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- Greek social enterprises against food waste and poverty

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Stakeholder communication through the websites and expression of success - Greek social enterprises against food waste and poverty

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Summary

The uneasy economic situation in Greece and the rise of the poverty has stressed the need to minimize food waste in the country. This issue was discussed mainly by non profit organizations, whereas the contribution of the government was minimal. Non profit organizations that are dedicated to the cause of reducing food waste and alleviating poverty are trying to solve this problem by serving as intermediates between the supply and the demand for food. The dependence on contributions from their stakeholders creates a vital need to communicate with them extensively in order to sustain their activity.

This study investigates the dependence of the sustainability of the social enterprises on resource contributing stakeholders. The operation in a country with financial barriers to support such organizations could be challenging in terms of acquiring funding and consequently influence the continuity of service provision. The aim of the study is to identify the extent of stakeholder communication of the websites and their influence to the enabling factors of success.

The findings of the study show that the interactivity of the website pages of the organizations is not elevated on the highest level due to the absence of more sophisticated web tools. Also, there is difference in the realization of the objectives between limited and extended social enterprise that are relevant to the funding nature. In one there is external funding in the other the social enterprises capital is support by its own activity.

The conclusions are that there is a dependence on resource contributing stakeholders and that the communication with them through the websites of the organizations are not reaching the high levels of interactivity. However, there is recognition by the organizations that a well developed website can offer many advantages in terms of communication. The nature of the social entrepreneurship influences the evaluation of the success according to some criteria. A limited social enterprise is dependent on funding and donations. Therefore the realization of the stated goals, the continuity of service provision and growth is surrounded by more uncertainty in comparison to a hybrid that has for profit activity that provides some capital.

Sammanfattning

Den oroliga ekonomiska situationen i Grekland och ökningen av fattigdomen har betonat behovet av att minimera matavfall i landet. Denna fråga var främst diskuterad av ideella organisationer, medan bidraget från regeringen var minimalt. Icke vinstdrivande organisationer som ägnar sig åt orsaken till att minska matavfall och lindra fattigdomen försöker lösa detta problem genom att fungera som intermediärer mellan tillgång och efterfrågan på livsmedel. Beroendet av bidrag från sina intressenter skapar ett vitalt behov att kommunicera med dem i stor utsträckning för att upprätthålla sin verksamhet.

Denna studie undersöker beroendet av hållbarheten i de sociala företagen på resurs bidragande intressenter. Verksamheten i ett land med ekonomiska hinder för att stödja sådana organisationer kan vara en utmaning när det gäller att skaffa finansiering och därmed påverkar kontinuiteten i tjänsterna. Syftet med studien är att identifiera omfattningen av intressentkommunikation av webbplatser och sitt inflytande för att de möjliggör framgångsfaktorer.

Resultaten av studien visar att interaktivitet av webbsidor av organisationer inte är förhöjd på den högsta nivån på grund av avsaknaden av mer sofistikerade webbverktyg. Det finns också skillnader i förverkligandet av målen mellan begränsad och utökat socialt företagande som är relevanta för finansieringen naturen. I den ena finns extern finansiering i den andra är kapitalet för sociala företag stöttade av sin egen verksamhet.

Slutsatserna är att det finns ett beroende på resurs bidragande intressenter och att kommunikationen med dom genom webbplatserna för de organisationer som inte når de höga nivåerna av interaktivitet. Men det är ett erkännande av de organisationerna att en väl utvecklad hemsida kan erbjuda många fördelar när det gäller kommunikation. Den typ av socialt företagande påverkar utvärdering av framgången enligt vissa kriterier. Ett begränsat socialt företag är beroende av finansiering och donationer och därför förverkligandet av de angivna målen, kontinuiteten i tillhandahållandet av tjänster och tillväxt omgiven av större osäkerhet i jämförelse med en hybrid som har vinst aktivitet som ger et visst kapital.

Περίληψη

Η δύσκολη οικονομική κατάσταση στην Ελλάδα και η εξάπλωση της φτώχειας έχει δημιουργήσει την ανάγκη για ελαχιστοποίηση της κατασπατάλησης του φαγητού. Το θέμα αυτό συζητήθηκε κυρίως από μη κερδοσκοπικούς οργανισμούς, ενώ η συνεισφορά της κυβέρνησης ήταν ελάχιστη. Μη κερδοσκοπικές οργανώσεις που έχουν στόχο την μείωση της σπατάλης των υπερβαλλόντων τροφίμων και την καταπολέμιση της φτώχειας προσπαθούν να λύσουν αυτό το πρόβλημα με την δράση τους ως μεσάζοντες μεταξύ της προσφοράς και της ζήτησης των τροφίμων. Η εξάρτηση από τις εισφορές των ενδιαφερόμενων μελών τους δημιουργεί την επιτακτική ανάγκη για εκτενή επικοινωνία μαζί τους, προκειμένου να εξασφαλίσουν την συγκέντρωση κεφαλαίου για την συνέχιση της δραστηριότητάς τους.

Αυτή η μελέτη ερευνά την εξάρτηση της βιωσιμότητας των κοινωνικών επιχειρήσεων στη συμβολή των πόρων των ενδιαφερομένων. Η λειτουργία σε μια χώρα με οικονομικά εμπόδια για την υποστήριξη των οργανώσεων αυτών θα μπορούσε να αποτελέσει πρόκληση όσον αφορά την απόκτηση χρηματοδότησης και κατά συνέπεια, να επηρεάσουν την συνέχιση της παροχής υπηρεσιών. Ο σκοπός της μελέτης είναι να προσδιορίσει την έκταση της επικοινωνίας με τους ενδιαφερόμενους από τις ιστοσελίδες και την επιρροή τους στους καταλυτικούς παράγοντες της επιτυχίας.

Τα ευρήματα της μελέτης δείχνουν ότι η διαδραστικότητα των ιστοσελίδων των οργανώσεων δεν είναι δεν βρίσκεται σε υψηλότερο επίπεδο, λόγω της απουσίας εξελιγμένα διαδικτυακών εργαλείων. Επίσης, υπάρχει διαφορά στην υλοποίηση των στόχων μεταξύ μιας περιορισμένης και εκτεταμένης κοινωνική επιχείρησης ανάλογα με την φύση της χρηματοδότησης τους. Στη μια κατηγορία υπάρχει εξωτερική χρηματοδότηση ενώ στην άλλη υπάρχει κεφάλαιο που προέρχεται από δική της παράλληλη κερδοσκοπική δραστηριότητα.

Τα συμπεράσματα είναι ότι υπάρχει εξάρτηση από την συμβολή των πόρων των ενδιαφερομένων μελών και ότι η επικοινωνία μαζί τους μέσω των ιστοσελίδων των οργανώσεων δεν φτάνει τα υψηλά επίπεδα διαδραστικότητας. Παρόλο που υπάρχει αναγνώριση των ωφελειών που μπορεί να προσφέρει μια άρτια ανεπτυγμένη ιστοσελίδα, δεν υπάρχει εκτεταμένη εφαρμογή. Η φύση της κοινωνικής επιχειρηματικότητας επηρεάζει την αξιολόγηση της επιτυχίας που γίνεται με βάση κάποια κριτήρια. Μια περιορισμένη κοινωνική επιχείρηση εξαρτάται από την χρηματοδότηση και τις δωρεές, και ως εκ τούτου, η υλοποίηση των δεδηλωμένων στόχων, η συνέχεια της παροχής υπηρεσιών και της ανάπτυξης περιβάλλεται από περισσότερη αβεβαιότητα σε σύγκριση με μια υβριδική κοινωνική εταιρεία που έχει παράλληλα και κερδοσκοπική και κερδοσκοπική δραστηριότητα που αποφέρει έσοδα.

Abbreviations and terms

ASHOKA foundation	Foundation that supports social entrepreneurs who have practical and innovative ideas for the solution of social issues.
EAPN	European Anti -Poverty Network
FEBA	European Federation of Food Banks
Food banks	Non profit organizations that collect, store and distribute shared or donated surplus of food, without any monetary cost either directly to beneficiaries of social agencies that offer meals and food.
Food loss	Amount of food that is lost in the stage prior to reaching the consumer.
Food security	A condition in which people are able to access at all times safe, sufficient and nutritious food for an active and healthy life.
Food waste	Amount of good quality food appropriate for human consumption, that is wasted before being consumed because it is squandered.
NGO	Non governmental organizations
NPO	Non profit organizations
Oxfam	Organization that is active against poverty.
Social media	Social instruments of communication through the web.
Soup kitchens	Prepared meal providers for families and individuals which are operated by groups of citizens and non sectarian, as well as sectarian charities.
Web 2.0	Advancement of Web 1.0 that is able to facilitate online activities that the previous edition could not. It offers a more human type of interactivity on the web.
Wikis	Wikis are collaborative websites that allow content modification, extention or deletion by anyone who is granted access to it.

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1 Introduction

Globally, millions of tonnes of food are being wasted. European countries contribute to this waste of food each in their own way. Greece, despite of being poverty stricken due to the corrosive effects of austerity measures which were imposed on the country, has a significant percentage in the waste of food (www, European Parliament 2, 2013) . It is controversial, since Greece has broken the record of unemployment, being in a state of the worst modern time crisis, with a society that faces hardships in unforeseen ways (www, the Guardian 2, 2013). Undernourishment and hunger belong to this spectre (*Ibid.).* As Oxfam's head of advocasy Max Lawson stated, "We were founded in 1942 because of the famine in Greece; no one would have believed we would be here more than 70 years later, saying, Greece is in a terrible state." (www, the Guardian 1, 2013). Frontline charities in Greece reveal that the families of the poorest neighborhoods supported by soup kitchens and food banks reach 90% (www, the Guardian 2, 2013).

Non profit organizations were established in order to serve as an intermediate channel and balance food waste and poverty. An initiative that has been taken by concerned citizens who were appalled by the corrosive austerity effects (www, the Guardian 2, 2013). One of the organizations is called Boroume and the other is Greek Food bank that was established earlier in the 90's. The organizations are playing the roles of intermediate channels that gather food products from businesses and individuals and redistribute them to charitable institutions.

There have been significant contributions to the existent non profit organizations in order to cover the constantly rising demand. The contributions are of high importance, since the economic situation in the country is gradually becoming worse (www, DW, 2015). These non profit organizations are active under the umbrella of social entrepreneurship, meaning that they are not aiming to profit, rather than to create value for the society. Due to the European Commission's actions towards the reduction of waste, where in some countries laws have already been issued for the compulsory donation of goods to charity, such organizations could play a valuable role in matching offer and demand and their role could be pivotal in the assistance of the European goals.

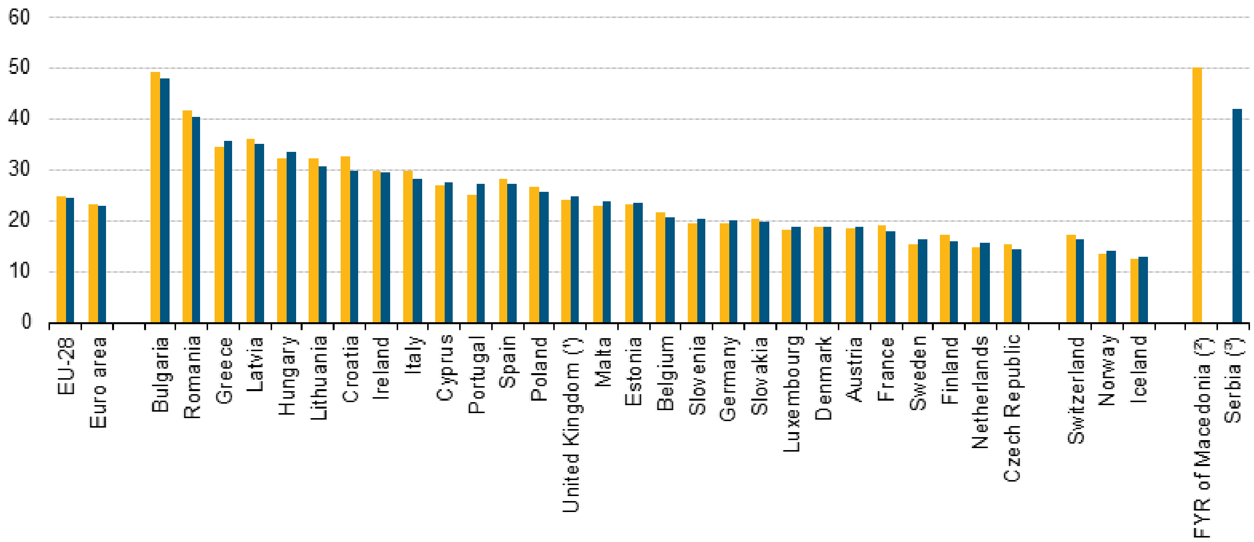
1.1 Problem background

Annually, the global waste of food appropriate for human consumption reaches almost 1.3 billion tonnes (www, FAO, 2013). Food waste rates in industrialized and developing countries are over 40%, with the difference that in developing countries it occurs post harvest and while processing, whereas in the industrialized countries it occurs when the products reach the retail and the consumer (www. ec.europa 1, 2014). As president of the World Bank Jim Yong Kim stated,

> "The amount of food wasted and lost globally is shameful,"he added that "Millions of people around the world go to bed hungry every night, and yet millions of tons of food end up in trash cans or spoiled on the way to market. We have to tackle this problem in every country in order to improve food security and to end poverty."(www, World Bank, 2014).

In Europe, every year around 90 million tonnes of food is being squandered (www. ec.europa 1, 2014). Poverty in Western countries is on the rise due to the recession, the rising prices of the fuel and the austerity cuts in welfare have severe impacts on the vulnerable groups of the society (www, Economywatch, 2011). From a Better Life Index perspective, Greece scores well in merely some measures of well-being in comparison to other countries (www, OECD, 2013). Despite the fact that money is not always a measure for happiness, the average household net-adjusted disposable income per capita of the country is 18 575 USD/year, that is less than the OECD average/year which is 25.908 USD (*Ibid.*). Also, there is a significant income inequality between the poorest and richest, the bottom 20% of the population earns six times less that the top 20% (*Ibid.*). As Fintan Farrell, the director of European Anti - Poverty Network (EAPN) stated, the poverty in Europe is very closely associated with the rise of inequality (www, Economywatch, 2011). Researchers argue that a strategy for improving food availability is simply to reduce food waste, which in turn may help to moderate increased food production in order to cover the growing demand for food (www, European Parliament 1, 2014).

It is a fact that a large proportion of the population in Greece is living on the threshold or below poverty line (www, Enet, 2014), with the rates rising due to the continuous recession (www, the Guardian 2, 2013). Figure 1. shows the at-risk-of poverty or social exclusion rate for the years 2012 and 2013.



(¹) Break in series, 2012.
(²) 2013 data not available.
(³) 2012 data not available.

Figure 1. At-risk-of poverty or social exclusion rate, 2012 and 2013 (www, ec.europa 1, 2015).

As seen in the figure there has been in a rise of the rate of at-risk of poverty or social exclusion rates between the years 2012 and 2013. Greece is among the countries with the highest at-risk-of poverty and social exclusion rates. A non-legislative resolution adopted by the European Parliament, calls to halve the food waste and amend the access to food by the population in need (www, European Parliament, 2014). The year 2014 was designated as the European Year Against Food Waste (*Ibid.*)

Food waste and food loss (Appendix 1) in countries of medium/high income arise mainly due to the consumer behaviour, but also to the lack of coordination in the food supply chain (Gustavsson *et al.*, 2011). The perishability of the products increases even more the difficulty of preserving the food supply chain efficiency (Sonesson *et al*., 2009). Sales agreements between farmers and buyers may possibly contribute to waste of farm crop quantities (Gustavsson *et al*., 2011). Furthermore, quality standards could result to food waste because of the rejection of food products that are not complying with the shape or appearance standards of the retail (*Ibid*.). Consumers contribute to food waste, because of inadequate purchase planning and incorrect 'best-before-date' handling, combined with the inadvertent behaviour of those consumer groups that can bare the expense to waste food (*Ibid*.). Food waste is seen either as a conscious or a negligent decision to discard food (Gustavsson *et al*., 2011; Lipinski *et al*., 2013).

The food chain, throughout which food loss and food waste occurs is dynamic and complex, and therefore all actors are required to work together for solving the issue, from farmers to consumers *(*www, ec.europa 2, 2015*)*. Also, the participation of research scientists, sector experts, food banks and NGOs is vital (*Ibid.)*.

