**C4**	**C3**	**C2**	**C1**	**Driving Power**
C1	1*	1	1	0	0	1	4
C2	1	1	1	1	1	1*	6
C3	1*	1	1	1	1	1*	6
C4	1	1	1	0	0	1	4
C5	1	1	1	0	0	1*	4
C6	1	1	1	0	0	1*	4
Dependence Power	6	6	6	2	2	6	

*Revised values after application of transitivity rule

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In the next step, challenges shown in the reachability matrix were partitioned based on their dependence and driving powers as demonstrated in Table 5.28.

Table 5.28. Level Partition

Variable	Reachability Set	Antecedents Set	Intersection Set	Level
C1	C6, C5, C4, C1	C6, C5, C4, C3, C2, C1	C6, C5, C4, C1	I
C2	C6, C5, C4, C3, C2, C1	C2, C3	C2, C3	II
C3	C6, C5, C4, C3, C2, C1	C2, C3	C2, C3	II
C4	C6, C5, C4, C1	C6, C5, C4, C3, C2, C1	C6, C5, C4, C1	I
C5	C6, C5, C4, C1	C6, C5, C4, C3, C2, C1	C6, C5, C4, C1	I
C6	C6, C5, C4, C1	C6, C5, C4, C3, C2, C1	C6, C5, C4, C1	I

In the last step, based on the level partition process (partition of reachability matrix into a different levels), an interpretive structural model was developed regarding the challenges that faced by social entrepreneurs in the gastronomy industry. As demonstrated in Figure 5.11., challenges of "Security Issues", "Lack of Support", "Hard Working Conditions", and "Demanding People" are located in the first level of this hierarchic model. Moreover, other challenges; "Cultural Issues" and "Social Pressure" are positioned in the second level of interpretive structural model.
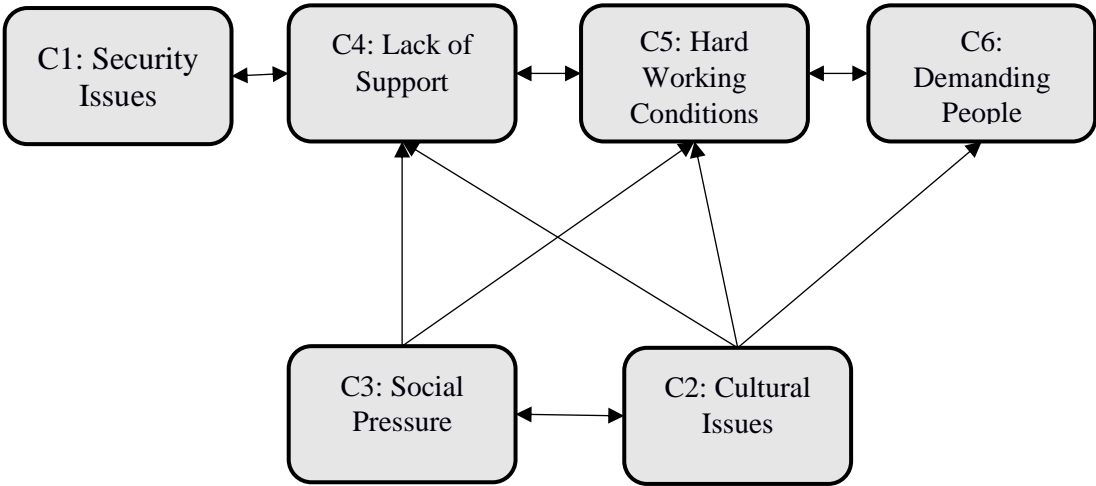
Figure 5.11. ISM Model

Study findings revealed that; "Cultural Issues" and "Social Pressure" are major barriers that challenging social entrepreneurs within the gastronomy environment. As indicated in Figure 5.11., these two challenges affect not only other challenges but also affect each other too. As showed in same figure; "Security Issues", "Lack of Support",

"Hard Working Conditions", and "Demanding People" are referred to as other challenges that are located in the first level and also mutually affect each other. According to study results; respectively "Cultural Issues" affect the challenge of "Lack of Support". Because culture-based issues such as; status of women, the role of women, marital status of women, different family structures, city culture, lifestyles, clothing style, and habits can affect the degree of support which received by social entrepreneurs. Similarly, as being an essential challenge; "Cultural Issues" affect the "Hard Working Conditions". In this regard, previously mentioned culture-based issues may cause social entrepreneurs to work under hard conditions. As third, "Cultural Issues" affect the "Demanding People" as well. More precisely, some culture-based issues not only increased the number of demanding people but also affect them in a negative way within the society. On the other hand, as indicated in the same figure; "Social Pressure" refers to another main obstacle, affect similarly two challenges; "Lack of Support" and "Hard Working Conditions". Respectively, some disparaging or discouraging talks, prejudgments, negative word of mouths, protests, negative opinions, or high expectations can reduce the degree of support received by social entrepreneurs. Moreover, these mentioned social pressures may cause social entrepreneurs to work in undesired conditions as well.

5.3. Results of MICMAC Analysis

After completing the all steps of Interpretive Structural Modeling (ISM), MICMAC analysis was conducted to analyze and better understanding the roles of different components. In order to determine this, required data were gathered from final reachability matrix which identified both dependence power (X) and driving power (Y) of variables as demonstrated in Table 5.29. Then MICMAC analysis diagram was created based on position coordinates of identified variables (Table 5.30.).

Table 5.29. Position Coordinates of Identified Variables

Variables	Dependence Power (X)	Driving Power (Y)
C1	6	4
C2	2	6
C3	2	6
C4	6	4
C5	6	4
C6	6	4

The results of MICMAC (Matriced' Impacts Croise's Multiplication Appliquée a UN Classement) analysis indicate that; two challenges (C2 and C3) were found within the borders of group IV which stands for driving variables. Besides this, the remaining challenges (C1, C4, C5, and C6) were located in the group III and named as; linkage variables. More precisely, it can be said that;

- C2 (Cultural Issues) and C3 (Social Pressure) were referred to as driving variables which have a strong drive power but weak dependence power oppositely. In other words, these two challenges possess the highest driving power but the lowest dependence power. These barriers thus have the strongest capability to influence other barriers and should be placed as the highest priority to address. (have low dependency power and high driving power)

- C1 (Security Issues), C4 (Lack of Support), C5 (Hard Working Conditions), and C6 (Demanding People) were referred to as linkage variables which have a strong drive power and strong dependence power as well. This result indicates that any action directed at these four barriers can affect other barriers, as well as have a feedback influence on themselves. (have high dependency power and high driving power)

Table 5.30. Result of MICMAC Analysis

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CHAPTER 6
DISCUSSION AND CONCLUSION

The blend of social entrepreneurship and gastronomy is a relatively new study of field. Until now, there were only a few studies available that focus on social entrepreneurial reflections in the gastronomy industry. Thus, the importance of this study lies in the promise of overcoming problems regarding economic, social, and environmental issues through the usage of transformative and healing power of gastronomy. Regarding the objective of this dissertation, eight different research questions were developed through the existing literature and expert interviews.

With regard to research question one, eight different personality traits were associated with social gastronomy entrepreneurs. Overall, the results indicate that the most vital personality traits of gastronomy social entrepreneurs are being altruistic, change agent, leadership, and solution oriented. As an implication, we may conclude that for being a successful social entrepreneur in gastronomy industry a leader has to be an altruistic individual who cares for others and prioritizes society's benefits. Being a change agent who creates valuable social changes in the society is also an important factor. Moreover, being solution-oriented is an indispensable trait for social gastronomy entrepreneurs like other social entrepreneurs who engaged with innovative approaches to create resolutions to the complex problems which emerge in the society as such; poverty reduction, water scarcity, environmental issues, unemployment, energy conservation, education, discrimination, inequality, health and so on (Kostetska and Berezyak, 2014). These results totally comply with the literature results (Dees et al., 2001; Abu-Saifan, 2012; Tan et al., 2015). The study results indicate that the personality traits of extraversion, persistency, and innovativeness are also crucial to become successful (as a social gastronomy entrepreneur) within the context of social gastronomy environment. Furthermore, perfectionism which is the last personality trait of the study is found to be not much of an importance for the success when compared with other traits.

Based on study findings; health related concerns, disadvantaged groups, and environmental concerns factors were found to be equally essential as the main motivation factors for the vast majority of social gastronomy entrepreneurs. It is interesting that in a reseach area like gastronomy, health related concerns like; tumors, cancers, the structure of the soil, helping disadvantaged groups like; refugees, homeless people, unemployed people, and environmental concerns like; harmful effects of drought, wrong agricultural techniques, usage of hybrid seed were the main social gastronomy entrepreneurship motivations. Literature findings also list social entrepreneurs' past experiences with illness or death as well as any trauma caused by certain events as the factors which motivate these individuals to act (Batson and Shaw, 1991; Plater-Zyberk, 2005). Food insecurity, food waste, low know-how, and gender inequality concerns are ranked below the main motivational factors in terms of being a driving force. Though it was expected that food insecurity and food waste to be the first main motivators of social gastronomy entrepreneurs in an area like gastronomy, it was not found so. Aside from these two motivational factors, the remaining motivation factors are totally consistent with the existing literature results. In other words, food waste and food insecurity revealed as new motivation factors for social entrepreneurs who take an action within the borders of gastronomy industry.

The third research question is about the challenges that social gastronomy entrepreneurs face in gastronomy field. The research findings consist of the response of four respondents for this question as the others were NA. According to this, hard working conditions and lack of support challenges were found to be the most frequent ones which all four respondents agreed on. More precisely, hard working conditions refers to being subject to challenging situations such as; prohibitions, limitations, refusal of collaboration, complex and high qualifications, high mental and physical effort, and long working hours. As mentioned by respondents, to overcome these challenges, one must have courage, leadership skills, flexibility, and creativity. Beside these, social pressure challenge was also mentioned by three respondents. As Muhammad Yunus, founder of Grameen Bank of Bangladesh, agrees, "*it is very difficult to change peoples' minds, the way they have grown, the way they have seen*" as cited in (Zahra et al., 2009). In this regard, it can be stated that like social entrepreneurs, social gastronomy entrepreneurs also struggle to cope with social pressures which are made by others. Because, it is significantly difficult to change

individual's values, traditions, or opinions after they have been formed (Gross, 2001; Hofstede and Hofstede, 2005). The other challenges which are cultural issues, demanding people, and security issues related challenges were not found to be crucial which is quite interesting. Except demanding people and security issues, the remaining challenges have already been mentioned in existing literature with similar titles or contents (Markman and Baron, 2003). In this regard, it can be stated that demanding people and security issues were revealed as the new challenges that social entrepreneurs face when they perform their entrepreneurial activities in the society.

The fourth research question is concerned with the objectives of social entrepreneurs in gastronomy field. Results indicate that; the objectives of empowering people, societies, and the environment are the main concern for all respondents. These findings also comply with the related literature and research. As aforementioned, social entrepreneurs aim to create a social change through the addressing social, economic, and environmental problems (Austin et al., 2006; Mair and Marti, 2006). In other words, their objectives come from their general motivations. Thus, the main motivation behind empowering is generating social change and equity through supporting and integrating marginalized and disadvantaged groups of people. This also complies with the research results of Q1 where the being a change agent is one of the most vital personality traits of social gastronomy entrepreneurs and Q2 where helping disadvantaged segments are among the vital motivators for them. The category with the second-highest frequency is "To Educate and Train People" which is consistent with Q2's motivation of; low know-how since social gastronomy entrepreneurs prefer create change through education and training. The other objective related categories are; "To Generate Employment", and "To Improve Health" shared the same frequency of 66.6%. Similarly, objective of improving health is also consistent with health-related concerns of Q2 motivation. All these results indicate that social gastronomy entrepreneurs are very much motivated with health, social, and environmental issues and they set goals for themselves to make meaningful changes for a better society. Moreover, the remaining categories were found to be moderately important objectives which are not found as important as objectives of "To Empower" and "To Educate and Train People".