1.2 Problem

Despite the fact that Greece, with 11.3 million population (www, OECD, 2013) represents only a 2.2% of the total European population (www, ec.europa 3, 2015), it contributes to food waste by 80 kg. *per capita* (www, European Parliament, 2014). In a country with increasing poverty rates, wasting food seems to be a current and urgent issue. Within the Eurozone, Greece is first in percentage of citizens that live at the poverty line or below, and among the members states of the EU Greece is fourth (www, Enet, 2014). An important finding of the Greek Foundation for Economic and Industrial Research is that in 2013 more than a third of the Greek population (34.6%, 3.795.100 million), lived on less than the 60% of national median income (*Ibid*.). The Greek Statistic Authority found that poverty risk in Greece has increased significantly between the years 2010 and 2013, from 27.6% to 34.6% (www, Elstat, 2013). The poverty rates of Greece have outstripped poverty rates of other EU countries that applied austerity programs, for example in Portugal the poverty rate was 25.3%, in Cyprus 27.1%, in Spain 28.2 % and in Ireland 30% (www, Enet, 2014).

In Europe the number of individuals captured in poverty is bound to rise up to 25 million by 2025 if the austerity policies will not be reversed (www, Guardian 1, 2013). Greece is already facing the problem of a huge demand to feed poverty stricken population after several years of recession (www, Guardian 2, 2013). Since food banks collect limited donations to support the increasingly growing demand, there is a need to minimize the food waste in the whole food system (Gentilini, 2013). Thus, the matter of food waste and surplus is pivotal when it comes to the formation of the roles that food banks play in various countries (*Ibid*.).

The European commission's actions towards the reduction of food waste by 2020 to at least 30%, stress (www, ec.europa 4, 2015) the necessity of intensifying activities that work towards this direction. In 2014 the European Commission has offered a proposal for development of national food waste strategies for member states of the EU supporting the aim of reducing food waste in the sectors of food service/hospitality, manufacturing retail/distribution, and households (www, ec.europa 4, 2015). Non profit organizations that support food redistribution activities Boroume and Greek Food Bank, participate in tackling both, the problems of food waste and poverty in a country with worsening economic and social situation (www, DW, 2015).

1.3 Aim and delimitations

Social enterprises that have limited resources could use their websites as tools to communicate with their resource contributing stakeholders and in this way assist their sustainability. The operation in a country with financial barriers to support such organizations could be challenging in terms of acquiring funding and consequently influence the continuity of service provision. The aim of the study is to identify the extent of stakeholder communication on the non profit organizations' websites and their response to the enabling factors of success.

- How do the websites assist the non profit organizations to communicate with their primary stakeholders? Is this potential fully utilized?

- How does the type of social enterprise category influences the expression of success according to the criteria for social enterprises?

The non profit organizations under study, are two of the active organizations that are aiming to the reduction of food waste and poverty in Greece. These organizations were chosen for their specific activity redistributing surplus of food that would be otherwise wasted. Perhaps it would be better to examine more organizations and even take into account a similar activity of churches and social grocery shops that have been established that are active in that area. However in this case the aspect of website use might not have been able to be studied. Also, the focus would become too broad and not specifically dedicated to study organizations that serve as food banks.

For the gathering of information the websites of the organizations were used and only one participant from every organization was interviewed. Perhaps more interview participants would give a better image, but the chosen participants had roles in the organizations that were suitable for the study. The empirical delimitation is that the identification of the enabling success factors was studied from an internal perspective, the organizational. Also, theories relevant to non profit cooperations could be used.

1.4 Outline

In chapter 1 a brief introduction to the topic of food waste, as well as the aim and delimitations are presented. Chapter 2 gives an insight of the theories of social entrepreneurship, non profit organizations, stakeholders, levels of website interactivity and enabling factors of success of non profit organizations. The method of the study is presented in chapter 3. In chapter 4 an empirical background of food waste and poverty in Europe is presented and also the background of food waste and poverty in Greece. Chapter 5 includes the empirical findings, followed by chapter 6 where the analysis and 7 the discussion of the study is presented. Finally, chapter 8 includes future suggestions for further research.

2 Theoretical perspective and literature review

Chapter 2 provides a description of the concept of social entrepreneurship. Furthermore, it establishes the connection of non profit organizations to social entrepreneurship. Additionally, it presents the stakeholder theory and how it is applied in the non profit sector. The levels of website interactivity of the non profits with their stakeholders are also presented. Towards the end of the chapter, an approach of the evaluation of success of non profit organizations is given.

2.1 Social entrepreneurship

The entrepreneurial activity that has a social purpose, also known as social entrepreneurship, has been an important topic in recent decades (Austin *et al*., 2006). Between 1987 and 1997, there was a growth of 31% (1.2 billion) in the establishment of non-profit organizations, which exceeded the rate (26%) of new business establishment (*Ibid*.). This indicated the rising interest in social entrepreneurship (*Ibid*.). Furthermore, practitioner awards, like the Award for Social Entrepreneurship given by the Skoll Foundation and the Social Capitalist Award given by the magazine 'Fast Company', offer further trust to the increasing effect of social entrepreneurship (Short *et al.*, 2009). The World Bank, as well as other multi-lateral organizations, advocate in both developed and developing countries, the act of social entrepreneurs (Christie & Honig, 2006).

Social entrepreneurs are able to recognize complex social problems and try to find new ways of raising public awareness by the use of their vision, activities and work (Rahim & Mohtar, 2015). Despite the fact that social entrepreneurs begin with initiatives that are small and often aim at problems of local character they are globally relevant, for example, the promotion of small-businesses, access to water, waste management and so on (Zahra *et al*., 2008). Often, the solutions that are offered by social entrepreneurs on a local scale are replicated in other geographical areas and may produce global industries (*Ibid.*). Therefore, social entrepreneurship has immense results in the economic system, authorizing new business models, creating new industries, and redirecting resources towards disregarded societal matters (Santos, 2012).

Regardless of the extended interest in the field of social entrepreneurship, the scholarly research related to it has been demanding (Short *et al.*, 2009). A variety of meanings has been given to the term 'social entrepreneurship' (Dees & Elias, 1998), which similarly to 'entrepreneurship', lacks until today a consolidated paradigm (Shane & Verkataraman, 2000). The concept of social entrepreneurship is being applied by scholars in various fields, such as the public sector, non profit organizations and entrepreneurial fields, whereas others place further constraints which lead to the absence of a unified definition. (Christie & Honig, 2006). Zahra *et al.*, (2008:118) suggest that

> “Social entrepreneurship encompasses the activities and processes undertaken to discover, define, and exploit opportunities in order to enhance social wealth by creating new ventures or managing existing organizations in an innovative manner.”

Cook, Dodds and Mitchell (2001), argue that social enterprises involved in for profit activities in order to support their non profit activities, are also considered as social entrepreneurs. On the other hand, Lasptrogata and Cotton (2003) restrict social entrepreneurial activity to non profit organizations. Others associate social entrepreneurship with philanthropy (Ostrander, 2007). According to Kao (1993:15) social entrepreneurship is “the process of adding something new and something different for the purpose of creating wealth for the individual and adding value to society." Mair and Marti (2006: 37) add their perspective:

> "First, we view social entrepreneurship as a process of creating value by combining resources in new ways. Second, these resource combinations are intended primarily to explore and exploit opportunities to create social value by stimulating social change or meeting social needs. And third, when viewed as a process, social entrepreneurship involves the offering of services and products but can also refer to the creation of new organizations. Importantly, social entrepreneurship, as viewed in this article, can occur equally well in a new organization or in an established organization, where it may be labeled 'social intrapreneurship.' Like intrapreneurship in the business sector, social intrapreneurship can refer to either new venture creation or entrepreneurial process innovation."

Thus, as Mair and Marti (2006) view social entrepreneurship is the use of the resources for the specific reason of value creation, that sometimes could lead to the establishment of new organizations. Nonetheless the process of social entrepreneurship is applicable in both old and new organizations. For a better understanding of social entrepreneurship, a model was created by Rahim and Mohtar (2015). The model categorizes social entrepreneurship in two categories, the non profit and the hybrid (both social and financial goals) organizations. Under non profit organizations, traditional non governmental organizations (NGOs) are listed. This category includes organizations that are not government associated and also, are not usual profit oriented businesses. The non profit organizations are usually established by ordinary citizens, might be business, foundation, government or private funded. Some non profit organizations might have no funding at all and be mainly volunteer based. Figure 2 below illustrates the model.

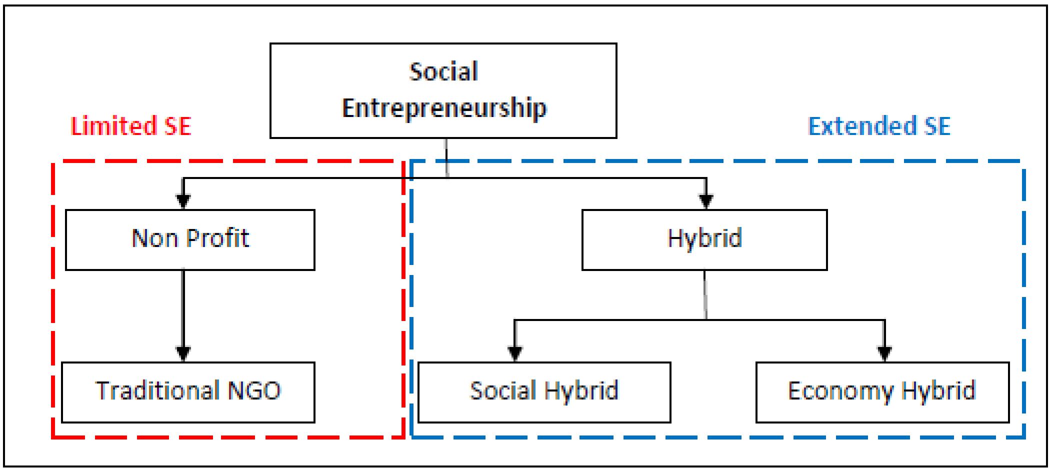


Figure 2. Social Entrepreneurship Model (Rahim & Mohtar, 2015:13).

In the second category, the hybrid organizations are further categorized into economy and social hybrid. Both, social and hybrid organizations are double bottom lined, but the difference in their primary objective. One organization might be more inclined towards economic objectives and another might prioritize social objectives. Social missions are important for social hybrid organizations, whereas income generation is considered a secondary objective. Nonetheless, the financial gains are usually used for the organization's sustainability. For economy hybrid organizations profit is prioritized, but social activity is also present. In this group belong the business organizations that are socially responsible.

Regardless of the growth of literature related to social entrepreneurship, there remains a strong controversy when conceptualizing the construct of social entrepreneurship

(Weerawardena & Mort, 2006). The term ”social entrepreneurship” is still not well defined (Shane & Verkataraman, 2000; Weerawardena & Mort, 2006; Mair & Marti, 2006;). To some this might seem as an issue, whereas it could be a unique chance for research in various fields, such as organizational theory/sociology, entrepreneurship, in order to challenge and reconsider central concepts and hypotheses (Mair & Marti, 2006). There is a general agreement that understanding social entrepreneurs and social entrepreneurship is significant (Weerawardena & Mort, 2006). However, despite the growth of international social entrepreneurial activities, there has not been devoted adequate attention to how social entrepreneurs choose specific global causes or establish their enterprises according to these global opportunities (Zahra, 2008). Dees (1998), supports that social entrepreneurship organizations' social purpose is specific and pivotal.

2.1.1 Non profit organizations

Most of the literature connected to social entrepreneurship has developed within the field of non profit, non-government organizations (Weerawardena & Mort, 2006). The non profit sector consists of voluntary, private and non profit associations and organizations (Anheier, 2014). Organizations and activities that are described within the non profit sector, stand between the business or for profit sector and the state or public sector. The non profit sector is also known as “third sector”, with businesses being the second and the public administration agencies and the government being the first (Anheier, 2014). Figure 3 illustrates the sectors.

First sector	**Second sector**	**Third sector**
Public administration agencies and government	Businesses	Voluntary, private and non profit associations and organizations

Figure 3. Sector categories (own version according to Anheier, 2014:4).

In recent years the non profit sector has become more prominent in various fields, such as community development, welfare provision, education, arts and culture, environment and international relations (*Ibid.*).

Focusing on non profit organizations, Dart (2004) refers to them as human service organizations, that are civic, pro-social and voluntary. On a local scale, not for profit organizations are incorporated in empowerment strategies and community-building, whereas on a national scale the organizations are gradually being involved in healthcare, welfare, public-private partnerships and education reform (Anheier, 2014). Non profit organizations are usually funded through member fees, user fees, government subsidies and grants (DiMaggio & Anheier, 1990).

According to Anheier (2014), certain characteristics that are connected to not for profit organizations, such as charity, independence and voluntary have certain meanings. For example charity stresses the support of the organizations from private donations, assuming at the same time a specific motivation both from recipient and donor (Anheier, 2014). However, this does not imply that not for profit organizations rely only on charitable contributions (*Ibid.*). Independence is a significant trait of the not for profit organizations. The organizations are considered to be independent because they position themselves outside the governmental and business realm, they are more perceived as a “third force”(Anheier, 2014). Nonetheless, the independence does not apply on their financial or political status, since they engage in advocacy, and form their board from national, regional, and local elites, and also rely heavily on private business and government for funds (*Ibid.*). The voluntary character of the not for profit organizations is explained by the large contribution of the volunteers in the operation and management of the organizations, as well as the non-mandatory nature of membership (Anheier, 2014). Still, there is a big number of paid staff occupied in the not for profit organizations and in some there is a lack of a membership base (*Ibid.*).

The research of not for profit sector was initiated almost over two decades ago, the growth that took place would be difficult to expect, not only from an economic, social and political aspect, but also the evolution in the research area itself (Anheier, 2014).

2.2 Stakeholders and non profit organizations

As mentioned in Tsui (1990), the term stakeholders was first introduced by Rhenman (1968) in his work related to industrial demography “to designate the individuals or groups which depend on the company for the realization of their personal goals and on whom the company is dependent”.The most cited stakeholder definition is the one Freeman (1984:25) offered and according to it, stakeholder is “any group or individual who can affect or is affected by achievement of the organization’s objectives”. Donaldson and Preston (1995:85) offered their definition, describing stakeholders as “persons or groups with legitimate interests in procedural and/or substantive aspects of corporate activity”.

Some researchers, in order to elaborate on the stakeholder theory, proceeded to several classifications. Brickson (2007), refers to external or internal stakeholders. According to Eesley and Lenox (2006), who refer to Clarkson’s (1995) distinction, there are primary and secondary stakeholders, but also other individuals or groups that do not have legal, contractual, or formal ties to the organization. Additional stakeholder distinctions were suggested in Laplume *et al*. (2008), such as competitive/cooperative (Freeman, 1984), and normative/derivative (Phillips *et al*., 2003).

An additional component in the stakeholder theory is the role of legitimacy. As Freeman (1984) suggests, any individual or groups that has a specific stake from the organization is considered legitimate. Therefore, attention should be paid to these legitimate stakeholders, because the organization is influenced by them (Freeman, 1984). Mitchell *et al*,(1997), included legitimacy in their salience model, as one of the attributes (power, legitimacy, urgency) used to identify stakeholders. According to this identification, a stakeholder is perceived of higher or lower importantance by the organizations, depending on the attibutes gathered (Mitchell *et al*, 1997).

According to Freeman's (1984) definition of the stakeholders, it is inferred that it refers to corporate entities, whereas non profit organizations are mostly recognized as possible stakeholders of the corporate entity. Other studies that have entailed stakeholder theory and non profit organizations, assume again the organizations as corporate entities' stakeholders, rather than having their own stakeholders (Eesley & Lenox, 2006; Brickson, 2007). Nonetheless, from studies that have focused on non profit organizations, in contrast to the studies with a corporate perspective occured that nonprofit stakeholders could possibly include various identities. As Balser and McClusky (2005) suggest, a non profit organization's stakeholder groups could be clients, funders, volunteers, government officials, referral agencies, as well as others. Benjamin (2008), recognizes beneficiaries, funders, organizational partners and regulators as “key stakeholders” to whom the non profit organizations are accountable. Van Puyvelde *et al*. (2012) classify several stakeholder categories dividing them to interface, internal and external. Table 1 below illustrates the stakeholder categories.

Table 1. Non profit organization stakeholder classification (Van Puyvelde et al., 2012: 434)

Stakeholder type	**Description**
Interface stakeholders	
Board members	The board of directors is the governing body of the nonprofit organization. It represents the organization to the outside world and makes sure that the organization carries out its mission.
Internal stakeholders	
Managers	Management of the nonprofit organization.
Employees	Other paid staff of the non profit organization
Operational Volunteers	Volunteers who are directly involved in the provision of goods and services offered by the nonprofit organization.
External stakeholders	
Funders	Individuals or organizations that donate to the nonprofit organization and governments or government agencies that give subsidies to the organization.
Beneficiaries	Consumers, clients, or members of the nonprofit organization.
Suppliers/Contractors	For-profit, nonprofit, or governmental organizations that provide goods or services to the nonprofit organization.
Competitors	For-profit, nonprofit, or governmental organizations that compete with the nonprofit organization in the same market or industry.
Organizational Partners	For-profit, nonprofit, or governmental organizations that collaborate with the nonprofit organization.
Others	Other external stakeholders such as the media, community groups, and persons or groups who are affected by externalities produced by the nonprofit organization.