The fifth question of the study relates to the resources that are utilized by social entrepreneurs in gastronomy field. Except for intellectual capital and nature, all other

categories consist of previous findings (Asılsoy, 2016). In other words, nature and intellectual capital revealed as new resources that used by social gastronomy entrepreneurs within the blend of social entrepreneurship and gastronomy environment. According to this, donations & sponsorship category was found to be the most mentioned category. The second most mentioned category is; partnership which can be companies, universities, agencies, organizations, stakeholders, branches, alliances, boards, or networks. Thus, it may be suggested as an implication for future gastronomy social entrepreneurs to look for donations & sponsorship, and partnership opportunities for their planned gastronomy projects rather than the labor force, volunteers, capital, intellectual capital, nature, governmental organizations, and non-governmental organizations.

The sixth question is about the type of the process that are applied by social entrepreneurs in gastronomy field since there are several processes that an initiative started by a social entrepreneur needs to go through to become functional. These processes or steps which are followed by social entrepreneurs give vital clues about the answer of the question; "How it works?". "Collaboration" is stated by all entrepreneurs which is highly crucial for social gastronomy environment with regards to promoting and enhancing the movement which they have started. Making connections as well as creating networks and communities are also as indispensable elements for collaboration. According to four of the respondents "Education and Training" is also close to "Collaboration" in terms of importance since training also plays a vital role in the creation process of radical changes within the society alongside education. In this regard, it should be understood that social gastronomy entrepreneurs usually offer free culinary programs, free vocational kitchen trainings or classes about cooking, entrepreneurial skills, budget, food safety and hygiene, culinary, and nutrition education to the participants while they are working. As the results display perspicuously, know-how exchange ranks at the third place. In addition to this, the last category, research & development was not found to be important at all, since it was ranked last in importance levels. As a whole, collaboration and education & training were found to be the most popular factors for social gastronomy entrepreneurship and may be suggested as a base line for the new candidates in the area.

The seventh question is about the contributions of social entrepreneurs in gastronomy field which the results indicate that there are 8 core contributions of social

entrepreneurs within the gastronomy field. "Teaching Know-How" is the most vital, beneficial, and long-term contribution of gastronomy social entrepreneurs where all the respondents agreed on. As being an output; educating individuals capable of making money, cooking, using healthy ingredients, and catching their own fish instead of making endless demands can be referred to as crucial contributions especially for disadvantaged groups of people which also complies with Q2 motivations. Moreover, setting an example or model on the behalf of social entrepreneurs of the future, the next generation, and people in need, creating multipliers, awareness, and philosophy, helping people through developing their skills and careers, providing physiological support, and building a new movement or understanding are other important components of the category of teaching know-how which again complies with all the important Q2 motivators. "Minimizing the Food Waste" category was ranked as the second most important contribution which is in contradiction with related Q4 objectives where food waste was found to be not so important. According to the respondents; minimizing the food waste was only possible through the transformation of food surplus, elimination of food waste, and efficient usage of leftovers as ingredients for cooking. In this regard, contributions can be varied within the borders of the gastronomy industry, for example, these mentioned chefs transformed more than 200 tons of surplus food (as indicated by Massimo Bottura), turned 15 tons of food waste into 10000 healthy meals (as indicated by Massimo Bottura) reclaimed many kilos of food from being wasted (as indicated by David Hertz) and, 5650 kg of food was saved from being wasted (as indicated by Ayşe Tükrükçü). The remaining categories were all found to be moderate importance when compared with "Teaching Know-How", "Minimizing the Food Waste" contributions. The results comply not only with existing literature but also with the objectives of social gastronomy entrepreneurs.

In respect to eighth question, interpretive structural modeling was utilized to summarize the challenges faced by social entrepreneurs and to describe the interrelationships among them. At the end of Interpretive Structural Modeling (ISM), MICMAC analysis was conducted to identify the variables in respect to their driving and dependency power. Findings revealed that; "Cultural Issues" and "Social Pressure" are major barriers that are challenging social gastronomy entrepreneurs within the gastronomy environment. These two challenges affect not only other challenges but

also each other too. "Security Issues", "Lack of Support", "Hard Working Conditions", and "Demanding People" are referred to as other challenges that are located in the first level and also mutually affect each other. According to study results; respectively "Cultural Issues" affect the challenge of "Lack of Support". Because culture-based issues such as; status of women, the role of women, marital status of women, different family structures, city culture, lifestyles, clothing style, and habits can affect the degree of support which are received by social entrepreneurs. Similarly, as being an essential challenge; "Cultural Issues" affect the "Hard Working Conditions". In this regard, previously mentioned culture-based issues may cause social entrepreneurs to work under hard conditions. As third, "Cultural Issues" affect the "Demanding People" as well. More precisely, some culture-based issues not only increased the number of demanding people but also affect them in a negative way within the society. On the other hand, as indicated in the same figure; "Social Pressure" refers to another main obstacle and affect similarly two challenges; "Lack of Support" and "Hard Working Conditions". Respectively, some disparaging or discouraging talks, prejudgments, negative word of mouths, protests, negative opinions, or high expectations can reduce the degree of support received by social entrepreneurs. Moreover, these mentioned social pressures may cause social entrepreneurs to work in undesired conditions as well.

The results of MICMAC analysis show that; two challenges (C2: cultural issues and C3: social pressure) were found within the borders of group IV which stands for driving variables. Besides this, the remaining challenges (C1: security issues, C4: lack of support, C5: hard working conditions, and C6: demanding people) were located in the group III and named as; linkage variables. In this regard, it can be said that; cultural issues and social pressure were referred to as driving variables which have a strong drive power but weak dependence power. In other words, these two challenges possess the highest driving power but the lowest dependence power. This barrier thus has the strongest capability to influence other barriers and should be placed as the highest priority to address. In addition to this, security issues, lack of support, hard working conditions, and demanding people were referred to as linkage variables which have a strong drive power and strong dependence power as well. So, this result indicates that any action directed at these four barriers can affect other barriers, as well as have a feedback influence on themselves. Eventually, it is recommended that for the

candidates and future social gastronomy entrepreneurs, they should emphasize on "social pressures" and "cultural issues" as prior challenges. These challenges are the first to overcome when starting a social gastronomy business. The other challenges which are security, Lack of Support, Hard Working Conditions and demanding People are the objectives to be handled secondly.

As a creator of social wealth, social entrepreneurship is a crucial element for growth and general well-being of societies. Therefore, it is important for these practices to become more wide spread across the globe, especially in today's conditions where societies and nations are going through social, economic, cultural, environmental, and health related hardships. Spread of these practices are only possible through the engagement and initiative of multiplier individuals. Since promotion of social gastronomy entrepreneurship has started in social media, mainstream media, and online platforms such as Netflix it is understood that utilization of social media will be a rising trend to address an overcome sustainability and food problems, as well as to draw potential multipliers' attention to the issues. As a suggestion with television shows and help of social media, the concept of social gastronomy entrepreneurship should be communicated within the society and young generation due to the stated benefits it provides. As the personality traits of social gastronomy entrepreneurs are very promising for future global sustainability issues, it is recommended that social gastronomy entrepreneurship should be encouraged by governmental and non-governmental organizations and the topic could be added as a lecture to the related departments of universities.

This dissertation has been designed as a qualitative research which can be considered as the first limitation of the study. Secondly, small sample size is another limitation of this study which stem from the few numbers of social gastronomy entrepreneurs in the globe. In this regard, it can be stated that the size of the sample limits the generalizability of this research. As third, this research is examined from the perspective of supply side only (e.g from the perspectives of chefs or professionals) which not enough to provide two-way understandings about the issue. Further research areas still need to be revealed among social entrepreneurship and gastronomy. In this regard, the further studies should take into considerations of these mentioned limits. For further studies, quantitative research techniques can be used to measure the relations between the variables of holistic approach and interpretive structural model.

It may be beneficial to make multiple comparisons among social gastronomy entrepreneurs to reveal other critical issues. Also, further studies may focus on demand side (e.g. from the perspectives of consumers) of this topic to create detailed understanding towards social entrepreneurship practices within the borders of gastronomy industry. Finally, scholars must take into consideration the newly emerged contributions (e.g. Kitchen of Hope Project which is conducted by Ebru Baybara Demir to empower disadvantaged groups through the healing power of gastronomy) of these social gastronomy entrepreneurs as well.

Last but not least, this dissertation makes numerous contributions to the related literature on social entrepreneurship and gastronomy. First of all, by presenting a holistic approach for the personality traits, motivations, challenges, objectives, resources, processes, and contributions of social gastronomy entrepreneurs. Second of all, this study highlights the importance of social entrepreneurship applications in the gastronomy industry. Third of all, this dissertation provides a deep understanding of the usefulness role of gastronomy within the context of social entrepreneurship phenomena.

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APPENDIX 1 – Development of Research Questions

1. Which personality traits are associated with social entrepreneurs in the field of gastronomy industry? (Dacin et al., 2011; Expert A; Expert B; Expert C; Expert D; Expert G).

2. What are the core reasons that lead individuals to become social entrepreneurs in the field of gastronomy? (Dacin et al., 2011; Braga et al., 2014; Expert A; Expert B; Expert D; Expert F; Expert G).

3. What are the main difficulties that social entrepreneurs face in the field of gastronomy? (Expert A; Expert D).

4. What are the purposes of social entrepreneurs in the field of gastronomy? (Expert A; Expert B; Expert C; Expert D; Expert E; Expert F; Expert G).

5. What kind of supports that received by social entrepreneurs in the field of gastronomy? (Dacin et al., 2011; Expert A; Expert C; Expert F).

6. Which processes or steps are followed by social entrepreneurs in the field of gastronomy? (Dacin et al., 2011; Expert B; Expert C; Expert E).

7. What kind of contributions that made by social entrepreneurs in the field of gastronomy? (Expert A; Expert B; Expert C; Expert D; Expert E; Expert F; Expert G).

8. What is the hierarchical order of the challenges that social entrepreneurs face in the the field of gastronomy? (Expert A).

APPENDIX 2 – Developed Research Questions

1. Which personality traits are associated with social entrepreneurs in the field of gastronomy industry?

2. What are the core reasons that lead individuals to become social entrepreneurs in the field of gastronomy?

3. What are the main difficulties that social entrepreneurs face in the field of gastronomy?

4. What are the purposes of social entrepreneurs in the field of gastronomy?

5. What kind of supports that received by social entrepreneurs in the field of gastronomy?

6. Which processes or steps are followed by social entrepreneurs in the field of gastronomy?

7. What kind of contributions that made by social entrepreneurs in the field of gastronomy?

8. What is the hierarchical order of the challenges that social entrepreneurs face in the field of gastronomy?

APPENDIX 3 – Unit of Analysis I (Personality Traits)

Q1: Which personality traits are associated with social entrepreneurs in the field of gastronomy industry?	Category
Ebru Baybara Demir ▪ (Speech of David Hertz, President of Gastromotiva & Leader of Social Gastronomy Movement) "Ebru Baybara Demir is committed. She looks and she would die for any of those women that I saw. And she is connected she doesn't want to do this alone that's the spirit" (Global Gastro Economy Summit, 2019b). ▪ "As a chef whose job begins in the soil, I am responsible for all the stages in the process from the production of food to the consumption of it" (Valadeau, 2019). ▪ "I believed that if we wanted to do a job, we needed to make a difference" (TEDx Talks, 2017). ▪ "I was 24 years old, fearless and very skillful. I was very stubborn and very determined" (TEDx Talks, 2017). ▪ "I was defeated once more. What could I do? My father was against me, everybody was against me, but there was a group of women that supported me and believed in change. The tourism sector was very small. I didn't want to admit failure to the people in Istanbul to whom I had excitedly told about my dreams for Mardin. Saying that I couldn't succeed in that job didn't feel right. I said I was going to do this job. I gathered all of these women and asked them if they were with me in this job, and they said yes." (TED Talks, 2017). ▪ "This indefatigable chef (Ebru Baybara Demir Topraktan Tabağa Kooperatifi, 2017) uses gastronomy as a tool for integration to create a base to combat the high female unemployment" (Basque Culinary World Prize, 2018; Basque Culinary World Prize, 2019a; Basque Culinary World Prize, 2020). ▪ "In fact, gastronomy is the power that brings us together. We are chefs working to benefit society by devoting our lives to changing other people's lives. Our work is to show people a measurable benefit by enabling people to earn money by working in gastronomy. In fact, our entire profession is closely related to the transformation of dishes prepared by us into something that benefits society" (CNN Türk, 2018; Global Gastro Economy Summit, 2019b).	**Altruism** **Extraversion** **Change Orientation** **Innovativeness** **Persistency** **Leadership** **Perfectionism** **Solution-orientation**