Internal stakeholders are considered to be managers, employees and operational volunteers, whereas external are funders, competitors, organizational partners, suppliers/contractors, beneficiaries, and others (Van Puyvelde *et al.*, 2012). Additionally, the group of interface stakeholders is introduced, which consists of the board members (*Ibid.*).

Speckbacher (2008) differentiates non profit stakeholders to primary and ordinary stakeholders. Every single institution or person that offers specific and valuable resources to an organization that is non profit without expecting monetary return that is specified by a legal contract or agreement (return on investment) is considered a stakeholder (Speckbacher, 2008). It is not necessary for the resources to be tangible, they could be in the form of important contracts, know-how, time, and so on (*Ibid.*). However, they can be valuable and specific, meaning that they are significant for the non profit organizations' mission and that they are specifically provided to the organization, with the value for the investor being zero if used for another purpose (*Ibid.*). The difference of the resource value when used within the organization and its resource value when used outside for the next best purpose is called quasi-rent.

The stakeholders resource contribution could be seen as a type of investment since the stakeholder allocated the resources for the cause for a specific reason (Speckbacher, 2008). If according to the stakeholder the reason for the resource contribution to a non profit organization is to "assist the poor", in this case the stakeholder is expecting a return on investment by considering that the allocated resources were used to help people in need (*Ibid.*). An example of how a stakeholder could evolve from ordinary to primary could be useful. According to Speckbacher (2008), employees are not considered stakeholders -not primary ones-, due to the fact that they are paid for their contribution and no implicit claims exist from their side. If these prerequisites will not apply, if they stop being fully paid for their contribution through a contract, in case of hopes for additional wage increase, promotion and so on, then they become primary stakeholders.

As non profit organizations seek legitimacy and capital from their stakeholders, this leads to an uncertainty, since these flows are not controllable or predictable (Balser & Mc Clusky, 2005). The relationship that the non profit organization has established with its stakeholders has been connected to organizational results (Laplume *et al*. 2008). The case of failure to care for the concerns and information of the stakeholders is considered an imperfection in action or thought and is connected to poor performance, complete failure or disaster. Now, stakeholder analysis, prove to be more significant than ever, due to the progressively interconnected world environment (Bryson, 2004)

2.2.1 Stakeholder communication on non profit organizations' websites

A challenge that non profit organizations encounter is the sharing of information -connected to the organization and its fundraising activity- through the internet with the stakeholders of interest, with the use of scarce financial resources and also frequently scarce technological expertise (Waters, 2007). According to Schneider (2003), newly established non profit organizations should make use of the internet and develop a website where information about the programs and the organization itself would be communicated.

The dissemination of the internet has brought a whole set of possibilities to non profit and public organizations in order to become responsive towards their key stakeholders (Saxton *et al.*, 2007). Low-cost communication has recently become widely utilized, offering to non profit organizations opportunities through technologies such as the Web 2.0 (Dumont, 2013).
Web technologies do not merely offer ways of intensive interactions between organizations and stakeholders, but also many other services, such as transactions, management functions and complete organizations that are established or operate entirely via electronic methods (Saxton *et al*., 2007; Dumont, 2013). Hence, stakeholder management and the online responsiveness efforts of the organizations have elevated in strategic importance, complexity and prevalence (*Ibid.*).

Over the past years, the fast spread of communication technology and advanced information has improved the ability of meaningful interaction between the organizations and the stakeholders (Saxton, 2005; Dumont, 2013). The diffusion of the internet, in combination with the availability of information has resulted to higher stakeholder expectations in regards to the ability of conducting online transactions and the information availability. Therefore, these expectations have impacts on the way the stakeholders interact with the non profit organizations (Saxton *et al.*, 2007).

The web offers to the non profit organizations the rare opportunity to reach reciprocally multiple audiences without huge financial strain (Kang & Norton, 2004). With the use of the web, a space is created that serves as a channel through which the non profit organizations send their messages and gain public support for challenging issues (*Ibid.*). Without the ability of investing in various advertising measures, the non profit organizations may achieve reaching a large proportion of the public by using a website that is well designed (Ingenhoff & Koelling, 2009). Additionally, the utilization of new web features (blogs, podcasts, wikis) enables the non profit organizations to attract new target groups of younger age (*Ibid.*). Therefore the non profit organizations can make use of the communication channel that the internet offers, since the non profit organizations are highly dependent on donors in order to accumulate the desired capital for achieving their goals (Kent *et al.*, 2003). As Corby and Sowards (2000) suggest, non profit organizations can use commercial websites as a model for the creation of their websites in order to achieve public outreach and simplicity.

Various trends have shown that a significant component of non profit organizations information environment is the organizational disclosure through the web (Saxton *et al.*, 2014). Such disclosure assists the non profit organizations to communicate their performance, but also the voluntary disclosure is important in regards to the reduction of information asymmetry and the maintenance of market competence (*Ibid.*). As Ingenhoff and Koelling (2009) state, some non profit organizations are making use of the internet and the Web 2.0 technology in order to communicate with their key stakeholders. However, the potential of the internet as a tool of communication has not been exploited to the limits by the non profit organizations (Ingenhoff & Koelling, 2009).

Highly-developed internet-based technologies give the ability to non profit organizations to aim, gather and communicate with their stakeholders in ways that were not possible under other circumstances or by other means (Saxton *et al.*, 2007). A special attribute of the web technologies is their potential to enable intense communication among actors (*Ibid.*). Consequently, this attribute gives the possibility to categorize the on line services, tools and content of the organization in consistency with how the interactive potential of the web is being handled (*Ibid.*).There are three levels of website interactivity through the organizations' websites, basic, medium and high. Table 2 below gives an overview of the interactivity levels.

Table 2. Levels of website interactivity (Saxton et al., 2007: 147)

Basic Level	**Medium Level**	**High Level**
<u>Sharing information</u>	<u>Sophisticated website content</u>	<u>Two-way interaction forms</u>
• employees and their contact information • information for the consumers • information for the product • community event calendar	• transactions such as purchases, content downloads (reports, forms, videos etc.) or uploads (online address change forms, feedback, requests) • links to websites of regulators • registration for event forms • sign-up forms for volunteers • board and staff email addresses • online stakeholder surveys • features for "grant alert sign up"	• exchange of ideas • exchange of information • exchange of opinions • exchange of data

Starting with the basic level, the organizations share information on their websites regarding information for the employees and their contact, information for the consumers, information for the product, and a community event calendar (Saxton *et al.*, 2007). Websites that restrain themselves only to informational level are called uncomplimentary brochureware, however, the act of information-sharing is possibly significant (*Ibid.*). In cases when the organization shares financial information, information about its performance, vision, objectives, history, ethical standards and working environment, this results to a boost in organizational trust and accountability and connects a wider range of stakeholders to its goal (*Ibid.*). Proceeding to the next level of interactivity, a more sophisticated website content is encountered. The website can facilitate transactions, such as purchases, content downloads (reports, forms, videos etc.)

or uploads (online address change forms, feedback, requests) (Saxton *et al.*, 2007). Also, organizations might have on their websites, links to the websites of regulators, registration for event forms, sign up forms for volunteers, board and staff email addresses, stakeholder online surveys, and features for “grant alert sign up” (*Ibid.*).

Last, is the highest level of interaction. Despite the fact that presenting information on the organizations' websites and handling one-way transactions are significant features, two-way interaction forms, such as the exchange of ideas, information, opinions, data, between parties are the ones that elevate the websites to the highest level of interaction (Saxton *et al.*, 2007). Second generation web applications (Web 2.0), offer extremely high potentials regarding two way interaction (*Ibid.*). The applications, such as bulletin boards, discussion lists, real-time consultations, interactive blogs, social networking software etc., are of high importance, they can contribute to trust building, bond strengthening and strategic communication with key stakeholders (*Ibid.*). The websites of the organizations have a dual function. From an organizational perspective, websites serve as a controlled communication channel between the organization and the stakeholders (Kent *et al.*, 2011). Whereas from a stakeholder perspective, websites are a mean of understanding and viewing the organization (*Ibid.*). The diversity and affluence of web pages in regards to form and function offers unlimited opportunities for research (Herring, 2009). Simultaneously, these characteristics can be attractive for researchers that wish to analyse the website content (*Ibid.*).

2.3 Criteria for evaluating objectives of a social enterprise

The effectiveness expected from non profit organizations is gradually increasing (Smith, 2010). For this reason it is significant to obtain ways of efficiently evaluating the effectiveness of non profit organizations (Wellens & Jegers, 2011). However, non profit effectiveness is complex and contingent (Herman & Renz, 1997). Since the majority of non profit organizations are service providers, it is not possible to use profitability as effectiveness criterion and additionally, there is a difficulty in assessing the performance of their services (Kanter & Brinkerhoff, 1981). Financial outcomes for non profit organizations are solely a mean to fulfill their social missions (Saxton *et al.*, 2014). For the majority of non profit organizations, measuring their success is something truly impossible, due to the difficulty and cost of the establishment of an immediate link between the annual efforts and the effect of these efforts to the mission of the organization (Sawhill & Williamson, 2001).

Even if methods for measuring the effect of the organizations' efforts are found, natural selection processes are needed in order to direct support and resources to innovation and avoid failed experimentation (Dees, 2007). Contemporary social sector mechanisms are imperfect for two reasons. First, evaluating performance in the social sector is not very much appreciated, because the sector is based on compassion, temporary relief and sacrifice (Dees, 2007). A result is noticed if food reaches the needy person (*Ibid.*). Second, social sector investors are driven by more than merely social impact. In the social sector, capital is distributed based on expressive and emotive reasons too (*Ibid.*). According to Sawhill and Williamson (2001), non profit organizations prefer to set a measurable goal that is mission oriented and assess the progress towards that goal, instead of allocating resources to measuring the mission.

Individuals choose to support certain organizations not because one has better effects on the society than the other, but because they have common ideology with the specific organization. Thus, efficient and effective organization might not draw more resources, whereas, less efficient and effective organizations might achieve that due to the fact that they have a higher sentimental value (Dees, 2007). Still, the acquisition of resources depends on marketing skills, popular causes, sentiment and personal appeal rather than on creation of social value (*Ibid.*). There is the need to aim towards investment and selection processes that will align potential for impact of the organization with the resource providers' personal satisfaction (*Ibid.*).

As mentioned previously, while businesses aim to economic returns, social enterprises aim to social contribution and added value, with a high sense of service and mission (Kanter & Summers, 1994). Social enterprises are heavily dependent on external funding sources and also they are are reliant on staff that is willing to agree to lower wage and volunteers (Froelich, 1999). Therefore it is difficult to estimate the level of success in a social enterprise.

However, there is the assumption that some criteria which are employed for the evaluation and the explanation of the success of business enterprises could be applied in order to explain success in social enterprises (Sharir & Lerner, 2006). Based on the considerations of various researchers, Sharir and Lerner (2006) define the success criteria of social enterprises. First, the extent to which the social enterprise achieves its stated goals; based on Letts *et al*. (1999), that suggest that a social enterprise has to obtain tools in order to be able to respond to the changing environment and the needs of its customers. Second, the social enterprise's ability to guarantee service/program continuity (sustainability) by obtaining the necessary resources for its operation; based on Van De Ven (1984), that suggests survival as being the prime success dimension, due to the lack of stability and resources, but also the characteristic uncertainty. Last, the measure of the available resources for the development and growth of the social enterprise; based on Merz and Sauber (1995) that suggest growth -in terms of employees and revenues and so on- could be an indicator of strength, growth and survival, influencing the future development of the social enterprise. Table 3 illustrates the criteria for evaluating the objectives of a social enterprise.

Table 3. Criteria for evaluating objectives of a social enterprise (own version according to Sharir & Lerner, 2006:8)

<table>
<tr><th colspan="3">Criteria for evaluating objectives of a social enterprise</th></tr>
<tr><td>Achievement of stated goals</td><td>Ability of guaranteing service/program continuity (operation)</td><td>Measure of available resources for development and growth</td></tr>
<tr><td colspan="3">Added value of newly established social enterprises
Innovative activity area   Covering of needs that are not covered by existing services</td></tr>
</table>

In regards to a new social enterprise, the added value could be examined in connection to the questions that follow: Does the enterprise's operation contribute in the creation of an innovative activity area? Does the new enterprise cover needs that are not covered by existing services? Wellens and Jeggers (2011), support that a non profit organization's success evaluation is affected by the relationship between the organization with its diverse stakeholders and the way this relationship is managed. An essential step in establishing a non profit stakeholder relationship is to comprehend the expectations in regards to diverse stakeholder groups governance (Wellens & Jeggers, 2014). The performance of the non profit organizations should be evaluated according to the mission-related goals and targets that the organization has set (Ebrahim, 2003), as well as according to the results it achieves in its effort to reach the goal (Saxton *et al.*, 2014).

2.4 Theoretical framework

According to Zahra *et al.* (2008:118),

> "Social entrepreneurship encompasses the activities and processes undertaken to discover, define, and exploit opportunities in order to enhance social wealth by creating new ventures or managing existing organizations in an innovative manner."

This definition incorporates both newly established and already existing social enterprises that strive towards social benefit. A model that offers a categorization of social entrepreneurship is Rahim and Mohtar's (2015) model, which categorizes social entrepreneurship in two groups, the non profit and the hybrid (both social and financial goals) organizations. Under non profit organizations, traditional non governmental organizations (NGOs) are listed. Anheir (2014), defines the non profit sector as the sector to which voluntary, private and non profit associations and organizations (Anheier, 2014). Organizations and activities that are described within the non profit sector, stand between the business or for profit sector and the state or public sector. The non profit sector is also known as "third sector", with businesses being the second and the public administration agencies and the government being the first (Anheier, 2014). Table 4 gives a view of the theoretical framework used for the study.

Table 4. Theoretical framework

Theory	**Researchers**	**Content**
Social entrepreneurship definition and model	Zahra et al. (2008) Rahim & Mohtar (2015)	Definition of social entrepreneurship Social Entrepreneurship model
Non profit sector, non profit organizations and their characteristics	Anheier (2014)	Definition of non profit sector, non profit characteristics
Stakeholders and non profit organizations	Van Puyvelde *et al.*, (2012) Speckbacher (2008)	Stakeholder classifications Primary and ordinary stakeholders according to resource contribution
Levels of website interactivity	Saxton *et al.* (2007)	Use of websites as stakeholder communication tool
Criteria for evaluating objectives of a social enterprise	Sharir & Lerner (2006)	Added value as evaluation criteria, three criteria, growth

The non profit stakeholder classification of Van Puyvelde *et al*. (2012) lists several stakeholder categories dividing them to interface, internal and external. Speckbacher's (2008) primary and ordinary stakeholder distinction is used. Saxton *et al.* (2007), provide the classification of website interactivity, divided to low, medium and high, which is important for the communication with the stakeholders. Finally, Sharir & Lerner (2006), provide criteria for evaluating objectives of a social enterprise, that are connected to the achievement of goals, the service continuity, the growth and for newly established enterprises the innovative aspect and the coverage of needs that are were not previously addressed by existing services.

3 Method

In this chapter information regarding the research process of the study are presented. Further, the scientific method is described, as well as the data collection process. Additionally, aspects of quality and ethical considerations of the study are presented.

3.1 Literature review and theoretical framework

In order for a researcher to advance collective understanding, there is the need for knowledge of strengths and weaknesses of previous studies, and their meaning (Boote & Beile, 2005). Therefore a literature review is a mean to support the study and set the correct basis. According to Yin (2003), a successful case study requires a cautious choice of the research questions, as well as the choice of appropriate unit of analysis for the study.

The field of non profit management and food waste management were used as grounds for conducting the literature review. Peer reviewed articles assisted the procedure. Initially the search was based on key terms such as food waste and non profit organizations, in order to see the joint activity of the two fields. Primo and Google Scholar databases were used, along with other, such as web of science, pro-quest and scopus. However, Primo and Google Scholar were mainly preferred. Digital copies of articles were used and also literature taken from books. The literature found in the initial search helped specify the further search, first showing the broader spectrum and then narrowing down to the specific phenomenon. Further in the search, key terms such as social entrepreneurship and food waste, effectiveness of non profit organizations, stakeholders of non profit organizations were used.

A key part of the research design is the conceptual framework, the system of assumptions, concepts, expectations, theories and beliefs that assists and apprises the research (Robson, 2011). What should be understood about the conceptual framework is that it represents the model or conception of the phenomenon that will be studied. More specifically, what is happening with this phenomenon and why. The purpose of the theory is to assist in the assessment and refinement of the goals, development of relevant and realistic research questions, selection of suitable methods, as well as identification of possible validity threats in the conclusions. Additionally, it helps in the justification of the research. The conceptual framework used for this study is social entrepreneurship to which non profit organizations belong, non profit stakeholders and communication through the websites, as well as the criteria for evaluating the objectives of the non profit organizations. Before the collection of the data, the establishment of the theoretical framework proceeded, so that there would be compatibility between the data and the aim of the study. There will be many opportunities later to refine or add categories to the conceptual framework that is being developed.