▪ "I believed in the transformative power of gastronomy, the magic of local delicacies and how they reflect cultures" (Valadeau, 2019).	
Anthony Myint	
▪ "We can actually solve global warming. Let's make something happen" (Basque Culinary World Prize, 2019b; Basque Culinary World Prize, 2019c). ▪ "It was really exciting to learn how farming can change climate change" (Shed, 2017). ▪ "Myint obsesses over every stage of the food that lands on the tables of his restaurants, which include the Perennial and Mission Chinese Food, and how it affects the planet" (Halper, 2018). ▪ "We empower mission-driven chefs and restaurants to take action on the climate crisis, and connect them with like-minded purveyors and diners" (Zero Foodprint ZFP, n.d.). "Food and farming are the best and most practical solutions to the climate crisis. Great chefs have an immense opportunity to lead society toward actually solving global warming" (Basque Culinary World Prize, 2019b; Basque Culinary World Prize, 2019c).	**Leadership** **Solution-orientation** **Extraversion** **Change Orientation** **Perfectionism** **Altruism** **Innovativeness**
David Hertz	
▪ "Table is our bridge we as chefs as cooks we cook to interact and we serve so others can have pleasure" (Global Gastro Economy Summit, 2019b). ▪ "We have become a driving force in the Social Gastronomy movement, promoting the power and the responsibility of food and gastronomy as a social change agent" (Hertz, 2017). ▪ "I never believed in exclusion I had all the possibilities in my life. As you know I'm pilgrim there is no border" (Global Gastro Economy Summit, 2019b). ▪ "I believe that creative minds can find innovative solutions to the current problems" (World Economic Forum, 2012). ▪ "David combines his passion for people and food to transform lives and communities" (Global Teacher Prize, n.d.). ▪ "Food is my life. I cook, I feed, I dream. I wake up every day thinking about what food and people can do for one another. My work is to connect them both: to feed humanity with humanity" (Artiach, 2020). ▪ "Table is our bridge we as chefs as cooks we cook to interact and we serve so others can have pleasure" (Global Gastro Economy Summit, 2019b). ▪ "Choose food as the currency for community change" (Clinton Global Initiative, 2014).	**Persistency** **Change Orientation** **Leadership** **Extraversion** **Innovativeness** **Altruism** **Solution-orientation**

- "With food we can transform millions of lives" (TED Archive, 2016).
- "Food is also a strong tool to create bridges and breakdown barriers, inspire moments of connection and trust, building empowerment and opportunities for people who yet don't fit into our society. People who cook together, stay together and the kitchen is the innovative lab that can change the world" (Artiach, 2020; Lagijani, 2019).
- "Social gastronomy hubs are physical spaces for inspiration and innovation" (Gryczka, 2018).
- "By integrating, educating, and connecting human beings through food and social gastronomy, we can generate a more equitable, inclusive, innovative, and solidary society" (Social Gastronomy Movement, n.d.-b).
- "Food connects us all. Food is a big part of our lives or it should be. It comforts our heart. It connects to our soul. It awakened our senses it connects us to ourselves. Food touches the rich and the poor. I have witnesses for the last 15 years that I've been working with social gastronomy how cooking together how providing training we can bring apathy, admiration and understanding of our needs. We are convinced we are a network in the world nowadays and as much as we cook for life were convinced that social enterprises and social entrepreneurship can really help to alleviate this problem this complex challenge. It's a complete complex tool we need to learn so much it brings us organization and discipline. And we have to use those tools in order to change the world. We can use these to include people. Now social gastronomy comes as a response on how can we use all of this to really say this complex challenge how can we really change that game" (Global Gastro Economy Summit, 2019b).
- "At a time when the growing disconnect between production and consumption threatens Sustainable Development Goal (SDG) 2 progress, chefs have a unique opportunity to help reframe food system challenges in a way that resonates with the general public. This is because chefs are at the heart of the global food system." (Hertz, 2017).
- "He is the pioneer of the Social Gastronomy Global Movement" (Global Gastro Economy Summit, n.d.-a).

Manu Buffara

- "Always say to my kids when I got to work, I never say mom is going to work, I said mom is gonna change the world" (50 Best Restaurants TV, 2019).

| Persistency |
| Extraversion |
| Change |

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• "Food is a power to transforming and we can change. We can use the food in agriculture for change a city" (50 Best Restaurants TV, 2019).	**Orientation**
• "I'm cooking for change. I'm cooking for change cities, to change people, to change the world." (Forecast, 2020)	**Leadership**
• "It doesn't matter where you are, or it doesn't matter your size, the size of your restaurant. I have 20 cover restaurants in Curitiba, it's not the Rio or San Paolo, but it's still a big city 2 million people live there, but the things are, if you want to do it, you just connect people" (50 Best Restaurants TV, 2018; 50 Best Restaurants TV, 2019).	**Altruism** **Solution-orientation** **Innovativeness**
• "In Curitiba, I have my own projects, my community projects, and I wouldn't give them up for love nor money" (Price, 2018).	
• "She is a person who speak effectively, humble, charismatic and women of the people" (Sajovic, 2019).	
• "Buffara has always had a strong sense of curiosity" (Price, 2018).	
• "We often face difficulties but nothing is discouraging!" (Cook Concern, n.d.).	
• "I believe that we can change the diet of a nation by taking small actions which begins inside our own houses. As the chefs, we need to create, we need to develop food from the waste and transform that in a new kind of food. This is the future" (50 Best Restaurants TV, 2019).	
Massimo Bottura	**Extraversion**
• (Faith Willinger, Food Writer, Food & Wine): "He's an exciting, dynamic guy who seems to me ready to go 24 hours a day. Always excited about food, excited about wine, excited to communicate to you what he knows about Italy." (Gelb, 2015).	**Leadership** **Innovativeness** **Persistency**
• (Lara Gilmore, Massimo's Wife): "Massimo is someone you kind of have to chase. He's always ten steps ahead of you. He's running down the street, and you're in his shadow. Everything that comes to his mind gets thrown out there on the table immediately. There's no editing. There's no being cautious about his ideas. Massimo's volcanic in that way. He is always creating without even touching one ingredient. We'll have been at the movies, and we'll walk out of the movies and I'll say, "so, what'd you think about the film?" And he'll say, "I don't know, I just... I wasn't really paying attention. I was thinking about a way of making mozzarella invisible, and if you could drink that and have all the flavor of tomato and mozzarella, how cool would that be?" (Gelb, 2015).	**Change Orientation** **Solution-orientation** **Altruism** **Perfectionism**
• "I am gonna be going against the grain and swimming up the Po River and going against the current" (Gelb, 2015).	

- "When we open Francescana, I would start serving tortellini in broth, the classic. But people, they were eating that tortellini just like this, you know "I'm eating tortellini. Yeah, I can go to the Trattoria or to Osteria, whatever, and I'm eating tortellini." So, I said, "Why don't we serve something very provocative?" I serve tortellini only with six tortellini in one line. They were walking into the broth. Can you imagine what the locals, they were thinking about us? They didn't understand what I was doing. If you eat tortellini, most of the time, you lose yourself in the process of eating. With this dish, I was saying that tradition, most of the time, doesn't respect the ingredients. I was like, "Okay, you like provocation and you'll respond like that, I'm gonna make your life worse." (Gelb, 2015; Özöğretmen, 2018). "It was so important to me to learn, to evolve. So, I decide to create a new cuisine out of the classic, traditional food of Modena" (Gelb, 2015).
- "Chef they can be a voice of change. Today lines are blurred, chefs are becoming active outside their restaurants. Our chefs are using their voice to make change" (The New School, 2017).
- "This is the work of chef make visible the invisible" (Food on the Edge, 2017).
- "One day, I and Taka, my sous-chef, were serving the last two lemon tart. Taka, suddenly, he dropped one of the two tart, and we were ready to serve. And the tart was on the counter, in the middle, between the plate and the counter. Half was there on the counter and half was there in the plate. Taka was just like that. He was white as the most… He was… He wants to kill himself. I said, "Taka, stop, stop. Look through my fingers. That is beautiful. Let's re-build as it's a broken stuff." Immediately, he didn't understand, but he trusts me so much and he said, "Okay, let's try." So, we get the lemon sabayon and we spread it on the plate. And then we rebuild on the other plate with all this single precision to make them feel we did that for purpose. That was the moment in which we create Oops! I Dropped the Lemon Tart" (Gelb, 2015).
- "So, what I did I went to a tattoo place and I tattoo here "no more excuses" so I could look every morning and say okay stop thinking like that I have to go and work with no excuses, just solutions" (The New School, 2017).
- "If you can dream it, then you can do it. Showing other people that we made all this possible can inspire them to act. Action: that's what it is about! Everyone has a role in the fight against food waste, because we are all in this together" (Food for Soul, n.d.-d).
- "One of my passion are the old design, art, and music so I involve artists because I really believe this refettorio is

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like soup kitchen. Art and design it's very important because it has to be a beautiful space because it's not about feeding people you can feed people in any soup kitchen but rebuild the dignity is something different so maybe you read some articles about these guys saying – oh my god they treat us like king and princess is the first time they treat us like human being- this is what is refettorio. It's like treating people like human being" (Food on the Edge, 2017).

- "In Modena everything has to be perfect everything has to be set everything you know each one our guys know exactly what to do every morning every single moment" (Food on the Edge, 2017).

- "There was no gas so how can we cook the simple things do is like pasta and but there is no gas okay no problem we're gonna run and get some gas and they came with some burners from camping but we couldn't make it so what we should do? In my mind I had this image of this Brazilian cooking banana peels and transform banana peels into chutney and in my mind, I said why don't we make a carbonara pasta? Carbonara is the perfect meal that full of eggs or bacon or meat. And is enough for one day so in my mind I was at that and then maybe because I saw some eggs so I said okay let's make carbonara but when I checked if there was some meat there was a piece of bacon. I said there are 100 people what I'm gonna do carbonara with the piece of bacon like this so I put together everything my culture, my knowledge and my memories. And we made carbonara through banana transforming banana peels into bacon. I sliced the bacon and I put the bacon on the top of some things and we boiled them and we toasted them we make them crunchy we smoked them" (Food on the Edge, 2017).

- "Talented, adrenalinic, brilliant, with a cultured and inspired speech and thousand projects in mind, Massimo Bottura is, nowadays, the best chef around the world that turned his restaurant, Osteria Francescana, into the gem of the Italian gastronomy obtaining twice the first place of *The World's 50 Best Restaurants* in 2016 and 2018"

Ayşe Tükrükçü

- "I will hold on no matter what happens" (TEDx Reset, 2019; TEDx Talks, 2019).
- "I am holding on just for spite" (T24, 2020).
- "I was able to hold on every time" (Ahbap, 2019a).
- "I told myself, whatever you do, never look back" (Ahbap, 2019b).
- "I will not do what was done to me" (TEDx Talks, 2019).