Social entrepreneurship has been an important topic during the last decade, something that is evident through the globally rising establishment of social entrepreneuship centers at universities, and the launch of new scientific journals related to social enterprises, social entrepreneurship, as well as social innovation (Choi & Majumdar, 2014). Additionally, there has been an increase in the number of special issues dedicated to the topic in scientific journals, and the number of conferences related to social entrepreneurhip (*Ibid.*). However, the aforementioned developments, have not assisted practitioners and scholars to reach a consensus for a definition of social entrepreneurhip (*Ibid.*). As Short *et al.* (2009:168) assess, the research in the theoretical field of social entrepreneurship has progressed minimally. This minimal progress is considered unfortunate for the field, because social entrepreneurship proved to be a significant and promising global phenomenon that deserves meticulous academic attention (Choi & Majumdar, 2014).

3.2 Qualitative case study

For this study, a qualitative approach was chosen, in order to realize the aim of the study, *to identify enabling factors for social entrepreneurship aimed at reducing food waste by the two non profit organizations -Boroume and Greek Food Bank-.*

According to Denzin and Lincoln (2000), qualitative researchers conduct studies of the phenomena in their natural environment, attempting to interpret or to make sense of them according to individuals' meanings. Qualitative approaches are appropriate for the exploration of issues of a certain complexity and over time occurrence (Ritchie & Lewis, 2003). A case study as a research strategy, focuses on grasping the dynamics that exist in single settings (Eisnehardt, 1989). Additionally, case studies are used in occasions where there is need to acquire more knowledge of group, individual, political, social and organizational phenomena (Yin, 2003). Furthermore, case studies permit the researcher to reach high conceptual validity levels, or to distinguish and measure those indicators that are compatible to the theoretical concepts that the researcher aims to measure (George & Bennett, 2005). There is the option to conduct single case or multiple case studies, which are two of the many case study alternatives (Yin, 2003). When the study relies on multiple cases, then it is considered to be more valid (*Ibid.*). It is in the researcher's convenience to choose the appropriate source(s) to gather the data according to the nature of the study, choosing from the following; interviews, archival records, physical artifacts, direct or participant observations, and documents (*Ibid.*). The study employes abductive approach for understanding the topic studied, without intentions of proving a theory of creating new. Regardless of the growth of literature related to social entrepreneurship, there remains a strong controversy when conceptualizing the construct of social entrepreneurship (Weerawardena & Mort, 2006). To some this might seem as an issue, whereas it could be a unique chance for research in various fields, such as organizational theory/sociology, entrepreneurship, in order to challenge and reconsider central concepts and hypotheses (Mair & Marti, 2006).

Case studies are accompanied with several limitations. Case study approaches require skilled interviewers and a lot of time (Voss *et al.*, 2002). Also, case studies require a lot of care while drawing conclusions that derive from a restricted number of cases and in guaranteeing meticulous research (*Ibid.*). As for multiple case studies, they require a lot more effort, due to the larger amount of data required and should explicitly define the contribution of the single case in the multiple context (Yin, 2003). Nonetheless, case study results could be highly impacting, developing new theories, leading to creative and new insights, as well as have high validity that can be further increased by triangulation (*Ibid.*). This specific study could be classified as a multiple case study, since two organizations were chosen for it. Mainly the official websites of the organizations were used to collect the secondary data, also official documents, and functions that were available on the websites, which are a rich source of information.

3.3 Collection of data

The data for this study were collected from two sources. Primarily the websites of the non profit organizations were used for data gathering and also email interviews that were sent to the organization representatives.

3.3.1 Choice of sector and companies

Social entrepreneurship is a topic that draws a lot of attention and it is imperative to study how through alternative actions the waste of surplus products could be minimized and the salvaged amounts of food redistributed to individuals instead of just being wasted. Greece is an area of particular interest in the area of food waste and social entrepreneurship, because the country facilitates both phenomena. On the one hand there is a large percentage of the population living in conditions of poverty and being unable to meet nutritional needs, and on the other hand a percentage of the population is still throwing away food that could benefit other individuals. Additionally, due to the European Commission's actions towards the reduction of waste, where in some countries laws have already been issued for the compulsory donation of goods to charity, such organizations could play a valuable role in matching offer and demand.

The two organizations under study -Boroume and Greek Food Bank- are the non profit organizations that considered to actively participate in the minimization of food waste and its distribution to charitable institutions in Greece. Merely organizations that handle actively the surplus of food were chosen for the study. These organizations support Greece's objectives towards the reduction of food waste in a poverty stricken society upholding the initiative with their activities. They are both very popular, something that is evident from the registered members and their continuous spread within the geographical area. Initially, the idea was to examine the initiative and all its actors, but as four of them had different backgrounds, they were not primarily involved in the handling of the food surplus they would not be compatible to the specific phenomenon of food sharing and redistributing organizations.

Boroume, is a non profit organization that towards the reduction of food waste and supports the distribution of salvaged food to charity in entire Greece (www, Boroume 1, 2014). The second organization, the Greek Food Bank is a non profit organization that aims to fight poverty and minimize food waste (www, traptrof 1, 2015) Both organizations are active in Greece and therefore the focus of the study remains exclusively within the Greek geographical boarders, where additionally the recession phenomenon has impacted highly the society.

3.3.2 Data collection through the organizations' websites

The advancement of communication and information technology, offered to the researchers new ways of collecting and analysing data (Benfield & Szlemko, 2006). Thus, the internet is being increasingly considered a rich source for gathering secondary data and literature in the social science realm (*Ibid.*). In this study, the organizations' websites were used in order to collect the required secondary data for the analysis. The websites were very detailed and disclosed a large amount of information about the organizations.

Additionally, digital documents with background information were accessible on the websites. Also, maps were used in some cases in order to pin point the locations of the service areas. Donation applications were also available on the websites, which allowed to estimate the participation in the organizations. Apparently the internet, seems like an extremely appealing mean for researchers (Benfield & Szlemko, 2006). As a data collection tool, it offers larger sample size, increased sample diversity, effortless convenience and access, less time investment and lower costs, along with other significant advantages (*Ibid.*). Nonetheless, meticulous attention is essential in that kind of data gathering (*Ibid.*). The websites might not always be up to date, however, additional sources of data, such as interviews can help ameliorate this specific drawback. Additionally, there might be discrepancies between the communicated information and the actions of the organizations and therefore attention has to be paid. The period of one week was required to meticulously gather the information from the websites, in order to explore every option that was offered.

3.4 Data analysis

In qualitative research the process of analysis already begins during the stage of data collection, when the collected data are analyzed and form the requirements for further data collection. Through this interval, the researcher is given the advantage of returning back and develop hypotheses, improve the research questions, and study newly emerged parameters further in depth (Pope *et al*., 2000). This makes the researcher to discern negative or deviant cases; distinguish events of talks that are counter to hypotheses or prepositions and could assist their improvement (*Ibid.*). Constant analysis is practically inevitable in qualitative research, because of the ongoing collection of data, the researcher continues to get informed and make use of critical thinking (*Ibid.*).

The analytical frameworks used in qualitative research, such as the framework approach is becoming popular due to the fact that it applies explicitly and systematically the principles of qualitative analysis to succeeding and interconnected stages that lead the process (Smith & Firth, 2011). Therefore, the framework approach highlights the connection between the stages of analysis and also the transparency in the analysis of the data (Pope *et al.* 2000, Ritchie & Lewis 2003). The interconnected stages offer flexibility to the researcher to move across the data, back and forth (Ritchie & Lewis 2003). The result of this flexibility is the continuous refinement of themes that could assist with the procedure of developing a conceptual framework (Smith & Firth, 2011). In this study, the framework approach was employed for the analysis of the gathered data, which where interpreted according to the conceptual framework of the study.

The amount of textual data in qualitative research is immense, and can be gathered in the form of observational field notes and transcripts (Pope *et al*., 2000). In order to process the data a lot of time and labor is required. On textual data usually inductive exploration is applied (Pope *et al*., 2000). A researcher with integrity, vision and skill is required for achieving an analysis of high quality (*Ibid*.).

3.5 Ensuring research quality

Over the years, methodologists tried to give directions to qualitative researchers in order to judge and improve the quality of the research (Seals, 1999). Methodological writing aims at this specific goal, since the idea of giving guidance on how can research be held, might assist other researchers with how they can handle their own study (*Ibid.*).Qualitative research cannot be judged and should not be judged by regular measures such as generalisability, validity and reliability, since it portrays a distinct paradigm (Mays & Pope, 2000).

3.5.1 Email interviews

The research of people's ideas, conceptions and experiences could be conducted in various ways, but the one considered the most straightforward is to ask questions (Reid *et al*., 2008). In-depth and semi-structured interviews are commonly the optimal way to obtain the extent of an individual's experience related to a specific phenomenon (*Ibid.*). In the 21st century, the collection and analysis of qualitative data can be assisted by a wide range of technologies, offering opportunities for various types of interaction with the study participants (*Ibid.*). Conducting an online research is convenient and innovative, because the opportunities of the age of information and electronic research will lead to the creation of methodologies that will adapt to the research participants' needs (Seymour, 2001).

Gradually, email interviews are becoming recognized as alternative research methods (*Ibid.*). Emails could serve as a vigorous tool for data collection (Bampton & Cowton, 2002). Generally, email interviews entail an implied notion of trust, constructed by ideas that are results of the research ethics procedure prior to the interview (Reid *et al*., 2008). Thus, email interviews may lessen the phenomenon of domination for which qualitative research is often criticized (*Ibid*.). Internet research, including email interviews could give the opportunity to researchers that are in small-scale or remote environments to communicate with wider populations that in other occasions they might have not been able to establish communication with. Additionally, email interviews could assist researchers that consider themselves excluded, due to shyness, or non native speakers that might not feel comfortable conducting interviews face to face for cultural or linguistic reasons (Bampton & Cowton, 2002).

However, some challenges were spotted in regards to the communication, a long time was required in order to receive a response (*Ibid*.). Also, there has been critique towards email interviews, supporting that in several occasions they lack depth and that they are unable to incorporate the spontaneous factor of regular interviews (Reid *et al*., 2008). Despite the existence of some weaknesses, various benefits and strategies could balance them (*Ibid.*).

Since the alternative of distance approach of the interviewees exists, this study makes use of email interviews. Semi-structured email interview questions helped to obtain the extent of an individual's experience related to a specific phenomenon (Reid *et al*., 2008), in this case relevant to social entrepreneurship. The participants are representatives of the organizations under study -Boroume and Greek Food Bank-. Table 5 below illustrates the participants and their organizational roles.

Table 5. Participants and organizational roles

Organization	Participant	Role	Date of contact	Date of reply
Boroume	Alexander Theodoridis	Founder	2015-06-12	2015-06-12
Greek Food Bank	Dimitris Nentas	General secretary	2015-06-15	2015-06-17

According to the table, the participants of the email interview were chosen according to their role in the organization. Alexander Theodoridis is one of the founding members of Boroume and Dimitris Nentas is the general secretary of the Greek Food Bank.

In the interview guide the questions were formulated in such ways so that the participants would be given the opportunity to express their opinion without being constrained to monosyllabic answers. For the specific study the email interviews were convenient due to the geographical distance and the high work load of the participants. Initially, both of the interviewees were approached and informed about the topic of the study. Later the questions of the interview guide were formulated in English and Greek (Appendix 2 and Appendix 3) according to the theoretical framework and distributed.

3.6 Ethical considerations

Any type of research study entails ethical considerations. Participants have to have given their consent for the participation in the study. It is important that information regarding the study are disclosed to the participants, they should be aware of the aim of the study, who the researcher is, in which way will the data be used, the nature of the subjects that will be covered and what participation in the study requires from them (Ritchie & Lewis, 2003). Furthermore, the participants have to be informed if their identity will be disclosed or if they will be mentioned anywhere in the study (*Ibid.*). Consent should be given under the awareness that the participation is not obligatory but voluntary (*Ibid.*).

Anonymity and confidentiality are also important parameters of the research. When ensuring the anonymity of the participants, it means that their identity remains within the research group and is not disclosed further than these limits (Ritchie & Lewis, 2003). Confidentiality secures the avoidance of comments that refer to the identified participants, either in presentations or reports. In any case, there should be avoidance of indirect or direct attribution (*Ibid*.).

In any type of study, it is significant to take measures against harmful impacts to which the participants of the study might be subjected. Every participant should be thoroughly informed of the issues that the study will refer to prior to participation (Ritchie & Lewis, 2003; Robson, 2011). Moreover, researchers should be able to judge clearly what is relevant to the study and what is not and avoid irrelevant or not appropriate details (*Ibid*.).

The participants of this study were approached by telephone and email, in which they were informed about the study topic, the reason why this study was conducted and were asked whether they would be willing to participate. Two of the three contacted organizations agreed to participate and requested the email interview guide. It was clarified that the access to the study by both organizations is granted and could be used for the organizations' benefit. The aim is to identify the enabling factors for social entrepreneurship and the results could be used as a tool for social enterprises to reach their objectives.

4 Background for the empirical study

In this chapter background information connected to the empirical study is provided. A short overview of the action against food waste and poverty rates in Europe. Additionally, information about the development of the food waste and poverty related topic in Greece during the years of recession are presented.

4.1 Actions against food waste and poverty in Europe

The UN Committee on World Food Security supports that food waste occurs in various parts of the world and happens for many reasons, and thus the solution for food waste has to be found locally (www, BBC, 2014). Annually almost 100 million tonnes of wasted food occurs in the EU (www, ec.europa 5, 2015). If actions will not be taken, the food waste could reach over 120 tonnes by 2020 (*Ibid.*). Tackling food waste is a mission that the European Commission is treating with significance (www, ec.europa 4, 2015). The continuous economic and social crisis in Europe has impacted the vulnerable populations of the EU member states (www, ec.europe 2, 2015). Unfortunately, across Europe almost 40 million of people are unable to afford a basic meal every second day (www, Eurofoodbank, 2013). The European Commission proposed the establishment of the Fund for European Aid to the Most Deprived (FEAD) in October 2012 (approved in 2014) in order to support EU member states by offering relief schemes for social emergencies (www, ec.europa 6, 2015). The fund will be used to provide wide range of material (non-financial) assistance such as the provision of clothing, food and further goods such as shampoos, soaps, shoes and so on, to materially deprived individuals (*Ibid.*). This act will contribute significantly in fighting poverty and alleviating the material deprivation (www, ec.europe 2, 2015). For the EU the fund will cost 3.8 billion euros for the years 2014-2020 (*Ibid.*).

Some actions have been initiated in Europe in order to reduce food waste and at the same time address the issue of food security. The European Commission is cooperating with consumers, industries, food sector experts, Member State policy experts and NGOs in discussions for finding actions in order to minimize food waste and simultaneously preserve food security (www, ec.europa 4, 2015). For better indentification, measurement, understanding and finding solutions for tackling food waste, working with the stakeholders is very important (www, ec.europa 2, 2015). The food chain, throughout which food loss and food waste occurs is dynamic and complex, and therefore all actors are required to work together for solving the issue, from farmers to consumers (*Ibid.*). Also, the participation of research scientists, sector experts, food banks and NGOs is vital (*Ibid.)*.

In various parts of Europe actions are taken in order to reduce the amount of wasted food. Arash Derambarsh, representative of the commune of Courbevoie in Paris, started a petition against food waste which became spread, gaining over 200.000 signatures (www, The Guardian 3, 2015). The result was to lead the National Assembly of France to pass a new legislation that suggests the compulsory donation of ”best before” food products to charity or use them as compost and animal feed instead of just discarding it (www, Telegraph, 2015). Fines will be imposed to retailers that will fail to partner with charitable organizations (*Ibid.*). A similar petition has been launched in the UK and has up to now gained 100.000 signatures (*Ibid.*). Further development on the topic is expected in the near future from other countries of the EU that will try to conform with the European goal for the reduction of food waste.

4.2 Food waste and poverty in Greece

In Greece there are no specific and accurate data for the occurring food waste of the country (www, EESC, 2014). It is estimated that Greece's contribution to food waste is 80 kg. *per capita* (www, European Parliament, 2014). Nonetheless, the phenomenon of the economic crisis has pointed out the importance of the topic (www, EESC, 2014). There have been reports that revealed the gravity of the situation of poverty and further of food deprivation according to which pupils of poverty stricken families were fainting at schools (www, The Guardian 2, 2013). The high rates of unemployment have led to families not being able to support themselves, in some cases elderly parents of unemployed couples that receive pension contribute to their support by paying bills, sharing food and so on (www, DW 2, 2014).

It is significant to mention that the discussion around the topic was not government sponsored, as in the majority of industrialized countries, but it was an initiative of individuals, academic institutions and non-governmental organizations (www, EESC, 2014). Whereas there was a suggestion by the Greek Ministry of Development in 2012 to introduce a disposition that had the purpose to revise the marketing and distribution rules of products in order to grant permission to place products on the market, which were past their minimum "best before date", this suggestion was not accepted (*Ibid.*). The failure was a result of poor transmission of the disposition by the media, communicating it as an expired goods issue, which of course resulted to its rejection (*Ibid.*). Thus, the governmental participation to the initiative of reducing food waste is not present, despite the fact that there are high poverty rates in Greece and the need for covering nutritional needs of population groups that are facing poverty issues (www, Economywatch, 2011; www, the Guardian 1, 2013; www, the Guardian 2, 2013; www, Enet, 2014).

For the most part the reaction to food waste in the Greek society is happening by the assistance of innovative social actions, non profit organizations that organize the distribution of excess food to charity in entire Greece (www, EESC, 2014). Non profit organizations are usually private, self-governed and institutionalized (Sarstedt & Schloderer 2010). The organizations do not reallocate profits or maximize them, and they are highly dependent on voluntary work (Kong & Prior, 2008). As Grønbjerg and Paarlberg (2001) state, non profit organizations influence the condition of the society due to their activity in favor of mutual or public benefit.

However, there are some barriers that limit the activity of donations to such distributing organizations. First of all there are not enough financial benefits or fiscal incentives that would create motivates to make use of the option of donating the surplus food instead of discarding it (www, EESC, 2014). Secondly, there are issues with the liability of the donated food (*Ibid.*). In spite of the aforementioned barriers, the non profit organizations that choose to participate actively in the reduction of food waste and the support of vulnerable societal groups have created their own active plans in order to realize their objectives (www, Huffington Post, 2014).

5 The empirical study

In this chapter, the empirical findings of the study are provided. The chapter includes the information about the organizations under study in Greece, Boroume and Greek Food Bank. Further, the stakeholders of the organizations are identified. Finally, the classification of the levels of website interactivity of the organizations is provided.

5.1 Boroume

Boroume is a non profit organization that is fighting against food waste and supports the use of salvaged food for charity around Greece (www, Boroume 1, 2014). The founding of the organization was a response to the need of change the situation of the phenomenon of extensive food waste in a society with a constant growing amount of people not being able to cover their nutritional needs (pers. com., Theodoridis, 2015). Since the beginning of the organization's operation in 2011 over 2 million portions of surplus food have been salvaged and offered to public benefit (www, Boroume 1, 2014).

The organization serves as the intermediate between donors and institutions/beneficiaries, it bridges the donor with the most appropriate institution/beneficiary (www, Boroume 1, 2014). This is considered to be the organization's goal, to find a mechanism for ensuring that the otherwise wasted food surplus would reach the food providing organizations which in turn provide people in need (pers. com., Theodoridis, 2015). This bridging is an everyday activity for the organization, with on average 4.000 food portions being usually delivered within the same area (www, Boroume 1, 2014).

Specifically, the organization skips the logistics part out of its equation, ensuring that the donated food will be gathered by the charitable organizations the delivery spot that the supplier requires (pers. com., Theodoridis, 2015). Theodoridis (pers.com, 2015) supports that this enables the organization to operate from a small office located anywhere. If there are food donations outside the service areas, then they are forwarded to other organizations, since Boroume's statute concentrate merely on food waste reduction (pers. com., Theodoridis, 2015). The vision of the organization is to develop a new social movement that will bring to the surface the social sensitivity of the citizens and the businesses through the creation of an innovative food reclamation model, that will prevent the food waste and offer it to welfare institutions (www, Boroume 1, 2014). Boroume is a non profit organization that is supported 100% by charitable donation, there are not any profitable activities used as income generators for the sustainability of the organization (pers. com., Theodoridis, 2015). According to Theodoridis (pers.com, 2015), in terms of political and financial status, the non profit organization is considered fully independent.

The team of the organization is comprised by the founding members which are Alexander Theodoridis, Alexia Moatsou and Xenia Papastavrou, as well as twenty one more additional members, along with other individuals who have also contributed to the organization (www, Boroume 2, 2014). For the achievement of the organization's objectives, some steps are followed. These are communication, information, connection, arrangement and recording. Table 6 below illustrates the organization's steps of operation.

Table 6. Steps of operation

Steps of operation				
1. communication	2. information	3. connection	4. arrangement	5. recording

First step is the communication, where daily the needs of institutions, municipal social services, soup kitchens and needy individuals are being recorded (www, Boroume 1, 2014). Second is the information, where reception of food offers and food products from businesses, restaurants, hotels, bakeries, greengrocer shops and individuals from all over Greece (*Ibid*.). Third is the connection. In this phase the supply and demand is being matched using geographic proximity of both sides as a criterion, not only for practical purposes, but also for empowering the solidarity of the neighborhoods (www, Boroume 1, 2014). Fourth is the arrangement where the recipient receives the donation straight from the entity, in order to spare the donor from the transportation costs or staff employment, and so that valuable time would not be wasted, a factor that is crucial for the perishable products (*Ibid*.). Fifth is the recording of all the demand spots on a map so that there could be fast response to the received demands (*Ibid.*).

The organization keeps track of its activity by gathering data in regards to its operation. In April 2014, the last available information entry has revealed that on average 4.000 portions of food are being offered daily through the organization (www, Boroume 3, 2014). Until today, Boroume has matched over 2.500.000 food portions between donors and recipients (*Ibid*.). The estimated value of the salvaged food is around 2 million euros (1,5 euro/portion). 20 tonnes of fresh vegetables and fruit have been salvaged and offered through the gleaning program (*Ibid*.). More than 800 children have participated in the educational program of the organization (*Ibid*.). Over 320 catering companies offer food on a regular (daily or weekly basis). Boroume has established cooperation and communication with 630 non profit organization and soup kitchens, as well as 230 municipal social service structures (www, Boroume 3, 2014). Additionally, over 2.500 individuals have been informed by Boroume via telephone about the food service spots (*Ibid*.). Also, 30 trained volunteers offer their help on a weekly basis and 80 areas of Greece have participated in donations (*Ibid*.). The organization's action has been featured by over than 70 media outlets of 30 countries (www, Boroume 3, 2014).

Every autumn definite goals, metrics, qualitative and quantitative benchmarks are set in the plan of the organization, which are monitored through continuous reporting during the year (pers. com., Theodoridis, 2015). As for the continuity of its activities, the organization tries to create processes that ensure stable resource availability regardless of the people that run the organization. Theodoridis (pers.com, 2015) states that even in the case of a fully volunteer covered organization some expenses might occur. The unstable nature of non profit funding, especially in Greece, created the need to gather a reasonable amount for ensuring the organization's operation for several months, even if all funding ceases (pers. com., Theodoridis, 2015). This amount varies depending on the periods.

5.1.1 Boroume stakeholders

The organization's stakeholders are suppliers, funders, beneficiaries and supporters in general and they are all considered of equal values since the organization would not exist without them (pers. com., Theodoridis, 2015). Table 7 illustrates the stakeholder identification of the non profit organization Boroume according to Van Puyvelde *et al.*(2012).

*Table 7. Boroume stakeholder*s

Stakeholder type	Description
Interface stakeholders	
Board members	Founders: Alexander Theodoridis, Alexia Moatsou and Xenia Papastavrou Other members: Niki Antypa, Artemis Glarou, Claudia Corriero, Despoina Diokmetzidou, Aggeliki Efstathiou, Irini Zafiri, Christos Isas, Achilleas Kamberis, Xenia Karapiperi, Varvara Kosmidou, Tonia Lioumpi, Fani Montesnitsa, Nikos Politakis, Nota Sklavounou, Marina Spyridonos, Ntina Tsiknia, Filo Christidou, Katerina Vlassopoulou, Vaso Kosmetatou, Litsa Kouvela, Christina Chrysou
Internal stakeholders	
Managers	Not specified
Employees	3 full-time and 2 part-time employees
Operational Volunteers	30 volunteers
External stakeholders	
Funders	Foundations/charities, the ASHOKA foundation, Friends of Boroume (USA), companies
Beneficiaries	Charities and welfare organizations
Suppliers/Contractors	Service providers: law firm, consulting agency Product providers: catering and food businesses, bakeries, greengrocers, pastry shops, restaurants, hotels, companies, schools, individuals
Competitors	Not present
Organizational Partners	Greek Food Bank
Others	Media

Starting with the interface stakeholders, the board members that are found are the founders Alexander Theodoridis, Alexia Moatsou and Xenia Papastavrou. Also, twenty one additional additional members are identified (www, Boroume 2, 2014).

In the internal stakeholder category a manager is not specified. Three full-time and two part time employees are present in the organization (pers. com., Theodoridis, 2015). Additionally, the organization's work is assisted by 30 volunteers (*Ibid.*).

Next, the external stakeholder category includes foundations/charities, the ASHOKA foundation, Friends of Boroume (USA), companies as the funders of the organization (pers. com., Theodoridis, 2015). Theodoridis (pers. com., 2015) adds that beneficiaries of the organization are charities and welfare organizations. As suppliers/contractors of the organization are companies that are service providers such as a law firm and a consulting agency, as well as product providers, such as supermarkets and companies with food products division. Competitors are not present since currently Boroume is the only organization in Greece within the specific sector that is merely focused on saving food (pers. com., Theodoridis, 2015). Organizational partners is the second under study organization Greek Food Bank. In the group of other stakeholders at the external stakeholder category of the organization is media. Though media is considered to be an indirect stakeholder, it is important in promoting the cause of the organization and raising awareness, nonetheless the media is not influencing the ability of the organization for sustaining its service (pers. com., Theodoridis, 2015).

5.1.2. Stakeholder communication on Boroume website

For Boroume the existence of a well set website for the organization was important from the start, despite the fact that direct financial benefits from its use are difficult to be assessed (pers. com., Theodoridis, 2015). According to Theodoridis (pers. com., 2015), Boroume's communication through the website has assisted the organization stakeholders to form a better image about the organization.

The website does not only communicate information about the organization, what it is and what it is doing, but it serves a place where other information could also be communicated, for example articles of best practices able to inspire and gain followers (pers. com., Theodoridis, 2015). In addition, Theodoridis (pers. com., 2015) states the donors and funders are illustrated though the website and are credited for their contribution. On the whole, the organization's website is a virtual place which is open to the public, and which assists Boroume to increase the transparency of its actions (display statute, the members of the team, economic results etc.) (pers. com., Theodoridis, 2015). Theodoridis (pers. com., 2015) supports that for the organization the communication with its stakeholders is a significant aspect because the stakeholders are regarded as vital partners that participate in the organization actively.

The classification of levels of website interactivity according to Saxton *et al*. (2007:147) is presented in Table 8. The external stakeholders is the category which is mostly targeted by the classification.

Table 8. Boroume levels of website interactivity

Basic Level	**Medium Level**	**High Level**
<u>Sharing information</u>	<u>Sophisticated website content</u>	<u>Two-way interaction forms</u>
• employees and their contact information is not present • information about service spots (map of need), donors, suppliers, actions in case of need • which products are offered and through which channels • community event calendar not present	• Bank transaction for donation • links to websites of regulators are not present • registration for event forms are not present • volunteer sign-up forms are present • board and staff email addresses are not present, contact forms instead • online stakeholder surveys are not present • features for “grant alert sign up” are not present	• social media accounts (facebook, twitter, you tube, LinkedIn)

At the basic level of interactivity, contact information for every member is not provided, but instead there is the alternative of a contact form through which each member could be contacted. Information for beneficiaries is provided in the form of an interactive google map that illustrates the service spots. Also, the beneficiaries of the organization are mentioned. The donors and suppliers of the organization are disclosed, as well. An important aspect is that there is a form for both type of beneficiaries, charitable organizations and individuals where contact details, area and nutritional needs are filled in the form and from then on the organization tries to resolve the need. There is not extensive reference to the product, of course it is generally obvious that the product is food and how it reaches the beneficiaries. Community event calendar is not spotted, however, through the latest news Boroume's activities are disclosed, such as participation in events.

Next, at the medium level of interactivity bank transactions for donation and volunteer sign-up forms are present. Nonetheless, links to the websites of regulators, registration for events form, on line stakeholder surveys are not present and features for features for “grant alert sign up” are not present. Additionally, board and staff email addresses are not present, but instead they are substituted by contact forms.

At the highest level of website interactivity the possibility to establish a two way communication with the stakeholders is covered by providing social media accounts (facebook, twitter, youtube, LinkedIn) and a newsfeed for tweeter is present.

5.2 Greek Food Bank

The founder of the Greek Food Bank, Gerasimos Vasilopoulos had noticed that large amount of good quality food that was not sold ended up in the garbage bin (pers.com., Nentas, 2015). This led to his decision to found the first Food Bank in 1995, in order to use the surplus of unsold food that had no further retail value and distribute it to the people in need (Ibid.). The Greek Food Bank is a non profit organization that aims to fight poverty and minimize food waste (www, traptrof 1, 2015). John Van Hengel who founded the first food bank in Phoenix served as inspiration for the establishment of the food bank (*Ibid.*).

Later the first European food bank was founded in Paris. Today 254 food banks are available in 22 European countries and 400 committees in the US (www, traptrof 1,2015). The headquarters established in Athens, in private owned facilities of totally 1.550 m^2 that facilitate the offices, warehouses, special preservation/ freeze chambers and the required equipment (www, traptrof 2, 2015). The Greek Food Bank is a member of the European Federation of Food Banks (FEBA). There is not any type of dependency from political situations, because the Greek Food Bank does not receive governmental or communal subsidies (pers.com., Nentas, 2015).

In regards to its operation, the non profit organization is funded by a special income capital that is mainly covered by the organization's founder, as well as from donations (pers.com., Nentas, 2015). Chartered accountants are controlling the organization for a symbolic price, also it is supervised by the ministry of economics, and in total the organization does not cost anything to the Greek state (www, traptrof 2, 2015). The organization does not have for profit activities (pers.com., Nentas, 2015). Nentas (pers. com., 2015) said that an amount of 293.470.286 euros was donated by Gerasimos Vasilopoulos, which are used for operational costs, and financial donations of charitable institutions and individuals are used for the sustainability of the operations.
The aim of the bank was to fight hunger through the concentration of donations food, beverages, detergents and basic need goods which would be distributed without financial cost to elderly care, orphanages, churches and other certified and recognized by the Food Bank charitable organizations (www, traptrof 3, 2014). Today the donations are being distributed to soup kitchens and 144 charitable institutions which host 23.000 beneficiaries (*Ibid.*). Every

month 100 tonnes of food products are being received by charitable institutions -which cover the logistics cost- from the Greek Food Bank facilities (*Ibid.*).

Since 1997 there is a branch of the Greek Food Bank in Thessaloniki, which is independent and self-governed (pers. com., Nentas, 2015). As Nentas (pers. com., 2015) states what seems to be an issue in Greece, is that all the big food industries and the distribution spots are accumulated in the urban centers. In other regions there are limited resources that cannot support a food bank. According to Nentas (pers. com., 2015), in comparison to other European countries, in Greece there are smaller charitable organizations that strive to find food donations from local communities in order to support the needy. These organizations are operating independently and have their own philosophy of operation. The conclusion is that there are many operations that are relevant to the reduction of food waste and poverty (pers. com., Nentas, 2015).

Fighting poverty and food waste is the purpose of the foundation and operation of the Greek Food Bank. Through the organization's daily operation the nutritional support of vulnerable social groups is achieved without any discrimination (www, traptrof 2, 2015). The efforts against the fight of food waste are realized through the information acts of the organization, as well as though cooperation with recognized partners that share the same vision (*Ibid.*). Thus, the activities of the Greek Food Bank are the acceptance of donations of non-saleable food, beverage and personal hygiene product, and the acceptance of money on which the food is bought and distributed to the charitable organizations, soup kitchens and social services that support destitute individuals (*Ibid.*). Furthermore, the organization manages European and national programs of material assistance (food), and contributes to the organized and systematic distribution of food, beverage and personal hygiene products, to orphanages, elderly care, homeless shelters, abused women centers, children hospitality homes, disability centers and soup kitchens of churches (www, traptrof 2, 2015).

Through engaging in the specific activities the Greek Food Bank, highlights the value of the products that are distributed, contributes to the reduction of disposal costs of unsold products for the businesses, reduces the negative impacts on the environment, and reduces financial and environmental burdens, since the citizens pay for the management of landfills and the external costs (www, traptrof 2, 2015). Additionally, the organization transfers the needs of charitable organization to the suppliers, stores the food in a safe environment for the charitable organizations so that it could be used, hold information campaigns relevant to food waste and healthy diet, encourages social responsibility and solidarity with an inclination to volunteering and donation (*Ibid.*). According to Nentas (pers. com., 2015), the Greek Food Bank could continue its activity and cover the needs for food products and resources, due to the fact that they estimate the on going contribution of the donors and the funders of the organization.

In terms of organization and management of storage, and food distribution, the Greek Food Bank is specialized in the following steps, food control and food distribution. Table 9 below illustrates the two steps.