Persistency	
Altruism	
Change Orientation	
Leadership	
Solution-	

"No one out of decency has ever given me a job, but I will always remain human, and I will never lose my sense of humanity. - If I have a bread, I'll share it with people" (NEF, 2020). "Actually, I am showing the compassion that I didn't get. But I believe anyone can do this" (Ruhun Doysun, 2019). "Come on, let's do whatever we can for them" (Ahbap, 2019b). "I will not ask a favor of anyone" (Ahbap, 2019a). "I will do any job; I do not mind" (Ahbap, 2019b). "Exclusion from life drives people to crime. We wanted to change that. We wanted these people to hold on to life. This is why we are here" (Doğan, 2020).	**orientation**

APPENDIX 4 – Unit of Analysis II (Motivations)

Q2: What are the core reasons that lead individuals to become social entrepreneurs in the field of gastronomy?	Category
Ebru Baybara Demir ▪ "Male children are especially valued in the East. Being a woman there is a great disadvantage (TMK Talks, 2019; Blue Chip Event, 2020)". "I was the third female child of a family in Mardin. Despite the fact that my father brought us to Istanbul to save us from a place where being a woman is a disadvantage, I returned to Mardin in the late '90s. In fact, going back there changed not only my fate, but the fates of 21 women (as being a refugee or unemployment), then of other women and then of a city. I believed in a certain change in Mardin" (İşte Kadın, 2017; TEDx Talks, 2017: Global Gastro Economy Summit, 2019a; TMK Talks, 2019). ▪ "At a time when everything was going well, a tumor was detected in the left lobe of my youngest daughter's brain. We had a difficult operation and part of the tumor was removed. When questioning the cause of this disease, our doctor said that even the products grown in the soil are not healthy anymore, especially not for children. We have lost our old eating habits and changed the natural structure of nutrients. As a chef for many years, while I was thinking that we were consuming natural products, this new knowledge set me on a new path. As a mother and a chef who nurtured countless people through the meals I cooked, I realized I had to return back to the soil." (Valadeau, 2019; Blue Chip Event, 2020). "I tried to understand what was going on in the soil. First, healthy food can't be produced due to excessive use of chemicals in the soil. And farmers quit farming because they can't make any money. Drought is an important problem. Hybrid seeds mean consuming more energy and more water. I felt that I should do something about these problems" (Yves Rocher Türkiye, 2019).	**Gender Inequality** **Disadvantaged Groups** **Health Related Concerns** **Environmental Concerns** **Low Know-How**
Anthony Myint ▪ "Seven years ago, we had a daughter and started thinking more about future and climate change and some point we realized there are zero chefs working on climate change and so we started working on it (Basque Culinary World Prize, 2019c). ▪ "Good farming and healthy soil have the potential to restore all of the atmospheric carbon and solve climate change. What is important about it is chefs can lend their cultural capital and their ability to influence significant cultural change and so if great chefs participate in this	**Health Related Concerns** **Environmental Concerns**

movement it will become many chefs and many corporations and then the entire food system" (Basque Culinary Center, 2020).	
David Hertz ▪ "Gastronomy is one of the most effective and inclusive tools we have in the fight against (food) inequality, hunger, the double burden of malnutrition, unsustainable food systems, and unemployment. I believed; breaking bread and connecting through food has always been a way for communities to gather and support each other" (Social Gastronomy Movement, n.d.-d). ▪ "Challenges that the world is facing: 1/3 global food production is wasted (Social Gastronomy Movement, n.d.-d). 124 M children and adolescents are obese. 815 M people living with chronic hunger. 200 M unemployed workers around the globe. %37 of total greenhouse gas emissions are from the food production system. These numbers give us for social gastronomy and social entrepreneurs a way to partner with our government with our bilateral agencies in order to do this systematic change that none of us have done can do by ourselves. This is a humanitarian issue" (Social Gastronomy Movement, n.d.-d; Global Gastro Economy Summit, 2019b; Social Gastronomy Movement, 2019). ▪ "In 2004, I met with a girl she is 19 years old she came from dysfunctional family I did not believe in her potentials she dreamed of having the same rights as well for Brazilians. She was jobless and had little skills" (TED Archive, 2016) at that time she used to live inside the kitchen with her mom living a completely social exclusion and I got inspired" (Global Gastro Economy Summit, 2019b).	**Food Insecurity** **Food Waste** **Health Related Concerns** **Disadvantaged Groups** **Environmental Concerns**
Manu Buffara ▪ "In 2014 this was a big year for agriculture, because this was the worst year in Brazil. We consume more than two billion liters of pesticides in the whole country. My father is an old farmer who really worked with a lot of pesticides because the small producers, they need to make money to stay there, so they don't have education and information and that's when I starting to working with the city to change that. I cannot change the world but I can start in my city" (50 Best Restaurants TV, 2019). ▪ "I started seeing a project to know my state, and to know my city and the producers around" (50 Best Restaurants TV, 2018; 50 Best Restaurants TV, 2019). ▪ "We need to know what we eat, where it comes from, and who makes it" (Bluevision, 2019). ▪ "My relationship with the vegetables is so deep because they are my inspiration." (50 Best Restaurants TV, 2019). "It was something I wanted to do because I'd grown up on	**Low Know-How** **Health Related Concerns** **Environmental Concerns** **Food Waste**

	a farm, that's what inspired me to open Manu" (50 Best Restaurants TV, 2019). "In Manu, I decided to do something I believed in, dedicated to a greater good and thinking towards the future" (Bluevision, 2019).	
	▪ "I believe that we can change the diet of a nation by taking small actions which begins inside our own houses. As the chefs, we need to create, we need to develop food from the waste and transform that in a new kind of food. This is the future" (50 Best Restaurants TV, 2019).	
Massimo Bottura ▪ "Three years ago, I saw the title of EXPO that was like is a feed the planet and energy for life. It was an immediately so many different pavilions they asked me to be involved in this big fair or big event but there was no deep answer to this question, to this dilemma. I think the answer of feed the planet first of all; fight the waste. I build something in which all the best chef in the world they will come and show – what we can do with an overripe banana, ugly tomato and some breadcrumbs" (Pınar, 2016; Grundig, 2016; Grundig, 2018). ▪ "So, we decide to feed the planet in our own way. So, we saw Expo as an opportunity to where to raise awareness about food waste and food insecurity as two sides of the same coin. We saw an opportunity to create a community through cooking to feed those in need" (The New School, 2017). ▪ "Not getting lost means allowing yourself to dream. To listen to yourself and hear the world around you. What does cook mean to us? What does feed the world mean to us? Stale bread, bread from the day before can become gold for so many people. It's wrong that every day 1.3 million tons of food is wasted" (Svatek, 2016). ▪ "Food for Soul is a non-profit organization founded in 2016 by Chef Massimo Bottura to reduce food waste, address food poverty and facilitate social inclusion (Food for Soul Info, 2017; Elie-York, 2020).		**Food Waste** **Food Insecurity** **Disadvantaged Groups**

Ayşe Tükrükçü ▪ "I became unemployed, I found myself homeless when I became unemployed, and I lacked food when I became homeless. I was ignored by the society" (Ahbap, 2019b). ▪ "I lived on the street for about 4.5 months, eating out of the trash because I did not have any money" (TEDx Reset, 2019; TEDx Talks, 2019, Ahbap, 2019a; Ahbap, 2019b). ▪ "I ate leftover food" (TEDx Reset, 2019; TEDx Talks, 2019, Ahbap, 2019a; Ahbap, 2019b). ▪ "I wanted no one to be ignored in society because I myself know very well what it means to be homeless and hungry." "I wanted no one to starve" (TEDx Reset, 2019; TEDx Talks, 2019; Ahbap, 2019a; Ahbap, 2019b). ▪ "Because this is a trauma" (Ahbap, 2019b). ▪ "This is my biggest dream because I didn't have access to these things when I needed them" (Hattam, 2018). ▪ "When I asked myself what I could do for the homeless, all I could think of was to become a restaurateur. We wished to start a small restaurant where the homeless can work and eat" (T24, 2020). ▪ So, I wanted to help the homeless by opening a restaurant named Hayata Sarıl. I set my heart on this. I wanted to make a difference for the homeless with this restaurant" (Ahbap, 2019b). ▪ Here is a new beginning for their life." (T24, 2020).	**Disadvantaged Groups** **Food Insecurity**

Q3: What are the main difficulties that social entrepreneurs face in the field of gastronomy?	Category
Ebru Baybara Demir ▪ "This was a really brave move in a city, where tourism income is so low if any due to the terror-related security issues, farmers have alienated from agriculture, border trade is almost finished due to the war in the Middle East, most of the women don't leave their homes without their husbands" (Ebru Baybara Demir, n.d.). "It wasn't an easy thing because at that time, women living in the area could not go out without their husband's permission. Making money and working was unimaginable for them" (Valadeau, 2019). ▪ "My clothes, my life and my habits were different. Despite being the daughter of a family from Mardin, I returned there as a woman from the West. In the opinions of people living in Mardin, I set a bad example for their daughters-in-law. I opposed my father's wishes. With my return home, the concepts in the house changed" (TEDx Talks, 2017; TMK Talks, 2019; Soyut Şeyler Ekonomisi, 2020). A single, divorced woman in Mardin has women working in her kitchen and runs a restaurant that serves alcohol. These things were very unorthodox in Mardin at the time. In the city's culture, since women are valuable, they need to be at home because their duty is to manage a big family, and they have no place outside the home. The pressure that comes with caring about what other people might think is quite intense and my family cared about it, too. "Then, behind my back, they said everything that can be said about a woman in a small community. I always chose not to listen. However, it became harder for women to come to my restaurant" (Milosyan, n.d.; TEDx Talks, 2017; TMK Talks, 2019). ▪ "My father was against me, my family was against me, and I felt as though Mardin was against me, too. Then, because my husband couldn't get used to the conditions in the area, he also left. I cried a lot while thinking that everybody was against me even though I was trying to do something beautiful, and as I asked why things turned out this way" (TEDx Talks, 2017). ▪ "I talked about a thing which people didn't believe in, and I wanted them to invest in this job. It was very hard and sounded utopian" (TEDx Talks, 2017).	**Security Issues** **Lack of Support** **Cultural Issues** **Social Pressure** **Work Under Hard Conditions**
Anthony Myint	**NA**
David Hertz	**NA**

Manu Buffara ▪ "When I come back to Brazil I said; I want to do cooking in school and it's in Brazil was kind like a wow no it's not a career and it's no no no not at all" (The Culinary Institute of America, 2018). ▪ "You have to know your culture, your city, producers, and you must have a lot of creativity and a lot of focus. There is always a lot of commitment and some important attributes needed, because it is a profession that is subject to much criticism. It requires a lot of courage, flexibility and leadership. In addition, of course, passion. It is tedious working hours with lots of mental and physical effort that ultimately pay off for those who can stand it and are ready to go on that career" (Cook Concern, n.d.).	**Lack of Support** **Social Pressure** **Work Under Hard Conditions**
Massimo Bottura ▪ "The local community that in the beginning was protesting outside because we were bringing poor people in a poor neighborhood you know after a little while they start being involved in this whole project" (The New School, 2017). ▪ "Olympics catering companies there to be our major party didn't want to do be associated with us last day and you know because they thought it meant something bad for them and during the Olympics also the soup kitchen they were being closed because the government didn't want show the world there were so many people in need and they were closing soup kitchen" (The New School, 2017).	**Social Pressure** **Lack of Support** **Work Under Hard Conditions**
Ayşe Tükrükçü ▪ "For approximately 2 years, particularly the first year, was very trying as no one what soup meant, and no one was willing to accept homeless people. But I realized that the homeless would continue to be left homeless, that they expected my soup every night. If one needed blanket, he would expected it from Ayşe Abla. If one needed some underwear, he would expect it from Ayşe Abla again. But I was also working. I was providing care for the ill. I was cleaning homes. I was working as an attendant for the sick and the elderly during the day. At night, I went to cook some soup. But the response from the homeless was "who will wash the pot"? Then I realized that I wasn't doing any good. Neither to the people on the street, nor to those in the guest house. I just made them lazier" (Hürriyet Daily News, 2015; Bilge Ar, 2019; Ruhun Doysun, 2019).	**Demanding people** **Lack of Support** **Work Under Hard Conditions**

APPENDIX 6 – Unit of Analysis IV (Objectives)