Table 9. Food control and distribution steps

Food control			
1. Selection and storage	2. quality control	3. cold chain monitoring	4. food management
Food distribution			
1. distribution at facilities of charities		2. serving food	

Initially at the step of food control, the products are selected and stored, next a quality control is held, the cold chain of the products is monitored and finally the acquired food is managed. At the step of food distribution the food is distributed at the facilities of the charitable institutions and then the meals are served at orphanages, elderly care, homeless shelters, abused women centers, children hospitality centers, disability centers etc.

The organization does not have quantitative goals (pers. com., Nentas, 2015). The initial aim was to raise awareness of the food waste and promote the idea of the social disposition of the food surplus. In this area a wide response of companies in terms of donation and the offered food quantities to charity are evident (pers. com., Nentas, 2015). The last four years 114 industries and food distributors have offered donations.

In terms of growth, the Greek Food Bank, has hired an extra employee, without any other specific growth forecasts. Mostly, the aim for growth is optimal to be achieved with the existing personnel though better recording of the support that the organization offers and establishing cooperations with institutions, organizations and so on (pers. com., Nentas, 2015).

5.2.1 Greek Food Bank stakeholders

The stakeholders of the Greek Food Bank according to Van Puyvelde *et al.* (2012) stakeholder classification are presented in table 10 below.

Table 10. Greek Food Bank stakeholders

Stakeholder type	**Description**
Interface stakeholders	
Board members	Chairman: Panagiotis Vourloumis Board members: Panagiotis Nikas, Athena Vasilopoulou, Maria Anagnostopoulou, Elias Moesis, Vaggelis Kalousis, Zoi Thanopoulou
Internal stakeholders	
Managers	Aristomenis Dionysopoulos
Employees	Accountant Giannis Poulakis, 2 warehouse employees
Operational Volunteers	Present 12-15
External stakeholders	
Funders	Foundations: Latsi Foundation, Niarchos Foundation, Bodosaki Foundation, TIMA Foundation, Leventis Foundation, Aegean Baltic Bank, Anglo Hellenic Bank, individuals
Beneficiaries	Orphanages, elderly care, homeless shelters, abused women centers, children hospitality centers, disability centers, soup kitchens of churches
Suppliers/Contractors	Supermarkets, food products companies, dairy products companies, hygiene products companies
Competitors	Not present
Organizational Partners	NGOs: Boroume, Hellenic Hope, Rotaract Switzerland
Others	Other external stakeholders such as the media, community groups, and persons or groups who are affected by externalities produced by the nonprofit organization.

Starting with the interface stakeholders, the board members that are found are the chairman Panagiotis Vourloumis, and Panagiotis Nikas, Athena Vasilopoulou, Maria Anagnostopoulou, Elias Moesis, Vaggelis Kalousis, Zoi Thanopoulou as members (www, traptrof 3, 2015).

In the internal stakeholder category Aristomenis Dionysopoulos is found to be the person that directs the organization (www, traptrof 3, 2015). As Nentas (pers. com., 2015) states, the Greek Food Bank has a few individuals as paid staff and simultaneously uses volunteers. So, three employees in total are present, an accountant, Giannis Poulakis and two warehouse employees. Additionally, the organization's work is assisted by 12-15 volunteers (www, traptrof 4, 2014).

Next, the external stakeholder category includes foundations and banks as the funders of the organization, but also individuals. Beneficiaries of the organization are orphanages, elderly care, homeless shelters, abused women centers, children hospitality centers, disability centers, soup kitchens of churches. As suppliers/contractors of the organization are supermarkets, food companies, dairy products companies, hygiene products companies. As for the competitors, Nentas (pers. com., 2015) states that there are many organizations that offer social services or support to vulnerable social groups either in systematic and organized actions or unofficially and more lax. Some of these organizations are effective and receive donations of food products that could be in other cases donated to the Greek Food Bank, but the term competitors is something that does not characterize this procedure (pers. com, Nentas, 2015). Therefore, competitors are not present. Other NGOs are mentioned as the organizational partners. These are Boroume, which is the other under study organization, Hellenic Hope and, Rotaract Switzerland.

5.2.2. Stakeholder communication on Greek Food Bank website

For Greek Food Bank, a well developed website is very important. The website informs and engages the public, displays the food donors, communicates the activity of the organization, for example how the food products are handled and which organizations are supported by the donations (pers. com, Nentas, 2015). Nentas (pers. com, 2015) adds that the website is a constant reference for the identity and activity of the organization. Table 11 presents the Greek Food Bank's levels of website interactivity.

Table 11. Greek Food Bank levels of website interactivity

Basic Level	**Medium Level**	**High Level**
Sharing information	Sophisticated website content	Two-way interaction forms
• employees and their contact information is not offered • information about donors and suppliers, distribution channels • information about the product control and what type of products are offered • community event calendar not present	• Transactions functions not present • links to websites of regulators are not present • registration for event forms is not present • sign-up forms for volunteers are present • board and staff email addresses are not present, general contact email instead • online stakeholder surveys are not present • features for "grant alert sign up" are not present	• Link to social media account (Facebook)

At the basic level of website interactivity employees and their contact information is not offered. Information for the consumers is comprised by disclosing who donors and suppliers of the organization are and the distribution channels of the products. As for the products themselves, the steps of the product control and the type of products are offered. Community calendar is not present on the website.

From the medium level of website interactivity the point covered is sign-up forms for volunteers which are present on the website. Also, instead of the board and staff email addresses, a general contact email is provided. However, transactions functions, links to websites of regulators, registration for event forms, online stakeholder surveys and features for "grant alert sign up" are not present. At the high level of website interactivity a link to the social media account -Facebook- is provided.

6 Analysis

In this chapter the empirical findings of chapter five are approached according to the theories that are presented in chapter two. First the identification of the social enterprise type is presented (Rahim &Mohtar, 2015), then the compliance of the non profit organizations with the three non profit characteristics (Anheier, 2014). The analysis of the non profit organizations' stakeholders according to Speckbacher's (2008) primary and ordinary classification is also offered. Further the analysis continues with the approach of the non profit levels of website interactivity according to Saxton et al. (2007). Finally, an analysis of the criteria for the evaluation of a social enterprise (Sharir & Lerner, 2006) is presented.

6.1 Social entrepreneurship

The entrepreneurial activity that has a social purpose, also known as social entrepreneurship, has been an important topic in recent decades (Austin *et al*., 2006). Social entrepreneurs are able to recognize complex social problems and try to find new ways of raising public awareness by the use of their vision, activities and work (Rahim & Mohtar, 2015). Boroume and Greek Food Bank were founded due to the vision of the people that have recognized problems in the Greek society. The founder of the Greek Food Bank had noticed that large amount of good quality food that was not sold ended up in the garbage bin and founded the first Food Bank in 1995, in order to use the surplus of unsold food that had no further retail value and distribute it to the people in need. Theodoridis (pers. Com., 2015), Moatsou and Papastavrou founded Boroume as a response to the need for changing the situation of the phenomenon of extensive food waste in a society with a constant growing amount of people not being able to cover their nutritional needs.

Despite the fact that social entrepreneurs begin with initiatives that are small and often aim at problems of local character they are globally relevant, for example, the promotion of small-businesses, access to water, waste management and so on (Zahra *et al*., 2008). The extensive reference to global food waste and to poverty, as well as the current developments in this area show that this is not a small scale local problem, rather that a global issue. Nonetheless, solutions are better to be offered in local context. Often, the solutions that are offered by social entrepreneurs on a local scale are replicated in other geographical areas and may produce global industries (Zahra *et al*., 2008). The Greek Food Bank was not the first which was globally established, but other food banks served as inspiration for this idea. Boroume in a newly established organization but might also serve in the future as inspiration for similar activities. Zahra *et al*., (2008:118) suggest that

> “Social entrepreneurship encompasses the activities and processes undertaken to discover, define, and exploit opportunities in order to enhance social wealth by creating new ventures or managing existing organizations in an innovative manner.”

Rahim and Mohtar's (2015) model classifies social entrepreneurship in two categories, the limited and the extended, to which the non profit and the hybrid (both social and financial goals) organizations belong respectively. Under non profit organizations, traditional non governmental organizations (NGOs) are listed. The non profit category is where both organizations belong. This category includes organizations that are not government associated and also, are not usual profit oriented businesses. None of the organizations is dependent on government funds and there is none for profit activity, not even for ensuring a capital for the non profit costs. The non profit organizations are usually established by ordinary citizens, might be business, foundation, government or private funded. Some non profit organizations might have no funding at all and be mainly volunteer based. Boroume and the Greek Food Bank have been established by ordinary citizens that had a vision of improving the societal issues of food waste and poverty and were private funded. They are mainly volunteer based with only a few employees. Therefore, none of the organizations belong to the hybrid category due to the fact that they don't cover the prerequisites of for profit activity and not merely being oriented to social goals.

6.1.1 Non profit organizations

Most of the literature connected to social entrepreneurship has developed within the field of non profit, non-government organizations (Weerawardena & Mort, 2006). The non profit sector consists of voluntary, private and non profit associations and organizations (Anheier, 2014).

According to Anheier (2014), certain characteristics that are connected to not for profit organizations, such as charity, independence and voluntary have certain meanings. Charity stresses the support of the organizations from private donations, assuming at the same time a specific motivation both from recipient and donor (Anheier, 2014). However, this does not imply that non profit organizations rely only on charitable contributions (*Ibid.*). The charity characteristic is found in both organizations there are suppliers and funders that contribute in resources aiming to support the beneficiaries. In the cases of Boroume and Greek Food Bank, the reliance on donation is important since for profit activities are not present at any of the organizations (pers. com. Nentas, 2015; pers.com., Theodoridis, 2015).

Independence is a significant trait of the not for profit organizations. The organizations are considered to be independent because they position themselves outside the governmental and business realm, they are more perceived as a “third force” (Anheier, 2014). Nonetheless, the independence does not apply on their financial or political status, since they engage in advocacy, and form their board from national, regional, and local elites, and also rely heavily on private business and government for funds (*Ibid.*). In terms of political and financial status, Boroume is considered fully independent (pers.com., Theodoridis, 2015). Nentas (pers. com., 2015) also states that here is not any type of dependency from political situations, because the Greek Food Bank does not receive governmental or communal subsidies. Nonetheless, companies contribute to the non profit organizations in resources. Thus, there is some point of dependency on them.

The voluntary character of the not for profit organizations is explained by the large contribution of the volunteers in the operation and management of the organizations, as well as the non-mandatory nature of membership (Anheier, 2014). Still, there is a big number of paid staff occupied in the not for profit organizations and in some there is a lack of a membership base (*Ibid.*). Despite the fact that both organizations cover the voluntary characteristic, in each of them there are some employees, five in Boroume and three in Greek Food Bank. The number of employees is very small in comparison to the volunteers that are active in the organizations.

6.1.2 Synthesis

Both organizations were established by individuals that have recognized social problems and tried to solve them in order to create social value. The idea of establishing the organizations was inspired by other organizations of similar activity. According to Rahim and Mohtar

(2015) model, the organization belong to traditional non profits since none of them has any for profit activity even for ensuring capital for the non profit activity. In regard to Anheier's (2014) characteristics, the organizations cover charity as they are supported by charitable contributions and for profit activity is absent. The organizations are not totally volunteer based, some employees are present and they are also not dependent on government funds. As for their independence, it could be considered partial, since there is some type of dependence on supplier companies etc.

6.2 Stakeholders and non profit organizations

Despite the fact that according to Freeman (1984), Eesley and Lenox (2006), and Brickson (2007) non profit organizations do not have stakeholders of their own, but rather are stakeholders to corporate entities, other studies have shown that non profit organizations have stakeholder groups of various identities. Both Boroume and the Greek Food Bank have covered stakeholder categories according to Van Puyvelde *et al.* (2012) stakeholder classification that includes interface, internal and external stakeholders. Interface stakeholders of the non profit organizations consist of one stakeholder group, the board members, which is comprised of individuals who have joined forces in order to coordinate the non profit organizations' activities and work towards the vision.

This activity is significantly upheld by the internal stakeholders -managers, employees and operational volunteers-, of various identities that support the non profit organizations' activities. Finally, the external stakeholder group to which funders, organizational partners, suppliers/contractors, beneficiaries, and others belong are also found in the non profit organizations. Apart from the competitors which according to the statements of each organization are not present. These external stakeholder groups are as equally important as the internal stakeholder category groups, because the resources, both tangible and non tangible, are acquired from the funders, suppliers/contractors, and organizational partners. Additionally, the beneficiaries -who are the driving force to the activity of the non profit organizations- belong to this group. Thus, on the one hand there is the need for the service and on the other hand the need for the resources. Therefore, the non profit organizations do not merely serve as stakeholders to other entities, but also have stakeholders related to their organizations.

Benjamin (2008), recognizes certain groups as “key stakeholders” to which the non profit organizations are accountable, mainly beneficiaries, funders, organizational partners and regulators. According to Speckbacher's (2008) differentiation non profit stakeholders are categorized to primary and ordinary stakeholders. Despite the fact that for a social enterprise which is oriented towards the achievement of social value and not profitability all stakeholders are equally important and respected especially when there is absence of funding from the government (pers. com. Theodoridis, 2015), Speckbacher (2008) suggests the differentiation according to resource provision. Thus, every single institution or person that offers specific and valuable resources to an organization which is non profit, without expecting monetary return that is specified by a legal contract or agreement (return on investment) is considered a stakeholder (Speckbacher, 2008). So, for Boroume and the Greek Food Bank primary stakeholders could be the groups of board members, managers, operational volunteers, funders, suppliers/contractors, and organizational partners.

It is not necessary for the resources offered to the non profit organizations to be tangible, they could be in the form of important contracts, know-how, time, and so on. For example board members of both, Boroume and Greek Food bank, have different backgrounds and professions which could be used in favor of the non profit operation. These people offer their knowledge for the benefit of the organizations, without expecting monetary return, because according to the classification they don't belong to the paid staff. The same applies to the managers of the non profit organizations. Also, funders, suppliers/contractors and organizational partners contribute each in monetary ways, services, know-how and food products that are important for the organizations' service provision.

The resources offered to the non profit organizations can be valuable and specific, meaning that they are significant for the non profit organizations' mission and that they are specifically provided to the organization, with the value for the investor being zero if used for another purpose (Speckbacher, 2008). The difference of the resource value when used within the organization and its resource value when used outside for the next best purpose is called quasi-rent. The stakeholders resource contribution could be seen as a type of investment since the stakeholder allocated the resources for the cause for a specific reason (Speckbacher, 2008). If according to the stakeholder the reason for the resource contribution to a non profit organization is to “assist the poor”, in this case the stakeholder is expecting a return on investment by considering that the allocated resources were used to help people in need (Speckbacher, 2008).

Therefore, the individuals that comprise the board members, the managers of the organization, the operational volunteers, the funders, the suppliers/contractors, and the organizational partners, have joined forces with the objective of contributing to the mission of reducing food waste on the one hand and of fighting poverty on the other hand, their return on investment will be expressed through the service of the beneficiaries.

These stakeholders groups' purpose of active participation in Boroume and Greek Food Bank is to offer the resources that they have available for the non profit cause of the reduction of food waste and poverty. If for some reason there will be a barrier to provide these resources to the organization with which they have a shared vision, the use of these resources would allocated to next best alternative would result to a quasi-rent. Some resources are more specific than others and have a different value of quasi rent in regard to the next best alternative to use them.

Especially for food products that are near their best before date, if the suppliers would not manage to distribute these products to charitable institution through the organizations, there would be of zero use, since the products would not be appropriate to be sold and would end up in a garbage bin. Additionally, the return on investment -in this case to achieve minimizing food waste and cover the nutritional needs of as more individuals as possible- would not be achieved. Services and know-how of the primary stakeholders could have more flexibility, since they do not share the constraints of food products. Even if the services and know-how is not offered to the non profit organizations, the quasi rent will not be as high as for a perishable product.

As Speckbacher (2008) states, some ordinary stakeholders could evolve to primary. This might happen when the prerequisite of the monetary return through legal contract or agreement ceases to exist. This mostly applies to the paid employees of the organizations. If the employees, five of Boroume and three of the Greek Food Bank stop accepting payment for their services, which will transfer their contribution to the voluntary level or if they are not fully paid for their contribution and this results to arising claims from them towards the organizations.

6.2 Stakeholders communication on non profit websites

The sharing of information by the non profit organizations regarding the organizations themselves has been challenging due to scarce financial resources and limited technological expertise (Waters, 2007). The dissemination of the internet has brought a whole set of possibilities to non profit and public organizations in order to become responsive towards their key stakeholders (Saxton *et al.*, 2007). Both non profit organizations, Boroume and Greek Food Bank do not have any for profit activity the revenues of which could be used to support the non profit activity and they are fully dependable on funding and donations (pers. com. Nentas, 2015; pers.com., Theodoridis, 2015). Thus, their financial resources could be scarce, and perhaps there would be preference to allocate them for their objectives, such as purchasing additional amounts of food and distribute them to the charitable institutions, rather than spending on the development of the websites.