Q4: What are the purposes of social entrepreneurs in the field of gastronomy?	Category
Ebru Baybara Demir ▪ "We create projects to find solutions to ==these global problems by improving the lives of disadvantaged groups and Syrian refugees in Mardin.== ==We need to create employment for more women because Mardin has 800,000 inhabitants, and approximately 30% of them are unemployed.== And we have 100,000 refugees living with us. These refugees comprise 12% of our population. We cannot ignore these people, so we need to live with them in a sustainable way. They need this at least as much as our fellow citizens" (Global Gastro Economy Summit, 2019a). ▪ "==Now I wanted to do more and continue to grow this dream of empowering women==" (Ebru Baybara Demir, n.d., Ebru Baybara Demir Topraktan Tabağa Kooperatifi, 2017; Basque Culinary World Prize, 2018) ▪ "As you know, ==the temperature has now increased not only in Turkey, but also in the whole world due to climate change, and this leaves us face to face with drought.== The sustainability of agriculture, food and our water sources are at risk" (Global Gastro Economy Summit, 2019a). Our entire purpose here is not to create a brand, but to form the seed store of Turkey, to work by setting an example, and to set a model by transitioning ==to dry farming against climate change and drought==" (Yves Rocher Türkiye, 2019). ▪ "It is aimed to find the best local seed for the oil that ==doesn't require water, power or fertilizer since the climate change and drought are expected to affect Turkey as well as the rest of the world in the medium term,== to multiply this seed for the future, and thus to keep the soil and nature alive. ==Enabling the social integration of Syrian refugee women has been another prioritized goal of the project==" (Living Soil, Local Seed, n.d.). "Our dream is to reproduce the local seeds, especially the drought-==tolerant== and almost extinct wheat seed of this land, and spread it once again from Mesopotamia to the rest of the world" (Ebru Baybara Demir Topraktan Tabağa Kooperatifi, 2017; Basque Culinary World Prize, 2018; NTV, 2018). ▪ "With Harran Gastronomy School Project, ==it was aimed to embrace the local values of Harran and the regional geography, to record the almost-forgotten local products and recipes,== ==to support the integration of Syrian refugees to social life==" (Harran Gastronomy School, n.d.).	**To Empower** **To Generate Employment** **To Fight Climate Change** **To Ensure Sustainability** **To Educate and Train People** **To Improve Health**

▪ "With Bread & Pastry Workshop, it was aimed to provide Syrian refugees and home owner society members an occupation by improving their theoretical and practical agricultural knowledge and skill about bread and pastry-making with the organized training programs. It is also among the objectives of the project to expand the areas of use of local wheat and varieties with the high-quality breads and pastries produced using whole wheat flour by using the wheat varieties grown in the region based on the exclusive recipes that were created, and to enable the involved women" (Bread & Pastry Workshop, n.d.). ▪ "Mushroom Workshop project aims to provide the participants a sustainable income source by establishing a mushroom production field in the region besides enabling the integration of the societies" (Mushroom Workshop, n.d.).	
Anthony Myint ▪ "So, we thought you know this is good we're giving back to the community that had been a core part of my goal of starting in the food business to begin with was the power of food and restaurants to bring people together and to give back to the community" (Basque Culinary World Prize, 2019b; Basque Culinary World Prize, 2019c). ▪ "To support a growing movement of farmers and ranchers who want to use their land to solve climate change but need funding to implement regenerative farming practices" (Zero Foodprint, n.d.-c). ▪ "Food is a really big part of climate change. And I think something that we realized also along the way is that the restaurant sector is almost as big as the entire agriculture sector. And there was a lot of potential to, again, use the restaurant sector to try the change the food system" (Talks at Google, 2017). ▪ "Zero Foodprint, a new nonprofit organization dedicated to helping restaurants drastically reduce their carbon footprint" (Miller, 2016). ▪ "Anthony Myint, a chef-turned-activist, wants to activate restaurants to fight climate change" (Glazer, 2020). ▪ "To change the World effortlessly" (Zero Foodprint, n.d.-d). ▪ "To create better food" (Zero Foodprint, n.d.-d). ▪ "Zero Foodprint facilitates audits of restaurant operations and, through a team of collaborators, designs an annual operation plan to reduce environmental impact, which includes practices for water conservation, waste reduction and matter conversion Organic in compost" (Navarro-Dols and González-Pernía, 2020).	**To Empower** **To Ensure Sustainability** **To Fight Climate Change** **To Improve Health**

David Hertz:	
▪ "I decided to dedicate my life into tuning gastronomy one of the most powerful tools to empower marginalized people and create bridges between the different social realities in Brazil, that's what I call social gastronomy" (MAD, 2015; TED Archive, 2016). "Social gastronomy uses the power of food to generate social change. It works to address social inequality, to improve nutrition, and to engage people to leverage their skills for social good. We engage people in the food systems to collaborate for social change" (Social Gastronomy Movement, n.d.-f).	**To Empower**
	To Improve Health
	To Educate and Train People
▪ "That was my goal when I founded Gastromotiva in 2006 – to curate a new conversation and build a movement that used the transformative power of food and gastronomy as a human centered solution, creating dignity, opportunities and inclusion through education" (Hertz, 2017). "Gastromotiva is about employing people, giving them an opportunity. (Svatek, 2016). This organization aims to fights unemployment and social inequality and uses food waste as a tool for transformation to create opportunities for those living on the margins of society" (Gastromotiva, 2019).	**To Generate Employment**
	To Fight Food Waste
	To Achieve Zero Hunger
▪ "Gastromotiva is a not-for-profit organization whose purpose is to create opportunities and inclusion, and bring dignity and wellbeing to those most in need through food and gastronomy" (UBS Editorial Team, 2018).	
▪ "The refettorio — a project of Gastromotiva, a non-profit Hertz founded in 2006 to promote the "slow food" movement and train disadvantaged men and women to work in kitchens around the country — was born as a practical way to address larger global issues of both hunger and food waste" (Ferraz, 2019).	
▪ "The potential for food not only to train people and employ but to create social cohesion and a healing force for people and communities in trouble situations" (MAD, 2015).	
▪ "I believed the biggest challenge in our society nowadays is the gap; social gap. We have a lot of opportunities to very few but the very opportunities to the most of the population. So, from my experience what we need to listen to the ideas to come from the base from the poor and empower them" (World Economic Forum, 2012).	
Manu Buffara	
▪ "It's really important, it's not just about yourself but it's about connecting people together and this is our philosophy in the restaurant, it's connected people reconnect with the land and having part in this for the future". "I started seeing a project to know my state, and to know my city and the producers around" (50 Best Restaurants TV, 2019).	**To Improve Health**
	To Ensure Sustainability
	To Educate

▪ "We want to develop the people the community around us to get better food better ingredients better meats and better fish" (The Culinary Institute of America, 2018). "To defend high-quality food, diversity and local producers/local farms" (Bluevision, 2019; 50 Best Restaurants TV, 2019). ▪ "I want to teach people how you can use banana skin to cook with beef you can, you know fry banana skin and cooking it with that, how you can use your own trash to do a compost in your house and apartment, how you can cook with everything, so you just have to be creative" (50 Best Restaurants TV, 2019). ▪ "To educate people through what we eat" (Bluevision, 2019). ▪ Manoella Buffara plans to use her voice to fight for waste reduction, better nutrition and the environment (Price, 2018). ▪ "When I started the urban gardens project in Curitiba, it was to feed the population. That's what the urban gardens in Curitiba mean: change. It's the change that we can make in a city, in a state, in a country" (50 Best Restaurants TV, 2018; 50 Best Restaurants TV, 2019). ▪ "We want to get more recognition as women and as leaders in the kitchen. We have the power to get there, we just need more space. We need more events like GELINAZ!. Women don't just talk about babies or about being housewives" (Brincat, 2017). ▪ "My concept has always been: products with less transportation, less pollution and generating income to the local community, a more organic result" (Bluevision, 2019).	**and Train People** **To Fight Food Waste** **To Empower** **To Fight Climate Change** **To Generate Employment**
Massimo Bottura ▪ "So, the idea is this: we open our arms to welcome people to make them part of our society" (Svatek, 2016). ▪ "Work for empower communities to fight food waste through social inclusion" (Svatek, 2016, The New School, 2017). ▪ "To change the mindset of people not only regarding food waste and what food waste is" (Food for Soul Info, 2017). ▪ "Our aim is to develop spaces and experiences that can have a real impact and that can help make our communities more resilient, open opportunities for economic growth and make our food system more equal and healthier." (Food for Soul, n.d.- ▪ f) ▪ "Food for Soul is not a charity project, it's a cultural project what does really mean food for soul and our cultural project and why because that in looking for solution to fight food waste we found potential for a wider	**To Empower** **To Fight Food Waste** **To Educate and Train People** **To Achieve Zero Hunger**

change. Why Lara and I founded Food for Soul to continue what we started making this value accessible to more communities around the world" (The New School, 2017).	
▪ "Bottura's Refettorio project at Milan Expo converted surplus food into nutritious meals for the poor" (Gibbon, 2020).	
▪ "So much of the food we throw away is not only edible but can make fantastic dishes". "Whether it's some overripe zucchini [courgette], breadcrumbs or leftover brown bananas, this is not waste, it just needs a different approach". (Grundig, 2018).	
▪ "The Italian is one of the finest chefs in the world. But his greatest achievement is Food for Soul, his project to feed the poor and cut food waste, now about to open in London" (Adams, 2017).	
▪ "He was opening his latest Refettorio, a series of community kitchens he has set up globally to both fight food waste and help socially vulnerable people" (Grundig, 2018).	
Ayşe Tükrükçü	
▪ "Our goal here is to help them permanently" (The Brand Age, 2019).	**To Empower**
▪ "The purpose of this restaurant is not to allow our homeless friends to roam around, but to integrate them back into society" (T24, 2020).	**To Generate Employment**
▪ "I want to be the voice of those ignored by the society" (TEDx Reset, 2019).	**To Achieve Zero Hunger**
▪ "What we do is to reintegrate people that the society ignores, does not care about or want to care about" (Bingol, 2020).	**To Educate and Train People**
▪ "The main goal is to resurrect the dead and to create something out of nothing" (TEDx Talks, 2019; T24, 2020).	
▪ "I'm trying to help everyone be treated like a human being" (T24, 2020).	
▪ "Life does not smile on everyone, but we know how to make life smile on everyone" (Haber Türk, 2019).	
▪ "It is my general goal to provide 'work, food, and life' for those in need. "I want no one to die or hurt others because they are hungry" (İstanbul Üniversitesi, 2019).	
▪ Instead of giving money to people who live on the street, we wanted to give them a job opportunity. In order to reintegrate these people into society, we created a job opportunity for them in the restaurant" (TEDx Reset, 2019; TEDx Talks, 2019 and Ahbap, 2019b).	
▪ "I want to teach people to hold on to life" (Show Tv, 2019).	

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Q5: What kind of supports that received by social entrepreneurs in the field of gastronomy?	Category
Ebru Baybara Demir - "Ebru Baybara Demir took the support of various international organizations, non-governmental organizations and private sector entrepreneurs besides the local administrations and ministries, and put projects into practice in various different areas, where public can directly contribute to the economic transformation in Mardin and its surrounding" (Bread & Pastry Workshop, n.d.; Ebru Baybara Demir, n.d.; Harran Gastronomy School, n.d.; Living Soil, Local Seed, n.d.; Mushroom Workshop, n.d.). - **Project Name:** Harran Gastronomy School - "This project supports the integration of Syrian refugees to social life, and to contribute to the regional economy by converting women to a qualified workforce. Supporters: Republic of Turkey Ministry of Food, Agriculture and Livestock, Republic of Turkey Ministry of Labor and Social Security, Grand National Assembly of Turkey (Administrative Supervisor: Ceyda Bölünmez Çankırı), Governorship of Mardin, District Governorship of Mardin Artuklu, Municipality of Mardin Artuklu, United Nations Food and Agriculture Organization (FAO), Hayatım Yenibahar Foundation (Support Economic Development and Social Entrepreneurship), From Soil to Plate, Agricultural Development Cooperative" (Harran Gastronomy School, n.d.). - **Project Name:** Living Soil Local Seed - "Currently, 350 female farmers composed of locals and Syrian refugees, and 24 engineers are working as registered to the social security system with the support of Turkish Ministry of Social Security. Supporters: Republic of Turkey Ministry of Food Agriculture and Livestock, Republic of Turkey Ministry of Labor and Social Security, Grand National Assembly of Turkey (Administrative Supervisor: Ceyda Bölünmez Çankırı), United Nations Food and Agriculture Organization (FAO)" (Living Soil, Local Seed, n.d.). - **Project Name:** Bread & Pastry Workshop - "This project enables the involved women to gain sustainable incomes with the revenue obtained from the project. Supporters: Republic of Turkey Ministry of Labor and Social Security, Grand National Assembly of Turkey (Administrative Supervisor: Ceyda Bölünmez Çankırı), Governorship of Mardin, District Governorship of Mardin Artuklu,	**Governmental Organizations** **Non-governmental organizations** **Labor Force** **Nature** **Capital** **Intellectual Capital**

- Municipality of Mardin Artuklu Public Education Center, United Nations Food and Agriculture Organization (FAO), United Nations High Commission for Refugees (UNHCR)" (Bread & Pastry Workshop, n.d.).
- **Project Name**: Mushroom Workshop - "This project provides the participants a sustainable income source through establishing a mushroom production field in the region. For the project, a mushroom workshop was established in a cave of 600sqm. Supporters: Republic of Turkey Ministry of Labor and Social Security, Grand National Assembly of Turkey (Administrative Supervisor: Ceyda Bölünmez Çankırı), Governorship of Mardin, Turkish Employment Agency, United Nations Food and Agriculture Organization (FAO)" (Mushroom Workshop, n.d.).
- **Project Name:** Kitchen of Hope – "With this project, where disadvantaged groups and refugees can study gastronomy. (Proper Food, 2019). "Supporters: Ministry of Family, Labor and Social Services, Ministry of Culture and Tourism, Grand National Assembly of Turkey (Administrative Supervisor: Ceyda Bölünmez Çankırı), United Nations Food and Agriculture Organization (FAO), Şükraan Association (Agricultural Development Cooperative) and Başkent University Thermopolium Gastronomy Academy" (Hürriyet, 2019).
- "Working with a small team of female agricultural engineers, Demir set out to rediscover some of the native seeds of Mesopotamia, traveling around the Mardin province that surrounds the city of the same name". "Sorgul wheat is the oldest wheat of Mesopotamia. We found its seeds at the hand of small farmers affected by terrorism at the north region of Mardin. Together with this, Beyaziye- the one of the oldest wheat kinds- Sorik, İskenderi and lastly Karakılçık has been included into our project. We gathered about 1,650 kilograms of seeds from different villages. Many of these seeds were Sorgül. In this capacity, we realized the plantation of these seeds at 102 decare supplied by locals and farmers." (BBM Magazine, 2018). "People invited us into their homes and told us how they learned from their ancestors to grow local seeds without irrigation and using animal manure instead of artificial fertilizers" (Hattam, 2020).
- "Information about production techniques were exchanged with Syrian refugee women, who are specialized in traditional methods even though they are 70 years behind Turkey in agriculture" (Living Soil, Local Seed, n.d.; Ebru Baybara Demir Topraktan Tabağa Kooperatifi, 2017; Basque Culinary World Prize, 2018).

Anthony Myint - "This project is basically trying the find a way for the average consumer who can't necessarily afford the best ingredients to still participate in the change and help improve the food system. So, for consumers a few cents per meal at a restaurant can add up too many thousands of dollars every year and the restaurant can collect all that and serve as kind a pathway that helps consumers support the change to better farming" (Campbell, 2019; Hom-Dawson, 2019; Basque Culinary Center, 2020). - "Together, ZFP restaurants, diners, and farmers are shifting farmland from climate problem to climate solution" (Zero Foodprint, n.d.-c). - "To date, around 30 restaurants have achieved carbon-neutral status under the program; twice that number are on their way to earning the stamp" (Henry, 2019). - "Members send ZFP that additional revenue provides (or can invest in proportion to their carbon footprint)". (Zero Foodprint, n.d.-c). - "These stakeholders are partnering with Zero Foodprint, endorse Zero Foodprint, support Zero Foodprint financially, are members of Zero Foodprint, and/or are committed to patronizing Zero Foodprint member restaurants. These are;, NRCS - US Department of Agriculture, Basque Culinary World Prize, CDFA-California Department of Food & Agriculture, California Air Resources Board, CalEPA- California Environmental Protection Agency, Resource Conservation Districts, Green- California Green Business Network, SF Environment, Square, Salesforce, Patagonia, Golden Gate Restaurant, IDEO, NRDC, 1% For the Planet, Malt-Marin Agricultural Land Trust, 3Degrees, Kiss the Ground, Mad Ag!, GMIC Inspiring Sustainability, Cuesa - Cultivating a Healthy Food System, Center for Ecoliteracy, E2, Grantham Foundation for the Protection of the Environment, Grist 50!, Invoking the Pause, Panta Rhea, Breakthrough Strategies & Solutions, TomKat Ranch" (Zero Foodprint, n.d.-e).	**Donation & Sponsorship** **Partnership**
David Hertz - "Gastromotiva is a global initiative that connects people, projects, companies, universities, international agencies, governments and civil society around the transformative power of food" (Gastromotiva, n.d.-a). - "To maintain and grow Gastromotiva, we have a group of partners that includes companies, organizations and restaurants, that - from the beginning of the organization's history - count on our team to make Social Gastronomy the market standard" Cargill, Carrefour, Latam Airlines, DSM, Grupo Benassi, Swiss Philanthrophy, Grand Hyatt,	**Governmental Organizations** **Partnership** **Volunteers** **Donation & Sponsorship**

Accor, Unisuam, TA e GUI BARTHEL, Bacio di Latte, Universidade Anhembi Morumbi, Grupo SON, Artemisia, Food for Soul, Green about, Fiat Panis, Ashoka, World Food Programme, Global Shapers Community, Young Global Leaders, The Chefs' Manifesto, Infinity Culinary Training, TED, Initiative Save Food, LIFE, Slow Food, Mesa, Colabora" (Gastromotiva, n.d.-d)

- "The only way we can scale and multiply is doing together we don't compete we don't sell project in this community but we are different stakeholders we have to get out of the gastronomy scene we have to meet presidents of companies we work with ministers so this is our network" (Global Gastro Economy Summit, 2019b).

- The Social Gastronomy Movement cultivates connections, collaborations, and partnerships that strengthen our individual and collective capacity to co-create an equitable future, inclusive society and healthy planet. We now have a global base of partners and existing projects within Social Gastronomy communities mapped in 38 countries across five continents" (Social Gastronomy Movement, n.d.-c).

- "We (Social Gastronomy Movement) are grateful to our wonderful partners and alliances who have committed to stand by us and support our mission. (Partners and alliances: Akerman, Ashoka, Cargill, Gastromotiva, Global Shapers Community, Moet Hennessy, nex., Recovery)" (Gastromotiva, n.d.-d).

- "At the Refettorio Gastromotiva in Rio de Janeiro, we work with the world's top chefs to produce meals for the homeless, using ingredients that would otherwise be wasted" (UBS Editorial Team, 2018).

- "Refettorio Gastromotiva this is a place in Rio that we cook only with food surplus those ingredients that are non-manipulated" (Global Gastro Economy Summit, 2019b). "Funky-shaped tomatoes or apples with lumps and bumps are perfectly edible, but often don't make it onto grocery store shelves. Gastromotiva receives weekly of local fruits and vegetables and cooks them to perfection" (The Intrepid Foundation, n.d.).

- "We need your help to offer more socially vulnerable young people our free courses, to serve more people at our social dinners, and to increase awareness actions on combating waste. Donation options: Couvert: $30, Entry: $60, Main Course: $100, Full Menu: $300" (Gastromotiva, n.d.-c).

- "We have over 70 restaurants that engaged in a program they also fund the program" (Clinton Global Initiative, 2014).

Manu Buffara	
■ "Manu's menu changes every day because we're dependent on Mother Nature. We work with products from our gardens, with whatever we harvest and we have a vegetable cook who picks vegetables every day. So, Manu's menu is its products, its producers" (The Culinary Institute of America, 2018; 50 Best Restaurants TV, 2019).	**Nature**
	Intellectual Capital
■ "Her sources are the rain forest nearby farms and the sea" (Fabricant, 2019).	**Labor Force**
■ "We study the weather, the climate and the rain period to be prepared and to know what food will be available to plan the meals and recipes we can create" (Bluevision, 2019).	**Capital**
	Donation & Sponsorship
■ In these community gardens, they produce for their own use and benefit, and also sell a part to the restaurant. It's a joint effort with them, which is more organic, and the menu is set according to Mother Nature (Bluevision, 2019).	**Partnership**
■ "Transforming abandoned parts of the city into more than 80 urban gardens, where the local community can help themselves to the produce, benefiting more than 5,000 families" (Fine Dining Lovers, 2018). "Today in the garden directly we have six thousand and three hundred people work in the garden" (Basque Culinary Center, 2019).	
■ "3000 meters are donated by a company and the water is going to come from the rain we're gonna do everything really sustainable for we can serve the food" (Basque Culinary Center, 2019).	
■ "Land of urban gardens: how we found the lands? We have a lot of big companies like Renault in South Brazil, PGO, electrical companies and train companies who has the land and the land was just left there. So, they give us the land" (Basque Culinary Center, 2019).	
■ "I asked a friend of mine who as owner of the big seed company in Brazil as then do you want to be part of the project and she said yes so she gives seeds for all the gardens in Curitiba" (Basque Culinary Center, 2019).	
Massimo Bottura	
■ "Strategic partnerships assist us in transcending innovative ideas into measurable, qualitative results. We strongly believe that together we can make our voice louder, send our message further and inspire others to act. By becoming a Partner of Development, you will be able to contribute to the growth of our organization, helping us to strengthen our work and capacity". "Grundig has been Food for Soul's official partner for three consecutive years supporting our work and mission since the beginning. (Food for Soul, n.d.-c).	**Partnership**
	Volunteers
	Intellectual Capital
	Donation & Sponsorship

▪ Through its Respect Food campaign, the company has been raising awareness on food waste by offering consumers practical ideas and solutions to tackle it. We are proud to share the same passion and to stand side by side in the fight against food waste. Grundig has also been providing appliances to meet the needs of our Refettorios and Social Tables. Other partners: Lavazza, Parmigiano Reggiano, Gelato University, Giblor's, Pavoni, Pentole Agnelli, Pasta di Martino, Cacao Barry, Coap, The Rockefeller Foundation". (Food for Soul, n.d.-c). ▪ "90 volunteers who gave their time and love everyday" (Svatek, 2016) ▪ "They serve at a table we believe that the value of hospitality can change also the way we relate to the other" (Food for Soul Info, 2017). ▪ "Service in project: From cooking to serving at the tables, from helping out at special events to putting your skills at the service of the community, we need your support!" (Food for Soul, n.d.-d). ▪ "My idea was to call all my friends, all the best chefs in the world, the most acclaimed: Ducasse, Ferran Adria, and Rene Redzepi. And the youngest ones, who have a sense of responsibility, the culture to understand this project. And in half an hour, I had made 50 phone calls, and they all (voluntarily) said yes. They all accepted to come, during those 6 months, to Milan, to cook with stale bread and waste (leftover, discarded foods) coming from Expo's pavilions" (Svatek, 2016). ▪ "We began to spread the world, and the most sensitive people embraced the project. First the artists, the Transavanguardia artists: Cucchi, Paladino and Nannucci, who thought about a powerful mean: "NO MORE EXCUSES". Then, the most important 13 Italian designers. What did they do? They had to build a refettorio. So they made refectory tables. Communal tables. Refectory tables for the 21st century. To create a refettorio like 500 years ago. Filled with the beauty of art, the beauty of design, and the beauty of ideas" (Svatek, 2016). ▪ "Help us to create change, one gesture at the time. Your support will help our programs and projects around the world build a culture of value, serve the vulnerable with dignity, and open pathways for job training and offer cultural programming. Every contribution empowers a Call to Act! Donation options has divided into three as donate via PayPal, bank transfer of check" (Food for Soul, n.d.-a). ▪ "Food Deposit Co-Op: Leftover food from Expo Milan. Chefs use waste food" (Svatek, 2016; Food for Soul, n.d.-d).	**Capital**	