Highly-developed internet-based technologies give the ability to non profit organizations to aim, gather and communicate with their stakeholders in ways that were not possible under other circumstances or by other means (Saxton *et al.,* 2007). A special attribute of the web technologies is their potential to enable intense communication among actors (*Ibid.*). It is common in both organizations that they consider the website to be a useful tool for the communication process with their stakeholders by disclosing information about the non profits, their activities and so on (pers. com. Nentas, 2015; pers.com., Theodoridis, 2015). Boroume was established in 2011, and therefore, the organization has not operated in times where web technologies were not available. Whereas the Greek Food Bank which was founded in 1995 is in position to compare the different periods, prior to the use of the website and after. Schneider (2003) suggests that newly established non profit organizations should make use of the internet and develop a website where information about the programs and the organization itself would be communicated. The intense interactivity which is an attribute of the web technologies enables their categorization. According to Saxton *et al.* (2007) levels of website interactivity through the organizations' websites, could be categorized to basic, medium and high.

Starting with the basic level, the organizations share information on their websites regarding information for the employees and their contact, information for the consumers, information for the product, and a community event calendar (Saxton *et al.*, 2007). The website findings of both organizations cover two of the four prerequisites for the basic level of interactivity. Employees and their contact information are not provided on the websites. However, information targeted to beneficiaries are present. Boroume's website illustrates the service spots, funders, suppliers and actions in case there is need for food and the Greek Food Bank provides information about the funders, suppliers and distribution channels. Information about the product is also provided from both organizations, such as what type of products is provided, with additional reference to the product quality control procedure by the Greek Food Bank. Community event calendar is not present at any of the websites. The absence of the mentioned prerequisites could be a result of the fact that both non profit organizations serve as intermediates between suppliers, funders and beneficiaries, where beneficiaries are mainly institutions, social services and other charitable organizations.

Saxton *et al.* (2007) supports that websites which restrain themselves only to informational level are called uncomplimentary brochureware, however, the act of information-sharing is possibly significant. In cases when the organization shares financial information, information about its performance, vision, objectives, history, ethical standards and working environment, this results to a boost in organizational trust and accountability and connects a wider range of stakeholders to its goal (*Ibid.*). The organizations have covered partially the basic level of web interactivity, however, apart from that the websites offer details about the history, the vision of the organization, members, statutes and economic results which increase transparency (pers. com., Theodoridis, 2015). Information is disclosed to stakeholders, so that they would have a better image of what the organization is all about, what are the activities and help create a better understanding in order to engage stakeholders (pers. com. Nentas, 2015).

At the medium level of interactivity, a more sophisticated website content is encountered. The website can facilitate transactions, such as purchases, content downloads (reports, forms, videos etc.) or uploads (online address change forms, feedback, requests) (Saxton *et al.*, 2007). Also, organizations might have on their websites, links to the websites of regulators, registration for event forms, sign up forms for volunteers, board and staff email addresses, stakeholder online surveys, and features for “grant alert sign up” (*Ibid.*). Both organizations cover the prerequisites of volunteer sign-up forms, but board and staff emails are not present. Nonetheless, Boroume compensates with contact forms directed to each member and Greek Food Bank with a general email. Boroume also covers the prerequisite of transactions on its website by offering donations through PayPal.

Despite the fact that presenting information on the organizations' websites and handling one-way transactions are significant features, two-way interaction forms, such as the exchange of ideas, information, opinions, data, between parties are the ones that elevate the websites to the highest level of interaction (Saxton *et al.*, 2007). At the previous levels of website interactivity, the basic and the medium, both organizations had some prerequisites that were covered. In each level one to two prerequisites were present on the organizations' website. That does not mean necessarily that they cannot be active at the high level of website interactivity.

At the high level of interactivity, second generation web applications (Web 2.0), offer extremely high potentials regarding two way interaction (Saxton *et al.*, 2007). The applications, such as bulletin boards, discussion lists, real-time consultations, interactive blogs, social networking software etc., are of high importance, they can contribute to trust building, bond strengthening and strategic communication with key stakeholders (*Ibid.*). These all comprise the direct interaction as much as possible. Nonetheless, as mentioned previously the fact that the organizations serve as intermediates between offer and demand, mostly between charitable institutions, organizations etc. and companies, foundations etc. could mean that the discussion has to be established in other ways and the telecommunication could still be preferable since the charitable institution are spread in many locations as well as the suppliers and funders. Also, personal contact could give more validity and credibility when an organization is contacting other organizations for acquiring resources and also accessing charitable organizations to establish a relationship of trust when there is proximity of location. Depending on the context and the way that is preferred to do arrange agreements plays a vital role as well.

The findings of this level, show merely links to the social media accounts, but not social media networking software that would be considered as a full activity of a highly interactive website. For example Boroume provides, Facebook, Twitter, LinkedIn, and Youtube accounts. Whereas the Greek Food Bank provides the link to Facebook. It is obvious that there not a fully established high level of interactivity through the websites, since bulletin boards, discussion lists, real-time consultations, interactive blogs, social networking software etc. are absent. This of course does not mean that extensive interactions are not taking place between the organizations and their stakeholders. Since the activity of the organization is able to cover the demand, this means that there are successful efforts of establishing communication channels and achieve the objectives but the websites are used as information dissemination tool, rather than directly as two way communication tool. The websites of the organizations are not fully utilized from this aspect. As Ingenhoff & Koelling (2009) suggest most of the non profit organizations do not exploit to the limits the internet as a tool of communication. A development of the websites of both non profit organizations might be more beneficial and boost the relationships with the existent stakeholders and establish more connections with new target groups. For example young audiences that are technologically literate could be given the opportunity to connect with the mission of the organization and offer -if not funding and donations- valuable information.

6.2.2 Synthesis

Stakeholder groups of the organizations are identified in interface, internal and external categories. The differentiation of stakeholders according to Speckbacher (2008), which uses resource contribution as base has identified the groups of groups of board members, managers, operational volunteers, funders, suppliers/contractors, and organizational partners. These groups offer resources to the organization without financial return, but expecting as return on investment the realization of the social goals that the organizations Boroume and Greek Food Bank support, to minimize food waste and alleviate poverty.

The organizations recognize the importance of their websites, but in regard to the prerequisites of basic and medium level of website interactivity they seem to be covering them partially. Especially in the medium level of website interactivity there seem to be more additional aspects that are not present on the websites. As for the high level of website interactivity, sophisticated two-way interaction forms were not present. In spite of being difficult to assess the financial benefits from the websites use (pers. com., Theodoridis, 2015), they still remain a low cost and useful tool for the organizations' stakeholder communication.

6.3 Criteria for evaluating the objectives of a social enterprise

The effectiveness expected from non profit organizations is gradually increasing (Smith, 2010). For this reason it is significant to obtain ways of efficiently evaluating the effectiveness of non profit organizations (Wellens & Jegers, 2011). The context in which the two organizations under study operate, where poverty has reached extremely high levels and food security has been influenced, creates the urgency to be aware of their work and how they have contributed in tackling the problems.

Since the majority of non profit organizations are service providers, it is not possible to use profitability as effectiveness criterion and additionally, there is a difficulty in assessing the performance of their services (Kanter & Brinkerhoff, 1981). As Nentas (pers. com., 2015) mentioned for the Greek Food Bank, the organization does not have quantitative goals. It is difficult to put hard numbers on soft values. However, there is the assumption that some criteria which are employed for the evaluation and the explanation of the success of business enterprises could be applied in order to explain success in social enterprises (Sharir & Lerner, 2006). The criteria that are employed are examined from the social enterprises point of view.
Based on the considerations of various researchers, Sharir and Lerner (2006) define the success criteria of social enterprises. First, the extent to which the social enterprise achieves its stated goals; based on Letts *et al*. (1999), that suggest that a social enterprise has to obtain tools in order to be able to respond to the changing environment and the needs of its customers. From the statistics that Boroume offers on its website, it can be inferred that the organization has managed to respond to the growing demand and cover the beneficiaries. For example as the last available information about the outcome of the activities, was the average daily distribution of 4.000 portions (www, Boroume 3, 2014). Until today, Boroume has

matched over 2.500.000 food portions between donors and recipients (*Ibid*.). The estimated value of the salvaged food is around 2 million euros (1,5 euro/portion). 20 tonnes of fresh vegetables and fruit have been salvaged and offered through the gleaning program (*Ibid*.). Also, other additional data in regard to the activity have been provided. The organizations sets goals, metrics, qualitative and quantitative benchmarks that are followed up through reporting.

For Greek Food Bank, Nentas supports that there has been a wide response of companies in terms of donation and the offered food quantities to charity are evident (pers. com., Nentas, 2015). The last four years 114 industries and food distributors have offered donations (*Ibid*.). Also, track of the donations is being kept which indicates the ability of the organization to keep up with its goals. More specifically, donations are being distributed to soup kitchens and 144 charitable institutions which host 23.000 beneficiaries (www, traptrof 3, 2014). Every month 100 tonnes of food products are being received by charitable institutions -which cover the logistics cost- from the Greek Food Bank facilities (*Ibid*.). Therefore the statistics that are gathered by the two non profit organizations indicate the contribution and their work towards the goals of reducing food waste and tackling poverty. This might not be the optimal level of their operation, however the amounts are not considered insignificant. In any case there are beneficiaries that have covered the needs of individuals that belong to vulnerable social groups.

Second, the social enterprise's ability to guarantee service/program continuity (sustainability) by obtaining the necessary resources for its operation; based on Van De Ven (1984), that suggests survival as being the prime success dimension, due to the lack of stability and resources, but also the characteristic uncertainty. According to Theodoridis (pers. com., 2015), the organization tries to create processes that ensure stable resource availability regardless of the people that run the organization. Still, even in the case of a fully volunteer covered organization some expenses might occur (Ibid.). Due to the unstable nature of funding of the organizations in Greece, there is need to have a capital to ensure continuing operation in case of funding and donation halt. Nentas (pers. com., 2015) states that the Greek Food Bank could continue its activity and cover the needs for food products and resources, due to the fact that they estimate the on going contribution of the donors and the funders of the organization. Additionally, there is the donation of the founder of Greek Food Bank that is used for covering the operational costs. So Boroume has secured through processes the sustainability of the organization and Greek Food Bank has gathered a specific capital in order to cover expenses. However, Boroume has also resources to continue activities in case of a donation and funding halt. The Greek Food Bank's capital is designated for operational costs, while there is trust that the donors and funders will continue to contribute for the products.

Last, the measure of the available resources for the development and growth of the social enterprise; based on Merz and Sauber (1995) that suggest growth -in terms of employees and revenues and so on- could be an indicator of strength, growth and survival, influencing the future development of the social enterprise. Boroume recognizes the unstable nature of funding in Greece and therefore as mentioned previously there is a capital that secures continuity and it could be inferred that some of it might also be used for growth, without any specific references. The Greek Food Bank has grown in terms of employment, hiring an extra person, but also without any further growth plans, rather than efficient use of the existing resources. There are not specific plans of growth for both organizations, rather than ensuring survival in given means. Perhaps the unstable economic environment in which the organizations operate deters from such plans.

Additionally for newly established non profit organizations two more questions could assist the process of evaluating the success objectives. Does the enterprise's operation contribute in the creation of an innovative activity area? Does the new enterprise cover needs that are not covered by existing services? This applies only to Boroume which was established in 2011. As Theodoridis (pers. com., 2015) stated competitors are not present since currently Boroume is the only organization in Greece within the specific sector that is merely focused on saving food (pers. com., 2015). Despite the fact that the Greek Food Bank is also focused on minimizing food waste and alleviating poverty, there is a difference in the operation. Food preservation facilities are not present in Boroume. It is an intermediate without having any connection to the process of ensuring the quality of food as Greek Food Bank does. Therefore it is an innovative type of operation, but there are already some services that try to address similar problems.

Both organizations are achieve their stated goals which are communicated by the statistics that are offered on the websites and communicated by the participants. For guaranteeing continuity the organizations have gathered capitals that will assist them in case donation or funding ceases. Boroume tries to ensure sustainability of the organization through establishing processes that secure this aspect in any case. Whereas Greek Food Bank trusts that their funders and donors will continue contributing. There are no evident plans for growth from both organizations which may have connection to the economic environment in which they operate. Additionally, Boroume is considered an innovative contribution to the activity area, but without covering new service areas.

7 Discussion

This chapter provides a discussion based on the analysis of the empirical findings in regard to the theoretical framework and other researchers' points of view. The research question of the study will be discussed.

- *How do the websites assist the non profit organizations to communicate with their stakeholders? Is this potential fully utilized?*
- *How does the type of social enterprise influences the evaluation according to the success criteria?*

7.1 How do the websites assist the non profit organizations to communicate with their stakeholders? Is this potential fully utilized?

From an organizational perspective, websites serve as a controlled communication channel between the organization and the stakeholders (Kent *et al*., 2011). Whereas from a stakeholder perspective, websites are a mean of understanding and viewing the organization (*Ibid.*). This is exactly how the organizations see the usability of the websites. They are designed to communicate the mission, vision and activities of the organization. Additionally, the organizations disclose information about the funders and suppliers, organizational partners, the members of the team in the organizations and so on. From a stakeholder perspective information is disclosed, so that they would have a better image of what the organization is all about, its activities and help create a better understanding in order to achieve the engagement of the stakeholders.

Web technologies do not merely offer ways of intensive interactions between organizations and stakeholders, but also many other services, such as transactions, management functions and complete organizations that are established or operate entirely via electronic methods (Saxton *et al*., 2007; Dumont, 2013). Hence, stakeholder management and the online responsiveness efforts of the organizations have elevated in strategic importance, complexity and prevalence (*Ibid.*). The classification of the levels of website interactivity (Saxton *et al*., 2007) disclosed that intensive interaction is not taking place on the websites. It seems that the organizations prefer other types of communication. However, in Boroume a transaction through PayPal is offered as an alternative for donation. The entire operation of the organizations' through the website does not exist, which might have a connection to the sector in which they are active or more face to face contact requirements.

Over the past years, the fast spread of communication technology and advanced information has improved the ability of meaningful interaction between the organizations and the stakeholders (Saxton, 2005; Dumont, 2013). The diffusion of the internet, in combination with the availability of information has resulted to higher stakeholder expectations in regards to the ability of conducting online transactions and the information availability. Therefore, these expectations have impacts on the way the stakeholders interact with the non profit organizations (Saxton *et al.*, 2007). Even if the websites do not facilitate two-way interaction, the disclosure of as much as possible information could influence the credibility and increase the transparency. Since the internet offers immense amounts of information that comes from various sources, the most legitimate will be the official website of an organization and therefore the more thorough the organizational website the less confusion and information asymmetry.

The web offers to the non profit organizations the rare opportunity to reach reciprocally multiple audiences without huge financial strain (Kang & Norton, 2004). With the use of the website, a space is created that serves as a channel through which the non profit organizations send their messages and gain public support for challenging issues (*Ibid.*). Despite the recognition of the importance of the websites, which are a convenient communication tool for non profit organizations that are exclusively funded by funders, suppliers and other resource contribution groups, without having for profit activities that uphold their non profit activities, it is not being fully utilized. Nonetheless, they are utilized as a space in which the organizations state their mission and ask for support.

Without the ability of investing in various advertising measures, the non profit organizations may achieve reaching a large proportion of the public by using a website that is well designed (Ingenhoff & Koelling, 2009). Additionally, the utilization of new web features (blogs, podcasts, wikis) enables the non profit organizations to attract new target groups of younger age (*Ibid*.). Taking into account that the websites do not belong to the high level of interactivity and reach the basic levels instead do not support web features, which are familiar to younger target groups, and therefore they might be indirectly excluded.

The non profit organizations can make use of the communication channel that the internet offers, since the non profit organizations are highly dependent on donors in order to accumulate the desired capital for achieving their goals (Kent *et al.*, 2003). According to the stakeholder classification of Van Puyvelde *et al.* (2012) and Speckbacher's (2008) differentiation of the non profit stakeholders to primary and ordinary using resource contribution as a basis, since resource scarcity is recognized as an issue in non profit organizations primary stakeholders are of high importance. Of course the groups that offer their services, know-how and are the organizations' the interface and internal stakeholders, such as the board members managers, employees and volunteers have access to information. It is important to communicate with the remaining resource contributing groups from the external stakeholders, funders, suppliers, organizational partners in order to cover the resource needs and ensure the sustainability of the organizations.

Various trends have shown that a significant component of non profit organizations information environment is the organizational disclosure through the web (Saxton *et al.*, 2014). Such disclosure assists the non profit organizations to communicate their performance, but also the voluntary disclosure is important in regards to the reduction of information asymmetry and the maintenance of market competence (*Ibid.*). Boroume and the Greek Food Bank indicated that the statement of the mission, the position of the organization in a certain sector and in favour of a certain cause is significant and has been done with their own initiative. The more information is disclosed in relation to the activities of the organizations the more the transparency increases.

In a financially strained environment, the organizations seem to not fully use the potential of their websites as a communication tool. By recognizing the significance and not utilizing it could be due to the fact that their stakeholders are not web-interactive as well and a customization is needed. So, there needs to be a sort of classification of the stakeholder interactivity according to their preferences. In that way there could a matching between the organizations' website interactivity and stakeholder interactivity. This would help both parties to be satisfied, on one hand with the continuous engagement of stakeholders in the organizations' activities and self-accomplishment with the serving of the goal and on the other hand it would translate to resource contribution.

7.2 How does the type of social enterprise influences the evaluation according to the success criteria?

Cook, Dodds and Mitchell (2001), argue that social enterprises involved in for profit activities in order to support their non profit activities, are also considered as social entrepreneurs. On the other hand, Lasptrogata and Cotton (2003) restrict social entrepreneurial activity to non profit organizations. According to Rahim and Mohtar (2015) model of social entrepreneurship, Boroume and the Greek Food Bank belong to the traditional non profit organizations that do not have any type of for profit activity in order to uphold their non profit work, so they would be included in Lasprogata and Cotton (2003) narrow definition of social enterprises. Ostrander (2007) associates social entrepreneurship with philanthropy. The organizations that seek to alleviate vulnerable poverty stricken social groups through provision are not associated with philanthropy, rather than charity.

As Kao (1993) suggests, the process of the addition of something different and new in order to create wealth for individuals and add value to the society. The vision of the founder of the first Greek Food Bank reflects in the previous sentence, nothing like that was present in the Greek society where many food products were discarded instead of distributed to the centers where they could be used for consumption.

Since the majority of non profit organizations are service providers, it is not possible to use profitability as effectiveness criterion and additionally, there is a difficulty in assessing the performance of their services (Kanter & Brinkerhoff, 1981). Especially in limited social enterprises in which traditional non profit organizations belong, where there is absence of for profit activities, the result of the activity is the number of the beneficiaries that received the services.

Financial outcomes for non profit organizations are solely a mean to fulfill their social missions (Saxton *et al.*, 2014). Organizations view the financial outcomes as a way to ensure their continuity of services, to cover operational costs and to purchase products that would be distributed to the charitable organizations. For the majority of non profit organizations, measuring their success is something truly impossible, due to the difficulty and cost of the establishment of an immediate link between the annual efforts and the effect of these efforts to the mission of the organization (Sawhill & Williamson, 2001).

The nature of the social enterprise, limited or extended according to Rahim and Mohtar (2015) could be influencing the evaluation according to the success criteria of social enterprises. Limited social enterprises, in which traditional non profit organizations belong have limited resources. They rely on donations from funders and suppliers and therefore their realization of goals, the ensuring of service continuity and also plans for growth are very dependent on the donations and uncertain. As for the additional questions that apply to the newly established organizations, in this case Boroume, is not influenced by the nature of the social enterprise, since these criteria are relevant to the innovative activity and to needs that are not covered by existent services.

Wellens and Jeggers (2011), support that a non profit organization's success evaluation is affected by the relationship between the organization with its diverse stakeholders and the way this relationship is managed. That is true if the organizations rely on the donations of their stakeholders and do not have other activities that result to income. An essential step in establishing a non profit stakeholder relationship is to comprehend the expectations in regards to diverse stakeholder groups governance (Wellens & Jeggers, 2014). The performance of the non profit organizations should be evaluated according to the mission-related goals and targets that the organization has set (Ebrahim, 2003), as well as according to the results it achieves in its effort to reach the goal (Saxton *et al.*, 2014). Both organizations are offering their services to various charitable institutions which is relevant to their mission and the statistics that are recorded by the non profit organizations is their way of keeping track of their efforts.

Researchers stress the difficulty of having an image of the organizations' activities in financial terms (Kanter & Brinkerhoff, 1981; Sawhill & Williamson, 2001; Saxton *et al.*, 2014), but also the organizations support that they are not profit driven and that economic indicators do not express their activities. There is some sort of dependency on external funding that influences the realizations of their goals and planning. Despite the fact that the criteria for evaluating the objectives of the organizations indirectly involve resource availability in the prerequisites, the economic factor is present and the reliance merely on funders and suppliers could influence the results and in turn the evaluation. This points to the need to find ways to stabilize the resource flow towards the non profit organizations. Especially in an environment such as the one the under study organizations are active, the uncertainty factor is even higher than in other geographical areas.

8 Conclusions

This final chapter provides a description of the study aim. Also, the findings of the study are briefly presented. Finally, some suggestions for future research in the field are offered.

The aim of the study is to identify the extent of stakeholder communication on the non profit organizations' websites and their response to the enabling factors of success. Non profit organizations that are active against food waste and poverty alleviation could be used as intermediaries between food supply and food demand. In a country such as Greece, where financial resources are constrained and the governmental activity for solving the issue and raising awareness being minimal the role of such organization could be pivotal.

8.1 Extent of stakeholder communication of the websites and their influence to the enabling factors of success.

Stakeholders are important for the non profit organizations and the establishment of communication with them seems to be a very significant aspect in the realm of non profit organizations. The use of the websites by non profit organizations is considered to be significant, a place where the organizations can disclose information about their mission, vision, activities, funders, suppliers and so on. Also, other relevant information that could help the stakeholders to create a clearer image of what the organizations do and engage them into their activities. In general providing information relevant to the activities of the organizations could increase transparency.

The websites are considered to offer many opportunities for establishing communication with the stakeholders and with low cost. However, according to the levels of website interactivity, the high level, which establishes two-way communication is not fully utilized. Basic and medium level prerequisites are partially covered. More sophisticated web content is absent from the websites of the organizations. The dependency of non profit organizations on donations makes it even more important to communicate with the primary resource contributing stakeholders in order to realize their goals and cover the needs of beneficiaries.

The nature of the social enterprise, limited or extended according to Rahim and Mohtar (2015) could be influencing the evaluation according to the success criteria of social enterprises. Limited social enterprises, in which traditional non profit organizations belong have limited resources. They rely on donations from funders and suppliers and therefore their realization of goals, the ensuring of service continuity and also plans for growth are very dependent on the donations, and thus uncertain.

It is important to establish communication with the stakeholders for the survival of the non profit organizations, due to their resource contribution and especially in ways and at levels of interactivity that the stakeholders prefer. Also, there is need to ensure a stable resource flow towards the organizations. Since the uncertainty factor could be higher in geographic areas with vulnerable economies, limited social enterprises -traditional non profit organizations without any supporting for profit activities- are facing resource instability and therefore this environment has impacts on the realization of their social objectives.

8.2 Suggestions for future research

The importance of advanced websites is commonly recognized by the non profit organizations, this could offer grounds for research to the following topic, the stakeholder response to high level of interactivity on the websites and the connection of high level of website interactivity to financial benefits, direct or indirect. Also, in which fields the information flow in two-way communication can influence the non profit organizations' way of conduct. Additionally, the identification of the types of interaction with the stakeholders of limited and hybrid organizations and how they resemble or differ.

In terms of resource it would be interesting to study the way that non profits attract their funders and supplier, as well as to find about whether business practices are applied in these areas. Also, in which ways the relationships with the resource providing stakeholders is regulated and if some practices could be employed in order to secure a stable contribution.

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Personal messages

Nentas, D., general secretary, Greek Food Bank. Email. 2015-06-17

Theodoridis A., founder, Boroume. Email 2015-06-12

Appendix 1: Food wastage

Figure Food wastage (www, everycrumbcounts.com)

Appendix 2: Interview guide

Interview guide
<u>Social entrepreneurship tackling food waste study</u>

The aim of this study is to identify enabling factors of success for social entrepreneurship aimed at reducing food waste by non profit organizations/associations. Food waste has a become an urgent topic in Europe due to the actions suggested to reducing it by 2025 as stated by the European Commission. Some countries such as France have already issued a law that requires mandatory donation of surplus of food to charitable organizations. A similar act has started in the UK, trying to issue a law that would salvage wasted food and Italy is also on the same side. Thus the social enterprises would play a pivotal role in the redistribution of the donated goods in various geographic areas and in different socio-economic context. Looking at the characteristics of non profit driven social enterprises, their stakeholders and their communication with them through their websites, as well as the enabling factors for their success could offer benefits and relate them to the primary stakeholders that are vital for the continuity of the organization.

I would like to know how your organization operates in this field in relation to the aforementioned focus points. As soon as the study is completed, you will have access to it and I hope that it could offer useful insights to the organization.

<u>Thematic units of the interview</u>

<u>Social Entrepreneurship:</u>
1. What initiated the creation of the organization? Were there specific goals?
2. Were there intentions to further spread the organization's operation in other areas? What was the initial idea?
3. Could the organization be viewed merely as a non profit? Are there for profit activities, some kind of income generation to ensure the sustainability of the organization?

> 3.1. In case of existence of for profit activities: What is the organization more focused on, the social or the economic objectives?

<u>Non profit organizations:</u>
1. To which extent is the organization supported by charity (private donors, etc.)? What other resources are there?
2. Belonging to the non profit sector -outside the business and governmental realm- how independent is the organization considered in terms of financial and political status?
3. Is the organization relying exclusively on voluntary contribution or to paid stuff as well?

<u>Stakeholders:</u>
1. Who are the stakeholders of your organization? Are there any stakeholders considered as primary? If yes for what reason?
2. Is the media considered one of the stakeholders?
3. Does the organization have competitors in the sector of operation?

<u>Stakeholder communication on non profit organizations' websites:</u>

1. How important is the existence of a well set internet website for the organization?
2. Have you noticed any financial benefits from the use of the website?
3. What is your objective in regards to the communication with the stakeholders? Are they merely information receivers or do they actively participate in the communication and offer valuable information to the organization themselves?

Criteria for evaluating objectives of a social enterprise:

1. Are the stated goals of the organization achieved? In which ways is that obvious? Any measurements?

2. Could the organization ensure the continuity of its service offer? Is there a stable resource availability?

3. Is there a planning to allocate resources for the growth of the organization in terms of employees, revenues and so on? If yes is it a significant amount? If no, why not?

Thank you in advance for the time that you will dedicate to respond to the email interview questions (15). In case you need some clarification I am available at any of the contact alternatives I have provided. I hope that you would also agree that I would contact you again in case there is need for some clarifications after the response.

Appendix 3: Interview guide (Greek)

Οδηγός συνέντευξης

Κοινωνική επιχειρηματικότητα και καταπολέμηση κατασπατάλησης τροφίμων

Ο σκοπός αυτής της μελέτης είναι να προσδιορίσει καταλυτικούς παράγοντες επιτυχίας για την κοινωνική επιχειρηματικότητα που αποσκοπούν στη μείωση της σπατάλης τροφίμων με την βοήθεια μη κερδοσκοπικών οργανώσεων / ενώσεων. Τα απορρίμματα τροφίμων είναι ένα καίριο θέμα στην Ευρώπη, λόγω των δράσεων που προτείνονται για τη μείωσή του μέχρι το 2025 από την Ευρωπαϊκή Επιτροπή. Ορισμένες χώρες, όπως η Γαλλία, έχουν ήδη εκδώσει ένα νόμο που απαιτεί την υποχρεωτική δωρεά πλεονάσματος τροφίμων σε φιλανθρωπικές οργανώσεις. Μια παρόμοια πράξη έχει ξεκινήσει στο Ηνωμένο Βασίλειο, προσπαθώντας να εκδώσει ένα νόμο που θα σώσει σπατάλη των τροφίμων και επίσης, η Ιταλία ακολουθεί την ίδια οδό. Έτσι, οι κοινωνικές επιχειρήσεις θα διαδραματίσουν κεντρικό ρόλο στην ανακατανομή των προσφερόμενων αγαθών σε διάφορες γεωγραφικές περιοχές και σε διαφορετικά κοινωνικο-οικονομικά πλαίσια. Εξετάζοντας τα χαρακτηριστικά των μη κερδοσκοπικών κοινωνικών επιχειρήσεων, των ενδιαφερομένων μελών τους και την επικοινωνία τους μαζί τους μέσω των ιστοσελίδων τους, καθώς και τους βασικούς παράγοντες για την επιτυχία τους θα μπορούσε να προσφέρει οφέλη ως προς την βιωσιμότητα και την επικοινωνία με τα ενδιαφερόμενα μέλη τα οποία είναι ζωτικής σημασίας.

Θα ήθελα να μάθω με ποιο τρόπο ο οργανισμός σας λειτουργεί σε αυτόν τον τομέα σε σχέση με τα προαναφερθέντα σημεία εστίασης. Μόλις ολοκληρωθεί η μελέτη, θα έχετε πρόσβαση σε αυτή και ελπίζω ότι θα προσφέρει χρήσιμες πληροφορίες για την οργάνωση.

Θεματικές ενότητες

Κοινωνική επιχειρηματικότητα:

1. Τι συνέβαλε στην δημιουργία του οργανισμού ; Υπήρχαν συγκεκριμένοι στόχοι ;
2. Υπήρχαν προθέσεις να εξαπλωθεί περαιτέρω η λειτουργία του οργανισμού και σε άλλες περιοχές ; Ποια ήταν η αρχική ιδέα ;
3. Θα μπορούσε η οργάνωση να θεωρηθεί μόνο μη κερδοσκοπική ; Η μήπως υπάρχουν κερδοσκοπικές δραστηριότητες, κάποιο είδος εισοδήματος για την εξασφάλιση της βιωσιμότητας του οργανισμού ;
    3.1 . Σε περίπτωση ύπαρξης κερδοσκοπικής δραστηριότητας: Που επικεντρώνεται περισσότερο η οργάνωση, στους κοινωνικούς ή τους οικονομικούς στόχους ;

Μη κερδοσκοπικοί οργανισμοί :

1. Σε ποιο βαθμό η οργάνωση υποστηρίζεται από τη φιλανθρωπία (ιδιώτες χορηγούς , κλπ) ; Ποιοι άλλοι πόροι υπάρχουν ;
2. Ανήκοντας στον μη κερδοσκοπικό τομέα -εκτός του επιχειρηματικού και κυβερνητικού- πόσο ανεξάρτητη είναι η οργάνωση από την πλευρά της οικονομικής και πολιτικής κατάστασης;
3. Η οργάνωση βασίζεται αποκλειστικά στην εθελοντική συνεισφορά ή και σε έμμισθο προσωπικό;

Ενδιαφερόμενα μέλη:

1. Ποια είναι τα ενδιαφερόμενα του οργανισμού σας ; Θεωρείτε κάποιες ομάδες πρωταρχικής σημασίας σε σύγκριση με άλλες ; Αν ναι, για ποιο λόγο ;
2. Τα μέσα μαζικής ενημέρωσης είναι ένα από τα ενδιαφερόμενα μέλη του οργανισμού σας; Είναι σημαντικά ;
3. Έχει ο οργανισμός ανταγωνιστές στον τομέα της δράσης σας ; Αν ναι , ποιους;

Επικοινωνίας με τους ενδιαφερόμενους σε ιστοσελίδες μη κερδοσκοπικούς οργανισμούς :

1. Πόσο σημαντική είναι η ύπαρξη μιας καλά διαμορφωμένης ιστοσελίδας του οργανισμού στο διαδίκτυο; Γιατί;
2. Έχετε παρατηρήσει οικονομικά οφέλη από τη χρήση της ιστοσελίδας ; Εάν ναι, παρακαλώ αναφέρετε τα οφέλη.
3. Ποιος είναι ο στόχος σας σε σχέση με την επικοινωνία με τα ενδιαφερόμενα μέλη; Είναι απλώς δέκτες πληροφοριών ή συμμετέχουν ενεργά στην επικοινωνία και προσφέρουν πολύτιμες πληροφορίες στην οργάνωση;

Κριτήρια για την αξιολόγηση των στόχων της κοινωνικής επιχείρησης :

1. Έχουν επιτευχθεί οι επιδιωκόμενοι στόχοι της οργάνωσης; Με ποιους τρόπους είναι προφανές αυτό ; Υπάρχουν κάποιες μετρήσεις;
2. Θα μπορούσε η οργάνωση να εξασφαλίσει την συνέχεια της προσφοράς των υπηρεσιών της ; Υπάρχει σταθερή διαθεσιμότητα των πόρων;
3. Υπάρχει σχεδιασμός κατανομής πόρων για την ανάπτυξη του οργανισμού όσον αφορά τους υπαλλήλους , τα έσοδα, διεύρυνση κλπ. ; Αν ναι, είναι ένα σημαντικό ποσό ; Εάν όχι, γιατί ;

Σας ευχαριστώ εκ των προτέρων για τον χρόνο που θα αφιερώσετε για να απαντήσετε στις ερωτήσεις (15). Σε περίπτωση που χρειάζεται κάποια διευκρίνιση, είμαι στην διάθεσή σας σε οποιαδήποτε από τις εναλλακτικές επικοινωνίας. Ελπίζω ότι δεν θα έχετε αντίρρηση να επικοινωνήσω και πάλι μαζί σας σε περίπτωση που χρειαστούν κάποιες διευκρινίσεις μετά την ολοκλήρωση των απαντήσεων.