▪ "Use old (abandoned) theater building from the '30s as Refettorio" (Svatek, 2016).	
Ayşe Tükrükçü	**Volunteers**
▪ "600 volunteers (from different professional groups: students, employees, professional employees) work as a service personnel at Hayata Sarıl Restaurant" (TEDx Reset, 2019; İstanbul Üniversitesi, 2019; NEF, 2020).	**Donation & Sponsorship**
▪ "Every volunteer has something they can do here" (T24, 2020).	**Non-governmental organizations**
▪ "Every month a famous chef (Arda Türkmen, Mehmet Gürs, Civan Er, Şemsa Denizsel, Maksut Aşkar) and his team come to Hayata Sarıl Restaurant to cook. Guests can come at certain hours and eat dishes cooked by famous chefs" (Kanal D, 2019; Ahbap, 2019b; MSN News, n.d.).	**Labor Force**
▪ "I also work at the Basic Need Association (TIDER). All the vegetables that are not sold in aisles come to me instead of being thrown away. I use these vegetables to cook for the homeless in the evening" (TEDx Reset, 2019).	
▪ "Instead of letting this become garbage, we are transforming waste into food" (T24, 2020).	
▪ "Finance? This is a restaurant that operates entirely with donations and sponsors…" (Özden et al., 2018).	
▪ "When the restaurant was established, all expenses were provided by sponsors (Grunding, Sabancı Foundation, Individual donors, Lav and others)" (Ahbap, 2019b).	
▪ "Customers who eat in this restaurant during the day can donate food within the scope of the paying it forward system (i.e. the hook system)" (Kanal D, 2019).	
▪ "They can help this place run itself". "So, you sponsor a homeless person's dinner." (NEF, 2020). (10 TL = 1 pax meal).	
▪ "Instead of giving 1 lira to a beggar on the street, you can come here and give 10 lira and sponsor a homeless person's dinner" (Ahbap, 2019b).	
▪ "Per capita donation is 250 lira per year in this restaurant" (Ahbap, 2019b).	
▪ Hayata Sarıl Foundation: this restaurant is the first project of this foundation, and they plan to do more. They need your support to do more and keep the current project on course. You can provide direct support for the foundation with a donation (Kocamaz, 2019; Hayata Sarıl Foundation, n.d.).	
▪ "The former homeless have a job in the restaurant" (Ahbap, 2019b).	

Q6: Which processes or steps are followed by social entrepreneurs in the field of gastronomy?	Category
Ebru Baybara Demir ▪ **Project Name:** Harran Gastronomy School - "During the project period, total of 108 individuals including 44 Syrians completed their education and received their certificate in Harran Gastronomy School" (Harran Gastronomy School, n.d.). ▪ **Project Name:** Living Soil Local Seed - "In the field studies conducted in Mardin and surrounding, the neighborhoods especially in Midyat, Dargeçit and Savur districts were visited to establish contact with small farmers that produce only for themselves, lack financial opportunities or cannot engage in industrial production to the nature of their fields, and ancient seeds like Sonik, Beyaziye, Iskenderi and mostly Sorgül were collected. The 1650kg local seed found during field studies were purchased from small farmers to be multiplied in the application fields, and planted to the suitable fields. Information about production techniques were exchanged with Syrian refugee women, who are specialized in traditional methods even though they are 70 years behind Turkey in agriculture. For these techniques to be applied by larger groups, 70 female farmers including 35 locals and 35 Syrian refugees were trained in a training program of UN Food and Agriculture Organization" (Living Soil, Local Seed; n.d.; Ebru Baybara Demir Topraktan Tabağa Kooperatifi, 2017; Basque Culinary World Prize, 2018). ▪ **Project Name:** Bread & Pastry Workshop - "In the workshop that is still active, the students of each period complete their theoretical trainings at the Public Education Center. The students receive lectures of bread and pastry production, occupational health and safety, basic life skills within the scope of the project. And then receive practical on-the-job training in the kitchen of Cersis Murat Mansion". (Bread & Pastry Workshop, n.d.). ▪ **Project Name**: Mushroom Workshop -"The women are trained regarding healthy agricultural practices in mushroom cultivation" (Mushroom Workshop, n.d.). ▪ **Project Name:** Kitchen of Hope – "We will prepare the training curricula of the schools that provide gastronomy education while providing training that will enable people to gain employment in the food industry" (Hürriyet, 2019).	**Education & Training** **Research & Development** **Know-How Exchange** **Collaboration**

Anthony Myint ▪ "How it works: (1) diners contribute 1% of their bills, only a few cents. (2) Members send ZFP that additional revenue provides (or can invest in proportion to their carbon footprint). (3) ZFP provides grants directly to farmers for healthy soil projects. (4) Local independent conservation experts help implement and verify carbon farming projects" (Zero Foodprint, n.d.-c).	**Collaboration**

David Hertz
 	
  ▪ "Gastromotiva, which run different projects, offers a solution: "free vocational kitchen training, entrepreneurial and nutrition classes across Brazil, El Salvador, South Africa and Mexico, and we are expanding" (Global Gastro Economy Summit, 2019b; PR Newswire, 2019).
  ▪ "We started offering free culinary programs in Gastromotiva for disadvantaged youth who most of the tide didn't even have money to pay for transportation. And we have trained trainees and all employed in restaurants at good wages" (TED Archive, 2016).
  ▪ "SGM aims to connect chefs, stakeholders and projects through two important tools - social gastronomy hubs and an online platform. Social gastronomy hubs are physical spaces for inspiration and innovation. The hubs will be piloted in Rio de Janeiro, New York, Santiago, London, Zurich and Phnom Penh. Each hub will be powered by a social entrepreneur and will define its own guidelines to better represent the local community's needs. Each hub is financially independent and collaborates with other social gastronomy entrepreneurs to promote and enhance the movements. The online platform will help to take the local global by creating networks and community on a hitherto unprecedented scale." (World Economic Forum, 2012).
	Education & Training
	
	Collaboration

Manu Buffara
 	
  ▪ "Educating the producer and developing with them more intelligent ways to produce" (Bluevision, 2019).
  ▪ "We can teach that's about information and education we need to provide information and education so people can understand what they can do in their home that's why the urban gardens have decomposed in each garden they have to do their own compost so they bring the trash from their house. And they understand what is about compost" (Basque Culinary Center, 2019).
  ▪ "We study the weather, the climate and the rain period to be prepared and to know what food will be available to plan the meals and recipes we can create" (Bluevision, 2019).
	Education & Training
	
	Know-How Exchange
	
	Collaboration

- Transforming abandoned parts of the city into areas where communities can feed themselves (Price, 2018). "My partner Andrey Lucas and I work with community gardens and use in our menu the products we serve every day in the restaurant. I plant the ingredients, have my own seeds and coordinate my producers to plant for me." (Bluevision, 2019).	
Massimo Bottura	
"We created a soup kitchen in a style of a refettorio. We replaced a traditional soup kitchen with restaurant style table service. We serve as guess them. We gave them a place to eat but even a place to stay together". "We prepared meals with food were inevitable food waste from Expo, supermarket surplus as brown bananas, bruised apple" (The New School, 2017). - Christina Reni (Food for Soul, Project Manager): "You can use a resource to transform it and how do we do that? It's to connect in different dots so one of these dots is chefs we invite chefs to collaborate in our projects to come one day and cook together with our staff in different products in order to create new recipes, new ways of addressing these ingredients of seeing them" (Food for Soul, n.d.-b; Food for Soul Info, 2017). "We invited totally 65 chefs from around the world to transform ugly ingredients into delicious meals" (The New School, 2017).	**Collaboration** **Know-How Exchange**
Ayşe Tükrükçü	
"I also work at Basic Needs Association (TIDER). All the vegetables that are not sold in aisles come to me instead of being thrown away. I use these vegetables to cook for the homeless in the evening. For example, I cook hodgepodge (TEDx Reset, 2019). "This non-profit restaurant charges the guests during the day and serves the homeless in the evening" (Bilge Ar, 2019; TEDx Reset, 2019). "This is a six-month process. We help them get on their feet. We provide employment." (Ruhun Doysun, 2019). "A homeless person works at Hayata Sarıl Restaurant for 6 months. Then they go to work professionally in the kitchen of a famous chef. So, they get a job" (TEDx Reset, 2019; TEDx Talks, 2019; Ahbap, 2019b). "They receive psychological support, individual coaching (RGB, 2017) as well as training on budget, kitchen, food safety, hygiene, and culinary skills (certified) while they work" (TEDx Reset, 2019; TEDx Talks, 2019; Kiamore, 2017; Ruhun Doysun, 2019, Haber Türk, 2019). "They are given a certificate when they complete these trainings so that they can work in different places after they leave us" (Ruhun Doysun, 2019; T24, 2020).	**Collaboration** **Education & Training**

Q7: What kind of contributions that made by social entrepreneurs in the field of gastronomy?	Category
Ebru Baybara Demir • "In 1999, when the number of tourists visiting Mardin was 11,000 and the bed capacity was 220, the people of Mardin invested in tourism by supporting the dream of a woman and 21 women who believed in her. With these investments, in 2018, due to the example of a restaurant, the number of tourists visiting Mardin reached 1,300,000 and the bed capacity reached 15,800" (Global Gastro Economy Summit, 2019a). • "Thanks to the change beginning essentially with gastronomy, tourism has now become one of the important dynamic elements of the city's economy. Murat Cercis Mansion is not just a restaurant. It is a restaurant that not only offers new delicacies and tastes, but also changes lives, touches the lives of women and frees women, and also combines cultural values with production. These 21 women and I have created a sector out of this job" (TEDx Talks, 2017). Thanks to this restaurant, more than 200 women have started to make a living by cooking. The journey we began 20 years ago has grown incrementally. We have taught these people how to make a living from the work they know best in their lives" (Global Gastro Economy Summit, n.d.-b; Global Gastro Economy Summit, 2019a). • "Women who were traditionally domestic workers have learned how to make money from the soil for the first time. And we have changed the order here and made women leaders (Global Gastro Economy Summit, 2019a; Living Soil, Local Seed, n.d.). • "These women respond to offers and demands with the work they know the best. We have brought them into the economy" (TEDx Talks, 2017). • "Ebru Baybara Demir leads initiatives to empower Turkish and Syrian women, enhancing the richness of cultural exchange. In Mardin, the chef launched a series of projects to revitalize the agriculture, as a basis to combat the great existing female unemployment" (Navarro-Dols and González-Pernía, 2020). • "She is concentrated on collecting organic seeds from all around the Anatolia and try to make a real organic farm in Mardin, this effort will definitely create another core competence in the near future to her company" (Ensari, 2017:121).	**Supporting the Regional Economy** **Enabling Social Inclusion** **Providing Employment Opportunities** **Teaching Know-How** **Increasing Sustainability** **Reducing the Impacts of Climate Change**

- **Project Name: Harran Gastronomy School** -"Within the scope of the project, the offerings of a thousands of years old cultural blend were recorded in an inventory composed of local products and recipes of Harran and the region. During the project period, total of 108 individuals including 44 Syrians completed their education and received their certificate in Harran Gastronomy School. 64 of these 108 individuals are women and 44 are men. The participants, who received their certificates, make a living by cooking in state school cafeterias or AFAT refugee camps. Thanks to these efforts, the women of the region found a place for themselves in life, the production increased and thus the rural development and economic sustainability of the region were supported" (Harran Gastronomy School, n.d.; Yasar University News Portal, 2018).
- **Project Name: Living Soil Local Seed** - "From the seeds planted last year, 20 tons of Sorgül were harvested. Sorgül that is continued to be multiplied as a seed was planted to 650 decares this year (Living Soil, Local Seed, n.d.).
- **Project Name: Bread & Pastry Workshop** – "The students gain sustainable incomes with the revenue obtained from the project." (Bread & Pastry Workshop, n.d.).
- **Project Name: Mushroom Workshop** - "35 women including 20 Syrian refugees and 15 locals receive salary from the state as being registered to the social security institution. Moreover, the mushrooms produced by these women are sold to large retail chains and return to women via Şükraan Agricultural Development Cooperative" (Mushroom Workshop, n.d.).

Anthony Myint

- "Zero Food Print is a chef lead movement of restaurants going carbon neutral and the participating restaurants have conducted a lifecycle assessment. And this basically allows the chef and restaurants to understand what it would mean to do their part what they would have to do become part of the solution to climate change. And the restaurants can implement past practices and then do offset any remaining carbon footprint they make contributions to renewable energy and renewable farming practices to actually and change the food system to balance out their ingredient use" (Basque Culinary Center, 2020).
- "Zero Foodprint there's probably about 30 restaurants there are carbon neutral and it includes some of the best chefs in the world and also everyday restaurants. Some of

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the most impactful steps that restaurants can take actually lower their carbon footprint are things like switching to renewable energy on the contribution side and reducing their use of factory farmed beef in terms of ingredients and we have also seen really gains from restaurants that are saving animal fats in using that instead of butter to cook with and so there's a lot of different practices that involve conservation. But really the most important part of the program is helping to restore soil through better farming practices and helping farmers actually make the switch to practices that create more healthy soil and will ultimately create a renewable food system" (Basque Culinary Center, 2020).

- "Zero Foodprint that is engaging restaurants and helping to show basically what it would mean to do their part. We do our part to help reverse climate change by creating healthy soil. Zero Foodprint is building a movement: some of the best restaurants in the world and whoever I've been able to peer pressure" (Culinary World Prize, 2019b).

- "1,425,302,9 gallons of gasoline emissions reversed by ZFP restaurants" (Basque Culinary World Prize, 2019a; Basque Culinary World Prize, 2019b).

- "Zero Foodprint (ZFP) restaurants and their diners help farmers turn bad carbon into good carbon" (Zero Foodprint, n.d.-b).

- "Zero Foodprint is a nonprofit based in San Francisco that educates restaurants about buying food from farms and ranchers that practice regenerative farming. It creates healthy soil that that can absorb carbon from the atmosphere" (Guerrero, 2020).

- "Zero Foodprint not only helps restaurants to improve sustainable practices, reduce food waste, and become carbon neutral, but also to fund regenerative agriculture by connecting diners, restaurants, and farmers" (Sherman, 2020).

- "We're enabling farmers to transition to renewable farming practices by adding a 1% surcharge to restaurant bills" (Zero Foodprint ZFP, n.d.; Zero Foodprint, n.d.-a).

- "Food is both a major cause and a major solution to global warming. We've spent five years engaging chefs and restaurateurs on becoming part of the solution to climate change" (Henry, 2019).

David Hertz

- "Refettorio Gastromotiva this is a place in Rio that we do a three-course meal like in a restaurant and we serve homeless people" (Global Gastro Economy Summit, 2019b).

- "Through Refettorio Gastromotiva, a state-of-the art no food waste cooking school and restaurant, co-founded with

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Food for Soul and Ale Forbes, nearly 140.000 dishes have been served with dignity to most vulnerable people of downtown reclaiming over 95,000 kilos of food that" (The Charles Bronfman Prize, n.d.).

- "We started offering free culinary programs in Gastromotiva for disadvantaged youth who most of the tide didn't even have money to pay for transportation, And we have trained trainees and all employed in restaurants at good wages. And during and after that training they are encouraged and taught to go back to their communities and become multipliers. They bringing workshops on how to cook and how to use health ingredients to mothers and children" (TED Archive, 2016; Gastromotiva, 2017).

- "We have one billion people living with chronic hunger and 200 million unemployed workers around the globe, Gastromotiva (which run different projects) offers a solution: "free vocational kitchen training, entrepreneurial and nutrition classes across Brazil, El Salvador, South Africa and Mexico, and we are expanding" (Global Gastro Economy Summit, 2019b; PR Newswire, 2019).

- "Gastromotiva, a program for personal and professional development among marginalized young people from the favelas, enabling them to join the working world and even become entrepreneurs in their communities" (World Bank Live, 2017).

- "We have trained more than 5000 people and get jobs to them accelerated 300 businesses" (Global Gastro Economy Summit, 2019b). And during and after that training they are encouraged and taught to go back to their communities and become multipliers" (TED Archive, 2016; The Charles Bronfman Prize, n.d.).

- "We changed the life of more than 100.000 families Brazil" (Gastromotiva, 2017).

- "+300 social gastronomy projects mapped, +100000 people engaged in nutrition education" (Gastromotiva, 2017).

- "Social gastronomy is a movement of shares of change makers everyone in society so using the power of food and gastronomy to bring dignity, opportunities, wellbeing to people in need. And also to address these main challenges of the world hunger, malnutrition, poverty, lack of jobs and also how to refill the food systems around the globe towards food and people. Using food towards people in need" (Gastromotiva, 2017).

- "In other words; The Social Gastronomy Movement (SGM) is providing real solutions to these issues by leveraging the power of food to address social inequality, improve nutrition education, eliminate food waste and create local jobs" (World Economic Forum, 2012; Mendini et al., 2019).

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▪ "Social gastronomy travel beyond borders. Partnering with government or other organizations <mark>were able to bring hope to other group of people who have been left behind such as female prison inmates or jobless immigrants. ("4 years ago, decided to take this model to the prisons to female prison inmates. How to adopt these inmates when they get out of prison they feel empower to look for a job"</mark> (Clinton Global Initiative, 2014). ▪ <mark>"We were able to engage them inspired them. So social gastronomy is this movement to help people to accept themselves to support them to recognize their unique essence. It's for people to embrace a community to generate gratitude. That's the transcendence of this movement"</mark> (TED Archive, 2016). ▪ "This is what I was my dream five years ago <mark>to build a community and we built social gastronomy, I guess everyone can understand that is about social inclusion</mark> <mark>but each region has its own face.</mark> <mark>In this community we have women from the middle-east that are being trained in Saudi Arabia, we have young people in Cambodia young girls who have been abused, we have black people from Brazil"</mark> (Global Gastro Economy Summit, 2019b).	
Manu Buffara ▪ <mark>"We go grab our own mushrooms we don't buy mushrooms from the people (come from a chain of 35 local producers). We do our own milk, own cheese, own vinegar, own flour so it's kind of a family style of the restaurant"</mark> (The Culinary Institute of America, 2018; The Best Chef, 2020). ▪ <mark>"Gastronomy as circle which should value the food we serve, the producers and a sustainable chain similar to the one found in a circular economy"</mark> (Bluevision, 2019). ▪ <mark>"We created urban gardens and we developed them to make food them and food for us it's not about just the restaurant that's about the community (project in Curitiba)"</mark> (The Culinary Institute of America, 2018; 50 Best Restaurants TV, 2019) ▪ <mark>"So, we started the Project in 2014 with two gardens, today we have 89 gardens around the city and</mark> <mark>5000 people who produce their own food.</mark> And we connected these people this project with the big seed producer in Brazil, <mark>organic seeds for them.</mark> <mark>We didn't want them to just produce lettuce, cauliflower and broccoli we wanted them to try new types of vegetables and herbs. That's why we became a part of this seed project for they can give them new seeds and new flavors"</mark> (50 Best Restaurants TV, 2019). ▪ <mark>"Today we have in the total 200000 meters of urban garden in the city"</mark> (Basque Culinary Center, 2019).	**Supporting the Regional Economy** **Increasing Sustainability** **Providing Employment Opportunities** **Minimizing the Food Waste** **Teaching Know-How** **Reducing the Impacts of Climate Change**

• "Today in the garden directly we have six thousand and three hundred people work in the garden and that food is not for sell. Food is for them to eat better. If they have leftovers they have to give to the schools or they have to give to institutions" (Basque Culinary Center, 2019). • "We created philosophy. People who works there has the same philosophy. Today maybe three or five thousand people work with us so it's very nice when you see the kids touching the garden and planting something. We created this philosophy these people work for us maybe the youngest ones like three years. We grow up together" (The Culinary Institute of America, 2018). • "Bee Project to pollinate the city" (50 Best Restaurants TV) "Our project is to put five thousand bee houses around the city like everywhere. We wanted to start the project the project is guiding up honey and today it's true we have today in Curitiba we have a hundred thousand and five hundred bee houses around the city and everywhere. It's really nice because our trees from Amazon from authentic forest need that bees because they are the small size and some our plants need that bees to go and then the pollenization and to produce more vegetables and fruits. Today we have 49 percent of the city of Curitiba in pollenization" (Basque Culinary Center, 2019). • "My concept has always been: products with less transportation, less pollution and generating income to the local community, a more organic result" (Bluevision, 2019).	

Massimo Bottura
 	
• "Founded Refettorios and Social Tables" (Food for Soul, 2018).
   • Refettorio Ambrosiano,
   • Refettorio Gastromotiva,
   • Refettorio Felix at St Cuthbert's
   • Social Tables Antoniano
   • Social Tables Ghirlandina
   • Social Tables Made in Cloister
• "To date Food for Soul (Ruhun Doysun, n.d.) has launched four full-time Refettorios (with another four in the works), having transformed more than 200 tones of surplus food, serving more than 80,000 people." (Gibbon, 2020)
• "Today we are still serving 500 meals a week just in Milan. We turn 15 tons of food waste into 10000 healthy meals over six months" (The New School, 2017).
• "This is about social inclusion, teaching people about food waste and giving hope to people who have lost all hope" (Ferraz, 2019).
• "We set an example for the next generation" (The New School, 2017).
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▪ I really believe this refettorio is like soup kitchen. Art and design it's very important because it has to be a beautiful space because it's not about feeding people you can feed people in any soup kitchen but rebuild the dignity is something different so maybe you read some articles about these guys saying – oh my god they treat us like king and princess is the first time they treat us like human being- this is what is refettorio. It's like treating people like human being" (Food on the Edge, 2017). ▪ "Guests paid attention to the food they were eating they had opinion about that they were complaining they were gastronomic critics and they want to share it with us and you know we create a dialogue, sharing a meal is a gesture of inclusion" (The New School, 2017).		
Ayşe Tükrükçü ▪ "So, we would provide them with food and work, but the food should come first. We provide them an opportunity to work. We offer employment to people who lived on the street" (Ruhun Doysun, 2019; Haber Türk, 2019). ▪ "Then I opened Hayata Sarıl Restaurant for the homeless in 2017" (TEDx Reset, 2019; TEDx Talks, 2019; Ahbap, 2019a; Ahbap, 2019b). ▪ "What did I long for? Operating a little restaurant. There I could work alongside other homeless people. The place would serve people ▪ and, in the evening, homeless people could eat some free food. They would not be forced to eat in street in the rain or snow in this dirty corner or that. So that they could come in just like any customer. Get a bit refreshed in the summer and a bit warm in the winter" (Ruhun Doysun, 2019). ▪ "Hayata Sarıl Restaurant is open to everyone during the day (11.00-18.00). But, after 6 pm, an average of 100 to 120 homeless people come and eat for free. The homeless were served free meals of 38,000 plates at the restaurant from November 2017 to April 2019" (TEDx Reset, 2019). ▪ "The highest number of homeless people provided with meals was 183, which was a record number in a day" (Ahbap, 2019b). ▪ "I also work at Basic Needs Association (TIDER). All the vegetables that are not sold in aisles come to me instead of being thrown away. I use these vegetables to cook for the homeless in the evening. For example, I cook hodgepodge" (TEDx Reset, 2019). ▪ "In this way, 5,650 kg of food was saved from being wasted (Gökçe, 2017; T24, 2020). ▪ Instead of letting this become garbage, we are transforming waste into food" (Q Blog, 2018; T24, 2020).	**Fighting with Hunger** **Providing Employment Opportunities** **Enabling Social Inclusion** **Minimizing the Food Waste** **Teaching Know-How**	

▪ "In addition, homeless people work at Hayata Sarıl Restaurant. We provide job opportunities to those ignored by the society" (TEDx Talks, 2019; Ahbap, 2019b) ▪ "We support the marginalized and oppressed people in every sense" (Ahbap, 2019b) ▪ "To enable individuals from disadvantaged groups to be integrated into life" (Özden et al., 2018). ▪ "They receive psychological support, individual coaching (RGB, 2017) as well as training on budget, kitchen, food safety, hygiene, and culinary skills (certified) while they work" (Kiamore, 2017; Ruhun Doysun, 2019; TEDx Reset, 2019; TEDx Talks, 2019; Turkish Heritage Organization, 2019; Haber Türk, 2019). ▪ "They are given a certificate when they complete these trainings so that they can work in different places after they leave us" (Ruhun Doysun, 2019; T24, 2020).	